

Volume 2 – Annexes

to

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

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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)

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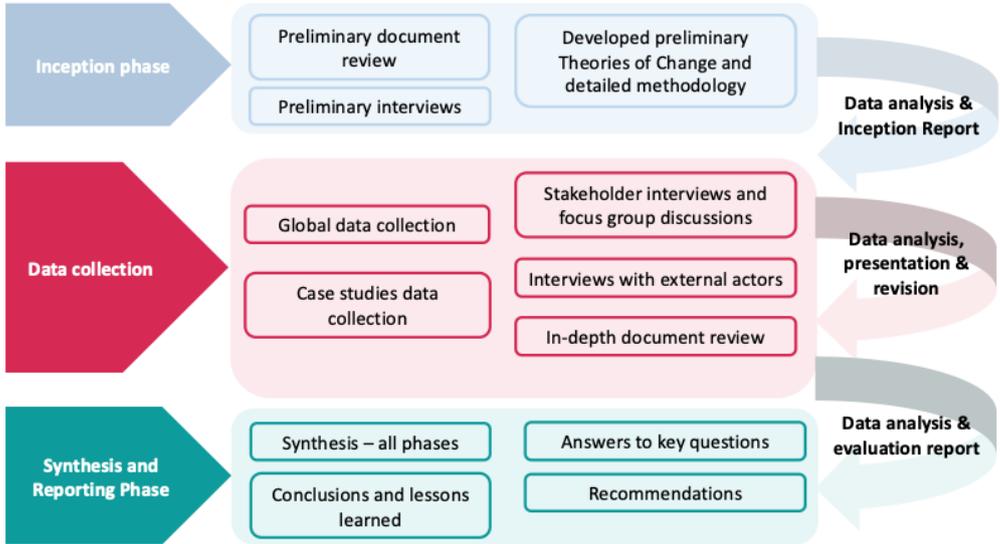
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ANNEX 1: Methodology

The methodology used during this evaluation included several steps, approaches and tools which are described here. Figure 1 provides an overarching view of the different steps taken during the assignment:

Figure 1 Evaluation Overview



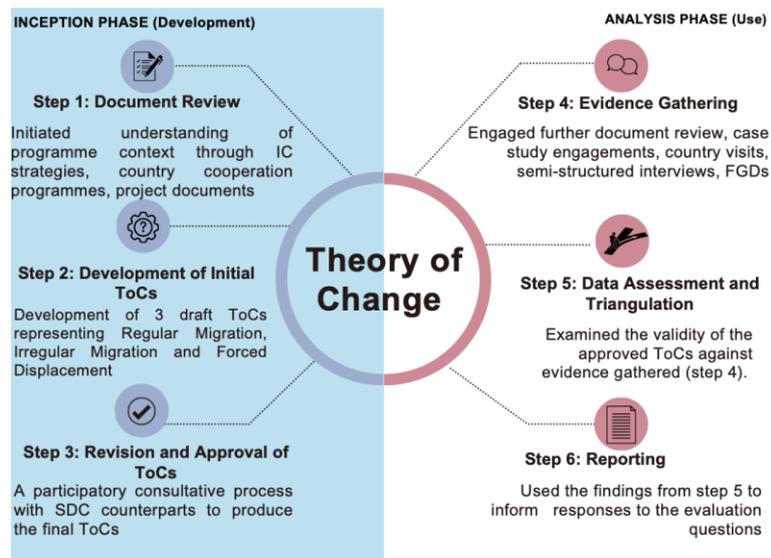
The evaluation began with a desk-based review of key frameworks and operational documents. This included Switzerland’s IC Strategies, country cooperation programmes, project and thematic reports, and prior evaluations, and an initial mapping of the portfolio (see Annex 5). This early phase laid the analytical foundations for the review, providing context, mapping the development and mainstreaming of migration themes, and helping to surface both alignment and dissonance across successive strategic periods.

Primary data collection was then undertaken in both field and virtual formats, shaped by an explicit rationale for achieving a balanced and representative evidence base. 101 semi-structured interviews were conducted with a diverse set of stakeholders including SDC management at headquarters and in the field, representatives from other Swiss federal agencies (notably the SECO, SEM, as well as the Peace and Human Rights Division (PHRD) FDFA), implementing organisations, national and local government officials, and other partners and relevant parties, including beneficiaries/rightsholders. The selection criteria for these respondents were designed during the inception phase to ensure that all relevant perspectives were included across SDC’s institutional, thematic, and geographic reach; a list of respondents can be found in Annex 3.

14 structured focus group discussions (FGD) complemented these interviews, taking place in person or online and facilitated by local consultants. These discussions brought together members of our key respondent list, migrants, forcibly displaced persons, members of host communities, as well as local project partners. The latter categories allowed the team to assess collective and community-level perspectives on the relevance, and effectiveness of interventions. Gender, age, and migration status diversity were prioritised in selecting community level participants of FGD, in order to reflect as closely as possible, the demographic realities of SDC’s target groups; for a list of FGD which focused on the views by partners and rightsholders locally see Annex 3. FGD which brought together members of the key informant list are listed as key informants.

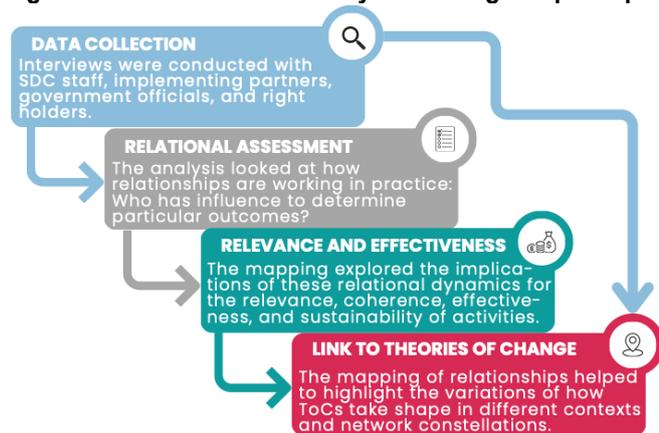
Central to the design was a purposive sampling strategy which guided case study selection. Three country or regional case studies, Bosnia and Herzegovina, Nepal, and Horn of Africa, were chosen on the basis of their strategic relevance, representation of different migration and displacement dynamics, and the breadth of SDC's operational instruments applied. These were supplemented by desk-based reviews of the programmes in Jordan, Nigeria, and Myanmar, as well as an examination of the West and East Africa regional programmes, selected for both substantive focus and the potential for lesson learning. The rationale and full process for selecting locations is set out in the inception report.

Figure 2 Theory of Change Development and Use



At the core of the analytical framework, explicit theories of change (ToC) were developed for each main area of intervention (see Annex 2). The process used to develop and utilise these theories of change is depicted in Figure 3.

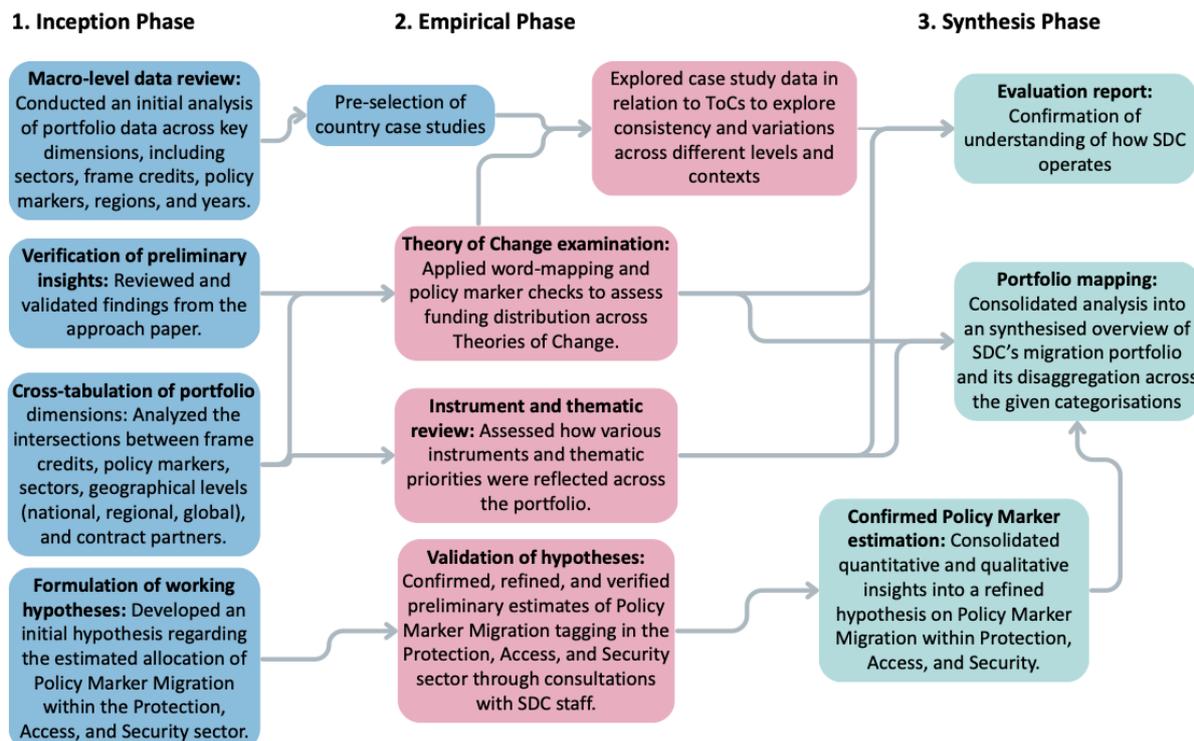
Figure 3 Social Network Analysis - using the principles



Contribution analysis was used to systematically map causal pathways between SDC actions and observed changes, and to identify contextual factors that may have shaped outcomes. Social Network Analysis principles were applied at both global and case study levels to examine relationships among key actors, programme complementarity, and the use of WoGA principles. This network mapping assessed the degree of coordination and mutual reinforcement among interventions. The steps taken as part of this process is depicted in Figure 4.

Quantitative methods were also used. The portfolio analysis examined financial allocations, spending, and funding patterns across migration-marked interventions, at different stages of the evaluation process and was used for distinct purposes. This process is mapped in Figure 4.

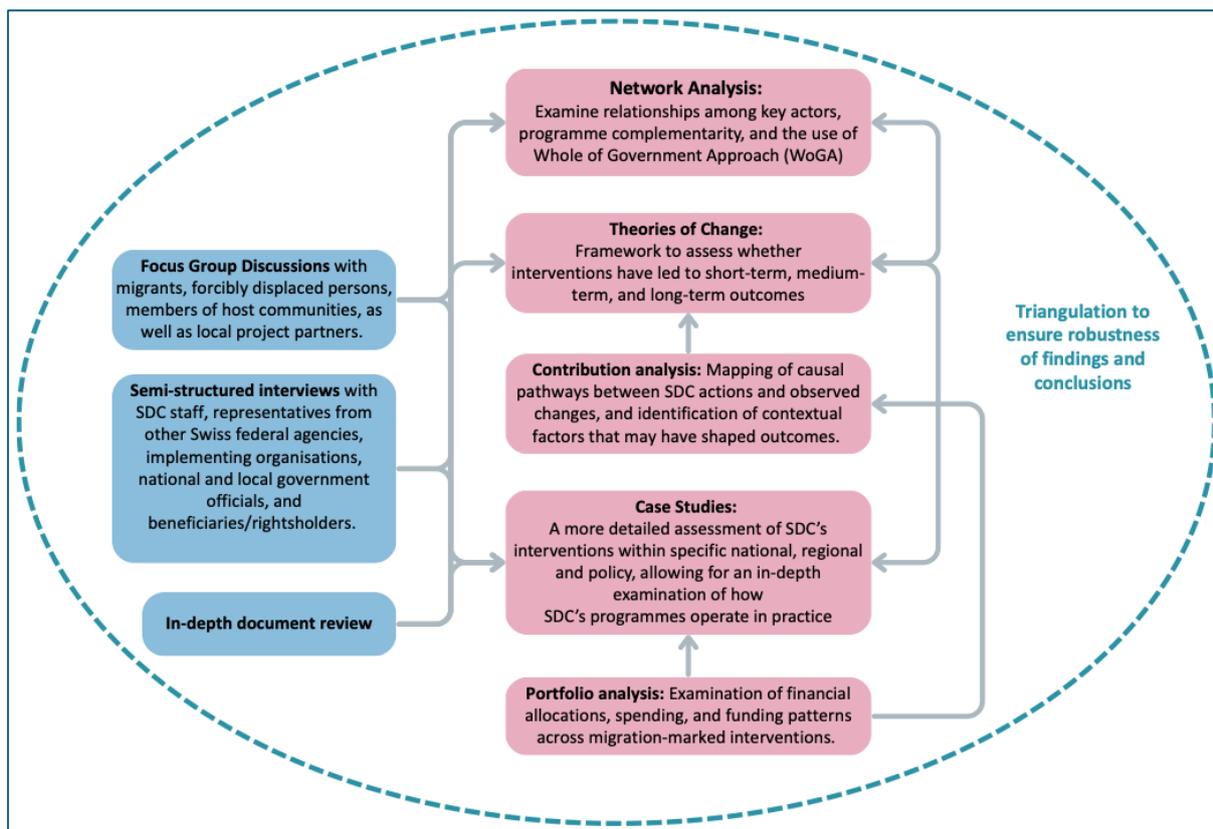
Figure 4 Portfolio mapping process and use



Limitations, risks and mitigations

The analysis of all data used triangulation as a key tool to ensure robustness of findings and conclusions. No results which are not triangulated have been reported. Throughout the evaluation process, the team remained aware of methodological limitations and actively sought to mitigate their impact. Restrictions on access to up-to-date information, particularly in fragile and high-turnover contexts, were addressed through triangulation of existing data and by noting data gaps where necessary. Security and logistical barriers in some locations were addressed by shifting to virtual interviews and engaging local consultants trusted by affected communities, with particular attention to ensuring continued access to the voices of women and marginalised groups. Breadth of coverage, essential for this global thematic evaluation, was ensured by combining in-depth case work with broader desk studies and cross-portfolio sampling, rather than attempting exhaustive fieldwork in all possible contexts. Confidentiality was assured for all individual interviews or group participants, while neutral questioning and systematic cross-checking helped minimise response and recall bias. The team also encountered variability and occasional inconsistencies in the availability of gender- and protection-disaggregated data, as well as patchy documentation of institutional learning; in those instances, process narratives were constructed, and recommendations for future data system strengthening are noted in the main findings. Taken together, these methods provided a solid foundation for the evaluation’s conclusions, enabling findings to rest on a multi-layered, cross-referenced, and contextually grounded evidence base (see Figure 5).

Figure 5 Evaluation process - A conceptual presentation



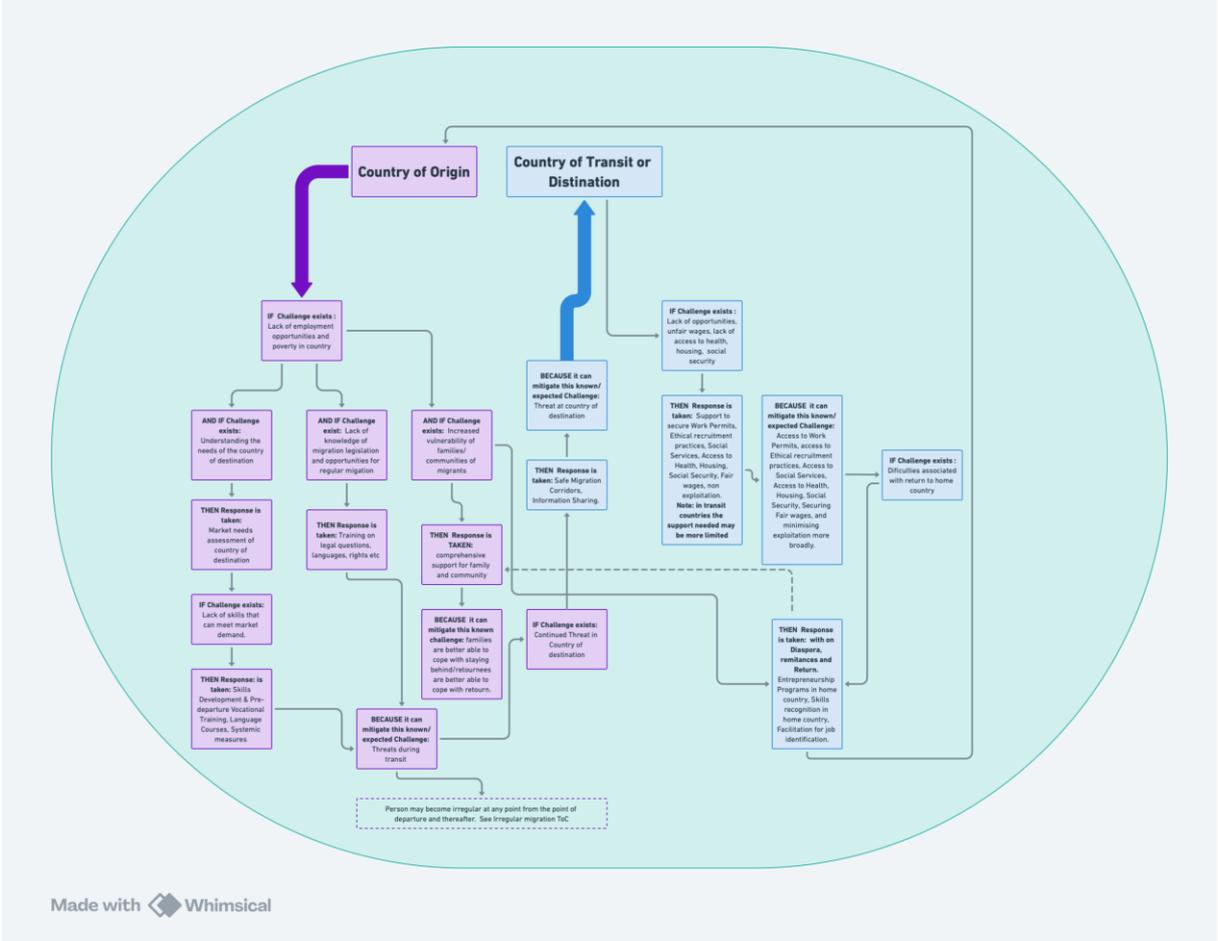
ANNEX 2: Theory of Change diagrams

In this annex, we present three Theories of Change (ToC), these initially created and revised with CLP members during the review to the draft inception note. We acknowledge the inherent complexity within each element of these ToC. Key aspects such as gender, age, and ethnicity are not included in the figures or narrative, not because they are not relevant. To the contrary, they are excluded because they are relevant consistently across all stages of the process and hence need to be consistently considered.

The figures presented in the next pages have been revised from those developed during inception to account for small adaptations that reflect improved understanding of SDC’s engagement secured during the data collection period. Importantly none of the elements in the ToC have changed based on the data collected, but some adaptations have been made to account for decision making triggers, and external elements. In addition, it should be noted that no ToC here reflects a single programme, but rather the compendium of efforts that may be implemented. This means that different countries or context may implement only one or more elements at any given time.

Regular Migration ToC

Figure 6 Regular Migration ToC



This ToC provides a structured framework for understanding how SDC works on (regular) migration processes by focusing on challenges, responses, and interventions across three key stages: the country of origin, transit countries, and destination countries. It highlights the interconnected nature of migration, recognising that migrants face distinct hurdles at each stage of their journey. The ToC integrates global and regional policy dialogue to align interventions with broader migration governance frameworks while emphasizing safe migration

pathways, protection, and sustainable integration. The aforementioned is preceded by three categories of assumptions. It is noted that not all assumptions may be equally important and that other factors may also affect SDC's ability to secure its objectives.

1. Contextual Assumptions - External conditions that must hold for the intervention to be successful.

- Governments in **origin, transit, and destination countries** will be willing to cooperate on migration policies and ethical recruitment.
- **Political stability** in key regions will allow safe migration corridors to function effectively.
- Migrants will have **access to financial services** for remittances, and financial institutions will support migrant inclusion.
- Employers and industries in destination countries will **uphold labour standards** and commit to fair wages and no exploitation.
- Climate change and environmental factors will not significantly disrupt migration patterns or create **new displacement crises** that overwhelm migration systems.
- Migrants will have **access to information** on safe migration, rights, and risks before and during their journey.
- Diaspora communities will continue to be **economically engaged** in their home countries through remittances and investments.

2. Strategic Assumptions (Linking Interventions to Expected Outcomes)
(Expectations about how interventions will lead to intended outcomes)

- **Pre-migration training and vocational programs** will increase migrants' chances of securing stable jobs in destination countries.
- Strengthening **legal frameworks** for protection and mobility will reduce risks of trafficking, exploitation, and abuse.
- **Ethical recruitment frameworks** will be adopted and enforced, leading to better working conditions for migrants.
- **Regional cooperation** and bilateral agreements will be effective in harmonizing migration policies.
- Ensuring access to **work permits and social services** will improve migrant well-being and economic position.
- Migrants who are well-integrated in host countries will **contribute positively** to the local economy and social structures.
- Investments in **diaspora engagement** will lead to increased economic contributions to countries of origin.
- Returnees who receive **entrepreneurial support/or recognition of skills** will more likely reintegrate successfully and not feel compelled to re-migrate.

3. Cognitive Assumptions (Stakeholder Behaviours & Decision-Making)

- Migrants will **actively seek** skills development opportunities before departure if they see clear economic benefits.
- Employers in destination countries will **recognize and value** skills gained through pre-migration training if it matches their training.
- Migrants will **choose legal migration routes** over irregular pathways if they have access to clear, safe, and affordable options.
- Governments will **prioritize migration governance** if shown economic and social benefits.

- Local communities in destination countries will **accept and integrate migrants** if policies ensure that wages for migrants are equal to host communities (re migrants are not seen as having an unfair advantage. In turn this will support social cohesion.
- Local communities in the home country are willing to accept and reintegrate returning labour migrants.
- Returnees will **consider reintegration options** if they see economic opportunities in their home countries.
- **Private sector actors will invest in ethical recruitment.**

Key Components

Country of Origin

Efforts at the country of origin aim to address the root causes of migration while equipping individuals with the skills and resources needed to pursue safe, legal pathways. These interventions also provide support to families and communities that remain behind, reducing reliance on migration as a survival strategy.

Challenges:

- Lack of employment and education opportunities as well as poverty drive migration.
- Skills mismatches limit migrants' ability to integrate into labour markets in destination countries.
- Families left behind face social and economic challenges.

Responses:

Short-Term:

- **Skills Development & Pre-Departure Training:** Implementing vocational training programs, language courses, and labour market readiness initiatives to enhance employability.
- **Migration Awareness Campaigns:** Educating potential migrants about the risks of irregular migration and available legal pathways.

Medium-Term:

- **Ethical Recruitment Practices:** Establishing transparent and fair recruitment processes to prevent exploitation.
- **Entrepreneurship Programs:** Promoting local economic stability through entrepreneurship initiatives.
- By addressing these foundational elements, countries of origin enhance the preparedness of migrants while mitigating vulnerabilities to exploitation.

Country of Transit/Destination

In transit countries (which may also be destination countries), efforts focus on safeguarding migrants from harm while facilitating safe and orderly movement toward durable solutions.

Challenges:

- Migrants are vulnerable to exploitation, trafficking, and harm during transit.
- Lack of access to essential services such as shelter, health care, and legal assistance.

Responses:**Short-Term:**

- **Protection & Assistance:** Providing anti-trafficking measures, legal aid, temporary shelters, and humanitarian support to address immediate vulnerabilities during transit.
- **Safe Migration Corridors & Information Dissemination:** Establishing secure routes for migration while ensuring migrants have access to accurate information about risks and rights.

Medium-Term:

- **Temporary Protection & Legal Status:** Introducing mechanisms that grant temporary legal status and access to basic services while migrants remain in transit.
- **Regional Cooperation & Border Management:** Strengthening regional collaboration to establish humanitarian corridors and improve border management systems without criminalizing migrants.

These interventions prioritize safety and dignity during transit while creating pathways for regularization or onward movement.

Country of Destination

Efforts in destination countries focus on transitioning migrants from irregular to regular status while fostering their integration into host communities or facilitating voluntary return or resettlement.

Challenges:

Migrants may lack access to basic services such as housing, health care, education, and social protection.

Social cohesion between host communities and migrants can be strained without proper integration measures.

Responses:**Short-Term:**

- **Integration & Economic Participation:** Implementing programs that facilitate access to work permits, social services, remittance systems, and other mechanisms encouraging regular migration.

Medium-Term:

- **Rights & Protection:** Ensuring access to healthcare, housing, social security systems, fair wages, and vocational training programs to prevent exploitation and promote sustainable integration into host societies.

Long-Term:**Durable Solutions:**

- **Local integration** through access to housing, employment opportunities, education, and community participation.
- **Voluntary return** for those wishing to go back when conditions in their home countries improve significantly.
- **Resettlement** in third countries for individuals unable to return home or integrate locally.

By prioritizing regularization and integration efforts, these interventions enable migrants to contribute meaningfully to their host societies while securing long-term stability.

Cross-Cutting Elements

Policy Development & Regional Coordination

- Global and regional policy dialogue plays a critical role in shaping migration governance:
- Aligning humanitarian assistance with development goals.
- Strengthening cross-border cooperation on border management without criminalizing migrants.
- Supporting inclusive policies that recognize the developmental potential of migration.
- Leveraging diaspora contributions through remittances, investments, and skills transfer.

Addressing Irregular Migration

The ToC acknowledges that migrants may become irregular at any point in their journey due to systemic barriers or lack of legal pathways. Proactive measures include:

- Providing legal protections for irregular migrants.
- Advocating for regularization pathways.
- Strengthening information campaigns to reduce reliance on unsafe migration routes.

Rationale for the Change Pathway

The rationale for this ToC lies in addressing systemic barriers while maximizing the benefits of safe migration:

Preparation at Origin: Tackling root causes such as poverty, unemployment, governance deficits, climate change impacts, and lack of opportunities reduces push factors driving irregular migration.

Safety During Transit: Establishing safe migration corridors and providing legal protections during transit reduces risks such as trafficking and exploitation.

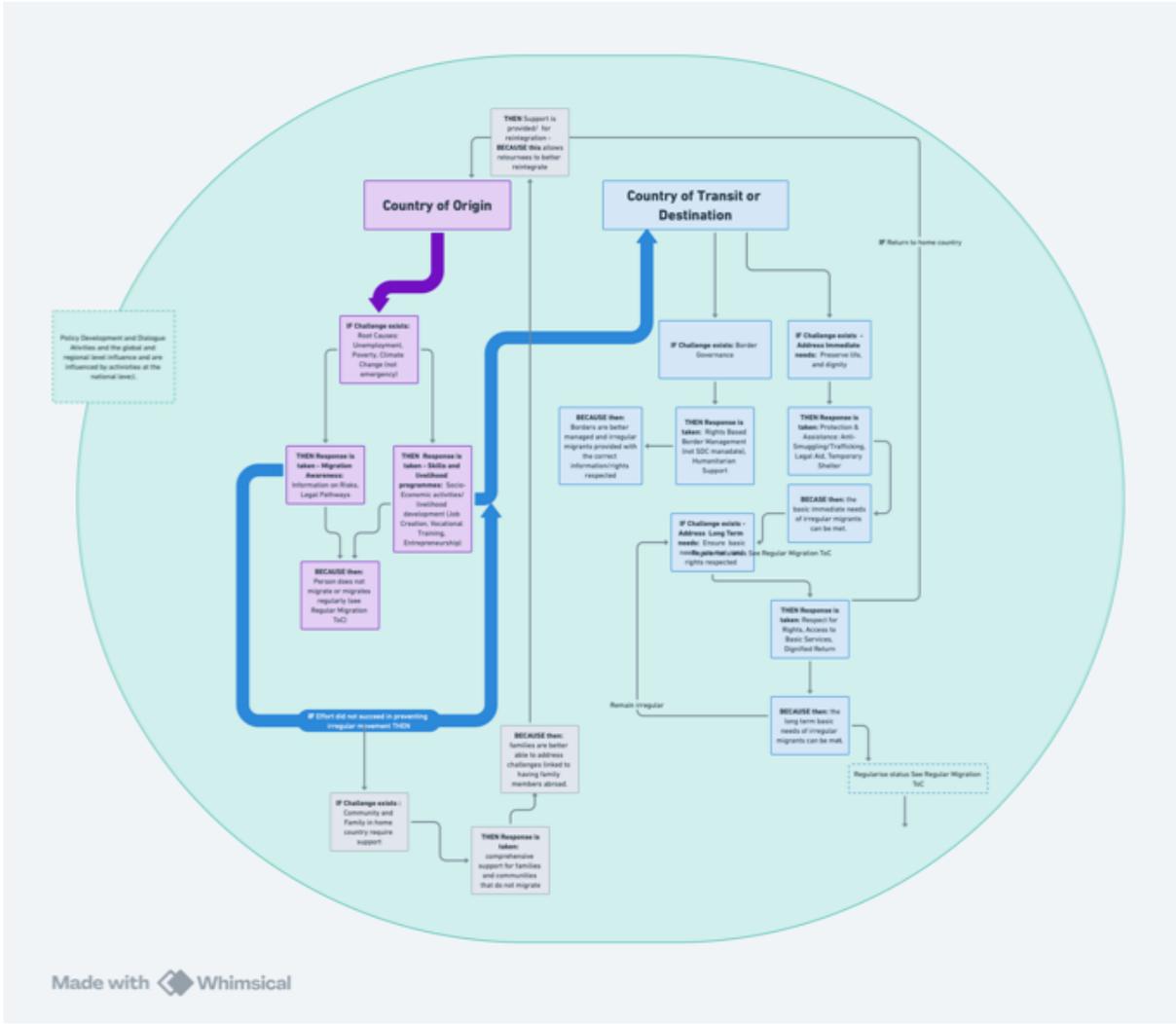
Integration at Destination: Ensuring migrants have access to rights and services facilitates successful integration into host communities.

Sustainable Development: Harnessing remittances and diaspora contributions fosters long-term socio-economic development in both origin and destination countries.

This approach underscores the need for targeted strategies that balance immediate humanitarian responses with long-term systemic change across all stages of migration management while ensuring safety, dignity, and opportunities for all migrants.

ToC: Irregular Migration

Figure 7 Irregular Migration ToC



This Theory of Change (ToC) provides a structured approach to understand how SDC addresses irregular migration by tackling root causes, ensuring protection during transit, and fostering sustainable outcomes in destination and/or return contexts, as well as for families and communities staying behind. It emphasizes the interplay between countries of origin, and transit/destination, while integrating global and regional policy dialogue. The ToC highlights efforts to reduce irregular migration by promoting safe, legal pathways and ensuring the safety and dignity of migrants throughout their journey. Additionally, the ToC acknowledges that individuals who have migrated irregularly and are able to change their status or who become forcibly displaced (see respective theories of change). Prior to delving into the elements in the ToC, three categories of underlying assumptions are presented:

1. Contextual Assumptions (External Conditions & Environment)

- Governments in origin, transit, and destination countries will cooperate to improve migration governance, border management, and legal pathways.
- Economic growth in countries of origin will create sufficient job opportunities to reduce the need for irregular migration.
- Political stability will enable long-term policy reforms and implementation of migration-related programs.

- Climate change and environmental degradation will not accelerate forced displacement and irregular migration beyond manageable levels.
- Host countries will maintain policies that allow for regularization and legal status adjustments for migrants.
- Security conditions along migration routes will allow for safe transit and access to humanitarian assistance.
- Private sector engagement will remain strong in both origin and destination countries to support job creation and ethical recruitment.

