



Swiss
Cooperation
Programme
Bangladesh
2022–25



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Swiss Agency for Development
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Preface



The year 2022 marks fifty years of diplomatic relations between Bangladesh and Switzerland. Our bilateral relations and development cooperation have deepened and broadened over the years, while Bangladesh has achieved significant economic growth and made impressive progress in poverty reduction and social development. Important strides have been made towards educating girls and giving women a greater voice, improving children's education and health, and supporting grassroots initiatives in economic inclusion. Bangladesh has now been endorsed to move beyond the Least Developed Country (LDC) group in 2026. Switzerland very much welcomes this exciting development, which will be a key moment in the country's history, and is committed to supporting Bangladesh as it continues on the road ahead.

When looking at the future development of Bangladesh, Switzerland is aware of the considerable challenges that remain on the path to achieving the Sustainable Development Goals. The COVID-19 pandemic has hit the country's health-care sector and its fast-expanding economy. It has also greatly burdened the education and social protection systems, and negatively affected the livelihoods of marginalised communities and migrant workers. Moreover, climate change has amplified both the fragility of the ecosystem and the effects of cyclones and flooding. The people of Bangladesh feel the impact of climate change every day. In the refugee settlements in Cox's Bazar, the situation for the Rohingya who fled persecution in Myanmar is dire and also poses an immense challenge to the Bangladeshi authorities and host communities.

Building on the achievements and lessons learnt in our long-standing cooperation, Switzerland is well positioned to assist Bangladesh in addressing local needs and seizing emerging opportunities. The Swiss engagement will deliver targeted solutions that are adapted to the given context, building upon Switzerland's democratic and humanitarian tradition, access to an innovative private sector and its high-quality education system. To help temper the effects of the COVID-19 pandemic, Swiss support will combine development, humanitarian and economic instruments.

Under its overall objective of promoting a more prosperous, just and resilient society, the Cooperation Programme 2022–25 has the following priorities: fostering economic resilience, improving access to basic services, managing climate and disaster risks, and seeking durable solutions for Rohingya refugees as well as host communities.

In its cooperation efforts, Switzerland pays particular attention to democratic governance as well as gender equality and social inclusion.

With this renewed commitment for the 2022–25 period, Switzerland will continue its successful partnership with Bangladesh. The cooperation will be guided by both the United Nations' 2030 Agenda for Sustainable Development and Bangladesh's ambition to graduate from the group of LDCs.

Swiss Agency for Development
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Patricia Danzi

1. Development context

The People's Republic of Bangladesh in South Asia has made tremendous progress over the last decades and reached an important crossroads in its development. The country falls within the category of medium human development in the 2020 Human Development Index. It aims to graduate from the category of least developed countries (LDCs) by 2026 and to transition to high-income status by 2041.

The Government of Bangladesh has also embraced the 2030 Agenda for Sustainable Development. According to the Sustainable Development Goal (SDG) Index Dashboard Report 2020, it has already achieved the SDGs on responsible consumption and production and reducing carbon dioxide (CO₂)

emissions. Yet, at the current pace, it will be a major challenge to attain the goals in the following areas: zero hunger; good health and well-being; clean water and sanitation; affordable and clean energy; industry, innovation and infrastructure; sustainable cities and communities; peace, justice and strong institutions; and partnerships.

With more than 163 million inhabitants, Bangladesh is one of the most densely populated countries in the world. Serious effects of the COVID-19 pandemic have been felt since late January 2020. This global crisis has highlighted the limitations of Bangladesh's healthcare and social protection systems and hit its fast-expanding economy hard.

Economic developments

Bangladesh historically leaned towards a socialist system following independence and is now a market-oriented economy. Economic growth is a top priority for the government. The sustained high growth of its economy, which exceeded 7% for four consecutive years before the COVID-19 pandemic, has been evenly fuelled by remittances, agricultural production and the ready-made garment industry. Growth can be attributed to considerable investments in infrastructure and digitalisation, growing participation in global value chains, and the availability of a young and motivated workforce.

At the same time, however, the economic sector is dominated by political elites and business syndicates. Economic development has been negatively affected by weak rule of law and labour regulation and an uncondusive business environment, and has been carried out to the detriment of the environment. Benefits have not been distributed equitably and growth has not generated sufficient new jobs and other income opportunities. Moreover, the COVID-19 pandemic has slowed down the economy, especially small and medium enterprises (SMEs) and labour-intensive sectors. At the local level, it has shrunk the already low revenue mobilisation and the small fiscal space, thus widening budget deficits.

Bangladesh has one of the largest numbers of labour migrants residing abroad. Around 800,000 persons a year leave for the Gulf states and other destinations. In light of the key role of remittances for the development of Bangladesh, including resilience during crisis situations such as the COVID-19 pandemic, the government has demonstrated a strong interest in ensuring that migration is safe and overseas working conditions are decent, and has played an active role in international migration governance.

Looking ahead, it is unclear how long the COVID-19-induced economic downturn will persist and affect Bangladesh's aspirations to become a high-income country. Medium- to long-term economic prospects are most promising in the case that the government manages to diversify the economy, create a more condusive investment and business climate based on the rule of law and a functioning judiciary, increase public-private partnerships, and continue to enable the formation of skilled human capital and emphasise safe labour migration and reintegration. In the years ahead, Bangladesh has a unique window of opportunity to harness the demographic dividend from the high percentage of youth among its population.



Photo: Oerjan Faeroeykavlen Ellingvaag

Political developments and security

In the region, Bangladesh's economic rise, combined with its geographic proximity to India and China, has had considerable consequences. The country's emerging geopolitical significance has allowed it to increase its strategic, political and economic ties and influence.

Democratisation, decentralisation, governance and capacity building are major pillars of the Bangladesh Vision 2041. Yet, the country has continued on a trajectory towards centralisation of power, and the government has steadily increased the competences of the public administration and law enforcement agencies, albeit often at the expense of effective checks and balances. Opposition parties are stifled and the judiciary is influenced and overburdened. While delivering on many aspects such as education and infrastructure, accountability is often absent. Despite a narrative of zero tolerance, corruption remains worrisome. The COVID-19 crisis has amplified systemic weaknesses and shortcomings, and social cohesion is fragile.

Owing to impunity and concentration of power, extrajudicial killings as well as organised crime and enforced disappearances are matters of serious concern. At the same time, conservative Islamic views are gaining popular support as a source of political identity and action.

General elections in 2023 could be an opportunity to empower and mobilise citizens and to shape a new political culture. However, it is more likely that current trends are cemented. Looking ahead, the country's political landscape is expected to remain divided, revolving around a single party, and the governance system and the human rights situation to remain concerning. There are few incentives to change the system, and powerful interest groups have a vested interest in retaining the status quo.

