



Evaluation of Switzerland's multilateral engagement to prevent and address the issue of missing persons in armed conflict and other situations of violence

Federal Department of Foreign Affairs (FDFA) –
Peace and Human Rights Division (PHRD)

3 November 2025

This document entails the evaluation report of the external evaluation of the Multilateral Engagement of Switzerland to prevent and address the issue of missing persons in armed conflict and other situations of violence, as conducted by Gudrun Van Pottelbergh in August and September 2025. The views, findings, interpretations, and conclusions expressed in this report are solely those of the evaluator. They do not necessarily reflect the official policy, position, or opinions of the Ministry or any of its affiliated entities. Responsibility for the content rests entirely with the author.

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List of Abbreviations

Acronym	Full Form
CCHN	Centre of Competence on Humanitarian Negotiation
CTA	Central Tracing Agency (ICRC)
CTA-B	Central Tracing Agency Bureau for the International Armed Conflict between the Russian Federation and Ukraine (ICRC)
FDFA	Federal Department of Foreign Affairs
FLIO	Family Links ICRC Organization
GAM	Global Alliance for the Missing
ICRC	International Committee of the Red Cross
IIMP	Independent Institution on Missing Persons
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
OHCHR	Office of the United Nations High Commissioner for Human Rights
PHRD	Peace and Human Rights Division
SDC	Swiss Agency for Development and Cooperation
SRC	Swiss Red Cross
UN	United Nations
VBS	Federal Department of Defence, Civil Protection and Sport



Executive Summary

1. Introduction and Background

The Peace and Human Rights Division (PHRD) of the Federal Department of Foreign Affairs (FDFA) of Switzerland launched the Diplomatic Initiative on Missing Persons to consolidate the different activities within the division around this topic, creating a clear and comprehensive overview. This initiative involves Switzerland’s multilateral engagement to prevent and address the issue of missing persons in armed conflicts and other situations of violence, in addition to activities related to this topic in priority countries, connections to peace processes, and the application of new technologies. Since 2018, PHRD has supported activities related to the missing through various initiatives, beginning with its backing of the International Committee of the Red Cross (ICRC) Missing Persons Project.

2. Methodological Approach

In 2025, PHRD identified the need for an external evaluation of its initiative regarding missing persons to assess its alignment with Switzerland’s foreign policy priorities. The evaluation aimed to provide an evidence-based and critical analysis of the outcomes of the Diplomatic Initiative, along with tailored and practical recommendations for future action. The evaluation applied a contribution-based approach to reflect the intricate, multilateral, and diplomatic character of Switzerland’s engagement on the issue. The central evaluation question was: “How has Switzerland’s involvement contributed to the prevention of and effective response to cases of missing persons?” The evaluation utilized a mixed-methods approach, including the review of more than forty documents, key informant interviews with 28 individuals involved in the Diplomatic Initiative.

3. Findings

Each evaluation criterion was rated on a four-level scale: 1) **Highly Unsatisfactory**, 2) **Unsatisfactory**, 3) **Satisfactory**, or 4) **Highly Satisfactory**. These ratings measure how well the initiative met the objective for each criterion—ranging from serious shortcomings to fully meeting expectations. The following scorecard summarizes the Diplomatic Initiative on Missing Persons’ performance across these key criteria.

Scorecard Table

Criterion	Rating	Icon	Comment
Relevance	Highly Satisfactory		Relevance confirmed at multiple levels and expected to remain in the future
Effectiveness	Satisfactory		Effectiveness confirmed for various activities; potential for improvement
Coherence	Satisfactory		Several opportunities to strengthen coherence at various levels
Sustainability	Unsatisfactory		Initiative dependent on Swiss support despite growing donor interest
Efficiency	Satisfactory		Resources used appropriately; efficiency within GAM can be improved
Impact	Satisfactory		Impact exists even when systemic change is not yet reached

Relevance: The PHRD’s engagement on missing persons aligns with Switzerland’s broader foreign policy objectives. The Diplomatic Initiative aims to contribute to five objectives of the Foreign Policy 2024-2027. The topic of missing persons continues to gain importance due to the rise in the number of conflicts and other situations of violence. Additionally, there are different interpretations of the topic, which highlight the complexity and multifaceted nature of addressing the issue of missing persons. The



initiative's flexible, context-sensitive strategies are essential for effective dialogue and advocacy. The evaluation fully confirms the relevance.

Effectiveness: Since 2018, the Diplomatic Initiative has produced a variety of measurable outcomes across its different components. The Global Alliance on the Missing (GAM) increased the topic's visibility on the multilateral agenda by offering a platform for dialogue and delivering joint statements. However, the effectiveness of the initiative is not solely about measurable outputs. Even when there remains potential for improvement, the initiative has also fostered trust and facilitated the sharing of best practices and lessons learned, which has enhanced the overall capacity of involved parties to address the issue of missing persons more effectively.

Coherence: Over the past three years, coherence has notably advanced, especially with the establishment of the Diplomatic Initiative, which aims to strengthen internal collaboration and reinforce synergies among missing persons initiatives, dealing with the past efforts, and mediation activities. Domestically, linkages related to missing persons and migrants in Switzerland have deepened, with the PHRD positioned as a facilitator for exchanging experiences between national developments and international best practices. The Diplomatic Initiative on Missing Persons has coordinated its efforts with the Diplomatic Initiative on Missing Migrants, while recognising the distinct nature of each initiative. Its multi-component structure enables cross-fertilisation and the creation of synergies across all levels—from multilateral organisations to individual families of the missing. There remain opportunities to further fortify regional cooperation and build mutual understanding to more effectively connect multilateral and national activities.

Sustainability: Swiss support has significantly contributed to formalising the issue of missing persons, particularly through the efforts of the GAM and the ICRC. Local-level interventions are designed to support national ownership and long-term sustainability within the constraints of the context. However, financial constraints and ongoing restructuring within the ICRC pose challenges for sustaining the missing persons' file. The absence of an exit strategy for the Diplomatic Initiative at the multinational level may make the initiative vulnerable, and ongoing financial and political backing from Switzerland is crucial to maintain momentum.

Efficiency: Resources under the Diplomatic Initiative have been used efficiently. The assessment shows a clear appreciation of the investments made by Switzerland in terms of funds, time, and personnel. The initiative has effectively leveraged its resources to achieve significant outcomes, including the establishment of the GAM and the enhancement of the ICRC's capacity to address the issue of missing persons. The efficient use of resources has also enabled the initiative to maintain flexibility and adapt to changing circumstances, ensuring that it remains responsive to emerging needs and priorities.

Impact: Switzerland's Diplomatic Initiative on Missing Persons has yielded significant direct results, particularly through its engagement with the GAM. Swiss involvement has substantially increased the visibility of the issue at the multilateral level, positioning Switzerland as a key driver of the topic. The initiative has also generated notable indirect results, making it possible to approach the issue of missing persons as a neutral domain, minimising accountability pressures and facilitating cooperation. However, the long-term effects are challenging to determine since sustainability measures have not yet been consolidated, though signs of systemic change exist.

4. Conclusions

The Diplomatic Initiative on the Missing has significantly contributed to raising visibility and awareness of the issue of missing persons. It has invested in positive developments at various levels of the international architecture. The GAM has filled a previously existing gap by providing an institutional home for the topic at the multilateral level. Since 2018, it has produced measurable outcomes, fostered stronger relationships and trust among stakeholders, and facilitated the sharing of best practices. However, there remains potential for improvement, particularly in connecting multilateral, regional and national levels. The initiative's overall multi-component structure offers the best promise for cross-fertilisation and enhancing synergies at the regional level.



5. Recommendations

Continue Financial Support: Ensure ongoing financial support to maintain the current level of operations and services.

Reconfirm Diplomatic Initiative Objective: Reaffirm the objective of the Diplomatic Initiative as the Right to Know, while acknowledging transnational justice and humanitarian diplomacy as complementary approach.

Improve Coherence within PHRD: Enhance alignment and continue to ensure coordination across all departments. Avoid politicization and institutionalization to keep the initiative agile and effective

Increase Impact: Strengthen the linkages within the multi-track approach of the Diplomatic Initiative to maximize its impact.

Advance Regional Support: Explore ways to support regional champions and foster peer-to-peer exchanges under the GAM.

Build Bottom-Up Capacities: Continue to develop capacities at the grassroots level, particularly focusing on families and family associations.

Maintain Flexible Budgeting: Keep a flexible and risk-friendly approach to budgeting and project management.

Improve GAM Modalities: Enhance the working modalities of the GAM to anticipate future discussions with clear decision-making structures.

Strengthen Dialogue on Missing Migrants: Further enhance structured dialogue and exchange with the Diplomatic Initiative on Missing Migrants.

Act as a Bridge for Domestic Actors: Serve as a bridge for domestic actors to learn from international best practices on mechanisms for the missing



1. Introduction

1.1 Background

The Peace and Human Rights Division (PHRD) of the Federal Department of Foreign Affairs (FDFA) of Switzerland has launched a Diplomatic Initiative on ‘Missing Persons with the aim to consolidate all individual actions within the division around a single theme, creating a clear and comprehensive overview. This initiative involves Switzerland’s multilateral engagement to prevent and address the issue of missing persons in armed conflicts and other situations of violence in addition to activities related to this topic in priority countries, connections to peace processes, and the application of new technologies.

The Diplomatic Initiative on Missing Persons is founded upon the intervention logic that strengthening prevention and efforts to locate missing persons at international, regional, and local levels can play a crucial role in rebuilding trust among conflict parties and communities, thereby fostering sustainable peace. Accordingly, the Initiative is structured around four core objectives, which inform the organization of its activities and the Theory of Change, which is included in Annex 1:

Objective 1 - Multilateral:

- Advancing and further developing the Missing Persons agenda in regional and global discussions to improve prevention and the implementation of international laws, standards, norms, and cooperation mechanisms.
- Support to ICRC’s Missing Persons Project (2018-2022) and to permanent entity since 2022: ICRC Missing Persons Center
- Support to 2021-created Global Alliance for the Missing
- Connections with specific issue of missing migrants (through Rabat Process)

Objective 2 - Geographical/Operational:

- Raising awareness among relevant national actors and initiating concrete, context-specific measures concerning missing persons. Operational implementation focuses on effective prevention of disappearances, searching for and identifying missing persons, and providing information to the families left behind.
- Local engagement in a number of priority contexts, including Caucasus, Colombia, Mexico, Sri Lanka, Syria, Ukraine and Western Balkans.

