Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Evaluation 2026/1

Independent Evaluation of SDC's Engagement in Migration and Forced Displacement
(period 2017-2024)

Independent Evaluation of

SDC's Engagement in Migration and Forced Displacement
(period 2017-2024)

Commissioned by the Specialist Service Evaluation and Controlling
of the Swiss Agency for Development and Cooperation (SDC)

Contents:

I   Evaluation Process
II   SDC Senior Management Response
III   Evaluators' Final Report

Case Studies: see Volume 2

Donor	SDC – Swiss Agency for Development and Cooperation
Report title	Independent Evaluation of SDC's Engagement in Migration and Forced Displacement (period 2017-2024)
Geographic area	Global, Nepal, Bosnian and Herzegovina, Somalia/Puntland, Kenya, Jordan, Nigeria, and Myanmar
Sectors	15190 Facilitation of safe and orderly migration, 16010 Social protection
Language	English
Date	October 2025
Author	Tana Copenhagen ApS, Palægade 3, 4th, DK-1261 Copenhagen K, Denmark
	Ananda S. Millard, PhD (Team Leader), Anita Leutgeb and Alain Aeschlimann (Senior Evaluation Experts), Grace Muchunu (Junior Evaluation Expert), Nasri Ali Abdi, Somalia/Puntland, Katarina Vuckovic, Bosnia-Herzegovina, Kishor Pradhan Nepal (National Consultants), Verena Baumüller (Data Analyst), Finn Skadkaer Pedersen (Quality Assurance Expert), Kristina Franoux (Evaluation Manager)

Bern, January 2026

I   Evaluation Process

Evaluations commissioned by the SDC's Board of Directors were introduced in the SDC in 2002 with the aim of providing a more critical and independent assessment of the SDC activities. These Evaluations are conducted according to the OECD DAC Evaluation Standards and are part of the SDC's concept for implementing Article 170 of the Swiss Constitution, which requires Swiss Federal Offices to analyse the effectiveness of their activities. The SDC's **Senior Management** (consisting of the Director General and the heads of SDC's departments) approves the Evaluation Program. The **Evaluation and Controlling Unit** commissions the evaluation, taking care to recruit independent evaluators and manages the evaluation process.

The Evaluation and Controlling Unit identified the primary intended users of the evaluation, and invited them to participate in a **Core Learning Partnership (CLP)**. The Core Learning Partnership actively accompanied the evaluation process. It commented on the evaluation design (Approach Paper); it validated the evaluation methodology (Inception Report); and it provided feedback to the evaluation team on their preliminary findings. During a capitalization workshop and a presentation on the Draft Evaluation Report, the Core Learning Partnership had the opportunity to comment on the evaluation findings, conclusions and recommendations.

The evaluation was carried out according to the evaluation standards specified in the Terms of Reference.

Based on the **Final Report of the Evaluators**, the **Senior Management Response (SMR)** was approved by the SDC's Board of Directors and signed by the SDC Director-General.

The SMR is published together with the **Final Report of the Evaluators**. Further details regarding the evaluation process are available in the evaluation report and its annexes.

Timetable

Step	When
Approach Paper finalized	September 2024
Implementation of the evaluation	Nov. 2024 – December 2025
Senior Management Response in SDC	January 2026

II   Senior Management Response

Introduction

The SDC commissioned an independent evaluation of SDC's Engagement on Migration and Forced Displacement 2017-2024. The evaluation assessed SDC's Migration portfolio against the Organisation for Economic Cooperation and Development (OECD) Donor Assistance Committee (DAC) criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability.

The evaluation was conceived as a whole of SDC evaluation and encompassed all forms of migration. It looked at migration related programmes and initiatives supported by the Global Programme Migration/Thematic section migration and forced displacement, by the geographic divisions (MENA-Europe, Asia-LAC and Sub-Sahara Africa), by the division Humanitarian Aid and SHA, and by the division Multilateral Affairs and NGO. The flexible funds, as specific instrument of Switzerland's foreign policy on migration outside of SDC priority countries, were not at the center of the evaluation but were considered in the context of one case study (Nigeria).
The Mandate for this evaluation was granted to Tana Copenhagen in November 2024 who submitted the final evaluation report in October 2025. The evaluation team had access to the full range of SDC documentation. It reviewed guiding documents, project documentation and previous evaluations, and interviewed a large number of SDC staff, key stakeholders, and rightsholders.

The evaluation had four focus aspects: (1) migration as a thematic priority, (2) complementarity of the work of the different IC instruments, (3) evolution of SDC's thematic portfolio and comparative advantages, and (4) the contribution of SDC to the national, regional and international policy dialogue. It included case studies in Sub-Saharan Africa, North Africa and the Middle East, South Asia and Eastern Europe, including two Regional Programmes.

The resulting evaluation report comprises both (A) a backward-looking assessment of the institutionalisation of the priority theme migration within SDC, including identification of results, successes, challenges or failures as well as good practices, and (B) a forward-looking assessment of how migration as a topic could be further institutionalised, including recommendations on how to further strengthen SDC positioning in the field of migration at the programmatic, organisational, policy- and political levels, building on good practices and taking into account SDC's comparative advantage.

The Management Response states the position of the SDC Board of Directors on the recommendations of the Independent Evaluation.

Assessment of the evaluation

The evaluation was conducted by a team of independent experts in accordance with international standards. The evaluation process included the close involvement of the core learning partnership (CLP) which provided institutional guidance throughout the process. The CLP comprised staff from relevant divisions of SDC, both at head office and the Swiss representations. The main objective – assessing the relevance, coherence, effectiveness, efficiency, impact and sustainability – has been met by the evaluators.

The SDC's Senior Management thanks the evaluation team and the SDC staff involved for their continuous engagement and for a substantial and comprehensive report. The SDC's Senior Management is committed to implementing the recommendations as laid out in the management response in the framework of existing resources. The findings and recommendations will be shared with all SDC units.

Main findings

The findings are largely positive. Throughout the evaluation report, the evaluators stress the success and uniqueness of what they call the "Swiss model": a combination of operational innovation, multi-level partnerships, knowledge brokering, long-term engagement, subject matter expertise and strategic focus.

SDC's ability to operate effectively at both policy and field levels enables it to pilot innovations, influence national strategies and promote systemic change at national and international level over time. SDC's migration and forced displacement work is strongly aligned with Swiss and partner country priorities, demonstrates clear comparative advantages in durable solutions, migration governance, and integrated humanitarian-development approaches, and has a track record of building trust and long-term partnerships in complex contexts.

SDC is a credible and influential global actor which "punches above its weight". Through its current approaches and systems, SDC's effectiveness in migration policy influence is widely recognised, especially due to its convening capability, flexible response and respect for local agency. Switzerland is seen by other international actors as sector leader.

The evaluation identifies areas for improvement, building on SDC's strengths and value added. Findings indicate that relevance is high overall, though integration of protection, gender equality, LNOB, accountability to communities, and localisation remains uneven across the portfolio. Adaptation to newer drivers of migration such as climate-related mobility and rapid urbanisation, as well as significant engagement with the private sector are evident in several contexts, but these are not yet systematically mainstreamed. SDC's long-term corridor approach allows it to pursue transformative agenda, including on gender equality, but opportunities are not consistently pursued. Coherence is noticeable, with examples of effective use of complementary instruments and examples, albeit few of WOGA engagement. Knowledge sharing and triple nexus planning often remain informal or ad hoc, despite existing efforts to document and share experiences. Effectiveness is visible in policy influence, capacity building, and innovation pilots, though results are harder to attribute in complex efforts that benefit from a range of multifaceted activities.

In their recommendations, the evaluators call on SDC to build on its successes. They notably stress:

- The importance of developing and promoting an evidence-based and results-oriented narrative on migration and IC.
- SDC key role in advancing policy coherence for development in relation to migration (IMZ/WOGA) based on its thematic expertise.
- The need to keep a long-term perspective of IC on migration and forced displacement, in line with Switzerland's commitment on the nexus.
- The relevance of regional approaches (programmatic/policy) and institutional learning to address transboundary issues. The ability to articulate the local/regional/global is a feature of the Swiss model.

Bern, January 2026

Patricia Danzi, SDC Director General

Annex: Overview of recommendations, management response and measures

Annex: Overview of recommendations, management response and measures

Out of the 10 recommendations, 8 are 'fully agreed' (green), 2 are 'partially agreed' (orange) and 0 are 'disagreed' (red).

Recommendation 1: Policy Development and Refinement
SDC should establish a structured process to strengthen evidence-based policy development on migration and forced displacement, both to refine its internal policy positions and to contribute proactively to shaping the global policy debate through evidence and field learning. For example, this should include clarifying SDC's internal understanding of when Internally Displaced Persons (IDPs) are no longer considered displaced, developing methodologies to measure progress towards the different types of solutions, examining gaps across the entire displacement cycle, analysing the nexus between climate change, access to natural resources, conflict, and displacement, exploring how to support government authorities (such as in Somalia) to move from political will to effective implementation, identifying how SDC and its partners can contribute to joint solutions (including through dedicated funding), and establishing frameworks to leverage private sector and international financial institution financing for displacement-affected communities.

Management response		
Fully agree	**Partially agree**	**Disagree**
This recommendation is aligned with SDC comparative advantage, and the *Swiss model* described in the evaluation report. It reflects SDC continuous efforts to refine and strengthen its evidence-based narrative and policy work on migration and forced displacements in the context of international cooperation. In parallel with its programmatic engagements, SDC contributes to shape global, regional and national policy dialogues and debates on topics of expertise. Through its bilateral, thematic and multilateral work, SDC will continue to actively engage with the private sector and IFIs to leverage contributions to protection, durable solutions and the socio-economic inclusion of migrants.		

Measures	Responsibility	Timing
Further sharpen the evidence-based and results-oriented narrative on migration and forced displacements, including in view of the new ICS 2029-2032.	SMFD, in coordination with IC team	By and through the ICS development process

Recommendation 2: Institutionalise Learning and Scale Up Local Innovation
SDC should build on its existing knowledge management platforms and learning mechanisms, including the SDC Migration Network and thematic regional working groups that facilitate mutual exchange, by allocating additional resources to a more structured process for continuous learning and the systematic uptake of local innovations. This could include regular sharing of experiences, and a centralised, easy-to-navigate database of experiences and lessons learned through in-country field experiences. This enhanced process should strengthen internal knowledge sharing, peer exchange, and reflection across thematic, regional, and country teams, with clear protocols to identify, adapt, and scale locally generated solutions. While these efforts can inform and reinforce evidence-based policy development under recommendation 1, they also extend beyond policy development needs to ensure that lessons learned, promising practices, and innovations are captured, documented, and effectively applied across programmes and partnerships at all levels.

Management response		
Fully agree	Partially agree	Disagree
The capacity to learn and to innovate is essential for SDC to remain relevant and deliver effectively, based on its mandate, comparative advantage and expertise. The Migration network plays a central role to foster exchange, learning and innovation and to ensure quality assurance. Adequate time and clear responsibilities are allocated (ToRs) to concerned staff (HQ/SCO) to actively contribute. Maintaining institutional knowledge and learning capacities (network, regional working groups and beyond) is key for SDC to deliver on the Swiss model (normative and policy work, operational engagement, thematic expertise).		

Measures	Responsibility	Timing
Institutional commitment to continue to deliver on migration as a thematic IC priority and along the SDC comparative advantage and mandate.	Directorate	Cockpit report (yearly)
Long-term thematic expertise in house (incl. follow up F4P measure on thematic competences; follow up IR EDA PSE, ICS Report SDC 2025).	Directorate, DR	Q2 2026; rotation process

Recommendation 3: Strengthen Integration of Nexus
Embedding Nexus Thinking from the outset, SDC should ensure that whenever humanitarian, development, and peacebuilding efforts are, or will be, present in a country context, their linkages are identified and coordinated from the beginning of programme design.

Management response		
Fully agree	Partially agree	Disagree
This recommendation is aligned with SDC commitment to work through a triple nexus approach. Operational units are expected to ensure that analysis cover all relevant perspectives and that linkages are identified and considered in the design, implementation and steering of programmes, as well as in policy work. A long-term vision and comprehensive approach to migration in nexus will be pursued.		

Measures	Responsibility	Timing
Mainstream migration/forced displacement in ongoing and planned processes in relation to peace building (study on Protection of Civilians and peacebuilding; Peace evaluation; HDP nexus training).	Migration and PGE networks, AH.	Studies, evaluations, training
Develop and refine narrative on migration/forced displacement and peace and security (link with **recommendation 1**).	SMFD, in coordination with PGE, AH	2026

Recommendation 4: Strengthen Collaboration - WOGA
SDC should be attentive to opportunities where its activities can link with those of other Swiss agencies to enhance the efficiency and effectiveness of the efforts. This should be underpinned by learning systems (Recommendation 2) that capture and share lessons within SDC and which can be valuable for other government agencies, supporting a WOGA ethos and enabling joint approaches informed by evidence and experience. This includes using secondments and seed funding strategically to create cross-agency policy positions supported by field evidence.

Management response		
Fully agree	Partially agree	Disagree

The WOGA approach in the field of migration and forced displacement is institutionalised through the dedicated IMZ structure. This structure is well-established and functions well. WOGA approaches will be pursued building on existing mechanisms (IMZ, migration partnerships, flexible funds) and processes (annual planning, programme development, institutional dialogues, strategic evaluations, thematic networks). This is key to ensure effective coordination and complementarity of mandates as well as to advance policy coherence for development in relation to migration and forced displacement.

Measures	Responsibility	Timing
Increase the visibility of current WOGA programmes (e.g. regional migration route programmes).	Concerned SDC units with IMZ partners	Ongoing

Recommendation 5: Clarify Institutional Roles within the Migration Partnership Framework
SDC should work with SEM to define and communicate clear internal and external roles, funding lines, and complementarities under the Migration Partnership framework, ensuring coherence where multiple Swiss actors operate in the same country with different objectives and instruments. The latter could be minimised with the application of Recommendation 2. Clarity of roles should be linked to a joint strategy for influencing partner countries and regional migration policy processes.

Management response		
Fully agree	**Partially agree**	Disagree

Migration Partnership (MP) is a specific instrument for engagement with partner countries which is under the lead of SEM. Migration partnerships as well as SEM supported projects were outside the scope of the evaluation. The need for a major clarification exercise is not recognised. The IMZ structure, including specific working groups, is the appropriate forum to address optimisation potential.

Measures	Responsibility	Timing
If required and on a case-by-case basis, make use of the IMZ structure and its related bodies to clarify the roles of the different Swiss actors (in Switzerland and in the field) in the context of the Migration Partnerships based on their respective mandates; ensure the early involvement of concerned SCOs in the process leading to the adoption of the MP and the programmes allowing its implementation.	Geographic sections, SCO	Based on needs

Recommendation 6: Deepen Foresight and Preparedness-Innovation
SDC should build on its strengths in anticipating contextual shifts by committing to foresight exercises and scenario planning focused specifically on how technological innovation will affect migration patterns, governance, and inclusion. This includes understanding how Artificial Intelligence (AI), digital systems, and data-driven tools are reshaping migration forecasting, border management, and service delivery for migrants and displaced persons. Foresight work should also analyse associated risks, such as digital exclusion, data bias, and unequal access to technology, that could impact migration outcomes and protection standards.

Management response		
Fully agree	Partially agree	Disagree
SDC recognises the importance of addressing emerging trends to anticipate potential impact on its work in the field of migration and forced displacement and the consequences on partners and migrants, including in terms of data protection. This requires cross-sectoral collaboration as exemplified with the ongoing work on climate change induced human mobility.		

Measures	Responsibility	Timing
Address the impact of AI (study, learning journey etc.) or other emerging trends, in line with SDC Guidance on AI (approved in June 2025) and the AI task force objectives,	SMFD, migration network	Start in 2026, learning process

Recommendation 7: Enhance Commitment to Working with Local Partners
Recognising the limited resources available and the need to invest more in learning and collaboration (Recommendations 1, 2, 5, and 6), SDC should consider expanding the use of local organisations as implementing partners. At the same time, it should avoid duplication or the creation of parallel structures to government, ensuring that activities can be transferred to state institutions for long-term sustainability where possible. This should be supported by technical assistance, long-term capacity building investments, and joint monitoring frameworks.

Management response		
Fully agree	Partially agree	Disagree
SDC's institutional commitment to locally led development is embedded in an institutional LLC framework formally approved by Senior Management (31.03.2025). The SDC recognises the intrinsic value of intensifying its cooperation with local organisations to allow them to lead development and humanitarian efforts concerning them. Accordingly, SDC work on migration and forced displacement will systematically strengthen the role and participation of local organisations in programme design, implementation and monitoring, including advocacy work, promote equitable partnership arrangements, and facilitate access to direct funding where appropriate. All measures will be aligned with the institutional LLC indicators and with the cross-SDC LLC Action Plan developed by the internal working groups.		