Social development

The steady and high economic growth, along with a wide range of social safety nets, resulted in considerable poverty reduction from 43.5% in 1991 to 14.3% in 2016. However, while some people have seen their wealth and resources accumulate, a daunting number remain underserved and vulnerable; 39 million people still live below the national poverty line and struggle to make a living. The COVID-19 pandemic has aggravated their situation, further weakened respect for human rights, amplified inequalities, exacerbated negative coping mechanisms, such as internal displacement and irregular migration, and increased gender-based violence (GBV) and other harmful practices. While the overall position of Bangladesh in the Fragile States Index has improved slightly, in 2021, it still ranked as a 'high warning country'.

Since 2017, following a military crackdown in Myanmar, Bangladesh has been hosting more than one million stateless Rohingya fleeing persecution in Myanmar. Their situation in Rohingya refugee camps in Cox's Bazar is dire, and humanitarian assistance is often influenced by political interests and fragmented. The enormous scale of the Rohingya refugee influx has put immense pressure on the environment and

the local economy, and has led to stigmatisation of Rohingya refugees.

Looking ahead, the COVID-19 pandemic and the resulting economic shock will ultimately create considerable numbers of new poor – according to one study up to 24.5 million people (14.75% of the population). They require urgent access to social protection, health services and food as well as jobs and other income opportunities. Reintegrating the significant number of returning migrants without disrupting the fragile socio-economic fabric will be a major challenge, but also an opportunity.

Bangladesh is confronted with a protracted Rohingya refugee crisis. No dignified and satisfactory long-term solutions have been found for the great numbers of Rohingya, for whom repatriation to Myanmar is not a realistic short-term prospect. The Rohingya refugees in Cox's Bazar and Bashan Char will most likely remain almost entirely dependent on humanitarian aid. Moreover, there is a real risk of the negative impacts of the Rohingya influx on host communities culminating in violent tensions.

Environment and climate change

Bangladesh has always lived with the forces of nature. However, climate change has amplified the fragility of its ecosystem and the effects of natural disasters. Five of the ten countries most affected by extreme weather events are in Asia, including Bangladesh, which features in the high-risk group in the 2021 Index for Risk Management (INFORM Risk Index) that measures the risk of occurrence of humanitarian crises and disasters. The country's high population density, along with its economy's reliance on farming, render it especially vulnerable to climate change. While Bangladesh has pioneered disaster risk reduction, little effective action has been taken regarding climate change mitigation and adaptation or resilience.

As in many parts of the world, implications of climate change and environmental threats on lives, infrastructure and livelihoods have even been ignored in favour of short-term economic interests. Groundwater levels are decreasing, soil

has often become severely degraded and unusable, and, gradually, valuable agricultural land is being lost. Air and water pollution has increased. Furthermore, forests, with their abundance of natural resources, have disappeared because of deforestation.

Looking ahead, Bangladesh's environment, biodiversity, and growing population will suffer considerably over the coming years without environment-friendly and climate-smart urbanisation and sustainable business models as well as framework conditions for industrialisation, agriculture, and economic growth. The country's vulnerability to natural hazards will likely intensify and trigger new waves of displacement and irregular migration in search of environmental quality, health as well as jobs and other income opportunities. Poor and marginalised populations will be disproportionately affected, and more and more people will be in need of social protection.

2. Swiss foreign policy objectives and donor context

Swiss added value and long-term interests

Switzerland was among the first countries to establish diplomatic relations with Bangladesh after its independence in 1971. Since then, bilateral ties have broadened and intensified. Political consultations are held regularly, and Switzerland has provided over one billion Swiss francs (CHF) in official development assistance (ODA) for development cooperation and humanitarian responses to natural disasters and the Rohingya refugee crisis.

Switzerland is represented by an embassy in Dhaka and a project office in Cox's Bazar. Swiss cooperation with Bangladesh is framed by the 2030 Agenda and responds to policy priorities of Bangladesh. It is guided by the Swiss Foreign Policy Strategy 2020–23 and Switzerland's International Cooperation Strategy (IC Strategy) 2021–24, which aims for improvements in the areas of economic development, the environment and

climate change, human development as well as peacebuilding and governance. The cooperation programme is also aligned with Switzerland's Guidelines on Human Rights 2021-2024.

Swiss international cooperation objectives 2021–24

1. Contribute to sustainable economic growth, development of markets and the creation of decent jobs
2. Address climate change and its effects and manage natural resources sustainably
3. Save lives, ensure quality basic services, especially in relation to education and healthcare, and diminish the causes of forced and irregular migration
4. Promote peace, the rule of law and gender equality

Photo: Sabina Yasmeim Lubna



Cooperation with Bangladesh serves Swiss interests. Switzerland has a particular interest in a stable and resilient Bangladesh that contributes to balanced regional dynamics in the face of tensions between China and India, and to addressing root causes of all forms of violence. Moreover, work on reliable economic framework conditions and ethical business practices strengthens possibilities for Swiss foreign direct investment and sustainable trade. Switzerland's support within the Rohingya crisis strengthens its position as an engaged and reliable humanitarian actor. Cooperation with Bangladesh also underpins Switzerland's commitment to implementing climate action under the Paris Agreement (2016).

Switzerland adds value to Bangladesh's development agenda. Among Swiss comparative strengths are the country's neutrality, reliability and its credibility as a successful democratic political system with a culture of dialogue. Furthermore, cooperation with Bangladesh greatly benefits from Swiss global experience and high-quality in-house technical expertise, long-standing partnerships with Swiss and Bangladeshi NGOs with strong local ties, other bilateral donors and multilateral organisations, and easy access to the private sector and innovation geared towards socio-economic resilience. Last but not least, Switzerland's humanitarian tradition and its physical presence in Cox's Bazar is a strong advantage.

