Global Programme Migration and Forced Displacement
Programme Framework 2022–25
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In today’s globalised world, migration shapes the social, economic and cultural realities of millions of people worldwide. Migration is one of the oldest and most effective strategies to escape poverty. It is also a key ingredient for boosting economic growth and increasing the wealth of nations.

Migrants – by bringing with them new ideas, unique knowledge and specific skills, as well as a sense of entrepreneurship – often make a substantial socioeconomic and cultural contribution to their places of destination. Not surprisingly, some of the most innovative and successful entrepreneurs have a migration background. Prominent Swiss examples are Henri Nestlé, Julius Maggi, or Carl Heinrich Knorr. In fact, around one fifth of Switzerland’s 50 largest companies were established by entrepreneurs of foreign origin. Numerous Swiss women with a migration background are active in the startup scene and others such as Martina Hingis, Sibel Anları and Melinda Nadj Abonji are key figures in Switzerland’s cultural, social and political life. Migrants can also have a significant positive impact on their communities and countries of origin, most notably by sending remittances to their families back home. Official remittance flows to low- and middle-income countries equal three-and-a-half times the amount of all official development assistance provided by the Global North to the Global South. Channelling remittances into investments in education, nutrition, health or the local private sector is indispensable for mobilising additional financial resources to realise the Sustainable Development Goals.

Migration also bears risks and challenges that may jeopardise the achievement of the 2030 Agenda. Unsafe, irregular migration and forced displacement entail considerable human costs. People on the move often find themselves exposed to exploitation, abuse and discrimination. In recent years, persecution, conflict, violence and natural disasters have led to a sharp increase in forced displacement and put significant pressure on host governments and communities. This is especially true for low- and middle-income countries, where the overwhelming majority of forcibly displaced persons have found refuge. Switzerland makes efforts to deal with the root causes as well as the consequences of forced displacement and irregular migration through the strategic link between international cooperation and migration policy.

Patricia Danzi
Director General of the Swiss Agency for Development and Cooperation (SDC)
Bern, November 2021
1. Context analysis

1.1 Global opportunities and challenges

People have always moved from one place to another, be it because they chose to do so in search of opportunities or because they were forced to flee insecurity, persecution or conflict. Migration in its different forms is a global phenomenon that bears considerable potential for furthering sustainable development, while at the same time engendering substantial risks and challenges that may jeopardise the achievement of the Sustainable Development Goals (SDGs).

In 2020, an estimated 281 million people were international migrants, equal to 3.6% of the world population. If we factor in the close family members of migrants, about 1 billion people are directly affected by international migration. Work is the major reason for people to migrate internationally. Almost half of all international migrants have moved within the region from which they originate, highlighting the importance of intraregional migration. About 12% of international migrants have been forcibly displaced across national borders, amounting to 34 million people in 2020.

Opportunities of migration for sustainable development

Migrants contribute to the economic, social and cultural development of both countries of destination (CoDs) and countries of origin (CoOs). From a CoD perspective, migrants bring labour supply, skills and ideas to their new places of residence. In the long-term, both high- and low-skilled migrant workers generate considerable gains in terms of increased income per capita and higher living standards in their CoD, and the resulting prosperity is broadly shared among different segments of the population. While representing 3.5% of the world’s population, migrants produced more than 9% of global GDP in 2016. At the same time, migrants further the development of their CoOs, most clearly through the channel of remittance transfers. Remittances account for more than 5% of GDP in at least 60 low- and middle-income countries (LMICs) and are one of the most effective instruments to reduce poverty, increase education rates, and improve health outcomes. In 2020, official cross-border remittance flows to LMICs amounted to USD 540 billion – three-and-a-half times the amount of all official development assistance (ODA). The World Bank therefore concludes: “Few economic policies do as much to achieve our goals of ending extreme poverty and sharing prosperity as those that ease labour mobility.”

What do we mean by migration?

Migration can be differentiated according to whether it takes place within or between countries (internal vs. international migration), the degree of coercion or voluntariness involved (spectrum from forced to voluntary migration), the purpose of migration (labour migration, migration due to the lack of prospects, flight from conflict, violence, natural disasters etc.), and whether it occurs within regular pathways or not (regular vs. irregular migration). Figure 1 illustrates the key dimensions of migration, emphasising the overlapping and non-linear nature of different categories, as migrants can “move” between these categories over time (e.g. from regular to irregular).

The SDC Global Programme Migration and Forced Displacement (GPMFD) follows a comprehensive definition of migration that includes all the above-mentioned aspects. In its area-based interventions, the GPMFD pursues an inclusive approach that targets international labour migrants, forcibly displaced persons, including asylum seekers, refugees, internally displaced persons (IDPs), as well as affected host communities.

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1 The International Labour Organisation (ILO) estimated the number of migrant workers at 180 million in 2019. ILO (2021): Global Estimates on International Migrant Workers.
Challenges of migration for sustainable development

Unsafe, irregular migration and forced displacement can prompt considerable political, social and humanitarian challenges. The number of forcibly displaced persons – both within their own country and across borders – has doubled over the last ten years and reached a new all-time high in 2020, with over 82 million displaced persons as a result of persecution, conflict, violence and climate change and natural disasters.1 As the vast majority of forcibly displaced persons are hosted by LMICs, forced displacement puts an additional strain on countries and communities that are already left behind.2 Failed integration policies can lead to discrimination, xenophobia and tensions between migrants and host communities, creating vicious cycles of exclusion and eroding social cohesion in CoDs. At the same time, migration can negatively affect communities in CoCs through brain drain or an over-dependence on remittances. Migrants’ family members have to live with the psychosocial costs of family separation and adjust to abruptly changed gender roles. Last but not least, migration entails significant human costs, with thousands of young women and men risking their lives on dangerous migration routes. Many migrants, including children, find themselves in exploitative employment situations, exposed to forced labour, human trafficking, sexual abuse, irregular detention, or kid-napping for ransom. Such abusive criminal practices, which are widespread along many of the world’s most important migration corridors, cause inestimable human suffering for the victims and their families left behind.

Global policy context

In order to minimise the above-mentioned risks of migration and fully unlock the potential of migrants to contribute to sustainable development in their CoD and CoG, an effective migration governance at different levels is essential. With the adoption of the 2030 Agenda in 2015, migration was for the first time acknowledged as a transformative force for sustainable development and is treated as a cross-cutting issue of relevance to all SDGs.3 The 2030 Agenda’s core principle to ‘leave no one behind’ is particularly relevant for migrants in vulnerable situations, including forcibly displaced persons, who face numerous vulnerabilities and disadvantages due to their high-skilled profession. On the other hand, falling fertility rates and an ageing global population in high-income countries, but increasingly also in middle-income countries such as China or Russia, will lead to declining labour forces, putting pressure on existing pension and social security systems, and stimulate a significant growth of the care economy. As jobs in the care economy are location-specific, an increase in the demand for international migrants, and an associated “feminisation” of migration is foreseeable. Given women’s high propensity to remit, this may lead to a further surge in global remittances. Migrants will mostly be drawn to urban growth poles, both in the Global North and the Global South. Accordingly, both cross-regional and intra-regional migration movements are expected to grow. If immigration rates increase significantly in a short period of time, they are likely to trigger reactions from the native population. This could intensify anti-immigration sentiments, and the adoption of more restrictive migration policies by governments in CoDs.

Gender and Migration

Women make up roughly half of all international migrants. More and more women migrate due to a lack of prospects in their home countries, including restrictive gender roles and entrenched gender stereotypes. Female migrants, especially those from the Global South, face a “double disadvantage” on the labour market. They are often employed in precarious, low-paying positions in low-skilled jobs. Many female migrants are employed in the care economy, and the care work they perform is frequently not considered work under national legislation, which puts them outside existing protection frameworks. Women’s vulnerability resulting from precarious working conditions, temporary work contracts, low wages, and a lack of social protection is often compounded by gender discrimination and gender-based violence. Notwithstanding their vulnerability, female migrants remit – proportionately to their income – more money to their families than men, and these remittances have also proven more resilient in times of crisis than those of their male peers.5 Male migrants also face specific risks. They are more likely to be driven into migration by social pressure, and they exhibit a more pronounced risk-taking behaviour in the choice of their migration routes.

