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# Swiss Cooperation Strategy for Bangladesh 2018 – 2021





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# Preface

Bangladesh and Switzerland enjoy a friendly and substantial relationship. Development cooperation has been an important pillar of this relationship for more than 40 years. The close ties between the two countries were reconfirmed by the visit of Switzerland's President to Bangladesh in early 2018.

Bangladesh has developed with impressive success since its independence in 1971. Withstanding humanitarian emergencies and political unrest on many accounts, the country has experienced remarkable economic growth and achieved most Millennium Development Goals, and is also a trusted multilateral actor. According to its current development vision, Bangladesh will be a middle-income country by 2021.

Notwithstanding this promising development, some challenges remain: Bangladesh struggles with a growing number of underemployed youth and scarce resources that are under severe pressure from recurrent natural disasters and the adverse effects of climate change. Political tensions are a threat to the country's stability. Moreover, since 2017, Bangladesh has been hosting a large number of Rohingya refugees from Myanmar in the Cox's Bazar Region.

While Bangladesh nowadays relies much less on foreign development assistance, the exchange of know-how and innovation are welcome and investment is needed in a number of sectors. In the last four years, Swiss development cooperation has contributed to better skills and higher income for Bangladeshi citizens, and has improved public services by applying state-of-the-art knowledge and technologies.

Under its next four-year development programme, Switzerland will support Bangladesh in its efforts to implement the Sustainable Development Goals of the 2030 Agenda. Particular emphasis will be given to strengthening the resilience and voice of the country's most vulnerable citizens. Switzerland will also support Bangladesh in tackling the Rohingya refugee crisis by providing aid to the refugees and their host communities.

I am confident that, on the basis of the present cooperation strategy, Switzerland will continue to make an effective and sustainable contribution to Bangladesh's development.

Swiss Agency for Development  
and Cooperation



Manuel Sager  
Director General

# 1. Context analysis

Bangladesh's evolution since independence is a success story in many aspects. Plagued by disasters, humanitarian emergencies and political unrest in the years after its foundation in 1971, the country, since then, has continuously invested in social development and established a booming albeit non-diversified economy. The country's economy has seen a growth rate of over 6% per year over the last decade and had a per capita income of 1'610 USD in 2017. Poverty has been massively reduced. Bangladesh has been successful in achieving many Millennium Development Goals (MDGs) and making significant progress in such areas as underweight children and hunger, child and maternal mortality and access to improved drinking water and sanitation. Other than Sri Lanka, Bangladesh is the only South Asian country to attain gender parity in primary and secondary education. Population growth slowed to 1.4% in the 2000's.

**Economic Transition:** Since 2015, Bangladesh has ranked as a lower middle-income country, and the Government's ambition as enshrined in its Vision 2021 is to have middle-income country (MIC) status by 2021. Along with higher income, the country has committed itself to a development vision of better living standards and greater social justice. The country is still one of the largest recipients of IDA funds: in the IDA 18 cycle 2018-2020 Bangladesh has been granted a core country allocation of USD 4.4 billion. In addition, Bangladesh has access to other IDA 18 funding channels such as the regional sub-window for refugees and host communities and the private sector window. Due to its good economic performance, Bangladesh will have decreasing access to financial resources on concessional terms. The country still needs to come to terms with the consequences of growing into MIC status, which, in terms of lending capacity, will require a thorough reform of the financial sector and sustainable growth over the next years.

Within the frame of its graduation from the Least Developed Country category, the country will embark on a 6-year transition, which will re-define Bangladesh's position in world trade. Structural change will become an even more prominent necessity in the country's economic development trajectory. The development agenda includes high needs in infrastruc-

ture development, and the Government will focus more strongly on improving the business climate. While poverty reduction and pro-poor growth remain incorporated in the overall development strategy and the sector policies of Bangladesh, more attention could be given to the widening inequalities and the societal changes stemming from uneven economic growth, urbanisation and international labour migration, which remains the second most important source of GNI.

While Bangladesh's outlook is overall positive, a number of challenges can be detected that may impede the country's path to a prosperous future:

**A changing society:** Human development remains inequitable and the fast rate of economic development risks outpacing the country's human development and social change. Almost one fourth of the Bangladeshi population lives in poverty, and 13.8% of the population are considered extremely poor measured against the international poverty line. While it looks as if Bangladesh will reach the first Sustainable Development Goal (SDG) to eradicate extreme poverty by 2030, the pace of overall poverty reduction has slowed down. Despite the relatively inclusive growth experienced by Bangladesh in the last two decades, income inequality increased between 2010 and 2016. Without concerted efforts to accelerate and consolidate social gains Bangladesh risks losing a unique opportunity to utilize the demographic dividend in economic terms. Income inequality, which is increasing particularly in urban areas, is a major risk factor to stability and social cohesion.

As mentioned above, Bangladesh has made **substantial progress** in a number of **MDGs** relevant to gender equality and will most likely meet SDG 4 on quality education for all. Areas of concern are the low labour force participation rate for women and the unequal distribution of unpaid work. Also, women's employment remains limited to a number of sectors with a low return on labour. **Gender disparities** in technical and vocational training are high. Equal pay is a distant prospect both due to the gendered distribution of labour over sectors and because of discrimination in cases of equal work. Women also have less access to productive resources such as land and they face a host of discriminations. The prevalence



of violence against women is high and conservative social norms can have a restrictive character. Bangladesh continues to have one of the highest **child marriage** rates worldwide and the highest rate of marriage of girls under 15, which impacts negatively on the individual rights of girls to health, education and opportunities as well as perpetuating poverty and inequality, as child marriage disproportionately affects poor, rural and disadvantaged girls.

Bangladesh is in a process of rapid and large-scale urbanisation: The country is still largely rural in terms of its settlement structures, but already more than 50 million people live in urban areas and it is projected that in 30 years half of the population will do so. The main internal migration trends are towards the mega-city of Dhaka and generally to cities in the eastern half of the country. The UN's estimates predict that Dhaka will remain the prime city and its population size will catch up with Mumbai in 2030 with around 27 million inhabitants. And while poverty is lower in urban areas, the rate of poverty reduction is as well: According to the Household Income and Expenditure Survey, poverty reduction in rural areas accounts for 90% of all poverty reduction that occurred from 2010 to 2016. Considering the rapid growth of the urban population, adapting poverty reduction policies to the urban context will be a major challenge for Bangladesh in the coming years. Sectoral policies are currently still mostly addressing rural service delivery and the governance structures of cities are not adapted to the population changes. The slow but continued growth of the national population - estimates predict a population of over 200 million in-

habitants by 2041 - will lead to a further increased population density.

The country's secular founding principles and Bengali culture are under pressure from an increasingly politicized use of religion. Attacks against minorities and foreigners in recent years have revealed that Bangladesh is not immune to an Islamist discourse and that violent extremism is a bigger risk than previously assumed, revealing urgent and complex social problems.

**A growing economy with risks:** While the country enjoys a constant growth of GDP at around 6% per annum the economy continues to display such weaknesses as a lack of diversification in exports, an inadequate infrastructure, as well as low private and foreign investment. Bangladesh has the lowest tax revenue rate in South Asia and corruption remains an issue. Maintaining the economic success of the country will become increasingly challenging and will require upgrading macro-economic policy-making and national institutions. As in other South Asian countries, economic growth rarely translates into job growth: there is high underemployment and 70% of the employed earn less than 2 USD a day. Labour migration directed mainly towards the Middle-East and North Africa along with flows to Malaysia and Singapore softens the pressure on the inadequate and overcrowded domestic labour market. Remittances represent the second-biggest contribution to Bangladesh's GNI after the ready-made garment sector and make a significant contribution towards accelerating economic development. Migration comes,

however, with the price of human suffering as labour rights and human rights are often not respected in the destination countries. Informal channels and the help of intermediaries are often used for going abroad and migrants take out loans or invest family savings for the incurring costs. Migrant workers from Bangladesh are still predominantly male, with little formal education. However, over the last years, the number of women among labour migrants has massively increased, giving them more economic agency. The majority of migrant workers return to Bangladesh at a relatively young age (under 35) and the re-integration of migrants into the domestic society and economy can be difficult. Despite all the risks, labour migration has the potential to positively contribute to the country's sustainable development, if the required framework conditions are available.

Access to economic resources and participation in markets remain inequitable, which is one of the main drivers of exclusion and injustice. The increasing pressure on natural resources through a rapidly growing economy is exacerbated by the effects of climate change: international observers predict a greater frequency and severity of natural hazards, rising sea levels, a decrease in cultivable land as well as greater water scarcity. These major challenges will increase the vulnerability of communities: arable land will become scarcer and poorer farmers may be pushed off their land. The degradation of land through increased salinity and loss of crops due to floods will reduce food security and income and subsistence opportunities in particular for the poor. If sea levels are rising, parts of coastal land will be lost and climate change will force people to migrate into poor urban areas to make a living. There, the increased pressure



on infrastructure in the urban areas will be a major challenge for the country's development.

**Rohingya refugee crisis:** Since 1978, Rohingya refugees have entered Bangladesh in several phases following violent clashes in the Rakhine state of Myanmar. Before August 2017 around 220'000 Rohingya were seeking refuge in Bangladesh. After attacks by insurgents of the "Arakan Rohingya Salvation Army" against police and military posts in Rakhine state in August 2017, targeted violence and human rights violations against the Rohingya population have forced 745'000 people, three quarters of them women and children, to cross the border to Bangladesh. The government of Bangladesh has generously opened its borders to host the refugees in the southern area of the Cox's Bazar District. The refugee crisis has developed with unprecedented speed and is putting a strain on the population of the district, one of the poorest and most vulnerable districts in Bangladesh, both in terms of socio-economic challenges and its susceptibility to weather-related disasters. The Bangladeshi government is keen to underline that Bangladesh cannot offer a solution to a problem that was created in neighbouring Myanmar and sees the return of the refugees to their homeland as the preferred solution. However, hosting the refugees and at the same time alleviating the impact on the host communities and the environment of Cox's Bazar will most likely remain one of the country's challenges in the coming years.

**Development policies:** Bangladesh was actively involved in shaping the 2030 Agenda, for example in its engagement for a stand-alone goal on gender equality and in the inclusion of migration as a factor for development, which have been integrated into a number of the SDGs. Now, the country has the ambition to make full use of the transformative nature of the 2030 Agenda: The government has integrated the SDGs into its 7<sup>th</sup> Five Year Plan (2016-2020) and will continue to do so to cover the whole time span of the 2030 Agenda. Despite this awareness of the relevance of human development, much of the government's attention is on infrastructure projects for which financial support in the form of loans can be arranged.

## Bangladesh's national implementation of the 2030 Agenda

After a fairly successful implementation of the MDGs, Bangladesh has fully embraced the 2030 Agenda as its development pathway to the year 2030. It has started implementation by integrating the SDGs into its medium-term development plan, the 7th Five Year Plan (2016-2020) and intends to follow up with the next two Five Year Plans until 2030.

### 8 Sustainable Development Goals are the priority:

|                           |                                  |
|---------------------------|----------------------------------|
| Ending poverty (SDG 1)    | Growth and employment (SDG 8)    |
| Zero hunger (SDG 2)       | Reduction of inequality (SDG 10) |
| Good health (SDG 3)       | Climate action (SDG 13)          |
| Quality education (SDG 4) | Good governance (SDG 16)         |

Institutionally, the SDG implementation process has been integrated in the Prime Minister's Office under the Principle Coordinator who is heading an inter-ministerial implementation committee. The SDG cell has mapped the responsibilities for the relevant targets per ministry and has prepared a data gap analysis for SDG monitoring (less than one-third of the indicators are readily available, the remaining two thirds are either partially or not available). The SDG tracker is a tool developed to monitor the successful achievement of the SDGs. A national action plan guides the ministries in preparing their own respective implementation plans.

The government has produced an SDG financing strategy that assesses the resources needed for successful implementation. The ambitious goal is to have a GDP growth rate of 9% by 2030. To mobilize the immense resources needed (est. USD 66 billion per year), three main changes are planned: increase domestic resource mobilization, harness private investments and public-private partnerships (PPPs), and regional and international cooperation for sustainable financing.

The government prides itself in having adopted a "whole of society approach" for implementation and has reached out for consultation with civil society organisations, women's networks, labour associations, and the private sector. However, the government defines the role of all stakeholders as supporters and implementers of an ultimately government-led development strategy.