International cooperation in Bangladesh

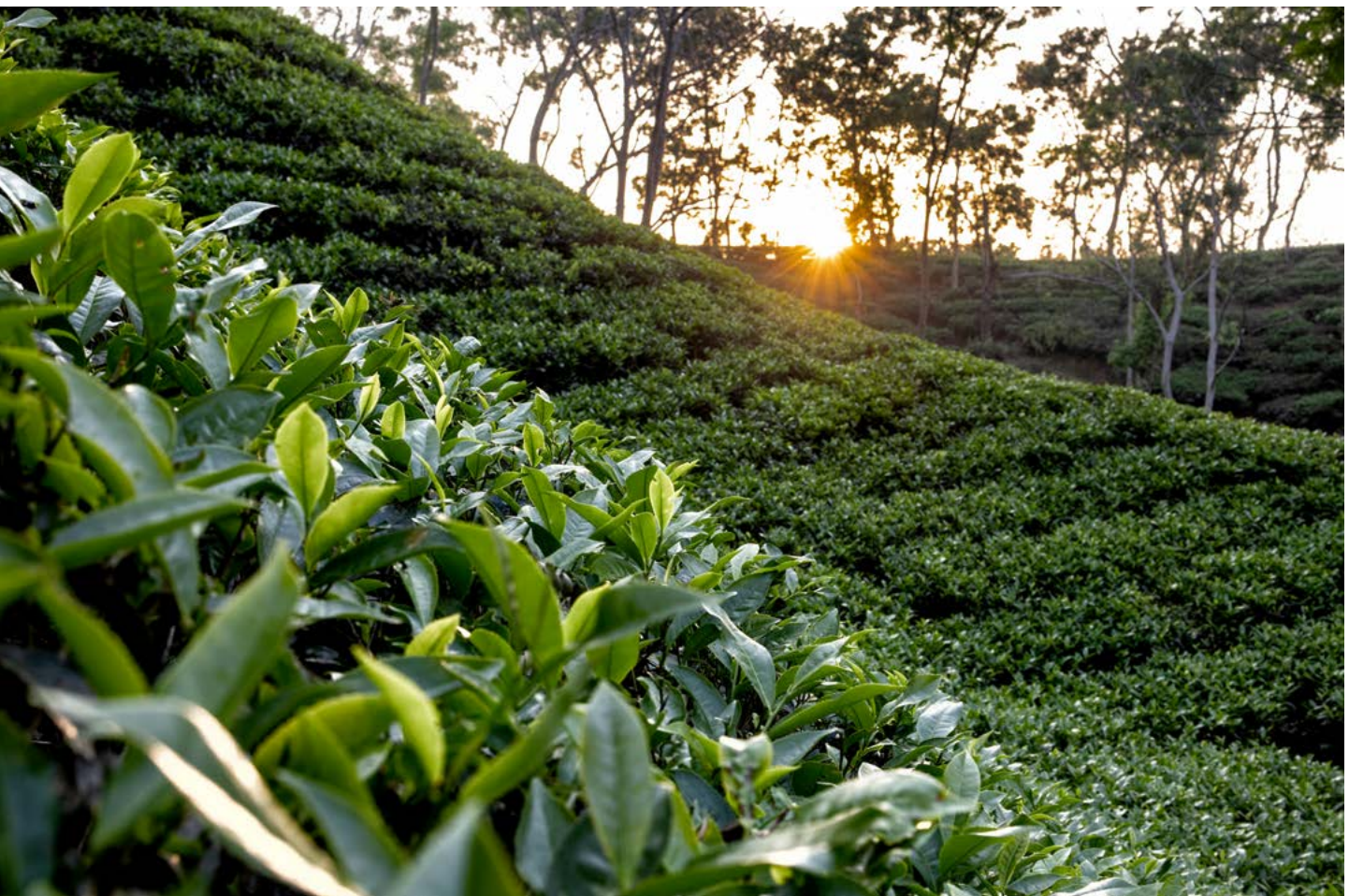
Official development assistance (ODA) for Bangladesh¹ totalled USD 4.48 billion in 2019 or USD 27,493 per capita, the highest amount ever and up considerably on 2018.² Based on the priorities of the Government of Bangladesh, 'economic infrastructure and services' received the bulk of bilateral ODA, i.e. 60% (2018–19 average); 14% was allocated to humanitarian aid. Switzerland is a medium-sized donor in absolute terms. The top five donors of grants, loans and other resource flows (2018–19 average) are the World Bank, Japan, the Asian

Development Bank, the United States and the United Kingdom. However, the traditional donor base is shrinking for domestic political and financial reasons, and the deployment of aid is changing towards serving national economic and geopolitical agendas. The Government of Bangladesh is seeking partnerships for development financing and technological advances in support of a knowledge economy and promoting a shift from aid to trade ahead of LDC graduation. Generally speaking, policy dialogue and coordination have lost their priority. New players, such as China, India and Turkey, are increasing their presence and aid.

¹ Sources: World Bank and Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC).

² ODA corresponded to USD 3.045 billion or USD 18,867 per capita in 2018.

Photo: Michelangelo Pignani



3. Key results 2018–21 and lessons learned

The previous Swiss Cooperation Strategy for Bangladesh covered the years 2018–21 with total expenditures of almost CHF 117 million for the four-year period, including resources linked to working across the nexus with humanitarian aid. Key results were achieved in the areas of democratic governance, income and economic development, and safer migration. Swiss humanitarian assistance has provided life-saving relief in Cox's Bazar and supported the national emergency response to the Super Cyclonic Storm Amphan in May 2020.

In some instances, the COVID-19 pandemic hampered and delayed policy dialogue and programme implementation in 2020 and 2021, but not systematically across the Swiss portfolio. To the extent necessary and possible, standard operating procedures and guidance were issued and projects adapted to the new circumstances.

Democratic governance

Under the democratic governance outcome, Swiss engagement in Bangladesh is recognised for fighting corruption as a primary impediment to development, improving transparency, efficiency and accountability of local government institutions (LGIs) and water governance, and strengthening women's political empowerment and the protection of survivors of human rights violations.

Thanks to Swiss cooperation with Bangladesh...

→ ...893 LGIs improved their public financial management, resource mobilisation and participatory planning (out of 5,401)

- ...an average of 44 women hold leadership positions in Swiss-supported villages (up from 19 in 2017)
- ...the living conditions of 800,000 poor, disadvantaged and minority people were improved thanks to better hygiene and water and sanitation services
- ...legal aid was provided to around 60,000 poor, disadvantaged and minority people to protect their rights (85% female; 3% third gender) Income and economic development

Income and economic development

Swiss engagement in the area of income and economic development is appreciated for its focus on skills development and private sector development, including inclusive agricultural market development and promotion of innovative agricultural insurance programmes. The work has generated much interest, including from the Government of Bangladesh. Closer cooperation with the private sector, including social entrepreneurs, has enabled the programme to reach scale. Approaching the poor not only as beneficiaries, but as actors in the economic ecosystem, has started to create sustainable impact. Swiss support has contributed to higher incomes of vulnerable population groups and strengthened their resilience to external shocks.

Thanks to Swiss cooperation with Bangladesh...

- ...around 4,800 public and private sector service providers in agricultural market development and nearly 2,000 skills service providers adopted pro-poor and gender-sensitive business models
- ...more than 1,700 private sector organisations provided centre and workplace-based training (1,520 rural micro, small and medium enterprises (MSMEs), 13 business associations and 211 garment factories)

- ...around 237,000 skilled graduates acquired additional skills through classroom and workplace-based training sessions
- ...an estimated 1.4 million farmers, entrepreneurs and skills training graduates used new or improved market, social and skills development services. Of these, approximately 1.3 million increased their incomes by about USD 83.5 million in total (26% women, 50% poor, 39% disadvantaged)

- ...the decent work agenda was integrated into the national technical and vocational education and training (TVET) programme.

Safer migration

Switzerland is a key interlocutor and donor for migration issues in Bangladesh. During the period from 2018 to 2021, Switzerland aimed to improve the protection and well-being of migrant workers, owing to better migration governance and safer migration practices.

Thanks to Swiss cooperation with Bangladesh...

