

## Annex 11

### Global Programme Migration and Development (GPMD)



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## **1. Development and relevance of the GPMD**

While the Global Programme Migration and Development (GPMD) had a slow start with its creation in 2009, having been newly established, it has made progress exponentially since. The creation of the GPMD offered a unique opportunity to strengthen the SDCs engagement in the area. This framework consists of the possibility to support and be active in global processes on the one hand and to support and fund concrete projects in the field on the other. This mix is a key element of policy influencing. The GPMD has been described as being “crucial” to clearly positioning the SDC as a key global influencer in the area of Migration and Development. The choice of the SDC to be a critical player in the areas of Migration and Development via a Global Program is seen as a strategic choice since it was an open area where Switzerland, as a small country could affect policy influence by putting well-managed resources in this direction.

At the start of the GPMD mainly between 2009 and 2013, the GP were finding their rationale, and making their place within the SDC. In the beginning this was difficult since migration is not something traditionally placed within development cooperation in Switzerland and domestic priorities on migration took a different angle. Now GPMD is more understood and has been able to push the Swiss external agenda on migration. There are still some rigidities within the SDC with regard to the understanding of the work of GPMD, but this is improving.

Thanks to creation and work of GPMD the SDC’s work and effort in the migration field are unique. While there are many governments interested in global policy and while the GP take part in large consultative fora such as the Global Forum on Migration and Development (GFMD), there are few governments that have invested and are seeking to help shape global policies on migration in the way that GPMD does. Another way in which GPMD sets itself apart from others is that the GP has understood that sustained effort is needed for change to be effective. So GPMD takes a long term perspective in the areas where the GP is working, not just quick one off projects.

According to the GPMD’s strategic framework the goal of GPMD “is to contribute to use the potential of migration for equitable, inclusive and sustainable development as well as for poverty reduction in developing countries, by optimising the benefits and minimising its adverse consequences.” Within the current strategy, GPMD has five key objective areas: 1. Shaping the Global Migration and Development Agenda; 2. Labour Migration – Support to the Decent Work Agenda; 3. Enhance Migrants’ Contribution to Development; 4. Integration of Migration into Development Planning; and 5. Coherence for Development in Swiss Migration Policy.

For this summary report, the evaluation reviewed policy and project documents, analysed a number of specific projects and reviewed the entire portfolio of projects and budget since GPMD’s inception, conducted 24 interviews with staff and partners of GPMD, and compared migration and development programs of other main donors in the field.

## **2. GPMD compared to other actors in the field**

According to all interviewees, GPMD is one of the most active players in the field. While there are many other actors who join in global dialogues, GPMD is one of the few who are trying to set the agenda. Two other governments that are prominent in the field are Sweden and Germany. Sweden is present at the global level but puts few resources into global policy influencing. GPMD is mainly working on dialogue but do not have projects in the field. On the other hand, Germany’s GIZ is much more project focused and puts most

resources towards working on the ground while being less active in global policy influencing. GPMD combines the two approaches.

There are a few other areas where GPMD is concretely different from other actors. 1. GPMD is specifically working on labour migration and the decent work agenda in the Middle East and South Asia which is known to be an extremely important but difficult area of work. 2. GPMD works with the diaspora but less than some other actors and the GP takes a different approach by trying to create an enabling environment but being more hands off otherwise. 3. GPMD is willing to put money forward to try to achieve their objectives in a flexible and dynamic way compared to other donors. For instance, GPMD seems more coherent in their support for Migration and Development than other actors, especially with regard to the Global Forum on Migration and Development.

### 3. Portfolio of the GPMD

GPMD really started to implement projects in 2010. Although there were a few that began before this time, the bulk of projects have been implemented between 2010 and 2014. The total disbursement of funds for projects has been steadily increasing since 2010, see Figure 24.