## 2. Swiss foreign policy objectives

Switzerland and Bangladesh have long-standing relations based on mutual respect, equal partnership and shared values. Switzerland was one of the first countries to establish diplomatic relations with Bangladesh after the 1971 war of independence. While humanitarian assistance was the priority issue in the early years after independence, development cooperation became the main pillar of Swiss-Bangladeshi relations. Since then, the ties between both countries have multiplied, and development and economic cooperation are the two main cornerstones of the bilateral relations. Trade between Switzerland and Bangladesh is growing rapidly. Political consultations between the two countries are being held regularly between the Swiss and Bangladeshi foreign ministries. The two countries also maintain regular cultural exchanges.

Promoting respect for human rights is one of the principal objectives of Switzerland's foreign policy.

The current Foreign Policy Strategy emphasizes the importance of taking human rights issues into account in a cross-cutting manner in order to ensure peace, security and prosperity in the world, and in Switzerland itself. Switzerland places great value on the consolidation of democracy and the rule of law in Bangladesh. Human rights and civil society organisations supported by Switzerland have made immense contributions towards upholding civil and political rights in Bangladesh. Recently, the resurgence of violent extremist groups with presumed allegiance and links to international terrorist groups such as Islamic State and Al Qaeda in Bangladesh has underlined the importance of addressing human rights issues as well as extremism both directly and through a long-term approach aimed at combatting the root causes of extremism. Contributing to the prevention of violent extremism is a foreign policy objective of Switzerland.





The 2030 Agenda and the SDGs provide the international framework for national and international efforts to achieve sustainable development and reduce poverty. Switzerland's engagement for sustainable development in Bangladesh is aligned with the strategic objectives of the Swiss Federal Dispatch to Parliament 2017-2020 and focuses on the following priority themes defined in the dispatch: (i) governance, (ii) employment and economic development and (iii) migration, in particular labour migration as an important part of and factor for sustainable development.

At regional level, Switzerland, through the Global Programme for Migration and Development (GPMD) is supporting a number of political dialogue platforms on labour migration in South Asia, such as the Colombo Process and the Abu Dhabi Dialogue, and is collaborating with both the government of Bangladesh and civil society organisations (CSO) engaged in the topic. National experiences and results from the bilateral programme can feed into the policy dialogue, much as results from these discussions provide an important input to national processes. At the same time, global, regional and national cooperation structures will allow to feed global policy discussions and frameworks, such as the elaboration and subsequent implementation of the Global Compact on Migration.

Switzerland is present in Bangladesh through its integrated embassy that manages the SDC's development cooperation programme in the country. Additionally, the embassy has a cooperation agreement with SDC Global Cooperation for the implementa-

tion of the regional programme. SDC Humanitarian Aid has been supporting Switzerland's response to the Rohingya crisis since 2017 with temporary human resources. Close coordination was established early-on between the SDC's Humanitarian Aid and Development Cooperation departments with a view to providing a complementary response to the Rohingya population and Bangladeshi host communities. In addition, the Humanitarian Aid Disaster Risk Reduction (DRR) Advisors in Bangkok are ready to support the embassy in Dhaka in the area of DRR. A number of Swiss and international NGOs are implementing partners of the SDC. Switzerland's presence in Bangladesh is also accentuated by the presence of six Swiss NGOs that receive a programme contribution from the SDC and maintain a regular exchange with the SDC Bangladesh team. They also participate in the "water consortium" that meets twice a year with the participation of the SDC. The important presence of Swiss private companies (Nestlé, SGS, Rieter, Novartis, Incepta) has not resulted in public-private development partnerships in the proper sense; still, a number of projects are testing closer cooperation with the private sector using novel approaches.

# 3. Results of Swiss cooperation with Bangladesh 2013–2017

Under the overall goal to contribute to the “improved well-being of poor and disadvantaged women and men”, the SDC implemented its programme in Bangladesh from 2013-17 in the **three domains** of market development, skills development and local governance. The skills development domain included activities under the sub-theme of migration, under local governance several projects in the water supply and sanitation sector served as an entry point for engagement with local governments to improve service delivery for citizens.

**Expenditure** under the Swiss Cooperation Strategy 2013-17 amounted to approximately CHF 125 million, of which 45.1% were absorbed by the local governance domain, 26.0% by market development, 24.5% by skills development and the remaining 4.4%, or CHF 5.5 million, by the non-core themes of human rights and climate change adaptation. In addition, Swiss Humanitarian Aid contributed CHF 8 million, bringing the total amount invested by the SDC to CHF 133 million (additional funds go to Bangladesh through the SDC program contributions to Swiss NGOs). The portfolio included mandated projects, contributions to like-minded donors, co-financing arrangements with multilateral organisations and international finance institutions and a decreasing number of contributions to local NGOs.

Regardless of Switzerland being a smaller bilateral donor (0.5% of the total annual ODA flows to Bangladesh), the **results of Swiss-funded development interventions** benefited a total of approximately 12 million people, or about seven percent of the total population. The targets set in the Swiss Cooperation Strategy 2013-2017 were achieved and in some instances exceeded in all the aforementioned areas. The SDC’s hands-on style of cooperation and strategic partnerships allowed it to punch above its weight and influence reform processes in some sectors. For instance, the revision of the Overseas Employment Act, Overseas Employment Policy and the related new rules supported by Switzerland contributed to making labour migration safer, particularly for women.

Through the **market development** activities more than 1.5 million people (25% women, 30% poor, 20% disadvantaged) generated an estimated total

additional income of over CHF 225 million mostly in rural areas. Through its facilitative approach of Making Markets Work for the Poor (M4P), the SDC contributed in particular to the farmers increased access to markets and improved service delivery by public and private service providers. The total expenditure of the domain for the entire Swiss Cooperation Strategy period amounted to **CHF 32.55 million**.

The **skills development** activities contributed to skills trainings for over 1.3 million people, of whom 70% found employment and about 50% managed to increase their income. Through its contribution to programmes for sector reform, the SDC supported the government of Bangladesh in developing a more labour-market oriented and inclusive skills development system and in establishing future funding mechanisms. In addition, the SDC promoted **safe migration** through its contributions to the revision of the regulatory framework: as a result, the “Overseas Employment and Migrant Welfare Act” from 1980 was overhauled and is now in line with relevant human rights principles and international labour standards, includes a workers’ welfare component and covers activities of recruitment agencies. A first project on human trafficking allowed the SDC Bangladesh team to gain an understanding of the challenges of social and economic reintegration of trafficked persons back into their communities. The total expenditure for this domain for the entire Swiss Cooperation Strategy period amounted to **CHF 30.55 million**.

Under the **local governance** domain 5.6 million poor citizens benefitted from more transparent and better targeted social safety nets while 3.5 million disadvantaged citizens (48% women) used safe drinking water and/ or improved sanitation. Through the SDC’s support, 29% of the 5’365 local government institutions in Bangladesh improved their governance, raised their budgets dedicated to women, poor and disadvantaged by 10%, and increased their tax revenues by over 40% on average. Over the entire period **CHF 56.4 million** were disbursed for this domain.

Among the **lessons learnt** identified during programme implementation, the following are of particular importance for Switzerland’s future coop-

eration with Bangladesh: Targeting beneficiaries, in particular women, remains a challenge in both market development and skills development. A number of decentralization projects will finish their last phase and will re-focus on institution-building and improved coordination with service providers. A self-assessment of the current fields of activity (local governance, market development, skills development) helped to identify themes and approaches that will be used in the future, as well as to determine what the program will leave aside (see below, chapters 4 and 5).

site management, food security, health and protection. In addition, with the support of Swiss experts, improved infrastructure was installed in two hospitals serving a catchment area of approximately 2.5 million persons from the host communities and 0.9 million refugees in the Cox's Bazar district. The embassy was heavily involved in the donor coordination of the humanitarian response.

Swiss Humanitarian Aid started to provide **support to the Rohingya refugee crisis** in September 2017. The funds, CHF 8 million, were channelled through UN agencies and international NGOs in the fields of



# 4. Implications for the Swiss Cooperation Strategy 2018 – 2021

The Swiss Cooperation Strategy takes its main orientation from the official development strategy of Bangladesh, the 7<sup>th</sup> Five-Year-Plan and the national implementation of the 2030 Agenda which is integrated into the five-year planning cycle. The main changes in the program are rooted in the understanding that improving how development resources are targeted towards the poor/excluded and the extension of social protection to these groups are not enough to reduce inequality in Bangladesh. The structural mechanisms of exclusion, such as unequal access to resources and power need to be addressed more explicitly. In operational terms this requires, among other things, a clearer definition of the pro-poor and social inclusion objectives in the political dialogue with the government, at project, sector and national level. It also means supporting increased access for the poor and excluded to financial means and contributing to making institutions more accountable. Such a democratization of economic and political opportunities will contribute to a more peaceful society that is more resilient to extremist forces.

Bangladesh's development landscape is characterized by a diminishing influence of traditional development aid and the government of Bangladesh's desire to streamline all financial assistance to improve the financing available for the Five-Year-Plan. Non-traditional donors are increasing their investments and the Asian Infrastructure Investment Bank (AIIB) has started to operate in Bangladesh. A majority of OECD donor countries have moved to a mix of co-operation instruments such as classic technical assistance, working through their national development banks, working "from aid to trade" and defining possibilities for knowledge transfer. The upcoming economic transition of Bangladesh graduating from least developed country status and having diversified loan options beyond IDA will require a stronger monitoring of the economy and its effects on human development.

The development interventions have to reflect the capacities of Bangladesh as a lower middle-income country and the financial and operational modalities of Switzerland's engagement in South Asia. This includes exploring the options for enhancing Switzerland's operational presence in Bangladesh, for example by increasing the engagement of other federal

offices, but also by supporting increased multilateral cooperation between Switzerland and Bangladesh. The SDC can build on institutional experiences with systemic approaches to economic development and with the strategic use of development finance to leverage private capital for development. Given the scale of the development finance needs in Bangladesh and the increasing viability of leveraging private investment, such approaches will become increasingly relevant.

Under the Swiss Cooperation Strategy 2018-2021, the SDC engages less in direct service delivery and more in policy influencing and institution-building. Comparing the SDC's engagement in the previous cooperation strategy with the Swiss Cooperation Strategy 2018-2021 in financial terms, there is a reduction in development funds from CHF 25 million to CHF 21.6 million per year, which amounts to 13.6% less funding available than in previous years (excluding the funds for Humanitarian Aid).

In line with the Federal Dispatch 2017-20, Switzerland focuses on conflict prevention, providing stronger support to the private sector as a development actor, and support for gender equality. Compared to the previous strategy, good governance is one of the pillars in the theories of change of each domain, making it an overarching cross-cutting theme with direct implications for the implementation of the programme.

For the SDC, Bangladesh's aspirations for accelerated growth imply that poverty alleviation remains a key determinant for engagement but this will be combined with an even stronger focus on inclusion. In a lower middle-income country context in which inequalities are on the rise, the SDC cannot target solely the poor but has to work with the whole society to address issues of marginalisation. Compared to the previous strategy, the following differences in the programming are planned:

- Although the two main local governance goals of fostering local democracy and improving service delivery remain valid, these require different approaches and partnerships. In addition, human rights will be raised as an important pillar of the domain by shifting it from the non-core pro-

gramme into the democratic governance domain, in line with the FDFA Human Rights Strategy.

- Skills development will no longer be a stand-alone domain. The SDC is taking a new perspective on skills development by using market facilitative approaches to contribute expertise and start-up funding solely to private-sector (federations, associations, innovative companies) initiatives to develop skills in the workforce. The SDC will no longer directly subsidize NGO-driven or purely government-funded training initiatives. The domain will be phased out by closing projects which directly sponsor skills training and re-designing already market-driven projects into market facilitation projects.
- Based on the experiences from the 2013-2017 strategy and the collaboration with GPMD, the new domain of safer migration will be built up in order to address the governance and economic empowerment aspects related to migration, anti-trafficking and rural-urban linkages of internal migration.

Switzerland's added value in Bangladesh consists of the programme management's proximity to the field, which has shaped its capacity to adapt and to innovate, including by addressing topics relevant for the country not only at the national level but by transferring experiences up to the regional and global level. This is particularly relevant in the field of migration, where the SDC is one of the few development agencies investing in the development potential of migration. It also allows the SDC to leverage the knowledge it gains through a network of locally rooted international and national NGOs into a discourse at the national level, be it with civil society or with the government. As regards private sector development, the Swiss programme has invested in a niche area that gives the programme a unique profile. The integrated embassy has a good track record in combining its instruments in the fields of human rights and culture and would like to develop this approach further into selected areas of politics, the economy and development.