- ...the Wage Earners' Welfare Board Act 2018 was drafted and approved to strengthen further the government's Wage Earners' Welfare Board that is responsible for the welfare of Bangladeshi migrant workers
- ...a life insurance scheme for migrant workers was introduced, from which nearly 200,000 persons benefited (10% women)

- ...new labour markets in Japan and China were opened and strengthened bilateral agreements were negotiated with destination countries such as Lebanon and the United Arab Emirates
- ...over 2 million people were reached and informed about safe migration practices and migrant rights
- ...over 14,000 potential and returning migrants and their families made use of new or improved services for safe migration, including vocational training, entrepreneurship skills, psychosocial counselling and financial literacy (20% women).

Swiss response to the Rohingya refugee crisis

Switzerland has supported the humanitarian response to the Rohingya crisis since 2017. Close coordination was established at the outset with other humanitarian actors, including Swiss NGOs. Humanitarian assistance was carried out in a manner that connected short-term and medium-term support for the Rohingya population and host communities.

Thanks to Swiss cooperation with Bangladesh...

- ...nearly 11,000 Rohingya refugees benefited from recreational sessions and rehabilitation and psychosocial support

- ...more than 185,500 Rohingya refugees and individuals from host communities received basic health and referral services in the camps (64% female; 3% host communities)
- ...almost 32,600 persons from host communities were able to access water and sanitation facilities and 24,500 had improved hygiene
- ...some 15,000 individuals in camps and host communities were reached through radio broadcast with messages on service provision and information promoting social cohesion.



Photo: Priyanka Mazumder

Swiss response to COVID-19 in Bangladesh

At the beginning of 2020, Switzerland moved fast to support the Government of Bangladesh, the United Nations system and NGOs to prepare and respond to the COVID-19 crisis.³ Additional funding was approved and existing commitments repurposed or reprioritised. Around CHF 8 million and CHF 10 million were invested in the response to the pandemic in 2020 and 2021 respectively.

Thanks to Swiss cooperation with Bangladesh in 2020...

→ ...more than 116,000 people received cash support, on average CHF 18 for two weeks, and almost 21,000 people received food support

- ...more than 440,000 people accessed information on COVID-19 prevention measures, and 389 frontline workers in Cox's Bazar were trained to raise awareness and share information among refugee and host communities
- ...nearly 600 permanent handwashing stations were set up in public places in 11 districts
- ...over 6,000 people were reached with messages on violence against women and children and other human rights abuses
- ...four GBV telephone helplines provided legal, protection and psychosocial counselling and services to women and children survivors of violence
- ...corruption in the COVID-19 response and improper targeting of benefits were publicly addressed and reduced.

³ World Health Organization (WHO) statistics show that by July 2021 there were over 1,117,300 confirmed cases of COVID-19 in Bangladesh and that 18,125 people had died.

Lessons learned

The following lessons are of particular importance for the Swiss Cooperation Programme for Bangladesh 2022–25:

- (1) Even though it is a time-consuming process, achieving government buy-in and ownership is crucial to successful policy reforms and project implementation, especially in the politically sensitive area of democratic governance; the production of high-quality data is a good entry point.
- (2) The COVID-19 pandemic highlighted that NGOs and civil society organisations (CSOs), including Swiss partners, are more agile in their response than state institutions.
- (3) The private sector is in the best position to advance prototypes from ideas to scale, thanks to companies' facilities, expertise, and resources.
- (4) A market-led agriculture provides prospects for the many poor and disadvantaged to improve and sustain their social and economic well-being thanks to the relative resilience to shocks and adverse conditions compared to other economic sectors.
- (5) Engagement in safer migration requires a long-term, cross-border approach that involves multiple stakeholders and addresses the economic and social aspects of the lives of migrant workers and their families.
- (6) Close collaboration between humanitarian and development partners helps attain greater government ownership and reduces potential fiduciary and reputational risks.
- (7) A strong focus of Swiss humanitarian assistance facilitates targeted participation in central-level policy dialogue and increases Swiss influence and visibility.
- (8) The Rohingya crisis is a regional issue that needs to be tackled at the regional level to alleviate suffering and provide long-term perspectives.

4. Implications for the Swiss Cooperation Programme 2022–25

Before the pandemic, Bangladesh was moving rapidly toward graduating from LDC status, which should be a key moment in the country's history and one of national pride. Owing to the COVID-19 pandemic, however, this aspiration and the sustainability of accomplishments are challenged, and progress may be stalling, especially in the areas of poverty alleviation and social development. In view of the challenges posed by the pandemic, and building from the successes and insights from the previous Swiss cooperation strategy, Switzerland will adapt its strategic orientation to secure and expand the results achieved, including in economic growth, and to accelerate progress towards delivering the SDGs.

Switzerland will partner with Bangladesh to build the country back better, greener and fairer after the COVID-19 crisis, and progress with the sustainable transition towards graduation from the LDC category. The overall goal of the new cooperation programme will be to promote a more prosperous society that is just and resilient. For this purpose, Swiss support will expand on the tangible results that have already been achieved in the area of economic development through considerable know-how transfer, the establishment of scalable models, and the creation of successful partnerships.

To ensure an effective response that is relevant to Bangladesh's stage of development, Switzerland will deepen the whole-of-government approach (WoGA), intensifying the strategic coordination among Swiss federal offices and optimising the use of available resources. A more targeted and substantial engagement in the country by the State Secretariat for Economic Affairs (SECO) is a significant step in this regard, as is a closer involvement of Swiss authorities responsible for political and diplomatic relations with Bangladesh in implementing the cooperation programme. Importantly, in light of the pandemic and the protracted Rohingya refugee crisis, Swiss WoGA partners will work across the triple nexus of humanitarian assistance, development cooperation, and peace promotion. Swiss humanitarian aid will be fully integrated in the cooperation programme and contribute substantially to achieving its goals.

While continuing to adopt a two-pronged, bottom-up (subnational-level) and top-down (central-level) approach, Switzerland will adapt its own modes of collaboration. It will identify strategic niches and consolidate and concentrate its partnerships, modalities, and activities. Its priorities and work will be guided by reliable data, political analysis and insights, and respond to specific local contexts. In these uncertain times, the Embassy of Switzerland in Bangladesh will make best use of management and administrative flexibility and options to adapt programmes to changing circumstances.

In terms of thematic orientation, Switzerland aims to increase its focus on improving economic framework conditions to stimulate remittance inflows and private direct investment; this engagement will also encompass trade facilitation and support for the financial sector by SECO. Furthermore, Switzerland will maintain its successful approach to strengthening local economies and generating decent income opportunities for all segments of the population by enabling climate-resilient, green and inclusive private sector engagement in sectors such as agriculture, light engineering and leather markets, and by harnessing the demographic dividend through market-oriented skills development.