**Figure 1 GPMD total project disbursement 2010-2014 (in millions CHF)**

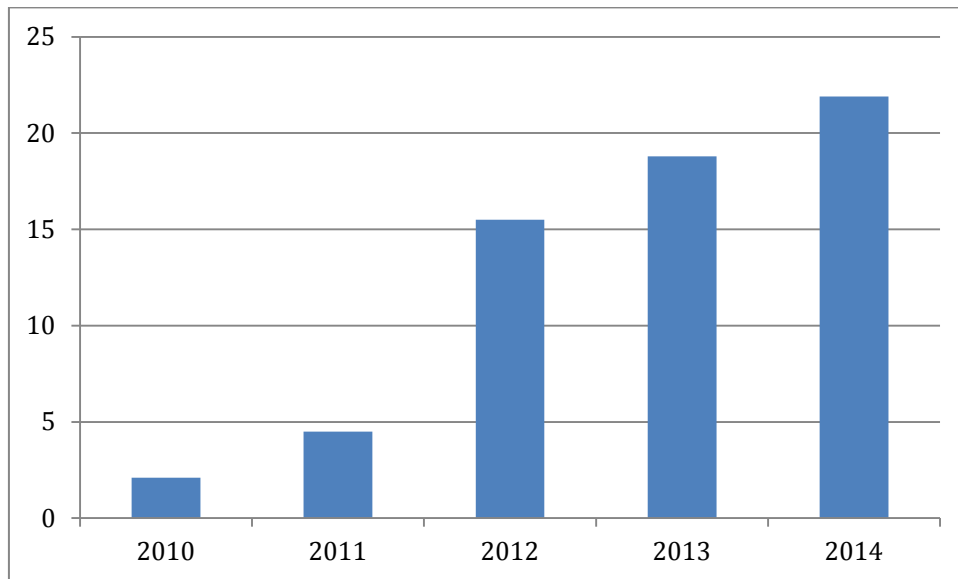
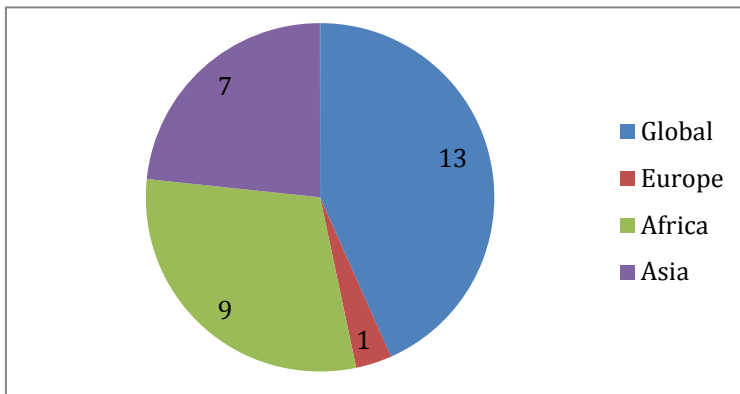
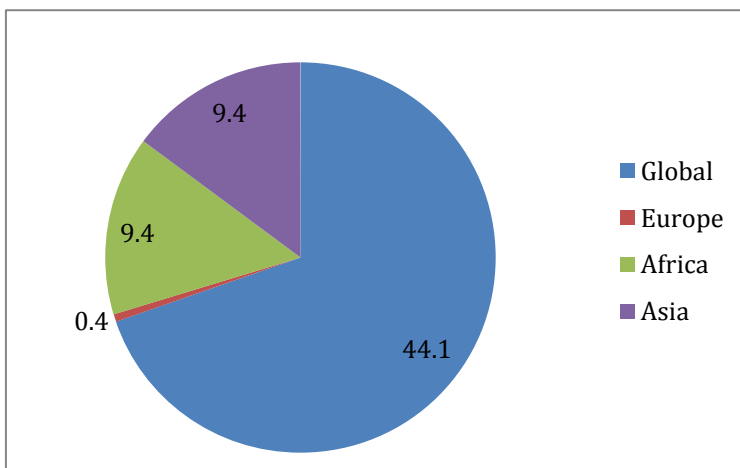


Figure 25 and Figure 26 show that the main focus of GPMD's projects is at a global level. Since 2010, GPMD has implemented the largest number of projects and put the most money towards global projects. Africa and Asia (especially South Asia and the Middle East) are key regions for GPMD, with an equal amount of money being spent in both regions over the last five years.