Measures	Responsibility	Timing
Systematic implementation of the Guidance Note on LLC across the migration and forced displacement portfolio, including integration of institutional LLC indicators, and alignment of programme design, monitoring and partnerships with the organisation-wide LLC framework.	All divisions	Yearly monitoring of LLC action plan
Strengthen engagement with and support to migrants/refugees led organisations.	All divisions	Yearly monitoring LLC action plan

Recommendation 8: Strengthen Regional Approaches in Migration and Forced Displacement Programming

Given the cross-border nature of migration and forced displacement, SDC should complement its national programmes by actively supporting regional initiatives more routinely. This includes expanding the development and participation in regional migration and forced displacement programmes, promoting structured peer learning and knowledge exchange among countries, and fostering ongoing regional policy dialogue. By investing in mechanisms that address migration challenges at the regional level, SDC can further strengthen coordination across borders, harmonise approaches, and contribute to more coherent, sustainable outcomes for migrants and host communities alike.

Management response

Fully agree	Partially agree	Disagree

This recommendation aligns with the realities of migration and forced displacement and confirms the added value of regional and corridor approaches for addressing transboundary issues. Regional programmes and approaches are IC instruments which are relevant for SDC bilateral, thematic, and multilateral work. Regional learning will be pursued through the established thematic networks and platforms.

Measures	Responsibility	Timing
Capitalise and communicate on the ongoing route based regional programmes (Balkan; East, West and North Africa)	Geographic sections	End of phase, launch of new phase, steering committees
Better articulate regional engagements with the bilateral portfolio and promote regional learning.	Geographic sections, SMFD	Annual reports, Regional F2F 2027 (Africa)

Recommendation 9: Advance Gender Transformation

Given SDC's long-term, context-informed engagement, the agency should systematically assess opportunities to invest in real, sustained gender transformation activities and capitalise on them when available, to produce structural change in access, agency, and protection. Gender transformation objectives should be embedded in the programme ToC, monitored with context-specific qualitative indicators, and reflected in policy messaging at national, regional, and global levels.

Management response

Fully agree	Partially agree	Disagree

SDC recognises gender equality and social inclusion as fundamental parts of SDC's migration and forced displacement engagement. Targeted efforts are needed to live up to the commitments and to be truly transformative with migration related programmes embedding Gender Reference indicators.

Measures	Responsibility	Timing
Dissemination of migration tailored tools on gender responsive/transformative programming, and community of practice.	Network migration; PGE	2026
Monitoring of Gender focused Policy markers with the objective to reach 85% (principal and significant, and a minimum of 8% principal).	Migration network, PGE	Yearly cockpit

Increase funding to Women Led Organizations (WLO) engaged in migration/protection, especially through country pool funds (link with IASC Humanitarian Reset Roadmap, action 17).	All Divisions	Yearly monitoring of LLC action plan

Recommendation 10: Use the Theories of Change developed during this evaluation to inform future Migration/Forced Displacement interventions

SDC should actively use the ToCs on forced displacement and for regular and irregular migration developed during this evaluation as strategic tools to guide future programme design. By systematically using these ToCs, jointly refined during this assignment, SDC will be able to clearly position specific interventions within a broader migration and protection roadmap, identify complementary and supporting actions, and ensure that programmes and policies address both direct and indirect drivers and outcomes. This approach will enhance SDC's capacity to understand how interventions link together, improve strategic planning, and align efforts across sectors and levels for maximum impact.

Management response

Fully agree	**Partially agree**	Disagree

The ToC developed in the context of the evaluation already served their purpose as they guided the evaluators throughout their assessment. The proposed ToC are however too generic and do not reflect the SDC nexus and comprehensive approach to migration enough (silo / status based). They will remain as source of inspiration for the development of context specific impact hypothesis.

Measures	**Responsibility**	**Timing**
Specific TOC developed in the context of the ICS 2029 – 2032 (link with **recommendation 1**)	SMFD, in coordination with IC team	By and through the ICS development process

III Evaluators' Final Report

Authors:

Ananda S. Millard, PhD (Team Leader), Anita Leutgeb and Alain Aeschlimann
(Senior Evaluation Experts), Grace Muchunu (Junior Evaluation Expert), Nasri Ali Abdi,
Somalia/Puntland, Katarina Vuckovic, Bosnia+Herzegovina, Kishor Pradhan Nepal
(National Consultants), Verena Baumüller (Data Analyst), Finn Skadkaer Pedersen
(Quality Assurance Expert), Kristina Franoux (Evaluation Manager)

October 2025

ACKNOWLEDGEMENT

The responsibility for the evaluation report's content rests with the authors. The findings, interpretations, and conclusions presented in this report do not necessarily reflect the views of the SDC or its partners.

Table of content

Annexes: see Volume II (separate document)

Table of Figures

Abbreviations and Acronyms

AU	African Union
CEF	Comprehensive Evaluation Framework
CLP	Core Learning Partnership
COMESA	Common Market for Eastern and Southern Africa
DiD	Difference-in-Differences
DRC	Danish Refugee Council
ECA	Economic Commission Africa
ECOWAS	Economic Community of West African States
EAMR	East African Migration Routes Project
EJM	Enfants et Jeunes sur la Route Migratoire
EU	European Union
FDFA	Federal Department of Foreign Affairs (Switzerland)
FGD	Focus Group Discussion(s)
GCM	Global Compact for Safe, Orderly and Regular Migration
GCR	Global Compact on Refugees
GPMFD	Global Programme for Migration and Forced Displacement (currently SMFD)
HRBA	Human Rights Based Approach
IC	International Cooperation (referring to Swiss International Cooperation)
IOM	International Organisation for Migration
IGAD	Intergovernmental Authority on Development
IDP(s)	Internally Displaced Person(s)
IOM	International Organization for Migration
IRC	International Rescue Committee
JLMP	Joint Labour Migration Programme
KII	Key Informant Interview(s)
LNOB	Leave No One Behind
MRC	Migrant Resource Centre
NGO	Non-Governmental Organisations
NRC	Norwegian Refugee Council
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
PHDR	Peace and Human Rights Division
RDPP	Regional Development and Protection Programme
ReDSS	Regional Durable Solutions Secretariat
SaMI	Safer Migration Project
SIMS	Safe and Informed Migration System
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goal
SECO	State Secretariat for Economic Affairs (Switzerland)
SEM	State Secretariat for Migration (Switzerland)
SMFD	Section Migration and Forced Displacement

ToC	Theory of Change
ToR	Terms of Reference
ReMi	Returnee Migrant Workers
WFP	World Food Programme
UN	United Nations
UNDP	United Nations Development Program
UNHABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WoGA	Whole of Government Approach

Executive Summary

Background and Purpose

This evaluation provides an independent assessment of the Swiss Agency for Development and Cooperation's (SDC) engagement in migration and forced displacement for the 2017-2024 time period. The main goals of the assignment were to evaluate the relevance, coherence, and effectiveness of SDC's interventions and generate actionable recommendations to strengthen SDC's strategic positioning, operational effectiveness, and leadership over the coming years.

SDC's work in migration and forced displacement spans humanitarian, development, and policy engagement, and operates across diverse geopolitical contexts through the utilisation of several distinct instruments.

Methodology

A mixed-methods approach underpins this evaluation:

- **Document Review:** Detailed analysis of all major strategic, policy, programme, and project documents.

- **Portfolio and Financial Analysis:** Review of financial disbursements using migration policy markers, spending patterns, and funding flows across regions and thematic areas.

- **Key Informant Interviews:** 101 interviews conducted with SDC staff at headquarters and in the field, other Swiss agencies (State Secretariat for Economic Affairs (SECO), the State Secretariat for Migration (SEM), the Peace and Human Rights Division (PHRD) of the Federal Department of Foreign Affairs (FDFA), partner governments, multilaterals, and implementation partners.

- **Focus Group Discussions:** 14 Community-level and partner consultations, including migrants, displaced persons, host community members, and local civil society, capturing diverse perspectives on needs, priorities, and results.

- **Case Studies:** In-depth studies were conducted in Bosnia and Herzegovina, Nepal, and the Horn of Africa. These case studies were complemented by desk reviews on a select number of experiences from the work conducted by SDC in Jordan, Nigeria, and Myanmar, as well as the Enfants et Jeunes sur la Route Migratoire (EJM) and the East African Migration Routes Project (EAMR) regional programmes.

Key Findings

Relevance

- **Alignment & Policy Fit:** SDC's portfolio is, overall, well aligned with Switzerland's international strategies, the FDFA migration foreign policy, and global frameworks (e.g. the Global Compact for Migration and the Global Compact on Refugees). Strong examples exist where programming is tied closely to partner country needs and development objectives.

- **Focus on Needs:** Interventions demonstrate attention to protection, gender, Leave No One Behind, accountability, and localisation. However, integration of these themes and direct advocacy on these is inconsistent across countries and thematic areas, and are based on perceived feasibility.

- **Adaptation to Trends:** SDC has begun to address climate-related displacement, private sector engagement, and urbanisation, but these innovations are not yet mainstreamed across all types of engagement.

- **Comparative Advantage:** SDC's reputation for policy engagement and its trusted field presence are widely recognised amongst partners and governments.
- **Overall Alignment:** SDC's approach prioritises compliance with international and humanitarian law and emphasises protecting migrants through coordinated national, regional, and global actions. It combines on-the-ground programmatic initiates with policy advocacy and engagement in international negotiations.

Coherence

- **Mainstreaming Migration:** Migration appears in varying depth across SDC strategic documents and country strategies.
- **Synergies and Instruments:** There are growing examples of successful joint programming, use of secondments, and sharing best practices (notably through networks and learning journeys). However, overall complementarity is often opportunistic rather than systematically planned, and in some instances, individual dependent.
- **Triple Nexus** Migration is sometimes addressed through the triple nexus of humanitarian, development, and peacebuilding action, but this varies.
- **WoGA Coordination:** Coordination with other Swiss entities (SEM, SECO, FDFA, PHRD) has improved but is still hampered by distinct mandates and fragmentation in relation to budgets, operational modalities, and staffing.
- **Scaling Innovation:** Platforms exist for sharing good practice, but lessons and innovations are not always scaled or institutionalised across SDC or with external partners. across SDC or with external partners.

Effectiveness

- **Achievement of Objectives:** SDC's influence in policy forums, which in turn contributes to the improved livelihood of displaced persons and migrants (regular and irregular), is evident through a wide range of activities, including policies and programs such as durable solutions, livelihood support, and protection efforts.
- **Measuring Outcomes:** In some instances, discerning the outputs and outcomes, as well as impact, is difficult as multiple efforts align in pursuit of objectives that are complementary and/ or interlinked.
- **Use of WoGA:** A small number of projects, most notably with Intergovernmental Authority on Development (IGAD) in the Horn of Africa, display the hallmarks of effective WoGA programming. The regional programmes Enfants et Jeunes en Mobilité (EJM) and East African Migration Routes (EAMR) are also good examples of WoGA efforts. Still, coordination on migration between all Swiss actors remains limited.
- **Scaling and Sustainability:** SDC focuses considerable attention on ensuring the sustainability of long-term interventions. It does this by embedding efforts into existing governmental or intergovernmental structures. However, pilots often depend on additional donor or government financing for sustainability, and while there are successes, not all successful pilots result in sustained efforts.

Conclusions

The evaluation finds SDC's migration and forced displacement work strongly aligned with Swiss strategies, partner countries' priorities, and global frameworks, with clear advantages in durable solutions, governance, policy influence, and, in some instances, linking humanitarian and development approaches. Long-term partnerships and field presence underpin its credibility and impact.

Relevance is high overall, though integration of protection, gender equality, LNOB, accountability to beneficiaries, and localisation is uneven, and adaptation to climate mobility, urbanisation, and private sector opportunities is not systematic. SDC's long-term model allows it to pursue transformative agendas, including gender transformation, but these opportunities are not consistently pursued.

Coherence is noticeable, with examples of effective use of complementary instruments and some examples, albeit few, of WoGA engagement. Migration is fully embedded in some relevant interventions/programmes/initiatives and treated as peripheral in others. Knowledge sharing and triple nexus planning often remain informal or ad hoc, despite existing efforts to document and share experiences.

Effectiveness is visible in policy influence, capacity building, and innovation pilots, though results are harder to attribute in complex efforts that benefit from a range of multifaceted activities.

Going forward, there are several opportunities to further strengthen SDC's engagement; the most pressing and realistically attainable are reflected in the recommendations below.

Recommendations

Recommendation 1: Policy Development and Refinement
SDC should establish a structured process to strengthen evidence-based policy development on migration and forced displacement, both to refine its internal policy positions and to contribute proactively to shaping the global policy debate through evidence and field learning. For example, this should include clarifying SDC's internal understanding of when Internally Displaced Persons (IDPs) are no longer considered displaced, developing methodologies to measure progress towards the different types of solutions, examining gaps across the entire displacement cycle, analysing the nexus between climate change, access to natural resources, conflict, and displacement, exploring how to support government authorities (such as in Somalia) to move from political will to effective implementation, identifying how SDC and its partners can contribute to joint solutions (including through dedicated funding), and establishing frameworks to leverage private sector and international financial institution financing for displacement-affected communities.

Recommendation 2: Institutionalise Learning and Scale Up Local Innovation
SDC should build on its existing knowledge management platforms and learning mechanisms, including the SDC Migration Network and thematic regional working groups that facilitate mutual exchange, by allocating additional resources to a more structured process for continuous learning and the systematic uptake of local innovations. This could include regular sharing of experiences and a centralised, easy-to-navigate database of experiences and lessons learned through in-country field experiences. This enhanced process should strengthen internal knowledge sharing, peer exchange, and reflection across thematic, regional, and country teams, with clear protocols to identify, adapt, and scale locally generated solutions. While these efforts can inform and reinforce evidence-based policy development under recommendation 1, they also extend beyond policy development needs to ensure that lessons learned, promising practices, and innovations are captured, documented, and effectively applied across programmes and partnerships at all levels.

Recommendation 3: Strengthen Integration of Nexus
Embedding Nexus Thinking from the outset, SDC should ensure that whenever humanitarian, development, and peacebuilding efforts are, or will be, present in a country context, their linkages are identified and coordinated from the beginning of programme design.

Recommendation 4: Strengthen Collaboration - WoGA

SDC should be attentive to opportunities where its activities can link with those of other Swiss agencies to enhance the efficiency and effectiveness of the efforts. This should be underpinned by learning systems (Recommendation 2) that capture and share lessons within SDC and which can be valuable for other government agencies, supporting a WoGA ethos and enabling joint approaches informed by evidence and experience. This includes using secondments and seed funding strategically to create cross-agency policy positions supported by field evidence.

Recommendation 5: Clarify Institutional Roles within the Migration Partnership Framework

SDC should work with SEM to define and communicate clear internal and external roles, funding lines, and complementarities under the MP framework, ensuring coherence where multiple Swiss actors operate in the same country with different objectives and instruments. The latter could be minimised with the application of Recommendation 2. Clarity of roles should be linked to a joint strategy for influencing partner countries and regional migration policy processes.

Recommendation 6: Deepen Foresight and Preparedness-Innovation

SDC should build on its strengths in anticipating contextual shifts by committing to foresight exercises and scenario planning focused specifically on how technological innovation will affect migration patterns, governance, and inclusion. This includes understanding how Artificial Intelligence (AI), digital systems, and data-driven tools are reshaping migration forecasting, border management, and service delivery for migrants and displaced persons. Foresight work should also analyse associated risks, such as digital exclusion, data bias, and unequal access to technology, that could impact migration outcomes and protection standards.

Recommendation 7: Enhance Commitment to Working with Local Partners

Recognising the limited resources available and the need to invest more in learning and collaboration (Recommendations 1, 2, 5, and 6), SDC should consider expanding the use of local organisations as implementing partners. At the same time, it should avoid duplication or the creation of parallel structures to government, ensuring that activities can be transferred to state institutions for long-term sustainability where possible. This should be supported by technical assistance, long-term capacity building investments, and joint monitoring frameworks.

Recommendation 8: Strengthen Regional Approaches in Migration and Forced Displacement Programming

Given the cross-border nature of migration and forced displacement, SDC should complement its national programmes by actively supporting regional initiatives more routinely. This includes expanding the development and participation in regional migration and FD programmes, promoting structured peer learning and knowledge exchange among countries, and fostering ongoing regional policy dialogue. By investing in mechanisms that address migration challenges at the regional level, SDC can further strengthen coordination across borders, harmonise approaches, and contribute to more coherent, sustainable outcomes for migrants and host communities alike.