Objective 3 - Thematic:

- Further exploring the link between missing persons, dealing with the past, and peace processes, as well as developing new tools.

Objective 4 - Thematic:

- The use of new technologies contributes to more efficient searches for missing persons, and the responsible use of data is ensured.



Since 2018, PHRD has supported activities related to the missing through various initiatives, beginning with its backing of the International Committee of the Red Cross (ICRC) Missing Persons Project. This project aimed at convening experts, representatives of families, States, and other key stakeholders to exchange best practices and promote existing technical standards concerning missing persons. In 2021, Switzerland and the ICRC established the Global Alliance for the Missing (GAM), seeking to raise awareness at both global and regional levels, encourage the implementation of international commitments, and foster collaboration and the sharing of best practices. By 2025, its membership had grown to thirteen countries¹ and is currently co-chaired by Switzerland and Croatia, with the ICRC serving as Secretariat. Subsequent years witnessed the creation of critical national mechanisms with Swiss support, such as the Central Tracing Agency Bureau (CTA-B) for the International Armed Conflict between the Russian Federation and Ukraine in 2022 and the establishment of an independent institution for missing persons in Syria (IIMP). The conclusion of the Missing Persons Project in 2022 led to the formation of a permanent entity within the ICRC dedicated to global advocacy on this issue, the Missing Persons Center, also referred to as the Advisory Unit. This unit now serves as PHRD's primary partner for multilateral engagement on the topic. Additionally, PHRD supported the ICRC's Data Transformation Programme from 2022 to 2025 to strengthen its data capabilities.

1.2 This Evaluation

In 2025, PHRD identified the need for an external evaluation of its initiative regarding missing persons to assess its alignment with Switzerland's foreign policy priorities. The evaluation aimed to provide an evidence-based and critical analysis of the outcomes of the Diplomatic Initiative, along with tailored and practical recommendations for future action. The objectives of the evaluation were as follows:

➤ Accountability (retrospective)

- ❖ Analyse the relevance of PHRD activities within multilateral engagements regarding missing persons.
- ❖ Identify and assess outcomes and performance
- ❖ Examine the interaction between PHRD activities at different levels.

➤ Learning (prospective):

- ❖ Identify good practices and areas where improvement is possible.
- ❖ Provide recommendations for Switzerland's future involvement in Diplomatic Initiatives and partnerships.

The evaluation was intended to assess key aspects of PHRD's involvement in the issue of missing persons from the beginning of the Missing Persons Project in 2018 through December 2024. While the primary focus is on multilateral engagement, the assessment encompassed connections with local initiatives in priority contexts as well as linkages to the initiative addressing missing migrants. The primary audience for this evaluation consisted of FDFA staff, with particular emphasis on those from PHRD. The secondary audience included partner institutions such as the ICRC, GAM, and other relevant agencies. In accordance with FDFA requirements, the outcome of the evaluation will be public.

¹ Current members of the GAM are Argentina, Azerbaijan, Colombia, Croatia, Estonia, the Republic of Korea, Kuwait, Mexico, Nigeria, Norway, Peru, Switzerland and The Gambia



1.3 Evaluation Design and Methodology

The evaluation applied a contribution-based approach to reflect the intricate, multilateral, and diplomatic character of Switzerland’s engagement on the issue. The central evaluation question was: “*How has Switzerland’s involvement contributed to the prevention of and effective response to cases of missing persons?*” The evaluation criteria of the Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) guided the assessment, with particular emphasis placed on relevance, effectiveness, and coherence. In this report, each evaluation criterion is introduced by a basic rating in the form of a scoring card. The evaluation framework is included in Annex 2.

The evaluation utilized a mixed-methods approach, including the review of more than forty documents², key informant interviews with 28 individuals involved in the Diplomatic Initiative (a list is included in Annex 3). A visit to Bern and Geneva took place in September 2025, including face-to-face interviews and a visit to the ICRC. The evaluation reflected on two country contexts, namely Ukraine and Syria, to better understand local engagement in priority contexts, while identifying synergies between multilateral and local efforts. Ukraine was chosen due to its current relevance and Switzerland’s support for the establishment and the operationalizing the CTA-B. Syria was selected to combine headquarters and field perspectives, and to evaluate how the topic serves as an entry point in peace processes.

The evaluation faced only minor limitations, such as a brief delay in data collection due to key informant availability and some staff turnover within PHRD. Most informants were accessible and willing to participate, with confidentiality maintained throughout. Only the current co-chair of GAM was not able to participate in the evaluation. The group of informants included persons not only from FDFA, but also external contacts from INGOs, partner organizations and other States, reflecting the diversity of stakeholders and complexity of Switzerland’s engagement. The main challenge remains effectively summarizing all relevant activities due to the scope and reach of the Initiative. As a result, the evaluation offers a strategic overview and recommendations, rather than an in-depth exploration of every aspect.

² Including project files, overview materials, GAM working modalities, plan of action, internal communications, concept notes, mission reports, declarations, statements, country-specific activity reports, updates on FDFA-supported CTA activities, and related project proposals and reports



2 Findings

2.1 Relevance

Highly Unsatisfactory	Unsatisfactory	Satisfactory	Highly Satisfactory
			<i>Relevance confirmed at multiple levels and expected to remain in the future.</i>

The PHRD's engagement on missing persons aligns with Switzerland's broader foreign policy objectives; however, further unpacking is required to fully grasp the nuances of this subject. The Diplomatic Initiative aims to contribute to five objectives of the Foreign Policy 2024-2027, but in practice, a prioritization of objectives took place. Especially, objective 11 on support to international Geneva through the support to the ICRC and objective 15 on promoting humanitarian matters as it aligns with Switzerland's role as a signatory to the Geneva Conventions and their Additional Protocols, have benefitted from the Initiative. Objective 27 on digital governance has been mainly served due to the support to the Data Transformation of the ICRC.

There is ample evidence that addressing the topic of missing persons contributes to peacebuilding and reconciliation³, thus making the initiative relevant for objective 13 on peace promotion and for the 2025-2028 Strategy on International Cooperation. However, it is necessary to make the difference between two different interpretations of the topic, namely the 'right to know' and the 'right for accountability'. The evaluation has demonstrated that these two interpretations have been used intermittently and can be difficult to separate in sensitive contexts. Within Switzerland's overall peace and human rights initiatives, both perspectives hold importance, however for humanitarian diplomacy purpose; it is the first interpretation, namely the right for families to know what happened to their relatives, which is most pertinent. Even more so, key interlocutors deem this interpretation to fit best with the neutrality status of Switzerland, the Geneva conventions and ICRC's mandate. Promoting the 'right to know' enhances the credibility of both and is judged to facilitate engagement, foster inclusiveness and offer more operational space. As such, the Diplomatic Initiative primarily aims to uphold the 'right to know' and adopt a humanitarian approach in terms of IHL. It acknowledges the significant humanitarian impact of disappearances and recognises the complementary role of accountability in this context.

The most relevant approach depends on the specific context, and flexible, context-sensitive strategies are essential for using the issue of missing persons as an entry point for dialogue and advocacy in conflict situations and for human rights promotion under as objective 25. The space for promoting accountability varies depending on the country context in which individuals have gone missing, the degree of polarization as well as the focus of partners and the contextualization within broader international developments. This is reflected in the guidance developed by PHRD and Swiss Peace on addressing cases of missing persons, which emphasizes varied approaches without imposing judgment. Recognizing and selecting the most appropriate methodology for each situation enhances the role of missing persons as an effective entry point for dialogue in conflict-affected areas, as under objective 13. For example, in Syria, the humanitarian (i.e. IHL-related) focus of the Diplomatic Initiative enabled Switzerland to advocate for the IIMP with the former authorities. Initially, it was considered crucial to determine who was responsible and where the individuals or bodies were located, in order to provide information to the families. This step was prioritised before introducing accountability as a complementary process.

The topic of 'missing persons' continues to gain importance due to the rise in number of conflicts and other situations of violence. In 2024, the ICRC registered 56,000 new missing

³ For example, ROBINS (Simon) and STOKWELL (Jill). *Addressing missing persons arising from armed conflict as a driver of peace: Towards a research agenda*. IN: International Review of the Red Cross (2024), 106 (927), 1108–1131. IHL & Peace.



persons cases, up from over 40,000 in 2023. The ICRC is currently tracking 255,000 missing people overall. With the number of armed conflicts already reaching 120 in 2025, this number will likely increase further. The fact that in March 2023 the parties (Russia-Ukraine) have requested the activation of the the CTA-B is another indication of the importance of the topic, not only as accounting mechanism for missing persons and their families, but also as a neutral intermediary mechanism between two parties to the conflict.

The type of conflict does impact the relevance of the topic, also with reference to the two interpretations of the matter. Whereas in situations where internal tensions led to the disappearance of persons, accountability is a rather confronting and difficult matter leading to a rapid politicization of the file during and after the conflict, there is more openness about the topic in all its facets in international conflicts where obligations and responsibilities under International Humanitarian Law (IHL) are clear. Considering the current rise of armed conflicts, preparation of capacities to implement international commitments is deemed to be increasingly relevant.

The engagement of Switzerland was relevant in terms of existing gaps in the multilateral space to advance the topic of the missing persons in a as much as possible apolitical and neutral manner. There are three reasons identified for it:

- 1. First, multilateral engagements on missing persons took place, including the adoption of Security Council Resolution 2474 in 2019**, promoted by Kuwait. The mandate of the Working Group on Enforced and Involuntary Disappearances of the Human Rights Council has been recently renewed in October 2023. Yet, for some countries and actors, these developments have limitations as it brings along political sensitivities, especially where the topic is an internally debated element. The promotion of the missing persons file was deemed to be underrepresented at multilateral level.
- 2. Second, the missing persons file is clearly a niche area, which has received relatively little attention by and funding from other donors** – only a small group, such as Norway, Luxemburg and the Netherlands were identified. As such, it is a field where Switzerland can play a meaningful role based on its expertise, reputation and as host country of the ICRC and depositary state of the Geneva Conventions. Until today, there are few to no other comparable actors active in this field who use funding and diplomatic leverage to push the file forward.
- 3. Third, at the onset of the engagement in 2018, the file was deemed an appropriate topic for the humanitarian diplomacy section** as it was holistic, complementary to other projects and offered a content-driven cooperation between PHRD and ICRC, extending beyond the ICRC partnership with the Swiss Development Agency (SDC). The advantage of PHRD collaborating with the ICRC on the Missing topic lies in PHRD's extensive expertise, which enhances the partnership beyond mere financial support. While the SDC provides core funding to the ICRC, PHRD concentrates on financing specific activities where project funding and diplomatic leverage complement each other, aligning with PHRD's usual approach. Furthermore, promoting the issue of missing persons is perceived to enable Switzerland to continue its unique profile to promote and defend IHL and human rights mechanisms in line with international developments, such as UN Resolution 2474, whilst also enhancing its credible status to offer peace mediation and dialogue facilitation.