**Figure 2 Regional focus of GPMD portfolio (number of projects 2010-2014)**

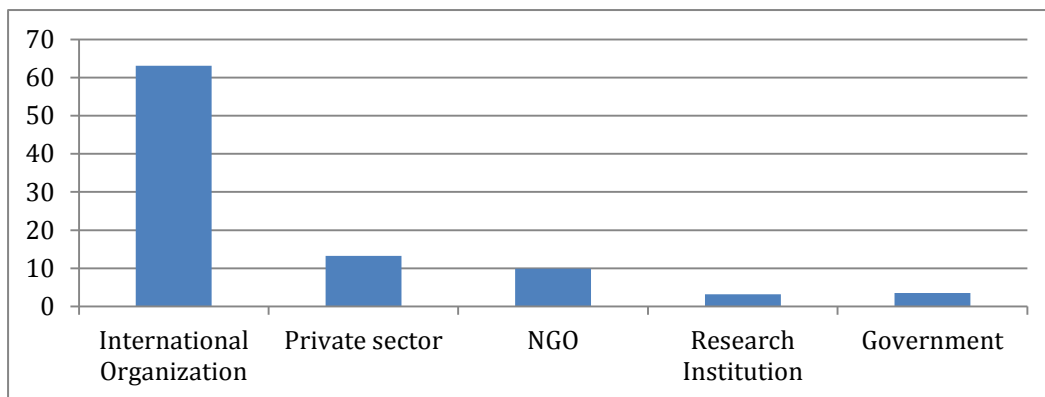


**Figure 3 Regional focus of GPMD portfolio (disbursement in million CHF 2010-2014)**



Since most projects are implementing at a global level, it makes sense that International Organizations receive the largest budget of all partners. The distribution of funding by type of partner is presented in Figure 27.

**Figure 4 GPMD project budget by partner of important projects (in CHF millions, 2010-2014)**



According to GPMD, their main institutional stakeholders/partners are mixed. GPMD have cultivated relationships with specific strategic partners at the international level including ILO, IOM, World Bank and UNDP, who are the main international actors in the field.

These actors including others are outlined in Table 10, including their main areas of collaboration.

**Table 1 GPMD key institutional stakeholders**

Institution		Main areas of collaboration
ILO	Strategic partners of the GPMD	- Decent work programs (Middle East, South Asia, North Africa) - Policy Dialogue (Domestic workers convention) - Support as GMG Chair (2014)
IOM		- Mainstreaming program - Main interlocutor on migration in many developing countries
World Bank		- KNOMAD program (GPMD secondment: Hanspeter Wyss) - Support as GMG Chair (2015) - Remittances / Costs of migration
UNDP		- Mainstreaming program - JMDI program
ICMPD		- Europe Africa Diaspora Platform - Policy research (Mapping M&D Policies & Practices) - Backstopper 2005 - 2015
Special Rep of the SG on M&D		- Advocacy migration in the Post 15 Agenda - Governance - Private Sector involvement
ICMC (International Catholic Migration Committee)		- Coordination of Civil Society of GFMD - Migration in the Post 2015 Agenda
SEM (State Secretariat on Migration)	Swiss Administration	- Co-Chair of IMZ structure - Contribution to SEM IMZ credit (30 Mill CHF 2012-15) - Competent federal office on migration issues
Human Security Division (DFA)		- Co-Chair of IMZ structure - Chair IMZ AG International Migration Dialogue - Protection/ Development continuum
SECO		- Coordination ILO Portfolio - Decent Work - Recruitment - Economic development and migration
Humanitarian Aid		- Division of labour (forced migration/refugees vs labour migration unforced migration)
Private sector		- Indigo Digital (Remittances/ Financial Services)
Diaspora organisations		- Nigerian in Diaspora Organisation Europe – Swiss Chapter (NIDOE) - Communauté des Tunisiens Résidents à l'étranger
Swiss NGOs		- Helvetas/intercooperation - Solidar Swiss
Other International Actors		- Migrants Forum Asia - Earth Security Index

The portfolio of GPMD lies clearly within the GP's 5 objective areas. There is a generally an even mix of projects under their portfolio in the 5 strategy components:

### 3.1 Shaping the Global Migration and Development Agenda

Switzerland plays a leading role in the global debate on Migration and Development. The government has been a key supporter of the Global Migration Group (GMG), and long supporter of the Global Forum on Migration and development (GFMD), as well as a supporter of the Special Representative of the UN Secretary General Peter Sutherland and global initiatives.