The future of migration

Looking into the future, different and sometimes contrary trends are likely to shape the future of migration movements. With regard to drivers in countries of destination, the growth of the gig economy and the increasing share of remote work imply a decrease in the demand for migrant labour, especially for the high-skilled professions. On the other hand, falling fertility rates and an ageing global population in high-income countries, but increasingly also in middle-income countries such as China or Russia, will lead to declining labour forces, putting pressure on existing pension and social security systems, and stimulate a significant growth of the care economy. As jobs in the care economy are location-specific, an increase in the demand for international migrants, and an associated “feminisation” of migration is foreseeable. Given women’s high propensity to remit, this may lead to a further surge in global remittances. Migrants will mostly be drawn to urban growth poles, both in the Global North and the Global South. Accordingly, both cross-regional and intra-regional migration movements are expected to grow. If immigration rates increase significantly in a short period of time, they are likely to trigger reactions from the native population. This could intensify anti-immigration sentiments, and the adoption of more restrictive migration policies by governments in CoDs.

With regard to drivers in countries of origin, demographic developments in the Global South, especially a rising youth bulge in sub-Saharan Africa, and the absence of sufficient education offers and jobs for these new labour market entrants, are important factors to consider. The gender gap, coupled with a persistent lack of adequate public services, as well as restrictive social and gender norms in many countries in the Global South, will drive numerous young women and men to search for better prospects abroad. Furthermore, increasing pressure on limited resources, such as water and arable land, will push more and more people into migration. At the same time, the main factors of forced migration are likely to further intensify, both as a result of unresolved conflicts and associated protracted displacement situations, as well as due to rising temperatures, more frequent extreme weather events, and natural disasters.

A big unknown concerns the long-term effects of global pandemics on the future of international migration. In the short term, COVID-19 has led to an unprecedented reduction of global mobility. In the medium term, demand for migrant labour has picked up again, as gaps in labour markets need to be filled and no local replacements are available. In the long term, global pandemics could lead to more restrictive migration policies and a subdued demand for foreign workers due to a substitution of migrants with national workers. However, as past experience has shown, restricting regular migration is usually ineffective in stopping migration altogether. Instead, it is likely to push people into irregular pathways, accelerating risky and unsafe migration and increasing migrants’ vulnerability.

1 According to UNHCR, there are roughly the same number of men and boys (52%) and women and girls (48%). Children under 18 make up 43% of people displaced across borders. For more information see UNHCR (2021): Global Trends, Forced Displacement in 2020.
2 By the end of 2020, 86% of the world’s refugees were hosted by developing countries (UNCHS 2021).
3 The main reference to migration is made in target 7.7 to facilitate orderly, safe, responsible and regular migration and mobility of people, including through implementation of rights, respect for fundamental freedoms and human rights. 4 The 2030 Agenda for Sustainable Development (2015-2030) is a transformative framework governing international migration. The GCM encompasses 10 guiding principles and 23 objectives for better managing migration at local, national, regional and global levels. Simultaneously, the Global Compact on Refugees (GCR) was issued, aimed at strengthening international cooperation for its effectively support host communities and enhance refugee self-reliance in forced displacement contexts.12 Regarding internal migration, the UN Secretary-General established a High-Level Panel on Internal Displacement in 2019, with the objective to identify concrete recommendations on how to better prevent, respond and achieve solutions to the global internal displacement crisis.
5 Men and women have different vulnerabilities – women’s high propensity to remit, this may lead to a further surge in global remittances. Migrants will mostly be drawn to urban growth poles, both in the Global North and the Global South. Accordingly, both cross-regional and intra-regional migration movements are expected to grow. If immigration rates increase significantly in a short period of time, they are likely to trigger reactions from the native population. This could intensify anti-immigration sentiments, and the adoption of more restrictive migration policies by governments in CoDs.
6 The initiative was led by the Federal Office for Migration and Refugees (BMI). India’s State government’s initiative was the first intergovernmentally negotiated agreement on migration, the GCM, together with Mexico.

1.2 Swiss interests

As set out in the Foreign Policy Strategy 2020–23 and the National Strategy on International Cooperation 2021–24, migration is a priority topic for Switzerland’s foreign policy. In line with the strategic link between international cooperation and migration policy, it is in Switzerland’s interest to address the root causes of forced displacement and irregular migration by preventing the push of conflict, mitigating climate change, protecting displacement-affected communities in their region of origin and by creating sustainable prospects for people in the Global South.

Migration is an essential ingredient of economic development and in and outside of Switzerland and stimulates innovation and entrepreneurship. Switzerland has strongly relied on labour migration over the past 50 years. As a small country with a highly globalised and specialised economy, Switzerland needs to source parts of its workforce abroad. Every fourth worker on Switzerland’s labour market is a foreign national. Switzerland also boasts an impressive diaspora, with around 750,000 Swiss nationals living abroad. Switzerland has thus an interest in an international system of migration governance that leverages the productive potential of regular migration and reduces the risks and costs associated with irregular, unsafe and forced migration, on its own territory and elsewhere.

In all its endeavours, the GPMFD will contribute to the protection and promotion of human rights as well as international humanitarian and refugee law, key tenets of Switzerland’s foreign policy. In line with the Human Rights and Migration Protection 2021–24, the GPMFD is committed to preventing, mitigating and responding to the risks and consequences of violence, coercion, deliberate deprivation and abuse for vulnerable migrants and displacement-affected communities.

1.3 Swiss added value

Switzerland was one of the first countries to position itself internationally on the topic of migration and development (MiD). Since the launch of the Bern Initiative in 2001, Switzerland has been a champion in shaping the global normative framework governing international migration. Thanks to its partnership with the United Nations, the GCM, together with Mexico.

The selection of key indicators is one of the main tasks of the initiative. Full details are available online. In line with the strategy of the Bern Initiative in 2001, Switzerland has thus an interest in an international system of migration governance that leverages the productive potential of regular migration and reduces the risks and costs associated with irregular, unsafe and forced migration, on its own territory and elsewhere.

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The GPMFD’s **unique value proposition** in the field of M&D consists of six key elements:

1. an embeddedness in a **whole-of-government approach** (WOGA), which integrates different perspectives on Switzerland’s foreign policy on migration, promotes the humanitarian-development-peace nexus, and aims to achieve policy coherence in international migration cooperation;
2. a strong dedication to a **multi-stakeholder approach**, bringing together national governments, cities, the private sector and civil society in policy dialogues at the global, regional and national levels, and engaging with them in different project interventions;
3. an engagement from the local level up to the global level and the explicit linking of operational and policy dialogue activities (‘**elevator approach**’ – see chapter 4.1);
4. an engagement along migration routes and the application of a ‘**corridor approach**’ linking activities in different countries, given the cross-border nature of human mobility (see chapter 4.1);
5. a commitment to **innovation**, coupled with a flexible and adaptable approach that allows for agility, considered risk-taking and a quick reaction to crisis situations (as demonstrated by the GPMFD’s COVID-19 response);
6. the fact that key multilateral organisations and numerous other actors in the field of migration and forced displacement are headquartered in **Geneva**, e.g. the UN Migration Network, the International Organisation for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR), and the International Labour Organisation (ILO).12

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12 Cooperation with the above-mentioned organisations is based on the respective partnership agreements and close WOGA contribution, in particular with the responsible focal points within the Federal Administration.

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2. Results, lessons learnt and implications for 2022–25

2.1 Results

In accordance with the elevator approach (see chapter 4.1), the GPMFD13 has promoted key normative changes and provided seed funding for many pioneering initiatives in CoDs and in CoDs. The GPMFD’s contributions to furthering the link between migration and development are especially noteworthy with regard to (a) the comprehensive pre-departure preparation of prospective migrants, (b) the fair recruitment of migrant workers, (c) the protection of vulnerable migrants and advocacy for their rights, and (d) the improvement of migration governance at various levels.