Recommendation 9: Advance Gender Transformation

Given SDC's long-term, context-informed engagement, the agency should systematically assess opportunities to invest in real, sustained gender transformation activities and capitalise on them when available, to produce structural change in access, agency, and protection. Gender transformation objectives should be embedded in the programme ToC, monitored with context-specific qualitative indicators, and reflected in policy messaging at national, regional, and global levels.

Recommendation 10: Use the Theories of Change developed during this evaluation to inform future Migration/Forced Displacement interventions

SDC should actively use the ToCs on forced displacement and for regular and irregular migration developed during this evaluation as strategic tools to guide future programme design. By systematically using these ToCs, jointly refined during this assignment, SDC will be able to clearly position specific interventions within a broader migration and protection roadmap, identify complementary and supporting actions, and ensure that programmes and policies address both direct and indirect drivers and outcomes. This approach will enhance SDC's capacity to understand how interventions link together, improve strategic planning, and align efforts across sectors and levels for maximum impact.

General Introduction

Strategy

Between 2017 and 2024, the Swiss Agency for Development and Cooperation (SDC) played a central role in Switzerland's engagement on migration and forced displacement, particularly through development cooperation and humanitarian aid. While Switzerland's response in this domain involves several actors, including the State Secretariat for Migration (SEM), the Federal Department of Foreign Affairs (FDFA), and the State Secretariat for Economic Affairs (SECO), this report focuses specifically on SDC's portfolio and contributions. Coordination across Swiss government actors is expected under the Whole-of-Government Approach (WoGA), a framework designed to ensure that policy and programming are coordinated and coherent across SEM, FDFA (State Secretariat and SDC), and SECO (see Box 1).

Box 1: WoGA – Whole of Government Approach

The Whole of Government Approach (WoGA) involves the coordination and collaboration across multiple federal agencies for all interventions and government efforts that can benefit from this approach. In relation to Migration and Forced Displacement, the use of the WoGA approach aims to ensure that migration management is aligned across policy areas and that joint objectives are pursued collectively, rather than in silos. For migration, this means engagement between:

- State Secretariat for Migration (SEM): Responsible for immigration control, asylum procedures, and return processes.

- Federal Department of Foreign Affairs (FDFA): Oversees Switzerland's foreign policy, including international migration diplomacy and bilateral relations.

- State Secretariat for Economic Affairs (SECO): Manages economic integration, labour migration policies, and the economic dimensions of migration programming.

- Swiss Agency for Development and Cooperation (SDC): Leads on development cooperation, humanitarian aid, and the migration-development nexus.

WoGA is expected across all relevant interventions and ensures that resources, expertise, and mandates are harmonised for greater strategic impact. Coordination mechanisms may include joint planning, shared funding, information exchanges, and unified engagement with partner countries and organisations.

Sources: SDC Interdepartmental Cooperation, Programme Framework 2022–25 Global Programme Migration and Forced Displacement, interviews conducted during this assignment.

Financial Portfolio

During the 2017–2024 period, SDC allocated CHF 556 million to migration-related work, excluding protection. This funding was channelled through three main credit lines. Development Cooperation represented the largest share, at 51%, and focused mainly on longer-term, systemic interventions on issues such as labour migration, reintegration of returnees, and, to a limited extent, diaspora engagement and remittances. Projects under this funding stream addressed structural barriers, supported legal and institutional reform, and aimed to integrate migration governance into national development frameworks. Regional targets under this modality included South Asia, particularly Bangladesh and Nepal, which together accounted for 56% of Asia's allocations, as well as Sub-Saharan Africa and the MENA region. Multi-country initiatives were a clear feature of SDC engagement, with 64% of Sub-Saharan Africa's development cooperation funding directed toward regional programmes.

Humanitarian Aid, which includes secondments and humanitarian aid experts, accounted for 46% of SDC's migration-related disbursements. This funding stream focuses on immediate needs like shelter, food, protection, and basic services, while also supporting durable solutions for displaced populations, primarily in response to acute displacement and protection crises in

fragile and conflict-affected settings. Principal country recipients included Lebanon, Yemen, Sudan, Afghanistan, Somalia, and Colombia. Post-2021, disbursements through this channel increased significantly, reflecting the intensification of global crises and Switzerland's commitment to urgent humanitarian response.

A third credit line, East Cooperation, accounted for the remaining 3% of available resources. This stream, though smaller in scale, played a targeted role by supporting migration governance and diaspora engagement in Eastern and Southeastern Europe. Funding supported pilot projects, policy development, and capacity building for governments and institutions working on migration management.

Beyond the above detailed allocations, between 2021 and 2024, SDC also invested CHF 552 million in the Protection, Access, and Security. Although not all of this funding is migration-specific, the evaluation team has estimated that up to 44% of funding is relevant to migration and displacement, particularly in fragile and conflict-affected contexts. Activities in this area were typically delivered by humanitarian organisations such as the International Committee of the Red Cross (ICRC), United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), and the United Nations' Children's Fund (UNICEF), and focused on protecting populations in highly vulnerable settings (see Figure 1).

Figure 1 An overview of SDC engagement in Migration and Forced displacement
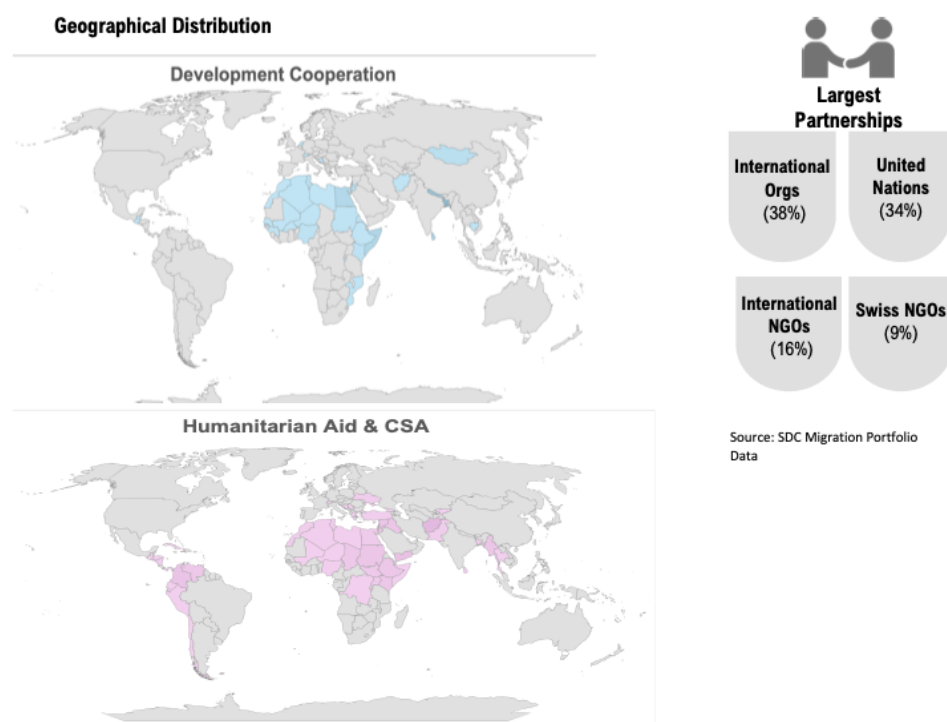
Implementation modalities

To operationalise its work, SDC employed a diverse set of implementation instruments tailored to different contexts and strategic objectives. These instruments provided the practical mechanisms through which SDC delivered its migration-related programming and policy work.

Humanitarian aid instruments were used to deliver rapid response and protection in crisis-affected contexts. These included the provision of emergency assistance such as shelter, health care, food security, and psychosocial support. Much of this work was delivered through multilateral partners, with the United Nations High Commissioner for Refugees (UNHCR) and the ICRC serving as primary actors in protracted displacement situations.

The **development cooperation instrument** focused on long-term and structural change, supporting governments to build institutions, develop legal frameworks, and integrate migration into broader development agendas. Programmes under this instrument addressed reintegration, labour market integration, diaspora mobilisation, and access to financial services for migrants and returnees. These interventions were often delivered through Swiss Non-Governmental Organisations (NGO)s and country-based development partners, with growing emphasis on working directly with national and local governments.

Specialised **thematic work and global programmes** provided technical expertise, strategic funding, and policy engagement capacity. These instruments enabled SDC to engage on current and forward-looking issues and facilitated continent-wide partnerships such as the Joint Labour Migration Programme with the African Union and regional migration governance initiatives with Intergovernmental Authority on Development (IGAD).

Regional and country-specific cooperation instruments allowed SDC to address context-specific migration and displacement dynamics through bilateral and multi-country approaches. These instruments guided SDC's work in strategic corridors such as the Horn of Africa, South Asia, the Western Balkans, as well as the EAMR and EJM regional programmes, which focus considerable attention on migration corridors specifically. Regional and country-specific instruments helped operationalise Switzerland's international cooperation priorities at the local level while integrating cross-border and area-based programming.

Multilateral cooperation was a consistent delivery mechanism across all instruments, especially in humanitarian contexts. United Nations (UN) agencies, including UNHCR, the International Organisation for Migration (IOM), the World Food Programme (WFP), and UNICEF, implemented approximately 60% of SDC's migration portfolio. In addition, Swiss NGOs such as HELVETAS and Terre des Hommes Lausanne played critical roles in development-focused projects, while international NGOs, including the International Rescue Committee (IRC), Norwegian Refugee Council (NRC), and Oxfam GB, contributed to programming in both crisis and stable environments (see Box 2).

In addition to financial and operational partnerships, SDC deployed secondments and technical assistance to strengthen institutional capacity in partner countries and organisations, mainly the UN. These secondments placed Swiss experts within key agencies, such as UN, regional organisations (e.g. IGAD), and national ministries, providing hands-on support for policy development, planning, and/or programme implementation. Switzerland also utilised seed funding mechanisms to pilot new approaches, adapt programming to emerging trends, and scale local innovations.

> **Box 2: Key Implementing Partners**
>
> - **UN Organizations:** UNHCR, IOM, WFP, UNICEF (strongest presence, especially humanitarian/displacement)
> - **Swiss NGOs:** HELVETAS, Terre des Hommes Lausanne (main actors in integrated development programming)
> - **International NGOs (Global North):** IRC, NRC, Oxfam GB (important for both crisis and development contexts)
>
> **Source:** Portfolio analysis. See Annex 8.

A key feature of SDC's approach is to deliberately link global policy dialogue with local, context-driven implementation. This model emphasised long-term engagement, credibility, and trust-building with national governments and communities. SDC's ability to operate effectively at both the policy and field levels enabled it to pilot innovations, influence national strategies, and promote systemic change over time.

Evaluation introduction

1.1 Background and Context of the Evaluation

This evaluation examines SDC's engagement in migration and forced displacement, grounded in Switzerland's evolving strategic frameworks, particularly the Swiss International Cooperation (IC) Strategies covering the 2017 to 2024 period. Over this period, migration and forced displacement moved from being peripheral concerns to thematic priorities across humanitarian aid, development cooperation, economic partnerships, and peacebuilding.[1] The IC Strategies articulate Switzerland's commitment to a comprehensive approach, integrating migration governance within broader objectives of poverty reduction, sustainable development, and human rights. Notably, the 2021–24 Strategy formalised migration as a cross-cutting objective and focused on addressing the root causes of irregular migration and forced displacement, while leveraging the developmental opportunities created by regular migration and diaspora engagement.[2] In Annex 4, we present some broad migration trends relevant to the case study countries.

1.2 Rationale, Objectives and Scope

The rationale for this evaluation arises from the increasing complexity and prominence of migration in Swiss and international policy. Its main objective is to generate evidence on how SDC's interventions align with its strategic priorities. To this end, the evaluation team examined how interventions focused on migration and forced displacement contributed to policy goals and identified insights to support institutional learning and future decision-making.[3] The evaluation also aims to inform Switzerland's parliament and the wider public, thereby strengthening accountability and supporting the ongoing development of migration governance approaches.

The scope covers SDC's engagement with both migration and forced displacement,[4] across global programmes and country and/or regional interventions. The period under review is 2017 to 2024, covering regular and irregular migration, forced displacement, and the thematic expansion reflected in successive IC Strategies. The evaluation has targeted direct migration and displacement programming but recognises that migration and displacement were initially managed as a cross-cutting theme across humanitarian, development, and peacebuilding portfolios.[5]

1.3 Overview of the Evaluation Questions and Criteria

This evaluation is guided by the core OECD-DAC criteria of *relevance, coherence*, and *effectiveness*. The accompanying set of evaluation questions addresses these dimensions:

- **Relevance:** Alignment of SDC projects and programmes with Switzerland's IC Strategies, foreign migration policy, and beneficiary needs, especially concerning protection, gender, and the principle of "Leave No One Behind" (LNOB).

- **Coherence:** The degree to which migration is mainstreamed across SDC's thematic and geographic portfolios; how interventions relate to both SDC and partner frameworks; synergies between instruments; and coordination with other Swiss government entities.

---

[1] Approach Paper p.1–2; IC Strategy 2021–24, p.17.
[2] IC Strategy 2021–24, section 3.4; Working Aid, p.5-7.
[3] Approach Paper p.2–3.
[4] In this document the generic term encompasses both migration stricto sensu and forced displacement.
[5] Approach Paper p.3; GPMFD Programme Framework 2022–25, p.14–17.

- **Effectiveness:** Achievement of intended outputs, outcomes, and impacts; SDC's influence on policy dialogue; and identification of enabling or hindering factors affecting performance and sustainability (see Annex 1).

1.4 Overview of the Global Level Support by Policy Marker

The evaluation has used the migration and forced displacement policy marker across SDC interventions to secure a global overview of Swiss support both at the project and portfolio level, illustrating the extent of mainstreaming migration concerns and providing quantitative and qualitative data for cross-comparison. This assessment, focused on the 2021-2024 period, where data were most reliable, has yielded key insights that are presented in detail in Annex 8. A few key findings are provided below:

> **Box 3: Policy Marker**
>
> Since 2021, SDC has applied a policy marker to differentiate core (principal) migration interventions from those featuring migration as a transversal, secondary concern (significant). This marker can enable SDC to more clearly report on the efforts made.
>
> **Source:** Portfolio analysis. See Annex 8.

- Between 2021-2024, CHF 386 million was disbursed across six migration-relevant sectors. The largest share was allocated to Forced Displacement (CHF 159 million), followed by Migration Generally (CHF 64 million), Labour Migration (CHF 45 million), Remittance (CHF 12 million), and Diaspora for Development (CHF 6 million). In addition, the team estimates that a further 499 million CHF (90% of funds allocated to Protection, Access and Security) have had a principal or significant focus on migration.

- The majority of funding for forced displacement originates from the Humanitarian Aid frame credit, while the Development Cooperation frame credit is used to cover the majority of Labour Migration and Remittances efforts. The East Cooperation frame credit was chiefly used to fund activities on Diaspora for Development, and East Cooperation and Development Cooperation jointly covered most activities categorised as Migration Generally.

- The geographic distribution of funds across frame credits differed by frame credit: Humanitarian Aid was regionally concentrated in MENA, which received 34% (CHF 88 million) of funding, Sub-Saharan Africa 26% (CHF 66 million), and Asia 19% (CHF 48 million). Development Cooperation focused on Asia (CHF 77 million - 27 %), Sub-Saharan Africa (CHF 57 million - 20 %), and North Africa and Middle East (CHF 29 million - 10%). East Cooperation, though small, was split between Diaspora for Development (CHF 6 million - 44%), Migration Generally (CHF 6 million - 40%), and Forced Displacement (CHF 2 million - 17%).

- The majority of the funding traced was tagged *principal*, which suggests that migration is no longer considered a strong cross-cutting issue. However, this could also suggest that when migration is a cross-cutting issue, it is under-reported. The latter hypothesis appears to apply, at the very least, to protection, where establishing the resources allocated to migration and displacement tasks proved challenging (See Annex 8, section 4).

Methodology

The methodology used during this evaluation included several steps, approaches, and tools, which are described here. Figure 2 captures the key methodological steps, including a portfolio review, the development and iterative revision of three theories of change (ToC), and an extensive series of interviews (101) and focus group discussions (14) with stakeholders. Three in-depth case studies were carried out in Bosnia and Herzegovina (BiH), Nepal, and the Horn of Africa. Desk-based case studies of Jordan, Nigeria, Myanmar, and two regional

programmes were also undertaken to broaden the analysis. Details on respondent composition, case study material, and the ToC process are presented in Annex 2.