- Examples of concrete projects in this area are as follows:

- Knowledge Platform on Migration and Development (KNOMAD) implemented by the World Bank. This platform consists of thematic working groups working on key issues of agreed upon importance and involves the main key actors (and persons) working on M&D (7F-8302, since 2012).
- Global Dialogue, support to GFMD (i.e. civil society, specific activities/meetings) (7F-8035, since 2010).

### **3.2 Labour Migration – Support to the Decent Work Agenda**

Since 80% of all international migrants are labour migrants, GPMD has forged a strategic partnership with the International Labour Organization (ILO) with the overall objective to establish and implement labour migration policies that respect human rights and strive for decent work conditions and fair and ethical recruitment.

- Examples of concrete projects in this area are:
  - Project on Labour Migration in Sri Lanka which gives counselling on risks and rights of migration (to the Gulf countries) and supports government authorities on local and national level (7F-7422, since 2010).
  - Labour Migration Middle East (7F-8346).
  - Domestic workers, (7F-8386, since 2012).

### **3.3 Enhance Migrants' Contribution to Development**

In the areas of enhancing migrants' contribution to development there is a clear focus on the integration of migration into development planning using the potential of migration for the development of the country of origin and destination. GPMD has put a focus on Diaspora engagement but strongly believes that this does not and should not substitute traditional development aid. Key areas of work within this area are the reduction of the costs of migration including: recruitment, remittance sending and social costs of those who are left behind.

- Examples of concrete projects in this area are:
  - Pilot projects with specific migrants organisations (NIDOE, 7F-8340, since 2012)
  - Support to Diaspora ministries (Linking Emigrant, 7F-7076)
  - Support to a of platform for exchange (Europ-African Platform 7F 7076, since 2009)

### **3.4 Integration of Migration into Development Planning**

This objective area is meant to help elaborate and implement coherent migration policies at the national level. Here the Swiss experience with the whole of government approach (WoGA) is used as an example. Themes that are covered in this area (according to national context) are: integration, labour market, protection, diaspora, regional/global links and governance.

- Examples of concrete projects in this area are:
  - IOM/UNDP project on mainstreaming migration into development planning based on GMG Handbook in 8 countries (Morocco, Tunisia, Moldova, Jamaica, Kyrgyzstan, Serbia, Ecuador, Bangladesh) (Mainstreaming 7F-7838, since 2010)
  - Integration of migration into local context (Joint migration and Development Initiative, 7F-8484, since 2012)
  - CRIS research project on the return of labour migrants including policy recommendations (7F- 7894, since 2011)

### **3.5 Coherence for Development in Swiss Migration Policy**

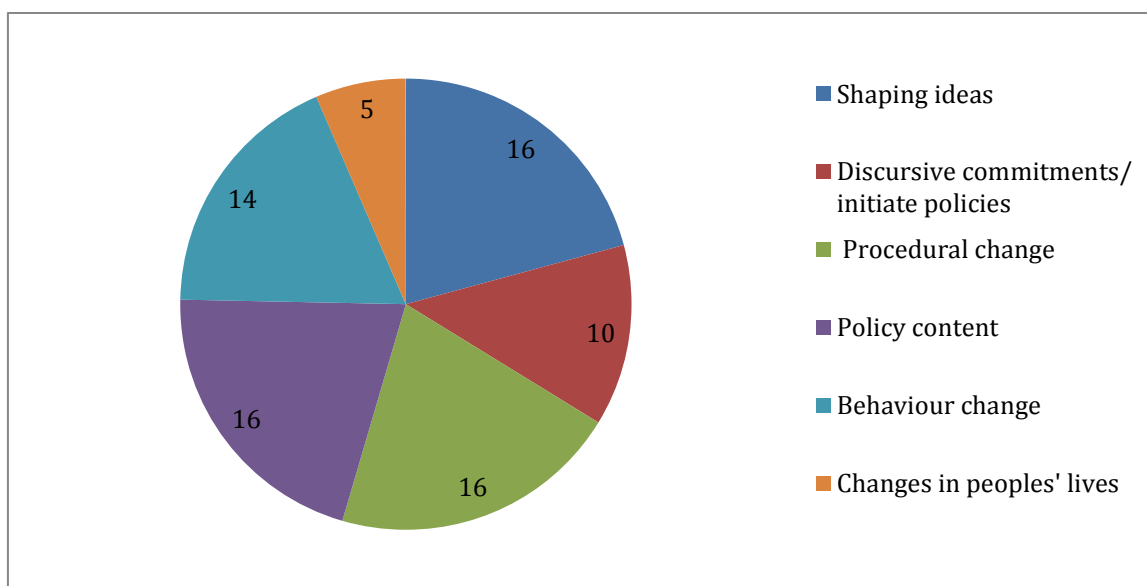
A key area within implementing coherence of development in Swiss migration policy is the interdepartmental cooperation within the IMZ structures (report IMZ 2011). GPMD contributes to migration partnerships within this structure (i.e. Nigeria/ NIDOE, Tunisia). There was a specific arrangement to contribute (from GPMD's annual budget) to the IMZ credit of the State Secretary for Migration (SSM) (2012-2015). GPMD contributes to M&D