(a) Thanks to the GPMFD’s assistance, 130,000 migrants and their families (50% women) accessed pre-departure orientation in Sri Lanka from 2016–20. This training proved effective in preventing abuse and exploitation by providing prospective migrant workers with the required information and competencies before their actual departure. The experiences from Sri Lanka were used to develop a regional management system providing tailored pre-departure orientation for migrant workers leaving their CoD in South Asia in search of economic opportunities in the Gulf Cooperation Countries (GCCs).

(b) As one of the driving forces behind the ILO’s Fair Recruitment Initiative, the GPMFD has backed the development of internationally agreed policy instruments, including the General Principles and Operational Guidelines for Fair Recruitment. The GPMFD has also promoted the International Recruitment Integrity System (IRIS), which defines international minimum standards for recruitment agencies, introduces a certification scheme for ethical recruiters, and monitors their compliance. IRIS has gained international recognition amongst a wide range of stakeholders from government, the private sector and civil society, and is currently being rolled out in different parts of the world.

(c) In the Middle East, the GPMFD has contributed to improving the protection of migrant workers and dismantling the kafala sponsorship system.14 At the policy level, Qatar has introduced the most far-reaching reforms, including the introduction of a non-discriminatory minimum wage for all migrant workers which benefits over 400,000 people. Lebanon and Jordan have also committed to labour market reforms towards a gradual abolishment of the kafala system. Civil society organisations (CSOs) have scaled up their outreach and support to thousands of migrants. The Gulf region’s first domestic workers’ associations have been established in Kuwait and Bahrain. In sub-Saharan Africa, the GPMFD has supported the West Africa Network for the protection of vulnerable children and youth on the move (WAN), which includes all member countries of the Economic Community of West African States (ECOWAS). Between October 2017 and December 2020, WAN took care of 7,654 vulnerable children and young people.

(d) Thanks to the long-standing strategic support of the GPMD to promote multi-stakeholder processes at the global, regional and national levels, different stakeholders have had the opportunity to influence policies in a pragmatic and results-oriented way. For instance, the GPMFD spearheaded the establishment of the leading global advocacy platforms for the private sector and cities on migration, the “GPMFD Business Mechanism” (2015) and the “Mayors Migration Council” (2019). The latter mobilised 90 cities across more than 60 diplomatic initiatives in 2020 alone, securing formal city representation and consultation in key multilateral processes. The GPMFD has also made a contribution to shaping Switzerland’s foreign policy on migration by representing development policy aspects within the Interdepartmental Structure for International Cooperation on Migration (ICM structure)15, by conceptualising the parliamentary mandate on the strategic linkage between migration policy and development cooperation, and by bringing a migration policy perspective into Switzerland’s IC-Strategy 2021–24.

2.2 Lessons Learned

While the GPMFD focused predominantly on labour migration issues during the implementation of previous programme frameworks, it has become clear that such a concentration can be limiting. A more comprehensive definition of migration, including aspects of forced displacement, is necessary – both from a conceptual perspective, acknowledging the often blurred boundaries between forced displacement and irregular migration, as well as from an opera-
tional perspective, with a view to furthering the humanitarian-development-peace nexus and inclusive area-based approaches.

In its initial years, the GPMFD was mainly focused on influencing global policies as well as piloting and testing innovative projects. While this exploratory strategy was the right approach for a nascent programme, the GPMFD has arrived at a stage where it should increasingly capitalise on lessons learned and invest in the scaling-up and replication of good practices. The GPMFD has already started to substantially expand the geographic reach of its programmatic interventions, with several new programmes in sub-Saharan Africa, as well as in North Africa, Russia and Central Asia. In the future, the GPMFD will further increase its efforts to mobilise other development partners, public and private, to leverage the sustainability of programmes’ long-term impact.

The GPMFD has ventured as a first mover into new thematic areas and piloted innovative approaches, notably in the fields of urban migration, the financial inclusion of migrants, and the financing of durable solutions for forcibly displaced persons. In all these endeavours, the GPMFD has partnered with pioneering stakeholders, including cities and the private sector. These undertakings are promising, but also relatively high-maintenance. They should be further strengthened as much as possible, taking into account the steering capacities of a nimble GPMFD team.

A gender assessment carried out in 2020 has shown that the GPMFD portfolio is mainly gender-accommodating. Women’s empowerment and gender equality concerns are addressed in different projects, but there is no real gender equality mainstreaming yet. New interventions focusing specifically on migrant women, notably in the field of financial inclusion, are very auspicious and should be extended to other areas of engagement.

A positive lesson from the past four years concerns the relevance of Switzerland’s unique WOGA to international migration cooperation. The substantial time investment by the GPMFD to coordinate with different governmental actors in Switzerland is considered worthwhile, as this coordination and cooperation has been instrumental in conceptualising the strategic link between international cooperation and migration policy and in assuring policy coherence in Switzerland’s foreign migration policy.

2.3 Implications for 2022–25

The main implications drawn from the results achieved and lessons learned are:

- Adoption of a more encompassing definition of migration: Including forced displacement as part of a comprehensive understanding of migration and strengthening the humanitarian-development-peace nexus in the GPMFD programme framework (see figure 1).
- Prioritisation based on the GPMFD’s unique value proposition (UVP): Focus on areas where the GPMFD can add the highest value with its limited resources.
- Programmatic approach and scaling-up: Pursue coherent approaches at the thematic and regional levels. Invest in the scaling-up of proven concepts and best practice. Work more closely with other development partners and seek opportunities for co-funding.
- Partner selection: Further diversify implementing partners to optimise risk-impact relations. Continue the promising work with cities and the private sector and the facilitation of multi-stakeholder partnerships.
- Gender equality mainstreaming: Address gender equality concerns and opportunities more systematically throughout the portfolio, promoting gender-responsive, human rights-based migration policies, systems and practices. Specifically target migrant women with dedicated interventions focusing on digital solutions and innovative technologies.
- Cooperation and coordination: Maintain close involvement within the ICM structure in a results-oriented and efficient manner. Further strengthen cooperation across the SDC.
3. Our commitment

Overall Goal

The GPMFD aims to enhance the safety, well-being and livelihood prospects of vulnerable and disadvantaged migrants, their families, and the communities they live in, with a view to minimising the individual and societal costs of migration, and fully unlocking the development impact of migration.

Theory of Change

If the GPMFD...

...works with a full range of stakeholders to shape policies conducive to migrants’ protection and empowerment and to jointly pilot innovative actions, prove their viability, and scale up best practice,

then...

...migrants will be better protected, enjoy equitable access to public services, productive employment and decent work. They can invest more of their earned income in their country of origin, and can, together with communities in countries of destination and origin, reap the socio-economic benefits from migration,

because...

...a strengthened migration ecosystem reduces the risks and challenges associated with irregular, unsafe migration and forced displacement and leverages the development potential of migration.

Contributing to a comprehensive and human rights-based migration governance is a key thrust of the GPMFD’s work. The GPMFD strives to enhance the inclusion and voice of different stakeholders, including migrant communities, civil society, the private sector and cities, in multi-stakeholder dialogues and platforms at different levels, with a view to improving migration policymaking processes.

The GPMFD is committed to further gender equality and addressing the specific needs and concerns of migrant women, including those related to sexual- and gender-based violence (SGBV), throughout its portfolio. It is dedicated to consistently collecting gender-disaggregated data in order to identify potential protection and exclusion risks and empowerment opportunities. It supports partner governments in developing inclusive, equitable and gender-responsive governance systems that take into account the needs of migrant women and men, children and youth, and in promoting equal access to essential public services. The GPMFD also supports interventions that address gender-specific vulnerabilities along the migration cycle, lowering the risk of exploitation and abuse and strengthening women’s agency and decision-making power to overcome limiting gender roles and norms.