The government of Bangladesh shows a strong in-

terest in re-orienting its relations with bilateral partners from classic development aid to partnership approaches, knowledge transfer and determining reforms themselves. Switzerland will remain relevant in Bangladesh beyond 2021 if it leverages the multitude of cooperation instruments it has beyond bilateral technical assistance and if it assesses the options for a more coherent mix of foreign policy instruments such as economic cooperation, or partnerships with organisations and innovative companies over the period of the upcoming cooperation strategy.

The size of the Rohingya refugee crisis in Cox's Bazar will require strong national and international efforts to provide the refugees with the means for a dignified life and to support the host communities who are affected by the refugee influx and experience as well food insecurity, problems with market access, competition on the labour market, and rapid changes in the natural environment. With the humanitarian needs most likely remaining urgent in the coming years, the SDC has started using humanitarian and development instruments in a combined response. Humanitarian aid instruments will be used in alignment with the Joint Response Plans by the Strategic Executive Group.

The use of development instruments will focus on the medium-term needs of the refugees and host communities, in particular on strengthening local governance institutions to deal with the refugee crisis, improving the provision of basic services, as well as protection of human rights for all inhabitants of the region. In addition to development interventions that are complementary to humanitarian support, the SDC will extend suitable projects from its core programme to the area of Cox's Bazar to ensure that the Swiss commitment to Bangladesh's development perspective will encompass the affected region.



### **Switzerland's support to the Rohingya refugee crisis**

Since the outbreak of a new wave of violence in August 2017 745'000 Rohingya refugees from Myanmar have sought safety in neighboring Bangladesh. The government of Bangladesh has kept its borders open and allowed for a major humanitarian response in what has become the world's fastest growing refugee crises. The humanitarian community, led by the Inter-Sector Coordination Group in Cox's Bazar and the Strategic Executive Group in Dhaka, is working closely with the government of Bangladesh and the donors to provide a coordinated response that addresses the needs of the refugees and the host communities and mitigates the impact of the influx on the environment.

The refugee population in Cox's Bazar quadrupled within two months, which led to a severe challenge in the provision of emergency aid services in one of the poorest areas of Bangladesh. Some refugees found shelter in the already existing camps and settlements hosting Rohingyas who had fled Myanmar in earlier years. Others formed spontaneous settlements or were taken in by the host communities. The refugees, many among them severely traumatized by the violence they have experienced in their home state, need food, shelter, cooking fuel, safe water, health care, education, protection and ultimately a solution to rebuild their lives under dignified circumstances. The majority of the camp inhabitants are still living under precarious conditions, vulnerable to health risks due to unsafe water and sanitation conditions and congestion of the camps. The situation is particularly critical during the rainy season which carries the risks of disease outbreak, landslides and flash floods.

To fight the humanitarian crisis, Switzerland has increased its efforts with a budget of CHF 20 million for 2017 and 2018. Swiss Humanitarian Aid Unit experts are providing temporary support to UN agencies and NGOs in the refugee camps. Swiss financial support has contributed to the humanitarian operation that is delivering food and providing shelter and access to safe water and sanitation infrastructure. In line with a conflict sensitive approach, Swiss Humanitarian Aid has provided critical infrastructure support to two hospitals in the area of Cox's Bazar to provide quality health care also to the host communities. The SDC's South Cooperation department complements the humanitarian intervention with measures benefiting both the refugee and host communities and the local governance structure through health-care for all, protection and human rights support.

In addition to its operations in Bangladesh, the SDC is supporting projects in Rakhine State, Myanmar, which borders Bangladesh. Since 2016, the SDC's Humanitarian Aid department has implemented clean water, food security and protection projects amounting to CHF 4.5 million for the Rohingya minority as well as the majority population of Rakhine.

# 5. Priorities, objectives and impact hypotheses

**Overall goal:** The SDC contributes to the transformation of Bangladesh into a more equitable and just society that enjoys inclusive and sustainable growth.

The SDC strives to contribute to the transformation of Bangladesh in line with the analysis of the context set out in part 1 - particularly in terms of behaviour change of people and institutions, but also systems, structures and markets. To foster an equitable society, the SDC will promote inclusion and non-discrimination, equal opportunities and participation. To this end, the SDC will engage directly with the people who shape and are affected by change with a focus on root causes, improving access, providing choices and empowerment through skills. This will contribute to Bangladesh's development towards a just society with widely respected values and principles, legal frameworks, policies, rules, structures and institutions which are needed for inclusive growth and "leaving no one behind". Growth will only be sustainable if both vulnerability to shocks and corruption

and also limits to growth (such as land, water and other resources, population growth) are adequately addressed. The SDC supports the Rohingya in the refugee settlements and camps and provides indirect help to the host communities, with a view to promoting solutions that respect the rights and the dignity of all. Activities for refugees will have to be aligned with the evolving humanitarian, development and political situation. The total budget allocated to the four years strategy amounts to CHF 104.1 million (including CHF 20.6 million for other interventions related to the Rohingya Refugee Crisis).

The Swiss Cooperation Strategy's overall **theory of change** suggests that *if* Switzerland promotes human and social capital development as well as the voice and human rights of particularly poor and disadvantaged women and men, *and* strengthens institutions and policies, *then* people will be empowered to improve their social and economic wellbeing and participate equally in society. They can do so *be-*



cause of their awareness, skills and abilities as well as more responsive, better governed and effective institutions.

The results framework of the Swiss Cooperation Strategy Bangladesh (2018-21) defines **three outcomes for each domain**. The first outcome relates to people and their use of services and their voice. The second outcome in each of the domains relates to policy development/revision and support for its implementation. The third outcome specifically addresses the dimensions of social conflict. In so doing, Switzerland's programme is intended to contribute to Bangladesh's development into a middle-income country.

**Domain 1: Democratic Governance** (SDC theme Governance, SDG 16)

**Goal:** The voice of poor and disadvantaged citizens in particular for an inclusive and just society is stronger, and institutions are more accountable and effective.

The theory of change outlines that *if* Switzerland contributes to strengthening the capacities and decentralised service delivery of public institutions, and promotes human rights and the voice of the poor and disadvantaged in particular, *then* citizens will be able to express their concerns regarding the allocation of resources locally, political processes and (the protection of) human rights. They can do so *because* they will be empowered to participate in decision-making, know their rights, and demand accountability and transparency from more responsive and effective public institutions.

Under the previous Swiss Cooperation Strategy, supporting the voice of citizens meant supporting demanding for and satisfaction with services; the new Swiss Cooperation Strategy will put a broader emphasis on the people's voice as a means of freedom of expression, diversity and a claim for an equitable society. To achieve **outcome 1** "*citizens, including the poor and disadvantaged, are empowered to participate in political processes and inclusive development and planning*", the SDC will support women's political empowerment, accountability mechanisms and institution building for local governance institutions at the local and peri-urban level, in combi-

nation with a policy dialogue at the national level through a government-donor exchange. Building on the strengthened voice of citizens, the SDC will continue its engagement in local governance, but with a focus on local public financial management and improved coordination of local government institutions with service providers, as expressed in **Outcome 2** "public institutions provide efficient and effective services in a decentralized manner and are accountable, transparent and responsive to citizens". **Outcome 3** is defined as "citizens, particularly women and other disadvantaged groups, have effective recourse mechanisms to claim their rights and obtain redress in case of human rights violations". The development interventions towards this outcome will focus on strengthening institutions for human rights protection, redress mechanisms and dispute resolution, as well as the empowerment of citizens to claim their rights and engage in political dialogue. The projects will continue to focus on the regions of Khulna and Rajshahi. SDC Bangladesh will integrate activities benefiting Rohingya refugees and host communities in projects under all three outcomes, focusing on institution-building in the host Upazilas Teknaf and Ukhia, the delivery of basic services in the area of water and sanitation, and improving respect for human rights both in the refugee camps and in the host communities.

The total budget allocated over the entire period to Democratic Governance amounts to CHF 33 million, with annual amounts of CHF 9 million for the years 2018 and 2019, and CHF 7.5 million for the years 2020 and 2021.

**Domain 2: Income and Economic Development** (SDC theme employment and economic development, SDGs 1 and 8)

**Goal:** Poor and disadvantaged women and men benefit from opportunities on inclusive markets and improve their well-being.

The theory of change stipulates that *if* Switzerland contributes to building the human and social capital of farmers, entrepreneurs and job-seekers, and facilitates local economic development, including the

delivery of private and public services, *then* growing and better governed local economies will provide opportunities for the poor and disadvantaged to improve their social and economic well-being. This is possible *because* their access to quality agricultural inputs and services, profitable output markets and gainful employment opportunities in local and overseas labour markets will be strengthened.

The programme will increase the income and economic empowerment of poor and disadvantaged men and women and improve the access of farmers, entrepreneurs and job-seekers to economic resources and social services. The SDC will profit from its long-standing experience with the M4P approach and complement it with other systemic approaches such as territorial economic development and livelihood approaches to have a more focused impact in terms of poverty alleviation in selected locations. In addition to agricultural services such as agricultural extension and information services, the domain includes improving access to pro-poor financial services (savings, insurance, credit). It will also seek to forge alliances and engage in direct collaborations with private actors with strong social missions, thereby leveraging private sector capacities and resources for poverty reduction at scale. The current skills development portfolio will be phased out and skills training integrated into the employment and income domain. The agricultural sector will remain central for the SDC and will include related rural and semi-urban sectors. The SDC will build up the human and social capital of farmers, entrepreneurs and job-seekers to access input, output and labour markets (“voice and participation”), and support public and private service providers to expand and diversify their services in a competitive manner (“improved service and growth”) and within an enabling business environment. The total budget allocated over the entire period to this domain amounts to CHF 34 million, with an annual amount of CHF 9 million for the years 2018 and 2019, and CHF 8 million for 2020 and 2021.

The domain results framework reflects the systemic impact hypothesis: changes in the way public and private institutions operate (**outcome 2**) will translate into impact at the level of beneficiaries (**outcome 1**). **Outcome 3** will specifically track how Swiss development interventions affect the business environment

and contribute to pro-poor market governance and, thereby, to mitigating the root causes of conflict.

**Domain 3: Safer Migration** (SDC theme migration, SDGs 1, 5, 8, 10, 16).

**Goal:** Migrants, particularly the poor and disadvantaged, improve their well-being due to safer migration practices and better migration governance.

The theory of change emphasises that *if* Switzerland contributes to better information, skills and protection of migrants before, during and after migrating, and supports the policy implementation and capacity building of private and public actors in migration, *then* migrants will improve the social and economic well-being of their families. They can do so *because* they will take informed decisions, be able to limit the risks of being trafficked, mitigate risks related to unsafe migration, and be more protected by better governed and effective institutions. The multidimensionality of poverty will not only be addressed by focusing on the financial costs related to migration (both poverty as a driver of migration and migration costs as a contributor to poverty): equally important is supporting migrants in improving their financial literacy to use additional income from migration for long-term strategies to break out of poverty, such as investing in better education and health services, and supporting them in the realisation of their labour rights.

**Outcome 1** is defined as “women and men make use of services for safe migration”. The SDC will address migration aspects at the district level, where the programme will benefit from the SDC’s earlier work on local governance. The SDC will work on a sound protection framework for migrants, and support migrants’ economic and social empowerment, for example through skills development and policy dialogue to improve the certification of skills. **Outcome 2** focuses on institution-building: “Institutions are more accountable and effective in ensuring protection and providing services to migrants, potential migrants and their families”. To achieve this, the SDC will contribute to safer labour migration by supporting the establishment of a legal framework that respects the rights of migrants and of institutional frameworks that support migrants prior to departure, during migration and upon return. For the next years,



labour migration will remain an important strategy for Bangladesh to cope with unemployment and overpopulation. At the same time, remittances are an important source of income both for the government and individual families. **Outcome 3** supports this: “Remittances and investments of returnee migrants improve the people’s capacities to prevent and adapt to social, economic and environmental shocks and disasters”.