activities in “priority” countries of the SSM which are within the range of the strategy 2013-17.

- Examples of concrete projects in this area:
  - NIDOE (7F-8340, since 2012)

Figure 28 shows the number of GPMD projects by policy influencing area. Each project was coded for which policy influencing area the GP is active in. One project can be active in more than one area of policy influencing. It is clear from the figure that the projects are affecting policy influence in an equal manner. For the purpose of this evaluation, the focus was placed on the first five steps: shaping ideas, discursive commitments/initiating policies, procedural change, policy content and behavioural change. However, when a project explicitly showed effects on people’s lives, the GP was also included.

**Figure 5 GPMD: number of projects by policy influencing area**



#### 4. Results regarding policy influencing

##### 4.1 Presence of Switzerland in global policy discussions

When compared to other actors in the field, GPMD always came out on top in interviews with key actors and stakeholders with regard to policy influencing, especially at the global level. One interviewee said “it is hard to overstate their importance”, GPMD are “everywhere”. The GPMD is “clearly a leader,” the GP is “almost at every table where things need to move. It’s amazing.” This sentiment was reflected in most of the interviews with people in the field of Migration and Development.

**4.2 Specific areas of policy influence:** GPMD is generally seen as being an extremely influential actor. The GP is engaged in policy influencing at all levels but are particularly engaged at the global level. Important results are as follows:

**4.3 Change on the national level:** GPMD has been able to show that migration and development has something to bring to the SDC and the international arena. At the bilateral level, using the instrument of migration partnerships, for instance, has helped in shaping national level thinking. At the same time, GPMD, while working within the IMZ has also been there to exert independence from the State Secretary for Migration. Previously, the policy dialogue was about immigration. Now, because of the GPMD there is a more holistic approach.

**4.4 Post 2015 development agenda/SDGs:** GPMD approached policy influencing in the post 2015 in several ways. One important way was directly through the open working group and the intergovernmental negotiation processes in New York where we worked closely together with the post-2015 team and Michel Gerber. Another less direct way was via the GFMD. GPMD have also been active in providing substance, preparing a long paper, helping organize side events to raise awareness about the issue and also providing concrete inputs when member states were allowed to provide inputs for the draft of the outcome. Due to the fact that Switzerland co-led the thematic consultations on population dynamics, this also helped in influencing the sustainable development goals and the working group report in insuring the integration of the population dynamics (migration) into this report without ever asking for a standalone goal on migration and development. According to most interviewees, a main reason that migrants and migration are in the Open working group draft is due to GPMD. Attention in the OWG doc is not just given to remittances, which everyone would have bet a year ago or five years ago, was the only sure thing to get in there from migrants and migrations. Migrants are in the document for decent work and protection of migrant worker rights explicitly and for safe regular and orderly migration.

**4.5 Global Knowledge Partnership on Migration and Development (KNOMAD)** would not have been established without GPMD, not without its funding and not without its exchanges with the core KNOMAD team at the World Bank in shaping the platform, and also pushing them in reaching out to all the different stakeholders which are now on the KNOMAD. GPMD have been instrumental in the development and continuation of KNOMAD, though some critique persists about its institutional location in the World Bank.

**4.6 GFMD (Global Forum on Migration and Development):** The chairmanship of Switzerland of the GFMD 2011 helped to position Switzerland as an important global player in this area and their continued involvement has kept this momentum going. Interviewees stressed that GPMD has supported GFMD to become what it is today. There is strong 'Swiss flavour' also under the chairmanship of other countries. There is still closeness between the GFMD support unit being based in Switzerland and GPMD. The Global Forum has tried to develop as a new policy area and as an area of collaboration among governments. GPMD has been the backbone of anything operational coming out of the Global Forum. GPMD has moved a lot of the discussion and a lot of the dynamics in the global forum for example by letting civil society choose its own agenda in the global forum.