However, economic growth and LDC graduation cannot be inclusive and sustainable in the long run without further improvements to the rule of law and good governance in Bangladesh. Therefore, and in line with the 2030 Agenda to which Bangladesh is committed – and especially in order to achieve SDG 16 (peace, justice and strong institutions) – Switzerland will retain democratic state-building, human rights and quality basic services, including targeted social protection of particularly vulnerable people, as key pillars of its cooperation. To ensure the necessary political and societal checks and balances, which are key to inclusiveness and sustainability, the Swiss Cooperation Programme 2022–25 will focus on strengthening civil society voices and participation. It will intensify its collaboration with CSOs and other drivers of change, such as women and young people, and identify incentives for change.

Labour migration management also constitutes a backbone of Bangladesh's graduation from LDC status. Safer migration (including remittance management and reintegration in the COVID-19 context) will remain a fundamental component of Swiss policy dialogue and cooperation with the government, private sector and CSOs. It will be addressed through an economic, social and human rights lens. With the new cooperation programme, Switzerland will also considerably expand its engagement in the area of climate change adaptation, disaster risk reduction, and environmental sustainability to ensure inclusive economic development and social well-being – in line with the high priority placed on these goals by the Government of Bangladesh and in collaboration with other development partners.⁴

public services, and enterprise development (for instance in the area of revenue generation through tax collection). Broader and inclusive digitalisation and digital solutions are desirable as long as they revolve around people and their needs, do not intrude into private affairs or widen the digital divide, and take place within connected digital ecosystems.

Finally, Switzerland will support further digitalisation of public services and e-governance in Bangladesh for more participation, transparency and accountability, effective and efficient

⁴ The SDC aims to spend 30% of its budget on climate change adaptation and mitigation by 2024.

Photo: Jana Röhliberger



5. Priorities for the Swiss Cooperation Programme 2022–25

In support of the ambition of Bangladesh to graduate from LDC status in a sustainable manner, the overall goal of the Swiss Cooperation Programme 2022–25 is to promote a more prosperous society that is also just and resilient and to contribute to peaceful coexistence.

Switzerland will work with its partners at the policy advocacy, service delivery, and beneficiary levels to implement a programme designed along two broad Swiss portfolio outcomes, i.e. economic development that is sustainable and more inclusive and social well-being for all (see Annex 1 for a visual overview). Such an architecture clearly has potential for working in an interdisciplinary and synergetic manner across WoGA partners and the nexus.

Photo: Sabina Yasmein Lubna



Swiss portfolio outcome 1: sustainable and more inclusive economic development

- **Outcome 1.1:** People benefit from greater economic resilience thanks to an enabling business environment and more inclusive market and financial systems
- **Outcome 1.2:** People acquire market-oriented skills that allow them to access decent jobs and to sustain their incomes

In the 2022–25 period, Switzerland will contribute to sustainable and more inclusive economic development under the overarching frameworks of the 2030 Agenda (SDGs 1, 8, 10, 12 and 17), the Swiss IC Strategy and Bangladesh's 8th Five-Year Plan 2020–25, the latter centred around six core themes: rapid recovery from COVID-19, gross domestic product (GDP) growth acceleration, employment generation and poverty reduction, inclusive growth, economic resilience to disaster and climate change, institutional strengthening, and mitigating the impact of LDC graduation (see Annex 2). The planned SDC budget allocation amounts to CHF 21.75 million for the four-year period.

At the level of systemic and institutional support, Switzerland will address challenging economic framework conditions and an increasing pressure on the domestic job market by contributing to progressive policy and regulatory improvements and implementation, including in the areas of decent work, trade promotion, access to finance and remittance management; and by building the capacities of public and private stakeholders to create inclusive market and financial systems and embrace digital solutions (*outcome 1.1*). Thus, investors will

be attracted and decent jobs and other income opportunities retained and created. Local economic development will take place in an environmentally sustainable manner, and progress towards key milestones for LDC graduation will be accelerated. The risk that Bangladesh might fall into the middle-income trap later on will thus decline.

Switzerland will also contribute to reducing the number of unskilled workers in the agricultural, industry and services sectors in support of equitable income generation and better livelihoods (*outcome 1.2*). With a focus on disadvantaged communities and vulnerable women and men, including young people, farmers, migrant workers and Rohingya refugees and their host communities, the cooperation programme will address discrepancies between existing skills and the needs of the market, including for work migration and re-integration purposes. It will make use of technology transfer, and engage the private sector to strengthen market-oriented skills and social capital, while respecting natural resources.

Programme interventions under Swiss portfolio outcome 1 will target and be adapted to the conditions and resources in hard-to-reach areas, urban and peri-urban areas and coastal belts. Policy advocacy will be pursued at the central level and cascade down to sub-national levels.



Swiss portfolio outcome 2: improved social well-being for all

- **Outcome 2.1:** Government institutions are more aware of their human rights obligations and promote and protect fundamental human rights, including access to justice for all
- **Outcome 2.2:** People have improved access to gender-responsive, human rights-based quality basic services, and social protection, including in emergencies

In the 2022–25 period, Switzerland will contribute to improved social well-being under the overarching frameworks of the 2030 Agenda (SDGs 5, 11, 13 and 16), the Swiss IC Strategy and national priorities set by the Government of Bangladesh, covering democratic governance, social protection and equitable access to basic services (see Annex 2). It

will work towards the implementation of international human rights commitments and support stakeholders to seek durable solutions for Rohingya refugees. The planned SDC budget allocation amounts to CHF 38.55 million for the four-year period.

Switzerland contributes to improved governance and rule of law and to the adoption, promotion and protection of human rights for all (*outcome 2.1*). In particular, Switzerland will support the Government of Bangladesh in strengthening its policy and legislative framework as well as public oversight and in improving the availability of, and access to, judicial services.

Swiss support, including humanitarian assistance, will also contribute to better protection from poverty and to the delivery of more inclusive and higher quality basic services, including for Rohingya refugees and their host communities (outcome 2.2). Swiss interventions will strengthen government institutions, and particularly local delivery channels, to be more responsive, efficient, and effective in mobilising and allocating resources and providing access to services that leave no one behind. Satisfaction with public services should strengthen trust in the authorities.

Programme activities under Swiss portfolio outcome 2 will be implemented in targeted geographic areas in the north, south-west and south of Bangladesh that are either vulnerable to climate risks or natural disasters, poverty- and migration-prone, and hard-to-reach, or are challenged by the management of refugee settlements. Policy advocacy will be pursued at the central and sub-national levels. Particular attention will be paid to improving the living conditions and social well-being of disadvantaged women and displaced populations, ethnic minorities and migrants from Bangladesh.



Transversal themes and outcomes

Three transversal themes relevant to the Bangladesh context will cut across all activities to leverage benefits from new economic opportunities and to reinforce social well-being, i.e. gender equality and social inclusion (GESI), governance (GOV), and climate change and environment (CCE). Besides mainstreaming, separate outcomes with indicators, targets and budgets emphasise the importance of the transversal themes for achieving Swiss portfolio outcomes 1 and 2 and for putting Bangladesh on a sustainable development pathway.