Finally, the relevance of the file has been maintained in the past seven years due to the gradual and flexible approach to respond to identified needs and gaps. The absence of a strategy on the file may be perceived as a weak element at first, yet it resulted in an opportunity-driven approach based on identified opportunities and requests:

- Before 2018, the ICRC had occasionally focused on promoting the topic on missing persons with an important milestone being the 2003 International Conference on the missing, leading to development of forensic work in the ICRC. Yet, the project-based approach missed a permanent focus and was founded mainly on the experience of the 1990s in the Balkans. By 2018, the context had changed, including the growing importance of migration, the need to bring together



stakeholders and to support family associations. This resulted in the creation of the Missing Persons Project to create norms, to build a community of practice and to take stock.

- In 2020, the 150th anniversary of the CTA provided an opportune momentum to expand its financial, technical and political support to the CTA and to create a group of friends in response to the need to provide more visibility and attention to missing persons. This led to the creation of the GAM by ICRC and Switzerland in 2021.
- In 2022, the end of the Missing Persons Project demonstrated outstanding needs, reinforcing sustainability and credibility, whereas it coincided with an institutional refocus on ICRC core mandate. This resulted in a permanent advisory and engagement entity.
- The support to selected workstreams under the CTA Transformation Programme in 2021 and 2022 included the conduct of a Data Orchestration Feasibility Study. The results of the Study identified the need to upgrade internal technological capacities. In response, PHRD launched a new financial support to the ICRC to enhance CTA Tech and Data Portfolio of Tools and Services from 2022 to 2025, filling a clear gap of the CTA.

2.2 Effectiveness

Highly Unsatisfactory	Unsatisfactory	Satisfactory	Highly Satisfactory
		<i>Effectiveness confirmed for various activities, yet remaining potential for improvement.</i>	

Since 2018, the Diplomatic Initiative has produced a variety of measurable outcomes across its different components, as outlined in Annex 4. However, the effectiveness of these activities varies depending on their specific nature. Factors contributing to effectiveness included a flexible approach that enabled adaptation and reduced rigidity. Additionally, strong working relationships and mutual familiarity between staff of PHRD and ICRC—strengthened through prior roles—supported open, transparent, and proactive discussions, moving beyond traditional donor-implementer dynamics. Project objectives, such as those of the Data Transformation Programme, were adjustable in response to external challenges impeding progress. Conversely, several factors hindered effectiveness, including increased conflicts and a rise in the number of missing persons, which expand the needs to be addressed and limit achievable outcomes. The current operational environment, combined with financial constraints persisting from previous years, has also affected potential progress and necessitated repeated justification of objectives. Furthermore, the relative newness of GAM and its ambitious targets mean that not all objectives have been fulfilled. Finally, in particularly sensitive country contexts, the issue of missing persons can become rapidly politicized, making progress at the multilateral level highly dependent on domestic-level buy-in.

The GAM increased the topic's visibility on the multilateral agenda by offering a platform for dialogue and delivering joint statements at various occasions, but the initiative is still in its early stages and there are questions regarding whether its activities will be sufficient for the future. Stakeholders indicated that the GAM addressed a gap at the multilateral stage, particularly regarding the advocacy for the 'right to know.' The GAM introduced an additional layer of dialogue on the topic, facilitating exchanges not only between States but also supplementing discussions between civil society and States. A key result of GAM was that it facilitated the ICRC's access to multilateral discussions on the topic with the intention to raise awareness and encourage political attention on the issue. For instance, the topic was brought up in the Security Council in 2023 and 2024 and under the Arria formula process, which was noted as a significant development.



However, it is difficult to accurately assess the effectiveness of disappearance prevention efforts based solely on the number of statements is challenging; a more qualitative analysis is more appropriate:

- Although the GAM was not established as a Group of Friends, it has not yet formed an alliance beyond issuing joint statements. The GAM does not currently function as a unified group able to fully engage its members. The issuance of statements has typically been driven by opportunities identified by members rather than following a defined intervention strategy, even when some focus areas were loosely identified, such as dignified treatment of the deceased in 2024. The results of GAM thus depend very much on the engagement of its members, and the position of these members, e.g. temporary membership on the Security Council.
- An additional challenge facing GAM is the necessity of sustaining effective depoliticized engagement. GAM must carefully navigate the balance between humanitarian objectives and state-driven agendas, even when Switzerland's role as permanent co-chair offers a valuable opportunity to leverage neutrality. Historical experiences and national interests continue to shape States' stances on these matters.
- There remain further opportunities within the GAM framework. There have been instances where national and regional initiatives and structures have been directly strengthened; for example, Mexico has collaborated with the University of Lausanne to enhance forensic capacity for the national prosecutor, facilitating knowledge exchange. Nevertheless, stakeholders believe that GAM could—and should—foster more such opportunities in a systematic and intentional manner.

The Missing Persons Centre continues to serve a significant function by supporting the GAM and advancing the ICRC's advocacy on issues related to missing persons and migrants.

The Missing Persons Centre builds on the results of the four-year Missing Persons Project, initiated in 2018, which established a solid foundation for continued work in this area. The Centre's accomplishments include convening stakeholders, developing guidance materials, providing technical assistance, and facilitating knowledge exchange. The Centre has consolidated expertise and best practices into practical tools designed to assist States in addressing these challenges. The creation of the Missing Persons Toolbox remains an ongoing effort though. Additionally, the Centre has provided technical support to both local and national authorities, with notable achievements such as supporting the establishment of the Office of Missing Persons in Bougainville. Another initiative includes Swiss-funded assistance to the NGO Bridge in Abkhazia, contributing to the search, recovery, identification, and return of human remains for individuals who went missing during the 1992-1993 Georgian-Abkhaz conflict. A key milestone is the biennial International Conference for Families of Missing Persons—held in 2023 and scheduled again for 2025—which offers a unique platform for families worldwide to share experiences and empower themselves as agents of change.

Through collaboration between the ICRC and the Centre of Competence on Humanitarian Negotiation (CCHN), a fruitful programme was developed to build the capacity of families of missing persons for their interactions with authorities.

This initiative led to the creation of a tailored training programme, which included four online workshops, one in-person training session, and two facilitator trainings, involving nearly 100 family representatives from over 22 countries. The approach combined CCHN's training methodologies and the ICRC's networks. The training was informed by a needs assessment phase, resulting in a participatory format that enabled families to share experiences and gain practical, contextual skills for engaging with relevant stakeholders.

Swiss support for the CTA's Data Transformation Programme did not fully meet its intended objectives.

Effectiveness was influenced by internal challenges within the ICRC, while PHRD adapted to changes throughout the process. Financial support contributed to workstream 2, leading to outputs that strengthened the ICRC's searching methods and tools. In workstream 4, progress toward data orchestration and digitalization resulted only in a feasibility study in 2021, with implementation starting but subsequently paused. A data breach discovered in January 2022 affected the CTA and Family Links Network data systems and delayed further developments. Consequently, PHRD provided



additional funding from 2022 to 2025 to enhance the CTA technology and data portfolio of tools and services. Only certain components, such as improvements to the Family Links ICRC Organization (FLIO) website services, were realized. In 2023, an internal financial crisis prompted a review of the approach and adoption of reduced budget options, resulting in further delays. The new phase of data orchestration was paused again in September 2023 following the ICRC Strategic Transformation Portfolio Review.

Switzerland financially supported the CTA-B for the International Armed Conflict between the Russian Federation and Ukraine since its establishment in March 2022. In general, the results achieved by the CTA-B are considered very positive, not only in terms of number, but also to implement the commitments and responsibilities of States under international humanitarian law. ICRC is able to act as a neutral intermediary body and to collect and share information about the fate of tens of thousands of missing persons, both civilian and military.⁴ It successfully collaborates with the National Information Bureaus of the conflict parties and applies a comprehensive data collection strategy to search for information on missing persons, including from families, ICRC detention visits, National Societies and open sources. Since CTA-B began operations, 170,000 requests have been submitted for more information on missing persons. Of these cases, 20% have been resolved. There continues to be significant need, and CTA-B uses various tools and technologies, including network analysis and GPS locations, to conduct this work.

2.3 Coherence

Highly Unsatisfactory	Unsatisfactory	Satisfactory	Highly Satisfactory
		<i>There remain several opportunities to strengthen coherence at various levels.</i>	

The Diplomatic Initiative on Missing Persons uses a multi-track approach with various stakeholders across different levels. Coherence has improved over the past three years, particularly with the creation of the Diplomatic Initiative to enhance internal coherence and further reinforce collaborative efforts addressing the past and the issue of missing persons. However, there are still opportunities to further enhance synergies.

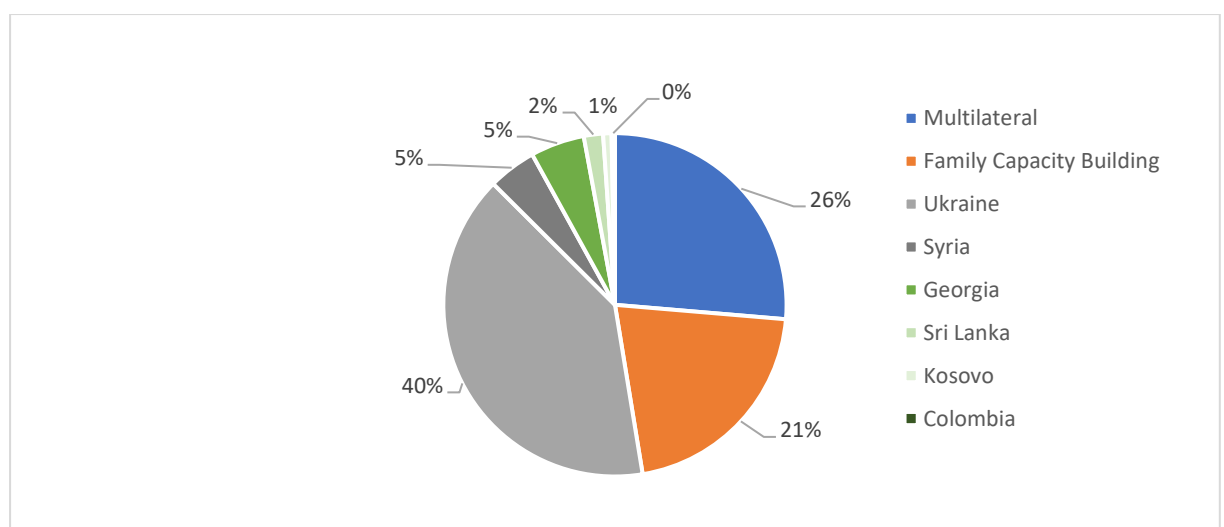


Figure 1: Distribution of PHRD Budget for missing persons

⁴ Exact numbers as of August 2025 can be found under Outputs in Annex 3.