**4.7 Mainstreaming programme:** GPMD has been instrumental in trying to mainstream migration into development planning. A pilot project was first started with four countries and then scaled up to 8 countries. GPMD has been able to provide support which helped the mainstreaming for migration processes to really evolve. GPMD supported policy development and supported stakeholders coming together to think in an inter-ministerial way about migration, and how it connects with their different portfolios, and what data need to be shared, planning and policy development. GPMD have also influenced the World Bank to think about mainstreaming migration into the World Bank's development programs.

GPMD has also been instrumental in keeping specific issues on the global agenda, for example insistence on data or policy coherence. The Global Migration Group handbook on migration data was supported by GMG funding from GPMD and has a strong impact in terms of bringing more collaboration and partnership among the GMG agencies.

At the regional level, there is clear impact. GPMD's influence has led to cooperation between countries, labour sending countries and labour receiving countries in the Gulf. There has also been some change in language and in discourse. The declaration of the



High Level Dialogue is different from the first declaration in the language. The issue of rights at work is prominently there which is something that GPMD has been pushing for.

## **5. Key factors of success**

This section summarises the key success factors of GPMD in influencing policy.

### **Reputation:**

- GPMD benefits from the positive reputation of the SDC as a development actor. There is respect and some level of trust often from the beginning, which does not mean necessarily that there will be immediate impact or immediate action, but there is a good starting point.

### **Bridge building:**

- Bridge building between the different partners is seen as a key competency that helps moving policy, programming and agendas forward, which is significant. This includes building partnerships amongst stakeholders that didn't exist before such as IOM working in partnership with the ILO or UNDP.

### **Practical experience:**

- The possibility to combine the practical experience from the field gives additional leverage and credibility to be active on the international scene. The fact that there are now people in the field, integrating the SCOs which are usually headed under the regional corporation is a great help, because partners have a daily exchange. The support helps in understanding more how migration is affecting their context.

### **Policy coherence:**

- GPMD is known for pushing the agenda on policy coherence, including active engagement on those topics. GPMD is part of the International Migration Cooperation structure (IMZ in German) and the regional cooperation is also participating in the IMZ structure. In this way colleagues of humanitarian aid or regional cooperation are sitting with GPMD, SECO, and the State Secretariat for Migration, in these working groups. GPMD also managed to set up a network or structure of different channels of influencing, cooperation within Switzerland, within the administration, with the mission in Geneva but particularly also with the mission in New York. The IMZ is in constant exchange and meets regularly. GPMD has established a good relationship with the Global Institution Division.

### **Regional advisors:**

- Regional advisors in GPMD are seen as key in country and regional engagement helping to make a better link with what is going on the ground.

### **Hosting/chairing important fora:**

- Hosting and chairing key meeting and global dialogues was seen to be important for creating more visibility and agenda setting, for instance, with regard to the GFMD.

### **Using multiple channels of influence:**

- GPMD works on different levels, through civil society, through programmes within UN agencies and IOM, and then at the same time, diplomacy with States and partnerships. Other channels like the GFMD have also been important, working together with the Swedish chair on discussing, debating migration development issues in the context of the post-2015 development agenda, under the umbrella of the GFMD. Other instruments have been used effectively and flexibly, such as side-events, and during negotiation rounds in New York, the GP has a network of

partners for cooperation and exchange. This network is both with governments such as Bangladesh, Mexico, the Philippines, Sweden, and many others, as well as international organizations and civil society. The dialogue with the governments is important because of the exchange of position papers and upcoming speaking points or what will be put forward in the different processes. With international organizations it is helpful to have close cooperation with the ILO, World Bank, IOM and others, to influence their role within the UN and international system. GPMD has created a system of identifying processes, platforms, and establishing networks of partners and contacts with key persons.

**Risk taking:**

- GPMD is seen as willing to take chances and find out what works, for instance, with their work in South Asia-Middle East and working with Diaspora. GPMD dared to go into activities or projects that no one has yet to try. It takes a lot of courage and willingness to take risks and this is seen positively by stakeholders.