The embassy will work closely together with Swiss-funded migration programmes in South Asia and the Middle East where a large number of Bangladeshi migrants go. It is proposed to utilize these linkages in regional and global migration policy processes and build on the good working relationship with the government of Bangladesh in migration issues at national, regional and global levels. In addition, the SDC will widen the scope of the domain to include work on trafficking, which is closely linked to labour migration. The approach will be based on experiences gained under the previous Swiss Cooperation Strategy. Additionally, the programme will explore rural-urban linkages to cope with the internal migration movements in Bangladesh. The work under this domain will strive to make links with the regional programme working on these topics with sending and receiving countries in the South Asia - Middle East corridor, and to increase mutual thematic learning and exchange. Activities benefiting Rohingya refugees are planned under outcomes 1 and 2, fo-

cusings primarily on including refugee-specific aspects into the anti-trafficking projects. The total budget allocated to Safer Migration amounts to CHF 16.5 million, with CHF 3 annually for 2018 and 2019 and an increase to CHF 5 million in 2020 and CHF 5.5 million for 2021.

## 6. Management of the implementation of the strategy

Conflict and context sensitive programme management (CSPM) is central for the Swiss Cooperation Strategy 2018-21, in terms of project cycle management, achieving the Swiss programme's objectives and context monitoring. To this end, the embassy in Dhaka will mainstream CSPM to achieve political coherence and common context analysis within the embassy. The embassy will continue to make the local context assessments more substantive through thematic foci that are elaborated over the annual cycle of local context assessments. The embassy will deepen its understanding of CSPM jointly with partner organisations. Special attention will be given to extremism and violence in Bangladesh with regard to its political impact and to the safety and security of Swiss-funded operations.

Modalities: over the period of the Swiss Cooperation Strategy 2018-21, the SDC will choose the modalities of project implementation more strategically: in light of the government's focus on financing to achieve the SDGs, the SDC will maintain a dialogue with the government regarding the best use of bilateral co-operation bilaterally and through coordinated donor efforts. In terms of project implementation, the SDC will try to support country systems wherever possible, either through implementation partnerships and policy dialogue with the government or through contributions to larger scale multilateral programmes. Given the dynamic development of Bangladesh as a lower middle-income country, development interventions should be flexible and opportunity driven and support result-driven approaches as well as dialogue platforms where appropriate.





Switzerland is an active member of the current donor coordination platform, the “local consultative group”, and will strive to support a comprehensive donor-government exchange. In terms of partnership with other donors, Switzerland will maintain close working relations with the British, Danish and Swedish development cooperation agencies. Switzerland works in partnership with these three bilateral donors on human rights as well.

Switzerland will seek to develop a stronger and more direct relationship with civil society organizations. The programme will also engage to maintain/preserve space for CSOs to operate and to raise concerns vis-à-vis the government.

The SDC’s understanding of poverty is coupled with a focus on people who suffer from social and geographical marginalisation (through gender, religion, ethnicity, disability). The SDC works to improve the wellbeing of people who experience material poverty from low incomes and low assets and because they face human poverty as they lack the physical health, education, skills or other capacities to benefit from economic development. Chronically disadvantaged groups will be targeted specifically in SDC-funded activities.

The geographic focus will remain the same as in the past cooperation strategy (the regions of Khulna, Rajshahi and Sylhet). However, the programme will allow for more flexibility based on either prevalence of poverty or thematic focus (in particular in migration). In addition, the region of Cox’s Bazar will be a new focus through Switzerland’s support to Rohingya refugees and host communities in the frame of the Rohingya refugee crisis.

In its engagement for the Rohingya refugee crisis the SDC will be guided by the following principles: (i) based on the Swiss humanitarian tradition the SDC will deliver a rapid and efficient response and find pragmatic solutions in solidarity with the individuals in need. (ii) Regarding medium and long-term solutions for the refugees, the SDC supports a safe and voluntary return in dignity based on international humanitarian standards. (iii) The SDC strives for a coherence of its activities on both sides of the border in Myanmar and Bangladesh. (iv) In its programming the SDC will link humanitarian and development approaches – creating a nexus – through joint analysis of the rapidly changing situation on the ground, joint funding of medium-term activities, seeking for complementarities of the instruments through addressing the needs of both refugee and host population, and a strong conflict sensitive programme management in a situation where tensions between different population groups can create conflict.

Based on the experiences in the previous Cooperation Strategy, the SDC will maintain gender and governance as crosscutting themes to further deepen joint learning with partner organizations. Given the context, governance as a cross-cutting theme will have to work more prominently with a rights-based approach, focusing on rights and duties of those involved in SDC programmes. DRR will continue to be mainstreamed. The embassy has adapted its human resources to the thematic structure of the cooperation strategy. In addition, a humanitarian adviser from the Swiss Humanitarian Aid unit manages the Swiss support to the Rohingya refugee crisis, at least in the initial stage (until December 2018).

# 7. Strategic Steering

The monitoring of results will be based on the results framework of the Strategy, with the Annual Reports as the main tool. The monitoring matrix will be developed in exchange with the implementing partners and will be adapted periodically.

The monitoring of context and risks will be done through a two axis model that will allow for a more granular assessment of changes. Besides other dimensions relevant for the Swiss cooperation programme, particular attention will be paid to the political and social evolution (institutions, the situation of vulnerable groups) in view of further radicalisation and its effect on and risks for the Swiss programme. The macro-economic development of Bangladesh will be monitored regularly.

The bi-annual “monitoring for development-relevant changes” (MERV) exercises and the local context assessments will feed into the context assessment and give steering implications. Particular attention will be given to the assumptions defined in the results framework. Context development will be reflected in the Annual Reports. The monitoring of the financial planning will be done quarterly and will be reported every year in the Annual Report.

Systematic risk assessment is done at project and programmatic level. Particular attention will be given to the monitoring of security risks through the security management team and with support of the Crisis Management Centre of the FDFA. Crisis preparedness will be periodically addressed in trainings with all Embassy staff.

Synergies between the domains will be easier to explore, as all domains are centred around aspects of voice of particularly the poor and disadvantaged citizens and their access to rights and opportunities: Many projects are engaged at the sub-district level of local governance institutions, which allows for an exchange of experiences but also to combine opportunities in projects (for example, migration-related services are an important function of more accountable and effective local government institutions). The results framework lists concrete opportunities for synergies per domain.

# Annex A: Results Framework

| Domain 1: Democratic Governance (DG)  |  |  |
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| <p><b>Domain goal:</b> The voice of particularly the poor and disadvantaged citizens for an inclusive and just society is stronger, and institutions are more accountable and effective.</p>  |  |  |
| <p><b>Indicators</b></p> <p>1. Number of poor and disadvantaged women and men empowered to participate in relevant peace, development and political processes. (ARI F1)</p> <p>Baseline: 8.1% development budget spent for women, 0.7% for disadvantaged groups and 25.9% for poor. SHARIQUE Baseline survey 2017</p> <p>Target: 12% development budget for women, 2% for disadvantaged groups and 30% for poor.</p> <p>2. Percentage of people who are satisfied with the services of public institutions (SDC supported institutions)</p> <p>Baseline: 62% of the respondents in SDC supported UZGP areas expressed satisfaction over the quality of services they receive from Upazila parishad while in control Upazilas it is 42%. (UNDP 2017)</p> <p>Target: 65% of service recipients will be satisfied with the services from SDC supported institutions</p>  |  |  |
| Swiss portfolio outcomes  | Swiss programme contributions  | Country development outcomes   |
| <p><b>1.1 Outcome statement</b></p> <p>Citizens, including the poor and disadvantaged, are empowered to participate in political processes and inclusive development and planning.</p> <p><u>Indicators</u></p> <p>1.1.1 Proportion of seats held by women in local governments (standing committee, Upazilla nari unnayan forum) and others (committees in primary and secondary school, community clinics)</p> <p>Baseline (2017): 25318 women held leadership position in 1316 LGs, (Annual Report 2017).<br/>Target: On average 20 women will hold leadership position in each SDC intervention Union Parishad.</p> <p>1.1.2. Number of policy revisions, corrective measures (strategies, acts, rules, regulations, public orders, circulars) promulgated for inclusive governance.</p> <p>Baseline: 4 rules approved on Upazila Parishad and 4 rules on UP were approved during the period of 2016-2017.</p> <p>Target: 9 Acts/Regulation/Rules in the area of governance will be amended and formulated.</p> | <p>Switzerland supports an improved capacity of citizens, CSOs and media to influence policy and to scrutinize service delivery, express their concerns and demand accountability and transparency from public institutions</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Legal provisions, such as the Right to Information Act increase citizens' engagement.</li> <li>• The Local Governance Acts drive the decentralisation reform</li> <li>• GoB is pro-active in disclosure of information.</li> <li>• Media (press, broadcast- and social media) fulfil their information and watchdog role.</li> <li>• Engaged citizens, interest groups, CSOs, think tanks actively engage in political decision-making.</li> </ul> <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>• Shrinking space for critical voices</li> <li>• Insufficient power of women and disadvantaged groups to influence resource allocations.</li> <li>• Lack of willingness of authorities to engage in dialogue with CSOs exercising scrutiny.</li> <li>• Political conflicts.</li> </ul> | <p><b>1.1 Outcome Statement</b></p> <p>Decision making at all levels is responsive, inclusive, participatory and representative and public access to information is ensured.</p> <p><u>Indicators</u></p> <p>1.1.1. Proportions of positions (by sex and population groups) in LGs compared to national distributions.</p> <p>Baseline (2016):</p> <p>0.1 percent women were elected for general seats in UP and municipal elections (45 Union Council members out of 54408 seats, 7 municipal council members out of 2202 seats).</p> <p>0.5% women were elected for general seats as chair/mayor in UP-municipality election (27 Union Chairs out of 4534 seats, 3 Municipality Mayors out of 234 seats).</p> <p>0.3% women were elected for the general seats in Upazila elections (3 chairs and 1 vice chair out of 1449 positions). (Source: IFES 2016)</p> <p>Target: 0.5% women will be elected from general seats in LGs</p> <p>1.1.2 Percentage of information seekers who have accessed required information from public institutions (Sources: a2i, UNDP, BIDS, BBS and TIB, World Press Freedom index)</p> <p>Baseline (2017): 75% UPs have Citizens Charter to provide basic information to the people (Dhaka University 2017)</p> <p>Target: 95% UPs will have Citizens Charter.</p> |