2. Strategic Assumptions (Linking Interventions to Expected Outcomes)

- Raising awareness of migration risks and legal alternatives will lead to informed decision-making among potential migrants.
- Investments in skills training and job creation will increase local employment opportunities, making irregular migration less attractive.
- Strengthening border management and anti-smuggling operations will reduce trafficking and exploitation risks.
- Providing legal pathways and regularization opportunities will decrease the reliance on irregular migration channels.
- Offering temporary protection and humanitarian assistance in transit countries will prevent human rights violations and improve safe migration outcomes.
- Social protection programs in destination countries will contribute to the long-term integration and economic stability of migrants.
- Engaging diaspora communities will lead to increased remittances and investment in countries of origin, fostering economic stability.
- Promoting decent work standards in destination countries will improve labour market conditions and reduce vulnerability to exploitation.

3. Cognitive Assumptions (Stakeholder Behaviours & Decision-Making)

- Potential migrants will prioritize legal migration pathways if they are accessible, affordable, and well-communicated.
- Migrants in transit will seek and utilize temporary protection mechanisms if they ensure safety and rights.
- Governments will commit to policy reforms if they see economic and social benefits in regulating migration.
- Employers in destination countries will comply with labour rights and fair wage policies if enforcement mechanisms exist.
- Private sector actors will invest in ethical recruitment if incentives and accountability structures are in place.
- Returnees will consider reintegration programs if they offer sustainable livelihoods and social acceptance.
- Local communities in destination countries will be more accepting of migrants if integration policies ensure mutual economic and social benefits.

Key Components

Country of Origin

Efforts at the country of origin focus on addressing the underlying drivers of irregular migration while equipping individuals with the resources to pursue safe, legal pathways. These interventions aim to mitigate push factors such as poverty, unemployment, and governance challenges while supporting families and communities that remain behind.

Challenges:

- Root causes like poverty, unemployment, climate change, and governance deficits drive irregular migration.
- Families and communities in origin areas may rely on migration as a survival strategy.

Responses:

Short-Term:

- Migration Awareness Campaigns: Disseminating information about the risks of irregular migration and available legal pathways to enable informed decision-making.
- Skills & Livelihood Programs: Implementing vocational training, job creation, and entrepreneurship programs to provide local economic opportunities.

Medium-Term:

- Addressing Root Causes: Policy reforms and development programs targeting unemployment, poverty, and governance challenges to create stable environments that reduce incentives for irregular migration.
- Climate Adaptation: Disaster risk reduction strategies and sustainable natural resource management to address environmental factors contributing to migration.
- By addressing both immediate needs and systemic challenges, interventions at this stage aim to reduce drivers of irregular migration while fostering resilience in vulnerable communities.

Country of Transit/Destination

In transit countries (may also be the country of destination), the focus is on protecting migrants from harm while facilitating safe and orderly movement towards durable solutions.

Challenges:

- Border management complexities that may not fall under SDC's mandate.
- Immediate vulnerabilities such as exploitation, lack of shelter, and restricted access to services.

Responses:

Short-Term:

- Protection & Assistance: Providing anti-trafficking measures, legal aid, temporary shelters, and humanitarian support to address immediate vulnerabilities among migrants in transit.

Medium-Term:

- Safe & Orderly Movement: Strengthening regional cooperation, border management systems, and humanitarian coordination to facilitate safe transit.
- Temporary Protection & Legal Status: Introducing mechanisms to grant temporary legal status and ensure access to basic services while transitioning toward regular migration pathways.

- These measures safeguard migrants from exploitation and violence while creating opportunities for status regularization.

Destination Country

Efforts in destination countries aim to transition migrants from irregular to regular status while fostering their integration into host communities or facilitating voluntary return or resettlement.

Challenges:

- Ensuring access to basic services like health care, education, housing, and employment.
- Promoting social cohesion between host communities and migrants.

Responses:

Short-Term (the issues below are part of the regularisation process and therefore while noted, they are not in the figure as these are issues that are addressed in regular migration efforts):

- Regularization & Inclusion: Establishing legal frameworks for status adjustments, including access to work permits, social protection systems, and other mechanisms encouraging regular migration.

Medium-Term:

- Sustainable Integration: Promoting decent work opportunities, access to social services, vocational training programs, and economic participation to ensure successful integration into host communities.

Long-Term:

Durable Solutions:

- Local integration through access to housing, employment opportunities, and community participation.
- Voluntary return for those wishing to go back when conditions in their home countries improve.
- Resettlement in third countries for individuals unable to return home or integrate locally.
- By prioritizing regularization and integration efforts, these interventions enable migrants to contribute meaningfully to their host societies while securing long-term stability.

Migration Outcomes

- Regular Migration: Migrants successfully migrate or regularize their status through safe pathways supported by policies ensuring rights and inclusion.
- Irregular Migration: Efforts to prevent irregular movement may fail; support is provided to mitigate risks during transit or in destination areas.
- Non-Migration: Families or individuals who do not migrate receive comprehensive support in origin areas.

Global & Regional Policy Development

- Policy dialogue at international and regional levels shapes holistic migration management:
- Aligning humanitarian assistance with development goals.
- Strengthening cross-border cooperation on border management without criminalizing migrants.
- Promoting data-driven approaches for understanding migration patterns.
- Supporting inclusive policies that recognize the developmental potential of migration.

Rationale for the Change Pathway

The rationale for this ToC lies in addressing systemic drivers of irregular migration while ensuring safety, dignity, and opportunities for migrants:

Addressing Root Causes: Tackling poverty, unemployment, governance deficits, climate change impacts, and lack of opportunities reduces push factors driving irregular migration. It is worth highlighting that these issues will not be considered in this evaluation unless their specific goal is migration.

Protection During Transit: Providing humanitarian assistance and temporary protection mechanisms safeguards migrants from harm during their journey.

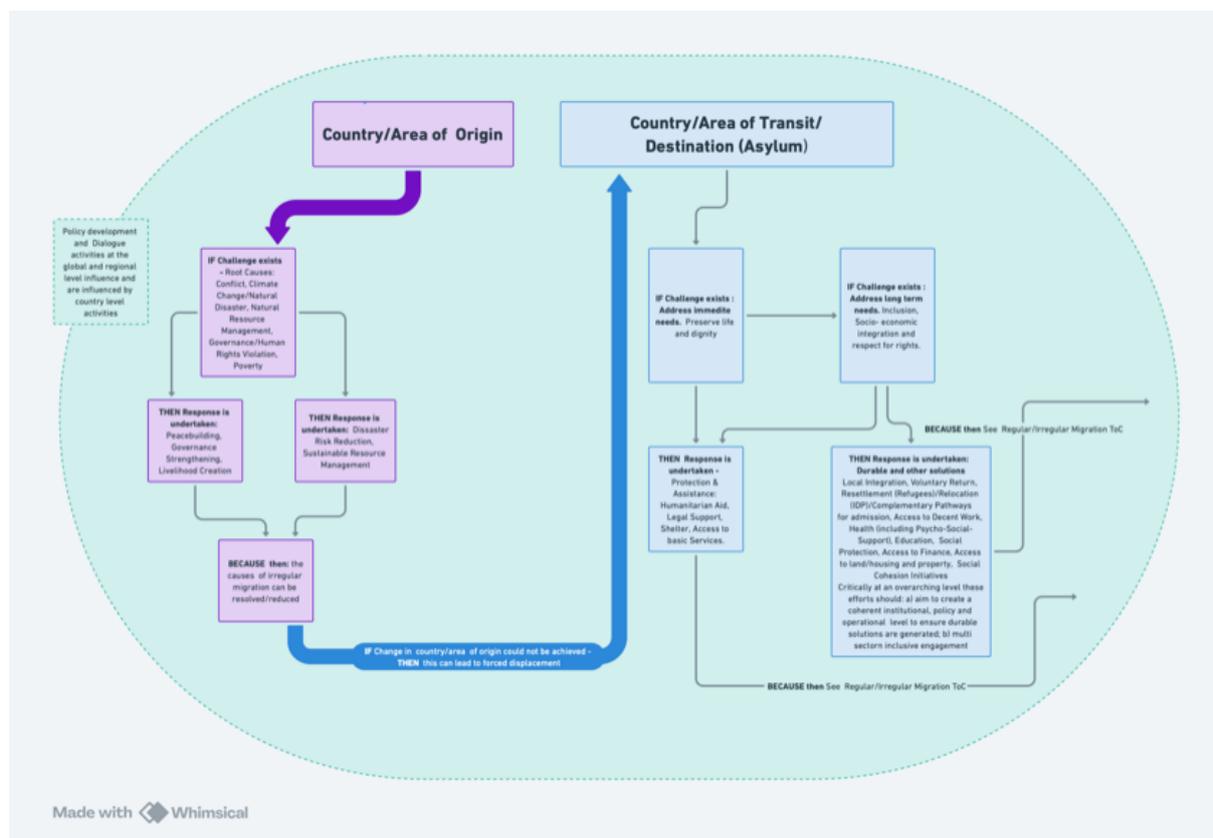
Regularization & Integration: Establishing legal pathways enables migrants to contribute economically while accessing rights in host countries.

Sustainable Development: Engaging diaspora communities fosters economic growth through remittances, investments, and skills transfer in both origin and destination countries.

This comprehensive approach underscores the need for targeted strategies that balance immediate humanitarian responses with long-term systemic change across all stages of migration management.

ToC: Forced Displacement

Figure 8 Forced Displacement ToC



The ToC provides a structured framework for understanding when and how SDC addresses forced displacement. Importantly, interventions addressing root causes will only be considered in this evaluation unless they have a specific objective of reducing forced displacement. Additionally, the ToC acknowledges that individuals who have been forcibly displaced may subsequently migrate regularly or irregularly and enter other migration processes (see linkages to these theories of change). Prior to delving into the elements in the ToC, three categories of underlying assumptions are presented:

1. Contextual Assumptions (External Conditions & Environment)

- Governments (and regional/local authorities in case of IDPs) in origin, transit, and destination countries (or areas in case of IDPs) will cooperate on conflict resolution, governance reforms, and displacement management.
- Climate change mitigation and risk reduction efforts will reduce disaster displacement over time.
- International and regional legal frameworks will support refugee protection, border management, and durable solutions.
- Host communities and political environments will remain receptive to displaced populations and not impose restrictive policies.
- Funding for humanitarian aid and development programs will remain stable or not decrease substantially.
- Security conditions in conflict-affected areas will allow for peacebuilding and governance interventions.
- Local economies in host countries will be able to absorb and integrate displaced populations into labour markets.

2. Strategic Assumptions (Linking Interventions to Expected Outcomes)

- Strengthening governance and economic resilience in origin countries/areas will reduce displacement in the long term.
- Investment in climate adaptation and disaster risk reduction will help mitigate forced migration due to environmental factors.
- Providing legal status and protection in transit countries/areas will enhance the safety and rights of displaced individuals.
- Access to basic services and humanitarian aid will prevent further vulnerabilities among displaced populations.
- Strengthening regional border cooperation will improve safe and orderly movement without criminalizing displaced populations.
- Ensuring access to education, health, economic opportunities, social protection and land/property will lead to better long-term integration outcomes.
- Promoting voluntary return/resettlement will be viable only if conditions in countries/areas of origin improve.
- Durable solutions (local integration, voluntary return/repatriation, resettlement, pathways for admission) will be feasible if political, economic, and social support mechanisms exist in host and origin countries/areas.

3. Cognitive Assumptions (Stakeholder Behaviours & Decision-Making)

- Displaced individuals will seek legal protection and assistance if they perceive it as accessible and trustworthy.
- Governments will adopt inclusive policies if they recognize the economic and social benefits of integrating displaced populations.
- Host communities will be more accepting of displaced populations if they see tangible benefits (economic contributions, social cohesion programs).
- Displaced individuals will be more willing to integrate if they have access to work, education, health, social protection, financial services, housing, land and property.
- Those who are forcibly displaced will choose voluntary return/repatriation if conditions in their home country/area improve significantly.

- Diaspora communities will engage in supporting displaced individuals if mechanisms for remittances, skills transfer, and investment are in place.

The Key Components in this ToC include:

Country/Area of Origin

Efforts at the country or area of origin focus on addressing the root causes of forced displacement while building resilience to prevent future displacement. These may include:

Short-Term:

- Peacebuilding and governance strengthening to address conflict and foster stability.
- Livelihood creation programs to reduce vulnerabilities.

Medium-Term:

- Climate adaptation strategies and other disaster risk reduction measures, including sustainable natural resource management.
- Stability-building through governance reforms, human rights promotion and respect, and long-term peacebuilding efforts.

Outcome:

If systemic challenges are not addressed, forced displacement becomes inevitable which means that persons may be forcibly displaced internally or across borders.

If persons move to countries or areas of transit or destination (asylum for refugees), the focus of SDC supported activities turns to protecting displaced populations from harm, meeting their immediate needs, and facilitating durable and other sustainable solutions such as integration, voluntary return/repatriation, resettlement, socio-economic integration or inclusion. The ToC recognizes that forcibly displaced individuals may later migrate regularly or irregularly, transitioning into other migration processes (see other ToC).

Efforts aiming to mitigate the challenges faced by those forcibly displaced include:

Short-Term:

- Humanitarian aid, legal support, temporary shelter and access to basic services to address immediate vulnerabilities.

Medium-Term:

- Establishing temporary protection mechanisms and granting legal status.

Long-Term:

Durable solutions such as:

- Local integration through housing access, employment opportunities, access to health, education and social protection and community participation.
- Voluntary repatriation/return when conditions in origin countries/areas improve.
- Resettlement in third countries for those unable to return or integrate locally or implementation of complementary pathways for admission.
- These interventions prioritize safety, dignity, respect of human rights and pathways toward durable solutions while fostering social cohesion in host communities.

Global & Regional Policy Dialogue

Global and regional policy work is integral to all stages of the ToC. These efforts may influence country-level activities and or are shaped by them. Policy dialogue is intended to ensure coherence across interventions by addressing systemic drivers like governance reforms, climate adaptation frameworks, refugee protection laws, border management policies, and funding mechanisms.

ANNEX 3: Migration and Displacement Trends Across Case Study Countries¹

Between 2017 and 2024, the number of forcibly displaced people worldwide soared from approximately 68 million to 123.2 million, the fastest and most sustained escalation on record. Using a difference in difference (DiD) inspired approach, focusing on case study countries used during this assignment and examining available data and comparing outcomes between 2017 (serving as the baseline or “control” period) and subsequent years reflecting contextual “treatment”, namely, exposure to intensifying crisis or migration pressures, we observe that SDC engagement aligns with areas of greatest need.

Crisis affected regions such as the Horn of Africa, Myanmar, Nigeria, and Jordan are presented along-side countries where migration is primarily economic or demographic such as Nepal and Bosnia and Herzegovina. In 2017, the Horn of Africa hosted about 7 million internally displaced persons (IDPs), Myanmar 0.5 million, and Nigeria 2.1 million; by 2024, these totals rose to 12 million, 3.3 million, and 3.3 million respectively. Jordan continued to host 1.3 million Syrians (plus 2.3 million Palestinians) with high levels persisting or increasing due to regional instability. In Nepal's large scale labour migration remained relatively stable, and Bosnia and Herzegovina's net migration loss increased modestly by -0.3 percent of population. The data reviewed shows that three quarters or more of increased displacement is attributable to conflict, political instability, or climate shocks.

Nigeria demonstrates the dual nature of migration: not only as a site of mass forced displacement, but also as one of Africa's top labour migrant origin countries. Nigerian international emigrants totalled 1.44 million by 2019, up from 1.25 million in 2015, with especially sharp increases in skilled migration. For example, there was a 575 percent rise in UK worker visas for Nigerians between 2019 and 2022. Over half of Nigerians (56 percent) in a 2024 survey indicated intentions to emigrate for economic or job reasons, compared to 36 percent in 2017. These trends are driven by youth unemployment rising from 6.4 percent in 2010 to 33.3 percent in 2020, wage stagnation, and persistent crises. Over 51 percent of Nigerian migrants have tertiary education, and there are strong gender patterns in labour migration and informal sector participation. There has also been an increase in irregular migration, especially to Economic Community of West African States (ECOWAS) countries and Europe, as migrants seek alternatives to limited legal pathways and local job scarcity.

¹ <https://www.internal-displacement.org/global-report/grid2024/>
<https://www.refugeecouncil.org.au/how-many-refugees/>
<https://www.onlinelibrary.iihl.org/wp-content/uploads/2025/02/2024-IDMC-Global-Report-on-Internal-Displacement-GRID.pdf>
<https://documents1.worldbank.org/curated/en/099504412192319778/pdf/IDU0861e35bf0241704c48087c701b1b484bb12e.pdf>
<https://www.internal-displacement.org/regional-reports/internal-displacement-in-africa/>
<https://www.worldbank.org/en/topic/migration/overview>
<https://www.internal-displacement.org/publications/2024-global-report-on-internal-displacement-grid/>
<https://disasterdisplacement.org/resource/grid-2024/>
<https://www.internal-displacement.org/global-report/>
<https://www.nrc.no/news/2025/may/number-of-internally-displaced-people-tops-80-million-for-first-time>
<https://projects.worldbank.org/en/results/2023/07/27/tackling-forced-displacement-as-a-development-challenge>
<https://www.preventionweb.net/publication/global-report-internal-displacement-2024>
<https://www.worldbank.org/en/programs/forceddisplacement>
<https://www.worldbank.org/en/topic/forced-displacement>
<https://www.worldbank.org/en/programs/building-the-evidence-on-forced-displacement/research-by-country>
<https://www.worldbank.org/en/programs/building-the-evidence-on-forced-displacement>
<https://www.jointdatacenter.org>
<https://www.worldbank.org/en/programs/building-the-evidence-on-forced-displacement/global-studies>
<https://www.worldbank.org/en/programs/building-the-evidence-on-forced-displacement/themes>

Nepal's regular labour migration documented more than 1.1 million¹ permits issued between 2019/20 and 2021/22, and a diaspora exceeding 1.9 million⁹, mostly in Gulf countries, Malaysia, and India. Labour permits for overseas work climbed from 349,000 in 2022 to 494,000 in 2023, with remittances consistently accounting for over 20 percent of the country's GDP in recent years. Most movements are regular, with established channels limiting irregular migration.² In Bosnia and Herzegovina, regular labour outflows remain high, primarily of youth to the European Union (EU), while the country has served as a key irregular migration transit route, registering nearly 84,000 irregular arrivals between 2018 and 2021. These irregular arrivals fell from 34,500 in 2023 to 25,200 in 2024 due to tightened EU border controls. Jordan, once primarily an emigration country, is now both a top refugee hosting state and a destination for between 540,000 and 1.4 million⁴ South and Southeast Asian and increasingly African migrant workers, notably women in domestic and care sectors, in recent years.

The data reviewed shows that forced displacement surged sharply in crisis affected treatment countries, while regular labour migration movements in classic origin countries like Nepal, and in Nigeria's case both regular and irregular labour emigration, have grown steadily but are shaped more by persistent economic conditions than by acute shocks. Nigeria's case stands out because it highlights how entrenched economic and governance challenges can drive both sustained and increasingly skilled labour outflows and forced displacement within the same country.

Based on available data, SDC's programming appears to target the regions and populations most affected by the specific drivers of mobility, whether conflict-driven displacement or economic migration. However, we do not have direct evidence on how SDC interventions have influenced broader development outcomes. What can be confidently stated is that SDC support is focused where need is greatest, according to observed displacement and migration trends.

Taken together, the analysis points to two major mobility systems: one model dominated by acute shocks such as conflict and disasters generating mass forced displacement (Horn of Africa, Myanmar, Nigeria, and Jordan³), and another model shaped by structural labour migration rooted in long term economic factors (Nepal, Bosnia and Herzegovina, and to a significant extent Nigeria). These trends underscore the need for policy responses tailored to each context: targeted crisis interventions and humanitarian assistance for the acute shocks model, and sustainable migration, economic, and labour governance reforms for the structural migration model. As the following sections show, SDC has focused on both, but this evaluation also shows that in some instances both types of efforts are needed. It is important to recognise that this analysis does not provide direct attribution regarding SDC's specific effect on displacement or migration movements. In addition, this assessment of data does not show that forced displacement, regular and irregular migration are not always distinct categories and that a single individual can be categorised as belonging to all of these groups over time.

² However, this could be a product of available data and not a reflection of reality.

³ It is important to underscore that Jordan is a mixed migration context and hence could have been included in the second category as well.

ANNEX 4: Evaluation matrix linking questions to indicators/methods

OECD-DAC Criteria	Evaluation Questions	Understanding of the question/indicator guidance	Tools and approaches used to answer
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 continue to do so if circumstances change	1. To what extent are SDC projects/programmes in line with Switzerland's IC Strategies and its foreign migration policy?	Evaluates alignment of SDC's interventions with Switzerland's International Cooperation (IC) Strategies and migration policies.	<ul style="list-style-type: none"> - Document Review (IC strategies, policies) - Key Informant Interviews (SDC staff, policymakers) - Portfolio Analysis
	2. To what extent and how do SDC interventions consider and advocate for migrants'/displaced persons' needs and priorities and take into account their constraints, particularly from a protection, gender and LNOB perspective, and from the perspective of accountability to the affected population and localization?	Assesses integration of protection, gender equality, Leave No One Behind (LNOB), accountability to affected populations (AAP), and localization principles.	<ul style="list-style-type: none"> -Thematic Analysis - Focus Group Discussions (migrants/displaced persons) - Note: specific focus on Case Studies to identify tangible examples to draw from.
	3. In what migration subtopics and approaches does SDC have a comparative advantage/value added linked to its experience or engagement in a niche (e.g. durable solutions, and regarding climate change, urban migration, etc.)?	Identifies SDC's strengths or niche areas in migration-related topics such as durable solutions or climate-induced displacement.	<ul style="list-style-type: none"> - Comparative Analysis based on interviews with International Organisations, other donors and SDC - Stakeholder Interviews (partners, experts, SDC)
	4. Are projects/programmes aligned with migration-related development policies and goals at local, national, regional and global levels (for example partner countries' policies and priorities)?	Examines consistency of SDC's interventions with partner countries' policies and global frameworks like the Global Compact for Migration.	<ul style="list-style-type: none"> - Policy Mapping based on document review - Desk Review of partner country policies and global frameworks - Stakeholder Interviews (partners, experts, SDC, partner country representatives)
	5. To what extent has SDC's engagement in migration adapted at the thematic level since 2017 to include new trends (e.g. private sector engagement) and respond to present/upcoming challenges (e.g. climate change, urban migration/urbanization,	Evaluates how SDC has evolved thematically to address emerging issues such as private sector engagement or climate-related displacement.	<ul style="list-style-type: none"> - Trend Analysis based on case study experiences - Expert Interviews (SDC, Swiss policy experts) - Portfolio Analysis

	localization, potentially AI in the field of migration)? What opportunities exist?		
Coherence - How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.	6. How is the Migration/forced displacement topic anchored within the strategic documents of the different divisions at SDC (e.g. country programmes, programme frameworks of thematic sections, operational concepts of humanitarian aid, etc.) and how does this translate into programmes?	Investigates how migration is integrated into SDC's strategic frameworks across divisions and operationalized in programs.	- Document Review (strategic documents) - Interviews with Division Leads
	7. To what extent is the theme migration integrated in SDC project/programme portfolio (mainstreaming of the theme in SDC projects and programmes, representation in the activities of the different divisions, etc.)?	Assesses the representation of migration-related activities across thematic/project portfolios within SDC, and overtime.	- Portfolio Analysis - Interviews
	8. To what extent and how concretely are the programmes and policy work of the different instruments complementary? How can complementarity be improved? How has the deployment of secondments (e.g. in durable solutions) contributed to this complementarity?	Examines synergies between instruments (e.g., humanitarian aid vs development cooperation) and evaluates secondments' contributions to complementarity.	- Social Network Analysis (SNA) - Interviews with organisations accepting secondments, and interviews with secondees.
	9. To what extent has SDC managed to share and scale-up innovative approaches and good practices in its work? <i>What mechanisms does SDC use to share best practices and learning in migration-related work?</i> ⁴	Assesses how well SDC has disseminated or expanded successful innovations within its migration-related work.	- Case Studies focus on Innovations - KII (SDC, other agencies, funded entities)
	10. To what extent and how concretely do SDC migration projects and programmes address/foster the triple nexus? (To what extent is the nexus integrated in the different programmes or do the different instruments complement each other?) What are the remaining challenges/opportunities? To what extent have SDC migration/forced displacement projects adopted the mandated mainstreaming of gender and governance, i.e.	Evaluates how effectively SDC integrates or complements humanitarian, development, and peacebuilding efforts in its migration work.	- Case Studies will be used to identify if and how Nexus has been incorporated.

⁴ Question in italics was added to elaborate on responses collected and add clarity to the finding.

	supporting local/national institutions sustainably?		
	11. To what extent are SDC's migration interventions coordinated and coherent with the work of other Swiss government counterparts (FDFA State Secretariat including PHRD, SECO, SEM, etc.)? What has been the role of SDC in ensuring coordination and coherence?	Assesses collaboration between SDC and other Swiss agencies under the Whole of Government Approach (WoGA).	<ul style="list-style-type: none"> - Stakeholder Mapping & Interviews - Desk Review of WoGA Projects - Case studies to extrapolate from
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	12. To what extent did SDC's migration interventions achieve (or are expected to achieve) their intended objectives (outputs, outcomes and impacts)? Which factors contributed to or hindered the effective achievement of the intended objectives? How has SDC tackled these contextual factors?	Evaluates whether intended results were achieved while identifying enabling or hindering factors and how they were managed by SDC.	<ul style="list-style-type: none"> - Based on existing data-Contribution Analysis (CA) - Econometric methods
	13. What were the results and achievements of specific WoGA projects? What was SDC's role in these partnerships?	Assesses outcomes from WoGA initiatives involving multiple Swiss agencies and highlights SDC's contributions to these efforts.	<ul style="list-style-type: none"> - Case Studies on WoGA Projects - KIIs - Econometric methods
	14. How effective has SDC been at influencing national, regional and global migration policy dialogue, processes, institutions and governance? What were the major achievements and challenges? What can be improved? How can SDC increase its effect/impact in policy work? What opportunities exist for SDC to engage and position itself?	Evaluates SDC's influence on policy dialogue/processes/institutions globally while identifying strategies for enhancing impact and seizing opportunities for positioning itself better in this domain.	<ul style="list-style-type: none"> - Based on existing data-Contribution Analysis - Policymaker & KII - Econometric method

ANNEX 6: Case study summaries

Nepal Case Study

Introduction

This case study reviews SDC's support for migration and forced displacement governance in Nepal, focusing primarily on its two flagship projects: Safer Migration (SaMI) and Reintegration of Migrant Workers (ReMI). Both projects operate under formal bilateral agreements between SDC and the Government of Nepal (GoN), with Helvetas Nepal providing technical assistance. The review is based on a field mission to Dhanusha District (Madhesh Province), which included engagement with both urban and rural municipalities, where a total of 10 focus group discussions (FGDs), 7 key informant interviews (KIIs), and participatory observations were conducted between 7 and 9 May 2025. Additional desk research supports insights concerning the MiRiDEW intervention and national/regional policy work.

Context

According to multiple published literatures Nepal has a more than 200 year long history of migration as labourers or workers. The British in India recruited young Nepali men as 'Gurkhas' from the early 19th century for the colonial world wars. Parallely besides migration as Gurkha soldier, Nepalis migrated to various parts of northern India to fulfil the much-needed labour for the British colonial tea plantations, oil refineries and coalmines. Open border between Nepal and India under the 1950 Treaty of Peace and Friendship, continued to provide momentum to the flow of Nepalis to India and vice versa. But it was only around 1980s that Nepali government took an active interest in external migration until the 1980s, when the government introduced policy initiatives to send citizens abroad for work as a way to address the growing unemployment and underemployment. This coincided with the Gulf countries seeking labourers for the massive development projects that followed their oil boom. Most of the labour permits issued by the Nepali government until 1996 – 97 for employment abroad (excluding India) were for the Gulf Cooperation Council countries, and it is estimated to have averaged fewer than 3,000 annually.⁵ However, crossing the open border between Nepal and India is not subject to regulation and recording, various studies inform there are anywhere between 1.8 million and 3 million Nepali migrant workers in India.⁶

The [2021 national census preliminary report](#) informs that 2.1 million Nepalis are abroad. While the Department of Foreign Employment (DoFE) as of 2021 approved 110 countries as labour migration destinations for Nepalis, it is estimated that Nepali migrant workers are found in as many as 172 countries. Legally, Nepal's foreign employment is concentrated in only a handful of countries: India, Qatar, Malaysia, United Arab Emirates (UAE), Saudi Arabia and Kuwait. Driven by the oil boom in the Gulf Cooperation Council (GCC) countries and shortages of labour in Southeast and East Asian countries like Malaysia, South Korea and Japan, migration of Nepali workers shot up in the past two decades. Looking at the trend of labour permit issuance by the DoFE, Nepal had been experiencing a steady rise in outbound migration since the 2000s. The number of labour permits issued peaked at 2013/14, reaching a high of 519,638, before continuously falling in the following years. Furthermore, due to the COVID-19 pandemic and subsequent restrictions imposed on the movement of people, only 72,081 labour permits were issued in 2020/21.⁷ Official data informs that between 2019/20 and 2021/22, more than 1.1 million labour approvals were issued. Nepal welcomed back 203,934 returnees in 2020/21 and 470,978 in 2021/22. Labour migration from Nepal is still a phenomenon dominated by men with women migrant workers accounting for less than 10 per

⁵ [Mass exodus: migration and peaceful change in post-war nepal](#)

⁶ [Labour migration from nepal: trends and explanations](#)

⁷ [Nepal labor migration trends and outlook](#)

cent of the total labour approvals issued in 2021/22. Madhesh and Koshi Provinces account for the largest share of migrant workers, with each being home to more than a fifth of the total labour approvals issued in 2021/22. In contrast, Bagmati accounts for the largest share of women migrant workers in foreign employment. While Nepali citizens migrated to 150 countries between 2019/20 and 2021/22 for employment, the six GCC countries and Malaysia remain the preferred destinations for the overwhelming majority of Nepali migrant workers. Countries like Croatia, Cyprus, the Maldives, Malta, Poland, Romania, Turkey, and the UK have also emerged as important employment destinations in the last few years. Between 2019/20 and 2021/22, although most of the women Nepali migrant workers went to the GCC countries, countries like Croatia, Cyprus, Jordan, Malta, Romania and Turkey were the more prominent, and emerging destinations for women compared to men.