Figure 2 Evaluation Overview
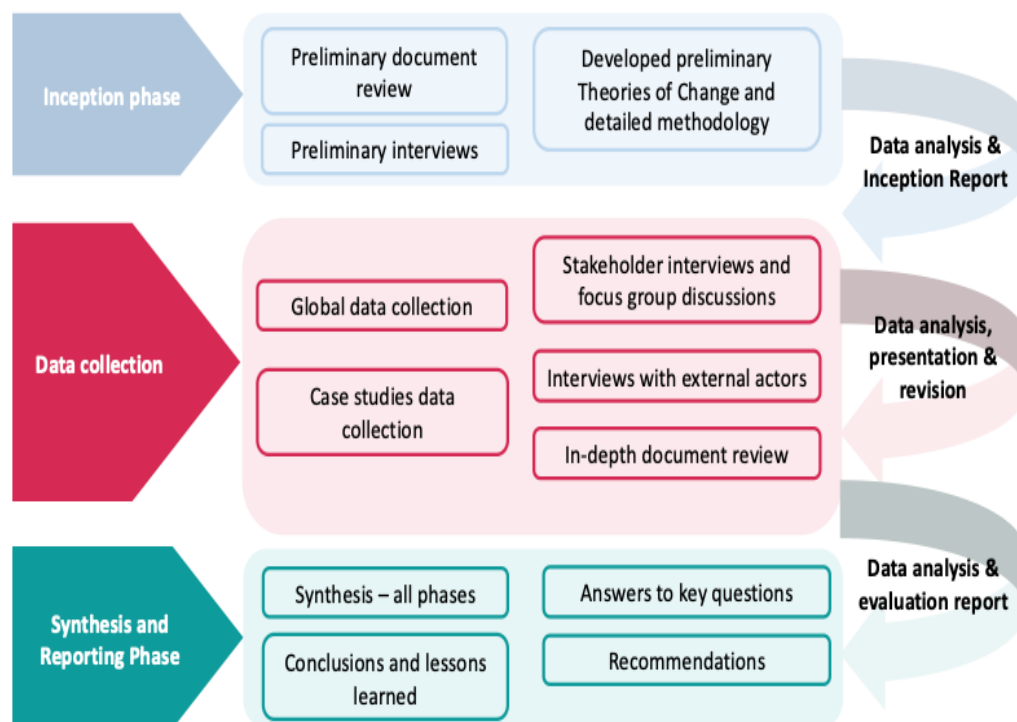
Findings

The following section presents the main findings of the evaluation. Each finding is evidence-based and anchored in the perspectives of beneficiaries, partners, and SDC staff. Collectively, they highlight key patterns and lessons learned, while pointing to persistent challenges and opportunities for further strengthening SDC's results and impact in this evolving field.

1.5   Relevance

Relevance: Is the intervention doing the right things? The extent to which a programme is suited to the priorities and policies of the target group, recipient, and donor and continues to be so if circumstances change.

Key findings:

1. **Alignment & Policy Fit:** SDC's portfolio is, overall, well aligned with Switzerland's international strategies, the FDFA migration foreign policy, and global frameworks (e.g. the Global Compact for Migration and the Global Compact on Refugees). Strong examples exist where programming is tied closely to partner country needs and development objectives.

2. **Focus on Needs:** Interventions demonstrate attention to protection, gender, Leave No One Behind, accountability, and localisation. However, integration of these themes and direct advocacy on these is inconsistent across countries and thematic areas and are based on perceived feasibility.

3. **Adaptation to Trends:** SDC has begun to address climate-related displacement, private sector engagement, and urbanisation, but these innovations are not yet mainstreamed across all types of engagement.

4. **Comparative Advantage:** SDC's reputation for policy engagement, and its trusted field presence are widely recognised amongst partners and governments.

Alignment and Policy Fit

Over the past two strategic periods, migration and forced displacement have become an increasingly central focus of SDC's work. SDC programming exhibits substantial alignment with Switzerland's IC Strategies and the country's foreign migration policy. During the 2016–2020 period, the IC Strategy explicitly recognised migration and forced displacement as both a challenge and an opportunity, assigning migration a cross-cutting and strategic priority status. The Federal Council Report and IC Strategies during this and later periods directly linked migration and displacement to development, stability, and poverty reduction, especially in regions such as the Horn of Africa, with operational priorities focusing (even if not always explicitly) on root causes such as poverty, livelihood, climate change, insecurity, and human rights violations. SDC's approach, grounded firmly in compliance with international humanitarian and human rights law, has included active support to the protection of migrants through national, regional, and global channels through activities ranging from programmatic efforts at the country and regional levels to policy support through advocacy and international negotiation work.[6]

Switzerland's commitment materialised through programming that responded to migration as both a human development challenge and a driver for positive transformation, embracing the humanitarian-development nexus, especially in protracted crisis contexts. However, during the pre-2021 period, migration, while highlighted, was not yet consistently framed as a cross-cutting priority across all SDC sectors, and operationalisation of strategic links between migration policy, humanitarian assistance for forcibly displaced, and international cooperation was still emergent.

The adoption of the IC Strategy 2021–2024 marked a milestone, elevating migration and forced displacement to one of four central thematic pillars alongside job creation, climate and natural resources management, and peace, gender, and rule of law. This is reflected in operational requirements that migration be systematically mainstreamed through access to basic services, tackling root causes, job creation, climate action, and peacebuilding. Unlike the earlier period's indirect evocation of the LNOB agenda via Sustainable Development Goals (SDG), the current strategy enshrines these principles as formal, cross-cutting requirements.[7]

Under the 2021-2024 strategy, the transversal mandate is operationalised across all SDC instruments, requiring migration and forced displacement to be mainstreamed in project cycle management, context analyses, ToC, log-frames, and reporting. The migration policy markers allow for tracking of investment and differentiation between activities primarily focused on migration versus those where migration is one element considered.[8] Interdepartmental structures such as the Interdepartmental Structure for International Cooperation on Migration bring SDC, SEM, SECO, and other institutions together to facilitate coordination and complementarity and strengthen policy coherence. While these mechanisms support strategic

---

[6]   Working Aid-Migration as a Priority Theme in Switzerland IC Strategy 2021-07; Swiss Engagement Internal Displacement Management Response; Evaluation_Nexus2019; swiss-cooperation-strategy-horn-of-africa-2018-2021_EN; 771.22_7F_09987.01_180603_CP_SaMi phase 3; 7F-10049.01_180813_CP.

[7]   Working Aid-Migration as a Priority Theme in Switzerland IC Strategy 2021-07; SMFD Programme Framework 2025-2028 with annexes; Programme Framework 2022-25_Global Programme Migration and Forced Displacement; Annual Report 2023 Section Migration and Forced Displacement

[8]   This tool has not, however been used systematically across all SDC engagement, which has led to the evaluation team's inability to fully capture the migration and displacement engagement that focused on protection efforts (see Annex 8).

alignment, coordination, and regular information exchange at the federal level, several respondents noted operational fragmentation and insufficient routine coordination and exchange at technical and management levels. This challenge is compounded by distinct mandates that do not always align in relation to migration and displacement issues.[9] Indeed, some respondents noted that SDC staff working in different sectors or geographies within a country may not have a full overview of in-country activities. For example, in Nigeria, the geographic section and thematic section of SDC both work in the country but have limited opportunities for collective engagement, given the type and amount of funds invested. The geographic section works closely with SEM on the Migration Partnership (see Box 4), whereas the thematic section manages the West Africa Labour Migration Programme that has a component in Nigeria without strong operational links to Migration Partnership processes. This means that while the overall strategic framework is shared, day-to-day programming, synergies, and knowledge exchange are not systematically integrated. Overall, interview-based feedback indicates that although operational integration has progressed, complementarity between SDC, SEM, and SECO instruments

> **Box 4: Migration Partnership**
>
> **Migration Partnership,** overseen by SEM, is Switzerland's formalised, bilateral engagement mechanism with selected partner countries designed to foster comprehensive migration management, knowledge exchange, and policy alignment. These partnerships are built on mutual trust and shared interests, typically encompassing cooperation on safe and orderly migration, return and reintegration, diaspora engagement, and development links. Migration Partnerships distinguish themselves by formal agreements, regular dialogue, co-management of projects, and joint funding, which provide flexibility to address specific challenges and opportunities in diverse country contexts.
>
> *Sources: Migration Strategic Framework 2023, Interviews conducted during this assignment.*

remains complex as the variety of mandates continues to pose challenges and can occasionally lead to confusion among partners, who, according to respondents working in-country, may perceive all Swiss interventions as unified without distinguishing between them.[10]

SDC's work is aligned with principal international frameworks including the 2030 Agenda for Sustainable Development (SDG 10.7 on safe, regular migration), the Global Compact for Safe, Orderly and Regular Migration (GCM) (see Box 5), and the Global Compact on Refugees (GCR), and relevant regional efforts such the Kampala Convention for the protection and assistance of internally displaced persons (IDP)s in Africa. In addition, Switzerland supported the 2021 Report of the UN Secretary-General's High-Level Panel on Internal Displacement and the 2022

> **Box 5: Global Compact for Safe, Orderly and Regular Migration**
>
> Switzerland played a key role in shaping the Global Compact for Safe, Orderly and Regular Migration but has not formally signed the agreement. This decision has somewhat limited its ability to spearhead innovative migration initiatives or take on a formal leadership role within the UN network, compared to signatory countries. Nevertheless, there is no indication that the SDC reputation or influence at the international level has diminished due to this position.
>
> *Sources: Programme Framework 2022-25: Global Programme Migration and Forced Displacement, Interviews conducted for this assignment*

---

[9]   It is worth noting that reviewers of this report did not agree with the perceptions collected during interviews, which suggests that the views presented here are not held by all relevant staff at SDC.
      See SMFD Programme Framework 2025-2028 with annexes; swiss-cooperation-strategy-horn-of-africa-2018-2021_EN.
[10] The evaluation team cannot determine, based on the data collected, how often this occurs. It is worthy to note that some SDC reviewers of this report believed this not to be a concern.

United Nations Secretary-General's Action Agenda on Internal Displacement. These efforts are also aligned with Switzerland's focus on durable solutions, protection, and LNOB.[11]

Swiss strategic objectives are materialised through a wide range of projects, such as Safe Migration (SaMi) and Reintegration and Returnee Migrant Workers (ReMi) in Nepal, which are referenced in both Swiss and Nepali national frameworks as highly relevant to ensure safe migration and reintegration.[12] In BiH, SDC support reinforces the Migration Partnership, led by SEM, and serves as a pillar of diaspora engagement, while in the Horn of Africa, the regional programme is an explicit model for integrating protection, durable solutions, peacebuilding, and development.[13] At the operational level, examples such as Project Cycle Management integration, contextually-adapted log-frames, migration-sensitive policy analysis, and direct support for national action plans underscore the extent to which migration has become embedded in SDC programming approach. Indeed, Switzerland has played a key role in encouraging countries in the Horn of Africa to adopt IDP policies and laws (Somalia), as well as durable solutions frameworks and action plans (Ethiopia and Somalia), and progressive refugee policies (Kenya). The implementation of these policies has been supported through a range of bilateral and thematic projects, including the Durable Solutions Program in Ethiopia, the Saameynta project in Somalia, KKCF and EMPOWER in Kenya, and the regional FDSI project.

Focus on Needs

SDC interventions aim to address the needs and priorities of migrants and displaced persons, with a strong focus on protection, gender, LNOB, and accountability to affected populations, and localisation. Formal requirements are in place to address gender and governance themes, as shown in initiatives, such as:

- SaMi programme's Gender Equality and Social Inclusion assessment in Nepal and the targeting of women for psychosocial support, literacy, and access to reintegration services.[14]

- In the Horn of Africa, most beneficiaries of the intervention visited in Somalia were women.

- In the Middle East, several initiatives such as Decent Work and Legal Aid and the FAIRWAY programme have focused on gender specific concerns through gender responsive policy frameworks.

Notably, the focus on gender is most often limited to women and men and their needs. SDC recognises that approaches to gender are contextual and therefore engages in activities even when integrating a fully gendered approach is not feasible. Indeed, SDC does not withhold support if ideal standards cannot be met. In such instances, SDC aligns ambitions with feasibility. At the same time SDC's long-term engagement and flexibility position it well for deeper mainstreaming of these priorities over time. Promoting women's participation in projects like KKCF and Inkomoko in Kenya and the Saameynta project in Somalia are good examples of this type of effort. In addition, protection efforts are a core element of SDC work, both generally and in relation to migration-specific concerns. Examples of these efforts include: legal assistance, prevention of gender-based violence, and safeguards against exploitation and trafficking.[15] Interviews and project documents, such as the East Africa Migration Route Project, underlined that accountability to affected populations is addressed through efforts

---

[11]   Working Aid-Migration as a Priority Theme in Switzerland IC Strategy 2021-07; SMFD Programme Framework 2025-2028 with annexes
[12]   771.22_7F-09987.01_210510_MTR_Report_phase 3; 771.22_7F-10049.01_180813_CP
[13]   MinHRandRefugees__DiasporaDept_14052025; swiss-cooperation-strategy-horn-of-africa-2021-2025_EN
[14]   771.22_7F-09987.01_210510_MTR_Report_phase 3
[15]   Swiss-cooperation-programme-horn-of-africa-2022-2025_EN; Annual Report 2023 Section Migration and Forced Displacement

such as feedback and complaint channels (for example, anonymous complaint boxes in reception centres), structured participatory feedback loops (notably for youth and children), and repeated needs assessments that inform project adaptation. In addition, there was evidence that community participation and feedback mechanisms are integrated in the Horn of Africa; in Somalia, the Saameynta project uses the Consul platform to digitally connect communities and government actors. However, evaluations and interviews indicate that the consistency and effectiveness of these accountability mechanisms vary across projects and contexts.

In general, SDC does not appear to be focused on partnering with national NGOs as central to their localisation efforts. Across all three in-person country studies, the main recipients of funds were either UN agencies or international NGOs. Examples of instances where local organisations received the majority of the funds tend to be instances where this is the only viable option, or where local organisations can deliver a service that other organisations cannot, for example, in Myanmar where local counterparts are an important partner (see Box 6). More specifically, localisation and community engagement is pursued through: (1) direct capacity building with local authorities, including planning for ownership and transitions; (2) partnerships with local NGOs, for instance through the Somali Humanitarian Fund which channels the majority of resources to national partners, acknowledging the overall need for greater local NGO involvement;

> **Box 6: Myanmar: A different partnership model**
>
> The Myanmar SDC partnership model is characterized by a multi-stakeholder, community-anchored approach that leverages the comparative strengths of a spectrum of actors to support IDPs and drive durable, transitional solutions, particularly in Kachin State. Central to SDC's model is coordinated engagement among UN agencies, international NGOs, and trusted local partners, especially faith-based organizations (FBOs). Through the tripartite coordination model, roles are allocated among camp management committees, FBOs, and return committees, ensuring joint site assessments, land negotiation, and harmonised service delivery, while promoting strong community ownership and shared responsibility for solutions. At the intervention level, emphasis is placed on community-driven approaches: IDPs themselves, supported by microfinancing, legal aid, and guidance from FBOs and NGOs, lead land acquisition, shelter construction, and livelihood rebuilding.
>
> *Sources:* MMR-TS-Final , and interviews conducted Report, Kachin TS-Dissemination slides April25, Kachin Transitional Solution Presentation for 7 March 2023 v4, and interviews conducted for this assignment.

and (3) initiatives to strengthen community-driven planning and empowerment. Examples of this are seen in a wide range of activities, from legal and psychosocial assistance in BiH, to area-based programmes and support for livelihoods and digital financial inclusion in the Horn of Africa and globally, the EAMR and EMJ programmes work to strengthen both national and local actors including both civil society and government entities, as well as the support to the Nepali government to enable them to take over activities funded by SDC and integrating these into their own support for migrant worker efforts.

Overall, while operational standards mandate participatory programme design, context analysis, and active involvement of affected groups, in practice, the consistency and systematisation of these cross-cutting principles vary across contexts. The effectiveness of SDC's approaches often depends on the specific practices and standards of implementing partners as well as local conditions.[16]

---

[16] Working Aid-Migration as a Priority Theme in Switzerland IC Strategy 2021-07; SDC - Migrants Voices and Empowerment

Adaptation to Trends

Since 2017, the thematic orientation of SDC's migration engagement has evolved to keep pace with new trends. This evolution is reflected in an expanded and interconnected set of domains and approaches.

For example, an expanded focus on durable solutions, as well as supporting the families of migrants and migrants after their return. There is also increased attention to conflict-sensitive programming, better use of data, and accountability for progress along the displacement continuum. For instance, tools such as the Durable Solutions Marker (adapted by the Regional Durable Solutions Secretariat ‑ ReDSS coalition) are used to map interventions and have been replicated in Somalia and Ethiopia. [17] Regional projects and the informal communication between project staff across countries, which allows for the sharing of information on the movement of beneficiaries, is another example of this evolution.