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| <p><b>1.2. Outcome statement</b><br/>Public institutions provide efficient and effective services in a decentralised manner and are accountable, transparent and responsive to the citizens.</p> <p><u>Indicators</u><br/>1.2.1: % of LGIs have declared their annual budget and plan publicly.<br/>Baseline: 23% UPs are practicing participatory budgeting (SHARIQUE Baseline 2017)<br/>Target: 90% UPs in SDC interventions areas practice participatory budgeting.</p> <p>1.2.2: Percentage of increased income by SDC supported LGIs either a) due to formula and rule based fiscal transfer schemes, or b) due to local tax income and private investments.<br/>Baseline: On average UPs enhanced 62% of their revenue income (15.5% annually) in 4 years and received 40% increased fund (10% annually) from the government in 4 years. Upazila received 83% increased allocation from the government.<br/>Target: 70% increased tax income by SDC supported UPs by 2021 and 40% increased allocation from the government for UPs/UZPs by 2021.</p>  | <p>Switzerland supports LGIs engaging with citizens, including the poor and disadvantaged, in joint planning and monitoring efforts regarding the use of public resources.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• State oversight institutions are fulfilling their mandate.</li> <li>• citizens, interest groups, CSOs, think tanks are willing and able to participate in budgeting processes.</li> </ul> <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>• Lack of checks and balances</li> <li>• Insufficient coordination between bureaucracy and LGIs</li> <li>• Lack of sufficient capacities at the local level.</li> <li>• Unpredictable and/or decreasing fiscal transfers to LGIs</li> <li>• Lack of willingness of line ministries to increase fiscal transfers</li> </ul>  | <p><b>1.2. Outcome Statement</b><br/>Effective accountable and transparent institutions are developed and policies for sustainable development are promoted and enforced at all level.</p> <p><u>Indicators</u><br/>1.2.1: Amounts and predictability of fiscal transfers to LGIs (UP, UZP; Poroshava).<br/>Baseline (2017): The budget for LGIs is 13.66% of total budget allocated for LGD, and 0.86% of total national budget (Ministry of Finance).<br/>Target: 15% of total LGD budget will be allocated to LGIs.</p> <p>1.2.2: Score in Corruption Perception Index<br/>Baseline 2016: 26/100 (TI CPI).<br/>Target: 32 score in CPIs by 2021</p>   |
| <p><b>1.3 Outcome statement</b><br/>Citizens, particularly women and other disadvantaged groups, have effective recourse mechanisms to claim their rights and obtain redress in case of Human Rights violations.</p> <p><u>Indicators</u><br/>1.3.1: Number of initiatives, rules, and act promulgated to protect human rights (ARI HR3)<br/>Baseline (2018): 16 acts and 3 rules are available for protecting human rights.<br/>Target: 4 Acts/Rules/Regulations will be amended and formulated for protecting human rights</p> <p>1.3.2: Number of men and women who received services to protect their human rights including dispute resolution (legal aid support, shelter home, police support dispute resolution in different areas including WASH) from Swiss programme</p> <p>Baseline (2014-2017): Annually 14476 received legal aid services (Total 57,904 Women: 57424; Men: 480 : Source: ASK)</p> <p>Target: Annually 20,000 will get legal aid support from SDC funded projects</p>  | <p>Switzerland supports alternative dispute resolution, legal aid and public complaint registration mechanisms as well as HR awareness particularly in favour of women and other disadvantaged groups.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• State oversight institutions are increasing their capacities.</li> <li>• Human Rights Defenders, CSOs and media create a better awareness of HR.</li> <li>• International mechanisms for Human Rights are respected and adhered to (Treaty bodies, HR Council).</li> </ul> <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>• Shrinking space for critical voices from civil society.</li> <li>• Judicial system is overburdened.</li> <li>• Increasing intolerance leads to increased number of HR violations.</li> <li>• Victims of HR violations are discouraged from seeking redress.</li> </ul> | <p><b>1.3 Outcome Statement</b><br/>Bangladesh improves its judiciary system and takes measures so that fundamental freedoms are protected.</p> <p><u>Indicators:</u><br/>1.3.1: Number of accepted international human rights recommendations (UN treaty bodies and Human Rights Council/UPR) and perception by key informants of governmental responses in national policies as adequate, relevant non-discriminatory and participatory.<br/>Baseline: 2nd Cycle UPR: BD received 196 recommendations of which 164 were accepted by GoB.<br/>Target: 3rd Cycle UPR: BD accept 85% of recommendations.</p> <p>1.3.2: Access to justice services global composite index.<br/>Baseline: Rule of Law Index 2017: BD ranked 103<sup>rd</sup> among 113 countries and scored 0.41).<br/>Target: 0.45 score (45%)</p> |
| <p><b>Additional indicators to be monitored</b></p>   |   |  |
| <p><b>Output indicators:</b> Below is a possible selection of output indicators. These may be applied in certain projects (i.e. in their logframes) but do not have to be used across the whole portfolio:</p> <ul style="list-style-type: none"> <li>• ARI W2: Number of water-related policies, laws, strategies and plans developed at national level</li> <li>• TRI CHR 6.1.3: Number of accepted international human rights recommendations (UN treaty bodies and Human Rights Council/UPR) implemented thanks to the support of programmes funded by Switzerland (disaggregated by recommendation).</li> </ul>  |   |  |
| <p><b>Lines of intervention</b></p>   |   |  |
| <p>Through the support to enhanced citizens' voice and participation in decision-making the Democratic Governance Domain will contribute to more accountable institutions that provide adequate services to the people, in particular to the poor and disadvantaged.</p> <p>Activities will support the functioning of human rights protection mechanisms and civil society platforms for increased accountability of government institutions, but also support to the political empowerment of women and to free and qualitative media. These activities will be complemented by institution-building and more efficient service delivery, primarily at the rural and peri-urban level.</p> <p>Projects of this domain may be extended to cover the area impacted by the humanitarian crisis in Cox's Bazar. Thus, beneficiaries may be persons in the host communities and Rohingya refugees. The outreach to this beneficiary group will be covered in the annual reports on the Cooperation Strategy 2018-2021.</p> <p><b>Complementarities and synergies with other domains and Global Programmes:</b></p> <ul style="list-style-type: none"> <li>• With IED: Links of decentralisation projects to LED project and between HYSAWA / SanMarks.</li> <li>• With SM: Projects at UP and UPZ level.</li> <li>• With GP Water: Collaboration between the water resource management project IWRM and the Water Resource Group.</li> </ul> |   |  |

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| <p><b>Resources, partnerships</b></p> <p><u>Financial resources:</u> CHF 33m (32% of the overall budget)</p> <p><u>Human Resources:</u> 2 Senior NPOs (200%), 1 NPO (50%), 1 Senior Finance Controller</p> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>- GoB: Local Governance Division, Ministry of Water Resources, National Human Rights Commission, National Institute of Local Government, Local Government Institutions</li> <li>- International Organisations: UNDP, WB,</li> <li>- Bilat. Development Partners: DANIDA, SIDA, DFID</li> <li>NGOs : Helvetas Swiss Intercooperation, Swiss Red Cross, Dascoh, ASK, Transparency International BD.,</li> </ul> <p><u>Modalities:</u> mixed aid modality with a high number of projects anchored in GoB institutions, implemented by (i)NGOs and IOs, joint financing with development partners.</p>  |
| <p><b>Management/performance results, including indicators</b></p> <p><u>CSPM:</u> Switzerland and its partner organisations in Bangladesh apply a conflict-sensitive management approach and contribute to the reduction of conflict:</p> <ul style="list-style-type: none"> <li>- partners contribute to joint monitoring and learning through the local context assessments</li> <li>- Adequate consideration of conflict and fragility in project design, implementation and steering.</li> <li>- Effectiveness and quality of SCO guidance on CSPM to partners</li> </ul> <p><u>Gender Equality Mainstreaming:</u> Gender equality mainstreaming will focus on access to services and participation. In addition, the DG Domain will have a mix of affirmative projects (e.g. political empowerment of women) and mainstreamed approaches.</p> <ul style="list-style-type: none"> <li>- New project implementers will be introduced to the GenGov platform and the GenGov toolkit which was developed and tested by the SCO Bangladesh.</li> </ul> <p><u>Poverty reduction:</u> SDCs assistance is adequately targeted towards poverty.</p> <ul style="list-style-type: none"> <li>- The SCO's "poverty revisited" concept is understood by partners and applied in project implementation.</li> </ul> |

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| <p><b>Domain 2: Income and Economic Development (IED)</b></p>   |  |  |
| <p><b>Domain goal: Poor and disadvantaged women and men benefit of opportunities on inclusive markets and improve their well-being.</b></p>   |  |  |
| <p><b>Indicators:</b></p> <p>1. Number of people with increased income from:</p> <ol style="list-style-type: none"> <li>a. Agriculture</li> <li>b. Small and middle sized enterprises</li> <li>c. Employment</li> </ol> <p>Target: Total 1 million/ women / poor/ disadvantaged</p> <p>2. Total net additional income accrued to targeted women and men.</p> <p>Target: Total 200 million USD/ women / poor/ disadvantaged</p> <p>3. Increased expenditures of targeted Local Government Institutions (LGIs) for basic services</p> <p>Target: at least 20% increase in LGI expenditures for basic services</p>   |  |  |
| <p><b>Swiss portfolio outcomes</b></p> <p><b>2.1 Outcome statement</b></p> <p>Farmers, entrepreneurs (men and women who own a micro or small enterprise) and skills training graduates make use of their human and social capital and improved market services</p> <p><u>Indicators</u></p> <p>2.1.1: Number of farmers, entrepreneurs and skills training graduates who make use of new or improved market, social and skills development services.</p> <p>Baseline: 0 (2018)</p> <p>Target: [total] 1.2 million farmers and entrepreneurs</p> <p>Farmers/ entrepreneurs: from all MD projects</p> <p>Skills training graduates: from all SD projects</p> <p>Women</p> <p>Poor</p> <p>Disadvantaged</p> <p>Youth (15-24)</p> <p>2.1.2: Satisfaction of farmers, entrepreneurs and skills trained employed people with public/private services expressed as usage/benefit ratio.</p> <p>Baseline (2018):47% MD / 60% SD,(data from SCS domains 2013-17)</p> <p>Target: 60%</p> <p>Farmers/ entrepreneurs:</p> <p>Skills training graduates:</p> | <p><b>Swiss programme contributions</b></p> <p><b>How Switzerland contributes to country development</b></p> <ul style="list-style-type: none"> <li>• Awareness creation, motivation &amp; bargaining.</li> <li>• Technology transfer</li> <li>• Training delivery</li> <li>• Networking &amp; facilitation</li> <li>• Social capital building</li> <li>• Organisational development of institutions</li> <li>• Promotion of business cases &amp; interests</li> <li>• Agricultural diversification</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Farmers' voice, participation and purchasing power on the input, output and labour markets grow</li> <li>• Farmers and entrepreneurs are organized and have access to risk-mitigation mechanisms and safety nets enabling them to make use of opportunities and services</li> <li>• Public &amp; private institutions collaborate to create an inclusive and coherent skills development system.</li> </ul> <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>• Social norms and structural discrimination preventing marginalized groups from making use of services and opportunities</li> <li>• Entrenched extractive institutions prevail</li> </ul> | <p><b>Country development outcomes</b></p> <p><b>2.1 Outcome statement 1</b></p> <p>Public &amp; private initiatives contribute to poverty reduction through human development and growth in targeted sectors.</p> <p><u>Indicators</u></p> <p>2.1.1: Proportion of population living below lower national poverty line</p> <p>Baseline (FY2016-17): Extreme Poverty 12.9%. Poverty: 24.5% (BBS HIES report).</p> <p>Target (2021): 7.9% extreme poverty, 19.5% upper poverty line</p> <p>2.1.2: Annual agriculture GDP growth rate</p> <p>Baseline (2017): The annual agriculture GDP growth rate is 1.9%</p> <p>Target (growth rate for any year): 2.5%</p> <p>2.1.3: Proportion of skilled people in labour market</p> <p>Baseline (2015): 2.1% of working age population has some sort of skills training</p> <p>Target (2021): 3%</p> |