The file on the missing is relevant for thematic sections and geographical desks in PHRD, however a specific internal coordination structure is still absent. Indeed, the Diplomatic Initiative has supported both multilateral and bilateral engagements to promote the issue of missing persons. Alongside activities at the multilateral level under objective 1 and efforts to support new technologies under objective 4, since 2018, PHRD has initiated project support aimed at strengthening the capacities of local stakeholders in key contexts, including Kosovo, Sri Lanka, Colombia, Libya, Syria, Ukraine, and Georgia, under objective 2 of the Initiative. In fact, the budget is almost evenly divided between country-specific and multilateral engagements, as shown in Figure 1. While the recent Diplomatic Initiative aims to unify these activities within a single framework, coordination between thematic and geographic focal points currently remains ad hoc and person-driven, and there is potential to enhance coherence within PHRD and explore further opportunities for synergies and sharing of lessons.

An exploration of the case-study of Ukraine demonstrates the need for the country desks, and focal point on missing persons to coordinate. The missing persons file in Ukraine has a long history even before 2022. By now, it receives financial support from PHRD for overall ICRC activities, including the Missing Persons Centre's advocacy and awareness efforts. Additionally, separate funding is allocated to CTA-B using Switzerland's dedicated budget for Ukraine, available until 2036, and the delegation in Ukraine has contributed through support to negotiations and in-kind donations complementing other international efforts. In general, ideas for local projects on missing persons originate from the desk and/or Human Security Advisor. This targeted resource allocation requires coordinated long-term planning with all focal points and there are current intentions to move away from an ad-hoc support to the file in Ukraine to a more strategic and coordinated approach.

Achieving Objective 3 of the Diplomatic Initiative to use the issue of missing persons to foster trust between conflicting parties requires cooperation between mediation experts and humanitarian diplomacy within PHRD. Even when related activities from different sections eventually converge under the common goal of peace, coordination and information sharing have generally been limited in practice. Individual PHRD units approach this issue from distinct perspectives, assign differing levels of priority to it, and may not be fully informed about related initiatives undertaken by other units. Prevention and solving of missing persons are seen as one mediation tool, with process often prioritised over topic.

The situation in Syria shows the participation of multiple sections of PHRD at country level and demonstrates the importance of coordination between the mediation and humanitarian diplomacy section under the lead of the Peace-MENA section. Switzerland, together with ICRC, supported the drafting of UN General Assembly resolution A/77/L.79 to establish the IIMP and promoted a victim-centred approach. In addition, the Peace-MENA section, supported by the mediation section of PHRD assisted OHCHR in drafting the Terms of Reference of the IIMP, although it is deemed not perfect due to location and degree of national ownership, also because the national context in Syria has changed in 2024 and has allowed better access to the country.

At the same time, the Peace-MENA section together with the Human Security Advisor worked on the preparation of projects to support family associations on missing persons in Syria responding to requests from civil society. After the fall of the regime in December 2024, dialogue with the transitional authorities took place, which remains complex and highlights a number of technical and operational challenges, including sharing of personal data. The possible degree of ownership has increased with the Syrian National Commission on Missing persons, established in May 2025, which requires technical support and capacity-building, and has to explore cooperation with the IIMP. Coordination between international stakeholders becomes increasingly important. The example of Syria shows the evolving needs of the file on missing persons depending on the political context in country and requires regular exchange between PHRD sections to align approaches, under the lead of the Peace-MENA section.

Similar to other countries, the issue of missing persons is also relevant at domestic level in Switzerland. While it may initially appear unconventional to consider such matters in the context of an FDFA initiative, there are significant opportunities for synergy and the application of best practices when integrating domestic and international efforts related to missing persons.



- **First, there are organizations in Switzerland addressing the issue of missing persons.** The Swiss Red Cross (SRC) has traditionally taken responsibility for this topic, generally approaching it inclusively without distinguishing between missing persons and missing migrants. The work of the SRC implies cooperation with domestic actors, such as the police, but also with international partners, especially Movement partners to restore family links. Also, the Swiss Armed Forces have responsibility in accordance with the Geneva Conventions, especially for prisoners of war, missing military personnel and management of death soldiers with possibility to support the civilian missing cases. Since 2018, the topic is subject of growing attention and capacity strengthening.
- **Second, Switzerland and the SRC jointly submitted pledges to the International Conference of the Red Cross and Red Crescent**, for example in 2024 on “Missing and dead persons and information to their families in situations of armed conflict”. These include commitments to clarify cases and their management within Switzerland, as well as encourage relevant actors in Switzerland to further address this topic at both the national and international levels. Collaboration between PHRD and the SRC has taken place based on identified needs, notwithstanding that PHRD staff are generally not familiar with domestic issues and that cooperation tends to be occasional and ad hoc.
- **Third, related working groups brings together domestic stakeholders, with occasional involvement from the FDFA to enhance international perspective.** The FDFA’s participation lends authority to working group discussions and signals political commitment at the international level, with the aim that similar engagement will be fostered domestically, especially as national awareness remains limited. The establishment of the GAM has validated these discussions while also opening further channels for knowledge exchange with international partners and stakeholders. This is particularly relevant in relation to Ukraine but also extends to broader considerations such as dealing with the past and reconciliation. Indeed, Swiss actors highly value the opportunity to learn from the experiences of other countries, particularly in light of the increasing securitization of global affairs. This development requires relevant actors to be adequately prepared to address cases of missing persons, ensuring compliance with international obligations in situations of armed conflict. As the depositary state of IHL, Switzerland is increasingly regarded as a model in this field.

PHRD also supports the file on missing migrants, which has been subject to a separate Diplomatic Initiative. The objectives of this initiative are to raise awareness of the missing migrant issue, strengthen political will, develop standards, and advance the effective operational implementation of measures to prevent disappearances and deaths along global migration routes. This work has produced several tangible outcomes, including incorporation of the topic into the Euro-African Dialogue on Migration and Development, also known as the Rabat Process, and the establishment of National Focal Points for Missing Migrants in 2024. Looking ahead, efforts will focus on promoting this issue within other dialogue frameworks, such as the Budapest and Khartoum Processes, as well as with the African Union.

The similarities between the two Diplomatic Initiatives indicate a need for coordination and compatibility. Namely the term "missing persons" may also encompass missing migrants, and both topics are frequently addressed together, such as in joint statements. Mixed migration flows can include individuals fleeing from armed conflict, which can make categorization challenging at times. Additionally, GAM's work is applicable to missing migrants, with member States like Switzerland and the Gambia actively participating in related efforts. Both subjects involve increasing cooperation with the ICRC and fall under the same focal point within the Missing Persons Centre since ICRC started to increase its attention for missing migrants since 2017-2018. To date, cooperation and information exchange have occurred at the working level within PHRD, although no formal institutional requirements are currently in place. Alignment was deemed essential to maintain effectiveness, impact and credibility.

Stakeholders note that, even when separation between initiatives is not always clear, there are perceived advantages to maintaining distinction. This is due, in part, to involvement by different actors such as IOM, ICMPD, Euromed, and various line ministries, with the SRC playing a significant role regarding missing migrants. The international legal framework for missing migrants

contains ambiguities concerning applicable obligations. In September 2023, the Committee on Enforced Disappearances issued its first general comment on Enforced Disappearances in the Context of Migration, and specific political commitments from States remain in early development, as seen with incremental steps at the African Commission on Human and Peoples’ Rights and the Council of Europe. Additionally, the issue of missing migrants often becomes politicized; maintaining a distinction from missing persons may help avoid increased sensitivity or obstacles within both areas. There are practical distinctions as well; for example, CCHN trainings for families may benefit from separating missing migrants from missing persons, as the former group interacts with foreign authorities and the latter generally with domestic ones. While missing persons matters are addressed at the global policy level, discussions around missing migrants tend to occur at the regional technical level. This is illustrated by the establishment of the network of National Focal Points, which has contributed to tangible progress in operational cooperation, despite not yet resolving individual cases. Multiple focal points and a broader staffing approach are thus deemed beneficial to cover this broader area.

The multi-component structure of the Diplomatic Initiative calls for internal coherence among its various levels, as illustrated in Figure 2.