Private sector engagement has grown, not only through operational partnerships with fintech and diaspora investment, but also through impact-linked finance, gender-inclusive financial access, upskilling, public–private partnerships, risk management frameworks, and new market-driven approaches.[18] Interviewees noted that SDC is responding to the need for more catalytic capital and leveraging private funds to boost local economies, as seen in projects like Saameynta, which integrates a funding facility providing loans to IDPs, and through efforts to promote market-driven approaches. The evidence suggests these are more cost-effective and scalable than traditional community-based approaches. Saameynta's private sector engagement model enables economic inclusion, financial services, and livelihood opportunities for displaced persons in urban settings.[19] Evaluations of the intervention note significant progress in durable solutions by connecting IDPs to economic opportunities and financial inclusion. The project promotes urban integration and governance improvements but highlights a need for ongoing monitoring and sustainability strategies.[20] Respondents also highlighted that some programmes offer vocational training, financial literacy, and support to returning migrants, particularly in Nepal and the Horn of Africa.[21]

SDC's adaptation to climate-linked mobility now goes beyond response to include action on prevention and resilience. Flagship efforts in Sub-Saharan Africa include mainstreaming gender-responsive policy, engaging with regional economic communities, piloting innovative approaches to disaster displacement and climate adaptation, and linking mobility with broader climate and livelihoods challenges.[22]

Urban migration and urbanisation are now a more visible element of the portfolio. Key programming includes digital engagement platforms for cities, collaborative urban planning, financial inclusion pilots at the municipal level, and direct support for city voices in policy reform through global partnerships.[23] Respondents mentioned, however, that effective management calls for stronger linkages between rural development and urban growth. Strategies supporting rural areas (such as market linkages, climate adaptation, and protection of livelihoods) are critical, as is supporting IDP integration and resilience in urban settings.[24]

---

[17] DSI Evaluation Report, pp. 9–11, 32–33
[18] SDC – Private Sector Involvement; Annual Report 2024_SMFD_FINAL; see also ECDPM – Mapping private sector actors along the migration cycle; SDC_Overview of the SDC Learning Journey on Financial Inclusion of Migrants and Forcibly Displaced Persons August 2024; Annual Report 2024_SMFD_FINAL; Overview of SDC Learning Journey on Financial Inclusion, pp. 22–23
[19] DSI Evaluation Report, pp. 29–31
[20] DSI Evaluation Report, pp. 29–31
[21] Evaluation Report Nepal, pp. 9–10
[22] Annual Report 2024_SMFD_FINAL; SMFD Programme Framework 2025–2028 with annexes
[23] Urban Migration and Social Inclusion; SDC_Urban Migration_Overview; Annual Report 2024_SMFD_FINAL
[24] DSI Evaluation Report, pp. 32–33

Several documents underscore a growing need for strategic, evidence-based engagement with digital and Artificial Intelligence (AI) developments in the field of migration, paired with sustained, tailored capacity building for local partners.[25] The IOM World Migration Report 2024 observes that the uneven application of AI in migration management risks reinforcing digital divides unless organisations invest in digital capabilities, infrastructure, and the upskilling of local staff, particularly in least developed countries.[26]

A review of available data notes that AI has been explored and used to a limited extent as a tool to improve the efficiency of a task. However, none of the data collected showed any evidence that SDC is examining the way AI may affect migration and forced displacement in a more systemic way. Specifically in relation to agents, Super Intelligence[27] and the implications these developments might have on displaced persons and migrants.

Comparative Advantage

SDC's comparative advantage in migration is reflected in several areas through what can be understood as a Swiss model: Working on policy-level efforts at the global and regional level, while supporting programmatic efforts that align with the supported policy and advocacy work, at the local level. Being keenly engaged in activities through discussions with implementing partners, facilitating and accepting adaptations when needed. Focusing specific attention on ensuring interventions can, when possible, become sustainable through, for example, transferring activities to government entities, and above all, recognising that certain efforts take considerable time and require long-term support.

SDC has played an important role in raising the international profile of internal displacement, providing Swiss experts to support the work of the High-Level Panel on Internal Displacement and the UN Secretary General's Special Advisor on Solutions to Internal Displacement, supporting the creation and financing of the Internal Displacement Solutions Fund, and assisting countries such as Somalia to adopt frameworks on durable solutions, including through secondments. SDC is also engaged in climate change-related migration, guiding policy development to integrate

Figure 3 The Swiss Migration Model

migration in climate and disaster adaptation, piloting innovative approaches such as learning journeys and operational toolkits, and supporting regional frameworks in partnership with IGAD, ECOWAS, and other platforms for harmonisation.[28]

---
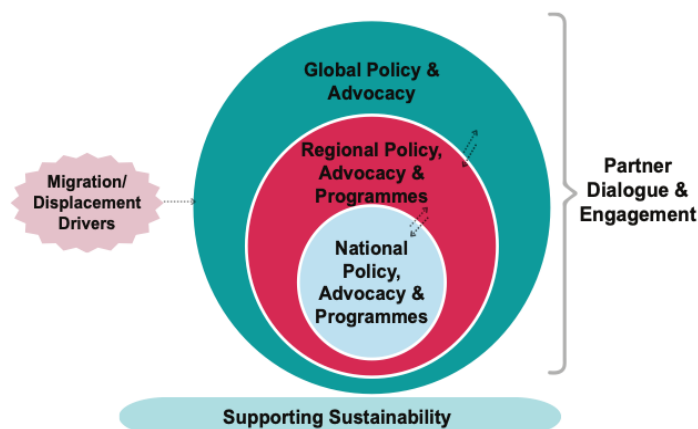
[25]   IOM_pub2023-047-l-world-migration-report-2024_13.pdf, Page 18, ECDPM - Mapping private sector actors along the migration cycle, 2020.pdf, p.71

[26]   IOM_pub2023-047-l-world-migration-report-2024_13.pdf, Page 18

[27]   Nick Bostrom defines superintelligence as "an intellect that is much smarter than the best human brains in practically every field, including scientific creativity, general wisdom, and social skills." Superintelligent AI is theorised to be capable of recursive self-improvement, leading to rapid and possibly uncontrollable intelligence growth. See: Nick Bostrom, "Superintelligence: Paths, Dangers, Strategies." Oxford University Press, 2014.

[28]   SDC_Managing climate change-related human mobility- potential interventions; Operational_ManagingClimateChange-RelatedHumanMobility

Urban migration and inclusion policy is another distinctive field, supported by SDC's work with city-led engagement, knowledge exchange, and advocacy through initiatives like the Mayors Migration Council, Cities Alliance, and similar collaborative forums.[29] SDC is recognised as a champion in durable solutions, having piloted and scaled up area-based and multi-stakeholder collaboration for social and economic inclusion in contexts such as the Horn of Africa and Nigeria. [30]

In financial inclusion and private sector engagement, SDC has promoted a wide range of migrant-focused innovations, including integrating refugees and host communities into the economy by facilitating access to capital, promoting entrepreneurship, and expanding market connections. This encompasses projects in Kenya and Somalia that attract private sector investment for refugees; the use of revolving funds in Uganda and microfinance institutions in Somalia; the promotion of digital remittance platforms and migrant-centric fintech products; and developing impact-linked financing models with a gender emphasis.[31] In the Horn of Africa, projects such as Saameynta and regional private sector engagement pilots have connected private sector actors and resources to displacement-affected populations. Additional examples include SKYE in Nigeria, which worked with the private sector to improve vocational training and job placement for vulnerable youth and returnees, and the D4D project in BiH, which partnered with municipalities and diaspora members on co-financing local business development and enhancing financial inclusion for returnees.

SDC's influence as a bridge builder and policy adviser is grounded in its convening power and evidence-based technical input to global processes like the Global Compact for Safe Orderly and Regular Migration, Global Compact on Refugees (GCR) the Global Forum on Migration and Development, the Global Refugee Forum, the Platform on Disaster Displacement, and regular invitations to strengthen policy dialogue and peer exchange at multiple levels, such as the Sarajevo Migration Dialogue.[32]

Overall, respondents and reviewed documents highlight that SDC's added value comes from a combination of operational innovation, multi-level partnerships, knowledge brokering, long-term engagement, and subject matter expertise, including local staff with deep contextual understanding. In addition, SDC recognises its role as a relatively small actor and therefore focuses on areas where it can have a strategic impact.

Overall alignment

SDC's alignment is manifested in several ways: Globally, SDC's programming directly references the 2030 Agenda for Sustainable Development, in particular SDG 10.7 and other SDG migration-related indicators. Progress is systematically tracked through mapping exercises and migration marker coding.[33] For example, ongoing projects in Nepal and Bangladesh are intentionally designed to advance both the SDGs and the objectives of the Global Compacts.[34]

---

[29]   Urban Migration and social Inclusion; SDC_Urban Migration_Overview
[30]   Annual Report 2024_SMFD_FINAL; 7F-10857.01; 7F-11105_DurableSolutions_Nigeria_CP_Ph1; 7F-10330.01
[31]   Annual Report 2024_SMFD_FINAL; SDC - Private Sector Involvement; SDC_Overview of the SDC Learning Journey on Financial Inclusion of Migrants and Forcibly Displaced Persons August 2024
[32]   DC_Policy Engagement; Annual Report 2023 Section Migration and Forced Displacement
[33]   see: Working Aid – Migration as a Priority Theme in Switzerland IC Strategy 2021-07; MIG_TRI_5_EN; IOM_Migration and the 2030 Agenda_
[34]   771.22_7F-10049.02_230511_CP; Bangladesh_SIMS_Project_Evaluation_7F-09807.01_2022

At the regional level, SDC is an active participant in coordination forums such as the Colombo Process and is involved with organizations including ECOWAS, IGAD, Economic Commission Africa (ECA), Common Market for Eastern and Southern Africa (COMESA), and the African Union. Specifically, SDC contributes to major multi-country programmes such as the African Union's Joint Labour Migration Programme (JLMP), which, along with the IGAD Project (Building Regional and National capacities for Improved Migration Governance in the IGAD Region), encompasses not only cross-border migration governance but also the strengthening of national protection and social protection systems. For example, the IGAD project supported the adoption of national migration policies in Kenya, Ethiopia, and Uganda. Through these regional programmes and partnerships, SDC helps translate policy objectives into practical, cross-border migration governance, institutional learning, and ongoing operational improvements.[35] In both bilateral and regional projects, Swiss-supported interventions are frequently used as leverage to foster more favourable environments for reforms. Indeed, the EAMR program, through a secondment, successfully facilitated the drafting and eventual adoption of the IGAD Child Policy Framework, an important regional milestone that included, for the first time, provisions for children and youth on the move and established commitments toward a permanent child participation mechanism across IGAD member states.[36]

At the national level, SDC achieves alignment in two interconnected ways: First, by actively influencing and supporting the drafting and development of national migration policies and frameworks. Swiss engagement often provides substantive input into policymaking. Examples include active inputs in Somalia (where SDC, secondments to the UN, and advocacy visits such as those of Walter Kaelin were critical to early durable solutions policy wins), and to a degree, in Ethiopia. In several cases, Swiss staff seconded to governments or international bodies have directly contributed to the emergence or mainstreaming of government-led frameworks. Second, SDC supports national alignment by directly financing and implementing projects that support the realisation of key policies and action plans. In this modality, the Swiss contribution is seen in the concrete application of national and regional strategies, turning adopted policies into practical results. For example, in Nepal, the SaMi and ReMi projects are closely linked to the Foreign Employment Act and related government policies. In Mongolia, the UMIMM project supports the realisation of Vision 2050 and local planning objectives. In BiH, SDC programming is aligned with the Ministry of Security on migration management in line with the Swiss–BiH Migration Partnership, and with the Ministry of Human Rights and Refugees on diaspora mobilisation.[37]

---

[35] Programme Framework 2022-25_Global Programme Migration and Forced Displacement; SMFD Programme Framework 2025-2028 with annexes; Kreditantrag_7F-10398.01

[36] EAMR Project Implementation Phase 1_Final Report, pp. 46–49, Annex 3.4 EAMR_Final Operational Narrative Report Y4, pp. 40–41, EAMR_Endline Evaluation, p. 50, EAMR Revised Report_April2025, p. 50.

[37] 771.22_7F 10049.01_180813_CP; Mongolia_mid term review_internal migration_UMMM_7F 10282.01_2022; 7F 08796.02_D4D_evaluation_report; IlmaArnautovic_07052025 2

1.6 Coherence

Coherence: How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.

Key findings

1. **Mainstreaming Migration:** Migration appears in varying depth across SDC strategic documents and country strategies.

2. **Synergies and Instruments:** There are growing examples of successful joint programming, use of secondments, and sharing best practices (notably through networks and learning journeys). However, overall complementarity is often opportunistic rather than systematically planned, and in some instances individual dependent.

3. **Triple Nexus** Migration is sometimes addressed through the triple nexus of humanitarian, development, and peacebuilding action, but this varies.

4. **WoGA Coordination:** Coordination with other Swiss entities (SEM, SECO, FDFA, PHRD) has improved but is still hampered by distinct mandates and fragmentation in relation to budgets, operational modalities and staffing.

5. **Scaling Innovation:** Platforms exist for sharing good practice, but lessons and innovations are not always scaled or institutionalised across SDC or with external partners.

Mainstreaming Migration

The topic of migration within the IC Strategy is operationalised through the programmatic framework for the thematic section migration and forced displacement, which provides overarching thematic guidance, capacity-building frameworks, policy dialogue structures, and a system for knowledge exchange across all divisions.[38] The programmatic framework encompasses all forms of migration, anchoring the approach in both the positive contributions of migrants and the necessity to address their vulnerabilities.[39]

Within country, regional, and thematic cooperation strategies, migration is addressed, either as a domain in its own right or as a cross-cutting issue. In priority regions such as the Horn of Africa and South Asia, migration receives separate consideration or is deeply mainstreamed through key sectors such as governance and economic development.[40] The strategic focus is consistently translated into programming via context analyses, project designs that engage with migration dynamics, and the establishment of results frameworks that integrate migration markers and indicators.[41]

The anchoring of migration in programming is clearly demonstrated in practical interventions. Country strategies in the Horn of Africa, South Asia, and the Western Balkans, for example, have generated bespoke responses such as support to the Durable Solutions Initiative in Somalia (a joint initiative between the UN and the Somali government, mainly funded by SDC),[42] various Durable Solutions projects in the Horn of Africa, targeted labour migration projects, diaspora engagement activities, and the integration of migration into health and governance portfolios.[43] Operational concepts governing humanitarian aid further require every

---

[38] SMFD Programme Framework 2025–2028 with annexes, pp. 1–4
[39] SMFD Programme Framework 2025–2028 with annexes, pp. 3–4
[40] Working Aid-Migration as a Priority Theme in Switzerland IC Strategy 2021–07, p. 10; Swiss Cooperation Strategy Horn of Africa 2018–2021_EN, p. 44
[41] Working Aid-Migration as a Priority Theme in Switzerland IC Strategy 2021–07, pp. 10, 25–26; MIG_TRI_5_EN; MIG_TRI_4_EN
[42] Annual Report 2023 of the Section Migration and Forced Displacement, p. 4
[43] SMFD Programme Framework 2025–2028 with annexes, pp. 4–5; 7F-08201.03_Kenya_Promoting_Life_Skills_and_Livelihoods_in_Kakuma_Refugee_Camp, p. 5; 7F-10330.99–7F-10331.99_EP_DSDAC_Regional support to durable solutions for displacement affected communities_2019–2025_Strateg-Opcom_SIGNED_RELEASED, pp. 7–9

new project to examine migration-related risks and opportunities and stipulate the inclusion of migration dynamics in results frameworks.[44]

Complementary action is reinforced by institutional collaboration, linking the Section Migration and Forced Displacement (SMFD) with SDC's Humanitarian Aid Competence Center, geographic sections and multilateral sections, and with other federal entities such as the SEM, forming part of Switzerland's WoGA. This structure ensures coordinated, policy-coherent programming and effective knowledge exchange. For example, SMFD works closely with the Swiss Humanitarian Aid Competence Center (SHA), the SEM, the SECO, and other federal entities within the Interdepartmental Structure for Migration to ensure coherent engagement and policy dialogue.[45] Coordination on migration and forced displacement is further strengthened through the establishment and active functioning of the Migration and Forced Displacement Network, which aims to foster knowledge management, peer exchanges, and thematic learning journeys.[46] Another entity worth noting is the Thematic Working Group on Migration, Forced Displacement, and Protection in West and Central Africa, which is a network that meets quarterly online to exchange knowledge on program and policy work, and has held a regional face-to-face meeting which resulted in the creation of an action plan. Membership includes colleagues from both humanitarian affairs and development sectors at country office and headquarters levels, with the group co-led by the Thematic Section on Migration and the Africa Division. These platforms are expected to enable programmatic coherence, cross-divisional learning, and joint policy work on migration and displacement.