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| <p><b>2.2 Outcome statement</b><br/>Private and public service providers expand and diversify improved, pro-poor and gender-sensitive services and products /goods.</p> <p><u>Indicators</u><br/>2.2.1: Number of service providers who adapt or adopt a pro-poor gender-sensitive business model.<br/>Baseline: 0 (2018)<br/>Target in MD projects (except BADIP): [total] 7,000 SP<br/>Financial sector service providers roughly 50 (MFI, mobile network operators, aggregators like seed companies, processing companies, BIA, etc.)<br/>Training service provider in Skills: 50</p> <p>2.2.2: Number of private sector organisations who are involved in skills training.<br/>Baseline: 0 (2018)<br/>Target: 160 [total]<br/>Out of them, number of organisations who expanded their involvement:<br/>Employers: 100 and 50 (from Skills)<br/>Associations: 10 and 25 (from Skills)<br/>Federations: 3 (Skills)</p>   | <p><b>How Switzerland contributes to country development</b></p> <ul style="list-style-type: none"> <li>Engaging with the private sector, social enterprises and investors</li> <li>Allocation of public resources</li> <li>Multi stakeholder platforms and coordination</li> <li>Inclusive rules and policy development</li> <li>Promotion of public-private investment.</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Private sector recognizes the long-term potential of investing in social service delivery</li> <li>Public institutions create an enabling environment for innovative business models and multi-stakeholder partnerships serving poor men and women.</li> <li>Demand for skilled labour increases</li> </ul> <p><b>Possible Risks:</b></p> <ul style="list-style-type: none"> <li>Political instability and rent-seeking behaviour by key stakeholders inhibit private investment and innovation</li> <li>Lack of capacity, coordination and incentives for collaboration inhibit uptake of innovative models of collaboration and service delivery</li> <li>Automation and productivity growth lead to a dual economy limiting job creation</li> <li>Negative shocks affecting ready-made garments industry or remittances</li> </ul> | <p><b>2.2 Outcome Statement</b><br/>Increased growth in service and rural industry by contributing to public private funding for human capital development and creating enabling business friendly environment.</p> <p><u>Indicators</u><br/>2.2.1: Annual GDP growth rate in targeted sectors.<br/>Baseline (2017): Annual GDP growth rates are 1.9%, 3.18%, and 3.31% for agriculture, industry and service sectors respectively<br/>Target: annual growth rates of 2.5% for agriculture, 4% for industry and 4% for service sector.</p> <p>2.2.2: Increased budget allocation by GoB and contributions from private sector for Skills Development.<br/>Baseline (2018): GOB Contribution to NHRDF is 1 billion BDT.<br/>Contribution from Private Sector: 0<br/>Target (2021): BDT 10 billion, with contribution from private sector</p> <p>2.2.3: Improvement in ease-of-doing business<br/>Baseline (2017): Bangladesh ranked 176<sup>th</sup> among 190 countries in Ease of Doing Business ranking, scoring 40.84 in <i>distance-to-frontier</i> indicator (World Bank)<br/>Target (2021): 160<sup>th</sup> position in global ranking</p> |
| <p><b>2.3 Outcome statement</b><br/>Private and public actors use existing sectoral and newly created fora at the local and national level to reduce conflict through establishing pro-poor market governance.</p> <p><u>Indicators:</u><br/>2.3.1: Number and type of initiatives taken to promote voice and representation of disadvantaged and women.<br/>Baseline: 0 (2018)<br/>Target: [total]</p> <p>2.3.2: Number and content of sectoral policies and acts undertaken or reformed to promote pro-poor business environment<br/>Baseline: 0 (2018)<br/>Target: [total]</p>  | <p><b>How Switzerland contributes to country development</b></p> <ul style="list-style-type: none"> <li>Support dialogue of diverse stakeholders for local economic development and decentralized service delivery</li> <li>Policy dialogue to improve regulatory environment for pro-poor (financial) services</li> <li>Advocacy for service delivery in hard-to reach and marginalized regions (chars, haors)</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Drivers of change form successful alliances and overcome parochial interests of extractive interest groups</li> <li>Public institutions face political incentives to strengthen legitimacy by creating an enabling business environment enabling inclusive growth</li> </ul> <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>Centralization tendencies</li> <li>Polarized politics</li> <li>Lack of organization / Representation of private sector and civil society advocates for change</li> <li>Monopolistic behavior by the private sector and corruption prevent the creation of a pro-poor business environment</li> </ul>   | <p><b>2.3 Outcome Statement</b><br/>Reduction in poverty and inequality across all groups and regions</p> <p><u>Indicators</u><br/>2.3.1: Poverty reduction [HIES, BBS]<br/>Baseline (2017): Rural Poverty 26.5%, Urban Poverty 18.9%, and Extreme Poverty 12.9% (HIES,BBS)<br/>Target (2021): Rural Poverty 21.5%, Extreme Poverty: 7.9%</p> <p>2.3.2: Improvements in Global Fragile States Index<br/>Baseline (2018): 90 points (out of max 120)<br/>Target (2021): 80 points</p> <p>2.3.3: National policies/acts undertaken/reformed that eliminate market and institutional failures<br/>Baseline (2017): 0<br/>Target: (2021): 1</p> <p>2.3.4: Reduction in income inequality [HIES, BBS]<br/>Baseline (2016): Gini Index -32.4<br/>National Income Share (Top Rich 10% population – 38% and bottom poor 10% population – 1%) (BBS 2017 report)<br/>Target (2021): Gini index of 32.4% (unchanged)</p>   |
| <p><b>Additional indicators to be monitored</b></p>  |   |   |
| <p><b>Output indicators:</b> Below is a possible selection of output indicators. These may be applied in certain projects (i.e. in their logframes) but do not have to be used across the whole portfolio:</p> <ul style="list-style-type: none"> <li>ARI E2: Number of persons (women, poor, disadvantaged) who gained access to formal financial services (savings, insurance, loan, leasing, payment and transfer services, etc.)</li> <li>ARI EV3: Number of persons (women, poor, disadvantaged, youth 15-24) who gained access to improved vocational skills.</li> <li>ARI EV2: Number of vocational skills development personnel and teachers (women) trained.</li> <li>CHR Reference indicator: Number of youth participating in employment programmes with implicit or explicit components of dispute resolution / prevention of violence and de-escalation (disaggregated by women, poor, disadvantaged, youth).</li> <li>Number of new or improved pro-poor services sustainably offered by service providers (disaggregated by financial sector services, women-oriented services, DRR-relevant services)</li> </ul> |   |   |

| Lines of intervention   |
|---|
| <p>Using facilitative, systemic approaches to market development, the IED domain will focus on creating opportunities for poor women and men in agriculture by investing in sustainable agricultural intensification, diversification, commercialization and value-addition. Within the agricultural portfolio, financial services (savings, credit and insurance) that enable smallholder farmers to step up their productive investment and rural SMEs to create on and off-farm employment opportunities will be a new focus area. The current portfolio of agricultural projects serving the poor in their capacity as producers will be gradually complemented by interventions that aim at systemic change in markets serving the poor as consumers of social services and goods (water and sanitation, nutrition, health, skills development and education, energy, housing), including in peri-urban areas. The core M4P approach will be complemented by a territorial intervention centred on urban municipalities and their surrounding functional economic space, allowing for synergetic impact of the whole range of Swiss interventions in governance, skills development, market development and migration in concentration areas. Skills development interventions will remain an important instrument of the IED domain, and will emphasize collaboration and involvement of private sector federations, associations and (public or private) employers in financing and delivery of training. The SDC programme will support them to translate their workforce needs in training outputs and sustainable, gainful job placements.</p> <p>Projects of this domain may be extended to cover the area impacted by the humanitarian crisis in Cox's Bazar. Thus, beneficiaries may be persons in the host communities and Rohingya refugees. The outreach to this beneficiary group will be covered in the annual reports on the Cooperation Strategy 2018-2021.</p> <p><i>Complementarities and synergies with other domains and Global Programmes</i></p> <ul style="list-style-type: none"> <li>• With DG: Collaboration with Local Government Institutions</li> <li>• With SM: Same stakeholders (MEWOE, BMET, ILO, IOM) and same LCG WG &gt; requires coordination</li> <li>• With SM: Skilling of migrants; Reintegration of returnee migrants (productive investments and skills/ business ideas)</li> <li>• With GPMD: linking up of regional and global initiatives with bilateral interventions</li> <li>• With GP Food Security: More sharing of experiences / participation in network</li> </ul> <p>With GP CC: More exchange with regional office in New Delhi (particularly on insurance)</p> |
| Resources, partnerships   |
| <p><u>Financial resources:</u> CHF 34m (33% of the overall budget).</p> <p><u>Human resources:</u> 3 Senior NPO, 1 Senior Financial Controller</p> <p><u>Partnerships:</u> The Swiss programme in the IED domain will continue to engage in alliances with like-minded development partners for larger interventions and leverage, while continuously innovating and testing new approaches in smaller mandate projects. The Swiss programme will also seek to leverage private sector resources and investments by building alliances with private actors such as social enterprises and social investors with aligned objectives and missions.</p>  |
| Management/performance results, including indicators  |
| <p>1) Swiss supported interventions in the IED domain contribute to disaster risk reduction, risk mitigation and transfer mechanisms for poor and disadvantaged people and adaptation to climate change.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- # of poor and disadvantaged people who benefit from risk-reducing services</li> <li>- # of poor and disadvantaged people who benefit from risk-transfer services</li> <li>- # of poor and disadvantaged people who benefit from reduced exposure to risk through the introduction of new technologies, crops and protection measures</li> <li>-</li> </ul> <p>2) Switzerland and its partner organisations in Bangladesh apply a conflict-sensitive management approach and contribute to the reduction of conflict</p> <ul style="list-style-type: none"> <li>- Adequate consideration of conflict and fragility in project design, implementation and steering.</li> <li>- Effectiveness and quality of SCO guidance on CSPM to partners</li> </ul>  |

| Domain 3: Safer Migration for Sustainable Development (SM)  |   |   |
|---|---|---|
| <p><b>Domain goal:</b> Migrants, particularly the poor and disadvantaged, improve their well-being due to safer migration practices and better migration governance.</p>  |   |   |
| <p><b>Indicators</b></p> <ol style="list-style-type: none"> <li>Percentage of LGI or public agencies at the grassroots level (District, Upzalia or Union level) who assign a budget for safe migration.<br/>Baseline (2017): 0 – no information available<br/>Target: 20%</li> <li>Number of men and women migrants or their families who report improved economic and/or social status.<br/>Baseline (2015): 51%<br/>Target: Total: 60%</li> </ol> |   |   |
| Swiss portfolio outcomes  | Swiss programme contributions   | Country development outcomes  |
| <p><b>3.1 Outcome statement</b></p> <p>Men and women make use of services for safe migration.</p> <p><u>Indicators</u></p> <p>3.1.1: Number of potential or returning migrants (or their families) who use services for safe migration.</p> <p>Baseline (2016): 54'408 migrants received pre-departure briefing<br/>Target: 80'000 (includes 30'000 Rohingya)<br/>Women: 40% (28'000)<br/>Poor: 50% (35'000)<br/>Disadvantaged: 25% (17'500)</p>    | <p>Raising awareness on safe migration (particularly among women) and capacity building supports (future) migrants in their migratory trajectories and in their faculties to make good use of benefits of migration. Expanded services of improved quality services for (future and potential) migrants.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Increasing inequality and exclusion of minority groups, constrained economic growth and limited job creation as well as the expansion and diversification of international labour markets lead to increased and potentially irregular migration.</li> <li>• The GoB is aware that the Bangladeshi migrants are to be better skilled and protected.</li> </ul> | <p><b>3.1 Outcome statement</b></p> <p>Bangladeshi migrants are skilled, their rights are better protected and they make better use of remittances.</p> <p><u>Indicators</u></p> <p>3.1.1: Number of skilled migrants<br/>Baseline (2016): Skilled: 42.08%, Semi-skilled: 15.83%%<br/>Target (2021): 30% (skilled, semi-skilled)</p> <p>3.1.2: Number of MoUs/bilateral agreements incorporating additional clauses for international human rights.<br/>Baseline (2016): 0<br/>Target (2021): 8</p> |

|  |  |   |
|--|--|---|
| <p>3.1.2: Number of men and women who are employed (i.e. national employment or migrants who depart the country with a prospective employment) after receiving technical and/or soft skills</p> <p>Baseline (2016): BMET 318,851 for technical skills</p> <p>Target: 30'000, 66% of Bangladeshi migrant beneficiaries</p> <p>Women: 10'000 out of 45'000</p>   | <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>• The unfavourable image of technical skills and the quality of education limits the willingness of migrants to better prepare for their careers as labour force abroad.</li> <li>• Destination markets closing down for Bangladeshi migrants (due e.g. to bilateral / economic relations between Bangladesh and destination countries, global economic meltdown, increasing conflict in the Middle East, etc.) may result in increased unemployment and in reduced remittances.</li> </ul>  | <p>3.1.3: A system for tracking use of remittances exists.</p> <p>Baseline (2016): no system</p> <p>Target (2021): System operational</p>   |
| <p><b>3.2 Outcome statement</b></p> <p>Institutions are more accountable and effective in ensuring protection and providing services to migrants, potential migrants and their families.</p> <p><u>Indicators</u></p> <p>3.2.1: Number of improved/new services for migrants by public/private agencies</p> <p>Baseline (2017): 0 – no information available</p> <p>Target: 30 new/improved services</p> <p>3.2.2: Political processes and measures in the field of migration and development</p> <p>Baseline (year): Qualitative data</p> <p>Target: N/A</p>  | <p>The support and involvement of public and private sector actors managing migration (media, employers, recruitment agents) and to trade unions promotes a sense of responsibility of private sector actors and contributes to the implementation of a coherent migration policy by the GoB.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Government ownership and political will to better protect Bangladeshi migrants and negotiate for them (with the private sector actors, with governments of destination countries) are in place.</li> </ul> <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>• Fragmentation and bureaucracy of government agencies and development partners as well as the interest of foreign employers to maximize benefits may not allow for fully implementing a coherent GoB migration policy.</li> <li>• The short term needs of migrants in countries of destination may minimize the volume of remittances.</li> </ul> | <p><b>3.2 Outcome statement</b></p> <p>GoB implements a coherent migration policy.</p> <p><u>Indicators</u></p> <p>3.2.1: Reduction in the cost of migration</p> <p>Baseline (2015): 309'259</p> <p>Target (2021): tbd</p> <p>3.2.2: Number of rules developed and implemented</p> <p>Baseline (2017): 1</p> <p>Target (2021): 5</p>  |
| <p><b>3.3 Outcome statement</b></p> <p>Remittances and investments of returnee migrants improve the capacities of the people to prevent and adapt to social, economic and environmental shocks and disasters.</p> <p><u>Indicators</u></p> <p>3.3.1: Number of men and women who take financial orientation/literacy.</p> <p>Baseline (2017): 0 (no information available)</p> <p>Target: 20'000 men and women</p> <p>3.3.2: Percentage of men and women migrants or their families who productively invest remittances and returnees' capital (out of those who undertake financial orientation/literacy).</p> <p>Baseline (2016): 4,934 remittance receiving households (out of 10'448)</p> <p>Target: 9'000 (out of 15'000)</p> | <p>Transfer costs are reduced and productive investments are promoted and facilitated by supporting respective efforts of the GoB and of migrants and their families themselves, thus contributing to the reduction of Bangladesh's fragility.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Pressure will be applied to have reduced transfer costs by the GoB, migrants themselves and the development actors.</li> </ul> <p><b>Possible Risks</b></p> <ul style="list-style-type: none"> <li>• Remittances and investments of migrants may exclusively cover immediate consumption costs and not be used productively.</li> <li>• The limited volume of remittances and of investments of returnees as well as the costs of remittances may not strengthen their capacities, nor those of their families in Bangladesh, to cope with economic, social environmental challenges they are faced with.</li> </ul>   | <p><b>3.3 Outcome</b></p> <p>Ensure further reduction of migration and remittance transfer cost and facilitate remittances into productive investments.</p> <p><u>Indicators</u></p> <p>3.3.1: Remittance costs as a proportion of the amount remitted (Source: GoB alignment of 7<sup>th</sup> FYP with SDGs)</p> <p>Baseline (2016): 3.9 % for USD 200</p> <p>Target (2021): 3% for USD 200</p> |