In order to reach its overall goal, the GPMFD works along three strategic components. The components and respective sub-components should be seen as a “module kit” that can be assembled in different ways and evolve over time, depending on the specific geographic context in which the GPMFD is active.

Priorities and Objectives for 2022-25

3.1 Strategic Component 1: Safe Labour Migration

Migrants have access to decent work1 and are protected along the entire migration cycle.

Opportunities and challenges

Migrant workers positively contribute to the economic performance of their CoD. This is true both for highly-skilled and lower-skilled migrants. The latter often fill gaps in the labour market, including labour shortages, thereby allowing nationals to move into better-paid jobs. Migrants make a significant contribution to labour market flexibility by filling niches both in fast-growing and declining sectors of the economy. They also enhance women’s labour market participation in the CoD, as an increasing number of migrants perform care work and allow local women to enter the labour market. With South-South mobility on the rise, safe and regular labour migration constitutes an important opportunity for many LMICs to leverage the productive potential of migration not only as CoI but also as CoD.

However, many migrant workers, and migrant women in particular, face a number of significant risks which jeopardise the gains to be reaped from safe and regular labour migration. These include abusive recruitment practices, unsafe journeys, exploitation in the workplace, physical and mental mistreatment, lack of access to social protection, forced labour and human trafficking. Due to the inflicted social costs and human suffering, unsafe and irregular labour migration remains a key obstacle to sustainable development. The COVID-19 pandemic has furthermore highlighted migrants’ acute vulnerabilities in terms of job loss, wage protection and access to decent working conditions.

Figure 2: GPMFD’s strategic components

3.2 Strategic Component 2: Migration Systems

Migrants’ access to protection and legal services along the entire migration cycle, lowering the risk of exploitation and abuse and strengthening women’s agency and decision-making power to overcome limiting gender roles and norms.

Priorities and Objectives for 2022-25

3.2.1 Strategic Component 2: Migration Systems

Migrants have access to protection and legal services along the entire migration cycle, lowering the risk of exploitation and abuse and strengthening women’s agency and decision-making power to overcome limiting gender roles and norms.

Priorities and Objectives for 2022-25

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Priorities and Objectives for 2022-25

3.2.3 Strategic Component 2: Migration Systems

Migrants’ access to protection and legal services along the entire migration cycle, lowering the risk of exploitation and abuse and strengthening women’s agency and decision-making power to overcome limiting gender roles and norms.

Priorities and Objectives for 2022-25

3.3 Strategic Component 3: Migration Policy and Governance

Migrant-centric services are in place to ensure migrants’ access to protection and legal services along the entire migration cycle, lowering the risk of exploitation and abuse and strengthening women’s agency and decision-making power to overcome limiting gender roles and norms.

Priorities and Objectives for 2022-25

3.3.1 Strategic Component 3: Migration Policy and Governance

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Priorities and Objectives for 2022-25

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Priorities and Objectives for 2022-25

3.4 Strategic Component 4: Safe and Regular Labour Migration

Migrants have access to decent work and are protect...
3.2 Strategic Component 2: Inclusion and Social Cohesion for Migrants and their Communities

Migrants, including displaced persons and host communities, have access to inclusive basic services and socio-economic inclusion opportunities, especially in urban contexts.

Opportunities and challenges

Migration and forced displacement are global phenomena, but their effects are mostly felt at the local level, especially in secondary cities in the Global South. Cities and local actors all over the world find themselves at the forefront of managing the positive and negative impacts of human mobility. Anticipating future migration movements – as a result of economic opportunities, as well as due to climate change, environmental degradation and conflict situations – and reflecting them in urban planning and the organisation of public services is crucial for the long-term viability and economic productivity of many cities in the Global South. In order to effectively leverage the potential of migration for sustainable development, successful inclusion of the newly arrived is key. By reducing inequality, marginalisation and social grievances, social cohesion can be strengthened, benefiting the entire society.

If not managed effectively, sudden and large-scale migration movements are likely to put pressure on urban infrastructure, the availability and affordability of housing, and good-quality service provision. In displacement contexts, where people are forced to leave their homes and do so in large numbers, communities of destination are often unable to provide even basic services – such as food, shelter, health and education – for the newly arrived. This is especially true for LMICs, which host over 85% of the world’s refugees and a large majority of the IDPs across the globe. As forced displacement is a long-term phenomenon, with the majority of refugees living in protracted displacement situations that last for 26 years on average, there is an urgent need for durable solutions beyond short-term emergency assistance. In the absence of a comprehensive long-term vision for addressing forced displacement there is an increased risk of xenophobia, marginalisation and discrimination. Forcibly displaced persons and migrants with irregular migration status, and among them in particular those groups with increased risk exposure, such as women, children and older adults, are at the greatest risk of being discriminated and excluded. Moreover, restrictive migration policies – i.e. encampment, migrants’ limited access to public services and forced employment – increase the risk of the perpetuation of informal settlements, which in turn contributes to strengthening inclusion and social cohesion at the local level.

Intervention strategy

The GPMFD further the creation of framework conditions at the local level that enable an effective inclusion of migrants, including displaced persons, into the economic, social and cultural life of cities. The GPMFD supports cities by enhancing their capacities and equipping them with the required instruments to address migration in a sustainable way, including through forecasting and adaptation related to environmental and climate-induced migration. The GPMFD actively promotes the creation of durable solutions for forcibly displaced persons, including children, so that they no longer have specific assistance and protection needs linked to their displacement, can enjoy their human rights without discrimination, and achieve self-reliance. It assists local governments in mainstreaming migration into local development planning and in making locally provided services – such as health, education, social assistance, labour market integration – accessible to migrants and displaced persons. It aims to reduce factors of exclusion and promote equal access of female and male migrants to resources, public services and decision-making processes. To this end, the GPMFD facilitates inclusive partnerships and dialogues among different stakeholders from government, civil society, the private sector, migrant communities, and multilateral organisations. It strengthens the evidence base on how to manage urban migration and foster durable solutions, both through innovative pilot projects and action-oriented research. It leverages local governments’ agency and facilitates their access to national, regional and global dialogues and platforms, so they can share their experiences and shape effective migration policies beyond the confines of their municipalities.

3.3 Strategic Component 3: Migrants’ Contributions to the Sustainable Development of their Countries of Origin

Migrants contribute to the sustainable development of their countries of origin through the transfer of remittances, investments, know-how, and social capital.

Opportunities and challenges

By sending home money and know-how as well as through investments, migrants and diaspora communities make important contributions to sustainable development in their CoO. In LMICs, the livelihoods of many families depend on private money transfers made by migrants. There is ample evidence that remittances are positively correlated with the nutritional, education and health outcomes of their recipients. The COVID-19 pandemic has once again demonstrated that remittances are a crucial lifeline for many families and communities in LMICs around the world. While harder to quantify, migrants and members of diasporas also transfer skills, knowledge and know-how to their CoO. They become economically active by making investments, establishing businesses or promoting trade relations with their CoO.

However, the potential contributions of migrants to their communities of origin are not sufficiently leveraged due to a lack of viable investment options and missing mechanisms for the transfer of know-how and social capital to the CoO. For example, the development benefits of remittances are limited by high transfer costs, a large proportion of informal transfers that bypass the formal financial system, and especially by the unavailability of remittance-linked finance products that strengthen the financial health and resilience of migrants and their families, such as savings accounts, credit options, pension funds and insurance schemes. Digital technology has enormous potential to disrupt the current deficiencies of the traditional remittances market, which the COVID-19 pandemic has exposed and exacerbated.