Migrant workers' health and safety continue to be crucial issues. In 2021/22, 1395 Nepali migrant workers (including 39 women) were reported to have died, with most deaths certified as having occurred due to 'natural causes' in and by countries of destinations. More than 150 cases of deaths of Nepali migrant workers have each been reported annually in Malaysia, Saudi Arabia, Qatar and the UAE in 2019/20–2021/22. In addition, a significant number of Nepali migrant workers return home with mild to severe injuries and illnesses. The health risks migrant workers face are linked to their exposure to occupational safety and health hazards, poor working and living conditions, lack of access to social protection, including medical/health services, language and cultural barriers, and forced overtime labour, among others.⁸

The labour migration sector in Nepal is governed by a host of institutions, starting with the Ministry of Labour, Employment and Social Security (MoLESS) as the apex body in setting policy on labour migration. The DoFE has the task of regulating the sector, the Foreign Employment Board (FEB) is involved in supporting migrant workers and their families' welfare and reintegration while the Foreign Employment Tribunal (FET) is dedicated to adjudicating legal cases related to labour migration. Provincial ministries and local level units also provide supportive functions to the labour migration sector. Private recruitment agencies (PRAs) play an important function in linking aspirant migrant workers with employers abroad while medical centres, pre-departure orientation training providers, and insurance companies all provide their respective services to ensure the smooth functioning of the labour migration process.⁹

Remittances from migrant workers play a significant role in Nepal's economy, and in recent years, remittances have consistently accounted for over 20% of Nepal's Gross Domestic Product (GDP), with some years exceeding 25%. In 2023, Nepal received around USD 11 billion in remittances, which accounted for more than 26 per cent of the country's GDP, exceeding the combined inflow of official development assistance and foreign direct investment.¹⁰ In the first nine months of the fiscal year July 2024-April 2025 Nepal received Rs. 1,191.31 billion in remittances (about USD 9 billion). Though, the remittance inflows increased by 10 per cent during the review period, the increase was 17.2 percent for same period last fiscal year (July 2023-April 2024).¹¹

Intervention

There are mainly four country specific key migrant worker related projects supported by SDC in Nepal. They are [Safer Migration \(SaMI\)](#); [Reintegration of Returnee Migrant Worker \(ReMI\)](#); [Migrant Rights and Decent Work \(MiRiDEW\)](#) and [Strengthening of Employment Service Centres \(SESC\)](#). The SaMI and ReMI are being implemented with technical support from Helvetas. And the MiRiDEW and SESC are implemented with technical support of ILO. These

⁸ [Nepal Labour Migration Report 2022](#) (NOTE: If we are to receive the published 2024 report in time then the data can be comparatively updated)

⁹ [Nepal Labour Migration Report 2022](#) (NOTE: If we are to receive the published 2024 report in time then the data can be comparatively updated)

¹⁰ [Nepal on the Right Track to Achieve Cost-effective Remittance Transfers](#)

¹¹ [RS. 1,191 billion remittance received in nine months](#)

Nepal specific projects are overseen by the SDC in Nepal.

Retrospectively the SaMI Project Phase I was started around 2011 and it basically addressed issues of building the capacity of the migrant workers (skill training). The SaMI was aligned to the directives of the Foreign Employment Act 2007, Foreign Employment Rules 2008, Foreign Employment Policy 2012 and the Constitution of Nepal 2015 (which ensures rights to livelihood/ employment for every citizen of Nepal). Currently the SaMI is in its Phase IV (16 July 2024 – 15 July 2028) and aims to be scaled up to national level, expanding its coverage from previous 38 districts and 156 local governments (LGs)/ municipalities to 77 districts and 400 LGs in the exit phase. It aims to reach an estimated 3 million indirect beneficiaries covering all 753 LGs of Nepal.¹² The ReMI as a pilot project has been implemented from May 2022 - July 2026 in 10 municipalities each of the Koshi and Madhesh Provinces. According to Nepal Labor Migration Report 2022, the highest number of migrant workers hailed from these two provinces, with each accounting for more than one-fifth of the total.¹³ The ReMI Project is more aligned to the GoN's - The Right to Employment Act 2018, National Reintegration Directive 2022 and Integrated Labor and Employment Procedure 2023.

The MiRiDEW launched in 2018 and currently in Phase II (20 June 2023 - 30 June 2026) aims to achieve two outcomes of - the Government of Nepal strengthens its policy framework and institutional mechanisms to ensure protection of the rights of migrant workers, in particular women migrant workers; and Nepali migrant workers in countries of destinations have increased access to information and quality migration services. Similarly, the first phase of the SESC project (November 2022 - November 30 2026) aims to strengthen Employment Service Centres (ESCs) to deliver the full mandate of the centres, while supporting the government at the federal, provincial and local levels to further develop the policy and institutional framework of the public employment service (PES), improve the engagement of ESCs with key stakeholders, including the private sector, and support the capacity building for fully functioning and sustainable PES, delivered mainly through ESCs at the local level.¹⁴

Besides the country specific SDC supported projects, it was informed in the interviews with ILO Nepal there is a regional South Asia project supported by global desk (or may be Asia desk) of SDC directly from SDC headquarters [Extending Social Protection to migrant workers and their families in the South Asia-Gulf Corridor \(STREAM\)](#). STREAM is a multi-country multi-partners initiative designed to expand inclusive, gender-responsive, and rights-based social protection coverage to migrant workers across ten countries: Spanning South Asia (Bangladesh, Nepal, Sri Lanka, and India) and the Gulf Cooperation Council (GCC) countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, UAE). STREAM promotes an inclusive and rights-based approach to social protection.¹⁵

¹² SaMI Project documents.

¹³ [Nepal Labor Migration Report 2022](#)

¹⁴ SESC was not in the scope of the evaluation.

¹⁵ STREAM was also not in the scope of the evaluation.

Findings on the intervention

Migrant worker phenomenon in Nepal is anticipated to continue and the number increase as going to destination countries for work is deemed as optional employment and relatively more earning opportunities.¹⁶ More in the rural context where people are less educated, unskilled, with less employment opportunities, and amongst youth, as once in a lifetime going abroad for work has become a social norm and better employment opportunity than in Nepal. However, with earlier popular destination countries being unsafe, lacking migrant worker rights protection and difficult working conditions like Malaysia and Gulf countries, the shift is towards more European countries. Consequently, educated and urban youths, both men and women, are driven towards being migrant workers.

The Government of Nepal has formulated various laws, policies, institutional mechanisms for the management, safeguard and safety of the migrant workers. Or for migrant labour governance. The SDC supported projects, such as SaMI, ReMI and MiRiDEW have all contributed one way or the other and are contributing to the capacity building of the government at the national, provincial and local levels for effective and comprehensive migrant worker governance and management. Primarily in terms of capacity building, laws and policies and management. The SDC supported players in migrant worker governance in Nepal. Projects such as SaMI has been implemented for 13 years. Besides, there are other destination country specific interventions supported by international cooperation agencies or donors, such as from [Korean International Development Agency/ KOICA](#) and [Japanese International Cooperation Agency/ JICA](#). But such other interventions are working only on the destination country specific requirements and cooperations.

In collaboration with SaMI project there are currently 71 [Migrant Resource Centers \(MRCs\)](#) functional in 71 out of 77 districts in Nepal. In other 6 districts establishment of MRCs is in process. After the phasing out of the SaMI project in 2026 it is expected that the MRCs will be integrated into the [Employment Service Centers \(ESCs\)](#) located in the municipalities or local governments. Started under the [Prime Minister Employment Program](#) with partial loan from World Bank (WB support phased out in July 2025), ESCs are planned to be established in each of the 753 [local governments or municipalities](#). Though all the municipalities interviewed by the evaluation team indicated that they have allocated budget between NRs. 1 - 2 million (approx. CHF 6,000), given the challenges and rationale of scaling up, majority of the respondents indicated that better to prioritize local governments in districts that have relatively large number of prospective migrant workers. The dilemma here, however, is the MRCs currently located at the [District Administrative Offices \(DAOs\)](#) are required there as the prospective migrant workers can further their issuing passport process from the DAO only after being approved by the MRCs. Integrating MRCs in the ESCs currently located in the municipalities needs to take into account practical issues and service convenience. ESC more for implementation of the Right to Employment Act 2019 for facilitating employment to Nepali citizens, including prospective and returnee migrant workers. Whereas the MRCs more for safety and security of the prospective migrant workers.

Though some of the respondents claimed that SDC is supporting the overall migrant worker ecosystem in Nepal, there are gaps and challenges of reaching out and encompassing the irregular and informal migrant workers in the governance fold and LNOB. According to a civil society working particularly on women migrant worker issues, more than 60% of the women migrant workers they have worked with are the irregular migrant workers. It was indicated that the irregular migrant worker phenomenon especially with women has increased due to repeated ban on gender or women specific regulations by the government. For example, currently women migrant workers as domestic workers are permitted only to go to destination countries with whom the Government of Nepal have bilateral labour agreements. The gaps of

¹⁶ The chauffeur Prem's son who is a civil engineer, while in Kathmandu five years ago used to get around NRs. 135,000 (approx. CHF 800) salary. Currently in Japan he earns around NRs. 650,000.00 (approx. CHF 3'850.00)

not being able to encompass the irregular migrant worker phenomenon by existing institutional mechanisms at the federal and local levels like the [Foreign Employment Board \(FEB\)](#) and at the local levels the Employment Service Centres and Migrant Resource Centres have been in the case of women migrant workers to a large extent covered by the civil society networks and entities based in Nepal and in destination countries, such as [National Network for Safer Migration](#), Prabhashi Nepali Coordination Committee ([PNCC - Migrant Nepali Coordination Committee](#)) and [Non-Resident Nepali Association \(NRNA\)](#). The NRNA claimed that their presence is in 99 countries globally, while the Government of Nepal has diplomatic missions in only 33 countries. The government has sought and collaborated with NRNA in cases like evacuating or rescuing Nepali migrant (not necessarily worker, but students also). At the time of the interview with NRNA it was informed that they are currently trying to rescue two Nepali youths stranded in Ukraine who were being trafficked to United Kingdom.

Regarding the continuation of irregular or illegal migrant worker phenomenon, field data indicated key determinants are - lack of awareness on the part of the prospective migrant workers about the legal requirements and safety and security issues; lack of possession of proper legal documents by the prospective migrant workers; mis-information from the labour recruitment agencies and lure of income ensured by the recruitment agencies to destination countries which are not legally in the list of permitted countries by the government; and restriction on countries and gender-based such as ban on women domestic workers to certain destination countries. See also: [Nepal: Migrant workers failed by government, exploited by businesses](#); [Ban on female migrant workers to be lifted](#).

As far as the migration corridor and the destination countries are concerned, according to Department of Foreign Employment of government there are legal regular 170 countries (of 195 countries recognized by UN). And Nepali government has [bilateral agreements with only 12 destination countries](#) and in discussion with additional 20 countries. Besides the country specific SDC supported projects it was informed that there is a South Asia regional project supported by global desk (or may be Asia desk) called STREAM but this project was not in the scope of the evaluation.

The challenges of migrant worker management and governance for safety and security of Nepali migrant workers are enshrined in the national, local and destination country perspectives, in terms of capacity, power relations and effectiveness. It intersects with socio-economic (social norms, gender equality, livelihood, literacy), governance and effective international and bilateral cooperations between origin and destination countries. Regional approach (South Asia) to migrant worker issues through regional project or regional governance like [South Asia Association for Regional Cooperation \(SAARC\)](#) is beset with set of challenges of individual country interests and priorities. A more inclusive and gender-neutral, yet feminist socio-economic-political strategic approach is essential to effectively enhance the safety and security of both regular and irregular Nepali migrant workers.

Relevance to Swiss and International Cooperation Strategy

1. Alignment with Switzerland's IC Strategies and Foreign Migration Policy

Both SaMI and ReMI, the major funding interventions by SDC are clearly structured to align with Switzerland's policy priorities on safeguarding rights, promoting orderly migration, and expanding access to justice and economic opportunity for migrants, particularly vulnerable and marginalized groups. The progressive national scale-up and codification of procedures signal strong alignment with both Swiss and Nepali strategies. Notably the work with ILO also aligns well, but it is a minor intervention.

2. Addressing Migrants'/Displaced Needs-Protection, Gender, LNOB, Accountability, Localization:

The projects implemented are shaped by direct feedback from RMW networks and migrants' families. SaMI and ReMI explicitly target RMWs, women, Dalits, Janjati, and other minority groups, with local implementation underpinning the localisation agenda, although a major partner has been Helvetas. Accountability mechanisms include case management, legal counselling, and orientation services, tracking uptake, complaints, and satisfaction. However, there are some gaps in systematic, participatory needs assessment, especially for host/receiving localities and for intersectional vulnerabilities. It was also highlighted that some areas or issues that affect one gender more than another cannot be addressed because the government does not have a conducive position. For example, intaking steps for viable and realistic protection measures for women migrating for work to countries without an express agreement.

3. Areas of SDC Comparative Advantage

- SDC is recognised for its “first mover” role in structured reintegration pilots (ReMI) and for catalysing the mainstreaming of legal aid, financial literacy, and business support for RMWs (SaMI).
- Partnership with Helvetas and technical/process innovation with ILO (in MiRiDEW) confer added value in evidence-based advocacy and procedural training.
- SDC's ability to facilitate cross-tier policy and procedural change (national-provincial-local) is noted as a distinctive strength.

Further Thematic/Strategic Questions

4. Alignment with Development Policies and Goals (Local–Global):

Project procedures and policies directly reference Nepali legal mandates (Foreign Employment Act, Constitution, and new provincial/local employment/entrepreneurship frameworks), and global instruments like the Global Compact for Migration (GCM). SDC's support for technical advice enabled Nepal's active engagement in bilateral and multilateral processes (e.g., GCM forums, regional labour dialogues in GCC, Colombo Process/Abu Dhabi Dialogue).

5. Adaptation to New Trends (Private Sector, Climate, Urbanization, AI, Localization, etc.)

Since 2017, SDC has promoted entrepreneurial/self-employment support and business network approaches (e.g., collaboration with Provincial Chamber of Commerce and Industries, and MW Multipurpose Cooperatives). Collaboration with the private sector has increased, though there is no documented evidence of explicit climate change and AI-related interventions. Localisation is a dominant feature, with grant procedures and service delivery now anchored at the local/municipal level in project areas. This is distinct from what is often considered localisation (re civil society partners) but warrants considerable attention as it is an important feature of the interventions and stands to secure real sustainability long term.

6. Anchoring in SDC Strategic Documents

There is strong operational anchoring within bilateral/project agreements; all projects are considered at both GoN and SDC headquarters levels. However, this approach lacks the formal MoU-style migration partnership visible in contexts like Bosnia and Herzegovina, Nigeria and Sri Lanka. Progress is visible where project procedures (e.g., Self-Employment Promotion, Start-Up Grants, RMW Networks) are endorsed by LGs and provinces. This is understandable given the limited number of Nepali migrant workers in Switzerland.

7. Integration in SDC Country Portfolio

Migration is central to the work that SDC engages in in Nepal, due to the scale of labour challenges faced by Nepal. Unsurprisingly the expected reach of SaMI, ReMI, and MiRiDEW is also expansive. There is evidence of cross-project learning (legal aid, gender empowerment), but most importantly the project in Nepal shows an evolution that has taken time and which has required continual learning and adaptation over the whole life span of the interventions.

8. Complementarity Between Instruments; Secondments:

SaMI, ReMI, and to a lesser extent MiRiDEW, interact closely, indeed ReMI responds to a gap that SaMI did not address. Complementary work with technical partners (Helvetas, ILO) deepens thematic integration. The explicit use of international secondments is not recorded, but technical partnerships fulfil a similar exchange function.

9. Sharing and Scaling Innovations, Mechanisms for Learning:

The current plan is that SaMI will be able to scale up substantially (to all 77 districts), with local adaptations and uptake across the country. MRCs serve as anchor points for learning and case management. Cross-district workshops, joint procedural drafting, and provincial/federal-level policy coordination facilitate learning diffusion, though an overarching digital platform or country-wide knowledge management system is not yet established. These steps are promising, but it's unclear how realistic this upscaling is given the time frame. Moreover, it is also recognised that not all LG face the same level of migrant workforce and therefore their priorities may not be the same across the country. This latter point is important since the funding for the provision of support will come from local budgets. Still the experience from Nepal is very valuable not only to the Nepal context, but elsewhere and opportunities to share the experience would be beneficial to SDC more broadly. The challenges noted above, however, must be understood within the current context where the programme itself is no longer and SDC project, but a Nepali government effort.

10. Triple Nexus, Gender, and Governance Mainstreaming:

Projects combine a wide range of elements protection (legal and informational services), livelihoods (business and financial training, reintegration grants), and local governance (institutionalising new municipal/provincial procedures), however all are firmly rooted in development. There are no clear opportunities for Nexus in the Nepal context. Gender and inclusion are most powerfully mainstreamed in financial literacy, legal aid, and case management, nearly all financial literacy program graduates are women, and special emphasis is placed on Dalits and other disadvantaged groups. However, there are challenges with including women in all efforts because the Nepali legislation is discerning. This is a good example of SDC flexibility: recognising what is possible within context and what is not.

11. Coordination with Swiss Actors (FDFA, SEM, SECO); SDC's Role

There are no clear opportunities for WoGA within the Nepal context given SEM and SECO priorities, and the migration realities of the country (e.g very few Nepali migrants coming to Switzerland).

Effectiveness

12. Achievement of Objectives and Influencing Factors

The achievements of the different interventions are considerable (see intervention overview).

13. Whole of Government Approach (WoGA) Project Results; SDC Role

See previous.

14. Policy Dialogue, Processes, and Governance Influence; Achievements, Challenges, Opportunities

See intervention overview.

Conclusion:

SDC's engagement has been catalytic, innovative, and recognised as transformative by both state and non-state stakeholders. It has enabled direct impact on large numbers of Nepal citizens through service delivery, legal support, financial literacy, employment, policy reforms, and regionally in new procedural frameworks, including both migrants, and their families. Challenges remain in institutional sustainability, cross-government coordination, and consistent gender/inclusion mainstreaming, but evidence shows substantial progress and high relevance for Nepal's dynamic migration landscape.

Bosnia and Herzegovina Case Study

Once primarily a country of emigration, in recent years BiH has become also a country of transit and to a lesser extent (but more and more) a destination for migrants. Strategically located along the Western Balkans route, Bosnia and Herzegovina (BiH) has become a key transit point for migrants heading toward Western Europe, particularly since the increase in irregular migration flows starting in 2018 and faces a range of complex migration challenges. These include persistently high emigration rates, the return of nationals, the presence of migrants in transit, and a vibrant diaspora that maintains strong ties with the country of origin. Migration in BiH is deeply intertwined with the country's broader social, political, and economic context. It reflects underlying structural issues such as limited economic opportunities, political instability, and weak institutional capacity.

Migration governance in BiH is shaped by its intricate and multilayered institutional structure. With responsibilities spread across state, entity, cantonal, and municipal levels, managing migration requires coordination across multiple administrative layers with overlapping - and sometimes unclear - mandates. While the Ministry of Security, Ministry of Human Rights and Refugees and Ministry of Civil Affairs oversee areas such as border control and reception centres, essential services like healthcare, education and social protection fall under the authority of cantonal or entity-level institutions. This institutional fragmentation contributes to uneven service delivery and significantly influences efforts to the development of a unified, nationally coordinated migration management system.

Bosnia and Herzegovina has experienced shifting migration dynamics since 2017, with a sharp increase in transit migration starting in 2018. Between January and October 2023, a total of 28,386 new arrivals were registered, marking a 32% increase compared to the same period in 2022¹⁷. However, the first half of 2024 saw a decline, with approximately 5,100 individuals transiting through the Western Balkans region - a 50% decrease compared to the same period in 2023¹⁸. Of those in transit by mid-2024, about 52% (around 1,560 individuals) were present in Bosnia and Herzegovina. The asylum system also showed signs of activity, with 234 new applications registered by October 2024 - an increase of 59% from the previous year¹⁹. The year with the highest number of migrant arrivals in Bosnia and Herzegovina between 2017 and 2024 was 2023, with 34,409 recorded entries.²⁰

¹⁷ International Organization for Migration (IOM), Bosnia and Herzegovina - Migration Response, Situation Report, October 2023, two pager, https://bih.iom.int/sites/g/files/tmzbd11076/files/documents/2024-10/01_iom-bih-external-sitrep-30-september-13-october-2024.pdf; June 1st, 2025

¹⁸ United Nations High Commissioner for Refugees (UNHCR), Western Balkans: Mixed Movements Update, June 2024. <https://data.unhcr.org/en/documents/details/113053>; June 1st, 2025

¹⁹ UNHCR BiH, Monthly Update on Asylum and Migration, October 2024, pages 1-3; <https://data.unhcr.org/en/documents/details/112481>; June 7th, 2025

²⁰ International Organization for Migration (IOM), Bosnia and Herzegovina - Migration Response, Situation Report, January 2024, two pager; <https://bih.iom.int/sites/g/files/tmzbd11076/files/documents/2024->

Demographic data collected by IOM in 2024 show that the majority of migrants were adult males, primarily from Afghanistan, Morocco, Pakistan, and Syria²¹. While the number of migrants fluctuated year by year, BiH has remained a key part of the so-called "Western Balkans route," often serving as a temporary stop for people on their way to the EU. These fluctuations, combined with the complex governance system and external pressures, have underscored the importance of long-term planning and regional cooperation.

In recent years, migration and border management have become key areas in BiH's EU accession agenda with the need to improve the capacity to develop migration policies including processing of asylum requests, the prevention of irregular migration, the protection of human rights, the establishment of appropriate border management structures, the management of reception centers and return policies²². Since obtaining candidate status, the country has made some progress in aligning with EU standards, although many of the European Commission's recommendations remain only partially implemented. BiH is expected to assume full ownership over migration management, including the administration of reception centres, coordination among levels of government, and the provision of quality asylum procedures. In 2023, the Law on Foreigners was adopted, and a new migration strategy and action plan were introduced²³. Reception capacities are currently adequate (number of migrants are low), but challenges persist in ensuring sustainable financing, improving procedures and facilitating the return of irregular migrants. In parallel, Bosnia and Herzegovina concluded negotiations with the European Border and Coast Guard Agency (Frontex), and the Chairwoman of the Council of Ministers officially signed the Status Agreement in June 2025, marking a significant step toward closer cooperation on border management.²⁴

Switzerland has been a longstanding and strategic partner to BiH in the area of migration. The bilateral partnership is based on one of the oldest MoU on migration cooperation that Switzerland holds globally, signed in 2009. The agreement laid the foundation for cooperation in key areas such as voluntary return, reintegration, and diaspora engagement. Over time, this collaboration has evolved to reflect changing realities, from supporting reintegration to addressing irregular migration, and from emergency assistance to building longer-term development and institutional resilience. Swiss support has been characterised by a multidimensional approach and a strong emphasis on national ownership, institutional strengthening and the development of inclusive systems that can respond to the needs of migrants.

Through the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Migration (SEM) between 2017 and 2024 Switzerland has supported a wide range of projects that directly or indirectly address migration and its impact on BiH's development and EU pathway. The SDC's programmatic approach links migration with local development and focuses on strengthening institutional capacities, fostering inclusive services, and encouraging more coordinated and sustainable governance of migration.

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- ²¹ [01/01_iom-bih-external-sitrep-8-21-january-2024-1.pdf](#); June 2nd 2025.
IOM BiH, Migrant Presence and Mobility Survey – March & June 2024 Reports, three pagers; <https://reliefweb.int/report/world/western-balkans-migrant-mobility-situation-report-june-2024>; June 5th, 2025.
- ²² European Commission. Bosnia and Herzegovina 2024 Report – Enlargement Package. Brussels: October 2024, page 7-8, 22 and 44-51; https://enlargement.ec.europa.eu/document/download/451db011-6779-40ea-b34b-a0eeda451746_en?filename=Bosnia%20and%20Herzegovina%20Report%202024.pdf; June 1st, 2025
- ²³ Government of Bosnia and Herzegovina. 2021. Strategy for Migration and Asylum 2021–2025; <https://www.msb.gov.ba/dokumenti/strateski/default.aspx?id=24250&langTag=en-US>; June 3rd, 2025
- ²⁴ Council of Minister web site https://vijeceministara.gov.ba/Najave_dogadjaja_predsjedavajuce/default.aspx?id=45185&langTag=hr-HR accessed, June 11th, 2025

The Swiss government (SDC and to a larger extent SEM) substantially contributed to the multidonor and multicountry Regional Housing Programme (7F-10227.01) implemented in four partner countries (Bosnia and Herzegovina, Croatia, Serbia, Montenegro) providing housing units for vulnerable refugees and displaced persons from the war (1993-1996) as well as capacity building of municipalities

Most of the projects (#6) supported by SDC in the assessment period fall under the broader category of health ensuring access to basic health care for migrants, asylum seekers and refugees which included direct assistance to beneficiaries and capacity building of health care deliverers. The SDC support in the health and humanitarian sector was crucial especially during COVID. The **Support to Health Transition** project (no. 7F-10989) contributed to integrating migrants into cantonal health systems, with a focus on continuity of care. Other interventions, such as the **Operationalization of TRC Lipa** project (no. 7F-10883.01) supported BiH authorities to extend accommodation capacities for the reception of migrants, refugees and asylum seekers in Una Sana Canton at a crucial time before winter 2021-2022 while ensuring protection standards. Projects targeting vulnerable groups - like **Protection and Emergency Care for Vulnerable Children on the Move (no. 7F-11424)** - delivered essential services such as housing, education, and psychosocial support to unaccompanied minors and asylum-seeking children. Other key initiatives supported by SDC between 2017 and 2024 include the **Diaspora for Development** (no. 7F-08796.02), which fostered diaspora engagement and strengthened the capacities of local authorities to plan and implement activities enhancing socio-economic opportunities through knowledge transfer and market-oriented skills development from diaspora professionals to BiH professions/companies as well as through the facilitation of diaspora investments.

Context

In recent years, Bosnia and Herzegovina (BiH) has shifted from being primarily a country of emigration to one that also serves as a key transit point - and increasingly, a destination - for migrants along the Western Balkans route. Since 2018, irregular migration flows have surged, highlighting challenges such as high emigration rates, the return of nationals, and a complex institutional framework spread across multiple administrative levels. While the Ministry of Security and other state bodies manage border control and asylum procedures, essential services fall under cantonal or entity authorities, leading to fragmented and uneven service delivery. Between 2017 and 2024, BiH saw fluctuating migrant arrivals, with a peak in 2023. Most migrants were adult males from countries such as Afghanistan, Morocco, Pakistan, and Syria, often using BiH as a temporary stop en route to the EU. This dynamic has made regional cooperation and long-term planning essential to effective migration governance.

Migration and border management are now central to BiH's EU accession process, with recent reforms aimed at aligning with European standards. Since obtaining EU candidate status in 2022, BiH has made progress, including adopting a new Law on Foreigners and migration strategy, though implementation remains incomplete. Cooperation with the EU deepened with the signing of a Status Agreement with Frontex in 2025. Switzerland has been a longstanding partner in this field, with support dating back to a 2009 agreement on migration cooperation. Through the Swiss Agency for Development and Cooperation and the State Secretariat for Migration, Switzerland has helped BiH address migration challenges through projects focused on reintegration, institutional resilience, and linking migration with local development, reinforcing BiH's capacity to manage migration in a more sustainable and coordinated manner.

Findings

Relevance

1. To what extent are SDC projects/programmes in line with Switzerland's IC Strategies and its foreign migration policy?

The evaluation found a good alignment of SDC migration-related interventions with the needs of stakeholders and beneficiaries. One key instrument to ensure that interventions are in line with needs and priorities of the government of BiH is the Migration Partnership that has been established in 2009 with the signature of a Memorandum of Understanding (MoU). The MoU outlines the areas of collaboration in the field of migration. It has been emphasized by government and SDC that this partnership forms the basis for any intervention that takes place in the country. Both political and technical staff from BiH and Switzerland engage in annual or biannual meetings to discuss on the needs and priorities respecting Swiss Foreign interests and the strategic interests of BiH outlined in the Migration and Asylum Strategy of BiH. SDC projects/programmes in BiH also aligned well with the Swiss Migration Strategic Framework for the Western Balkans 2020-2023.

Migration was treated as a transversal theme in the assessment period, but the new [BiH Cooperation Programme \(2025–28\)](#) frames migration as a priority linked to economic development and diaspora engagement.

SDC/the Swiss Embassy in BiH is perceived by the Government, International Organizations and CSOs as a trusted, knowledgeable, and reliable donor and partner who is never imposing, open, fast and flexible. It was noted that Switzerland engages more than other donors who "just" provide funds. Switzerland's additional value is seen in its excellent knowledge of the contextual challenges in the country, an understanding of the complex institutional structures, its somehow neutral position that enables Switzerland to pursue collaborations and dialogue across public and private actors.

2. To what extent and how do SDC interventions consider and advocate for migrants'/displaced persons' needs and priorities and take into account their constraints, particularly from a protection, gender and LNOB perspective, and from the perspective of accountability to the affected population and localization?

Projects targeted vulnerable groups (UASC, women, disabled) with tailored services (e.g. gynaecologists for women, mentorship for minors). Gender was a transversal theme in health and protection projects. Accountability mechanisms for direct migrant feedback remained project-specific rather than systemic.

3. In what migration subtopics and approaches does SDC have a comparative advantage/value added linked to its experience or engagement in a niche (e.g. durable solutions, and regarding climate change, urban migration, etc.)?

SDC's comparative advantage is recognised in diaspora engagement (policy and knowledge transfer), health system strengthening for migrants, and neutral convening. Durable solutions (RHP) were an important achievement though led by the EU and co-financed by multiple donor countries. During the refugee crisis years SDC also supported much needed infrastructure for the accommodation of refugees which other donors were less willing to finance.

4. Are projects/programmes aligned with migration-related development policies and goals at local, national, regional and global levels (for example partner countries' policies and priorities)?

Alignment with national and local policies is strong, e.g. public health protocols and guidelines co-developed with Ministry of Health of the Federation of BiH and cantonal ministries. These protocols framed service provision for both migrants and the local population - demonstrating alignment with health system priorities. The Diaspora for Development (D4D) project was

explicitly aligned with the BiH diaspora strategy and supported the government's vision to leverage the diaspora for socioeconomic development. This alignment was ensured through cooperation with the Ministry for Human Rights and Refugees and local authorities. RHP implementation followed national housing policy frameworks and aimed to close displacement chapters in line with BiH's commitments under the Dayton Agreement and its national social housing schemes. As mentioned above all SDC interventions are discussed and validated through annual Migration Partnership meetings, ensuring they are aligned with partner country priorities and Swiss migration diplomacy goals.

5. To what extent has SDC's engagement in migration adapted at the thematic level since 2017 to include new trends (e.g. private sector engagement) and respond to present/upcoming challenges (e.g. climate change, urban migration/urbanization, localization, potentially AI in the field of migration)? What opportunities exist?

Opportunities exist to link migration governance with economic development and private sector inclusion to address demographic decline. In recognition of this urgent need of the country (expressed by almost all interviewees) the new cooperation programme (2025-2028) focuses on Sustainable Economic and Migration Cooperation.

Coherence

6. How is the Migration/forced displacement topic anchored within strategic documents of different divisions at SDC and how does this translate into programmes?

In the two Cooperation Programmes (2017-2020, 2021-2024) migration and forced displacement has not been sufficiently anchored as a programmatic priority.

7. To what extent is the theme migration integrated in SDC project/programme portfolio (mainstreaming, representation across divisions)?

Not relevant to the context

8. To what extent and how concretely are the programmes and policy work of the different instruments complementary? How can complementarity be improved? How has the deployment of secondments contributed?

Not relevant to the context

9. To what extent has SDC managed to share and scale-up innovative approaches and good practices in its work? What mechanisms are used to share learning?

Innovations (e.g. diaspora digital platforms, mentorships, art therapy) piloted successfully but systematic scaling is rare, often left to the EU or other larger donors. Knowledge sharing is mainly field driven. The Working Group on Migration and Forced Displacement supports exchange, but regional learning is weak.

10. To what extent do projects/programmes foster the triple nexus and mainstream gender and governance?

Migration projects in BiH demonstrate a humanitarian–development nexus (e.g. health-in-transition, safe house for unaccompanied minors/asylum seekers). Governance integration was strongest where projects were co-designed with ministries, in particular, in the Health in Transition project where protocols were institutionalised within local public health structures and the interventions included capacity strengthening for Emergency Medical Departments. Gender considerations varied across projects. Gender-sensitive and age-sensitive accommodations in Temporary Reception Centres (TRC) reflected attention to vulnerabilities, but in general, no in-depth gender analysis and few specific measures were found in projects/programmes. The peace pillar was less relevant in BiH context, however, indirectly

addressed through the contribution of social cohesion by including migrants and local population in activities, e.g. in access to health services.