| Lines of intervention   |
|---|
| <p>Covering all aspects of migration, voluntary, forced and trafficked, regular and irregular, the Safer Migration domain will work on the full migration cycle, to enable potential migrants to take informed decisions, to mitigate risks and be more protected by more effective institutions. These improvements will enable migrants to improve the social and economic well-being of their families.</p> <p>The current portfolio which is focusing on the improvement of the legal framework for labour migration, will expand to strengthen safer migration services for migrants and their families and the skilling of migrants. These projects will be complemented by an intervention focusing on returnee migrants and supporting them for productive investments. Protection of especially vulnerable people will be enhanced by strengthening awareness of the perils of irregular migration, creating better integration options for victims of trafficking and strengthen the protection of refugees by protecting and promoting the rights of Rohingya refugees. The Safer Migration domain will also pilot activities addressing rural-urban linkages and internal migration, to address the fast increasing poverty in the urban context.</p> <p>Projects of this domain may be extended to cover the area impacted by the humanitarian crisis in Cox's Bazar. Thus, beneficiaries may be persons in the host communities and Rohingya refugees. The outreach to this beneficiary group will be covered in the annual reports on the Cooperation Strategy 2018-2021.</p> <p><i>Complementarities and synergies with other domains and Global Programmes</i></p> <ul style="list-style-type: none"> <li>- With IED: Interventions on awareness on safe migration (vs. employment in Bangladesh); human capital development, interventions on financial services</li> <li>- With DG: Regarding accountable and effective local government institutions</li> <li>- With GPMD: Adapt/ replicate good practices from other countries of origin; contribute with national experiences to regional dialogue (and vice-versa)</li> <li>- With GPMD: Coordinate engagement in / related to countries of destination</li> </ul> |
| Resources, partnerships   |
| <p><u>Financial resources:</u> CHF 16.5m (16% of the overall budget).</p> <p><u>Human resources:</u> 1 Senior NPO, 2 NPOs (one 50%, one 80-100%, covering also GPMD and, to a small extent, humanitarian issues), 1 Senior Financial Controller.</p> <p><u>Partnerships:</u> in addition to project –related partnerships, the SCO is participating in the Migration Working Group (coordination mechanism with development partners, at a later stage with the GoB).</p> <p>GoB: Ministry of Expatriates Welfare and its subdivisions ,Ministry of Foreign Affairs, Local Government Institutions</p> <p>Internat. Organisations: ILO, IOM,</p> <p>NGOs: international and national, based on procurement procedures, national research institutions</p> <p><u>Modalities:</u> projects will be anchored with the GoB through MoUs and TPPs, and implemented by a mix of multilateral partners and (i) NGOs.</p>   |
| Management/performance results, including indicators  |
| <p><u>CSPM:</u> Switzerland and its partner organisations in Bangladesh apply a conflict-sensitive management approach and contribute to the reduction of conflict:</p> <ul style="list-style-type: none"> <li>- partners contribute to joint monitoring and learning through the local context assessments</li> <li>- Adequate consideration of conflict and fragility in project design, implementation and steering.</li> <li>- Effectiveness and quality of SCO guidance on CSPM to partners</li> </ul> <p><u>Gender Equality Mainstreaming:</u> A gendered approach is applied in all migration interventions, to reflect the different profiles and challenges of male and female migrants as well as their families.</p> <ul style="list-style-type: none"> <li>- New project implementers will be introduced to the GenGov platform and the GenGov toolkit which was developed and tested by the SCO Bangladesh.</li> </ul> <p><u>Poverty reduction:</u> SDCs assistance is adequately targeted towards poverty.</p> <ul style="list-style-type: none"> <li>- The SCO's "poverty revisited" concept is understood by partners and applied in project implementation.</li> <li>- SDC funded interventions address the multidimensional nature of poverty.</li> </ul>   |

| Humanitarian Response to the Rohingya Refugee Crisis   |
|--|
| <p>As this humanitarian crisis has evolved in late 2017 and is still an emergency at the time of writing of this document, no results framework is presented here. The results framework may be developed to reflect the medium-term engagement of Swiss Humanitarian Aid.</p>   |
| Lines of Intervention:   |
| <p>Humanitarian interventions in the Rohingya crisis shall be needs based, rapid, efficient and principle based along the humanitarian mandate of saving lives and alleviating suffering.</p> <ul style="list-style-type: none"> <li>- The humanitarian engagement will be adapted to the contextual development. At the time of writing, a voluntary, safe and dignified return to Myanmar of over 745'000 refugees is not in sight. Therefore, humanitarian interventions will be foreseen for the first two years of the Swiss Cooperation Strategy and will be reviewed by mid-2019;</li> <li>- The focus of humanitarian interventions lies on the main existing needs – (1) Water and Sanitation, (2) Food Security and (3) Protection;</li> <li>- Modalities of interventions are adapted depending on the added value which an intervention can show. Contributions to multilateral/international or non-governmental organisations can be complemented by the sending of Swiss experts (secondments of Swiss Humanitarian Aid Unit) or direct actions where adequate.</li> <li>- Nexus-approach: Humanitarian interventions shall be complemented by south cooperation projects where appropriate.</li> <li>- Humanitarian issues shall be brought into the policy dialogue with Bengali authorities; furthermore, findings shall be taken up in relevant humanitarian coordination fora.</li> <li>- All humanitarian interventions shall follow the do-no-harm-approach and include Bengali host communities where appropriate.</li> </ul> |

# Annex B: Monitoring System

## Monitoring System for the Swiss Cooperation Strategy for Bangladesh 2018 – 2021

| Swiss Cooperation Strategy       |   |  |   |
|----------------------------------|---|--|---|
| Period                           | Context Assessment  | Country Programme/ Management  | Portfolio                                 |
| half-yearly<br>all embassy teams | <ul style="list-style-type: none"> <li>- Local Context Assessment with partner organizations in the SDC focus regions</li> <li>- Complete the "monitoring for development-relevant changes" (MERV)</li> </ul> | Discuss findings of the MERV and the local context assessments to define the position on the two-axis scenario |   |
| Annual                           | Annual Report, narrative based on context monitoring and results interpretation   |  | Annual report, based on results framework |
| Annual                           | Update security management plan   |  |   |
| Annual                           |   | Internal control system report/<br>Office Management Report  |   |
| Half-yearly                      |   | Coordination with GPMD   |   |
| Quarterly                        |   | Financial planning   |   |

## Donor Harmonisation and Aid Effectiveness

| Period                     | Context Assessment   | Country Development  | Development Results                                  |
|----------------------------|--|--|--|
| Monthly                    | Donor meeting "Local Consultative Group" - Plenary   |  | "Local Consultative Group" – Thematic Working Groups |
| Quarterly or based on need |  |  |  |
| Quarterly                  |  | Provide data for national "Aid Information Management System" (AIMS) – Government ODA monitoring |  |
| Biennially                 |  | Bangladesh Development Forum (organized by Government)   |  |
| Fortnightly                | Rohingya Refugee crisis: <ul style="list-style-type: none"> <li>- Senior Executive Group meeting (UN Agencies, INGO representatives, local NGO representatives, donor agency representatives)</li> <li>- Donor Coordination Meeting</li> </ul> |  |  |

# Annex C: Budget

| <b>Budget 2018-2021</b>            |               |               |               |               |                |             |
|------------------------------------|---------------|---------------|---------------|---------------|----------------|-------------|
| <i>Amount in CHF 1'000</i>         |               |               |               |               |                |             |
| <b>Financial Year:</b>             | <b>2018</b>   | <b>2019</b>   | <b>2020</b>   | <b>2021</b>   | <b>Total</b>   | <b>in %</b> |
| <i>Domain of Intervention 1:</i>   | *             | *             |               |               |                |             |
| Democratic Governance              | 9'000         | 9'000         | 7'500         | 7'500         | 33'000         | 32%         |
| <i>Domain of Intervention 2:</i>   |               |               |               |               |                |             |
| Income and Economic Development    | 9'000         | 9'000         | 8'000         | 8'000         | 34'000         | 33%         |
| <i>Domain of Intervention 3:</i>   |               |               |               |               |                |             |
| Safer Migration                    | 3'000         | 3'000         | 5'000         | 5'500         | 16'500         | 16%         |
| <i>Other Interventions:</i>        |               |               |               |               |                |             |
| Rohingya Refugee Crisis**          | 11'600        | 3'000         | 3'000         | 3'000         | 20'600         | 19%         |
| <b>Total Bilateral Cooperation</b> | <b>32'600</b> | <b>24'000</b> | <b>23'500</b> | <b>24'000</b> | <b>104'100</b> | <b>100%</b> |

| <b>Funds by Swiss Federal Offices:</b>                     |               |               |               |               |                |  |
|--|---------------|---------------|---------------|---------------|----------------|--|
| FDFA-SDC Funds   | 32'600        | 24'000        | 23'500        | 24'000        | 104'100        |  |
| <i>thereof: South Cooperation</i>                          | <i>22'500</i> | <i>21'500</i> | <i>21'000</i> | <i>21'500</i> | <i>86'500</i>  |  |
| <i>Humanitarian Aid</i>                                    | <i>10'100</i> | <i>2'500</i>  | <i>2'500</i>  | <i>2'500</i>  | <i>17'600</i>  |  |
| FDFA-SDC Institutional Partnerships                        | 6'592         | 6'770         | 7'570         | 7'570         | 28'502         |  |
| FDFA-Directorate for Resources<br>Global Budget Bangladesh | 1'648         | 1'648         | 1'648         | 1'648         | 6'592          |  |
| <b>Total Funds by Federal Offices</b>                      | <b>40'840</b> | <b>32'418</b> | <b>32'718</b> | <b>33'218</b> | <b>139'194</b> |  |

\* The financial plan of the Democratic Governance domain for 2018 and 2019 entails CHF 1mio per year reserved for the Rohingya refugee crisis