Intervention strategy

The GPMFD supports migrant and diaspora communities in strengthening their capacities to better leverage their economic and social capital for the benefit of CoOs, ranging from policy advocacy to skills and know-how transfer, entrepreneurship and philanthropic engagement. In the area of remittances and financial inclusion, the GPMFD works with different development partners active in the finance sector to bring digital financial services to underserved migrants, especially migrant women, strengthening their productive role and decision-making power. The GPMFD aims to promote inclusive digital transfer solutions and to develop remittance-linked financial products, such as savings accounts, to invest in education, health or income-generating activities. However, digital solutions alone will not bring about the desired change without supporting measures that ensure the uptake of such solutions. For this purpose, the GPMFD follows a market development strategy by accompanying efforts to leverage digital solutions in the remittances market with policy and regulatory reforms as well as financial literacy programmes. In the area of diaspora cooperation, the GPMFD supports platforms that aim to strengthen self-organising and cooperation capacities and collectively leverage knowledge and know-how of diasporas for the sustainable development of countries of origin.
4. How we act – joint action on global challenges

4.1 Principles of action

The GPMFD’s principles of action are aligned with the Guidelines of the SDC’s Global Instruments for Development and Cooperation 2021–24 and detailed hereafter. The GPMFD intervenes along three closely intertwined axes:

**Testing and piloting innovative solutions**
- Venturing into new fields of relevance.
- Co-designing and piloting innovative approaches and instruments with committed governmental, multilateral, and non-governmental partners.
- Supporting the implementation of new policies conducive to leveraging migration for sustainable development.
- Strengthening approaches that link humanitarian-development-peace instruments benefiting displacement-affected communities.

**Promoting learning, exchange, and scaling-up**
- Extracting lessons learnt from pilot interventions and disseminating them via regional and global platforms.
- Furthering the dialogue and facilitating knowledge and know-how exchange among different stakeholders, including among CoOs and between CoOs and CoDs.
- Promoting the scaling-up of promising approaches and best practice by furthering the crowding-in of additional stakeholders and the buy-in of other development and humanitarian partners.
- Ensuring sustainability by fostering commitment and ownership of partners.

**Influencing policies and shaping ecosystems**
- Supporting action-oriented research and the generation of data to substantiate the policy dialogue on emerging or underfocused issues.
- Furthering evidence-based, gender-sensitive and human rights-based policymaking taking into consideration research findings, operational best practice and innovative solutions.
- Engaging different stakeholders in solutions-oriented policy dialogues at all levels.
- Ensuring an adequate reflection of M&D in relevant global and regional normative frameworks.

Most GPMFD-financed projects are a combination of the above-mentioned axes. In addition, the GPMFD promotes the application of the following approaches throughout its portfolio:

**Elevator approach**: The GPMFD seeks to systematically link its activities at global, regional, national and local levels through a two-way elevator. On the one hand, the GPMFD feeds relevant experiences and best practice from its projects at the local and national levels into regional and global dialogues on M&D, thereby contributing to multilateral solutions (bottom-up perspective). On the other hand, the GPMFD aims to localise and adapt global solutions to the needs and requirements of different regions and countries and assist national and local stakeholders in the implementation of global norms and regionally developed best practice (top-down perspective).

**Corridor approach**: The GPMFD’s engagement, especially under components 1 and 3, is centred along major migration corridors, linking dedicated interventions in CoOs with those in CoDs. Such an approach is warranted because international migration is concentrated along certain corridors that have developed over many years and are shaped by economic, geographic, political, social, cultural and demographic factors. Therefore, for any solutions in the area of migration to be effective, they must be comprehensive and take into account the sending and receiving end of the equation. The GPMFD focuses on the world’s most important regular labour migration corridors: between South Asia and the Middle East, Africa and the Middle East, and Central Asia and Russia. In addition, the GPMFD works on significant intra-regional migration corridors, e.g. in West Africa, and the African continent as a whole, as well as on issues of forced displacement from a regional perspective, e.g. in the Horn of Africa.
4.2 Joint action on global challenges

The GPMFD is the SDC’s competence centre for migration and forced displacement. It is dedicated to a multi-stakeholder approach: the GPMFD works in close partnership with a wide range of actors in Switzerland and abroad:

- Within the SDC: With a view to effectively linking national projects to regional and global processes and dialogues, and vice versa, the GPMFD maintains a continuous exchange with the SDC’s geographic divisions. With regard to its regional and multi-country programmes, the GPMFD seeks to benefit from the Swiss representations abroad to involve them in the programme’s design, monitoring, and steering. The GPMFD continues to engage in joint endeavours with other SDC divisions, especially in projects along the humanitarian-development-peace nexus. It maintains close coordination and cooperation with the SDC’s other thematic units and networks, especially in the fields of gender equality, private sector engagement, environment and climate-induced migration, durable solutions for forcibly displaced people, education, as well as issues related to social protection and the care economy.

- Within the Federal Administration: The GPMFD coordinates its activities and initiatives with all concerned Swiss government offices in a whole-of-government approach. To ensure a coherent and harmonised foreign policy on migration across the Federal Administration, the GPMFD plays an active role in the ICM structure. It does not only engage at the policy level, but also in operational terms (joint programming). As a consequence, Switzerland “walks the talk” and effectively promotes a comprehensive approach to migration.

- With other development partners: To further the scaling-up of innovative initiatives, the GPMFD engages in strategic exchanges and seeks alliances with like-minded donors from other DAC countries.

- With a range of different implementing partners: The GPMFD aims to work with a broad range of partners with complementary skills. This includes multilateral organisations, non-governmental organisations, research institutes and think tanks, cities, and the private sector. The GPMFD strives to increasingly partner with the private sector to nurture innovation, more demand-driven and tailor-made solutions for migrants, greater outreach, and a higher overall impact. The GPMFD will also undertake efforts to mobilise private-sector funding for the scaling of innovative solutions.

The GPMFD-led SDC Migration and Forced Displacement Network fosters knowledge management and organisational learning within the SDC and with external partners, provides advisory services to strengthen the SDC’s operational portfolio and policy work, builds in-house competences on migration and forced displacement, and ensures effective strategic communication on migration-related matters. The network creates platforms for exchange within the SDC and with external experts in the field of migration and forced displacement to explore new trends, exchange on best practice, share innovative approaches, and develop joint policy messages. The GPMFD is responsible for the overall management of network activities, ensuring smooth coordination and policy coherence. It works in close collaboration with thematic units in the geographic divisions. The latter facilitate and support peer exchange and learning from thematic advice as well as quality-building efforts within their respective geographic divisions.

4.3 Strategic steering

The GPMFD programme framework is embedded in the IC Strategy 2021–24 and contributes to six of the strategy’s ten sub-objectives. The programme will establish a sound base-line and work with a theory-of-change approach. It will be regularly assessed against outcome-level objectives and reoriented if needed. The results framework (see annex 2) is based on (i) relevant SDG targets and indicators, as well as (ii) the SDC Aggregated Reference Indicators (ARI) and Thematic Reference Indicators (TRI). The GPMFD monitoring and evaluation system includes the following components:

- Monitoring of developments and trends in the national and international migration policy debates and of new data and evidence to ensure the relevance of its interventions and to adjust, if necessary, its priorities or implementation modalities. To do so, the GPMFD will participate in global and regional migration dialogues, interact with opinion leaders, other donors and concerned stakeholders, and carry out regular literature reviews.

- Reporting on results and progress achieved through the annual report to track operational and financial progress in terms of programme implementation. For accountability purposes, the GPMFD also contributes to various reports informing the Swiss parliament and general public about the implementation of Switzerland’s foreign policy on migration as well as the implementation of the IC Strategy 2021–24, including the strategic link between international cooperation and migration policy.

- Adaptive management of portfolio: The GPMFD will monitor programme evolution through reviews of progress reports, steering bodies and project visits. Periodic project evaluations will be implemented to track progress and identify areas to improve programme delivery.

- Monitoring of the financial planning: The GPMFD ensures that its strategic priorities are appropriately reflected in its multi-year budget for the 2022–25 period (see annex 3). Disbursements will be monitored against financial budget targets. The GPMFD’s annual report will present the disbursement status and discuss the cost-effective use of funds.