11. To what extent are SDC's migration interventions coordinated and coherent with other Swiss government counterparts (FDFA, SEM, SECO)? What has been SDC's role?

Coordination with SEM is strong under the Migration Partnership, the IMZ and because of the integrated Embassy but limited operationally due to separate budgets and mandates. SECO has not been active in BiH in the field of migration. The new Cooperation Programme is viewed by SDC staff as WoGA approach, but interagency structures and mechanisms (e.g. joint funding) remain weak. However, both Agencies successfully cooperated in the RHP.

Effectiveness

12. To what extent did SDC's migration interventions achieve (or are expected to achieve) their intended objectives (outputs, outcomes and impacts)? Which factors contributed to or hindered the effective achievement of the intended objectives? How has SDC tackled these contextual factors?

Most projects achieved immediate outputs (e.g. health services, safe house, diaspora engagement) and short to mid-term outcomes (e.g. changed perception of the diaspora at local level from "charity" through remittances to contribution to socio-economic development through skills transfer and investments; co-development of public health protocols including migrants). Systemic change was limited by capacity gaps (e.g. local and cantonal authorities sometimes lacked resources, staffing, technical expertise to fully operationalise and maintain what had been developed by the project), political fragmentation (e.g. overlapping mandates between state, entity, cantonal levels often slows decision-making and continuity making national-level coordination difficult), budget constraints, reliance on IOM in the camp management (in the absence of a strong and unified State). Enablers for the achievement of operational results included flexibility, trusted partnerships, adaptability (e.g. flexibility in programme design of the health in transition project to addressing changing returnee needs). Integration of impact indicators and consistent measurement is limited. Also, the short-term and emergency nature of most of the projects assessed (humanitarian aid), lack of resources and other gaps (e.g. hesitation to fully take over responsibility or to institutionalize reforms long-term) hinder longer-term impacts.

13. What were the results and achievements of specific WoGA projects? What was SDC's role in these partnerships?

There was no formal WoGA flagship migration projects. The RHP is seen as de facto WoGA with SEM–SDC collaboration under separate budgets. SDC stepped in when SEM could not organize the Sarajevo Migration Dialogue 2. The new country programme (2025–28) integrates SEM as a partner, reflecting strategic WoGA framing despite structural funding barriers.

14. How effective has SDC been at influencing national, regional and global migration policy dialogue, processes, institutions and governance? What were the major achievements and challenges? What can be improved? How can SDC increase its effect/impact in policy work? What opportunities exist for SDC to engage and position itself?

SDC has effectively supported diaspora policy development, and health-in-transition integration, to a smaller extent SDC also contributed to regional dialogues (e.g. with the organization of the Sarajevo Migration Dialogue, SMD). It also co-founded (together with the EU) the Migration Alliance which is a format where donors active in the field of migration in BiH regularly meet and exchange. However, systemic challenges - such as political fragmentation

and weak institutional capacities - have resulted in limited institutional uptake and gaps in long-term policy implementation, i.e. incomplete transition to full local ownership. E.g. in the Diaspora for Development project there was low institutional embedding of the tools and approaches developed, despite formal buy-in, as the evaluation carried out concluded. In the Health in Transition project despite training and equipment support, there was no clear commitment to institutionalise services, especially those serving migrants.

Opportunities for greater regional policy influence include leveraging Swiss neutrality for regional convening and exchange through regional cooperation initiatives.

Horn of Africa Case Study

Introduction

The case study is based on 35 key informant interviews and 4 focus group discussions with internal and external stakeholders, including beneficiaries and national/ local authorities, as well as review and analysis of the documentation of 15 projects and additional relevant literature. The interviews were carried out both during online interviews between May and early July 2025 and a field visit to a project site in Somalia from 6 to 9 July 2025. Two core team members and a national consultant worked on the case study.

Context

The Horn of Africa (HoA),²⁵ a region of significant geopolitical importance, is a conflict-prone and fragile context. It is one of the main sources and hosts of refugees and IDPs. There were an estimated 10 million forcibly displaced people in the region at the end of 2024, including refugees, asylum seekers, and IDPs (Somalia: 4 million IDPs and 2000 refugees; Ethiopia: 4 million IDPs and more than 1 million refugees and asylum seekers, Kenya: 850,000 refugees and asylum seekers). Many people (e)migrate in the quest of better opportunities, mainly to the Gulf and Europe. Key drivers of fragility include protracted armed conflicts, ethnic violence, violent extremism, weak governance, poor quality of public services, economic inequalities and the increasing negative effects of climate change.

Switzerland has been engaged in the HoA since the 1990s (humanitarian aid, development, peace building and security). In 2013, the HoA became one of Switzerland's priority regions. SDC operates on the basis of a Regional Cooperation Programme (first Regional Cooperation Strategy 2013-2017, second Regional Cooperation Strategy 2018- 2021, third Regional Cooperation Programme 2022-2025) that was adopted by SDC, SEM and FDFA State Secretariat combining their respective instruments into a WOGA for its implementation. The Programme focuses geographically on Somalia (including Somaliland) and the arid and semi-arid lands of North-Eastern Kenya and South-Eastern Ethiopia. Thematically, the Programme covers the four sectors of Good Governance, Food Security, Health and Migration & Protection. SDC is coordinating the implementation of the Programme through the Regional Cooperation Office in the Swiss Embassy in Nairobi (in charge of programs implemented in Kenya and Somalia) together with the Cooperation Office in the Swiss Embassy in Addis Ababa (in charge of programs implemented in Ethiopia). A staff of the Section Migration and Forced Displacement (SMFD) is based in Addis Ababa, supervising and coordinating the implementation of global and cross-contexts projects.

Concerning frameworks and institutional arrangements, Somalia has developed a large number of frameworks related to forced displacement (FD), such as: National Durable Solutions (DS) Strategy (2021) and National Solutions Pathways Action Plan (2024-2029) (both being a by-product of the National DS Initiative); IDPs bill still under discussion at the

²⁵ For the purpose of this study the countries covered by the Swiss regional cooperation programme: Somalia, Ethiopia and Kenya

Upper House of the parliament. Its FD architecture includes a National Center for Rural Development and DS (Ministry of Interior, Federal Affairs and Reconciliation), DS working groups at federal, state and local levels and a national coordination mechanism for migration (NCMM). In Ethiopia, there is: the National DS Strategy (2024) (by-product of the Ethiopia DS Initiative, but the action plan is currently stuck for political reasons), completed by 4 regional states DS strategy; the national IDPs strategy (2024) and the IDPs proclamation still to be enacted; the national migration policy (2025). The architecture includes regional steering committees (while the national steering committee is hardly working because of structural uncertainty) and a NCMM. Kenya adopted the Shirika Plan early 2025 (multi-year initiative aiming at promoting the socioeconomic inclusion of refugees in Kenya by transforming camps into integrated settlements) and recently a migration policy and has also a NCMM.

Summary of SDC Interventions Examined

The following projects have been the focus of the study, including national projects, regional HoA projects and transnational/global projects: Saameynta 7F-10330.01; Somalia Humanitarian Fund 7F-10243.02; KKCF 7F-08201.03; EMPOWER 7F-1 0331.03; Multi-Purpose Cash Assistance 7F-11540.01; IOM Phase II Durable Solutions 7F-10331.02; IOM, Facilitating Durable Solutions and Recovery to Displacement Affected Communities in the Somali Region 7F-10331.01; Financing Durable Solutions Initiatives FDSI 7F- 10857.01; Building Regional and National capacities for Improved Migration Governance in the IGAD Region 7F-09083.02; Joint Labor Migration Program (JLMP) 7F-10348.01.

Other projects were also considered, such as: Framework for Risk Governance and Adaptive Programming (FRAP) 7F10324; Education Fund Phase 7F-10101.01.12; Internal Displacement Solutions fund, IDSF; Cities Alliances Strengthening Secondary Cities 7F-09097.02; East African Migration Routes (EAMR) - Phase 01 7F-10083.01.35.

Migration proper is less prominent in the HoA (that is rather a context of departure), but was considered to the extent that Ethiopia is integrated in the EAMR project, and some flagship projects have been developed with AU and IGAD, based in and/or focused on the HoA, particularly for labour migration.

Summary Findings

Relevance

1. Projects alignment with Swiss IC Strategies and foreign migration policy?

There is a strict alignment. The regional cooperation program operationalises the articulation of the IC strategy and includes projects with thematic and geographical focus, including migration and protection. This defines the entire portfolio. Migration being a stand-alone priority is strategically used in the objectives. The way projects have been designed correspond to the strategies, with systematic reflexions on how to address protracted displacement through the development approach.

2. Consideration and advocacy for migrants' needs; taking into account protection, gender and LNOB, accountability to the affected population and localization?

In all projects, the priority is to look at improving the situation of people, particularly the most vulnerable, to protect them and to develop them through regular migration and socio-economic inclusion and strengthening institutions and local governance. Interventions are not looked at from a silo approach and try to be as comprehensive as possible. SDC is a key advocate for DS in the HoA, expressing concern for the plight of forcibly displaced in all its interventions (programmatic, policy oriented or advocacy). SDC is also proactive and supportive of innovative solutions (e.g. private sector involvement).

Projects target vulnerable groups (UASC, women, elderly, disabled, vulnerable members of

the host community) with tailored services (e.g. mother and child health care center in Bosaso). Concerning gender, projects are implemented in areas where men have predominance (patriarchal society) but have been assessed as affirmative and intentional for promoting gender equality and women's empowerment. SDC also established platforms assuring women are integrated and utilise the benefits realised by the project. The continental JLMP project emphasize the gender dimension in all interventions, to the extent that one respondent called SDC very progressive, gender responsive and transformative.

Community consultation, participation and feedback mechanisms are pretty systematic (e.g., in Somalia, the Consul Platform is used as a framework under the Saameynta project to engage communities and government to foster opportunities).²⁶

Localisation is seen as a genuine focus of SDC, even if it may be complicated. *"We are losing sight on what we do (increase income of poor people) with a pretty focused impact"*. SDC is promoting sustainable structures, particularly local governance (local government and community engagement). SDC has engagement with local authorities through projects, with the priority of developing their capacity. Pilot projects as Cities Alliances Strengthening Secondary Cities and Saameynta are positioning cities at the heart of the FD response.²⁷ In both Kenya and Somalia, SDC is increasing its support to local organisations and refugees led organisations. SDC is also strongly advocating for localisation with the humanitarian pooled funds, the Somalia and Ethiopia Humanitarian Funds (respectively 78% and 51% of these Funds financing go to national partners/NGOs).

3. SDC comparative advantage in migration subtopics and approaches?

SDC is unanimously considered as a strong stakeholder and champion of DS and as having an important impact, including at policy level. SDC started to contribute to national strategies and to develop components of DS in the HoA before the period under review and was quite strategic. This started by providing financial and human resources²⁸ to better define the concept and establish frameworks and institutional arrangements in both Somalia and Ethiopia. This was strengthened through the support to coordination systems²⁹ and to the newly created Internal Displacement Solution Fund (IDSF). Finally, through projects, SDC provided a decisive support to forcibly displaced to find DS and to effectively operationalize the various frameworks. This included a large range of activities, from IDPs profiling in camps (Ethiopia) to multi-faceted flagship projects (Saameynta and Financing Durable Solutions Initiatives for Somalia, IOM Phase II DS for Ethiopia; KKCF and EMPOWER for Kenya), including the establishment of tools (e.g. Durable Solutions Progress (DSP) Index in Somalia, profiling tool in Ethiopia) and data (e.g. support to and strengthening of the Somalia National Bureau of Statistics) or the provision of services, notably during the COVID (Education Fund Phase for Ethiopia).

These flagship projects are all pilot, nurture each other through cross-fertilisation and exchange of experiences, are innovative (e.g. trilateral approach with a UN consortium in Ethiopia, inclusion of the private sector in Somalia), apply the nexus approach (even if they are more development oriented) and focus on social cohesion. Saameynta and IOM Phase II DS projects are catalytic and allow to identify development actions that can be taken by others in the same locations or replicated elsewhere. Both benefit from SDC's partnering with other donors (Sida for IOM Phase II DS, Netherlands and Norway for Saameynta). On a negative note, some respondents underlined that the SDC concepts and tools are becoming too

²⁶ Open source [CONSUL DEMOCRACY](#).

²⁷ SDC guidelines for such engagement were said to be under drafting.

²⁸ Including financing, support to the Swiss expert W. Kaelin's missions to Somalia and then to the UN Special Adviser to the Secretary-General on Solutions to Internal Displacement, secondment of Swiss migration specialists to strategic positions within the UN, including the UN Resident Coordinator Offices both in Somalia and Ethiopia)

²⁹ Including financial support to the Regional Durable Solutions Secretariat (ReDSS), secondment of Swiss staff, active participation and occasionally chairing of donors groups and WG (including the DS WG for Somalia).

complicated and sophisticated and that there is a huge challenge to bring projects at scale (unbalance with the global needs).

Concerning climate-induced displacement, it is widely acknowledged that climate change is increasingly driving climate change in the HoA. SDC looks at IDPs in a holistic way and integrates all forms of FD in its interventions, without distinguishing between root causes. Specific programmatic responses to climate-induced displacement are difficult to identify. SDC was more proactive on this in its policy work. The Building Regional and National Capacities for Improved Migration Governance in the IGAD Region WOGA project included climate-induced displacement and allowed to include the topic in the regional framework and later in the national migration policies (i.e. Ethiopia, Kenya).

Urban migration is an important issue in the HoA due to the cumulated effects of FD, climate change and resources attraction. SDC started to work on this topic through specific projects (Cities Alliances Strengthening Secondary Cities project implemented in Ethiopia - Jijiga and Adama) or components of projects (Saameynta and FDSI in Bosaso and Baidoa) with a range of activities. These include supporting local authorities to establish frameworks, structures and capacities in order to improve urban planning, including urban expansion plans, and land governance/tenure systems, to strengthen their fiscal revenues and to provide inclusive services for displacement affected communities (DACs). There is also support to the establishment or improvement of IDPs settlements, and the facilitation of labour market opportunities and access to credit for DACs.

In interviews, SDC was also said to have a unique niche in supporting systemic changes at continental level (JLMP project), contributing to the stability of Africa through regular migratory pathways. Having the JLMP as chapeau at continental level and linking it to other programs allows to trickle down to regional economic communities (RECs) and then to the national level. Other added value of SDC compared to other donors and institutions and not related to a specific topic were mentioned in the interviews, such as: effective and knowledgeable teams being hands-on and providing strong leadership and technical expertise; rapid intervention when the situation is well defined; strategic use of the Swiss pool of experts; genuine support to institutions from the continental to the local level; ease in dealing with host country governments by being honest, candid and pragmatic; data driven approach; flexibility and interest to work with others, including establishing or joining donor coalitions, coordinating with existing projects and contributing to multilateral funding; aid to develop the coordination architecture, including coordination mechanisms at various levels; providing access to the Swiss external evaluation working group Kulmis Support Team.

4. Projects/programmes' alignment with migration-related development policies at local, national, regional and global levels?

There is unanimous agreement that the projects and programs are very aligned at all levels. At continental level, the JLMP project is well integrated with the priorities of AU and the continental (i.e. migration policy framework for Africa) and international frameworks (i.e. GCM and key ILO reference documents). SDC also helped in moving forward and implementing regional frameworks (i.e. IGAD migration policy framework and action plan).

At national level, SDC is aligned with the existing policies and framework, if relevant. In Somalia, SDC interventions follow national priorities and are closely aligned with the national development plan as well as with the national DS strategy and national solutions pathways action plan which are themselves aligned with global and regional frameworks (and for the establishment of which SDC engagement was critical). The alignment is comparable in Ethiopia with the respective national and regional frameworks. In Kenya, the alignment is mainly due to the nature of the programme (i.e. more development approaches with a huge element of sustainability, that are government's priorities within its migration strategies).

SDC has not only been following policies and frameworks but has also tried to influence the countries of the HoA to have progressive policies, through projects, provision of advice,

evidence generation, donors' coordination, secondment of specialists to the UN and IGAD, and advocacy. There is indeed two ways - often in parallel - of using projects for policy purposes: influencing the adoption of policies through projects and implementing policies and action plans through projects.

5. Thematic adaptation to include new trends and existing opportunities?

Programmatically, climate induced displacement is mainly tackled as other forced displacements. More could be done on this by working more forcefully on root causes and prevention. Prevention is not very well articulated in the regional program and there would be a need to clearly define how to strengthen the resilience of people in the areas of origin to avoid them becoming displaced. Prevention of FD is indeed often implicit, e.g. the program for pastoralists in Somalia also avoids their displacement but does not necessarily expressly apply a migration lens, while climate change related activities also contribute to reducing displacement. Preventing forced displacement also encompasses investing to address causes of conflict to prevent displacement with a combination of strategies focusing on: 1. prevention of conflict, 2. immediate interventions with a sustainability priority. In Somalia and surrounding areas, the violence is increasingly over control of natural resources, including land, and access to livestock (nexus violence-access to natural resources). Tackling the convergence between climate and conflict relies on an appropriate conflict analysis focusing on this nexus and how it will trigger large scale displacement, including related data, in particular data gathered in a pre-emptive way.

Concerning the involvement of the private sector, SDC was seen by respondents as having a leading role and fresh perspectives. This includes unlocking new income streams and integrating forcibly displaced and host communities in the economy. The concerned projects are mainly pilot. In Kenya, this includes influencing local policies for integrating refugees and creating centres for refugees to get documents, to access credit and to operate businesses (KKCF in Kakuma) and in connecting the host community and refugees to other parts of Kenya and outside world through access to finance (mainly loans) (EMPOWER in Dadaab). In Somalia, the projects unlock new capital through the private sector for DACs through micro financing institutions (FDSI in Bosaso) or integrate a funding facility providing money in the form of loans for IDPs (Saameynta in Bosaso and Baidoa). New innovative blending financing is particularly important as the funding is now going down. Strengthening its engagement with private actors, SDC should explore new ways for DS through the private sector. For some projects, a market driven approach, as proposed by IOM for Saameynta, could replace a community-based approach when the latter leads to increased costs.

Concerning localisation, respondents recommended for SDC to work more directly with national and local organisations rather than working so regularly with/through UN entities. Working with NGOs sometimes allows to work faster and with different modalities, but the fact that many local NGOs are severely affected by USAID cuts should be integrated in the equation.

Concerning the IA revolution, digitalisation inclusion, including digitalisation of land tenure, and improved data are important for the HoA. Respondents mentioned that more should be done to connect economic development with technological solutions, with the possibility for SDC to use the Swiss bank hub, including global banks and business leaders, to advance this sort of expertise.

Other issues deserving consideration mentioned in the interviews include:

- Increased emphasis on return of forcibly displaced parallel to the focus on the areas where people come from.
- Better measuring when IDPs stop being IDPs and defining when solutions have been reached. Progresses were made with tools, as the Durable Solutions Progress (DSP) Index in Somalia that allows to measure progresses along the pathway towards solutions.

However, more has still to be done, as controversy and tension remain between being displaced and being poor.

- More emphasis on data. SDC is very aware of the importance of data and has been proactive to improve data availability. However, the figures remain largely estimates and the inflation on IDPs numbers by a variety of humanitarian organisations, as IOM or UNHCR, for increased funding proved to be counterproductive.
- Strengthening the corridor-based approach, based on lessons learned from EAMR (e.g. Somalia is a transit and origin country with the corridor moving to the Gulf, while migrants also return through this corridor).
- Working on the whole spectrum of displacement, including mixed flows and access to asylum. As seen through EAMR, people are often IDPs, before becoming refugees and finally economic migrants. The asylum issue seems to work distinctly, and it would be important to look how it is sustainable to have delegated this to UNHCR.

Coherence

6. Migration' anchorage within strategic documents of SDC divisions and translation into programmes?

The successive regional cooperation strategies/program have migration & protection as a priority sector, reflecting the importance of FD in the HoA. This focus increased over years, parallel to the development of DS programmatic and policy work and the implementation of the objective to address FD through a development approach.

The regional program is then operationalized through projects (implemented by UN, NGOs) and non-earmarked funding (multilateral, humanitarian). As SDC has a coherent strategy and direction, some respondents noted that portfolio and programs are aligned in a way one does not see for other donors/countries. Another way is through strategic secondment, particularly migration specialists for DS to key partners (currently with IOM Somalia, previously with several UN agencies and the Ethiopia and Somalia resident coordinators).

7. Migration's integration in SDC project/programme portfolio?

In the HoA, several flagship and catalytic projects (IOM Phase II DS, Saameynta, KKCF, EMPOWER, FDSI), both from the operational and thematic cooperation, are implemented to provide DS. There is also a significant work to strengthen migration governance at continental (JLMP) regional (Building Regional and National capacities for improved Migration Governance in the IGAD) and national levels. This is accompanied by efforts to build capacities at all levels of authorities (from local to continental) and support key institutions for the FD file (as the Somalia National Statistics Bureau).

In implementing projects as Saameynta, the governance sector and local migration governance support have much in common and there are linkages in operationalising through the use of dynamics of each other's programs. SDC offices try to create linkages between colleagues working on priority sectors, including through strategic WS, joint missions and emphasis on outcomes as defined in the regional cooperation program (with projects led by different sectors targeting the same outcome). However, there is reportedly still a large practice not to consult others when drafting a credit proposal. The new approach discussed within SDC for Somalia to focus all activities within corridors (3 corridors identified) should help in increasing transversality and coordination between sectors and to look at DACs.

8. Complementarity of the programmes and policy work of the different instruments?

As all SDC instruments are deployed in the HoA, the set-up is complicated with the mix of humanitarian and multilateral funding managed from Bern, the transnational projects, the regional HoA projects and the national projects. The multilateral and humanitarian instruments support refugees (UNHCR) and the humanitarian assistance/protection provided by UN

agencies, the ICRC, NGOs and mechanisms as the humanitarian pooled funds. The majority of the migration programme is financed by the bilateral instrument. The global instrument is supporting the JLMP, previously the Building Regional and National Capacities for Improved Migration Governance in the IGAD Region project and some transnational projects, as the FDSI or Cities alliances, and was key for the development of various approaches and concepts (e.g. DS or engagement with the private sector).

The different instruments complement each other well, even though different fundings and reporting lines make it challenging. Concerning the link between bilateral and thematic cooperation, respondents mentioned that the thematic cooperation has more aspiration for policy change and strengthening institutions, while the bilateral is more focused on impact on people. Field practitioners told that there is a good complementarity and regular exchanges with SMFD (e.g. the regional SFMD staff is integrated in the regional coordination and is consulted for the design and drafting of projects and in the planning of internal workshops). A strengthening of the bilateral work with the thematic work was also noted overtime, despite some structural weakness (e.g. the bilateral office does not always know what the global is doing). The differentiated use of both instruments was mentioned as rather clear (e.g. the ReDSS bureau, that is working to regionally promote thematic DS, is financed by the thematic unit but the national and regional HoA programmes benefit a lot of it), with some exceptions (e.g. the FDSI investment in Bosaso is very specific and could have been financed by the bilateral program (Saameynta), as there is no real added value of the thematic instrument). There is a difficulty for partner countries to properly understand the difference between bilateral and thematic cooperation.

Multilateral colleagues are still seen working differently, a bit in a silo. While the fit-for-purpose restructuration of SDC led to a merge between humanitarian assistance and development cooperation, the budgets are still different. This can lead to some inconsistency (e.g. the DS project in Ethiopia is still a humanitarian budget but needs a development narrative). Some projects requiring a hybrid approach as EAMR (humanitarian activities in Sudan and Cairo, and development and capacity building in Ethiopia and Sudan) cause other challenges.

A means mentioned to strengthen complementarity and coordination is the use of framework credit (*crédit cadre*) allowing to ensure a coherent vision and broader approach from where different instruments can then be deployed in a complementary way (e.g. the entry proposal for DS in the HoA (Regional Support to Durable Solutions of Displacement Affected Communities 7F-10330.99)) that supported projects financed by the bilateral and thematic programs.) Regular internal meetings (as organised in Addis Ababa and Nairobi (“migration coffees”), workshops and regular joint field visit are also useful. The deployment of secondments was not mentioned as directly contributing to the complementarity between instruments, even though some of them helped in improving the DS coordination mechanism or the understanding of how UN agencies work.

9. Sharing and scaling up of innovative approaches and good practices?

There were a lot of innovation in the HoA (e.g. DS, engagement with the private sector, corridor-based approach, strengthening migration governance at continental and regional levels). There is a good sharing within the regional office through local and regional meetings and workshops that facilitates cross-fertilisation between projects. The elevator approach and links with the knowledge management unit (KAPCYM) allow to transfer learning up. Sharing of innovation and best practices from other contexts and Bern is through mechanisms as the migration and forced displacement network but is patchy and not systematic.

SDC is also exchanging about its successful innovations with partners to encourage them follow path and adopt some of these innovations. This includes building coalition with other donors, as for DS or labour migration, supporting pilot and catalytic projects (Saameynta project, Durable Solutions Program project, FDSI project) that can be replicated or build upon by others and exchanging on best practices (e.g. corridor approach, DS, nexus). The transfer of knowledge is done in the various donor coordination meetings, through diplomatic contacts

(convening power), secondments or peer exchanges and in international meetings and conferences (through the elevator approach)

10. Fostering the triple nexus and mainstreaming gender and governance?

SDC is largely seen by partners as a leader in HDP nexus and at least with a genuine will to try to operationalise the nexus. A strong point of SDC is to have humanitarian and development approaches together. The flexible funding of SDC also helps in working together between development and humanitarian agencies. Durable solutions are per se a pathway between humanitarian aid and socio-economic inclusion. Contextually, SDC is acknowledged for having contributed to improve the traditionally fragmented approach between humanitarian aid and development cooperation in Somalia, by constantly encouraging a more integrated approach. However, SDC involvement on the peacebuilding peace side is less visible. Indeed, it is perceived as mainly indirect through interventions contributing to peace and stabilisation around resources management, strengthening local governance and social cohesion (e.g. the Saameynta project where municipalities are looked at holistically with special attention not to exacerbate tensions and to have conflict sensitive programming), improving socio-economic inclusion, and supporting civil society actors in peace efforts and mediation.

Women constitute more than 50% of the beneficiaries of most projects (and up to 90% for Saameynta project according to local authorities) and gender is a decisive criterium for beneficiary priority selection (e.g. the Saameynta project notably includes land tenure security for women and women headed households). All interviews in Bosaso, including the FGD with female beneficiaries, confirmed that women were well integrated in the project. Most projects include a strong focus (i.e. often as outcome) on governance (continental, regional, national and local levels). This particularly concerns local governance, that includes the local authorities and the local community (community participation, consultation and feed-back). A very substantial work is carried out to build the capacities of local authorities in a variety of topics (e.g. monitoring and evaluation, land governance) and support them in adopting local frameworks and policies (e.g. land tenure, land taxes, urban expansion planning, social cohesion strategy).

11. Coordination and coherence with other Swiss government counterparts (FDFA, SEM, SECO)?

The Regional Cooperation Programme calls for a WOGA's implementation. There is a conscious effort to embed WOGA when designing new projects and programs and to identify complementarity (mainly through the SMFD representative based in Addis Ababa and for mixed migration flows). A SEM migration attaché is based in Addis Ababa, while a SEM internal liaison officer is covering Somalia from Nairobi. SEM is leveraging and using SDC projects to create entry points and build trust with interlocutors. A lot of exchanges take place on Somalia and Ethiopia with SEM (for which protection is a priority), even if there are no joint programmes. The Building Regional and National Capacities for Improved Migration Governance in the IGAD Region project was WOGA, including SDC, the Peace and Human Rights Division of FDFA and SEM. All outcomes were formulated in a way agreeable to the three and there was no controversy or negative impact on development impact. Another aspect of WOGA is the support provided by the diplomatic/political level of the FDFA (notably ambassadors) or SEM to raise the interest of states for SDC projects (as it was the case with the continental JLMP project) or to transmit messages to the highest authorities (e.g. the importance to enact the IDPs proclamation in Ethiopia). This also allows to fully use Switzerland's conveying power.

In general, coordination and synergies are fostered in the monthly regional migration exchange, that includes SDC staff from Nairobi and Addis Ababa and SEM. WOGA could work better, the main challenge being the staff rotating and ensuring continuity (not only true for migration), while different funding and reporting lines make it challenging.

Effectiveness

12. Achievement of intended objectives, contributing and hindering factors?

Projects achieved outputs by delivering planned activities and establishing relevant policies. Successful outputs include strengthening governance structures and capacity-building initiatives for local authorities and DACs' members, developing of FD data and information management tools (e.g. service mapping and infrastructure mapping). It is also about providing basic services and emergency assistance (humanitarian assistance to refugees and IDPs), housing, land deeds, public infrastructure and services (e.g. women market and child health care center in Bosaso, irrigation scheme in Baidoa), support for relocation (e.g. in the Somali Regional State (SRS) and Oromia State), and access to economic opportunities (jobs and livelihood), markets and entrepreneurship. Projects also allowed to establish the foundation for catalytic effects at local level (e.g., in Somalia, around 60'000 were locally integrated only by the Saameynta project, but reportedly 140'000 through the catalytic effect). The policy work contributed to establish local, national and regional frameworks, and coordination mechanisms for migration and FD at both national and regional level.

At the outcome level, enhanced capacities of local authorities allowed the mainstreaming of DS, improving spatial planning and land governance (e.g. in Baidoa and several locations in SRS and Oromia State), increasing fiscal revenues (e.g. in Bosaso) and improving service delivery. Resilience, self-reliance and social cohesion of DACs were strengthened, including through empowerment of women and capacity building activities (e.g. in Bosaso and Baidoa) and IDPs could be integrated or relocated. Private sector actors were increasingly participating in innovative durable solutions. Enhanced capacities of national and regional authorities allowed to strengthen governance and frameworks of labour migration (e.g. for 2 RECs and in Ethiopia and 4 countries out of the HoA). Policy changes led to more conducive environment for DS, migration governance and protection of labour migrants. Concerning the impact, the systemic changes sought by SDC in the HoA take time (i.e. policy wise, working through institutions and government and building capacities). SDC contributed to reduce the number of people forcibly displaced (i.e. delivering DS at scale in Baidoa, Bosaso and in 9 districts in SRS and Oromia state), ensured equal access to quality public services, labour market integration and economic opportunities for vulnerable hosting communities' members and improved global migration governance.

Enablers for the achievement included flexibility, adaptability, innovation, strategic patience and risk appetite. SDC adopted a variety of responses depending on the context and working at all levels of authorities, through the UN and other partners. The selection of partners is also context/project-driven and includes UN agencies, World Bank (IFC), specialised NGOs (e.g. ACUMEN, Inkomoko), humanitarian NGOs (e.g. DRC, SCI) and Foundations (e.g. IKEA) for implementation or financing. There were some challenges in this diversity as interests and procedures are not always aligned. Political will and government commitment was also key, which SDC contributed to generate or strengthen on its own or through joint efforts with the donor support group. Building donor coalitions and supporting pooled funds allowed to do more. The secondment of Swiss specialists helped in facilitating coordination and project implementation. Other enablers mentioned in interviews are the accumulated knowledge on projects and joint field visits with implementing partners.