**Resources (human and financial):**

- Having both human and financial resources makes a difference with regard to other partners who are equally committed to the process but may not necessarily have that flexibility to react to certain opportunities.

**Flexibility:**

- Flexibility both with regard to the available resources within the team to write papers or attend conference, but also the flexibility of funding is highly appreciated by all concerned and was said to be a key reason that GPMD is so effective. GPMD is able to act on upcoming opportunities.

**Timeliness:**

- Part of GPMD's success is that the GP is increasingly invited at the very early stage of defining regional or national strategies because of the GP's reputation, which makes it easier to affect policy influencing at an early stage.

**Geographic diversity:**

- GPMD not only work in SDC partner countries but also in non-traditional development aid countries where the issue of migration is important, especially in the Middle East. GPMD works where the issues are and are not bound by geography.

**Neutrality:**

- Partners have confidence in working with GPMD because the GP has no hidden agenda. This has opened a lot of doors that have been closed for many others, especially in the Middle East. In South Asia there are successes at the national level, with regard to establishing trust, establishing partnerships, and in driving policy changes on safe migration. For example, GPMD has been able to change attitudes is now able to work with governments, such as Bangladesh or Sri Lanka. In the context of the Colombo process or the Abu Dhabi dialogue GPMD is now invited as an observer to participate, which is another sign of confidence and trust that these governments have.

Other success factors include the following: Choosing relevant partners, networking, attention to detail, qualified staff and, longer term engagement and strategic use of funds

## **6. Challenges in policy influencing**

The biggest challenge for GPMD in the area of policy influencing is the field of migration itself. It is broad and it cuts across many disciplines. In addition, mainstreaming migration within the rest of the SDC is still ongoing work.

Some of the key challenges for GPMD in the area of policy influencing are as follows:

### **Domestic policy:**

- Swiss domestic migration policy is a challenge to credibility of GPMD's external position. The tendency of having a more restricted migration policy in Switzerland is challenging. The SDC is pushing for the convention on migrant workers and domestic workers but Switzerland has not yet ratified them. Here is an issue of limited policy coherence. How can Switzerland take the lead in an area where the country has not ratified the convention?

### **The leader that does it all:**

- It is sometimes a challenge to have other countries on board to work on a specific agenda and not being the only ones pushing. There is sometimes the concern that other donors don't fully engage because "Switzerland might take care of it".

### **Working with migrant communities:**

- Migrant communities or associations are functioning in another way than just ordinary Swiss NGOs, which GPMD still has to find the best way to deal with and the best way to work with.

### **Focus on the negative:**

- Media or general attention is mostly focused on the negative aspects of migration. These are then highlighted and the whole positive impact of migration gets lost.

### **Lack of knowledge and data:**

- Apart from negative perceptions, there is also misunderstanding or lack of knowledge, lack of data, lack of appropriate and policy relevant research. Sometimes pre-conceived notions have staying power even when there is contradictory evidence.

### **Fragmentation of government structure on migration:**

- The area of migration is a cross-cutting issue, which means that in many partner governments fragmentation exists in their structures that deal with migration. Structures are often not well coordinated making it more difficult to work on the ground.

### **Rigidities within SDC:**

- There are still people within the SDC who do not fully understand what GPMD does. There is a lack of long standing experience through regional cooperation in migration and development. Migration has been dealt with through a humanitarian lens and through a political lens in terms of just getting rid of these people in the past. Because of domestic priorities, sometimes GPMD is seen partly as defending the interest of the State Secretary for Migration and not necessarily the development side. However, this has gotten better over time.

## **7. Conclusions**

GPMD is seen as relevant and perhaps the most important government donor working in the field. GPMD's innovative institutional partnerships with the multilateral partners, link to the UN and the World Bank, independence, linking the operational with the normative

level, GPMD's network and people are all seen to be key reasons for the GP's strength in policy influencing. Additionally, GPMD have good connections with the Special Representative of the UN Secretary General's (SRSG) Southerland office and there is a good working culture, or a culture of cooperation and collaboration. Establishing this culture was not always easy but achieved over time among the different federal offices which are dealing in one way or another with migration in a collaborative way.