- **GESI outcome:** Women and vulnerable population groups face fewer barriers and have more opportunities for inclusion in the social and economic spheres
- **GOV outcome:** People are more engaged in public affairs, especially regarding rights-based economic frameworks and social policies, and demand public accountability
- **CCE outcome:** Public and private actors manage climate risks and reduce disaster risks in a sustainable manner

Swiss support under the transversal GESI outcome contributes to gender equality and the empowerment of women and girls (SDG 5) and underpins the leaving no one behind principle of the 2030 Agenda. Supplementing gender mainstreaming under Swiss portfolio outcomes 1 and 2, the GESI outcome tackles selected underlying causes of exclusion and discrimination in the economic and social spheres in support of better social mobility of women and girls and vulnerable groups. In the context of the GESI outcome, interventions also aim to increase the political representation of women and to prevent and respond to GBV. Initiatives will be launched and supported to strengthen social cohesion. Thus, economic development will be inclusive and access to justice and to basic services, including social protection, will be equitable. The planned budget allocation for GESI amounts to CHF 11.1 million for the four-year period.

Swiss support under the transversal GOV outcome is strongly focused on preserving and strengthening civil society participation and space (SDG 16). Increasing demand for good governance supports institutions to integrate transparency, accountability and anti-corruption measures in their relationships with people and to be more responsive to their needs. Through CSOs, the independent media and civil society initiatives, Switzerland will strengthen platforms, giving communities a voice and promoting dialogue, and facilitate participatory planning and decision-making. Economic frameworks and public service provision, including protection against human rights violations, will improve. The planned budget allocation for GOV amounts to CHF 11.1 million for the four-year period.

Under the transversal CCE outcome, Switzerland will contribute to maintaining achievements and advancing improvements in the area of climate action (SDG 13), sustainable cities and communities (SDG 11), and clean water and sanitation (SDG 6). Switzerland's work, including across the humanitarian-development nexus, aims to prevent and reduce negative impacts on the economy, people's livelihoods and living conditions, and the environment and especially water resources. Swiss support will contribute towards more robust policy and legal frameworks that are implemented in a participatory manner. This will be achieved through better information, higher awareness as well as stronger capacities to adapt to climate change, reduce disaster risks and improve both water resources and solid waste management. Jobs will thus become greener and economic development will be more environmentally sustainable and resilient; living conditions and accessibility of basic services, including during and after natural disasters, will improve. The planned budget allocation for CCE amounts to CHF 28.5 million for the four-year period.



6. Management and implementation modalities

Partners: Switzerland identifies champions from the diverse and broad range of potential partners in Bangladesh and showcases good practices to facilitate buy-in and leadership, take results to scale and ensure sustainability. Its partnership mix includes central and local government actors, local CSOs and civil society networks, international and Swiss NGOs, bilateral and multilateral agencies and the private sector. Going forward, partnerships must be relevant to the LDC graduation and pandemic context and demand- and results-driven; they must demonstrate efficiency gains and balance innovation and risks.

Aid modalities: Switzerland will continue to apply the broad range of grant-based aid modalities at its disposal – including co-financing, national implementation of projects through government agencies, co-financing and matching grants, as well as direct project implementation, material assistance and secondments in emergencies. Switzerland will also seek more appropriate and pragmatic tools and instruments for private sector engagement and pilot a multi-donor trust fund to leverage additional ODA in support of civic engagement. It will explore results-based financing, i.e. contracts where implementing partners will only be remunerated once a set of agreed-upon results is achieved and verified. A strong landscape of local NGOs and private sector partners opens prospects for localising Swiss humanitarian assistance and development cooperation.

Photo: Oerjan Faeroeykavlen Ellingvaag



Private sector engagement: promising results on the ground demonstrate that private sector engagement offers significant potential for catalysing capital and innovations for development and strengthening corporate social responsibility. While recognising the challenges to engagement related to political and economic conditions in Bangladesh and because of COVID-19-related hardships, Switzerland will continue pursuing a strategy of engaging private sector expertise and financial resources, including those of Swiss private companies present in Bangladesh, social enterprises and impact investors.

Development partner coordination: Switzerland will explore ways to strengthen donor coordination and coordinated dialogue with the Government of Bangladesh to leverage Swiss resources and to increase development effectiveness, for instance in the governance sector and migration.

Whole-of-government approach (WoGA): Switzerland will diversify the Swiss foreign policy instruments used in Bangladesh by adding economic cooperation. Thus, it will be able to tap into the specific expertise that SECO has to offer to strengthen economic framework conditions in Bangladesh by working in areas such as trade facilitation and financial sector support as well as promoting environmental and social corporate governance. Furthermore, to the extent opportunities arise and resources allow, it will pursue targeted peace promotion measures. To optimise the use of resources and achieve sustainable outcomes by 2025 in an efficient and effective manner, the programme will exploit synergies among the different Swiss foreign policy actors and instruments, including bilateral and multilateral political and diplomatic measures. Furthermore, linkages will be strengthened with strategically relevant SDC global programmes and, with regard to the Rohingya refugee crisis, with the Embassy of Switzerland in Myanmar. As a learning organisation, the Embassy of Switzerland in Bangladesh will seek to share information with other Swiss embassies in the region.

Conflict mitigation: Switzerland takes a conflict-sensitive approach to programming and project management. Embassy personnel and partners will be further trained on conflict-sensitive programme management (CSPM) principles, tools and techniques and crisis preparedness.

Culture: the SDC devotes a minimum of 1% of its budget to art and culture in its partner countries.⁵ In Bangladesh, culture has a lot of potential to bridge gaps between generations, ethnicities and religions, to address sensitive issues and to forge new partnerships. Switzerland will promote culture as an entry point to young people, communities and decision-makers. It will seek to establish links between culture, development, human rights and conflict prevention. It will promote diversity, social inclusion and social well-being through culture and cultural exchanges.

Communication: communications about Switzerland, its contributions to the sustainable development of Bangladesh, its values and interests will be mainstreamed throughout the cooperation programme. Switzerland will pay attention to coherent branding and messaging. It will increase its visibility and outreach, including through an expanded network and increased use of digital technologies.

Finances: overall, a slight increase in resource allocation is expected. Total funds from Swiss federal offices are anticipated to amount to CHF 119.0 million over the next four years, 93% of which originates from the SDC for development cooperation and humanitarian assistance (see Annex 3 for more details).

⁵ SDC Culture and Development Policy.

7. Strategic steering

The implementation of Swiss cooperation programmes is monitored at three levels (see Annex 4 for more details):

- the context in which the cooperation programme is being implemented;
- Swiss outcomes and Swiss contributions to country development outcomes; and
- programme management that focuses on implementation efficiency and effectiveness.