Effective achievement has been constrained by several factors, including the political and security situation, new shocks (e.g. drought), political and institutional fragmentation (e.g. between ministries, between departments in the same ministry, between the federal and state level), capacity gaps, slow implementation, weak ownership at national level, high turnovers in government and partners affecting the implementation process. It is also about the difficulty to bring project at scale and sustainability risks, in particular if others do not come on board to exploit the catalytic effect of a project, the limited available resources compared to the global needs (aggravated with the reduction of the global international aid), the complicated set up of projects (e.g. the Saameynta project requiring the adoption of regulations and policies, including at local level, before moving to proper operationalisation) and the hesitations

of private companies to invest (e.g. KKCF project). Finally, one can question the costs (heavy overhead), bureaucratic entities and heavy footprint (many vehicles) of some projects implemented by UN agencies.³⁰

13. Results and achievements of specific WoGA projects and SDC's role?

Beside regular exchanges with SEM on the context, the main results were through the Building Regional and National Capacities for Improved Migration Governance in the IGAD Region WOGA project. It allowed to strengthen capacities within IGAD, to update the IGAD migration action plan, to develop its labour migration policy and its road map on climate induced displacement, and to establish coordination mechanisms for migration at national and regional levels. The project also resulted in the drafting of migration policies in Ethiopia and Kenya and included a Swiss secondee supporting the outcome on climate induced displacement. Providing 60% of the financing, SDC acted as coordinator.

14. Influencing national, regional and global migration policy dialogue, processes, institutions and governance?

SDC has been quite effective and there were many achievements at all levels. SDC support and/or direct involvement were instrumental in the development of the architecture and frameworks related to migration and FD, particularly for DS, in all countries of the HoA (e.g. Somalia and Ethiopia: DS Initiative, DS Strategy, DS Action Plan, establishment of steering committees, drafting of the IDPs law, establishment of NCMMs; Kenya: Shirika plan, establishment of a NCMM; migration policy in Kenya and Ethiopia). Achievements were also significant at the regional level with IGAD (e.g. migration action plan, labour migration policy, child protection policy and road map on climate related displacement, regional coordination mechanism for migration) and continental level with AU (e.g. strengthening of the migration governance and labour migration frameworks). At global level, SDC used the elevator approach to show case of achievements and successful national developments in the HoA to foster its major influencer role regarding DS and migration. This included supporting national authorities to participate in international meetings and conferences on DS (e.g. presentation of a joint paper SDC-Somalia on DS in Baidoa and Bosaso at an IGAD conference) and the work of the Special Advisor of the SG on Solutions to Internal Displacement.

Increasing SDC's engagement with the Global Forum on Migration and Development and its positioning on the role and importance of climate change (e.g. unlock more and differently carbon financing to help forcibly displaced to adapt to new situations) and promoting African stakeholders' contribution to policy dialogue in international fora were mentioned in interviews as means for strengthening the impact of SDC policy work. This, in parallel to the continuous promotion of issues where SDC has and added value/did successful piloting (e.g. DS, private sector engagement, corridor-based approach).

³⁰ As such the value for money does not speak for the implementing agencies, but they have the expertise and there was the production of an important literature.

Additional – Desk Based Case Studies

In addition to the above case studies, the following cases were explored as desk studies for specific reasons. The specific focus of each and added value is briefly outlined below:

Regional Programmes – East African Migration Routes (EAMR) and Eastern Journey Migration (EJM): The case of the East African Migration Routes (EAMR) and Eastern Journey Migration (EJM) highlights why **regionalisation** is critical to migration governance and protection programming. The EAMR’s route-based cross-border model operational across Ethiopia, Sudan, and Egypt illustrated that addressing child protection and youth self-reliance requires coordinated, multi-country responses to shared vulnerabilities along migration corridors.³¹ However, challenges such as IGAD’s (East Africa) limited membership relevance and fragmented coordination with other regional bodies revealed how governance gaps complicate effective regional engagement.³² The EJM has provided an important learning agenda, complementing EAMR by linking protection with education and socio-economic support, and creating programmatic synergies that support displaced Sudanese populations in overlapping contexts. Together, EAMR and EJM demonstrated that regionalisation not only amplifies programme impact through collective responses but also provides critical spaces for peer learning and adaptation, core features that justified their centrality in our case study approach.³³

Myanmar – New Partnership Models: The Myanmar case informed our study as an example of **adaptive and innovative partnership models** in fragile environments, where engagement with local actors becomes much more critical. In contexts where governance structures are fragmented and protection risks are high, new forms of partnership are essential to build resilience and sustain migrant support systems across borders. Such partnerships also provide opportunities to embed socio-economic support alongside protection in ways that can shift from short-term emergency responses towards longer-term systemic impacts. As such, Myanmar represents the importance of innovating with flexible, regionalised approaches where traditional governance mechanisms are weak, and it highlighted the need for adaptive partnerships as a methodological theme in our case study approach.³⁴

Jordan – Destination-Country Perspective: Jordan illustrated the importance of working in **destination-country perspective**, particularly in labour migration corridors connecting Africa and the Arab States. The FAIRWAY programme’s corridor-based strategy placed emphasis on the rights and protection of low-wage migrant workers, especially domestic workers, by shaping interventions not just in origin countries but within host labour markets. Importantly, this approach promoted gender-focused results by aiming to address systemic barriers in Jordan’s labour market while strengthening the capacities of migrant worker organisations and fostering tripartite dialogue among governments, employers, and worker representatives. For our case study approach, Jordan underlined how regional programmes must bridge origin and destination dynamics if they are to contribute meaningfully to worker rights, labour governance, and sustainable migration management.³⁵

³¹ EAMR Revised Report_April2025, pp. 20–21

³² Final Report Draft EAMR Evaluation 2023, pp. 20, 26

³³ SH_SDC_Context_Analysis_250524_CLEAN, pp. 28–31, 38

³⁴ Annual Report Myanmar 2024.pdf; MMR-TS-Final Report 280425 clean.docx

³⁵ 230215_Final Report FAIRWAY Midterm Evaluation, pp. 3, 11, 14, 50

Nigeria – Migration partnership, Regional Partnerships and Policy Harmonisation: The Nigeria case highlighted the value of the Migration Partnership approach and also the importance of **regional economic communities**, particularly **ECOWAS**, in harmonising labour migration governance and supporting bilateral agreements on labour mobility. Through the FAIRWAY programme and its alignment with the Joint Labour Migration Programme (JLMP), Nigeria's regional positioning showcased how collective action at the ECOWAS level contributes to policy coherence across member states and strengthens regional advocacy platforms.³⁶ This regionalisation lens demonstrated that Nigeria's migration partnership was not only national in scope but embedded within broader community-based governance structures designed to standardise practices and provide negotiating power with external partners. From a case study perspective, Nigeria demonstrated the role of regional governance hubs in structuring harmonised frameworks that allow for effective scaling of bilateral initiatives into resilient, region-wide migration systems.³⁷

³⁶ 240917_Annex 01 FAIRWAY Phase II, pp. 25, 77; JLMP SDC 5th narrative Report, pp. 24–31

³⁷ 10-jahre-migrationspartnerschaft-NGA-e.pdf, Pages 3-7; Document: Partnership MoU.pdf, Pages 1-3

ANNEX 7: Portfolio Analysis

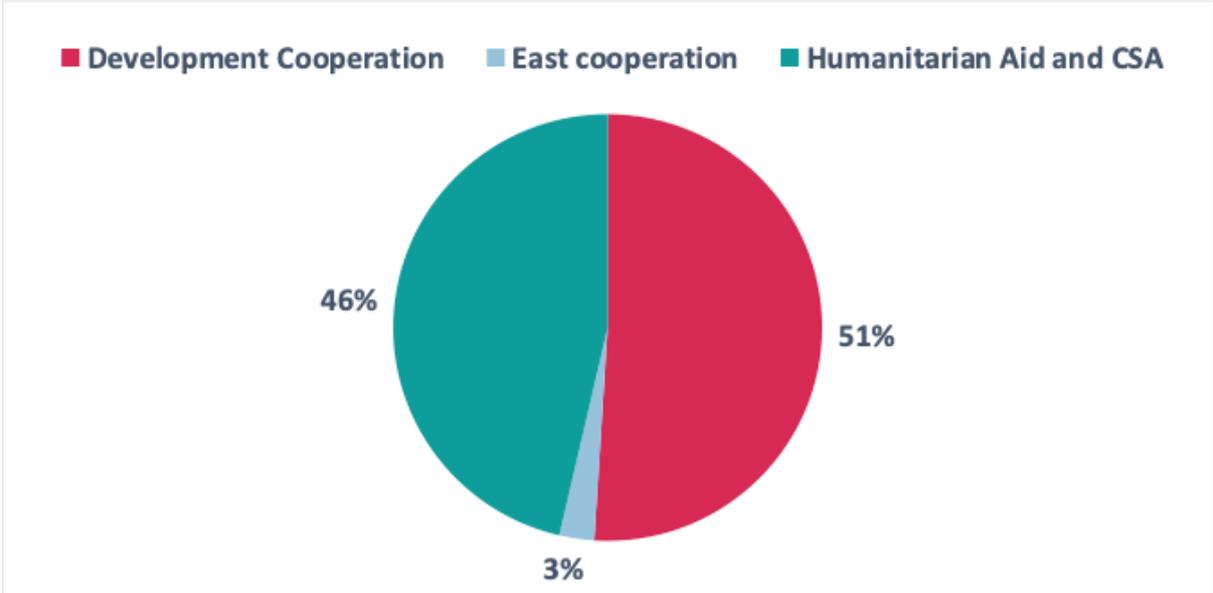
This annex presents an overview of Switzerland’s financial investments in migration-related sectors. Drawing on financial data, this report summarises how resources were allocated across frame credits for the 2017-2024 time period and policy marker between 2021 and 2024, examining resources across themes, geographical focus and intervention approach, as well as types of implementing partners over the periods under review. The analysis of frame credit and policy marker, excludes data on *protection, access and security*, which is presented separately at the end of the document in a specific section, as this assessment faces specific challenges. This analysis shows that relevant assumptions in the Approach Paper can be confirmed. This document also reflects some of the analysis that supported the initial steps taken to the identify case studies for this assignment.

Frame credit Overview (2017–2024)

The Swiss migration funding portfolio is characterized by a complementary approach across its three main channels: Development Cooperation, Humanitarian Aid and Crisis Situations Assistance (CSA), and East Cooperation. Humanitarian Aid and CSA is primarily directed at Forced Displacement in regions and countries facing acute needs, while Development Cooperation addresses a broader spectrum of migration issues - including Labour Migration, Remittance, and Forced Displacement - through more regional and multi-country initiatives intended to foster longer-term change. East Cooperation, though much smaller in scale, is reserved for filling specific gaps, particularly in Diaspora for Development and Migration Generally.

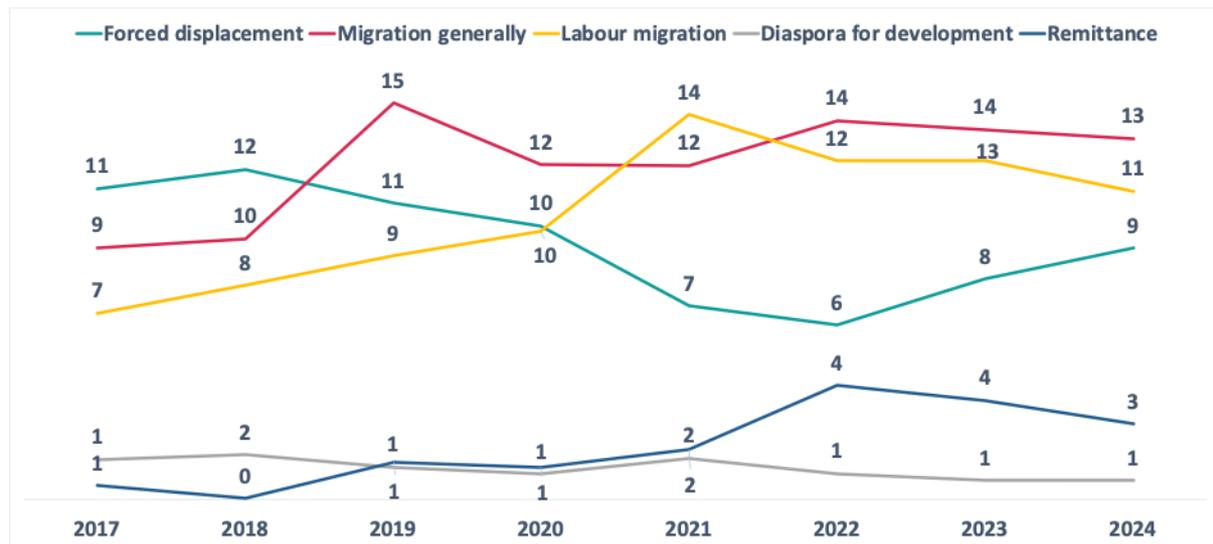
Supporting this observation, we found that Swiss migration-related funding was distributed through three frame credits: Development Cooperation, Humanitarian Aid and Crisis Situations Assistance (CSA), and East Cooperation. These frame credits amounted to CHF 556 million. Funding distributed through the Development Cooperation frame credit accounted for 51% of the total (equal to CHF 284 million), funding through the Humanitarian Aid and CSA frame credit mounted to 46% (equal to CHF 258 million), and funding through the East Cooperation frame credit amounted to 3% (equal to CHF 14 million). See Figure 9.

Figure 9: Frame credit distribution for the period 2017-2024 (%)



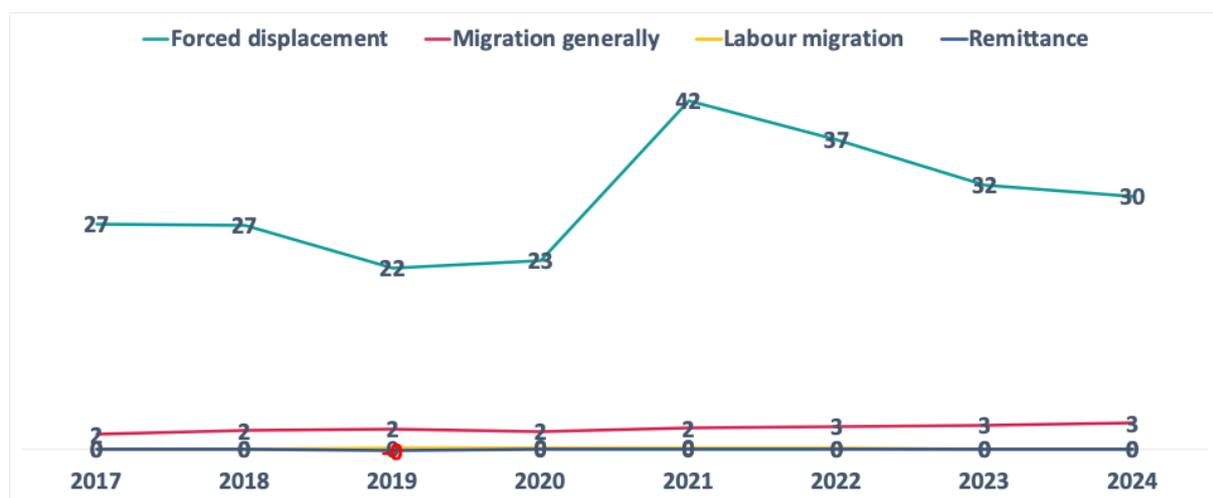
Development Cooperation was the main channel used to fund activities categorised as *Migration Generally, Labour Migration, Diaspora for Development, and Remittance*. Of the CHF 283 million, Migration Generally was allocated CHF 99 million (35%), Labour Migration CHF 84 million (30%), Forced Displacement CHF 75 million (27%), and Diaspora for Development and Remittance together were allocated CHF 25 million (8%). Annual disbursements increased from CHF 29 million (2017) to a peak of CHF 38 million (2022–2023). As Figure 10 shows: 2018, Migration Generally, Labour Migration, and Remittance increased steadily, while funding for Forced Displacement declined until 2022, and then increased slightly. Diaspora remained relatively consistent throughout.

Figure 10: Development Cooperation annual allocations by sector (2017-2024, in CHF million)



Humanitarian Aid and CSA was overwhelmingly focused on Forced Displacement: CHF 237 million (92%) of the CHF 258 million total disbursed. Migration Generally received CHF 19 million (8%) in total, while Labour Migration and Remittance were negligible. Funding for Forced Displacement remained below CHF 27 million annually until 2021, when it doubled. While there was a subsequent decrease, funding has consistently stayed above the pre 2021 data. See Figure 11.

Figure 11 Humanitarian and CSA funds across sectors by year (2017-2024, in CHF million)



An assessment of funding for activities related to Forced Displacement shows that when funding declined in the Development Cooperation frame credit funding allocation increased in the Humanitarian Aid and CS frame credit. Overall, the funding allocation for Forced Displacement increased from an annual average of CHF 36 million between 2017-2020, to an average of CHF 42 million towards the end of the review period. Funding for Migration Generally also increased across both frame credits but only very slightly. Funding for Labour Migration under Development Cooperation increased from an annual average of CHF 8 million to CHF 12 million, and funding for Remittance activities also increased to reach annual allocations of CHF 3 million. Overall, it is also noted that total allocations to the migration and Forced Displacement overall stay largely consistent throughout the period under review.

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%). Funding for Diaspora for Development was consistent until 2021, then ceased, except for a single disbursement in 2023.

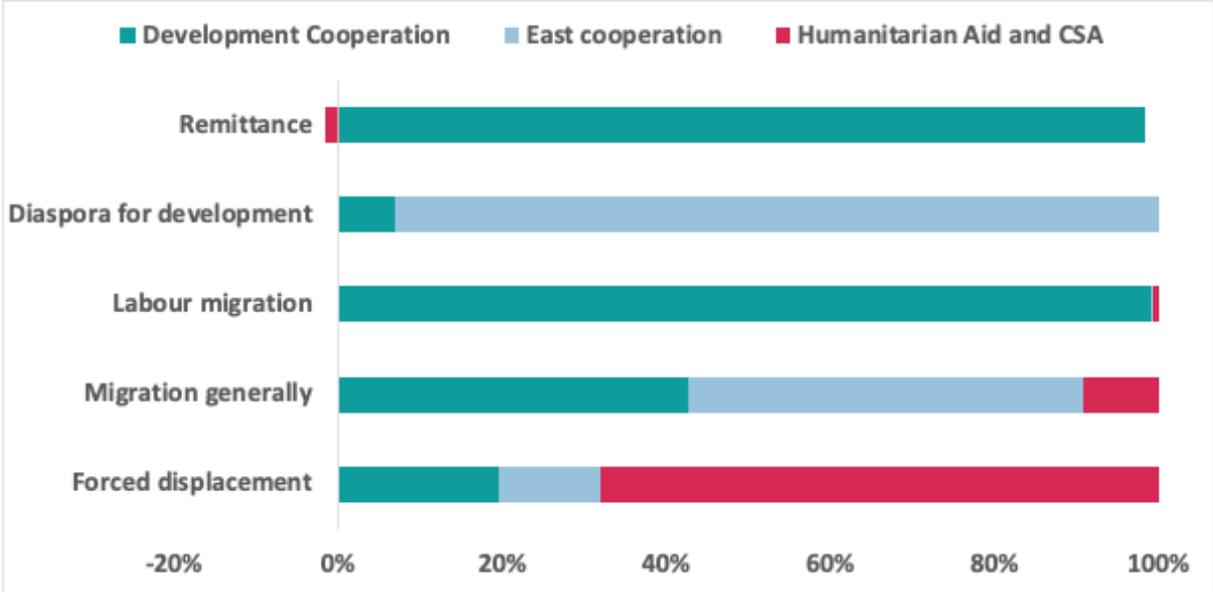
Geographically, **Development Cooperation focused** on Asia (CHF 77 million - 27 %), Sub-Saharan Africa (CHF 56 million - 20 %) and North Africa and Middle East (CHF 29 million - 77 %). In Asia most funding was allocated to interventions in individual countries, with Bangladesh and Nepal being allocated 56% of the total funding to the region. In Sub-Saharan Africa, however, multi-country programmes intervention modality account for (64% of regional funding), with the remaining funding allocated to individual countries. The MENA region received 10% of the total funding, of which 53% was allocated to a single regional intervention *The Decent Work for Migrants in the Middle East programme* with most of the remaining funding allocated to Egypt (24%), Jordan (12%), and Tunisia (9%) as main recipients.

Funding allocated through the **Humanitarian Aid and CSA** was regionally concentrated, most notably in MENA, which received 34% (CHF 88 million) of funding, Sub-Saharan Africa 25% (CHF 66 million), and Asia 19% (CHF 48 million). Lebanon (CHF 20.5 million) and Yemen (CHF 18 million) together, received 44% of the funding allocated to the MENA region. In Sub-Saharan Africa, Sudan 18% (CHF 12 million), Ethiopia and Kenya 30% (CHF 20 million) and Chad 13% (CHF 13 million)-were the main recipients of resources. Afghanistan CHF 27 million and Myanmar CHF 12 million accounted for 80% of Asia's humanitarian funding. Colombia CHF 14 million and Venezuela CHF 9 million received over 70% of Latin America and the Caribbean's humanitarian portfolio. Ukraine received CHF 2.9 million, constituting 60% of Eastern Europe's funding from 2022.

Implementation channels differed by frame credit. Development Cooperation was mainly channelled through UN organizations (40%), Swiss NGOs (30%), and international NGOs (17%). Humanitarian Aid and CSA also relied heavily on UN agencies (UNHCR, WFP, UNICEF, IOM) (60%), Swiss NGOs (18%) and international NGOs (IRC, NRC, Oxfam GB) (15%). East Cooperation similarly worked with UN organizations (60%), Swiss non-profits (22%), and development banks (9%). UN organisations are the primary implementation channel for all types of support, with international NGOs, including Swiss organisations, playing significant roles in specific sectors.

A comparative analysis shows that Development Cooperation and Humanitarian Aid and CSA portfolios are nearly equal in size (CHF 283 million vs. CHF 258 million), but their sectoral priorities are distinctly different. Humanitarian Aid and CSA is almost exclusively focused on Forced Displacement (92%), while Development Cooperation supports a broader mix: Migration Generally (35%), Labour Migration (30%), and Forced Displacement (27%). East Cooperation, though small, is split between Diaspora for Development and Migration Generally.

Figure 12 Distribution of frame credits across sectors (2017-2021, %)



Both Development Cooperation and Humanitarian Aid and CSA prioritise Asia and Sub-Saharan Africa, but Humanitarian Aid and CSA is more significant in MENA. Latin America and the Caribbean receive more humanitarian funding than development funding. Development Cooperation uses more regional and multi-country projects (12 regions, 33 countries), while Humanitarian Aid and CSA works with more single-country projects (49 countries, 6 regions).

Funding duration also varies. In Humanitarian Aid and CSA, MENA and Sub-Saharan Africa receive more long-term funding; Asia, Eastern Europe, and Latin America are more short-term. In Development Cooperation, Asia and MENA have more long-term funding, while Sub-Saharan Africa is more short-term.

Policy marker (2021-2024)

Here we explore what policy marker can tell us about the portfolio and emergent trends. The application of the policy marker is used to distinguish between sector interventions (*principal*) and the transversal dimension of SDC programs (*significant*). Projects coded migration and Forced Displacement-*significant* are typically interventions in other sectors (e.g. education), with migration and Forced Displacement-relevance (e.g. primary education for displaced populations). This analysis begins in 2021, because the use of the migration policy marker was not applied as consistently or stringently in the 2017–2020 period. Therefore, any variations from earlier years are more likely to reflect changes in administrative procedures rather than deliberate shifts in strategic focus. This assessment has excluded funds coded *untargeted* or *pre-2019 unallocated funds*.

Overview

Across all sectors, several key trends emerge in the application of the migration policy marker from 2021 to 2024. In total, 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). Most of this funding was marked principal, indicating a clear strategic focus on migration in core areas such as displacement, labour mobility, and diaspora engagement. At the same time, sectors like Migration Generally and Remittances made greater use of the *significant* marker, reflecting the transversal integration of migration within broader development efforts.

While Forced Displacement relied heavily on humanitarian channels, the sectors Labour Migration, Remittance, Diaspora for Development, and Migration Generally were almost exclusively funded through Development Cooperation.

Geographically, *principal* funding was more likely to support global or regional initiatives – especially in Remittance, where over two-thirds of funding was unspecified, and Labour Migration, which had a substantial regional focus. Meanwhile, *significant* funding tended to be more concentrated at the single-country level, particularly in Diaspora for Development (100%) and Forced Displacement (55%), reflecting a more context-specific integration of migration into other sectoral work. These differences underscore how SDC’s migration engagement varies across sectors – strategic and central in some, more complementary and embedded in others. Geographic priorities also differed by sector. Forced Displacement interventions focused heavily on countries affected by protracted crises and conflict, including Afghanistan, Syria, Colombia, South Sudan, and Yemen. Labour Migration investments were concentrated in South Asia (notably Nepal, Bangladesh, and Sri Lanka), Central Asia, and the MENA region, reflecting major Labour Migration corridors. Diaspora for Development was more narrowly focused, with funding directed mainly to Moldova, Bosnia and Herzegovina, and Niger. Remittance efforts concentrated primarily on Bangladesh and Jordan, while Migration Generally had a wider geographic footprint, including Egypt, Bangladesh, Ukraine, Nigeria, and Tunisia. Patterns in contract partnerships further reflect these differences. UN agencies – particularly UNHCR, IOM, ILO, and WFP – played a central role in sectors like Forced Displacement and Labour Migration, managing the bulk of largescale *principal* interventions. In contrast, *significant* activities were more often implemented by Swiss NGOs (such as HELVETAS and Terre des Hommes Lausanne) and, to a smaller degree, regional actors from the Global South, indicating a more diversified and locally anchored delivery landscape. These trends are supported by the details in the next sections.

Sector 1: Forced Displacement

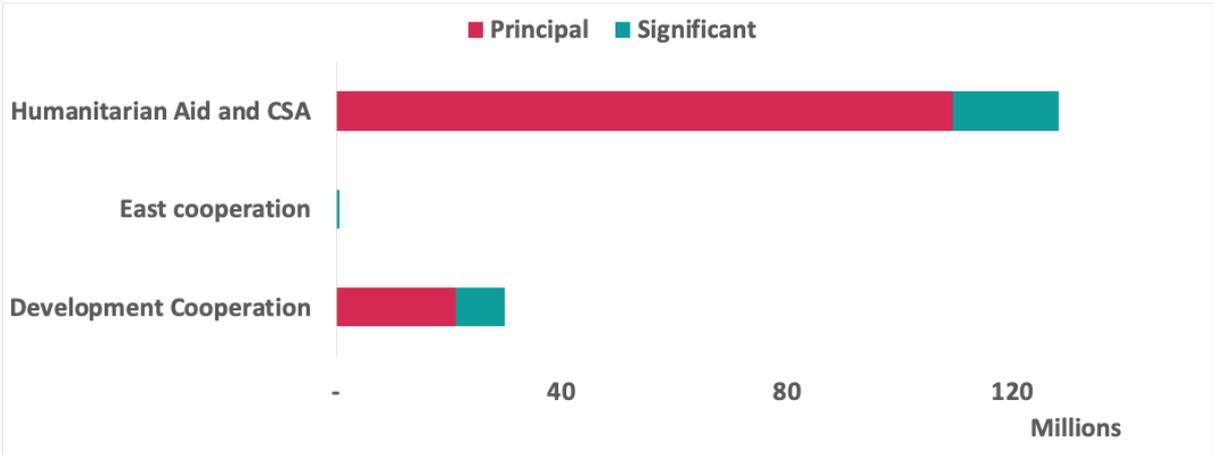
Between 2021 and 2024, the Forced Displacement sector received a total of CHF 159 million, making it the largest migration-related sector in terms of funding. Of this, CHF 131 million (82%) was marked as *principal*, signalling targeted interventions focused directly on displacement. The remaining CHF 28 million (18%) was marked as *significant*.

Geographically, country-level interventions dominated the portfolio. Among *principal* activities, CHF 103 million (79%) was directed to specific countries, with Afghanistan alone receiving CHF 18 million. Other major country recipients included Lebanon (CHF 8 million), Ethiopia (CHF 7 million), South Sudan (CHF 6 million), and Sudan (CHF 6 million). Regional funding (CHF 13 million, 10%) focused on the Horn of Africa, Sub-Saharan Africa, and the Middle East, while continent-wide programming received CHF 12 million (9%).

Significant funding followed a more dispersed pattern. Over half (CHF 15 million) supported single-country efforts, again with Afghanistan (CHF 4 million) as the largest recipient. Other notable countries included the Syrian Arab Republic (CHF 3 million), Colombia (CHF 3 million), and Myanmar (CHF 1 million). An additional CHF 12 million (43%) went to global or unspecified programmes, while only CHF 1 million (2%) targeted regional initiatives.

The sector’s financing was overwhelmingly humanitarian. CHF 128 million, or 81%, was channelled through Humanitarian Aid and CSA, including 84% of all *principal* activities and 67% of *significant* ones. Development Cooperation provided CHF 30 million (19%), playing a proportionally greater role in *significant* activities (31% of the category) than in *principal* (16%). This indicates that displacement is more frequently mainstreamed into long-term development programmes when not the primary focus. East Cooperation played a minimal role (CHF 1 million, 0.4%), confined to *significant* projects.

Figure 13 Principal and significant funding across frame credit in the Forced Displacement sector (2021-2024, in CHF million)



Looking at the contract partners, United Nations agencies were the dominant implementers, managing CHF 118 million, or 75% of all funds. UNHCR alone received CHF 83 million, followed by WFP, IOM, and UNDP. INGOs from the Global North implemented CHF 22 million (CHF 16 million principal, CHF 7 million significant), while Swiss NGOs played a prominent role in transversal work, managing CHF 14 million, of which nearly all (CHF 13.99 million) was under *significant*.

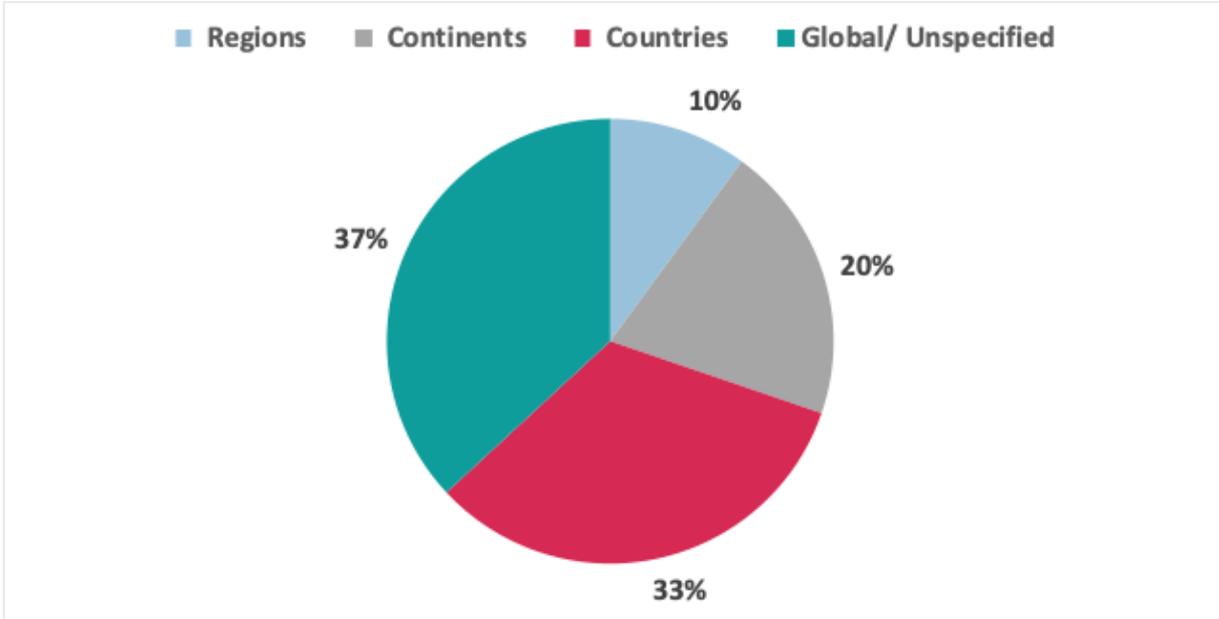
In sum, Forced Displacement differs markedly from the other sectors in both scale and delivery. It received the highest level of funding and was the only sector primarily financed through humanitarian channels. Its interventions were overwhelmingly country-focused and dominated by UN actors, especially UNHCR. In contrast to smaller or more development-oriented sectors like Diaspora or Remittance, this sector reflects a dual humanitarian-development strategy and a strong concentration of resources in fragile and conflict-affected contexts.