Stakeholders noted that the Diplomatic Initiative contains multiple tiers, including multilateral engagement as well as national and local activities. This was identified as beneficial for translating broad political statements into pragmatic and tangible outcomes, such as the management of the deceased. Although the existing initiatives are compatible and no contradictions have been observed, instances of interaction between different levels are currently limited to anecdotal evidence, indicating possible areas for further development, particularly regarding the integration of the regional level, which is largely absent for the missing

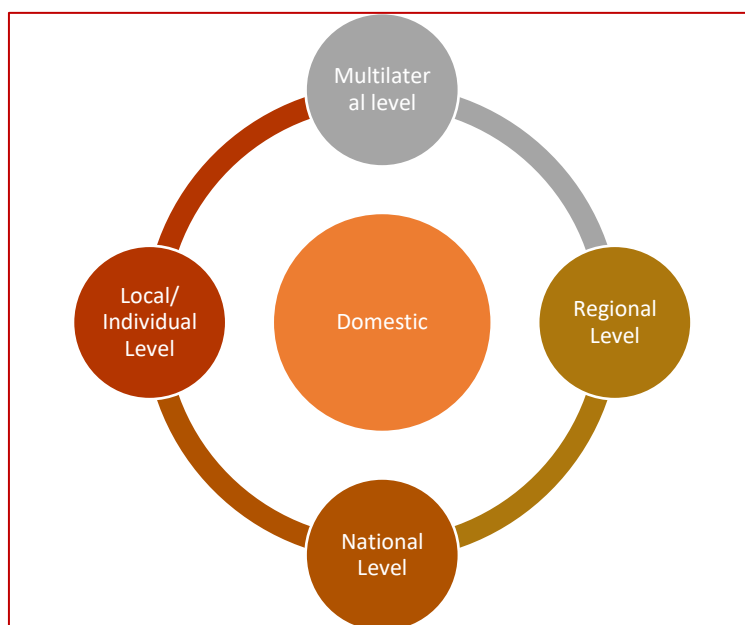


Figure 2: The Multi-Component Approach of the Diplomatic Initiative on the Missing Persons

- **There have been limited instances of peer-to-peer support within the GAM framework**, such as the exchange between Peru and Nigeria in 2023, and the sharing of expertise from Colombia to Bougainville for establishing an office. Stakeholders agreed that GAM should facilitate enhanced peer-to-peer exchanges, especially to establish national commissions. Recognizing the differences between contexts, it was considered feasible to implement more systematic approaches for information sharing.
- **Another example of cross fertilization identified was the briefing of the ICRC Focal Point for the Missing for FDFAs Human Security Advisors** at the workshop on Dealing with the Past in May 2025 to introduce the topic of the separated, missing and deceased and for them to understand the role of the CTA. This is a good example of concrete sharing of information, but also to enhance the capacities and knowledge of Swiss Delegates in the field so that they can better identify needs and recognize possibilities for concrete support at country level.
- **A further example is the connection between GAM and the International Conference for Families of the Missing**, which is organized biannually by the ICRC. In 2023, representatives of States participated in this conference for the first time. Although the modalities were not perfect, representatives of families had the opportunity to communicate directly with States and express



their needs and concerns. States also engaged with this opportunity, considered it a distinctive aspect of the file, and indicated interest in participating again in 2025, when the emphasis will shift to more explanation on how the multilateral level works.

- **Opportunities have been identified to close the loop between family support activities and the multilateral level** by gathering feedback from participants in the CCHN-organized capacity building sessions for families regarding their interactions with authorities. Key messages identified from family input could serve as a foundation for developing advocacy messages to be advanced by GAM. The experience of the GAM to facilitate the involvement of a family member of Nepal at the UN Security Council to offer a platform to raise their voices could serve as an example.

Reactions to GAM's support for national-led initiatives varied among key informants and there is a lack of mutual understanding on whether or not the GAM should at all engage in context-specific statements. While some interviewees acknowledged the potential benefits of leveraging multilateral progress to advance national activities, others cautioned that engaging in sensitive discussions at the national level could have adverse effects on multilateral negotiations and impact the position of stakeholders such as the ICRC, without necessarily yielding tangible outcomes. It was also considered challenging to reach consensus between GAM members on context specific statements; Syria being one example where in the past there have been lack of consensus between ICRC and GAM member states.

2.4 Sustainability

Highly Unsatisfactory	Unsatisfactory	Satisfactory	Highly Satisfactory
	<i>The Initiative is dependent on Swiss support even when interest from other donors is increasing.</i>		

Swiss support has significantly contributed to formalizing the issue of missing persons, particularly through the efforts of the GAM and the ICRC. As early as 2018, the PHRD-ICRC partnership aimed to move beyond a project-based approach—which had only sporadically advanced this topic, most notably at the 2003 conference. This irregular focus failed to sustain consistent attention, leading to the launch of the Missing Persons Project in order to bring together stakeholders and consolidate expertise. However, upon the project's conclusion, concerns about sustainability resurfaced, prompting its continuation as the ongoing Missing Persons Project within the broader Transformation Programme of the CTA. The financial support for enhancing the use of new technologies in the CTA supplemented other investments and contributed to their sustainability. The establishment of the GAM aimed to provide a consistent platform for interstate dialogue and exchange at the multilateral level, replacing previous occasional state-level engagements.

Swiss support has enabled the missing persons file within the ICRC to gain visibility and demonstrate its credibility. Dedicated Swiss assistance to the Centre has helped it address internal financial pressures during the 2023 financial crisis and ongoing prioritization activities for 2025. Currently, financial constraints and ongoing restructuring within the ICRC continue to pose challenges for sustaining the missing persons file, particularly those aspects not directly linked to the Geneva Conventions such as missing migrants. Additionally, the absence of an exit strategy for the Diplomatic Initiative at the multinational level—regarding both GAM support and the ICRC CTA and Missing Persons project—may make the initiative vulnerable. Stakeholders have noted that, without ongoing financial and political backing from Switzerland, previously achieved results and momentum could be at risk, both for promoting the file on missing persons and missing migrants

Local-level interventions are designed to support national ownership and long-term sustainability within the constraints of the context. Under IHL, parties to a conflict have the



primary responsibility to ensure that protected persons under their control, including the deceased, are treated with dignity, and must take all feasible measures to account for persons reported missing as a consequence of the conflict, informing their families of their status. Swiss-supported projects considered these requirements, though practical implementation was not always possible. In Syria, for instance, Swiss work shifted after the authorities change to further promote the ownership of the national commission, but progress remains contingent on domestic political will and access to the country. Similarly, in Ukraine, Switzerland currently employs a dual approach by supporting both CTA-B and providing direct in-country assistance; signs of increasing local ownership are observed there as well. The CTA-B is already planning for transition and the establishment of national structures post-conflict. Additionally, in Ukraine, PHRD has provided DNA analysis machines, refrigerated containers for body storage, and office equipment to regional offices of the Commissioner of Missing Persons to enhance the capacity of responsible authorities. These donations were made at the request of Ukrainian authorities and tailored to local capacities, and remained subject to monitoring by the Swiss delegation, yet avoided the creation of parallel non-sustainable structures. For the future, donations are not an option anymore, yet possibilities how to best support existing legislative, institutional and capacity gaps at national level are currently explored, including how to overcome centralization and better support family associations.

Projects aimed at enhancing the capacity building of families and family associations are considered effective tools to promote local ownership and resilience and are signs of embedded change. Through the Diplomatic Initiative, several such projects have received financing.

- **The training programme conducted by CCHN and ICRC specifically aims to strengthen the capacities of families so they can engage in effective dialogue with the authorities and seek information about their missing relatives.** This approach can also increase the credibility of the families and contribute to the legitimacy of the dialogue partners. The training content is developed to address existing challenges and achieve measurable improvements in the search for missing persons at the local level, contributing to meaningful change in the lives of individuals and families, complementing broader efforts at national and international level. The sustainability of the programme is partly met by the organization of the training of facilitators but could be further improved.
- **Related projects to build the capacity of family associations have been funded under the Diplomatic Initiative in Syria.** For example, in 2023-2024, during the Assad time, PHRD supported Dawlaty’s capacity-building to mobilize families of missing persons under the Families for Freedom Movement. This led to improved coordination, governance, advocacy, and identification of new victim groups, and the objectives of this granular work were deemed to be achieved. After December 2024, the 2025-2026 PHRD programme continued to focus on supporting meaningful engagement of families and survivors with authorities and the IIMP, considering opportunities under the new authorities. The project worked through established partners such as Impunity Watch to promote sustainable and inclusive participation, and its success emphasized the importance of supporting civil society in the transition process.

2.5 Efficiency

Highly Unsatisfactory	Unsatisfactory	Satisfactory	Highly Satisfactory
		<i>The resources were used appropriately but efficiency within GAM can be improved.</i>	

Regarding efficiency, GAM is a relatively new institution, and several changes aimed at improving work processes have occurred over the past four years. A number of observations can be made:



- **Cooperation within GAM is an ongoing learning process for all stakeholders, particularly for its leadership.** The ICRC has no prior experience acting as Secretariat for a similar group of friends and the ICRC maintains its own interests regarding this matter. Switzerland also faces a dual role as both co-chair and a country with its own national interests in the matter. The interests of GAM, the co-chairs, and the ICRC may not always be aligned, however decisions require consensus. This affects cooperation, especially for country-specific engagements. At the same time, the ability to pursue different approaches can be advantageous, especially when distancing from politically sensitive statements or when perceptions and claims that the ICRC is not maintaining its neutral status, as in Ukraine, limit its operational space. However, such actions require careful consideration and a good degree of pragmatism. To date, there have been no major conflicts – largely thanks to the good personal relations between staff from PHRD and ICRC; allowing formal and informal discussions and brainstorming. However, establishing clear decision-making rules and plans of actions could help prevent potential issues in the future.
- **In addition to the number and geographical distribution of GAM members, the national interests of these members play a significant role in shaping cooperation.** Firstly, stakeholders are generally satisfied with the current membership count of thirteen, considering it optimal for fostering effective collaboration. While the inclusion of a few more States would be welcomed, there is no intention for GAM to become excessively large. Secondly, geographic representation could be enhanced by adding several Asian States. Finally, stakeholders view an ideal composition of GAM as one that blends States with direct national experience in the field with supportive member States. The prominence of the issue within domestic agendas directly influences each state's level of involvement, which can have both positive and negative effects. For instance, domestic discussion on the topic, especially during elections, influenced Mexico's position on the file, the possible degree of engagement in GAM and its priority focus on the 'right to know'. Then again, Azerbaijan adopted an active role by organizing a dedicated conference related to the file, yet the event had a different agenda as the GAM making participation complicated. Change in domestic politics may also influence the degree of involvement of members into the GAM. Therefore, GAM must proceed cautiously to avoid politicization and instrumentalization, thereby maintaining its desired neutral stance and focus on the humanitarian objective.
- **The drafting of working modalities was viewed as a constructive advancement, particularly in reducing the potential for disagreements among members and clarifying governance structures.** Over the past four years, the group has experienced only minimal disputes—a notable achievement given the potential for politicization, as previously mentioned. The documents and communication reflect effective cooperation, exemplified by joint statements and a collaborative action plan.
- **The GAM is owned by the staff of the permanent missions in Geneva; however, the current arrangement has room for improvement.** This is partly because GAM members are represented by diplomats from these missions, who often have a wide range of responsibilities, may not always be subject-matter experts, and are frequently affected by staff turnover. Additionally, many decisions require approval from the capital, which can slow down processes and reduce efficiency. Responsibilities are shared between Geneva, various capitals, and relevant discussions regarding the file also occur in New York. Regular communication between these locations at multiple levels is needed to ensure that discussions in New York align with and support those held in Geneva. Staff in New York may have limited time for Alliance-related matters, and feedback loops among Geneva, New York, and the various capitals—along with the integration of domestic priorities—can make smooth coordination challenging. Therefore, stable and expert support from knowledgeable team members with sufficient time, particularly long-term staff in the ICRC and PHRD co-chairs' offices, is important.