- Risk management: The GPMFD will monitor and assess the risks linked to its portfolio on a regular basis. These include the lack of political will of policymakers and other key stakeholders at the global, regional and national levels to implement reforms, the complexity of managing multi-stakeholder partnerships, risks related to the innovative nature of many GPMFD programmes and the fact that the GPMFD is often the “first mover” in many thematic areas, as well as contextual risks affecting programme implementation (e.g., the pandemic situation). In order to mitigate these risks, the GPMFD will diligently assess the feasibility of new initiatives and the buy-in from different stakeholders, diversify and carefully select implementing partners – including through the systematic conduction of partner risk assessments – and balance its portfolio with the right amount of innovation, conservation and scaling-up. Retaining its qualities as a pioneering actor willing to take risks and try out new approaches, the GPMFD will strive as much as possible to engage in joint initiatives with like-minded donors, so that risk management can be shared. For interventions in SDC priority countries, the GPMFD will work closely with the respective Swiss representations to ensure effective programme steering and risk management.

- Given the sensitivity of the migration topic, political and reputational risks are also considerable. The GPMFD will mitigate them by aiming for policy coherence with WOGA partners, by maintaining and strengthening an evidence-based, balanced narrative on migration, and by proactively communicating vis-à-vis the Swiss parliament and the general public.

10 SDG: Strengthening framework conditions for market access and creating economic opportunities; 2: Promoting innovative private sector initiatives to facilitate the creation of decent jobs; 3: Addressing climate change and its effects; 4: Strengthening equitable access to quality education, basic services; 5: Strengthening and promoting human rights and gender equality; 6: Promoting good governance and the rule of law and strengthening civil society.
5. Financial and human resources

The financial allocation and human resources are indicative and may be amended based on external influence or internal SDC decisions.

5.1 Financial resources

Total budget for the implementation of this strategy amounts to approximately CHF 102 million for the period 2022–25. As the yearly budget for 2022 amounts to CHF 23 million, an annual budget increase of around 10% is foreseen during the implementation period (see financial planning overview in annex 3).

The GPMFD will make efforts to join forces in the financing of initiatives with other development partners and to mobilise contributions from the private sector (the latter especially in the fields of financial inclusion and the financing of durable solutions for forcibly displaced persons). The GPMFD will strive to invest at least 1% of its operational budget in culture-related projects.

5.2 Human resources

The GPMFD is set up as follows:
- a nimble team of around 9 full-time equivalents (FTEs) at the SDC’s head office. The team at head office is in charge of the identification, design, and high-level steering of global and multi-country programmes and projects, cultivating relationships with strategic partners, engaging in global initiatives and dialogues, as well as the strategic, financial and administrative management of the GPMFD;
- small teams in the GPMFD’s main priority regions (in total around 9 FTEs) in West Africa (Dakar, Cotonou), the Middle East (Amman), South Asia (Colombo, Dhaka), and the Horn of Africa (Addis Ababa). The regional teams are responsible for engagement in regional policy processes, the steering of regional programmes, the monitoring of multi-country programmes and relationship management with Swiss representations in their respective region.

Appendix

Annex 1: List of acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ARI</td>
<td>Aggregate Reference Indicators</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>CoD</td>
<td>Country of Destination</td>
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<tr>
<td>CoO</td>
<td>Country of Origin</td>
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<tr>
<td>DAC</td>
<td>OECD Development Assistance Committee</td>
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<tr>
<td>EC</td>
<td>European Commission</td>
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<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<tr>
<td>EPS</td>
<td>Engaging with the Private Sector</td>
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<tr>
<td>FDFA</td>
<td>Federal Department of Foreign Affairs</td>
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<tr>
<td>GCC</td>
<td>Gulf Cooperation Countries</td>
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<td>GCM</td>
<td>Global Compact for Safe, Orderly, and Regular Migration</td>
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<td>GCR</td>
<td>Global Compact on Refugees</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>GFMD</td>
<td>GC Global Programme Migration and Forced Displacement</td>
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<tr>
<td>GPMFD</td>
<td>SDC Global Programme Migration and Forced Displacement</td>
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<tr>
<td>HoA</td>
<td>Horn of Africa</td>
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<td>IC</td>
<td>International Cooperation</td>
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<td>IDP</td>
<td>Internally Displaced Person</td>
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<td>IGAD</td>
<td>International Labour Organisation</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<tr>
<td>ICM</td>
<td>Interdepartmental Structure for International Cooperation on Migration</td>
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<td>IOM</td>
<td>International Organisation for Migration</td>
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<tr>
<td>IRIS</td>
<td>International Recruitment Integrity System</td>
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<td>LMIC</td>
<td>Low- and Middle-income Country</td>
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<td>LGA</td>
<td>Local Government Authority</td>
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<tr>
<td>M&amp;D</td>
<td>Migration &amp; Development</td>
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<tr>
<td>NGO</td>
<td>Non-governmental Organisation</td>
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<tr>
<td>ODA</td>
<td>Official Development Assistance</td>
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<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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<tr>
<td>PHRD</td>
<td>Peace and Human Rights Division</td>
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<tr>
<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
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<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>SECO</td>
<td>State Secretariat for Economic Affairs</td>
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<tr>
<td>SEM</td>
<td>State Secretariat for Migration</td>
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<tr>
<td>TRI</td>
<td>Thematic Reference Indicators</td>
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<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UN-CESCR</td>
<td>United Nations Committee on Economic, Social and Cultural Rights</td>
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<tr>
<td>UNCDF</td>
<td>United Nations Capital Development Fund</td>
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<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>WAN</td>
<td>West Africa Network for the protection of vulnerable children and youth on the move</td>
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<td>WG</td>
<td>Working Groups</td>
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<tr>
<td>WOGA</td>
<td>Whole-of-Government Approach</td>
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</table>
Mitigation measures

The GPMFD aims to enhance the safety, well-being and livelihood prospects of vulnerable and disadvantaged migrants, their families, and the communities they live in, with a view to minimising the individual and societal costs of migration and fully unlocking the development impact of migration.

The GPMFD works with a full range of stakeholders to shape policies conducive to migrants’ protection and empowerment and to jointly pilot innovative actions, prove their validity, and scale up best practice, thereby making the entire migration cycle, supports advocacy on behalf of migrants’ rights, and promotes migrants’ access to protection and legal services along with irregular, unsafe migration and forced displacement and leverages the development potential of migration.

Strategic component 1: Safe Labour Migration

Migrants have access to decent work and are protected along the entire migration cycle.

The GPMFD contributes to (i) improving the policy frameworks related to the protection of migrants’ rights and their effective implementation, (ii) facilitates the organisation and empowerment of migrant workers and supports advocacy on behalf of migrants’ rights, and (iii) promotes migrants’ access to protection and legal services along with irregular, unsafe migration and forced displacement and leverages the development potential of migration.

Contribution to selected sub-objective(s) of IC strategy 2021–24

Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular female migrants, and those in precarious employment.

Target 10.7: By 2030, achieve full and productive employment and decent work for all.

Annex 2: Results framework 2022–25

Overall Goal

the GPMFD aims to enhance the safety, well-being and livelihood prospects of vulnerable and disadvantaged migrants, their families, and the communities they live in, with a view to minimising the individual and societal costs of migration and fully unlocking the development impact of migration.

Theory of change:

the GPMFD works with a full range of stakeholders to shape policies conducive to migrants’ protection and empowerment and to jointly pilot innovative actions, prove their validity, and scale up best practice, thereby making the entire migration cycle, supports advocacy on behalf of migrants’ rights, and promotes migrants’ access to protection and legal services along with irregular, unsafe migration and forced displacement and leverages the development potential of migration.