Sector 2: Migration Generally

The Migration Generally sector accounted for a total of CHF 64 million in disbursements. Of this, CHF 55 million (86% of the total) was marked as *principal*. An additional CHF 9 million (14%), was marked as *significant*.

Funding patterns for *principal* activities show a broad strategic reach: CHF 20 million (37%) was allocated to global or unspecified programmes, and CHF 18 million (33%) to single-country efforts. Among country-specific recipients, Somalia, Egypt, and Bangladesh each received substantial allocations of approximately CHF 1-3 million. Continental-level programming accounted for CHF 11 million (20%), nearly all directed toward Africa, while CHF 6 million (10%) was channelled to regional initiatives, with a focus on the Horn of Africa, South Asia, and Western Africa.

Figure 14 Funding under Migration Generally marked principal (2021-2024, %)



Significant funding was highly concentrated at the national level, with CHF 7 million (78%) directed to single-country initiatives. Key recipients included Ukraine (CHF 2 million), Egypt (CHF 1 million), Bangladesh (CHF 1 million), and Nigeria (CHF 1 million). These allocations reflect the integration of migration dimensions into wider development and recovery programming in countries facing high migration pressures. The remainder of *significant* funding included CHF 2 million (22%) to global or unspecified activities, while regional and continental allocations were negligible.

The sector was primarily financed through Development Cooperation, which contributed CHF 52 million (81%). Within this, *principal* activities made up the vast majority (92%), underlining the development-led nature of the sector. Humanitarian Aid and CSA provided CHF 9 million (14%), used for both targeted and integrated responses, while East Cooperation supplied CHF 3 million (5%) – two-thirds of which supported *significant* programming, especially in Eastern European contexts.

Contracting patterns show a concentration of delivery among major actors. The top ten partners for *principal* activities received CHF 50 million (74% of the sector total), led by IOM (CHF 11 million), Swiss NGOs (CHF 10 million), and INGOs from the Global North (CHF 6 million). In the *significant* category, Terre des Hommes Lausanne and other INGOs each received around CHF 3 million, followed by HELVETAS (CHF 1 million). Smaller allocations were made to actors such as GIZ, national state institutions, and local civil society.

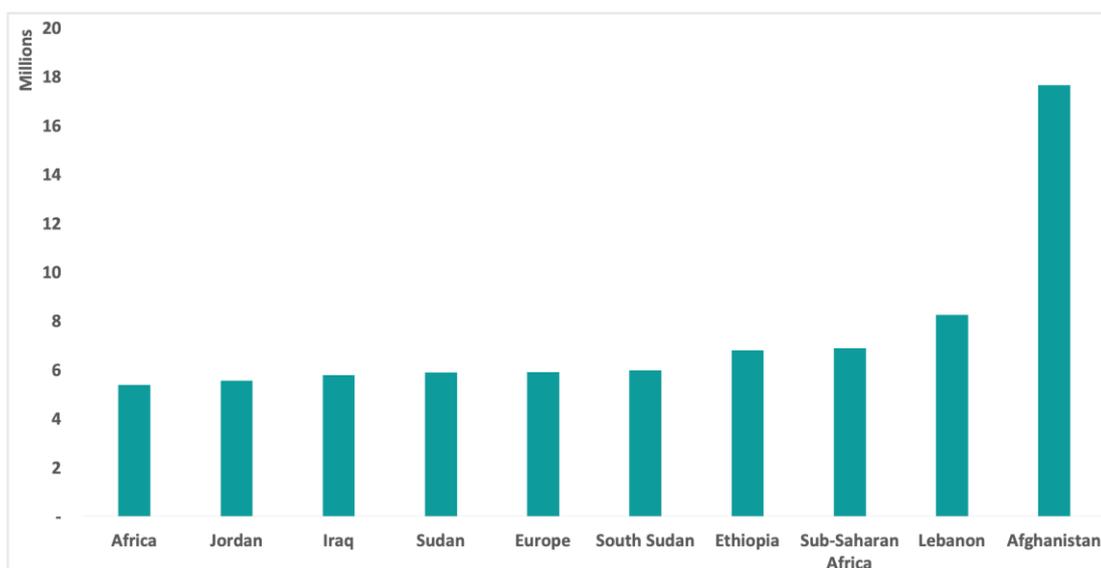
Summing up, the sector functioned as a flexible entry point for migration-related programming across thematic areas. It exhibited the broadest geographic and institutional spread, with a substantial share of funding channelled to global and regional initiatives as well as national programmes in priority countries. While delivery was concentrated among established multilateral and NGO partners, the sector also incorporated a wider mix of credits and implementing institutions than most others.

Sector 3: Labour Migration

The Labour Migration sector received a total of CHF 45 million, with CHF 41 million (92%) marked as *principal*, underscoring its strategic importance in Switzerland’s development programming. Just under CHF 4 million (8%) was allocated to *significant* activities. *Principal* funding remained stable year-to-year at approximately CHF 10 million annually, while *significant* funding declined steadily – from CHF 2 million in 2021 to just CHF 47,000 in 2024 – suggesting a shift toward more targeted, standalone programming.

Geographic allocation followed a dual structure. *Principal* funding was spread across multiple levels, with the largest share (CHF 15 million, 35%) directed to regional initiatives focused on key corridors: South Asia (CHF 4 million), Central Asia (CHF 3 million), MENA (CHF 3 million), Western Africa (CHF 2 million), the Mekong subregion (CHF 2 million), and the Middle East (CHF 1 million). An additional CHF 12 million (29%) went to global or unspecified programmes. Single-country funding accounted for CHF 11 million (26%), targeting Nepal (CHF 4 million), Bangladesh (CHF 3 million), and Sri Lanka (CHF 2 million), with smaller amounts directed to Jordan, Lebanon, Colombia, Morocco, and Niger. A further CHF 4 million (10%) supported continent-wide efforts in Africa.

Figure 15 Principal funding under Labour Migration – top 10 geographical recipients (2021-2024, in CHF million)



In contrast, all *significant* funding was directed to single-country projects. Bangladesh alone received CHF 3 million, nearly 75% of the total, reflecting the country’s central role in integrated Labour Migration programming. Other recipient, receiving all less than CHF 1 million included Lao PDR, Cambodia, Sri Lanka, and Colombia.

The sector was overwhelmingly financed through Development Cooperation, which provided CHF 45 million – nearly the entire budget. Of this, CHF 41 million supported principal activities and CHF 4 million significant ones. A minimal share (CHF 0.3 million) came from Humanitarian Aid and CSA, suggesting that while Labour Migration is primarily a development priority, it occasionally intersects with humanitarian programming in fragile or post-crisis contexts. No funding was channelled through East Cooperation.

UN agencies were the dominant implementing partners for principal activities. IOM received CHF 11 million and ILO CHF 16 million, jointly accounting for two-thirds of principal funding. Other notable implementers included HELVETAS (CHF 3 million), UNCDF, GIZ, and the Council of Europe, along with INGOs and Global South organizations (CHF 5 million). Significant activities were more concentrated: HELVETAS alone implemented CHF 3 million, or over 70% of the total. Additional disbursements were made to WFP, UNFPA and local private sector actors.

The profile of the Labour Migration sector reflects a programmatic emphasis on system-building in major migration corridors, implemented through a small number of high-capacity multilateral and development-focused partners. At the same time, its transversal relevance is evident in country-level programming, particularly in Bangladesh, where migration is deeply embedded in broader development efforts.

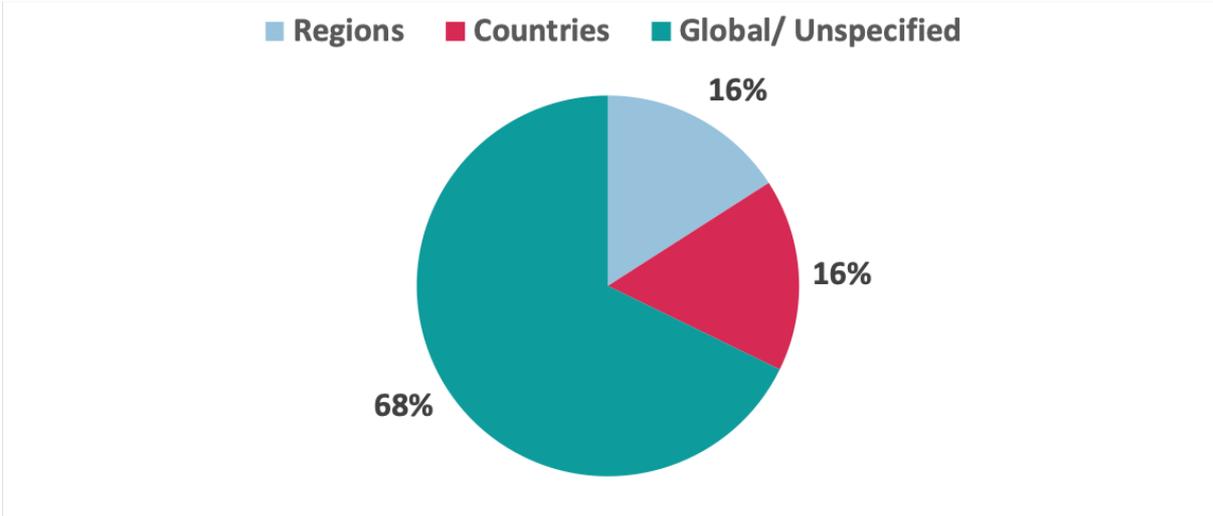
Overall, this sector combined a comparatively high volume of funding with a programmatic structure centred on regional and bilateral cooperation. Principal funding was directed both to regional initiatives along key migration routes and to bilateral efforts in South and Southeast Asia. Delivery was dominated by a small group of multilateral organisations, particularly IOM and ILO. In contrast to other sectors, the proportion of *significant* funding was relatively small and declined over time, indicating a shift towards dedicated programming rather than mainstreamed approaches.

Sector 4: Remittance

The Remittance sector recorded total disbursements of CHF 12 million. Of this, CHF 11 million (86%) was marked as *principal*. Remaining CHF 2 million (14%) were marked as *significant*.

Geographically, the principal funding was largely oriented toward global and multi-country efforts. CHF 7 million (68%) was allocated to global or unspecified initiatives, highlighting a systems-level focus. Regional programming received CHF 2 million (16%), with investments in Western Africa and Central Asia, while the remaining CHF 2 million (16%) supported country-level projects in Bangladesh and Jordan. All *significant* funding – CHF 2 million – was concentrated in Bangladesh, suggesting strong national integration of Remittance-related themes within broader development programmes.

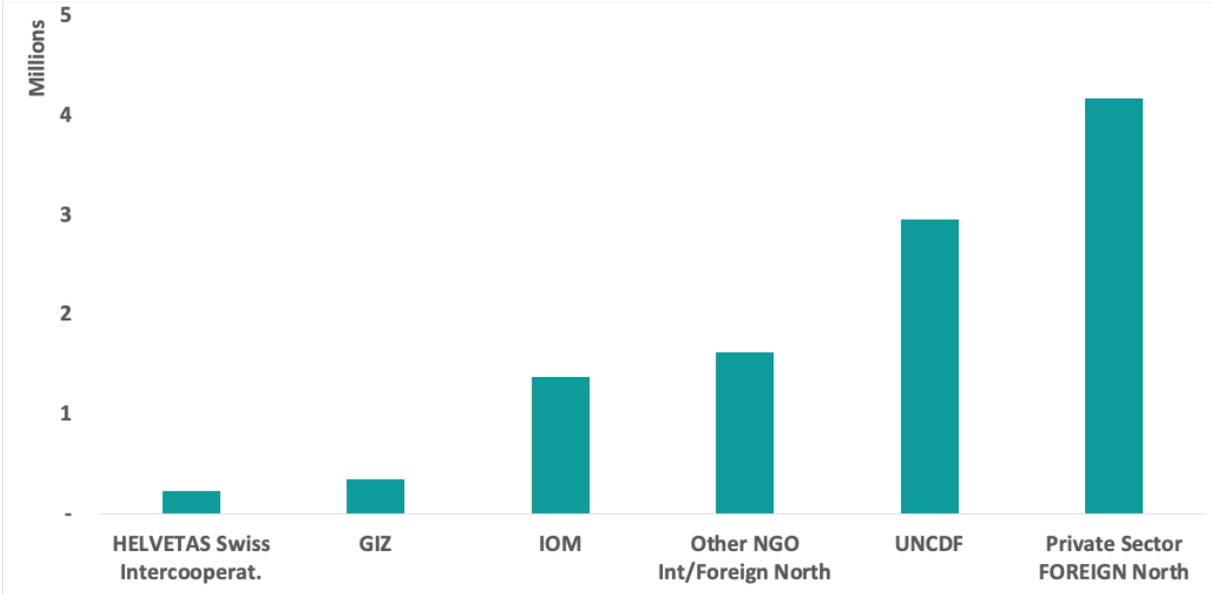
Figure 16 Principal funding under Remittance (2021-2024, %)



All Remittance funding was channelled through Development Cooperation, suggesting that this is the primary domain where Remittance-related efforts are addressed. This indicates that Remittances are not treated as a main priority and are most often not integrated into broader programming beyond development-specific interventions. The absence of humanitarian or regional credit lines underlines its technical and systemic orientation.

Implementation was led by a small number of contract partners. The Private Sector from the Global North was the largest single recipient, receiving CHF 4 million, which accounted for 39% of principal funding and one-third of the entire sector. UNCDF received CHF 3 million, and IOM CHF 1 million, alongside Global North INGOs (CHF 2 million). Nearly all *significant* funding – CHF 2 million – was implemented by HELVETAS.

Figure 17 Principal funding under Remittance – top 6 contract partners (2021-2024, in CHF million)



Overall, the sector Remittance is marked by its specialised orientation and limited scope within the overall portfolio. All funding was disbursed through Development Cooperation, with a strong emphasis on systems-level support at global or multi-country levels. Bangladesh’s unique role in absorbing all *significant* funding is notable, but the limited scale distinguishes Remittance as a niche, technical priority within the broader migration portfolio.

Sector 5: Diaspora for Development

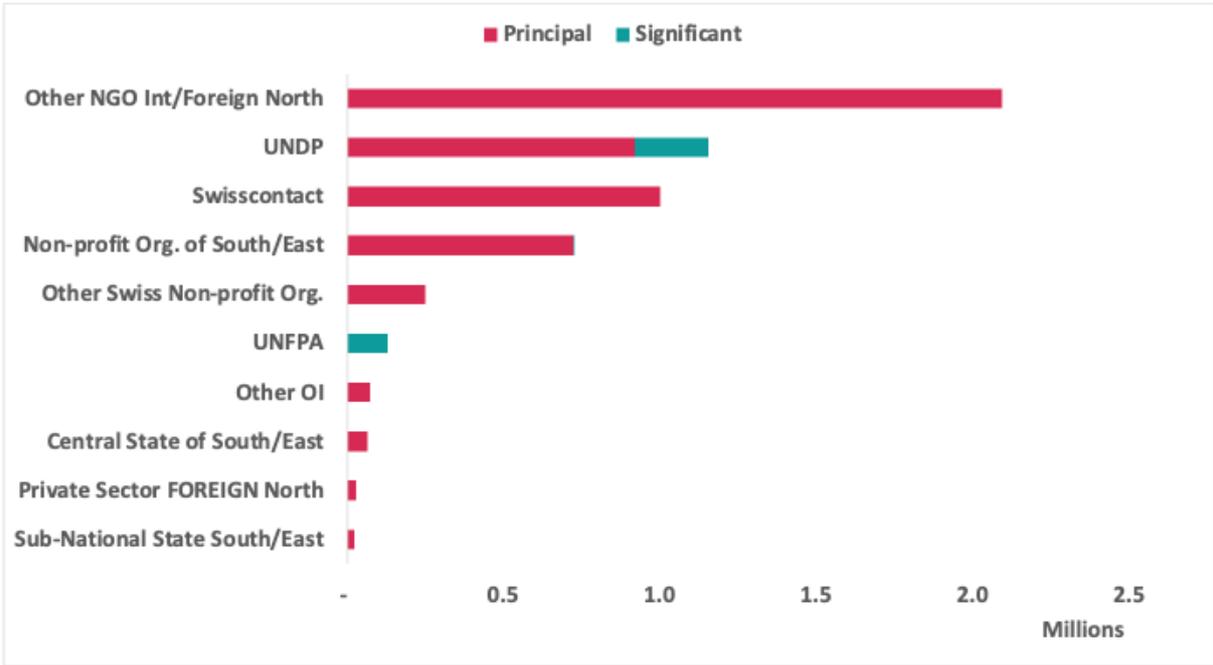
Between 2021 and 2024, the Diaspora for Development sector received a total of CHF 6 million, with the vast majority (CHF 5 million or 93%) marked as *principal*, highlighting a clear strategic focus on diaspora engagement. The remaining 7% was marked as *significant*, reflecting the integration of diaspora-related elements into broader development efforts.

Geographic allocation varied strongly by marker. All *significant* funding was channelled to single-country projects, with Bosnia and Herzegovina receiving CHF 0.2 million, Moldova CHF 0.1 million, and Niger a small amount. In contrast, *principal* interventions had a much broader footprint: over half (CHF 3 million) supported single-country operations – particularly in Tunisia, Moldova, and Bosnia and Herzegovina – while CHF 2 million (39%) was invested regionally, almost entirely in West Africa, and CHF 0.4 million in continent-wide programming across Africa. Only a marginal amount was classified as global. This contrast reflects a consistent pattern across sectors: *Significant* funding tends to be context-specific and country-bound, while *principal* programmes often operate at broader geographic scales.

Funding was delivered through two main credit lines. Development Cooperation provided CHF 4 million (69%) and was used almost exclusively for *principal* interventions. East Cooperation contributed CHF 2 million (31%) and was responsible for nearly all of the sector’s *significant* funding. This points to a specific role of Eastern European cooperation frameworks in embedding diaspora relevance as a cross-cutting themes.

Implementation of *principal* funding was led by international NGOs from the Global North (CHF 2 million), followed by UNDP (CHF 1 million) and Swisscontact (CHF 1 million). *Significant* funding was more concentrated: UNDP alone implemented 64% (CHF 0.2 million) of the total, while UNFPA received CHF 0.1 and regional NGOs only a marginal amount (CHF 3,400). Overall, the sector displays a clear separation: larger, globally active actors managed targeted diaspora programmes, while smaller-scale, transversal interventions were implemented in closer geographic and thematic proximity to national partners.

Figure 18 Principal and significant funding under Diaspora for Development – top 10 contract partners (2021-2024, in CHF million)



Overall, the Diaspora for Development sector stands out for its narrowly focused scope and high thematic consistency: 93% of funding was marked as *principal*, more than any other sector. Unlike larger sectors such as Forced Displacement or Labour Migration, its funding was modest, geographically concentrated, and implemented largely by international NGOs and bilateral partners rather than UN agencies. The limited but focused use of *significant* funding, particularly in Eastern Europe, underscores its strategic relevance in specific regions but less integration into broader development programming.

Analysis of Cross-Policy Marker Alignment

Policy markers with strong thematic and financial alignment

The analysis of overlaps between the migration policy marker and other policy markers (based on *principal* and *significant* funding) reveals several areas with strong thematic and financial alignment. Digitalisation (*principal*) stands out with 100% of its funding also marked as *principal* for the migration policy marker, indicating complete convergence. Similarly, Gender (*principal*) shows 96% alignment with the migration policy marker (*principal*), and RIO Support Climate Change Mitigation (*significant*) follows closely at 91%. Conflict and Fragility Prevention and Transformation (CSPM, combined marker types consisting of Human Rights, Conflict Resolution and Crisis Prevention) also shows a high overlap of 93% with the migration policy marker (*principal*). Disaster Risk Reduction (DDR, *principal*) presents a notable overlap at 71%, while Supporting Institutional Development (*Significant*) demonstrates 77% alignment. These markers appear to be tightly integrated with migration-related programming.

Policy markers with significant contributions to migration policy marker funding

Some policy markers, while not always showing the highest internal overlap, contribute substantially to the overall budget marked under the migration policy marker. Gender (*significant*) is the largest contributor, accounting for 69% of all *principal* migration policy marker funding and 98% of the *significant* category. Supporting Institutional Development (*significant*) follows, contributing 33% to the *principal* and 50% to the *significant* migration policy marker totals. Governance (*significant*) contributes 46% and 59% respectively. These markers are not only aligned but also financially central within the migration policy marker portfolio, positioning them as strategic levers for scale and impact.

Policy markers with moderate thematic alignment and lower financial relevance

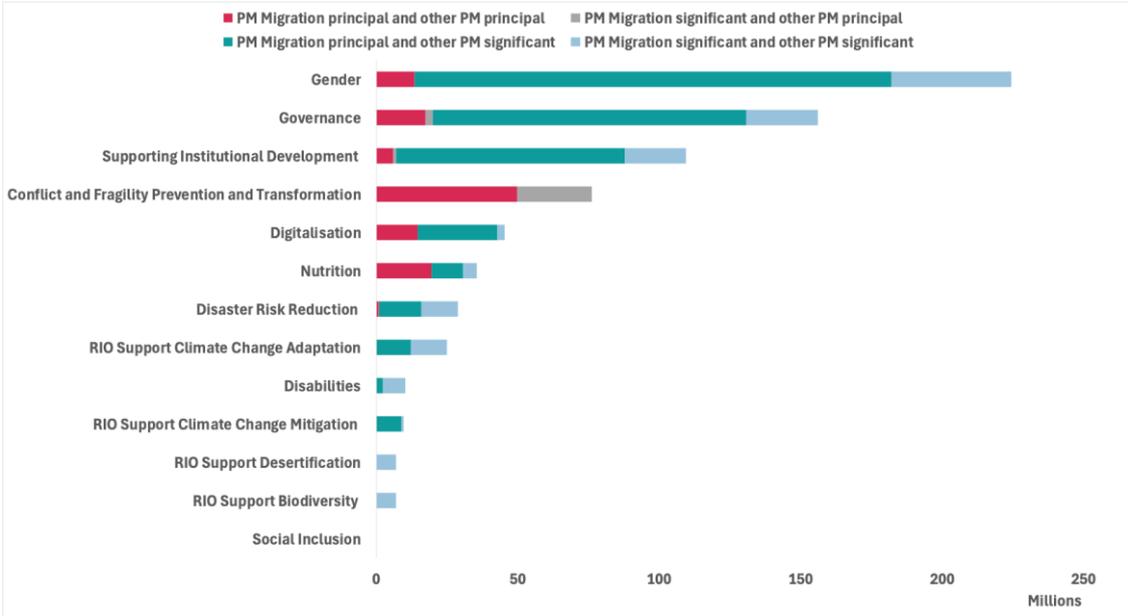
Some policy markers demonstrate moderate alignment with the migration policy marker but represent a smaller share of total funding. Nutrition (*principal*) shows a 69% internal alignment with the migration policy marker (*principal*) yet contributes only 8% to that funding pool. RIO Support to Climate Change Adaptation (*significant*) shows overlap rates of 40% (*principal*) and 42% (*significant*), contributing 5% and 30% respectively to the migration policy marker’s funding. Human Rights, as part of CSPM, also shows strong thematic coherence, contributing 9% of the *principal* and 17% of the *significant* migration policy marker allocations.

Policy markers with limited or no alignment with the migration policy marker

Several policy markers show high internal alignment with the migration policy marker but have minimal funding overall. RIO Support to Biodiversity (*significant*) and RIO Support to Desertification (*significant*) are both marked 100% as migration policy marker (*significant*) but contribute only 16% each to the total *significant* migration policy marker budget. Disabilities (*significant*) has a 76% overlap and contributes 18% to the *significant* funding. These reflect focused but narrow areas of integration.

Conversely, some policy markers are largely disconnected from the migration policy marker. The RIO Support Principal markers for Climate Change, Biodiversity, Adaptation, as well as the policy markers Social Inclusion (both *principal* and *significant*) show no recorded overlap. Disabilities (*principal*) is similarly unlinked. Even where thematic alignment is high – such as Governance (*principal*) with 68% – the contribution to the migration policy marker funding remains limited (7% *principal*, 6% *significant*). These may represent potentially either limited use of policy marker application, or areas outside the current focus of migration and displacement-related policy work.

Figure 19 Cross-analysis of principal and significant migration policy-marked funding with other significant and principal policy markers (2021-2024, in CHF million)



Policy marker - Protection, Access and Security (2021-2024)

In the introduction to this document, it was noted that the analysis would not include an assessment of funds to Protection, Access and Security. This omission was deliberate because following an initial assessment and discussions with SDC staff revealed that the policy maker tagging of this theme was not reliable. As a result, a working hypothesis was developed during the inception phase to estimate the amount of funding that should likely have been marked as either significant or principal for migration and displacement. This hypothesis was refined through additional analysis and further validated through consultations with SDC staff during the main data collection phase.

At an overall level, the assessment detailed in the following pages revealed that funding for protection, access, and security equals 552 million CHF. 135 million CHF (25%) have been categorised as either *principal* or *significant* for migration. **Bringing together the different streams of analysis described below, we estimate that approximately CHF 364 million funds (88%)** of funds allocated to Protection, Access and Security and currently marked *pre-2019 unallocated funds* or *untargeted* should be categorised as either *principal* or *significant*, this is equal to 44% of the total funds allocated to Protection, Access and Security.

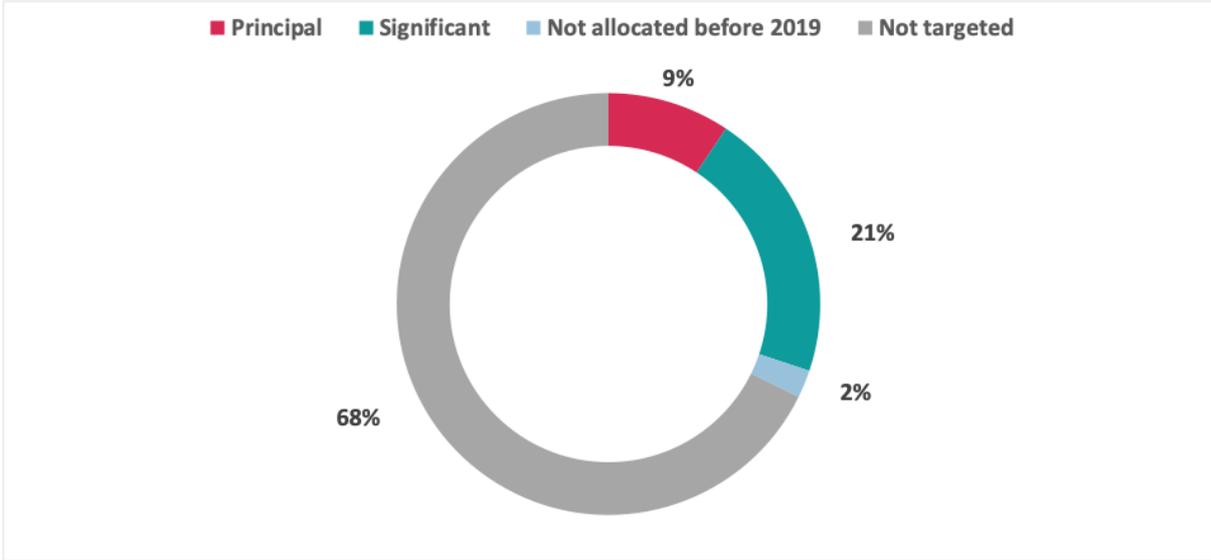
From this standpoint we estimate with a certain degree of certainty that 499 million CHF (90%) of funds allocated to Protection, Access and Security should have been tagged as either *principal* or *significant* focus on migration.

It must be emphasised that these figures represent informed estimates based on available financial data, sectoral classifications, and the context of crisis-affected countries. The analysis presented below has allowed the generation of the above presented working hypothesis, which was further validated and refined by correspondence through targeted qualitative methods, including interviews with implementing partners and institutional stakeholders, as part of the main data collection phase.

Protection Access and Security

Looking into the funds under the sector Protection, Access and Security, overall actual funding amounts to CHF 552 million, of which 25 % are marked as *significant* or *principal* (CHF 135 million), whereas 75 % is marked *untargeted* or *pre-2019 unallocated funds*. This means that it is unclear if or to what extent CHF 416 million were used for migration and displacement related activities.

Figure 20 Migration policy marking under Protection, Access and Security (2021-2024, %)



Funding marked significant or principal

A total of CHF 135 million in the Protection, Access, and Security sector was marked as either *principal* or *significant* in relation to migration. Of this, CHF 36 million (27%) was marked as *principal*, while CHF 99 million (73%) was marked as *significant* – highlighting that migration was most often treated as a cross-cutting concern within broader protection efforts.

Geographically, *significant* funding dominated across nearly all regions. In Asia, for example, only CHF 4 million (14%) was marked as *principal*, compared to CHF 25 million (86%) marked as *significant*, driven largely by Myanmar where nearly the entire CHF 15 million allocation fell under the *significant* category. In Eastern Europe, *principal* funding made up just 22% of the regional total. Sub-Saharan Africa showed a similar pattern, with CHF 6 million (29%) marked as *principal* and CHF 14 million (71%) as significant. Even in the Middle East and North Africa, the region with the highest volume of *principal* funding (CHF 15.1 million), *significant* allocations, still accounted for 56% of the total.

From a financing perspective, over 88% (CHF 119 million) of migration-related funding in the sector came through Humanitarian Aid and CSA, while only CHF 16 million (12%) came from Development Cooperation. Notably, almost all *significant* funding (CHF 86 million) was drawn from Humanitarian Aid, compared to CHF 13 million from Development Cooperation.