Lastly, it is important to highlight the elevator approach, which aims to institutionalise policy learning between field-level innovation and global advocacy, promoting both vertical and horizontal alignment between local experience, knowledge production, and policy reform. However, respondents noted that transversal knowledge capitalisation, meaning the exchange and transfer of knowledge between country offices and regions, remains uneven.

Overall, while the topic of migration and forced displacement is explicitly rooted across all major strategic documents of the SDC, both the elevator approach and the mechanisms mentioned earlier to ensure inter-agency coordination among government actors, particularly at the country level, remain a challenge in some cases.

The review of documents highlights connections between migration, climate change, disaster risk reduction, protection, human rights, and development. These connections are reflected in the Nansen Initiative's Agenda for the Protection of Cross-Border Displaced Persons in the Context of Disasters and Climate Change. The agenda emphasises the need for coordinated action among humanitarian, rights, migration, refugee, climate adaptation, and development sectors[47]. In development policy, the migration theme permeates sectors like health, education, employment, and social protection, where barriers to access highlight the need for inclusive, migrant sensitive- systems.[48] Human security issues affect individuals at all stages of the migration cycle, raising concerns around discrimination, xenophobia, and rights protection.[49] Displacement has clear gendered impacts, including exposure to sexual and gender-based violence, socioeconomic vulnerability, and barriers to rights, calling for cross-sectoral cooperation in health, justice, and protection.[50] Internal displacement further

---

[44] 7F-10106 Private Sector Solutions for Refugees and Host Communities-PSSRH EP-SIGNED-SONAP, p. 6; Working Aid-Migration as a Priority Theme in Switzerland IC Strategy 2021–07, p. 25

[45] SMFD Programme Framework 2025–2028 with annexes, pp. 3–4; Annual Report 2023 of the Section Migration and Forced Displacement, p. 4.

[46] Annual Report 2023 of the Section Migration and Forced Displacement, pp. 4, 7

[47] EN_Protection_Agenda_Volume_I_-low_res.pdf, pp. 6, 45, 108111; SDC_Managing climate change-related human mobility.pdf, pp. 5-7; Factsheet_ManagingClimateChange-RelatedHumanMobility.pdf, p. 6

[48] Working AidMigration- as a Priority Theme in Switzerland IC Strategy 2021-07.pdf, pp. 11, 26

[49] IOM – World Migration Report.pdf, pp. 155-156

[50] SDC – Factsheet on Gender and Migration.pdf, p. 7

spans humanitarian assistance, peacebuilding, governance, and durable solutions, with challenges in education, employment, and social integration.[51]

However, discussions with SDC staff reveal that it is hard to establish when migration has been effectively integrated (**mainstreamed**) as a cross-cutting issue, since in many instances the consideration is organic and efforts to establish the focus on migration are not made explicit. This is visible through the portfolio assessment, which revealed that, in relation to protection specifically, reporting the inclusion of migration concerns has been very limited compared to actual investment (see Annex 8). The portfolio also revealed that tagging, which could help establish cross-cutting linkages, was minimal, while examples from case studies suggest otherwise. An important example of protection and migration coming together is found in the Horn of Africa, where protection and migration constitute one of SDC's four priority domains. Several flagship and catalytic projects, including the UN Durable Solutions Program, Saameynta, KKCF, EMPOWER, and FDSI, draw on both operational and thematic cooperation to provide durable solutions. SDC also supports institutional strengthening (such as the National Statistics Bureau in Somalia) and advances migration governance at both regional and national levels, further reinforcing SDC's response.[52] In BiH, the entire economic portfolio is being linked to migration in the new country programme 2025-2028, with structured approaches for mutual reinforcement. In Nepal, flagship projects such as SaMi, ReMi, and MIRIDEW provide migrant-centred models from policy dialogue to service delivery, in partnership with local governments and across multiple sectors.[53]

Despite progress, SDC does not operate under a single standard for mainstreaming migration across all country programmes or SDC divisions at headquarters. Respondents note that integration often depends on the country context, country programme priorities, and the engagement of individual staff.[54] There are also institutional limitations related to capacity and knowledge-sharing, even as investment grows in professional learning groups and digital platforms.[55] Overall, the depth and consistency of this integration differ significantly by region, sector, and division.

Synergies and Instruments

There are opportunities for complementarity at multiple levels within SDC's work. These include complementarity between SDC's instruments: humanitarian, multilateral, global, and bilateral, as well as between areas of focus: humanitarian, development, peace-building (triple nexus) which is addressed later in this chapter; and between types of work which range from policy work at the global, regional or national level to operational activities at the country (or region within a country) or regional (multi country) level. Additionally, the use of secondments also poses an opportunity to complement work conducted at the different levels, depending on the host organisation, role and position filled.

Before delving into the opportunities noted above, it is worth highlighting that there are distinct budgets adopted by parliament: humanitarian, bilateral, and peacebuilding, and that the SMFD budget is part of the bilateral budget.

As highlighted in earlier sections, there is a strong coherence in SDC's work between what is supported internationally (policy) and what is supported at the regional and country level (operationally). SDC understands these efforts are complementary and mutually reinforcing.

[51] Switzerland engagement internal displacement FINAL, pp. 10, 25, 28
[52] SMFD Programme Framework 2025–2028 with annexes, pp. 4–5; Annual Report 2024_SMFD_FINAL, pp. 4, 7
[53] Bangladesh_SIMS_Project_Evaluation_7F-09807.01_2022, p. 22; 771.22_7F-09987.01_210510_MTR_Report_phase_3, p. 58; IlmaArnautovic_07052025-2, p. 5
[54] Urban Migration and social Inclusion, p. 3
[55] Annual Report 2024_SMFD_FINAL, p. 7

Some interviewees noted that having the opportunity to invest in the operationalisation of policy work was critical in demonstrating the value and relevance of policy development on the ground.

The relationship between instruments at the central level appears at times more pronounced than at the country level. Indeed, there were several instances where humanitarian and bilateral efforts appeared to operate quite separately at the central level, with limited awareness of each other's activities. At the country level, the experience was slightly different. At a conceptual (leadership) level, there was evidence that, in some cases, country-level staff regarded all funding to a country as a single funding opportunity, making little distinction between instruments and instead focusing on how funds could be used to meet the demands of the country strategy/focus. In other cases, the evidence showed limited knowledge, even of activities that were on the same theme but operationalised through a different instrument. In several instances, the degree of complementarity between activities was attributed to individual staff, including in leadership roles, rather than to systems to ensure it. In this context, it was highlighted that procedural barriers persist; fragmented financial modalities, distinct reporting and approval protocols, and, at times, confusing objectives, can constrain effective coordination.

Moreover, despite a strengthening of operational and thematic work, there remain structural weaknesses: Swiss cooperation offices do not always know what global programs are doing, and multilateral colleagues can remain siloed. While SDC's restructuring merged humanitarian assistance and development cooperation at the organisational level, budgets remain separate. This sometimes results in inconsistencies, for example, 'Durable Solutions' in Ethiopia is funded through the humanitarian aid credit but requires a development narrative. Challenges also exist in linking staff in Swiss cooperation offices working in different priority domains of a country programme. Remedial steps have included strategic workshops, joint missions, and a growing focus on joint outcomes (where projects from different sectors target the same outcomes). Area-based and corridor approaches, such as the new corridor strategy for Somalia (encompassing three geographic corridors), aim to further enhance coordination between domains like food security, health, governance, and to better address the needs of displacement-affected communities.[56]

The experience of SDC secondments varies widely: some are used to advance SDC's strategic interests and inform operational decisions, others serve to illustrate the importance of a particular role, while some simply fill in knowledge gaps and may not help SDC gain deeper insight into field conditions. Overall, the consensus amongst respondents and reflected in documents is that secondments are a useful instrument. Seconding Swiss staff to organisations such as UN agencies has proven valuable in advancing the nexus, building local capacity, facilitating coordination, and adapting global frameworks to local contexts.[57] For example, documents and respondents highlight that secondments to organisations such as UNHCR and IOM have played a crucial role in advancing durable solutions. In Somalia, SDC's secondments have helped move the agenda beyond humanitarian relief to long-term development, fostering a more coherent and holistic approach.[58] Respondents noted that these placements encourage knowledge transfer, policy alignment, and institutional learning, while providing useful expertise to the beneficiary institution, including opening opportunities to engage in other platforms, as was the case for IGAD. However, it was also noted that the knowledge that SDC can secure through the deployment of secondments was underutilized.

---

[56] Evaluation_Nexus2019, pp. 19, 33, 36; DSI Evaluation Report, p. 24.
[57] DSI Evaluation, p. 13; UNCDF_SDC_Progress, p. 11
[58] DSI Evaluation Report, p. 13; Somalia_Durable Solutions Initiative Evaluation Report, p. 13

Triple Nexus

The triple nexus of humanitarian aid, development, and peace is recognised as a guiding principle in SDC's migration and displacement programming and is cited with increasing frequency in strategy documents and programming reviews.[59] This orientation is reflected both in SDC's strategies and in operational practice, particularly in countries such as Somalia, Mali, and across the Horn of Africa, where area-based, multistakeholder consortia advance integrated approaches.[60] SDC programming does enable pooled planning, resource sharing, and coordinated monitoring to address immediate relief, medium-term development, and peace-building efforts in a conflict-sensitive manner.[61] However, in the migration sector, several respondents and documents note that in practice, most migration programming primarily spans humanitarian and development interventions, while peacebuilding components are typically indirect and embedded within conflict-sensitive or stability-focused programming. Still, despite this limitation, there are important examples of the nexus.

Durable solutions programming is a key pathway between humanitarian aid and socio-economic inclusion. For example, in Somalia, SDC has played a significant part in moving from fragmented humanitarian and development practices toward more integrated action, while SDC's contributions to peace building are less pronounced as such and occur through support for resource management, civil society engagement, social cohesion, and the design of conflict-sensitive activities in projects such as Saameynta.

In relation to **gender mainstreaming and governance,** the evidence collected, and specifically interviews conducted, suggests that interventions have made progress over the time period covered by this evaluation. Likewise, in relation to local/national sustainability, clear efforts have been made (see Effectiveness). However, it is important to underline that the Swiss Model is deeply contextual and adaptable, and, as such, the degree of mainstreaming can vary from case to case. This does not make the efforts less coherent with the overarching policy frameworks, but rather realistic while operating within the policy expectations.

WoGA Coordination

Within the Swiss Global Programme on Migration Programme Framework document, the expectation that the WoGA is consistently operationalised is made clear. WoGA is operationalised within the Interdepartmental Structure for International Cooperation on Migration, which unites SDC, SEM, SECO, PHRD, and others. SEM leads on overall migration policy, while SDC contributes thematic expertise on migration within international cooperation, integrating migration into development programming, capacity-building, and guidance, as seen in BiH and the Horn of Africa.[62] However, it was noted that, despite these coordination mechanisms, there are important challenges that are rooted in the distinct mandates and budgets of each agency. Coordination is occasionally hindered by separate mandates - which can even appear contradictory at times (re: SEM and SDC) – as well as by reporting lines and budgeting systems. These factors can reinforce institutional silos, fragment projects, and complicate holistic planning, especially between SDC, SEM, and SECO.[63] The impact of these barriers is sometimes mitigated through joint operational committees, knowledge-sharing platforms, and cross-departmental secondments, which can promote collaboration and

---

[59] Evaluation_Nexus2019, pp. 5–6, 9–12; DSI Evaluation Report, pp. 24, 33; Urban Migration and social Inclusion, pp. 4–5.

[60] Evaluation_Nexus2019, pp. 19, 33, 36; DSI Evaluation, p. 24; 7F10330 Somalia, pp. 16–18, 38

[61] Evaluation_Nexus2019, pp. 35–37, 50–55; DSI Evaluation, pp. 24, 33

[62] SMFD Programme Framework 2025–2028 with annexes, p. 3; Programme Framework 2022-2025, p.3; Migration Strategic Framework_20_23_final, pp. 2, 8; Evaluation Report on Nexus, pp.52-53 Swiss-Cooperation-Programme-BiH-2021-2024-web, p. 19; swiss-cooperation-programme-horn-of-africa-2022-2025_EN, pp. 23, 25Evaluation_Nexus2019, pp. 20, 25, 70, 73

[63] Evaluation_Nexus2019, pp. 52, 70, 71, 73

knowledge exchange.[64] Additionally, respondents highlighted that often the effectiveness of collaboration can depend on individual staff skills and motivation, and SDC's more proactive approach may at times contrast with the centralised practices of other agencies.

Migration Partnerships instruments (Box 4), and flexible funding (Box 7) are two types of instruments that, according to respondents, have lent themselves to a WoGA-inspired approach because they provided opportunities for complementary work between different Swiss entities (SEM and SDC).[65]

Box 7: Flexible funds in Nigeria – Lending itself to WoGA?

SDC's engagement in Nigeria during the evaluation period (2017–2024) was not guided by a country strategy, as Nigeria is not a priority country. Instead, SDC deployed flexible funds for non-priority countries to support development initiatives, such as the SKYE programme and durable solutions projects for IDPs in the conflict-affected North-East. The flexible funds can be used to support development programme in non-priority countries where Switzerland (SEM) has a migration interest. However, some respondents noted that communication between SDC's thematic and geographic divisions, and between SDC and SEM in-country is inconsistent. Strengthening internal coherence could enhance the impact of whole-of-government efforts in migration.

Sources: Swiss Humanitarian Engagement in Nigeria 2024–2026, SKYE Proposal document, Fiche Nigeria, Interviews conducted during this assignment.

Scaling Innovation

SDC's efforts to share and scale up innovation and good practice in migration-related issues include mechanisms such as the Migration Network, core learning groups, formal learning journeys, and platforms available to staff, which facilitate engagement and thematic reflection. These networks organise regular knowledge-sharing events, webinars, and capacity-building sessions to facilitate exchange internally and with partners.[66]

Digital tools further support this ambition, including the use of Shareweb, MS Teams, and pilots of AI-based knowledge management systems.[67] Communities of Practice have been developed around new areas such as climate mobility and financial inclusion, broadening the scope for collaborative learning.[68] The sharing and adaptation of good practices is reinforced by regular studies, staff surveys, evaluations, and participation in international fora.[69] Notable examples include the "Digitt@nces" digital remittance pilot (Jordan-South Asia), which later informed SDC programming and was adopted more widely, and the "Diaspora for Development" model in BiH, now emulated by several municipalities and donors.[70] Other examples include the expansion of programme activities based on lessons from existing programming, as was the case in Nepal where the ReMi programme was developed to fill gaps which earlier programmes did not cover. However, institutional uptake of innovation varies widely, according to several respondents. Some regions or networks are adept at sharing and mainstreaming ideas, while broader diffusion across SDC divisions or with partner agencies is

---

64   Evaluation Report on Nexus, pp.7-8, 52-53
65   SMFD Programme Framework 2025, p. 3; Programme_Framework_2022, p. 3; Migration Strategic Framework, pp. 2, 8; Evaluation_Nexus2019, pp. 52–53
66   Annual Report 2024_SMFD_FINAL, pp. 7–8; Annual Report 2023 Section Migration and Forced Displacement, p. 7
67   Annual Report 2024_SMFD_FINAL, p. 7
68   Annual Report 2023 Section Migration and Forced Displacement, pp. 7–8
69   Evaluation Matrix, p. 3; MIG_TRI_4_EN, p. 1; SMFD Programme Framework 2025–2028 with annexes, pp. 3–4
70   Annual Report 2023 Section Migration and Forced Displacement, p. 7; MinHRandRefugees__DiasporaDept_14052025, pp. 2–4

less consistent, a challenge that was highlighted earlier when the elevator approach was mentioned.

Beyond internal learning, Switzerland actively encourages and facilitates the adoption of its innovations and experience among partners. SDC leads by example and seeks to build coalitions with other donors, particularly on durable solutions in the Horn of Africa (for example, through the Saameynta project, the UN Durable Solutions Program, JLMP, and FDSI project), and finances pilot projects with replication in mind. It supports national plans and policies, demonstrates convening power through leadership in stakeholder gatherings, and leverages secondments of staff to both international and national institutions to promote joint learning and policy alignment. Several recent interviews and project reviews report that a key objective for SDC is to 'prepare the ground' for other partners to follow or scale up innovations, whether by opening projects and platforms to others or through deliberate project design that enables broad participation and uptake.

Integrated embassies facilitate unified Swiss representation, joint planning, and streamlined delivery, reinforced by SDC's proactive organisation of joint programming, coordinated reviews, and structured MP dialogues, which are led by SEM. Likewise, it was also highlighted that when there is senior staff representing the different agencies (i.e. SEM), the ability to capitalise on WoGA initiatives is greater. Indeed, it was also highlighted by some interviewees who manage distinct portfolios that there are limited joint activities between SDC and SEM, for example, and in the absence of senior staff, interventions by different actors are treated as distinct from one another.