The bi-annual Monitoring System for Development-Related Changes (MERV) exercise is based on annual context assessments for targeted geographic clusters and feeds into context monitoring and provides steering guidance. Context monitoring also covers risks and assumptions, including those defined in the results framework in Annex 2. At the level of context, additional attention is paid to regular monitoring of security and safety risks in collaboration with development partners, the Embassy of Switzerland in Bangladesh network and the Government of Bangladesh. In the context of the pandemic, monitoring risks and managing health-related issues has become an even higher priority.

Monitoring of Swiss development results and their contributions to country development and humanitarian results is based on the results framework in Annex 2. At the level of Swiss outcomes, over 75% of the performance indicators are SDC Aggregated Reference Indicators (ARIs) and Thematic Reference Indicators (TRIs), in addition to country-specific indicators. Using ARIs and TRIs facilitates efficient and effective communication and reporting on aggregated results at the corporate level and promotes thematic learning. Project monitoring and reporting and evaluations feed into monitoring and reporting at the strategic level. The pandemic situation has challenged 'traditional' monitoring and evaluative activities, and Switzerland will continue exploring cost-effective and practical tools and techniques for remote monitoring. Country development and humanitarian outcomes, to which Switzerland contributes, are tracked against national indicators, using national data and analysis, to the extent that reliable information is available.

Different periodic and ad hoc reporting mechanisms specific to the Swiss federal agencies involved reflect the country context and ensure domestic accountability for the use of public resources. In the spirit of WoGA, efforts are underway to coordinate and administratively streamline reporting. The Embassy of Switzerland in Bangladesh also provides updates on implementation of the cooperation programme to the Government of Bangladesh through periodic portfolio meetings and needs-based, ad hoc reports.

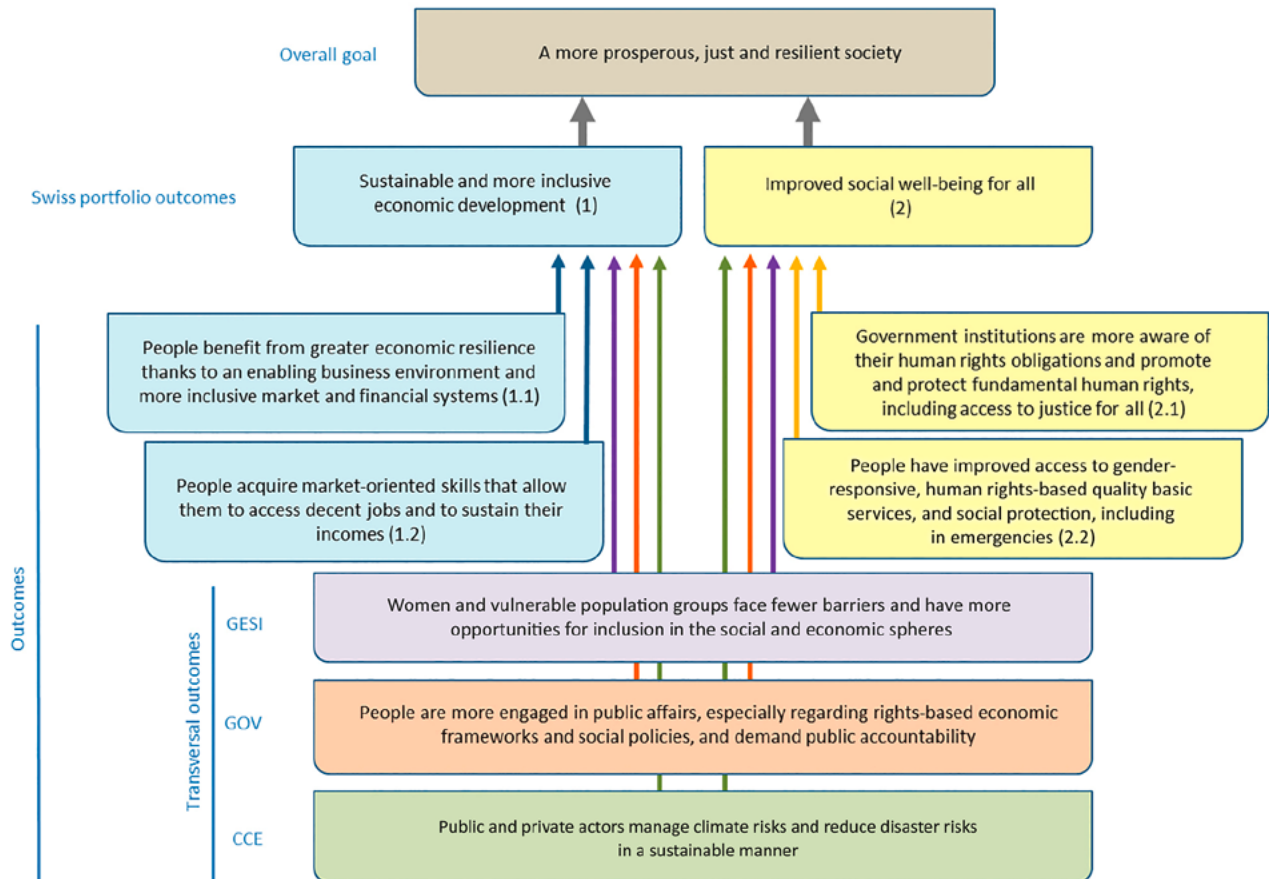
Monitoring and narrative reporting on context and development and management results is accompanied by monitoring of financial planning to ensure compliance with corporate disbursement targets, regular external financial reviews, which are an important element of risk management, and financial reporting. Among other things, Switzerland submits information on commitments, disbursements and expenditures to the publicly accessible Aid Information Management System (AIMS) of the Government of Bangladesh.⁶

A mid-term review of the cooperation programme is planned for the end of 2023 to pulse-check how Swiss activities are performing and being managed and monitored. This is especially important in a volatile and increasingly fragile context due to the pandemic. Programme-specific reviews and evaluations, along with context analyses, will all feed into this review.

⁶ <http://aims.erd.gov.bd>.