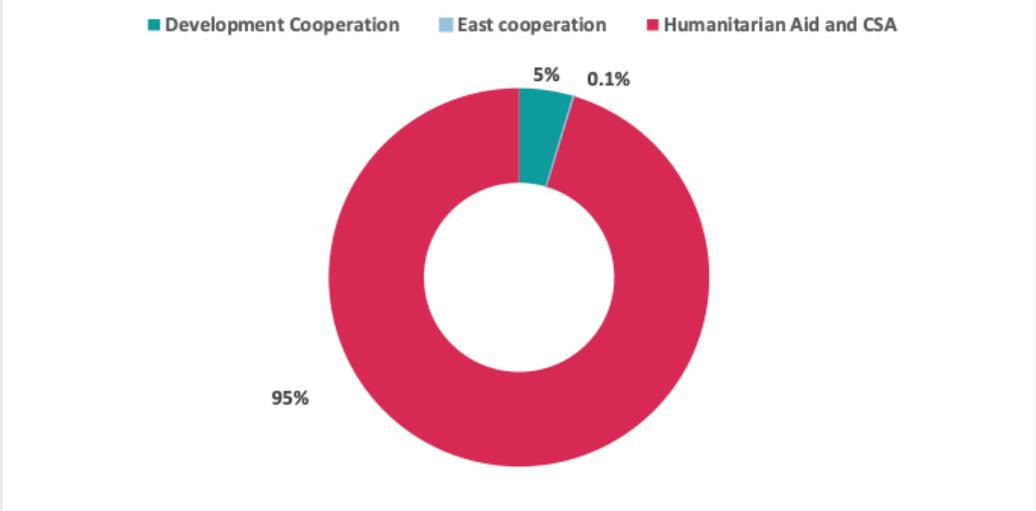
Differences in delivery channels also reflect this divide. While top recipients like UNOCHA, ICRC, UNICEF, and Terre des Hommes Lausanne received a mix of funding, much of their allocations – especially ICRC (CHF 28 million) and UNOCHA (CHF 16 million) – were marked as *significant*. In contrast, actors such as the Central State of South/East and Medair primarily received *principal* funding, with little or no *significant* components.

This distribution suggests that *principal* funding was more common in state-led or bilateral partnerships, while *significant* funding was more frequently associated with multilateral and NGO implementers, where migration was addressed as part of broader protection programming. It is noteworthy that this observation is opposite the observation made in relation to other themes (see previous section).

Funding marked untargeted or pre-2019 unallocated funds

Out of the CHF 416 million in *untargeted* or *pre-2019 unallocated* funding, the majority –over CHF 397 million (95 %) – was disbursed through Humanitarian Aid and CSA. Much smaller proportions were channelled via Development Cooperation (CHF 19 million, or 5 %) and East Cooperation (CHF 0.4 million less than 1%).

Figure 21 Pre-2019 unallocated and untargeted funds under Protection, Access and Security across frame credit (2021-2024, %)



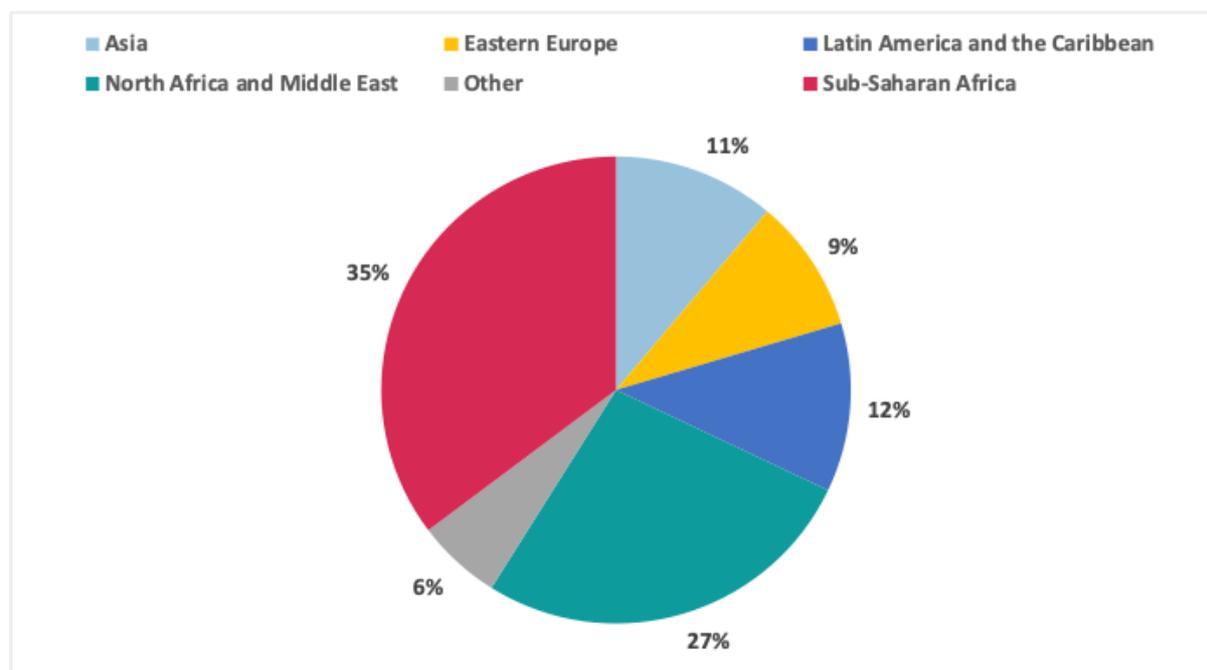
Geographic Distribution

A closer look at the geographic allocation of the CHF 416 million in *untargeted* or *pre-2019 unallocated* funds under the Protection, Access and Security sector reveals a strong regional focus. Sub-Saharan Africa received the largest share of this funding, amounting to CHF 166 million, which corresponds to approximately 35% of the total. The second highest allocation went to the North Africa and Middle East region, which received CHF 164.6 million, or 27%. Together, these two regions accounted for over 60% of all funds, highlighting the prominence of Africa and the Middle East in humanitarian and protection-related responses.

Eastern Europe received CHF 33 million (9%), while Asia was allocated CHF 32 million (11%). Latin America and the Caribbean received CHF 17.5 million, representing 12% of the total *untargeted* or *pre-2019 unallocated* funding. A remaining 6%, or CHF 4 million, was classified under “Other,” which includes either unspecified geographic allocations or cross-regional efforts.

This distribution reflects the global spread of protection needs but also emphasizes the concentration of resources in regions facing the most severe or protracted displacement and access challenges, particularly in Africa and the Middle East.

Figure 22 Regional distribution of Pre-2019 unallocated and untargeted funds under Protection, Access and Security (2021-2024, %)



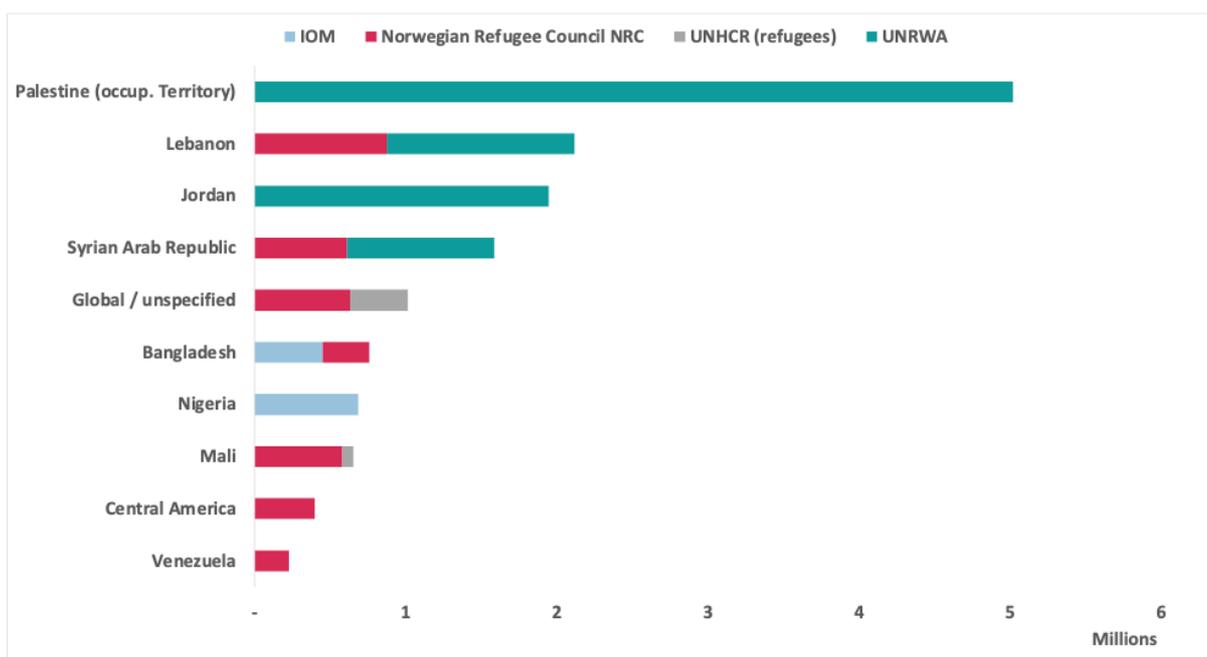
Considering this geographical distribution in combination with the substantial proportion of funding channelled through Humanitarian Aid and CSA, it can be assumed that many of the activities under *Protection, Access and Security* that were marked as untargeted or pre-2019 unallocated funds are nevertheless migration relevant. The exact percentage of how much of these unallocated and untargeted amounts from 2021-2024 relate to migration cannot be definitively determined at this point. However, to develop a working hypothesis, the funding data was further analysed. This estimate will be critically tested through interviews as part of the assessment.

To estimate how much of the CHF 416 million in *untargeted* or *pre-2019 unallocated* Protection, Access and Security funding from 2021-2024 may have been migration-related, the data was systematically divided into **three analytical groups**. This categorisation allowed for a nuanced and differentiated approach to identifying likely migration-relevant activities, based on organisational mandates, geographic deployment, and context of intervention. Each group was analysed using distinct criteria to support a credible working hypothesis.

Group 1: Organisations with a Core Migration Mandate

Out of the Protection, Access and Security funding that were *pre-2019 unallocated* or *untargeted*, approximately CHF 15 million were directed to contract partners with a primary mission related to migration – namely, IOM, UNHCR, NRC, and UNRWA. All allocations to these organisations were considered migration-relevant, irrespective of the countries or regions in which they operated, including global or unspecified allocations. A closer look at the distribution of these funds reveals that the largest recipient was UNRWA, receiving around CHF 9 million, primarily for operations in Palestine (CHF 5 million), Jordan (CHF 2 million), Lebanon (CHF 1 million), and the Syrian Arab Republic (CHF 1 million). The Norwegian Refugee Council (NRC) received approximately CHF 4 million, with major allocations in Lebanon (CHF 1 million), Syria (CHF 1 million), and Bangladesh (CHF 0.3 million). IOM received about CHF 1 million, including CHF 0.7 million for Nigeria and CHF 0.5 million for Bangladesh. UNHCR less than CHF 0.5 million, mainly for globally unspecified operations and Mali.

Figure 23 Allocation of Pre-2019 unallocated and untargeted funds Protection, Access and Security to migration-mandated organisations – top 10 geographical recipients (2021-2024, in CHF million)



Group 1a: Additionally, identified Organisations with Migration-Significant activities in the Protection, Access and Security Sector

Furthermore, based on correspondence with SDC staff, it has been confirmed that all activities in the Protection, Access and Security sector conducted by ICRC and UNOCHA can be considered migration-significant, amounting to **overall CHF 301 million**. ICRC's total funding for 2021–2024 amounted to CHF 276 million, with the top five recipients being Palestine (CHF 26 million), Iraq (CHF 25 million), Sub-Saharan Africa (CHF 24 million), the Syrian Arab Republic (CHF 21 million), and Afghanistan (CHF 19 million). UNOCHA received CHF 24 million over the same period, with its top recipients being Palestine (CHF 8 million), Ukraine (CHF 7 million), Yemen (CHF 2 million), Ethiopia (CHF 2 million), and Nigeria (CHF 2 million).

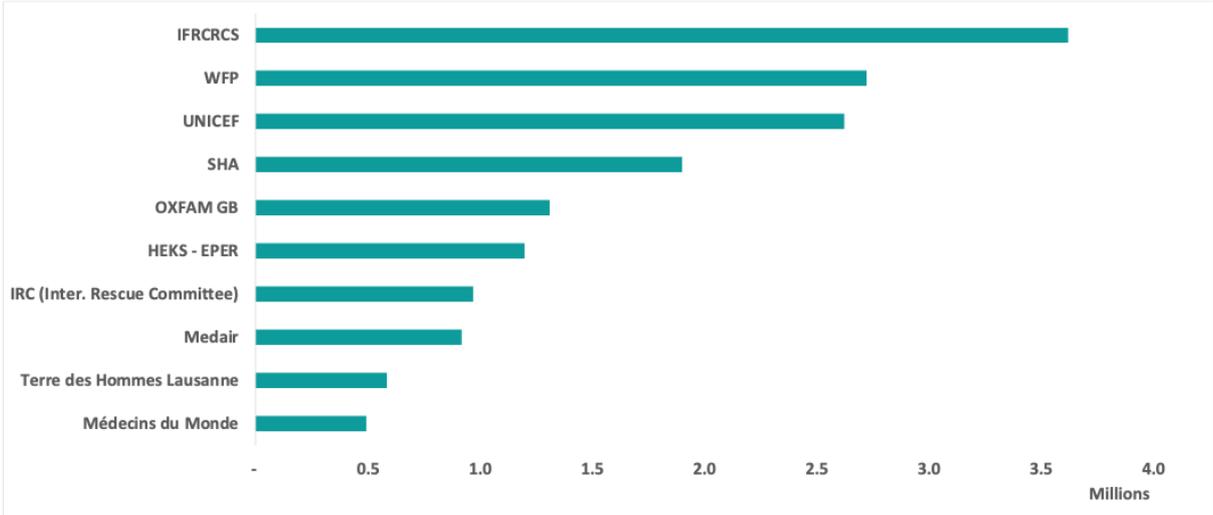
Group 2: Humanitarian Organisations Active in Migration-Linked Crisis Contexts

A total of 21 organisations were identified as recipients of *untargeted* or *pre-2019 unallocated* untargeted Protection, Access and Security funding under the framework credit for

Humanitarian Aid and CSA, which include migration-related activities as part of their broader portfolios – but do not have migration as their sole or primary mandate, unlike IOM, UNHCR, NRC, or UNRWA and neither are indicated to have entirely migration-significant activities in the analysed sector, like ICRC or UNOCHA. Selected organisations with unclear degree of migration-relevance have been further confirmed with SDC staff. To refine this analysis, a cross-tabulation was conducted using a set of countries that experienced acute migration-related crises during the 2021-2024 period. Where such crises were limited to specific years within that timeframe, the data were further filtered accordingly. Based on this targeted selection, it is possible to estimate that **approximately CHF 17 million in protection-related funding was allocated in these contexts**. This estimate assumes that significant portions of the humanitarian funding disbursed to these organisations in crisis-affected countries also supported migration management or protection responses. Funding categorized as “global/unspecified” and contributions to Switzerland have been excluded from this estimate.

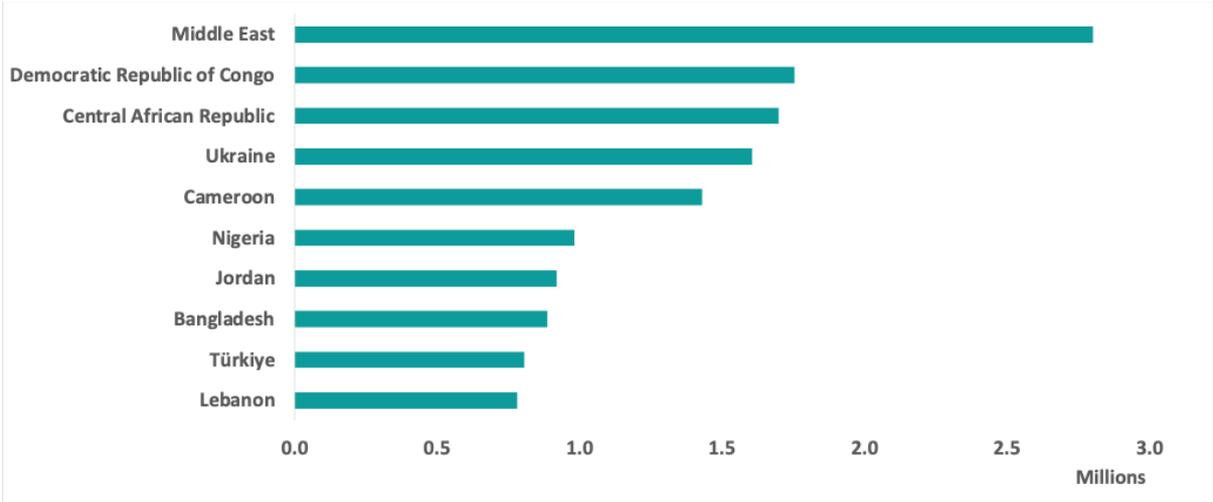
The top contract partners of this funding, estimated to be significantly migration-related, include IFRCRCS (CHF 4 million, 21%), WFP (CHF 3 million, 16%), UNICEF (CHF 3 million, 15%), SHA (CHF 1 million, 11%), OXFAM GB (CHF 1 million, 8%), HEKS-EPER (CHF 1 million, 7%), IRC (CHF 1 million, 6%), and Medair (CHF 1 million, 5%). Additional contributions were made to Terre des Hommes Lausanne (CHF 1 million, 3%), Médecins du Monde (CHF 0.5 million, 3%), UNFPA (CHF 0.3 million, 2%), ACTED (CHF 0.2 million, 1%), as well as to several Swiss NGOs such as HELVETAS, Solidar Suisse, and Swiss Red Cross. These allocations illustrate a broad humanitarian footprint that supported a range of protection services.

Figure 24 Estimated migration-relevant activities under pre-2019 unallocated funds or untargeted Protection, Access and Security funding - top 10 contract partners (2021-2024, in CHF million)



Geographically, the top recipients included the Middle East (CHF 3 million, 16%), the Democratic Republic of Congo (CHF 1 million, 10%), the Central African Republic (CHF 2 million, 10%), Ukraine (CHF 2 million, 9%), Cameroon (CHF 1 million, 8%), Nigeria (CHF 1 million, 6%), Jordan (CHF 1 million, 5%), Bangladesh (CHF 1 million, 5%), Türkiye (CHF 1 million, 5%), and Lebanon (CHF 1 million, 5%). Together, these ten locations accounted for approximately CHF 14 million, or 81% of the analysed total in this group.

Figure 25 Estimated migration-relevant activities under pre-2019 unallocated funds or untargeted Protection, Access and Security funding - top 10 geographical recipients (2021-2024, in CHF million)



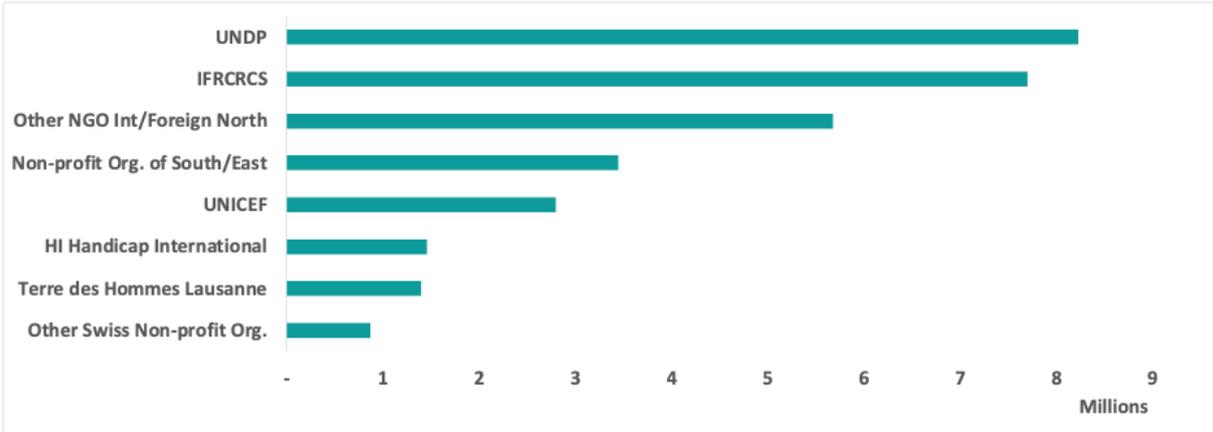
Overall, though these organisations do not have a core migration mandate, the operational contexts suggest that significant portions of the funding supported migration-related protection efforts.

Group 2a: Humanitarian Activities With Verified Migration Significance In Non-Acute. Crisis Contexts

Group 2A includes activities under Group 2 (mandate and funding via Humanitarian Aid and CSA) that were excluded based on specific year and geographic combinations, suggesting no acute migration-related crisis at the time. However, after reviewing activities that received over CHF 0.5 million between 2021-2024 and verifying their relevance with SDC staff, an additional CHF 32 million has been identified as significant or *principal* for migration.

The majority of this funding was allocated to Palestine (CHF 8 million), the Syrian Arab, and Ukraine (CHF 7 million), Moldova (CHF 6 million) with additional support to countries such as Syrian Arab Republic (CHF 5 million), South Sudan (CHF 3 million), Central African Republic (CHF 1 million), and Lybia (CHF 1 million). Key implementing partners include the UNDP which received the largest share (CHF 8 million), followed by IFRCRCS (CHF 8 million, along with several international and Swiss non-profit organisations.

Figure 26 Additionally, identified activities with migration relevance among pre-2019 unallocated funds or untargeted Protection, Access and Security funding (2021-2024, in CHF millions)



Group 3: Residual Global/Unspecified and Switzerland-Based Funding

The third group examined the remaining funding, with a focus on global/unspecified allocations, and funds directed to Switzerland. Importantly, this analysis excluded the six core migration actors already considered in Group 1 and 1A.

Nearly all of the global/unspecified allocations – around 99% out of 2 million – was disbursed under the Humanitarian Aid and CSA framework. In this category, UNICEF emerged as the largest recipient (CHF 1 million), followed by UNHCHR (CHF 0.4 million) and SHA (CHF 0.1 million). However, due to limited indications on whether these allocations supported migration-specific activities, this funding was treated conservatively and excluded from the estimated migration-related total. Similarly, CHF 0.2 million directed to Swiss-based activities – exclusively to SHA – was also excluded, given the absence of data linking them to migration efforts.

Distribution of Themes in Migration-Related Sectors

To gain deeper insights into how migration-related activities intersect with other topics, the thematic tagging across the six migration-related sectors was examined. This analysis is based on weighted actuals, meaning that funding amounts are already adjusted according to the percentage values assigned to each theme within an activity. Overall, it has to be noted that thematic tagging played only a minor role in the portfolio: across all six sectors, only 2% of total funding from 2017 to 2021 was tagged with any theme. This suggests the tagging system was applied rather sparingly or inconsistently.

Nevertheless, some patterns emerge. The migration theme itself received the highest total tagged funding, particularly in the Labour Migration, and Migration Generally sectors. Other themes with more frequent tagging include emergency, law, and education, which appear notably within the Protection, Access and Security, Forced Displacement, and Migration Generally sectors. In contrast, themes such as economy, environment, and water had little to no presence, indicating limited association with migration-related funding activities.

A closer examination of the distribution of other themes within migration-theme tagged funding reveals that emergency dominates, accounting for 56% of all such associations. This is followed, at significantly lower levels, by agriculture (10%), law (8%), and education (5%), suggesting some small-scale alignment of migration-related activities. Themes such as employment (3%), health (3%), and conflict (0.1%) appear to a limited extent. In contrast, environment, economy, and water are effectively unrepresented in this context.

ANNEX 8: Theory of change alignment to migration portfolio

Regular Migration

Keyword-Based Thematic Allocation Across Migration Sectors

In order to explore how elements of the ToC for regular migration might be reflected across the broader migration portfolio, a **keyword-based analysis** was conducted. This exercise examined the presence of selected thematic categories – Decent Work & Labour Conditions, Skills & Human Capital Development, Safe & Legal Migration Pathways, and Return & Reintegration – across all projects that included funding under at least one of the migration-related sectors. These categories are not definitive but serve as entry points for tracing where and how ToC-related themes may be operationalised across sectoral lines. The associated percentages indicate what share each thematic allocation represents in relation to the total funding within the respective sector.

The category **Decent Work & Labour Conditions** received a total of CHF 61 million, with the largest share coming from Labour Migration (CHF 43 million), followed by Migration Generally (CHF 17 million), and smaller contributions from Forced Displacement (CHF 0.5 million), Protection, Access and Security (CHF 0.2 million), and Remittance (CHF 0.3 million). This theme accounted for 51% of Labour Migration funding and 14% of Migration Generally, indicating a noticeable presence in those areas. Its significance in the other sectors was limited, with each representing less than 3%.

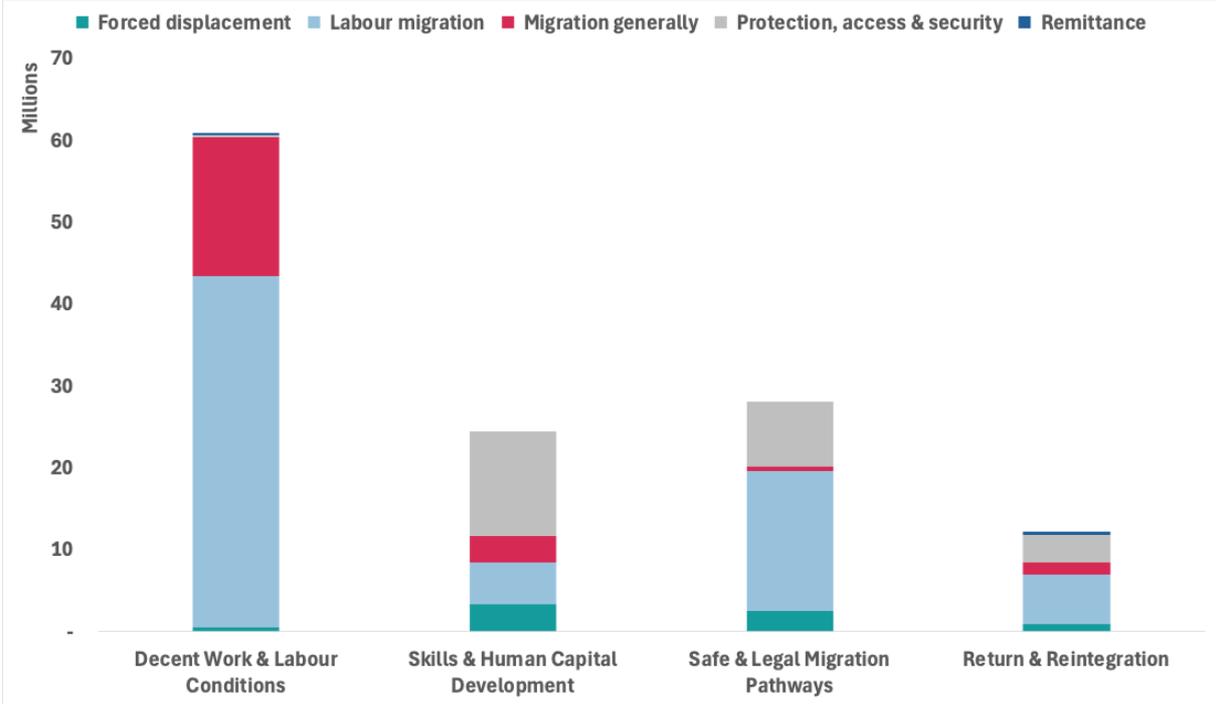
Skills & Human Capital Development received a total of CHF 24 million, appearing most prominently under Protection, Security and Access (CHF 13 million) and Labour Migration (CHF 5 million), with smaller allocations from Forced Displacement (CHF 3 million) and Migration Generally (CHF 3 million). This theme represented 6.06% of Labour Migration funding, while its shares in other sectors remained below the 3% threshold, except for Migration Generally at 3%.

Safe & Legal Migration Pathways received CHF 28 million, primarily from Labour Migration (CHF 17.16 million) and Protection, Security and Access (CHF 8 million), alongside smaller amounts from Forced Displacement (CHF 2 million) and Migration Generally (CHF 0.5 million). Within Labour Migration, this theme accounted for 20% of the sector's total, whereas it remained below 1% in the other sectors.

The theme **Return & Reintegration** received a total of CHF 12 million, with funding drawn from Labour Migration (CHF 6 million), Protection, Security and Access (CHF 3 million), Migration Generally (CHF 1 million), Remittance (CHF 0.4 million), and Forced Displacement (CHF 0.8 million). It accounted for 7% of Labour Migration funding and 2% of Protection, Security and Access, with minimal shares elsewhere.

While this keyword-based analysis cannot capture the full complexity of how the ToC for regular migration is implemented, it offers some initial observations. Notably, themes associated with regular migration appear most consistently and significantly within the Labour Migration sector, both in volume and relative share. The other sectors show varying degrees of engagement with these themes, though often at much lower levels. This may suggest that labour migration remains the primary entry point through which regular migration objectives are currently expressed in programming, with more limited integration in adjacent areas such as Protection, Security and Access or Forced Displacement.

Figure 27 Mapping of keyword occurrence related to regular migration (in CHF million)



Funding Distribution in Labour Migration – Linked Projects

In order to better understand the ToC for regular migration and how it is reflected in actual programming, this subsection examines **funding patterns across projects that included Labour Migration components**. These are projects that were assigned at least part of their funding under the sector Labour Migration. It is important to note that this does not imply that these were Labour Migration projects; rather, Labour Migration was one of several thematic areas addressed within their broader funding structure. Throughout this text, these will be referred to as **Labour Migration-linked projects**.

The total funding for Labour Migration-linked projects amounted to **CHF 132 million**. Of this, CHF 24 million, or 18%, was allocated exclusively to Labour Migration, with no additional sectoral classifications. The remaining CHF 108 million, representing 82% of the Labour Migration-linked funding, was part of projects that also included at least one other sector.

Further analysis examined how much of the overall project spending was allocated to projects that addressed both Labour Migration and other specific sectors. Migration Generally was the most prominent area of intersection, with CHF 103 million of funding – equivalent to 78% of the Labour Migration-linked total – also categorized under this sector. Remittance-related components were present in CHF 42 million, representing 32.05% of the total. Forced Displacement accounted for CHF 23.97 million, or 18%. Diaspora for Development was included in CHF 14.21 million, or 11%, while Protection, Access, and Security appeared in CHF 5.01 million of the funding, corresponding to 3.80%. These figures indicate that Labour Migration-linked projects are frequently implemented in conjunction with broader migration and development themes, particularly Migration Generally, Remittances, and Forced Displacement.

This funding pattern reflects several key components of the ToC for regular migration, where **Labour Migration is approached as part of a broader system of mobility, integration, and protection**. The strong overlap with Migration Generally and Remittances aligns with the ToC’s emphasis on creating enabling environments for legal migration, improving labour market integration, and strengthening diaspora engagement. The presence of Remittance-related components further corresponds to the ToC’s recognition of migrants’ economic

contributions and the importance of financial inclusion. Likewise, overlaps with Forced Displacement and Protection, Access and Security suggest that some Labour Migration-linked projects address mixed or complex migration flows, where safe pathways and protection mechanisms are relevant even within regular migration frameworks.

Policy Marker Application Across Labour Migration

The **application of policy markers across the Labour Migration sector** between 2021 and 2024 provides insight into the degree to which **cross-cutting priorities** have been integrated into funding allocations targeting regular migration. Based on the total volume of funding under Labour Migration during this period (CHF 50.87 million), several policy areas emerge with notably high levels of alignment.

The **Gender** marker was applied significantly or principally to CHF 48 million, representing 95% of the total Labour Migration funding. Similarly high shares were recorded for **Migration and Forced displacement** (CHF 45 million, or 89%) and **Governance** (CHF 45 million, or 88%). These figures suggest a strong integration of these three policy priorities within the labour migration portfolio during this period.