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Partners

ARM, Cities Alliance, CSOs, DRC, GFA, GFMD, IESC, IHRB, ILO, INSAN, IOE-Business Mechanism, IOM, Mideast Youth, RDPP, Tamkeen, UNWOMEN, World Bank

<table>
<thead>
<tr>
<th>Risks</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decreasing reform drive in CoOs; reforms remain on paper.</td>
<td>Engage with reform champions in CoOs; facilitate positive regional reform dynamics.</td>
</tr>
<tr>
<td>Limited coordination among CoOs leading to a race-to-the-bottom with regard to protection standards for migrant workers.</td>
<td>Support CoOs in harmonising their positions vis-à-vis CoOs; facilitate exchanges of experiences and sharing of best practice between different CoOs.</td>
</tr>
<tr>
<td>Changing labour market demands as a consequence of COVID-19, including increasing demand on CoOs to re integrate labour migrants.</td>
<td>Programme adaptation to changing labour migration priorities and needs, increase focus on reintegration efforts, support development and circulation of skills and talents, sustainable livelihoods (i.e. green economy).</td>
</tr>
<tr>
<td>Support to high-level policy dialogues and initiatives with little implementation and impact on beneficiaries' life.</td>
<td>Diversify partnerships and strive for an appropriate partner mix combining policy and operational work; stronger collaboration with Swiss representations to promote elevator approach; strengthen monitoring frameworks of partners.</td>
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<table>
<thead>
<tr>
<th>Description</th>
<th>Indicator (incl. ARI and TRI)</th>
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<tbody>
<tr>
<td>Outcome 1.1</td>
<td>MIG-TRI 4 (thematic focus &quot;safe labour migration&quot;): Number of global, regional and national policy initiatives and dialogues that engage different actors (Governments, cities, civil society, private sector).</td>
</tr>
<tr>
<td>Baseline (2021): 65 (4 global, 7 regional, 54 national)</td>
<td>Baseline (2021): 0</td>
</tr>
<tr>
<td>Target (2025): 134 (9 global, 29 regional, 96 national)</td>
<td>Target (2025): To be defined end of 2022</td>
</tr>
<tr>
<td>MIG-TRI 5 (thematic focus &quot;safe labour migration&quot;): Effectiveness of existing or newly introduced national policies and legal frameworks</td>
<td>GEN-TRI1 (thematic focus &quot;safe labour migration&quot;): New gender-transformative policy and legislative reforms in place.</td>
</tr>
<tr>
<td>Baseline (2021): 6 (national)</td>
<td>Baseline (2021): 0</td>
</tr>
<tr>
<td>Target (2025): 25 (4 regional, 21 national)</td>
<td>Target (2025): To be defined end of 2022</td>
</tr>
<tr>
<td>CSI-3: Number of global, regional and national models and approaches developed or amended (incl. gender-sensitive) to support labour migrants’ rights. (disaggregated by global, regional and national)</td>
<td>CSI-2: Number of migration governance frameworks, policies, models and approaches benefiting from new research findings (disaggregated by global and regional)</td>
</tr>
<tr>
<td>Baseline (2021): 6 (national)</td>
<td>Baseline (2021): 3 (3 national)</td>
</tr>
<tr>
<td>Target (2025): 25 (1 regional, 24 national)</td>
<td>Target (2025): 30 (3 global, 3 regional, 24 national)</td>
</tr>
</tbody>
</table>
Outcome 1.2  
Migrants and forcibly displaced persons have access to decent work and are protected along the migration cycle.

**MIG-ARI 1:** Number of migrants and forcibly displaced persons benefiting from services that enable them to access safe and decent work opportunities  
Baseline (2021): 17'990 (51% women)  
Target (2025): 58'000 (60% women)

**MIG-TRI 1:** Number of migrants and forcibly displaced people having new or better employment.  
Baseline (2021): 2'043 (50% women)  
Target (2025): 10'000 (60% women)

Outcome 1.3  
Private sector actors and employers undertake targeted efforts to improve working conditions for migrants and forcibly displaced persons (including in the field of fair and ethical recruitment, skills development and recognition)

**CSI-3:** Number of businesses, employers and private recruitment agencies who participate in decent work initiatives  
Baseline (2021): 329  
Target (2025): 599

Strategic component 2: Inclusion and Social Cohesion for Migrants and their Communities

Migrants, including displaced persons and host communities, have access to inclusive basic services and socio-economic inclusion opportunities, especially in urban contexts.

**Theory of change:** If the GPMFD (i) enables cities and local government authorities (LGAs) affected by migration and forced displacement to engage with key actors, including the private sector, (ii) equips them with the necessary forecasting, planning, adaptation and management instruments to cope with migration, and (iii) strengthens cities’ advocacy and negotiation capacities to make their voices heard in national, regional and multilateral dialogues, then migrants including forcibly displaced populations enjoy better access to basic services and labour market integration, which in turn contributes to strengthening inclusion and social cohesion at the local level, because LGAs that are adequately resourced and capacitated are best placed to promote inclusion and social cohesion between migrant- and host communities, including durable solutions to forced displacement.

**Contribution to selected sub-objective(s) of IC strategy 2021–24**  
Sub-objective 2: Promoting innovative private sector initiatives to facilitate the creation of decent jobs.  
Sub-objective 3: Addressing climate change and its effects.  
Sub-objective 4: Ensuring the sustainable management of natural resources.  
Sub-objective 5: Providing emergency aid and ensuring the protection of civilians.  
Sub-objective 7: Strengthening equitable access to good-quality basic services.  
Sub-objective 10: Promoting good governance and the rule of law and strengthening civil society (link with SDG 16).

**Targeted SDGs**  
Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.  
Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.  
Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.  
Target 11.1.b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters.  
Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development
Partners
ACUMEN RIN, Cities Alliance, ICMPD, IOM, MMC, REDDS, UN-HABITAT, UNCDF, UNDP

Risks

<table>
<thead>
<tr>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Quickly increasing numbers of migrants and forcibly displaced persons, overstraining affected local authorities and further exacerbating rapid urban growth in the Global South.</td>
</tr>
<tr>
<td>– Political and institutional hindrances to the design and implementation of durable solutions for displaced populations.</td>
</tr>
<tr>
<td>– Tensions between migrants and host communities due to deteriorating epidemiological and/or economic conditions.</td>
</tr>
<tr>
<td>– Competition or complex dynamics between central and local government authorities.</td>
</tr>
<tr>
<td>– Limited scaling-up and influence of city-level initiatives.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Support (especially secondary) cities to mobilise necessary funding to accommodate migrants; invest in forecasting, planning, adaptation and resilience-building activities; closely monitor trends and react with a mix of short-term and longer-term measures (as during the COVID-19 pandemic).</td>
</tr>
<tr>
<td>– Support champions; strengthen multi-stakeholder partnerships, coordination and advocacy mechanisms for durable solutions; strengthen UNCTs work of RCs; adopting a territorial approach avoiding silos; support approaches to tackle protection needs while fostering self-reliance of forcibly displaced persons.</td>
</tr>
<tr>
<td>– Build in aspects of inclusion and social cohesion in all programme designs; foster a CSPM &amp; gender-sensitive approach; build evidence on successful local integration thereby mitigating dividing narratives.</td>
</tr>
<tr>
<td>– Design support and advocacy approaches that are tailored to the political economy and evolving political dynamics; promote dialogue between national and local authorities and advocacy with central governments to decentralise solutions leveraging other influencing partners (UN, IFIs).</td>
</tr>
<tr>
<td>– Support city advocacy, participation and positioning of cities in different fora; leveraging existing city networks and fostering city-to-city partnerships and exchanges; work along urban corridors.</td>
</tr>
<tr>
<td>– Foster innovative financing mechanisms for durable solutions, involving the private sector and diaspora.</td>
</tr>
</tbody>
</table>