Resources under the Diplomatic Initiative have been used efficiently. The assessment shows a clear appreciation of the investments made by Switzerland in terms of funds, time and personnel, as steered by the PHRD. A number of observations can be made:



- **Switzerland's earmarking approach to support the ICRC has played a particularly significant role in initiating projects within the organization.** For instance, financial backing for the Data Transformation Programme was instrumental in launching the project. Although new budgetary regulations at ICRC have begun to reduce the direct connection between donor funds and specific deliverables, it remains important to sustain earmarked funding at the program level.
- **The largest contributions within the Diplomacy Initiative are directed towards Ukraine, notably supporting CTA-B, even when** this contribution requires comparatively less staff time and involvement from PHRD personnel. The funding is regarded as an incentive for additional donors to participate, also because Switzerland promotes the topic and publicly announces its contributions. In fact, the public announcement made by the Swiss FDFA in September 2025 regarding Switzerland's CHF 2.4 million commitment to support CTA-B during 2025–2026 was recognized by staff as an acknowledgement of their work.
- **Financial resources form only one component of the partnership; stakeholders also value political backing and the flexible, open collaboration with PHRD.** It is this combination that underpins the partnership's effectiveness and confirms the reliability of Switzerland as donor. While PHRD's contributions to ICRC are modest compared to those of SDC, they are considered highly targeted and essential. One indicator of flexibility and efficiency is that PHRD project proposals consistently meet internal ICRC procedural requirements, thereby minimizing the need for additional administrative processes.

2.6 Impact

Highly Unsatisfactory	Unsatisfactory	Satisfactory	Highly Satisfactory
		<i>Impact exists even when systemic change is not yet reached</i>	

Switzerland's Diplomatic Initiative on Missing Persons has yielded significant direct results, particularly through its engagement with the GAM. Swiss involvement has substantially increased the visibility of the issue at the multilateral level, positioning Switzerland as a key driver of the topic. Switzerland's role as co-chair of the GAM has been instrumental in guiding the alliance's strategic direction and priorities, with few other States matching this level of involvement, both globally and at the country level. Switzerland's dedicated financial and political support to the ICRC, especially through the CTA-B, has been vital for the implementation and continuous improvement of its mandate. This support not only enhances the credibility of the initiative—partly due to its Swiss base—but also attracts the attention of additional donors. Notably, apart from the task force for the Gulf War in 1991 and the database unit for the Iraq War in 2003, this marks the first significant activation of this aspect of IHL since World War II. Furthermore, Swiss contributions have provided the ICRC with the flexibility to innovate and strengthen its capacities, including critical investments in data protection and the Data Transformation Programme. The creation of a diplomatic framework within PHRD to coordinate different efforts has been widely recognized as a positive step, enabling effective partnership with humanitarian and human rights actors and acknowledging varied approaches to the issue.

Switzerland's Diplomatic Initiative on Missing Persons has also generated notable indirect results that extend across multiple levels thus generating a combined impact. The initiative has made it possible to approach the issue of missing persons as a neutral domain, minimizing accountability pressures and facilitating cooperation, though care is still required to maintain balance. In a context where international humanitarian organizations face financial constraints, Switzerland's ongoing political and financial backing is especially significant, ensuring the topic remains prioritized on the multilateral agenda and building on previous achievements. Its support has enabled the ICRC to operate effectively and maintain neutrality even while engaging politically. By empowering government-to-government dialogue and advocacy, Switzerland amplifies the ICRC's voice, which proves more effective than the ICRC acting alone. This support has helped establish the ICRC as a recognized leader



and convener on the issue of missing persons, both within the organization and among external stakeholders. Furthermore, this approach has not only strengthened Switzerland's reputation as a uniquely committed state but has also ensured that the GAM is positively received, with no hostility from affected countries. The country's willingness to back political commitments with financial resources reinforces its credibility. Swiss international engagement has also spurred positive developments domestically, including within organizations such as the SRC and the Armed Forces. Furthermore, Switzerland's engagement has brought recognition to families and field actors.

The long-term effects are challenging to determine since the sustainability measures for the activities under the Diplomatic Initiative have not yet been consolidated, but signs of systemic change exist. At the local level, there are several ongoing initiatives with potential, including the National Commissions, strengthened institutional capacities of family associations, and improved technical capacities of forensic and search units. Regarding systemic change, the Diplomatic Initiative has led to the formation of two institutions: the GAM and the Missing Persons Centre (also referred to as the advisory unit). It has also provided support to existing entities such as the CTA and aided in the creation of the CTA-B. Work on issues related to missing migrants contributed to the development of a National Focal Points Network focused on this area. These efforts have resulted in the establishment of several institutional frameworks addressing missing persons within organizational structures. Nevertheless, the potential for more impact remains and achieving these outcomes is expected to require sustained effort and time to facilitate systemic change at the multilateral level.



3 Conclusions

There is no doubt that the Diplomatic Initiative on the Missing has contributed to the visibility and awareness-raising of the topic of missing persons. The question if these efforts have been sufficient to contribute to the prevention of and effective response to cases of missing persons is more difficult to respond, since the identification of causal linkages and the measurements of concrete and tangible outputs when it comes to prevention is extremely challenging. However, the Diplomatic Initiative has invested in a number of positive developments at various levels of the international architecture.

In line with the comprehensive nature of the Initiative, results have been achieved at various levels and investments have strengthened multiple actors and initiatives. To start with, the GAM, the flagship activity under the Diplomatic Initiative, has indeed managed to fill in a previously existing gap in terms of additional avenue to pursue the topic and by providing an institutional home for the topic of missing persons at the multilateral level. Persons who have gone missing and their families have now a group of States who are committed to speak their voice and who now have a vehicle at their disposal to raise the issue at important debates and meetings, especially at the United Nations. The clear advantage of the GAM is its focus on - relatively undisputed - humanitarian imperative, differentiated from the accountability objective. This provides the Alliance with space and credibility, which is furthermore supported by the neutral status and reputation of the key players of the GAM, Switzerland and ICRC. Even more so, Switzerland's role as a neutral party is crucial in an area that can become highly politicized due to differing national interests. Then again, this image positively impacts other peace efforts by PHRD making it a trusted partner overall. Furthermore, the contributions of Switzerland to strengthen the institutional and technical capacities of the ICRC to implement its mandate in accordance with the Geneva Conventions cannot be denied. The ICRC lacks the appropriate profile and influence to independently advance multilateral dialogue by itself. Dedicated and reliable funding provided furthermore for innovation and protected the topic of internal prioritization and financial cuts. The engagement of Switzerland in the field of missing persons comes at an opportune moment, where the return of international armed conflicts necessitates the translation of IHL into concrete mechanisms, such as the CTA-B. The decision also fits within the foreign policy objectives, making it a natural choice.

Yet, the Diplomatic Initiative went a step further with the ambition to foster a localized and bottom-up approach to support national ownership for the topic in conflicts and armed violence situations, and through the capacity-building efforts of families and family associations. Even when there remains ample room for improvement; it is the multi-track approach of the Diplomatic Initiative and the strengthening of linkages within which holds the largest potential for impact of the Swiss political and financial efforts to contribute to the prevention of and effective response to cases of missing persons. The topic contains the rare possibility to illustrate how high-level political commitments can translate into tangible outcomes, up to the level of individuals, namely for family members looking for their missing loved ones. This factor enables Switzerland to express its commitment to safeguarding human needs and to underscore the significance of advancing the issue of the Missing within the framework of IHL. Even more so, the engagement has reconfirmed the reputation of Switzerland as a country which places financial means behind political will.

There are now expectations to Switzerland to continue its engagement on the topic of the missing persons, not only internationally but also domestically. Needs are expected to remain in the long term, guaranteeing its relevance in the future. International involvement has also raised questions on the appropriateness of Swiss national mechanisms to deal with and to prepare for dealing with cases of missing persons. Furthermore, the current international environment forces prioritization and financial reflections in many organizations, which makes the commitment of Switzerland even more important should it be decided that the file continues to remain a political priority. Without prejudging decisions on the long-term, in the short and middle term, the results achieved so far can only be consolidated if the Diplomatic Initiative is continued. Switzerland has played a pivotal role in building momentum and sustaining progress, and its continued involvement remains crucial to at least maintaining the current status quo.

4 Forward-Looking Recommendations

1. Continue Financial Support: Ensure ongoing financial support to maintain the current level of operations and services. This is crucial to consolidate and protect achievements, avoiding the risk of over-ambition. The marginal returns at multilateral level are not likely to originate from additional financial resources.

2. Reconfirm Diplomatic Initiative Objective: Reaffirm the objective of the Diplomatic Initiative as the Right to Know, while acknowledging transnational justice and humanitarian diplomacy.

3. Improve Coherence within PHRD: Enhance alignment between thematic and geographical units, and ensure coordination across all departments. Avoid politicization and institutionalization to keep the initiative agile and effective, but continue to invest at country level in line with overall global commitments and policies.

4. Increase Impact: Strengthen the linkages within the multitrack approach of the Diplomatic Initiative to maximize its impact. Leverage synergies between different streams of the initiative and focus on concrete overlaps.

5. Advance Regional Support: Explore ways to support regional champions and foster peer-to-peer exchanges under the GAM. Strengthen regional efforts to avoid country-specific limitations and enhance visibility and diplomatic reach.

6. Build Bottom-Up Capacities: Continue to develop capacities at the grassroots level, particularly focusing on families and family associations. to demonstrate the outcomes when translating high-level political commitments into concrete progress.