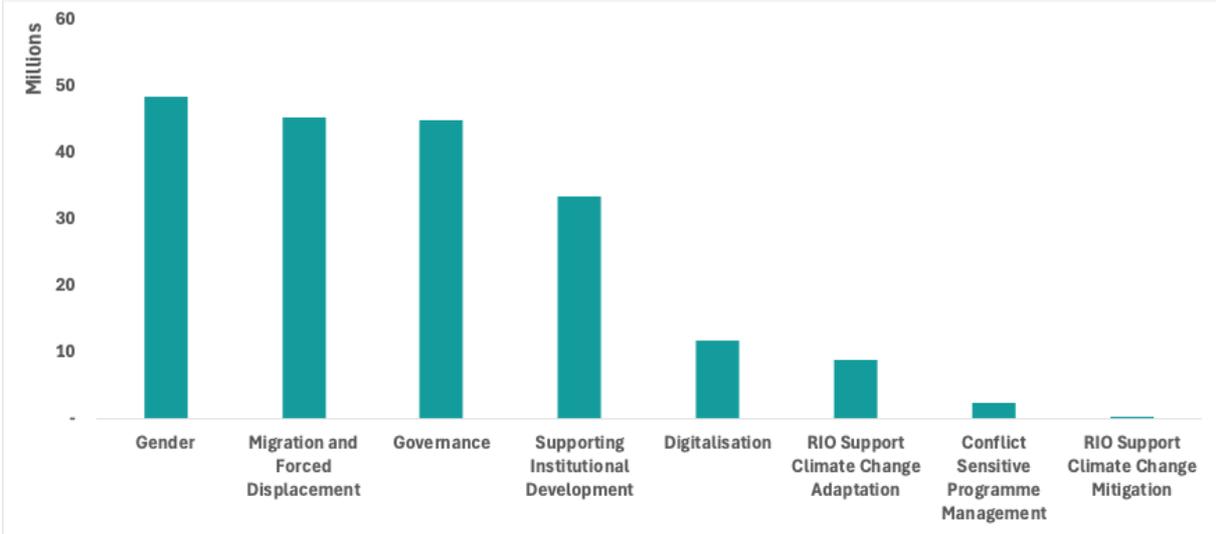
Supporting Institutional Development was also relatively prominent, applied to CHF 33 million, or 66% of the total funding. In contrast, other policy areas had more limited presence. Digitalisation accounted for CHF 12 million (23%), while RIO Support Climate Change Adaptation represented CHF 9 million (17%). Markers for Conflict Sensitive Programme Management (CHF 2 million, or 5%) and RIO Support Climate Change Mitigation (CHF 0.1, or 0.12%) were rarely applied, suggesting minimal alignment with labour migration funding in these areas.

Overall, this distribution highlights a strong connection between Labour Migration funding and policy priorities related to gender, good governance, and displacement, while also indicating that areas such as climate change, conflict sensitivity, and adaptation have so far played a more limited role in the sector.

This **policy marker distribution** offers a useful lens for reflecting on how elements of regular migration, as outlined in the ToC, are embedded within broader development priorities. The strong alignment of labour migration funding with markers such as Gender, Migration and Forced Displacement, and Governance suggests that regular migration themes are frequently situated within a broader rights-based and systems-oriented approach. These are consistent with key elements of the ToC, such as ensuring safe and ethical recruitment, enhancing institutional coordination, and addressing migrant vulnerabilities.

At the same time, the relatively low application of markers such as RIO Support Climate Change Mitigation, Conflict Sensitive Programme Management, and RIO Support Climate Change Adaptation indicates that certain drivers and contextual risks associated with migration may not yet be fully integrated into regular migration programming. Notably, several policy markers show no overlap at all with Labour Migration funding during the 2021-2024 period. These include Social Inclusion, RIO Support Biodiversity, Disabilities, RIO Support Desertification, Nutrition, and Disaster Risk Reduction. Their complete absence suggests that these policy areas have not been systematically considered within the scope of labour migration programming to date.

Figure 28 Policy marker use across Labour Migration (2021-2024, in CHF million)



Nepal as a Case Study for Regular Migration-Linked Activities

Nepal presents a useful country example to explore how regular migration is addressed long-term development cooperation. From 2017 to 2024, **over 92% of CHF 20 million** in migration-linked funding was allocated to **Labour Migration**, emphasizing a systemic effort to manage outward mobility through formal channels.

The flagship Safer Migration Project (SaMi), with over CHF 12 million in funding, exemplifies this strategy. By institutionalising pre-departure training, rights education, and skills certification within national systems, and working closely with sub-national authorities and HELVETAS, SaMi supports structural pathways for safe, informed migration. Complementary projects such as Reintegration of Returnee Migrants (ReMi) and Migrant Rights and Decent Work (MiRiDew) further extend this governance framework across the full migration cycle.

Importantly, 99% of migration-related funding was **delivered through Development Cooperation**, and nearly half of recent migration funding (2021-2024) was marked as *principal* for migration, with an overwhelming focus on Labour Migration. This illustrates a deliberate policy and funding orientation toward enabling regular migration through institutional investment, not temporary or reactive measures.

In contrast to Nepal’s national-level programming, Remittances – a core outcome of labour migration – were addressed primarily at the **regional (Central Asia) level**, where they received CHF 1 million. Their absence as a distinct thematic focus in Nepal suggests a functional division of labour: while Nepal strengthens the governance of migration channels, regional initiatives support financial inclusion and remittance frameworks. This highlights how regular migration governance in sending countries can be complemented by regional mechanisms that address cross-border financial flows and coordination.

Irregular Migration

Between 2017 and 2024, the Swiss development cooperation portfolio allocated approximately CHF 2 billion **across six migration-relevant sectors**. Of this total, the largest share – CHF 994 million or 64.13% – was directed to the sector Protection, Access & Security. This was followed by Forced Displacement (CHF 316 million; 20%), Migration Generally (CHF 124 million; 8%), and Labour Migration (CHF 85 million; 5%). Smaller shares were allocated to Diaspora for Development and Remittance, each representing roughly 1% of the total.

This distribution suggests that the Swiss portfolio places a **strong emphasis on humanitarian and protection-focused responses**, which are highly relevant in irregular migration contexts – particularly in transit and destination countries where vulnerabilities are heightened.

Focusing on the period 2021-2024, approximately CHF 666 millions of funding across these sectors was tagged as either significantly or principally related to migration. Of this migration-related portfolio, the sector Protection, Access & Security is estimated (based on the overall portfolio analysis) to account for CHF 380 million, or 57% of the total, indicating a strong link between this sector and migration programming. The remaining significant contributions come from Forced Displacement (23.80%), Migration Generally (10%), Labour Migration (7%), Remittance (2%), and Diaspora for Development (1%). The predominance of migration-linked investments in protection and displacement-related sectors points to a migration portfolio that largely responds to risks and vulnerabilities associated with irregular migration, especially in unstable or crisis-prone contexts.

While **forced displacement** represents a substantial portion of irregular migration-related programming, it is addressed under a separate **ToC** and is therefore not the focus of this analysis. The remainder of this section will explore how the portfolio reflects elements of the ToC on irregular migration, drawing on keyword analysis, policy marker data, and regional case studies to trace how key components of irregular migration – such as risky routes, protection, border management, and policy systems – are addressed across sectors and contexts.

Keyword-Based Thematic Allocation Across Migration Sectors

To explore how the ToC for irregular migration is reflected across SDC's portfolio, a keyword-based analysis was conducted. This approach examined thematic overlaps between projects and ToC-relevant categories, using four keyword clusters: Border Management & Anti-Trafficking, Irregular Migration & Risky Routes, Migration Policy, Systems & Civil Society Strengthening, and Vulnerable Migrants & Protection Needs. These categories are not definitive but serve as entry points for tracing where and how ToC-related themes may be operationalised across sectoral lines.

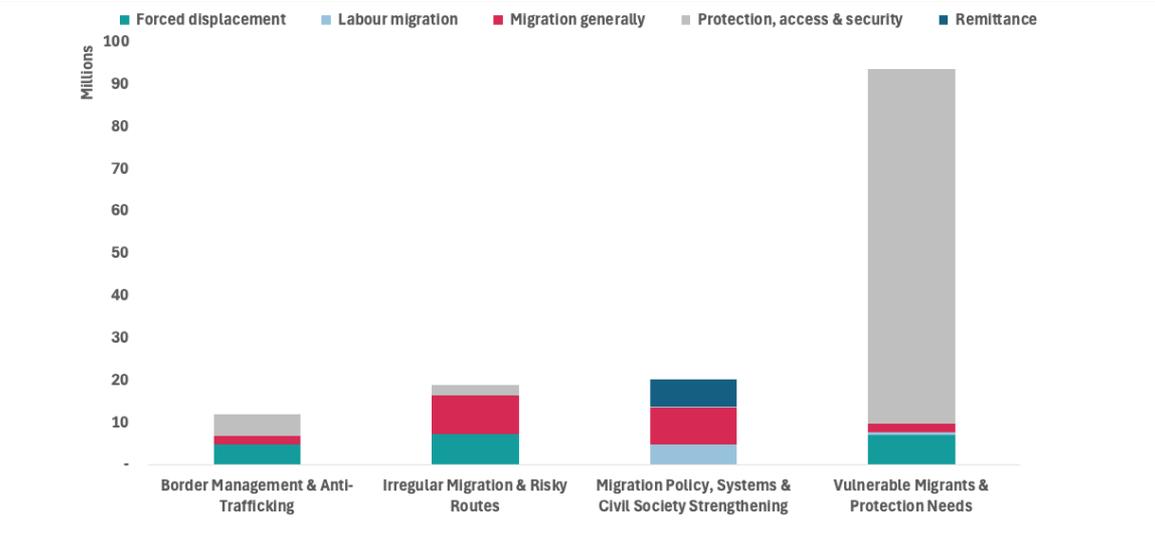
The category **Vulnerable Migrants & Protection Needs** emerged as the most prominent, with a total of CHF 93.48 million allocated across the migration sectors. The vast majority of this funding – CHF 84 million – was classified under Protection, Access & Security, reflecting the ToC's emphasis on addressing immediate needs and safeguarding rights during transit. Smaller shares were associated with Forced Displacement (CHF 7 million), Migration Generally (CHF 2 million), and Labour Migration (CHF 1 million). This concentration confirms that protection-related programming plays a central role in SDC's response to irregular migration, particularly in line with short-term objectives focused on humanitarian assistance, anti-exploitation measures, and basic service access.

The theme **Migration Policy, Systems & Civil Society Strengthening** accounted for CHF 20 million in funding. This was distributed relatively evenly across sectors: Migration Generally (CHF 9 million), Labour Migration (CHF 5 million), and Remittance (CHF 6 million), with smaller contributions to Protection, Access and Security (CHF 0.3 million) and Forced Displacement (CHF 0.003 million). These allocations are aligned with the ToC's medium-term goal of building institutional capacity, improving governance, and engaging civil society as a key actor in irregular migration responses. The multi-sectoral nature of this funding suggests efforts to promote coherence between policy frameworks, legal pathways, and accountability mechanisms.

Irregular Migration & Risky Routes received a total of CHF 19 million, primarily within migration generally (CHF 9 million), Forced Displacement (CHF 7.15 million), and Protection, Access and Security (CHF 2 million). This thematic category assumably corresponds to interventions aimed at reducing reliance on unsafe migration corridors, consistent with the ToC’s emphasis on reducing irregular movement by expanding alternatives and managing transit risks.

The category **Border Management & Anti-Trafficking** represented CHF 12 million in funding, with notable allocations under protection (CHF 5 million), forced displacement (CHF 5 million), and migration generally (CHF 2 million). Although smaller in absolute terms, this theme aligns with the ToC’s assumption that strengthened border governance and anti-smuggling operations play a role in reducing exploitation risks and manage irregular flows.

Figure 29 : Mapping of keyword occurrence related to irregular migration (in CHF million)



Policy Marker Application (2021–2024)

To explore how the SDC’s irregular migration portfolio intersects with broader development priorities, a policy marker analysis was conducted for the sectors Migration Generally and Protection, Access & Security. The data reviewed represents the share of funding under each policy marker relative to the total sector expenditure during 2021–2024, a period in which marker application is considered relatively consistent. These sectors play an indirect yet important role in addressing irregular migration: Migration Generally focuses on comprehensive migration governance, while Protection, Access & Security addresses humanitarian needs and safeguards migrants in transit.

Migration Generally

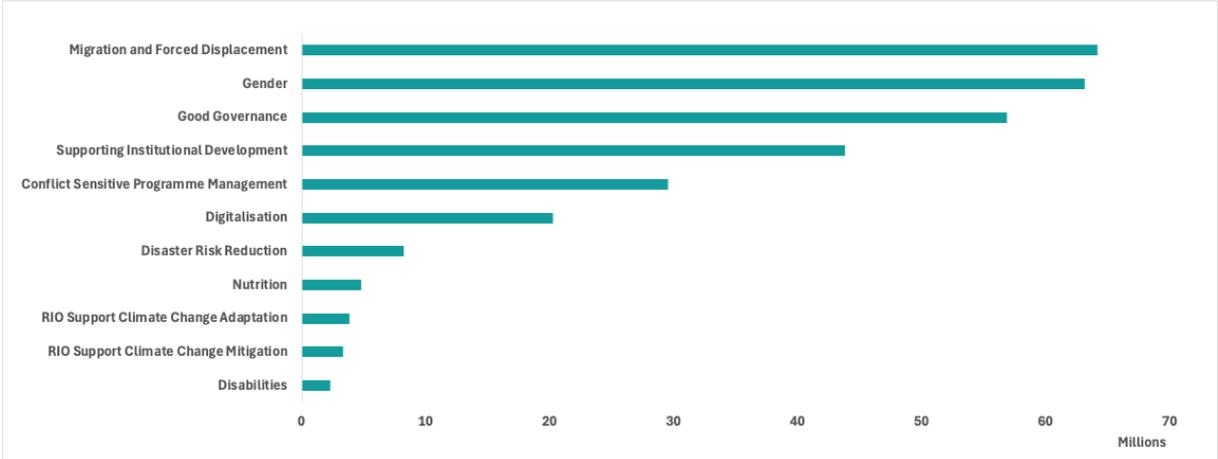
The policy marker data for Migration Generally shows strong integration of several core policy themes that align with irregular migration challenges. Notably, the Migration and Forced Displacement marker applies to CHF 64 million, representing 95% of the sector’s total. This high share reflects the sector’s strategic relevance for addressing irregular migration, especially through policy dialogue, migration systems, and data-based governance.

Gender is another highly represented theme, with CHF 63 million or 93% of sector funding marked, suggesting a consistent consideration of gender-sensitive approaches in migration systems and capacity-building interventions. Similarly, **Governance** accounts for CHF 56.90 million (84.22%), and **Supporting Institutional Development** for CHF 43.81 million (64.85%), confirming the sector’s role in strengthening national migration governance frameworks which represents a foundational element of the Irregular Migration ToC.

Moderate alignment is seen in Conflict Sensitive Programme Management (CHF 29.57 million, 43.77%) and Digitalisation (CHF 20.28 million, 30.01%), while markers such as Disaster Risk Reduction (CHF 8.28 million, 12.26%), Nutrition, Adaptation, Climate Change, and Disabilities fall below 10%. There is no recorded allocation for Biodiversity, Desertification, or Social Inclusion under this sector.

Based on this profile, Migration Generally appears to serve as a key upstream platform for irregular migration prevention by targeting system-wide improvements in governance, gender inclusion, and institutional capacity.

Figure 30 Policy marker use across Migration Generally (2021-2024, in CHF million)



Protection, Access & Security

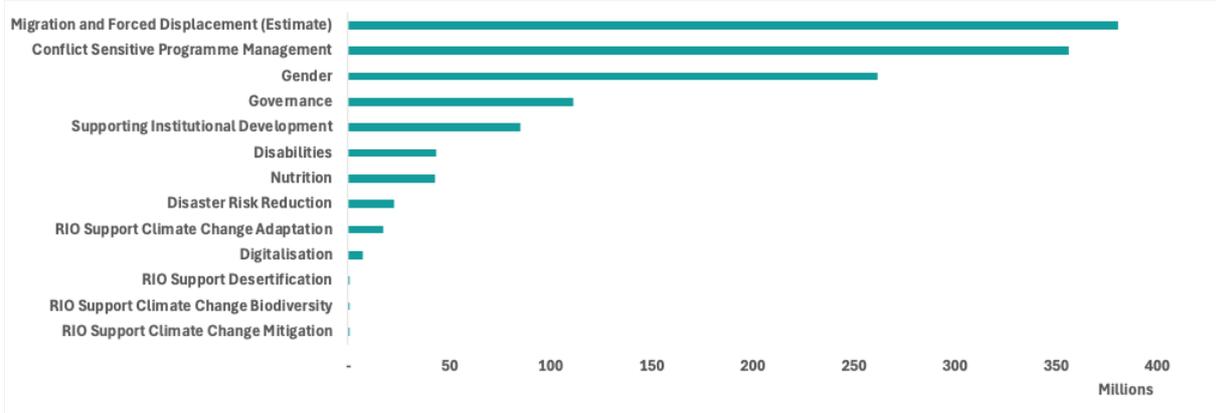
The Protection, Access & Security sector shows a similarly **strong alignment with policy markers relevant to irregular migration**. The Migration and Forced Displacement marker is applied to CHF 380.40 million, amounting to 68.97% of sector funding. This is consistent with the sector’s operational focus on humanitarian response and safe transit that are both key in the Irregular Migration ToC.

Conflict Sensitive Programme Management appears in CHF 356.42 million (64.62%), and **Gender** is present in nearly half of the sector’s funding (CHF 261.43 million, 47.40%). This highlights the prioritization of gender and conflict sensitivity in protection-related programming. Governance (CHF 111.48 million, 20.21%) and Institutional Development (CHF 84.89 million, 15.39%) are less dominant, though still present, suggesting some cross-over with systems strengthening.

A broader variety of markers is observed here compared to Migration Generally: Disabilities (CHF 43.60 million, 7.91%), Nutrition, Disaster Risk Reduction, RIO Support Climate Change Adaptation, and Digitalisation are all represented, though typically below 8% of the overall funding under this sector. Markers related to RIO Support Climate Change Mitigation, RIO Support Biodiversity, and RIO Support Desertification are marginal (each below 0.05%), and Social Inclusion is entirely absent.

Overall, Protection, Access & Security plays a significant role in the transit and destination stages of irregular migration by responding to immediate protection needs, preventing exploitation, and mitigating crisis-induced vulnerabilities.

Figure 31 Policy marker use across Protection, Access and Security (2021-2024, in CHF million)



Horn of Africa as a Case Study for Irregular Migration

The **Horn of Africa (HoA) region**, plays a dual role in irregular migration dynamics – both as a region of origin and as a transit corridor, particularly along the Eastern and Northern migration routes toward the Gulf States and Europe. The portfolio reviewed does not explicitly target irregular migration, several elements align with the ToC for Irregular Migration, particularly in relation to protection during transit, vulnerability reduction, and stabilisation in origin contexts. However, these elements are illustrated in the next section under forced displacement.

Forced Displacement

At a global scale, the following summary is observed:

Sector funding for forced displacement constitutes 20% (CHF 316 million), making it the 2nd largest funded sector in the portfolio, following protection, access and security at 64% (CHF 994 million).

The policy marker allocations (2021-2024) indicate that the forced displacement sector was the highest funded at CHF 159 million. Of this, 82% (CHF 131 million) was marked as *principal* signalling actions that were completely targeted at displacement, while 18% (CHF 28 million) was marked as *significant*, marking partial actions towards displacement.

Under **frame credit** allocations (2017-2024), 75% (CHF 237 million) was disbursed into humanitarian-focused interventions, and a further 24% (CHF 75 million) into development actions.

Geographically, forced displacement funding is highest in the MENA and Sub-Saharan Africa, with each region receiving almost equal funding allocations of 27% (CHF 86 million) and 26% (CHF 82 million), respectively. The other regional allocations include Asia 17% (CHF 52 million), Latin America/Caribbean 9% (CHF 26 million) and Eastern Europe 1% (CHF 4 million). It is worth noting that a distinct 20% was allocated to ‘other’ geographical categorisations, amounting to CHF 63 million.

To understand the portfolio further, the assessment grouped programmes according to key thematic areas per the Forced Displacement ToC, as illustrated below. At the top, actions related to **regional/national coordination and support** account for the largest allocations, where an estimated CHF 195 million (62%) was utilised across 17 projects. As a modality, funding mainly supported large multi-year contributions to key multi-laterals (WFP and UNHCR), INGOs (Caritas, Norwegian Refugee Council, Terre des Hommes) and also towards regional coordination efforts (regional response and policy plans, NGO forums).

Thematic intervention/result areas	2017-2024 (CHF)	%	No. Of projects
Regional/national coordination & support	195,631,825	62%	17
Emergency & humanitarian response	63,738,273	20%	23
Protection, basic needs & legal support	17,594,816	6%	39
Durable solutions & resettlement	17,065,584	5%	16
Border management and migration tracking	10,168,561	3%	8
Livelihoods and job creation	8,315,303	3%	9
Access to health and COVID-19 response	2,295,087	1%	4
Institutional and capacity strengthening	667,353	0.21%	4
Small action grants & micro projects	578,589	0.18%	10
Grand total	316,055,390	100.00%	130

Addressing **emergency or humanitarian response** comes a close second, with funding allocations of up to CHF 63 million (20%) distributed across 23 projects. This category comprises contributions to humanitarian or emergency response funds (UNHCR, UNOCHA) and crisis response activities in Ukraine, Lebanon/Syria, Sudan, Chad, Myanmar and Colombia.

Under **protection, basic needs and provision of legal support**, an estimated CHF 17 million (6%) was allocated to activities related to protecting refugees, children, and host communities. Interventions were spread out across various sectors including water and sanitation, provision of legal assistance, social protection, including cash assistance, gender-based violence response and psychosocial support, and finally, resilience and early recovery programmes. Activities in this category were higher in number (39) but on a much smaller scale, with over three-quarters receiving budgets of under CHF 1 million.

Durable solution and resettlement (including shelter) programmes, were largely present in the Horn of Africa and in Iraq. Per the assessment, an estimated CHF 17 million (5%) was disbursed to 16 programmes. Notably, the largest recipients include the Horn of Africa Regional Durable Solutions Programmes (Somalia, Ethiopia, Kenya), IDSF Internal Displacement Solutions Fund, Regional Housing Program, and Iraq Durable Solutions programme in Kirkuk.

Cross-border and migration tracking programmes account for a further estimated CHF 10 million (3%). The East African Migration Routes programme constitutes the largest recipient at CHF 6 million. Other priorities also include displacement tracking and re-tour programmes.

Horn of Africa as a Case Study for Forced Displacement

From 2021 to 2024, the migration portfolio in the region amounted to CHF 89 million across 35 programmes. Of this, approximately 90% was channelled through two sectors closely linked to irregular migration contexts: Protection, Access & Security (57%) and Forced Displacement (33%). These sectors are core areas of engagement in the ToC for Irregular Migration, which highlights the need to ensure safety, dignity, and humanitarian access for migrants in origin and transit situations.

Within this portfolio, the Humanitarian Aid and CSA instrument accounted for CHF 72 million, with 70% of that funding directed toward protection activities and 25% toward forced displacement. The prominence of these themes – ranging from GBV prevention and child protection to emergency shelter and legal assistance – suggests that the programming is primarily focused on addressing vulnerabilities of migrants in transit or displacement-affected communities. This inference is supported by the inclusion of large-scale, multi-country initiatives such as UNHCR and ICRC appeals, as well as contributions to the Regional Durable Solutions Secretariat (ReDSS).

Notably, **regional-level funding** is mostly directed to Forced Displacement (51%) and Migration Generally (29%), suggesting a focus on cross-border governance, policy frameworks, and displacement systems – themes relevant for addressing irregular migration at a structural level.

In contrast, **country-level funding** was heavily oriented toward protection and humanitarian access (59%) and displacement (35%), with limited investment in governance-related areas like Migration Generally. This trend is especially pronounced in Somalia and Ethiopia, where programming addressed urgent protection and displacement needs, pointing to the countries' roles in both origin and transit contexts. In Kenya and Uganda, funding was almost exclusively directed to displacement-related interventions, reflecting their function as host countries.

In summary, the Horn of Africa case demonstrates that irregular migration-related themes are strongly embedded in the region's programming through protection and displacement responses. These responses are consistent with the ToC's focus on origin and transit contexts.

ANNEX 9: Outline Implementation Plan

NO.	ACTIVITIES	2024		2025												
		Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	
1	INCEPTION PHASE															
1.01	Initial document review (e.g. IC strategies, project reports etc.)															
1.02	First round of interviews with key stakeholders (SDC staff, CLP members)															
1.03	Submission of draft Inception Report to SDC/CLP					10										
1.04	Online CLP meeting for feedback					18										
1.05	Finalisation and submission of approved Inception Report						14									
2	DATA COLLECTION PHASE															
2.01	Preparation for field visits (logistics, interview guides)															
2.02	Conduct field visits in selected countries															
2.03	Desk-based case studies for three selected countries															
2.04	Stakeholder interviews and focus group discussions															
2.05	Preliminary findings Power Point presentation to SDC															
2.06	Comments from SDC to evaluation team															
2.07	Finalisation of findings Power Point presentation to SDC															
2.08	Capitalization workshop in Bern to present immediate findings										15					
3	ANALYSIS PHASE															
3.01	Data analysis and triangulation from multiple sources															
3.02	Drafting of the evaluation report.															
3.03	Submission of draft evaluation report to SDC															
3.04	Comments from SDC to evaluation team											15				
3.05	Submission of draft evaluation report to CLP											22				
3.06	Online CLP meeting to review and provide feedback on the draft report											29				
													TBD/ 12			
4	REPORTING PHASE															
4.01	Incorporate feedback from SDC/CLP into final report															
4.02	Submit final evaluation report to SDC															
4.03	Presentation of findings to SDC to Senior Management															
																TBC

ANNEX 10: Data collection tools

INTERVIEW GUIDE FOR KEY INFORMANT INTERVIEWS

Introduction

Welcome, and thank you for participating in this interview. The purpose of this discussion is to evaluate SDC’s interventions in migration and forced displacement. Specifically, we aim to assess their relevance, coherence, and effectiveness based on your insights and experiences.

Before we begin, I want to assure you that all responses will remain confidential. Any identifying details will be anonymized, and your input will be used solely for evaluation purposes. If we are recording this conversation, we seek your informed consent for the recording and the use of the collected data.

The interview is expected to take approximately 45–60 minutes. Before proceeding, could you confirm that this timeframe works for you?

Interviewee Background

To start, could you briefly describe your role and involvement (your organisation/with SDC’s migration and forced displacement programs)? Additionally, how long have you been working in this field? Your experience will help us better understand the context of your insights.

1. SDC Staff and Policymakers

Relevance:

How do SDC projects align with Switzerland's IC Strategies and foreign migration policy?
What role do you play in ensuring this alignment?
What specific programs (that you are familiar with) have been most effective in addressing migration-related challenges, and why?

Coherence:

How is migration integrated into SDC’s strategic frameworks and operationalized in programs?
What challenges have you faced in mainstreaming migration across different divisions?
Can you provide examples of how SDC’s programs complement other international efforts in migration?

Effectiveness:

What factors have contributed to or hindered the achievement of SDC’s migration objectives?
How do you assess the impact of SDC’s interventions on policy dialogue and governance?

2. International Organization Representatives

Relevance:

How does SDC’s engagement in migration align with global frameworks like the Global Compact for Migration?
What comparative advantages does SDC bring to international migration efforts?

Coherence:

How do SDC’s interventions complement those of other international organizations?
How do SDC interventions compare to those of other donors (e.g. Prospects program of the Netherlands)?
What mechanisms are in place for coordination and information sharing?
Can you describe successful collaborative efforts with SDC on specific migration-related projects?

Effectiveness:

What successes or challenges have you observed in SDC’s collaboration with international partners?
How can SDC enhance its influence on global migration policy? (explore experiences in different organisations UNHCR, IOM, etc.)

3. Experts in Migration and Forced Displacement (including SDC and other Swiss agencies)

Relevance:

What emerging trends in migration should SDC prioritize (e.g., climate-induced displacement, localisation etc)?

How does SDC's approach address the root causes of irregular migration and forced displacement?

Coherence:

How does SDC's work integrate humanitarian, development, and peacebuilding efforts?

What innovative approaches have you seen in SDC's migration-related work?

Effectiveness:

What evidence supports the effectiveness of SDC's interventions in improving migrants' lives?

How can SDC better position itself in global migration governance?

4. Partner Country Representatives and embassy staff

Relevance:

How do SDC's interventions align with partner countries' migration policies and priorities?

What role does SDC play in supporting national migration strategies? As well a Regional economic community level (RECs), especially in harmonizing migration governance approaches?

Can you provide examples of successful SDC programs that have supported national migration strategies?

Coherence:

How are SDC's programs integrated with other development initiatives in partner countries?

What mechanisms ensure complementarity between SDC's work and local efforts?

Effectiveness:

What impact have SDC's interventions had on migration-related challenges in partner countries?

How can SDC enhance its support for partner countries' migration governance?

Note: Interviews with individuals familiar with the programmatic aspects outlined in any of the three Theories of Change will be structured around the relevant ToC, guiding the lines of inquiry and discussion. Moreover, the questions here are starting points, and depending on responses, additional questions will be explored, with particular attention to cross-cutting issues and key themes.

INTERVIEW GUIDE FOR FACILITATED GROUP DISCUSSIONS

Introduction

Thank you for joining this discussion. This FGD is part of an evaluation of SDC's interventions in migration and forced displacement. Our aim is to gather diverse perspectives on these programs (details on the specific intervention will be provided).

Your participation in this discussion is voluntary and confidential. All responses will be anonymized, and no personal identifiers will be included in the analysis. If this session is being recorded, it will only be done with your informed consent.

The discussion is expected to last approximately 60–90 minutes. Before we begin, does this timeframe work for everyone?

Note: The questions below have been framed with the language the evaluation team and the ToR use, but in dialogue with right holders' discussions will be catered to their understanding of their experience and their engagement. In this way each interview and group discussion will need to be tailored to the participating audience.

1. Migrants

Program Access and Impact:

How have SDC's migration programs affected your life or community?

What services or support have you accessed through these programs, and how have they helped?

Program Relevance and Effectiveness:

How well do SDC's programs address your needs and priorities as migrants?

What changes would you like to see in these programs to better support your integration and socio-economic development?

Challenges and Opportunities:

What challenges have you faced in accessing or benefiting from SDC's programs?

What opportunities do you see for improving program outreach and impact among migrant communities?

2. Displaced Persons

Program Support and Protection:

How have SDC's programs supported your protection, and integration needs as displaced persons?

What specific services or interventions have been most beneficial to you?

Program Effectiveness and Sustainability:

Have SDC's programs helped improve your living conditions or access to socio-economic opportunities?

What factors contribute to the sustainability of these programs, and how can they be scaled up or replicated?

Future Needs and Priorities:

What are your ongoing needs and priorities as displaced persons, and how can SDC's programs better address these?

What role should SDC play in supporting durable solutions for displaced populations?

3. Host Community Members

Program Impact on Social Cohesion:

How have SDC's migration programs impacted social cohesion in your community?

What benefits or challenges have you experienced with the integration of migrants/displaced persons?

Program Support for Host Communities:

How do SDC's programs support host communities in managing the impacts of migration? (this may entail individuals, local governments etc).

What initiatives would you recommend improving social inclusion and community relations?

Future Collaboration and Support (be very careful to not raise expectations)

What opportunities exist for future collaboration between SDC and host communities in addressing migration-related challenges?

How can SDC better support host communities in developing inclusive and sustainable migration policies?

ANNEX 11: Works Consulted

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Orders:
E-mail: info.deza@eda.admin.ch

Specialist contact:
Swiss Agency for Development and Cooperation SDC
Evaluation and Controlling
Eichenweg 5, 3003 Bern
deza.evaluation-controlling@eda.admin.ch

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