GPMD is often cited as an example by other actors and as a pioneer in the field. Part of their success probably also comes from the original set up of the GP. Although GPMD was slow in starting due to being completely new, the GP also didn't have to deal with any baggage from the past, making GPMD more flexible.

GPMD working in a specific area is often seen to give that area legitimacy and brings other donors or actors on board. At the same time, having significant human and financial resources has been key in policy influencing.

There are still areas in which GPMD can look to for the future. Synergies with other GPs may be able to be exploited where it adds value in the future, especially with regard to food security, climate change and health. Budget is another area of importance. It was clear that more budget was needed to implement more innovative projects. GPMD had been forced to pay into the budget of the SSM for the last several years and now that this mandatory contribution is coming to an end, GPMD was not allowed to allocate these resources to their own use. GPMD clearly has a set up for more innovative projects but no budget to fulfil these expectations.

## **8. Recommendations**

The recommendations listed in Part C, section 3 of this evaluation report are reiterated in the following table.

**Table 2 GPMD: Key findings, conclusions and recommendations**

Key findings	Conclusions	Recommendations
<p>GPMD is one of the most influential government donors in the field of migration and development.</p> <p>By being involved in a specific area of migration, GPMD has credibility to other donors.</p>	<p>GPMD is seen as being highly effective, especially for the size of Switzerland in the field of influencing policy in migration and development at an international level. GPMD is well regarded in the field as a knowledgeable player working on content.</p>	<p>GPMD R1: The <b>GPMD management</b> should find innovative ways of sharing experiences and knowledge with other donors to encourage them to become more involved (for example, like the joint trainings of GPMD and GIZ).</p>
<p>A key factor in GPMD's success has been the strategic use of both financial and human resources in influencing high-level dialogues and hosting key conferences and meetings (for instance, HDL or GFMD).</p>	<p>Hosting of meetings and conferences in Switzerland gives GPMD additional visibility and ability to set agendas.</p>	<p>GPMD R2: The <b>GPMD management</b> should continue to put both financial and human resources towards policy dialogues. They should continue to host and chair key conferences and meetings. These activities are necessarily HR intensive.</p>
<p>Mainstreaming migration into development planning as well as policy coherence for migration and development have been key strategic areas that have a clear GPMD stamp on them.</p>	<p>Mainstreaming migration into development planning and policy coherence in migration and development are known as areas of expertise for GPMD.</p>	<p>GPMD R3: The <b>GPMD management</b> should continue to put resources into mainstreaming migration into development planning and policy coherence for migration and development since they have already made inroads on this issue and can capitalise on the momentum in this area.</p>
<p>GPMD works on content. The GP is innovative, flexible, and hands-on in its approach to projects in the field, and they think and plan in the long term. Their work on decent work in the Middle East and South Asia is seen as particularly innovative.</p>	<p>GPMD has an effective way of working both in the field and at the global policy level.</p>	<p>GPMD R4: The <b>GPMD management</b> should continue to think about sustainability of projects and building this into project planning. Where possible, impact evaluations of innovative projects should be conducted.</p> <p>GPMD R5: The <b>SDC Board of Directors</b>: Additional financial resources are needed to be more effective in implementing new or continuing previous innovative projects. The amount should be at least equal to the previous contribution to the SSM budget, but more would be welcome and highly impactful.</p>
<p>GPMD has established partnerships with key players in the field (such as the World Bank, IOM, ILO, UNDP, and ICMC), giving it both credibility and influence.</p>	<p>Partnerships with big global players including international organisations, governments, and civil society are important to influence policy.</p>	<p>GPMD R6: The <b>GPMD management</b> should continue to work with established and well-known implementing partners and should encourage their joint collaboration.</p>
<p>GPMD's team of motivated, expert combines technical and policy expertise; the use of regional advisors further strengthens GPMD work.</p>	<p>Choosing the right people for positions is one of the most important factors in the effectiveness of GPMD.</p>	<p>GPMD R7: The <b>GPMD management</b> should continue to strategically hire staff with specific migration and development expertise both at a technical and policy level.</p>
<p>A major limiting factor is Swiss domestic policy on migration.</p>	<p>Swiss domestic policy is negative towards migration.</p>	<p>GPMD R9: The <b>GPMD management</b> should focus on influencing Swiss policy or at least the dialogue around migration within the IMZ structure.</p>