Despite the shortcomings mentioned, there are good examples of WoGA. The IGAD Migration Governance project offers a concrete example of WoGA alignment, supported by both documentation and interview responses. Funded and steered by SDC, SEM, and PHRD, the project outcomes were negotiated and formulated to align with the strategies of all three Swiss actors. Implementation incorporated a Swiss secondee who contributed specifically to managing climate-related displacement and adaptation in the IGAD region, reinforcing the commitment and synergy among SDC, SEM, and PHR.[71] Interviewees noted that project design and strategic outcomes were developed collaboratively, and interviews confirm that the partnership was effective, with no controversy or negative impact, even as SDC provided the principal funding input and led the monitoring and steering work.

Other positive examples were recounted by interview respondents who noted that SEM can and does leverage SDC projects as strategic entry points for trust building and relationship management with local actors in several contexts, including in Somalia. According to several interviewees, SEM's internal liaison officers and their ability to reference SDC project activities are frequently cited as pivotal for building acceptance with stakeholders. This approach can also be capitalised by SDC; indeed, it was noted that the Federal Department of Foreign Affairs, particularly ambassadors, as well as SEM, can play an essential role in raising the interest of partner states in SDC projects, notably for regional programs, ensuring that the political, operational, and strategic levels are linked and mutually reinforcing.

---

[71]   Horn portfolio summary - Migration Update HoA, p. 4

1.7 Effectiveness

Effectiveness: Is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

Key Findings:

1. **Achievement of Objectives:** SDC's influence in policy forums which in turn contribute to the improved livelihood of displaced persons and migrants (regular and irregular) are evident through a wide range of activities including policies and programs such as including durable solutions, livelihood support, and protection efforts.

2. **Measuring Outcomes:** In some instances, discerning the outputs, and outcomes, as well as impact, is difficult as multiple efforts align in pursuit of objectives which are complementary and/or interlinked.

3. **Ude of WoGA:** A small number of projects, most notably with Intergovernmental Authority on Development (IGAD) in the Horn of Africa, display the hallmarks of effective WoGA programming. The regional programmes Enfants et Jeunes en Mobilité (EJM) and East African Migration Routes (EAMR) are also good examples of WoGA efforts. Still, coordination on migration between all Swiss actors remains limited.

4. **Scaling and Sustainability:** SDC focuses considerable attention on ensuring the sustainability of long term interventions. It does this by embedding efforts into existing governmental or intergovernmental structures. However, pilots often depend on additional donor or government financing for sustainability, and while there are successes, not all successful pilots result in sustained efforts.

Achievement of Objectives

SDC's migration interventions have generally demonstrated substantial progress towards achieving their stated objectives at the level of outputs, outcomes, and (in some cases) impact. A pattern of relevance, tangible achievements, adaptability, and commitment to sustainability emerges across regions and interventions, yet persistent barriers and external shocks continue to pose challenges requiring proactive management. ToCs were developed during the inception phase of this evaluation. The data collected showed that the ToCs were well aligned with the activities undertaken. However, in practice, SDC did not implement all activities identified within a given ToC in every location or at a given time; rather, activities were often tailored to local needs and emphasis shifted according to context. Notably, SDC has shown flexibility over the course of interventions by adding new activities over time, some short-term and others sustained over the long term, to better respond to evolving demands. An assessment of expenditure by type of intervention (see Annex 9) also indicates variation in the level of investment across different ToC elements.

Interviews conducted and documents on regional programmes served to highlight that regional programmes can have a distinctive advantage over purely national projects, as they benefit from more systematic learning and are better able to address the cross-border realities of migration and displacement, which is rarely confined to a single country (see Box 8). Nevertheless, it is important to underline that SDC has responded to the limitations of nationally focused or mainly bilateral programming by promoting inter-country dialogue and supporting corridor-focused migration initiatives, thereby strengthening the impact and realism of its migration interventions. In many cases, SDC contributed, individually or together with donor support groups, to building commitment and political will at government level, a process that requires continuous engagement, flexibility, and strategic adaptation to changing conditions.

> **Box 8: Learning from Regional Experiences**
>
> The regionalisation aspects of both the Enfants et Jeunes en Mobilité (EJM) and East African Migration Routes (EAMR) projects have enabled coordinated, multi-country responses to the inherently cross-border reality of migration among children and youth. For EJM, the regional model facilitated systemic, transnational cooperation, allowing essential services such as protection, education, and socio-economic insertion throughout five pilot countries in West and North Africa. Through harmonised case management systems, reinforced partnerships, the programme has aimed to address the challenges faced by mobile populations and also promoted learning, adaptability, and the development of inclusive legal and policy frameworks across the region. This cross-border cooperation can facilitate scaling. Similarly, EAMR's route-based, regional approach linked teams and interventions across Egypt, Ethiopia, and Sudan, allowing for protection services to be provided at key points along the Northern migration route.
>
> *Sources: EAMR and EJM Programme documents and interviews conducted during this assignment.*

Measuring Outcome

Across SDC-supported migration initiatives, diverse and concrete **outputs** have formed the building blocks for positive change (see Box 9).

> **Box 9: Selected examples of Output**
>
> **Bangladesh**: SDC-supported initiatives, such as the Safe and Informed Migration System (SIMS), have raised awareness of safe migration, disrupted irregular migration patterns, and contributed directly to reductions in trafficking. While targets were considerable (re: 1000000 migrant workers and 100000 migrant families) the evaluation of the intervention noted that progress had been affected by Covid and numbers on those reached were not fully clear (Source: project documents and programme evaluation)
>
> **BiH**: The Regional Housing Programme provided housing solutions to thousands of vulnerable refugees, IDPs, and returnees by constructing family houses and apartments, about 2,800 housing units through recent project phases alone, alongside legal aid, social welfare access, and community-level infrastructure upgrades to enable sustainable return and reintegration. Switzerland and partners also supported the transition of migrant health services from international actors to local authorities, equipping cantonal and municipal health institutions to deliver culturally sensitive care, supported by First Aid Outreach Mobile Teams and medical escorts for vulnerable groups.
>
> **Jordan:** A partnership with the DRC and Justice Center for Legal Aid ensured accessible legal services for migrant workers, while the Digi@ances project piloted digital remittance corridors to lower transfer costs. The data reviewed showed that 2600 women had been trained and 1000 using the service. Source: Decent work for Migrants in the Middle East
>
> **Lebanon:** CSO and migrant-led organisations were strengthened to conduct rights advocacy campaigns, including efforts to abolish the Kafala system, supported by new research and vulnerability mapping. Exact numbers on how many were supported is less clear from the documentation, but efforts are ongoing.
>
> **Myanmar:** Humanitarian agencies and local partners provided food assistance and implemented livelihood programs at resettlement sites. In Kachin State, by July 2024, WFP reached 2,797 of 7,800 people identified for six-month cash-for-food packages, while 10,155 required home gardening support and 812 women specific livelihood aid. Improvements to basic infrastructure included the

construction of housing and essential WASH (Water, Sanitation, and Hygiene) facilities, addressing needs of 6,600 for housing and over 11,000 for water supply as recorded in 2023. Further efforts supported road repairs and enhanced market access through cash-for-work schemes in locations like Ga Ra Yang Return Village, where between 2017 and 2022 a revolving livelihood fund increased cattle ownership from 3 to 66 households. Community resilience was promoted by the establishment of small social welfare and revolving livelihood funds managed by Village Development Committees, which in 2024 organized weekly night patrols to improve safety. Legal aid programs that assisted IDPs in obtaining civil documentation and land rights, though as of 2024 only 12% of households statewide possessed complete land and housing papers. Additional activities included mine risk education and shelter support, reaching 70% of contaminated return sites reported in 2024, as well as community-led projects to reduce movement risks and facilitate safer night travel (project documents, multiple years).

Nepal: The SaMi programme established and institutionalised Migrant Resource Centres (MRCs) within sub-national local government structures (District level), providing legal aid to over 13,000 migrants, psychosocial support to nearly 10,000 (mostly women), vocational training to more than 8,000 people, and financial literacy training for 5,000 participants (Annual report 2023).

The Horn of Africa: The delivery of psychosocial services, vocational training, and education for migrant youth along key migration routes, as well as the establishment of migration data systems within IGAD.

These **outputs resulted in measurable outcomes** manifested in behavioural changes, institutional capacity, and policy frameworks (see Box 10).

Box 10: Selected examples of Outcomes

BiH: Evidence from project documentation and interviews suggests that migrant health services have been progressively integrated into local health systems through training, equipment, and secondment of local staff, though financial and managerial responsibility remains with IOM, and full transition to local authorities has not yet occurred.

Jordan: Improved legal support and advocacy have strengthened migrants' ability to assert rights and have fostered policy dialogue with government ministries.

Lebanon: Campaigns and data-driven advocacy have increased public debate on migrant rights and expanded the role of civil society organisations in policy processes.

Horn of Africa: IGAD-facilitated coordination improved cross-border case management and policy harmonisation, while psychosocial and educational support reduced vulnerabilities among migrant youth.

West Africa: Regional labour migration frameworks have incorporated fair recruitment principles, and partnerships with the private sector have created better work opportunities, including for women and marginalized groups.

Sources: programme documents

Over time, some outcomes have contributed to **sustained socio-economic, social, and policy transformation**. For example, in BiH, the combination of durable housing and integrated services has enabled refugees and IDPs to rebuild livelihoods, strengthen community ties, and escape chronic poverty. Remittances, roughly 10% of the national GDP, are increasingly channelled into local development, aided by diaspora engagement.

In Jordan, enhanced protection and social safety nets have reduced vulnerability to exploitation, while legal and policy reforms have embedded migrant rights protections into governance systems.

In Lebanon, persistent advocacy has strengthened the baseline for dismantling the Kafala system and empowered migrant-led organizations to shape the policy agenda.[72]

---

[72]   ARM, pp. 3–7

In Nepal, safer migration and job placement have contributed to higher wages, better financial stability, and community-level reinvestment of remittances; gender-sensitive recruitment regulations and bilateral agreements have reinforced ethical migration standards nationally.

In the Horn of Africa, durable solutions for displacement are influencing national and regional frameworks under IGAD leadership. In West Africa, the institutionalisation of ethical recruitment standards and strengthened diaspora linkages are fostering lasting improvements in employment and economic integration. Collectively, these impacts demonstrate the full causal chain from concrete outputs to transformative, system-wide change across multiple migration contexts.[73]

In many instances, however, it is difficult to distinguish very clearly all relevant outputs, outcomes, and impacts independently of each other, as interventions have multiple complementary elements and each one has its own life cycle/timeline. This is particularly so in relation to how global efforts influence results within countries and regions.

For example, through the West and East Africa region, and especially through bilateral programming, SDC's engagement in the Horn of Africa has led to the establishment of national and regional frameworks and policies, as well as partnerships with the African Union and IGAD.[74] SDC's role in supporting and steering the Durable Solutions process stands out as a major achievement for durable solutions in the region, which can have implications at multiple levels simultaneously. At the same time, several flagship projects implementing durable solutions have encompassed innovative solutions and new implementation modalities (such as a consortium of UN agencies in Ethiopia) and have aimed to serve as a basis for further activities and to incentivise governments and other donors to expand similar approaches to new areas and regions.[75]

Another example is SDC's broader effort and success in piloting area-based approaches, embedding interventions in local governance structures, and supporting private sector engagement for forcibly displaced and host community livelihoods.[76] SDC has also contributed to regional and national migration governance, development of labour migration policies, establishment of child protection protocols, and frameworks for the protection and skills recognition of migrant workers, as well as strengthening labour union dynamics to enable effective tripartite policy processes and their implementation.[77] In this context, the team observed examples in Jordan, where SDC's engagement includes a focus on labour migration and decent work, with renewed programmes in the Middle East addressing decent work, gender transformative approaches, and social protection along labour migration corridors.[78] More specifically, the Regional Development Protection Programme (RDPP) aims to contribute to migration governance and socio-economic integration,[79] while SDC also promotes private sector engagement and social entrepreneurship in Jordan and the broader Middle East, supporting innovative approaches that improve livelihoods for migrants and host communities.[80] These efforts can also have an impact on beneficiaries from the different interventions in Nepal who migrate to Jordan and the broader Middle East. Exploring the regional impact of SDC's work, it is noted that through the JLMP (and FAIRWAY), SDC has strengthened the African Union's capacity for dialogue with regions such as the Gulf (e.g. now taking leadership in the inter-regional Doha Dialogue on migration).

---

73   JLMP/FAIR, pp. 3–7, 28, 43–44
74   7F-10330_EP_DurableSolutions, pp. 16–21
75   7F-10330_Saameynta pp. 16–17, 61
76   7F-10330_Saameynta, pp. 16–17, 61
77   7F-10330_EP_DurableSolutions, pp. 16–21
78   Annual Report 2023 Section Migration and Forced Displacement, pp. 4-7
79   7F-08201_Kenya_Kakuma, pp. 5-6; Annual Report 2023 Section Migration and Forced Displacement, p. 6
80   Annual Report 2023 Section Migration and Forced Displacement, pp. 6-7, 9

Overall, at the national level, SDC has been effective at supporting and influencing national migration policy frameworks and institutional capacity building in partner countries. SDC is regularly perceived as a non-imposing, trusted partner whose support is responsive to government needs, often filling critical gaps left by larger donors, and enabling long-term policy transitions.

At the regional level, SDC has demonstrated strong convening power and the ability to foster collaboration and policy innovation. Globally, documents and interviews underline that SDC is recognised as a significant actor in migration policy dialogue, contributing to high-level processes, such as the Global Compact for Migration (see Box 5), the Global Forum on Migration and Development, and the work of the Global Programme Migration and Development.[81] Its ability to bridge local experience and priorities with international policy forums is seen as a unique comparative advantage. SDC's long-term engagement and consistent technical leadership have strengthened both global norms and concrete institutional practices. Indeed, SDC has led or co-founded major initiatives, laying foundations for new policies and governance structures.[82] SDC has contributed to the mainstreaming of migration governance in national strategies and in supporting transitions from humanitarian to state-led management structures.[83] Amplification of migrant and civil society voices in the policy process is another key achievement, providing platforms for grassroots perspectives

Box 11: Examples of Swiss engagement at different levels

National level: In BiH, SDC supported the Ministry of Human Rights and Refugees, particularly through the Diaspora for Development project, leading to the systematic development of diaspora focal points within municipalities, strengthened national to local linkages, and the transfer of technical know-how to government institutions. Similarly, in Nepal, SDC supported the federalisation of the migration sector guided by the Constitution 2015, facilitated the integration of migration services governance within local structure systems under the SaMi and ReMi initiatives, resulting in the institutionalisation of returnee and migrant support.

Regional level: Through the Sarajevo Migration Dialogue – led by the State Secretariat for Migration (SEM) and financed once by SDC in the assessment period – Switzerland has facilitated high-level cross-ministerial exchanges in the Western Balkans. In the Horn of Africa, SDC's support was central in IGAD's migration governance frameworks, the Durable Solutions Initiative, and the Joint Labour Migration Programme. The JLMP is particularly recognised at African continental level as the only migration program with a continent-wide perspective and is considered a flagship by the African Union (AU). SDC's contribution was instrumental, including support to the publication of the AU statistical report on labour migration – a result highly valued by the International Labour Organisation and the African Union. The establishment and operationalisation of the Durable Solutions steering committee/working group within regional structures is also a direct result of SDC's technical and financial input.

Global: SDC supported the 2021 Report of the United Nations Secretary General's High-Level Panel on Internal Displacement and the subsequent 2022 Action Agenda and has actively backed the Special Adviser to the Secretary General on Solutions to Internal Displacement. SDC also supported a broader Swiss effort to organise workshops in New York with NGOs to develop complementary processes to the Global Compact on Refugees for IDPs, leading to the appointment of the Special Advisor and the establishment of a secretariat in Geneva with Swiss backing. SDC remains active in follow up, emphasising the importance of operationalising durable solutions and the broader impact of these global initiatives.

---

81 Evaluation-Globalprogramm2015, pp. 83–84
82 (Ministry_of_Security_12052025, p. 4; Somalia_Durable_Solutions_Initiative_DSI_Evaluation_Report, pp. 39, 60).
83 Somalia_Durable_Solutions_Initiative_DSI_Evaluation_Report, p. 60

in the formation of policies.[84] SDC's engagement at the global level has supported the formulation of resilient, rights-based global policy frameworks (Box 11).[85]

Use of WoGA

The review of documents and interviews shows that only a very limited number of SDC migration projects meet the full WoGA criteria described in policy and guidance. Available data from interviews suggests that the IGAD Migration Governance project is an important example in the Horn of Africa portfolio that is widely recognised by SDC, SEM, and HSD as a "true" WoGA project, meaning it features joint funding, a shared steering committee including all Swiss agencies, and direct Swiss secondments embedded with IGAD. Another example is the EAMR and EJM, which also bring together SDC and SEM, have a regional steering committee, and are both planned and monitored using a WoGA approach.