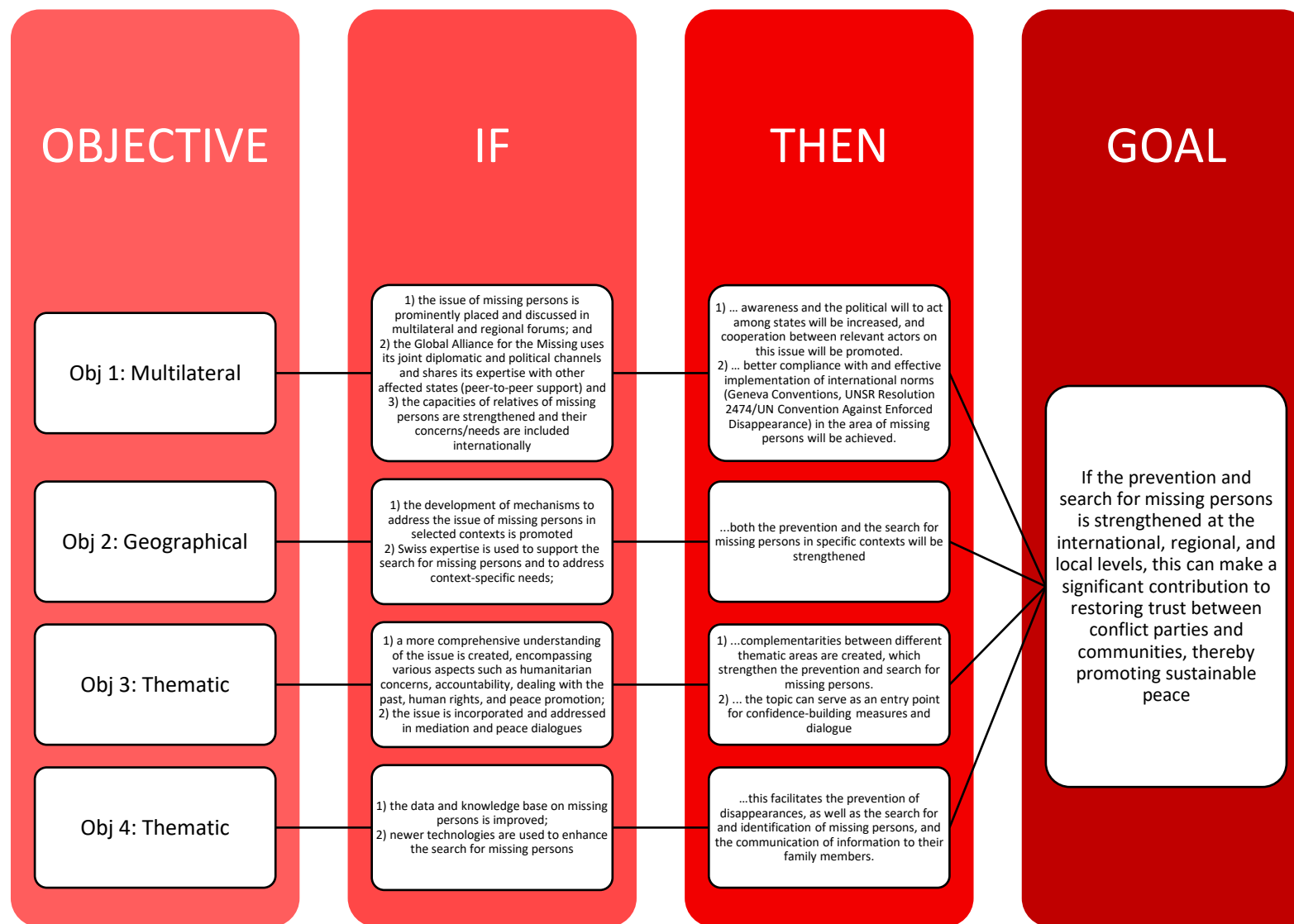
7. Maintain Flexible Budgeting: Keep a flexible and risk-friendly approach to budgeting and project management, especially to promote innovation and new technologies. This is even more important in the current financial restrictive environment.

8. Improve GAM Modalities: Enhance the working modalities of the GAM to anticipate future discussions with clear decision-making structures. Maintain balance in GAM membership and clarify decision-making processes before issues arise.

9. Strengthen Dialogue on Missing Migrants: Enhance structured dialogue and exchange with the Diplomatic Initiative on Missing Migrants, considering prioritization and sensitivities around the topic.

10. Act as a Bridge for Domestic Actors: Serve as a bridge for domestic actors to learn from international best practices on mechanisms for the missing, and showcase Switzerland as a model in this regard. Ensure information sharing internally and externally to work towards the same goal.

Annex 1: Reconstructed Theory of Change of Diplomatic Initiative



Annex 2: Evaluation Framework

Evaluation Objective: To assess the contributions of the Diplomatic Initiative of Switzerland to the prevention and effective response to missing persons	
Evaluation Question 1.1: To what extent has the objectives and design of the initiative responded to the needs, policies and priorities of stakeholders?	Relevance (HIGH WEIGHT)
Sub-Questions:	Means of Verification
<ul style="list-style-type: none"> ➤ How well does PHRD's engagement on missing persons align with Switzerland's broader foreign policy objectives throughout the evaluated period, namely in the field of peace promotion and humanitarian action? ➤ Are the objectives and activities of PHRD's engagement relevant to prevent disappearances and address the issue of missing persons? <ol style="list-style-type: none"> 1. To what extent has Switzerland's engagement and role as co-chair in the Global Alliance for the Missing influenced the strategic direction and priorities of the Alliance? 2. How well do PHRD's local initiatives on the Missing issue respond to the specific needs of affected communities and national stakeholders in priority contexts? 3. In what ways has PHRD addressed the issue of missing migrants and ensured the relevance of its engagement with this topic? ➤ How has the intervention adapted to changing needs in order to remain relevant across the years of implementation? ➤ Did PHRD's Diplomatic Initiative on missing persons have an added value? If yes, where concretely and with which actors? 	Desk Review KII with PHRD staff KII with ICRC KII with GAM co-chairs KII with Swiss Embassies in priority contexts KII with external partners (SRC, CCHN, OHCHR)
Evaluation Question 1.2: To what extent did the initiative manage to achieve its objectives and results?	Effectiveness (HIGH WEIGHT)
Sub-Questions:	Means of Verification
<ul style="list-style-type: none"> ➤ How effectively has Switzerland leveraged its diplomatic and political influence to advance the issue of missing persons? <ul style="list-style-type: none"> ○ What are the contributing or hindering factors affecting effectiveness? ➤ To what extent can any positive impact-outcome at the local or multilateral level be attributed to the Swiss engagement? <ol style="list-style-type: none"> 1. In this regard, how effective has the partnership with the CTA been in terms of coordination and information sharing? 2. To what extent have local-level initiatives contributed to tangible progress in the search for missing persons and the support of their families in specific contexts (e.g., Syria, Western Balkans, Abkhazia)? 3. What were the concrete results of Switzerland's engagement in the Rabat Process to advance the topic of missing migrants on the global diplomatic agenda? ➤ Are there variations in effectiveness based on the type of activity, partner, or other potential factors? 	Desk Review KII with PHRD staff KII with ICRC KII with GAM co-chairs KII with Swiss Embassies in priority contexts KII with external partners (SRC, CCHN, OHCHR)
Evaluation Question 1.3: To what degree was the initiative complementary to other interventions?	Coherence (HIGH WEIGHT)
Sub-Questions:	Means of Verification
<ul style="list-style-type: none"> ➤ How well are PHRD's efforts integrated into the broader humanitarian and peacebuilding ecosystem? <ul style="list-style-type: none"> ○ To what extent was the initiative coherent with work on missing persons from ICRC? ➤ How coherent are PHRD's local-level projects with its multilateral engagement, and how effectively are lessons and practices transferred between the two levels? <ul style="list-style-type: none"> ○ Were the various activities and programs financed and carried out by the PHRD on the Missing file compatible with one another in view of the achievement of the overall objectives of the Missing Initiative of Switzerland? 	Desk Review KII with PHRD staff KII with ICRC KII with GAM co-chairs KII with Swiss Embassies in priority contexts KII with external partners (SRC, CCHN, OHCHR)
Evaluation Question 1.4: To what extent has the intervention delivered the results in an economic and timely manner?	Efficiency (MODERATE WEIGHT)
Sub-Questions:	Means of Verification
<ul style="list-style-type: none"> ➤ How efficiently is the Diplomatic Initiative steered by the PHRD (time, funds, personnel)? 	Desk Review KII with PHRD staff KII with ICRC



<ul style="list-style-type: none"> ○ What were contributing and hindering factors to implement the initiative in an economic and timely manner? ➤ Have the resources (time, funding, personnel) allocated to local projects been used efficiently in achieving project-level objectives? <ul style="list-style-type: none"> ○ What mitigation measures were undertaken when confronted with challenges in terms of efficiency? 	
Evaluation Questions 1.5: To what degree have the net benefits of the initiative continued to last?	Sustainability (MODERATE/HIGH WEIGHT)
Sub-Questions:	Means of Verification
<ul style="list-style-type: none"> ➤ Are the PHRD’s projects on the Missing topic structured in a way that they can achieve a sustainable change and foster national ownership, resilience and continuity? What are signs of embedded change or institutionalization? ▪ Has the PHRD program on the Missing contributed to sustainable change, particularly at the multilateral level? If so, what evidence supports this? ▪ Are local-level interventions structured in a way that enables national ownership and long-term sustainability beyond Swiss support? 	Desk Review KII with PHRD staff KII with ICRC KII with GAM co-chairs KII with Swiss Embassies in priority contexts KII with external partners (SRC, CCHN, OHCHR)
Evaluation Questions 1.6: What is the actual impact of the Diplomatic Initiative on missing persons?	(Early) Impact (MODERATE WEIGHT)
Sub-Questions:	Means of Verification
<ul style="list-style-type: none"> ➤ How has Switzerland’s funding and diplomatic engagement contributed to impact on the issue of missing persons? <ul style="list-style-type: none"> ○ What are the actual positive and negative effects of the initiative? ○ What are the actual direct and indirect effects of the initiative? ○ How has the initiative contributed to catalytic effects or systemic changes? (institutionalization of practices, influence on policy frameworks, sustained cooperation, etc) ➤ How has the engagement through the ICRC and the Global Alliance for the Missing or other multilateral engagement contributed to change? <ul style="list-style-type: none"> ○ What further strategies could enhance its visibility and diplomatic reach? ➤ What long-term effects have PHRD-supported local initiatives had on national or community-level efforts to prevent disappearances and resolve cases? 	Desk Review KII with PHRD staff KII with ICRC KII with GAM co-chairs KII with Swiss Embassies in priority contexts KII with external partners (SRC, CCHN, OHCHR)