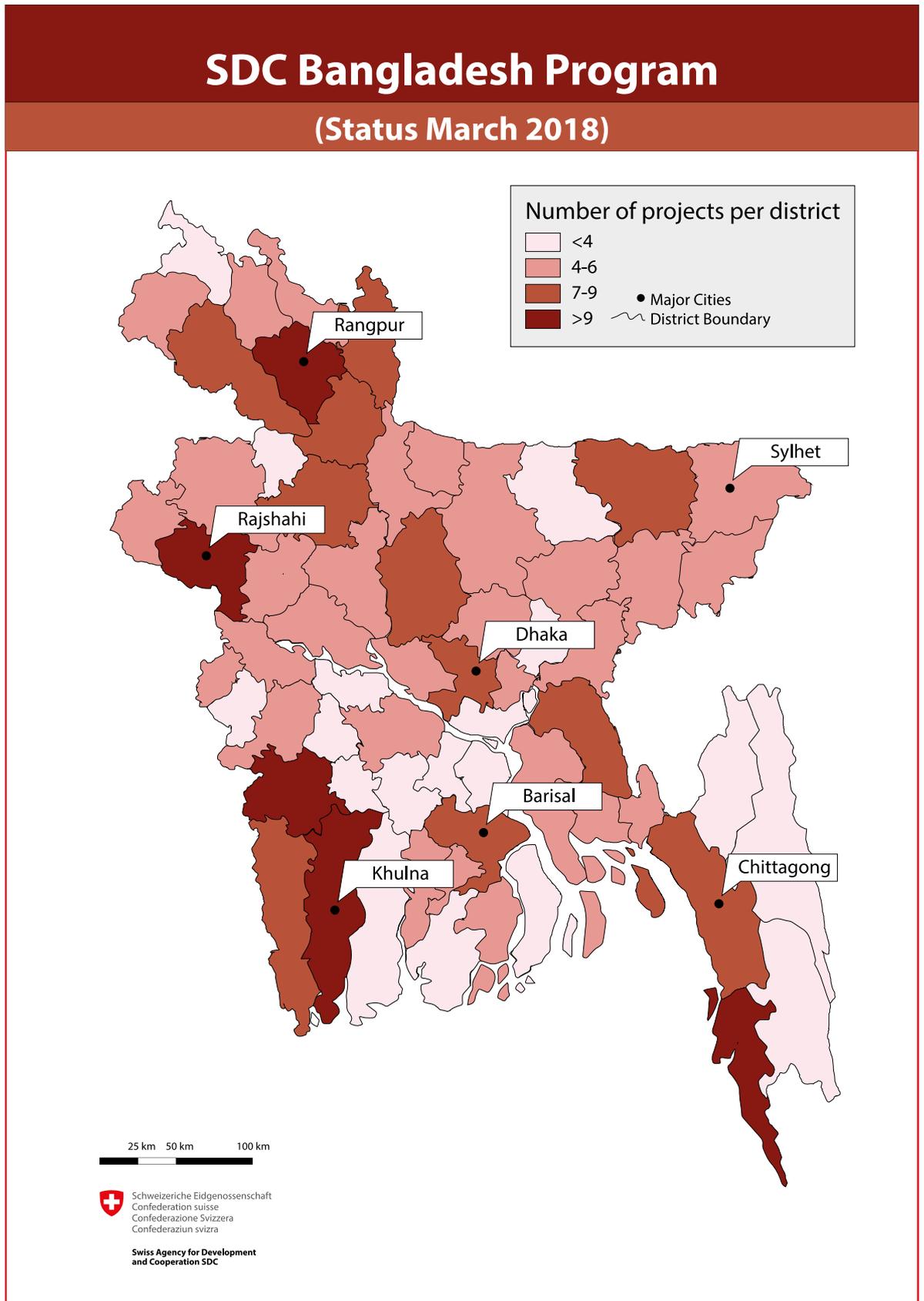
\*\* "Rohingya Refugee Crisis" entails South Cooperation and Humanitarian Aid funds

\*\*\* Humanitarian funds may well be increased through HA reserve means - depending on the further development of the humanitarian situation in the Rohingya crisis

# Annex D: List of Acronyms

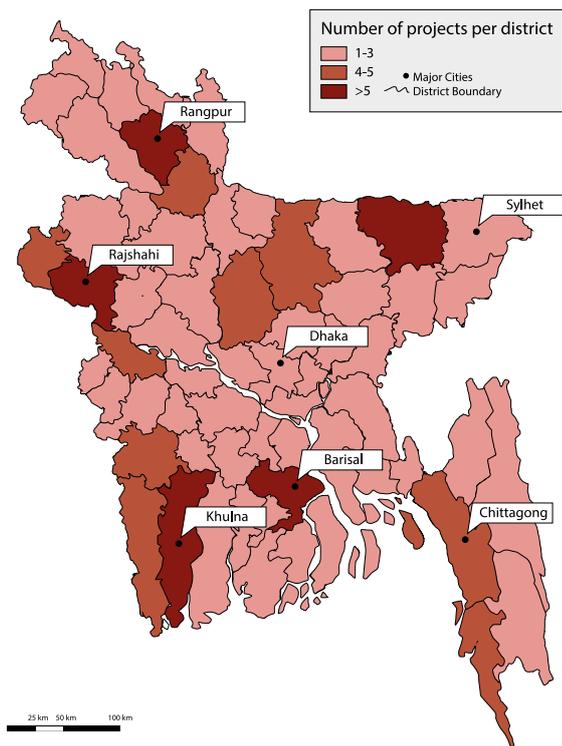
|               |   |
|---------------|---|
| <b>a2i</b>    | Access to Information                                   |
| <b>AIIB</b>   | Asian Infrastructure Investment Bank                    |
| <b>ASK</b>    | Ain o Salish Kendra                                     |
| <b>BBS</b>    | Bangladesh Bureau of Statistics                         |
| <b>BIDS</b>   | Bangladesh Institute of Development Studies             |
| <b>BMET</b>   | Bureau of Manpower, Employment and Training             |
| <b>CHF</b>    | Swiss Franc   |
| <b>CSO</b>    | Civil Society Organisations                             |
| <b>CSPM</b>   | Conflict Sensitive Programme Management                 |
| <b>DANIDA</b> | Danish International Development Agency                 |
| <b>DFID</b>   | Department for International Development                |
| <b>DRR</b>    | Disaster Risk Reduction                                 |
| <b>FDFA</b>   | Federal Department of Foreign Affairs                   |
| <b>GDP</b>    | Gross Domestic Product                                  |
| <b>GNI</b>    | Gross National Income                                   |
| <b>GoB</b>    | Government of Bangladesh                                |
| <b>GPMD</b>   | Global Programme for Migration and Development          |
| <b>HIES</b>   | Household Income and Expenditure Survey                 |
| <b>HYSAWA</b> | Hygiene, Sanitation and Water Supply                    |
| <b>IDA</b>    | International Development Association                   |
| <b>ILO</b>    | International Labour Organization                       |
| <b>IOM</b>    | International Organization for Migration                |
| <b>LDC</b>    | Least Developed Country                                 |
| <b>LGI</b>    | Local Government Institution                            |
| <b>M4P</b>    | Making Markets Work for the Poor                        |
| <b>MDGs</b>   | Millennium Development Goals                            |
| <b>MERV</b>   | Monitoring System for Development-Relevant Changes      |
| <b>MEWOWE</b> | Ministry of Expatriates Welfare and Overseas Employment |
| <b>MFI</b>    | Micro Finance Institution                               |
| <b>MIC</b>    | Middle Income Country                                   |
| <b>NGO</b>    | Non-Governmental Organization                           |
| <b>ODA</b>    | Official Development Assistance                         |
| <b>OECD</b>   | Organisation for Economic Co-operation and Development  |
| <b>PPPs</b>   | Public Private Partnerships                             |
| <b>PVE</b>    | Prevention of Violent Extremism                         |
| <b>SCS</b>    | Swiss Cooperation Strategy                              |
| <b>SDC</b>    | Swiss Agency for Development and Cooperation            |
| <b>SDG</b>    | Sustainable Development Goals                           |
| <b>SECO</b>   | State Secretariat for Economic Affairs                  |
| <b>SIDA</b>   | Swedish International Development Cooperation Agency    |
| <b>TIB</b>    | Transparency International Bangladesh                   |
| <b>UNDP</b>   | United Nations Development Programme                    |
| <b>UP</b>     | Union Parishad  |
| <b>UPR</b>    | Universal Periodic Review                               |
| <b>UZGP</b>   | Upazila Governance Project                              |
| <b>WB</b>     | The World Bank  |

# Annex E: Map of Bangladesh with main areas of intervention



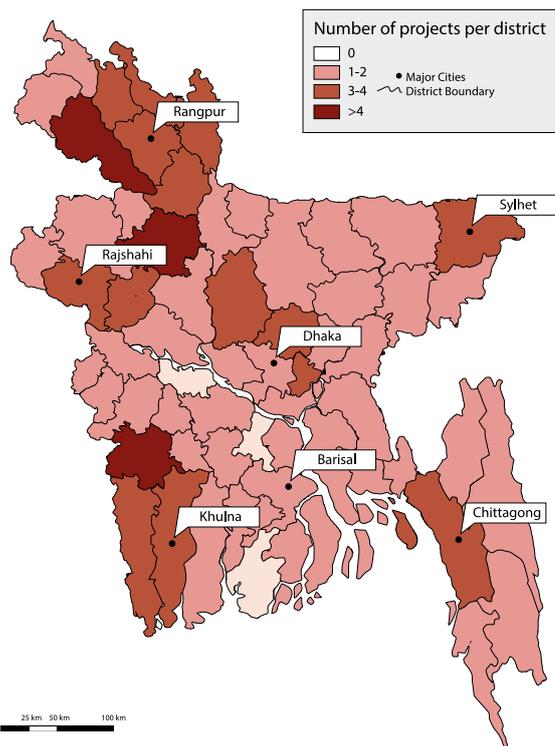
## Democratic Governance Portfolio

(Status March 2018)



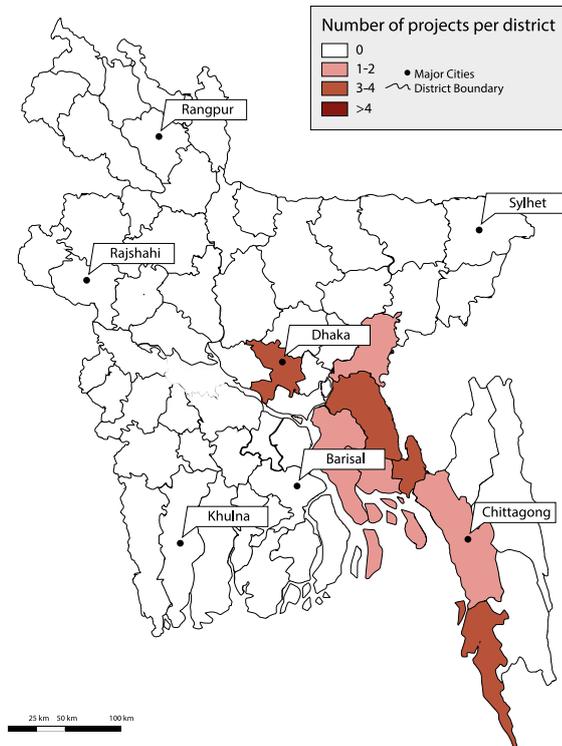
## Income and Economic Governance Portfolio

(Status March 2018)



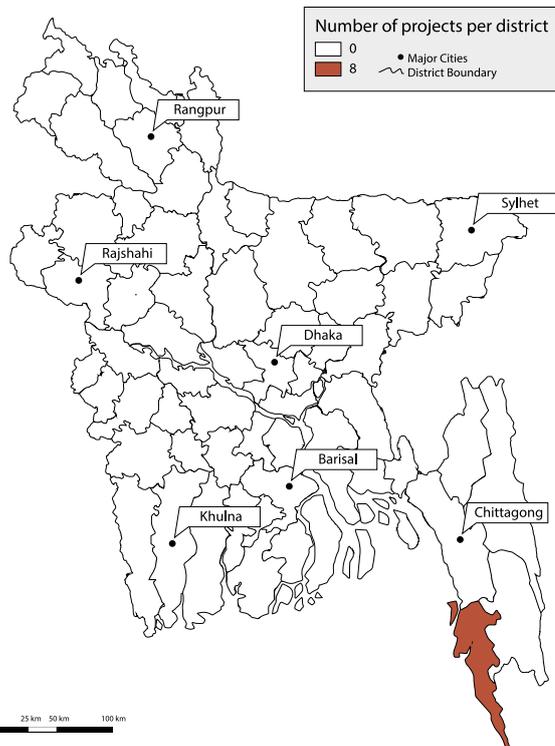
## Safer Migration Portfolio

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## Humanitarian Aid Portfolio

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Akram Ali (pages 13, 18, 19, 22 & 38)  
Noor Alam (page 15)  
Saikat Mojumder (page 23)  
Asma Khatun (page 24)

### **Contacts**

Embassy of Switzerland in Bangladesh  
Swiss Agency for Development and Cooperation  
Bay's Edgewater, 8th Floor  
Plot 12, North Avenue  
Gulshan-2, Dhaka 1212, Bangladesh  
Phone: +880 255 051 601  
dhaka@eda.admin.ch

Swiss Agency for Development and Cooperation  
South Asia Division  
3003 Bern, Switzerland  
Tel. +41 58 462 34 75

Humanitarian Aid Division Europe, Asia and Americas  
Tel. +41 58 462 31 24  
www.sdc.admin.ch

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