The majority of other high-profile migration initiatives, often labelled "WoGA", such as the Saameynta and Durable Solutions Initiative projects in Somalia and Ethiopia, are led and primarily managed by SDC. In these cases, SEM and HSD may join policy dialogue, but project management, budgeting, and implementation are SDC's responsibility, without joint operational governance.

Interviews further highlight that, in many cases, use of the WoGA label is tacit or aspirational. Projects described as WoGA in strategy documents or proposals may, in practice, lack real joint governance or funding and instead reflect standard SDC interventions with layered, but parallel, coordination.

Box 12: Migration Partnerships in Practice – Insights from BiH and Nigeria

Switzerland's Migration Partnerships can serve as WoGA instruments for fostering coordinated, long-term cooperation with partner countries on migration management. In both BiH and Nigeria, the Migration Partnership provided a political umbrella for bilateral cooperation on migration, supporting strategic alignment between SEM's migration management objectives and broader Swiss foreign policy and development cooperation goals. National counterparts and implementing partners generally do not distinguish between SEM or SDC contributions, which reinforces the idea of Switzerland as a unified actor.

Yet in both countries, stakeholders – including SDC staff, project implementers, and government counterparts – noted that the practical workings of the Migration Partnership remained somewhat opaque. Partners occasionally experienced confusion – for example, regarding differing reporting lines or branding/logos – which affected operational clarity and efficiency.

The comparative insight suggests that Migration Partnerships can support a WoGA in principle but require stronger internal coordination mechanisms, clearer role division, and better internal knowledge-sharing among Swiss actors. Whether more external transparency is needed depends on the strategic intention behind WoGA promotion – if Switzerland seeks to be perceived as a unified actor, internal coordination may take precedence over branding distinctions, but coherence in communication and engagement remains essential.

It was also noted that when both SEM and SDC have in-country senior staff, the coordination improves. SDC, however cannot control staff decisions made by SEM or vice versa.

Sources: Swiss Cooperation Programme BiH document, Swiss Humanitarian Engagement in Nigeria 2024-2024, Annual Reports and interviews conducted during this assignment.

---

[84] SDC_Migrants_Voices_and_Empowerment, p. 2
[85] Evaluation_Nexus 2019, pp. 107–109

Scaling and Sustainability

SDC's approach to migration aims to generate and support government-level commitment, political will, and institutional capacity, achieved through continuous dialogue with authorities, investment in catalytic pilots, and a willingness to engage for the long term. Progress in institutional and policy frameworks is recognised as requiring strategic patience and enduring engagement; in multiple instances, SDC has been present for decades and is widely seen as a long-term partner. For example, the SaMi project in Nepal has developed over a decade. Hence, while successful today, it has taken a considerable investment to develop and adapt over time to arrive at the current status.

Discussions with respondents and documents reviewed highlight that factors underpinning SDC achievements tend to include SDC's participatory approach, which emphasises alignment with local needs and priorities, both in the initial design and during adaptation of interventions.[86] The focus has been on building local capacities and designing interventions based on gap analyses, ensuring that partner selection and the choice of solutions are tailored for context and "fit for purpose". SDC is further recognised for its flexibility and adaptability, often reallocating resources or modifying interventions in response to events such as the COVID-19 pandemic, ensuring programme continuity and relevance.[87] Strong partnerships with national and local governments, civil society, and international organisations enable coordination, encourage local buy-in, and facilitate policy dialogue.[88] A sustained focus on local capacity-building and gradual handover of responsibilities to local authorities is a further factor supporting the long-term sustainability of project results. SDC's approach also explicitly recognises that progress, especially in capacity building, institutional development, and policy change, requires time, strategic patience, and long-term engagement. In the Horn of Africa and elsewhere, SDC's enduring presence is seen by partners as vital to sustaining progress at the systems level. All of these factors are, according to respondents, central to making the SDC model effective. However, it is important to note that tracing progress remains complex, partly due to SDC's adaptable, iterative, learning focused and long-term approach. The example highlighted earlier, of SaMi serves to highlight that the project has not always had the same focus or targets, but that over time it has achieved a high degree of success, materialised in the integration of the model into local government structures.

The long-term nature of some of the interventions and the flexibility that contributes to SDC success can also present challenges. For example, interview respondents noted that interventions are very sensitive to political and institutional instability, including frequent government turnover, conflict, repeated shocks, limited ownership, and delays in policy adoption. All these factors pose barriers to translating results into lasting impact. Complex donor environments, competing mandates, and insufficient coordination, particularly with large international agencies, sometimes lead to duplication or gaps in project reach. Resource and technical capacity shortfalls within partner governments or local stakeholders can make it difficult to sustain project outcomes independently. Exogenous shocks, including public health crises, conflict, or macroeconomic turbulence, have also disrupted implementation and required recalibration of plans.[89]

Resource constraints are also a persistent challenge, as needs are much greater than the available resources, an issue frequently highlighted in interviews. Pilot and catalytic projects are often designed with the expectation that other donors, including the host government, will

---

[86]   Mongolia_Report_MTR_Understanding_and_Migration_in_Mongolia_UMIMM_7F-10282.01, p. 8; Moldova_Evaluation_Making_the_Most_of_Migration_7F-08718.02.03, p. 6

[87]   Mongolia_Report_MTR_Understanding_and_Migration_in_Mongolia_UMIMM_7F-10282.01, p. 7; Bangladesh_EvaluationReport_Socio-Economic_Reintegration_of_Migrant_Workers_7F-10001.01, p. 6

[88]   DRC_Aebi_03062025, p. 3; IOM_office_BiH_14052025, p. 4

[89]   Mongolia_Report_MTR_Understanding_and_Migration_in_Mongolia_UMIMM_7F-10282.01, p. 7; Bangladesh_EvaluationReport_Socio-Economic_Reintegration_of_Migrant_Workers_7F-10001.01, p. 44

come in to co-finance or scale up, but if this support is delayed or does not materialise, there is a real risk to sustainability. This risk is accentuated by global reductions in international aid flows.

Additional operational and strategic challenges have also been identified. For example, the blurring of lines between SDC's role as donor and as implementer makes it difficult to delineate responsibilities; some respondents note that this ambiguity can create uncertainty. Project implementation is also challenged by the disruption of the local reality and high turnover among government and partner staff, which disrupts continuity and progress. Some projects are complex in setup or have highly ambitious scopes – for example, JLMP has three levels (national, subregional economic communities, and continental), and the IGAD project operates at both national and regional levels. Some UN-implemented initiatives, such as the UN Durable Solutions Program in Ethiopia, have been noted for heavy overhead costs, complex bureaucracy, and large logistical footprints, raising concerns that their effectiveness, specifically, value for money, is not justified. Some respondents emphasised that while SDC is efficient at the individual project level, it faces challenges scaling up to country-wide impact and addressing the full displacement cycle (including refugees, IDPs, and mixed migration), and struggles to connect how countries of origin, asylum, and resettlement collaborate. This underscores the importance of tracking population movements and aspirations and adjusting programs accordingly.

Overall Effectiveness

Despite these strengths, several recurring challenges remain: SDC's relatively modest financial resources limit its capacity to scale up successful pilots or sustain influence compared to larger international donors.[90] National political will and institutional capacity for policy ownership and implementation are not consistent, particularly in fragile or transitional settings.[91] Coordination with large multilateral organisations can prove problematic, with some partners dominating processes in a way that risks undermining local ownership and sustainability. Internally, SDC faces constraints related to the need for more systematic evidence building and knowledge management, which can, if fully capitalised on, further support policy influence efforts.[92]

SDC's effectiveness in migration policy influence is widely recognised, especially due to its convening capability, flexible response, and respect for local agency. Overall, it is clear that SDC, through its current approaches and systems, "punches above its weight". However, despite this clear success, there are still opportunities to further capitalise on the available resources (funding, expertise, and model of work).

Conclusions

Across the evaluation, SDC's migration and forced displacement work demonstrates strong strategic alignment with Swiss and partner country priorities, clear comparative advantages in durable solutions, governance, and integrated humanitarian-development approaches, and a track record of building trust and long-term partnerships in complex contexts.

Relevance: The evaluation confirms that SDC's engagement in migration and forced displacement is generally well aligned with Switzerland's IC Strategies and related thematic priorities. In general, interventions are also consistent with partner country migration policies and with global frameworks such as the Global Compact for Migration and Global Compact on

---

[90]   Evaluation-Globalprogramm2015, p. 83
[91]   Ministry_of_Security_12052025, p. 2
[92]   Some of these challenges already noted in earlier evaluations Evaluation_Nexus2019, pp. 67, 70–71

Refugees. Stakeholders highlighted SDC's comparative advantages: its capacity to work across humanitarian and development instruments, credible policy engagement, established presence in key regions, and thematic expertise.

At the same time, integration of protection, gender equality, LNOB, accountability to affected populations, and localisation is not consistent across the portfolio. Some country and thematic programmes embed these approaches more systematically than others. In some instances, these omissions are not oversights, but a recognition of what is possible within the context, but in other instances, they may also be the products of a lack of systemic and consistent assessment. Adaptation to newer drivers of migration, such as climate-related mobility, rapid urbanisation, and private sector engagement, is evident in several contexts, but the evidence shows that it is not yet systematically mainstreamed.

Coherence: Findings show progress in fostering complementarity between SDC's humanitarian, development, and policy instruments in migration work. In several cases, joint programming, targeted secondments, and thematic platforms have facilitated internal cooperation and supported WoGA engagement, with some positive effects on Switzerland's positioning internationally. There are examples where migration has been integrated as a cross-cutting theme in strategic documents and country strategies.

However, this anchoring is uneven between divisions and country offices. Mainstreaming of migration in programme portfolios varies, with some units incorporating it systematically and others treating it as marginal. Coordination and knowledge sharing often rely on informal networks rather than institutionalised mechanisms. Cross-instrument synergies, including operationalisation of the triple nexus, are present in certain contexts but are not consistently planned from the outset. Scaling and replication of innovations remain limited due to weak systems for systematically capturing and disseminating lessons across the institution.

Effectiveness: SDC has achieved notable results through its migration work, including contributions to national, regional, and global policy dialogue; delivery of relevant outputs in areas such as durable solutions, governance, and protection; and successful pilots linking humanitarian support with development approaches. In some projects, SDC's technical expertise and field presence have been instrumental in building coordination and influence at the overarching Swiss level (WoGA).

Indeed, effectiveness is evident in multiple cases of policy influence, capacity building, and innovative pilots, although these results are uneven across the portfolio. Operational coherence has improved, but remains highly dependent on specific contexts and individuals, with knowledge sharing, complementarity between instruments, and systematic nexus integration not yet embedded across all divisions.

Still despite the aforementioned, effectiveness is often difficult to map. Switzerland focuses on ensuring that its policy work is aligned with their operational work and engages in some interventions with a very long-term perspective. The Global Compact represents an ideal example of this dynamic, where the SDC invested considerably in the development of the Compact only to find that Parliament did not approve Swiss adherence. In this example, many could argue that the output was nil, but, in fact, the data collected suggests that the outcome was still quite considerable, as Switzerland is seen by other international actors as a sector leader and its ability to act was only marginally constrained.

Overall, SDC has partially achieved its stated objectives in migration and forced displacement. The evaluation finds solid delivery in outputs and contributions to policy outcomes where strategic focus, adequate resourcing, and long-standing partnerships exist. However, in several areas, outcome-level achievement is hindered by inconsistent application of cross-cutting principles, fragmented planning between instruments, and limitations in results measurement that reduce the ability to demonstrate transformative change.

Recommendations

Recommendation 1:   Policy Development and Refinement

SDC should establish a structured process to strengthen evidence-based policy development on migration and forced displacement, both to refine its internal policy positions and to contribute proactively to shaping the global policy debate through evidence and field learning. For example, this should include clarifying SDC's internal understanding of when Internally Displaced Persons (IDPs) are no longer considered displaced, developing methodologies to measure progress towards the different types of solutions, examining gaps across the entire displacement cycle, analysing the nexus between climate change, access to natural resources, conflict, and displacement, exploring how to support government authorities (such as in Somalia) to move from political will to effective implementation, identifying how SDC and its partners can contribute to joint solutions (including through dedicated funding), and establishing frameworks to leverage private sector and international financial institution financing for displacement-affected communities.

Recommendation 2:   Institutionalise Learning and Scale Up Local Innovation

SDC should build on its existing knowledge management platforms and learning mechanisms, including the SDC Migration Network and thematic regional working groups that facilitate mutual exchange, by allocating additional resources to a more structured process for continuous learning and the systematic uptake of local innovations. This could include regular sharing of experiences and a centralised, easy-to-navigate database of experiences and lessons learned through in-country field experiences. This enhanced process should strengthen internal knowledge sharing, peer exchange, and reflection across thematic, regional, and country teams, with clear protocols to identify, adapt, and scale locally generated solutions. While these efforts can inform and reinforce evidence-based policy development under recommendation 1, they also extend beyond policy development needs to ensure that lessons learned, promising practices, and innovations are captured, documented, and effectively applied across programmes and partnerships at all levels.

Recommendation 3:   Strengthen Integration of Nexus

Embedding Nexus Thinking from the outset, SDC should ensure that whenever humanitarian, development, and peacebuilding efforts are, or will be, present in a country context, their linkages are identified and coordinated from the beginning of programme design.

Recommendation 4:   Strengthen Collaboration - WoGA

SDC should be attentive to opportunities where its activities can link with those of other Swiss agencies to enhance the efficiency and effectiveness of the efforts. This should be underpinned by learning systems (Recommendation 2) that capture and share lessons within SDC and which can be valuable for other government agencies, supporting a WoGA ethos and enabling joint approaches informed by evidence and experience. This includes using secondments and seed funding strategically to create cross-agency policy positions supported by field evidence.

Recommendation 5:   Clarify Institutional Roles within the Migration Partnership Framework

SDC should work with SEM to define and communicate clear internal and external roles, funding lines, and complementarities under the MP framework, ensuring coherence where multiple Swiss actors operate in the same country with different objectives and instruments. The latter could be minimised with the application of Recommendation 2. Clarity of roles should

be linked to a joint strategy for influencing partner countries and regional migration policy processes.

Recommendation 6:   Deepen Foresight and Preparedness-Innovation

SDC should build on its strengths in anticipating contextual shifts by committing to foresight exercises and scenario planning focused specifically on how technological innovation will affect migration patterns, governance, and inclusion. This includes understanding how Artificial Intelligence (AI), digital systems, and data-driven tools are reshaping migration forecasting, border management, and service delivery for migrants and displaced persons. Foresight work should also analyse associated risks, such as digital exclusion, data bias, and unequal access to technology, that could impact migration outcomes and protection standards.

Recommendation 7:   Enhance Commitment to Working with Local Partners

Recognising the limited resources available and the need to invest more in learning and collaboration (Recommendations 1, 2, 5, and 6), SDC should consider expanding the use of local organisations as implementing partners. At the same time, it should avoid duplication or the creation of parallel structures to government, ensuring that activities can be transferred to state institutions for long-term sustainability where possible. This should be supported by technical assistance, long-term capacity building investments, and joint monitoring frameworks.

Recommendation 8:   Strengthen Regional Approaches in Migration and Forced Displacement Programming

Given the cross-border nature of migration and forced displacement, SDC should complement its national programmes by actively supporting regional initiatives more routinely. This includes expanding the development and participation in regional migration and FD programmes, promoting structured peer learning and knowledge exchange among countries, and fostering ongoing regional policy dialogue. By investing in mechanisms that address migration challenges at the regional level, SDC can further strengthen coordination across borders, harmonise approaches, and contribute to more coherent, sustainable outcomes for migrants and host communities alike.

Recommendation 9:   Advance Gender Transformation

Given SDC's long-term, context-informed engagement, the agency should systematically assess opportunities to invest in real, sustained gender transformation activities and capitalise on them when available, to produce structural change in access, agency, and protection. Gender transformation objectives should be embedded in the programme ToC, monitored with context-specific qualitative indicators, and reflected in policy messaging at national, regional, and global levels.

Recommendation 10:   Use the Theories of Change developed during this evaluation to inform future Migration/Forced Displacement interventions

SDC should actively use the ToCs on forced displacement and for regular and irregular migration developed during this evaluation as strategic tools to guide future programme design. By systematically using these ToCs, jointly refined during this assignment, SDC will be able to clearly position specific interventions within a broader migration and protection roadmap, identify complementary and supporting actions, and ensure that programmes and policies address both direct and indirect drivers and outcomes. This approach will enhance SDC's capacity to understand how interventions link together, improve strategic planning, and align efforts across sectors and levels for maximum impact.