Annex 3: List of Key Informant Interviews

	Name	Surname	Organization
1	Florence	Anselmo	(former) ICRC
2	Aline	Berdoz	PHRD
3	Omar Alfredo	Bielma Velazquez	Permanent Mission of Mexico
4	Gilles	Cerutti	PHRD
5	Caroline	Douilliez	ICRC
6	Morris	Dr. Tidball-Binz	(former) ICRC
7	Stéphanie	Ferland	Centre of Competence on Humanitarian Negotiation
8	Gabriel	Füglister	ICRC
9	Oliver	Grimm	VBS
10	Jasmin	Gut	(Former) PHRD
11	Dominik	Heinzer	PHRD
12	Namita	Khatri	ICRC
13	Laetitia	Kirianoff	FDFA
14	Benno	Kocher	ICRC
15	Noémi	Krauer	PHRD
16	Christine	Löw	(former) PHRD
17	Marielle	Mumenthaler	PHRD
18	Giulia	Persoz	FDFA
19	Christian	Rivier	ICRC
20	Jana	Röthlisberger	PHRD
21	Serge	Rumin	PHRD
22	Irene	Leibundgut Schneeberger	PHRD
23	Natalia	Sorokina	PHRD
24	Gaetan	Vannay	PHRD
25	Chiara	Vauthey	PHRD
26	Florian	von König	ICRC
27	Dusan	Vujanin	ICRC
28	Nicole	Windlin	SRK



Annex 4: Tangible Outputs of Swiss-supported Initiatives on missing persons

Name of Activity	Time	Objective	Outputs
Missing Persons Project	2018-2022	To bring together experts, family representatives, States and other key stakeholders to build consensus on best practices, promote existing technical guidelines and to develop new ones	<ul style="list-style-type: none"> ▪ Guiding principles for dignified management of the Dead ▪ 8 guidance notes on national mechanisms ▪ Technical recommendations on missing migrants ▪ Global Conference of Families of Missing Persons (editions in 2019 and 2021) ▪ Missing Persons Global Community and online platform ▪ Multilateral diplomatic engagement ▪ 2 Research Partnerships ▪ Support to context-specific developments

Name of Activity	Time	Objective	Outputs
Global Alliance for the Missing	2021-2025	To bring to bear the collective diplomatic, political and financial capacity and influence of States to improve the prevention of, and the response to cases of separates and missing persons	<ul style="list-style-type: none"> ▪ Promotion of implementation of global commitments: <ul style="list-style-type: none"> ○ September 2022: communication on International Day of the Disappeared (side event National Mechanisms for Missing Persons at Human Rights Council) ○ May 2023: joint statement at UN Security Council Open Debate on Protection of Civilians ○ Jan 2024: Joint Statement at the International Congress on Enforced Disappearances ○ May 2024: joint statement at the Protection of Civilians Open Debate at the Security Council on importance of protection and preservation of dignity of the deceased in emergencies, proposed by Kuwait ○ 11 June 2024: Support and co-sponsoring of Swiss organized Arria Formula of the UN Security Council on Missing Persons in Armed Conflicts ○ October 2024: Sponsorship of side event of the 34th Red Cross Red Crescent International Conference on Management of Deceased in Emergencies ○ October 2024: Joint statement at the International Conference on Missing Persons in Baku, delivered by Switzerland ○ May 2025: Joint statements at the Protection of Civilians Open Debate at the Security Council, delivered by Peru ○ May 2025: Joint statement at side event co-sponsored by GAM, ICRC and OCHA 'From Loss to Closure: Strengthening Tools to Protect Missing Persons and Promote the Dignified Treatment and return of Human remains in Armed Conflict', delivered by Croatia



			<ul style="list-style-type: none"> ○ June 2025: Joint statement at Symposium on New Technologies and the Missing, organized by ICRC and the UN WGEID, delivered by Croatia ▪ Awareness-raising on question of missing: <ul style="list-style-type: none"> ○ Thematic and contextual briefings ○ Internal briefings to GAM members. E.g.. In February 2025 on the use of new technologies for the search of missing persons or in February 2024 an informal expert meeting ▪ Promote collaboration and share best practices <ul style="list-style-type: none"> ○ Maintain relations with Un Secretariat, OHCHR (in particular Committee on Enforced Disappearances and Working group on Enforced and Involuntary Disappearances), IOM, UN Migration Network and regional organisations ○ Convince GAM Member State Kuwait to sponsor resolution on missing persons in armed conflicts adopted by the Organisation of Islamic Cooperation in 2024 <ul style="list-style-type: none"> ○ Support to Planning Team establishing UN institution for missing persons in Syria
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Name of Activity	Time	Objective	Outputs
Missing Persons Centre	2023-2024	To convene actors, develop awareness and galvanize action on the Missing through global advocacy, partnerships, cross-disciplinary exchanges and research.	<ul style="list-style-type: none"> ▪ Advocacy activities: <ul style="list-style-type: none"> ○ Secretariat support to GAM, ○ support to Rabat Process and co-chair of UN Network of Migration workstream ▪ Two Research Outputs and Studies ▪ Technical Support to <ul style="list-style-type: none"> ○ Office of Missing Persons in Bougainville, ○ NGO Bridge in Abkhazia, ○ African Centre for Medicolegal Systems, to Military Personnel Identification Project ▪ Development of three additional technical guidance notes part of the Mechanisms for Missing Persons Toolbox ▪ Knowledge Development and Exchange: <ul style="list-style-type: none"> ○ 3rd International Conference for Families of Missing Persons in 2023 reaching over 700 families gathering in 44 local conference hubs in 23 languages and 4th edition is planned for 2025; ○ Joint capacity-building of families with Centre of Competence on Humanitarian Negotiation (CCHN); ○ First Family Associations Structural Organizational workshop, ○ Missing Persons website ○ Webinars



Name of Activity	Time	Objective	Outputs
Capacity-Building of families of the missing on their interactions with authorities (CCHN under budget of ICRC Missing Persons Centre)	2023-2025	To address critical challenges faced by families, including difficulties in accessing the right counterparts, managing emotions and preparing for negotiations	<ul style="list-style-type: none"> ▪ Four online workshops in 2023, 2024 and 2025, including 94 family representatives from more than 22 countries ▪ One onsite workshop in Armenia in 2025 ▪ One Training of Facilitators including 28 families and second planned in 2025.

Name of Activity	Time	Objective	Outputs
Financial Support to ICRC Transformation of the Central Tracing Agency in line with 2021-2026 CTA Transformation Programme Roadmap	2021-2022	To transform the CTA to respond to current and future challenges by 1) strengthening what already exists and to ensure that the CTA can deliver effectively and timely and 2) transforming aspects within the CTA’s three roles (Advisory, Data Orchestration, Service Provision)	<ul style="list-style-type: none"> ▪ Workstream 2: CTA Search Taskforce “Transforming the Way we Search” <ul style="list-style-type: none"> ○ CTA multidisciplinary response models conceptualised ○ Development of practical tools to support implementation developed ○ Testing and refining of tools in the field in 2023 ▪ Workstream 4: Data Orchestration & Digitalization <ul style="list-style-type: none"> ○ Data Orchestration feasibility study in 2021 ○ MPDP roll out started in 2022, paused and restarted in 2023
Enhancing CTA Tech and Data Portfolio of Tools and Services (Data Transformation Programme)	2022-2025	To improve technical capabilities to future-proof the CTA through improved security, enhanced collaboration, optimized process and increased access.	<ul style="list-style-type: none"> ▪ Data Orchestration approach had to be reviewed due to financial crisis 2023 and foresee a cheaper hybrid product approach resulting in extension of the phase ▪ New approach was approved in July 2023, yet the build phase was paused as of September 2023 by ICRC Strategic Transformation Portfolio review ▪ Family Links ICRC Organisation (FLIO) services upgraded enhancing access for National Societies, risk assessment of photo-tracing and increased usability of the public FLIO website in addition to technical improvements, capacity-building and business approach

Name of Activity	Time	Objective	Outputs (Status: Aug 2025)
CTA-B	2022-2025	To prevent disappearances and alleviate suffering of families of missing persons in the international armed conflict between the Russian federation and Ukraine	<ul style="list-style-type: none"> ▪ Establishment of multidisciplinary team of 60 experts ▪ Requests to ICRC for information of 154,200 missing people (95% military and 5% civilians) ▪ Provision of information to almost 14,800 families on fate of missing loved ones ▪ Processing of data on almost 18,900 persons, mainly prisoners of war ▪ Direct delivery of almost 20,900 personal messages from and to prisoners of war and families ▪ Facilitations of transmission of almost 31,000 letters from and to prisoners of war ▪ Support to exchange of 13,000 bodies



Annex 5: Projects financed under the Diplomatic Initiative on the Missing

Project Name	Time Frame	Location	Budget
Fostering Collaborative and Transformative approaches in the struggle of search for disappeared and missing persons	1.11.2017-30.4.2018	Nepal and Sri Lanka	5,600 USD
Guidance Missing Persons	1.1.2021-31.12.2025	Global	500,000 CHF
Support to ICRC, including CTA and GAM	1.1.2022-31.12.2024	Global	1,000,000 CHF (incl 392,000 CHF for CTA Transformation. 320,000 for GAM and 450,000 for Tech and Data)
Support to strengthening leaders of Families of the Disappeared	2022-2025	Sri Lanka	150,000 CHF
Support to Community-Based Negotiations (CCHN)	1.1.2023-31.12.2024	Global	1,000,000 CHF
Dealing with the past process	2024	Colombia	30,000 CHF
Support to CTA-B	2023-2026	Ukraine	3,800,000 CHF
Support for Search for Missing in Serbia and Kosovo	1.11.2023-31.12.2024	Serbia and Kosovo	75,000 CHF
Dawlaty: Inclusive and Victim-Centered Justice in Syria	1.11.2023-30.10.2024	Syria	150,000 USD (127,500 CHF)
DwP Alumni Group	2023-2024	Sri Lanka	22,000 CHF
Bridge: Search for Missing persons in Abkhazia	1.12.2022-31.12.2023	Abkhazia/Georgia	154,000 CHF
Bridge: Search for Missing persons in Abkhazia	1.1.2025-31.12.2026	Abkhazia/Georgia	329,000 CHF
Impunity Watch: Families and survivors engage with IIMP	1.1.2025-30.6.2025	Syria	318,834 EUR (303,000 CHF)
Support to ICRC, including CTA and	1.1.2025-31.12.2026	Global	1,000,000 CHF (incl. 48,420 CHF for Tech and Data Portfolio)
Support to Community-Based Negotiations (CCHN)	1.1.2025-31.12.2026	Global	1,000,000 CHF
		TOTAL	9,5 million CHF
<i>In addition, in-kind donations top Ukraine and forensic capacity building for Mexico</i>			