Description

<table>
<thead>
<tr>
<th>Indicator (incl. ARI and TRI)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 2.1</strong></td>
</tr>
<tr>
<td>Urban migration, including durable solutions, is a key theme in global policy dialogue related to migration and the voice of cities is leveraged</td>
</tr>
<tr>
<td>MIG-TRI 4 (thematic focus “local inclusion and social cohesion”): Number of global, regional, national (including local) policy initiatives and dialogues that engage different actors (governments, cities, civil society, private sector)</td>
</tr>
<tr>
<td>Baseline (2021): 45 (18 global, 3 regional, 24 national)</td>
</tr>
<tr>
<td>Target (2025): 100 (52 global, 8 regional, 40 national)</td>
</tr>
</tbody>
</table>

| **Outcome 2.2** |
| Partner cities, local governments and host communities manage challenges and leverage opportunities arising from migration to cities for sustainable and inclusive development |
| MIG-TRI 5 (thematic focus “local inclusion and social cohesion”): Effectiveness of existing or newly introduced national and local policies and legal frameworks |
| Baseline (2021): 0 |
| Target (2025): To be defined end of 2022 |

| GEN-TRI1 (thematic focus “local inclusion and social cohesion”): New gender-transformative policy and legislative reforms in place. |
| Baseline (2021): 0 |
| Target (2025): To be defined end of 2022 |

| CSI-4: Number of policymakers and representatives of local authorities with increased institutional capacities to receive, manage and locally integrate migrants and forcibly displaced persons |
| Baseline (2021): 1'643 (no gender disaggregation) |
| Target (2025): 3'350 (at least 50% women) |

| **Outcome 2.3** |
| Migrants and forcibly displaced persons, as well as host communities, benefit from equitable service provision and opportunities that support socio-economic inclusion at the local level |
| MIG-ARI 3: Number of migrants and forcibly displaced persons who gained access to local health, education and other social services |
| Baseline (2021): 6'202 (50% women) |
| Target (2025): 193’000 (60% women) |
Migrants contribute to the sustainable development of their countries of origin through the transfer of remittances, investments, know-how, and social capital. 

Theory of change: The GPMFD (i) strengthens framework conditions in the remittances and finance sector, (ii) engages with the private sector to design migrant-centric financial products, with a special focus on women, invests in migrants’ financial literacy, and (iii) provides diaspora organisations with the required capacities and instruments to better leverage migrants’ contributions in CoOs. Migrants and their families are able to send and receive their remittances through safe, cheap and fast channels and can choose from a range of financial products, and diasporas are able to productively invest their skills and capital in their CoO, because migrant communities who are confident and knowledgeable about the use of the formal financial system, existing financial products and promising investment opportunities are likely to leverage more money, knowledge and skills in their CoO.

Contribution to selected sub-objective(s) of IC strategy 2021–24

Sub-objective 2: Promoting innovative private-sector initiatives to facilitate the creation of decent jobs.

Targeted SDGs

Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

Target 8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

Target 10.C: By 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance insurance and financial services for all.

Target 8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

Partner

AFFORD, ADEPT, BIH Platform, CSOs, GIZ, GK Partners, ILO, IOM, Swisscontact, UNCDF

Mitigation measures

- Regulatory framework is not adjusted in a way to enhance digitalisation and decrease the costs of remittance transfers and portability of pension and insurance funds.
- Lack of interest of the private sector to develop migrant-centric financial products.
- Lack of uptake of new financial inclusion products by migrants and their families.
- Difficult business and political environment in CoO deterring investments/contributions by the diaspora.
- Political and organisational risks related to diaspora involvement.

- Engage with different development partners (donors, multilateral organisations, governments, private sector) to advocate for an enabling regulatory framework; focus programming on countries willing to adjust their regulatory framework.
- Develop the business case in collaboration with the private sector (proof-of-concept) and support the scaling-up of best practices.
- Invest in financial literacy activities; design products in a demand-oriented, gender-sensitive and customer-driven way.
- Focus diaspora engagement efforts on CoO with a sufficiently enabling business environment.
- Apply CSPM approach in the selection and steering of partners; support mainly targeted at structured diaspora organisations, with particular attention paid to Internal Control System.

Outcome 3.1

Strengthened framework conditions enabling the socio-economic and policy contributions of migrants’ and diaspora communities to sustainable development

Description

Outcome 3.2

Diaspora communities have increased their socio-economic contributions in their country of origin

Indicator (incl. ARI and TRI)

<table>
<thead>
<tr>
<th>Description</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIG-TRI 4 (thematic focus “diaspora engagement”): Number of global, regional, national policy initiatives and dialogues that engage different actors (governments, cities, civil society, private sector)</td>
<td></td>
</tr>
<tr>
<td>GEN-TRI (thematic focus “local inclusion and social cohesion”): New gender-transformative policy and legislative reforms in place.</td>
<td></td>
</tr>
<tr>
<td>CSI-5: Number of policy measures and standards related to socio-economic contributions of migrants initiated, introduced or improved (disaggregated by global, regional and national).</td>
<td></td>
</tr>
<tr>
<td>CSI-6: Number of jobs created or maintained through increased diaspora engagement.</td>
<td></td>
</tr>
<tr>
<td>CSI-7: Number of humanitarian and development initiatives designed, supported or undertaken by diaspora members.</td>
<td></td>
</tr>
</tbody>
</table>

Number of migrants initiated, introduced or improved in their country of origin

<table>
<thead>
<tr>
<th>Description</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of humanitarian and development initiatives designed, supported or undertaken by diaspora members.</td>
<td></td>
</tr>
</tbody>
</table>

Number of diasporas supported or engaged in the implementation of different policy initiatives, programmes, projects and activities.
Annex 3: Indicative financial planning

Programme Framework of the Global Programme Migration and Development (GPMD)

Annual budget allocation according to components (tentative), in CHF

<table>
<thead>
<tr>
<th>Component</th>
<th>source</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2022-25</th>
<th>in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component 1: Safe Labour Migration</td>
<td>bilateral</td>
<td>11,960,000</td>
<td>12,750,000</td>
<td>13,500,000</td>
<td>13,500,000</td>
<td>51,710,000</td>
<td>51%</td>
</tr>
<tr>
<td>Component 2: Inclusion and Social Cohesion for Migrants and their Communities</td>
<td>bilateral</td>
<td>4,370,000</td>
<td>4,750,000</td>
<td>4,590,000</td>
<td>4,590,000</td>
<td>18,300,000</td>
<td>18%</td>
</tr>
<tr>
<td>Component 3: Migrants as Actors for Sustainable Development</td>
<td>bilateral</td>
<td>6,440,000</td>
<td>7,250,000</td>
<td>8,640,000</td>
<td>8,640,000</td>
<td>30,970,000</td>
<td>30%</td>
</tr>
<tr>
<td>Other components, e.g. small projects, others</td>
<td>bilateral</td>
<td>230,000</td>
<td>250,000</td>
<td>270,000</td>
<td>270,000</td>
<td>1,020,000</td>
<td>1%</td>
</tr>
<tr>
<td>Total budget allocation</td>
<td>23,000,000</td>
<td>25,000,000</td>
<td>27,000,000</td>
<td>27,000,000</td>
<td>102,000,000</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Annual budget allocation (tentative), in CHF

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Programme Migration and Development</td>
<td>bilateral</td>
<td>23,000,000</td>
<td>25,000,000</td>
<td>27,000,000</td>
<td>27,000,000</td>
<td>102,000,000</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multilateral cooperation</td>
<td>multilateral</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>102,000,000</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Outcome 3.3
Migrants and their families display enhanced financial inclusion and have better opportunities to invest remittances in productive purposes and improving their livelihoods.

MIG-TRI 2: Number of migrants, forcibly displaced persons and their family members accessing low-cost digital remittance services and financial products²
- Baseline (2021): 99'000 (36% women)
- Target (2025): 872'000 (60% women)

CSI-8: Number of migrants, forcibly displaced persons and their family members that received training or were sensitised to remittance management and financial services through campaigns³ (disaggregated by gender, region, other)
- Baseline (2021): 25'000 (50% women)
- Target (2025): 130'500 (70% women)

CSI-9: Number of supported innovations that result in lower remittance transaction costs
- Baseline (2021): 0
- Target (2025): 21

CSI-10: Estimated % of migrants, forcibly displaced persons and their family members who use remittances for productive and social provision purposes (investment, education, health, education, supporting family)
- Baseline (2021): 0%
- Target (2025): 50%

² Includes registered and active members.
³ Combination of number of financial education and digital literacy campaigns.

3 Includes registered and active members.
4 Combination of number of financial education and digital literacy campaigns.