Annexes

Annex 1: Overview



Annex 2: Cooperation programme results framework

<p>Swiss portfolio outcome 1: Sustainable and more inclusive economic development</p> <p>Contributing to:</p> <p>IC Strategy sub-objective 1: Strengthening framework conditions for market access and creating economic opportunities IC Strategy sub-objective 2: Promoting innovative private sector initiatives to facilitate the creation of decent jobs IC Strategy sub-objective 3: Addressing climate change and its effects IC Strategy sub-objective 4: Ensuring the sustainable management of natural resources IC Strategy sub-objective 9: Strengthening and promoting human rights and gender equality IC Strategy sub-objective 10: Promoting good governance and the rule of law and strengthening civil society</p> <p>Theory of change: <i>If</i>, with Swiss support, an enabling business environment and more inclusive market and financial systems are ensured through a progressive economic policy and regulatory framework and more effective and efficient state and private institutions (outcome 1.1), and <i>if</i> market-oriented skills are improved, including thanks to public-private partnerships (outcome 1.2), <i>then</i> decent jobs and other income opportunities will be created and taken up.</p> <p>The inclusiveness of economic development will be reinforced <i>because</i> key barriers to equal presence of women and disadvantaged population groups in the economic sphere will be reduced (GESI outcome) and <i>because</i> people will engage more in public affairs and demand public accountability regarding economic frameworks (GOV outcome). Jobs will be greener and economic development will be environmentally sustainable and resilient <i>because</i> climate risks will be managed and disaster risks reduced in a sustainable manner (CCE outcome). Ultimately, economic growth will reduce poverty and inequalities and the sustainable LDC graduation of Bangladesh gets closer.</p>	
<p>(1) Swiss outcomes⁷</p> <p>Outcome 1.1: People benefit from greater economic resilience thanks to an enabling business environment and more inclusive market and financial systems</p> <p>Indicators:</p> <p>1.1.1: Effectiveness⁸ of existing or newly introduced national policies and legal frameworks that eliminate market and institutional failures</p> <p>Baseline (2021): 5 government acts and policies and 5 rules are effective Target (2025): 8 government acts and policies and 8 rules are effective</p> <p>1.1.2: # of contributions towards improved institutional capacities</p> <p>Baseline (2021): 3⁹ Target (2025): 7¹⁰</p> <p>1.1.3: Amount of private investment mobilised</p> <p>Baseline (2021): N/A Target (2025): USD 6m</p>	<p>(2) Swiss programme contribution</p> <p>Swiss systemic and institutional support under outcome 1.1 contributes to Bangladesh's timely and sustainable LDC graduation. The Swiss cooperation programme contributes to policy and regulatory improvements and builds the capacities of public and private stakeholders for creating an enabling business and investment environment and for pursuing inclusive reforms in economic sectors/sub-sectors such as migration, impact investment and green businesses, market-oriented skills development, agriculture, MSMEs, insurance, PFM and local economic development. A special focus is on engaging and supporting drivers of change, champions and social entrepreneurs. Thus, investors are attracted, decent jobs and other income opportunities are created, and progress is made towards key milestones for LDC graduation, as reflected in the World Bank Ease of Doing Business Index and the UN Economic and Environment Vulnerability Index (EVI). The risk that Bangladesh falls into the middle-income trap declines.</p> <p>Assumptions</p> <ul style="list-style-type: none"> • The government and private sector are willing to strengthen trade, create an investment-friendly environment and improve migration governance. • Government institutions understand their incentives and have legitimacy for enabling business environment and inclusive growth. <p>Risks</p> <ul style="list-style-type: none"> • The government maintains the status quo for centralised decision-making. • Polarised politics affects the economic sector with political actors and business syndicates. • Lack of organisation/representation of private sector and civil society advocates for change. • Corruption and monopolistic behaviour by the private sector prevent the creation of a pro-poor business environment.
<p>(3) Bangladesh development/humanitarian outcomes</p> <p>Outcome 1.1: Inclusive policy reforms and resilience building for sustainable LDC graduation (Source: 8th Five-Year Plan 2020–25)</p> <p>Indicators:</p> <p>National policies/acts undertaken/reformed that eliminate market and institutional failures</p> <p>Baseline (2020): 2 policies and rules (NSDA Rules, NHRD Fund Usage) and 4 guidelines and Economic Sector Framework Target (2025): 12 Economic Sectoral Policies and Framework</p> <p>Progress in World Bank Ease of Doing Business ranking (Source: WB, distance-to-frontier and WEF Competitiveness Index. Database of World Economic Forum)</p> <p>Baseline (2019¹¹): 168th position among 190 countries in the World Bank Ease of Doing Business ranking Target (2025): 165th position in the World Bank Ease of Doing Business ranking</p> <p>Progress in UN Economic and Environment Vulnerability Index (EVI)</p> <p>Baseline (2021): 27 (threshold 32 and below) Target (2025): 26 (threshold 32 and below)</p>	

7 All people-related monitoring data under Swiss portfolio outcome 1 are disaggregated by gender, ethnicity, age and migration background as appropriate.

8 Effectiveness is understood as the efficacy and purposefulness of a given policy, which not only include the participatory process of policy formulation but also proper implementation of it.

9 Bureau of Manpower Employment and Training (BMET), Ministry of Expatriates' Welfare and Overseas Employment Policy, Insurance Development and Regulatory Authority of Bangladesh (IDRA).

10 BMET, Ministry of Expatriates' Welfare and Overseas Employment Policy, IDRA, Probashi Kalyan Bank, Local Government Division (LGD), Wage Earners' Welfare Board, Ministry of Foreign Affairs External Relations Division.

11 World Bank Group: Doing Business 2020 – Comparing Business Regulation in 190 Countries.

<p>Outcome 1.2: People acquire market-oriented skills that allow them to access decent jobs and to sustain their incomes</p> <p>Indicators:</p> <p>1.2.1: Number of persons enrolled in new or better vocational skills development (IED_ARI_1) Baseline (2020): 100,628 people (cumulative) Target (2025): 120,628 people</p> <p>1.2.2: Number of persons having new or better employment (IED_ARI_2) Baseline (2020): 1.2m people (cumulative) Target (2025): total 1.7m people</p> <p>1.2.3: Total net additional income accrued to targeted people Baseline (2020): total USD 100m (cumulative) Target (2025): total USD 150m</p>	<p>Focusing on selected sectors, Swiss support under outcome 1.2 contributes to national poverty reduction and economic growth priorities. The Swiss cooperation programme contributes to economic well-being by reducing the number of unskilled workers in the agricultural, industry and services sectors and increasing economic opportunities. It does so by building the capacities of people through hard and soft skills development, networking, social capital building, awareness, technology transfer and public-private partnerships. Through a focus on vulnerable women and men such as young people, farmers, migrants and Rohingya refugees, Swiss support helps to reduce income inequalities.</p> <p>Assumptions</p> <p>The economy recovers from the COVID-19 recession. Exports, labour migration and remittances are stable or grow. The government enforces progressive laws and regulatory frameworks. Public and private institutions collaborate to create an inclusive and coherent skills development system. Political movements and elections are non-violent.</p> <p>Risks</p> <p>Social norms and structural discrimination prevent vulnerable groups from making use of services and opportunities. Political instability and rent-seeking behaviour by government institutions and private actors inhibit private investment and innovation. Automation and productivity growth lead to a dual economy limiting job creation. COVID-19 shocks affect ready-made garments industry, remittances, SMEs and the informal sector.</p>	<p>Outcome 1.2: Public and private initiatives accelerate human development and economic growth in target sectors, thereby reducing poverty and inequalities (Source: 8th Five-Year Plan 2020 – 25)</p> <p>Indicators:</p> <p>Change in the proportion of unskilled people in the labour market (online database of the National Skills Dev. Council (NSDC) and Bureau of Manpower Employment and Training (BMETI)) Baseline (2020): 21% (BIDS Study Report) Target (2025): 20%</p> <p>Reduction in income inequality (HIES, BBS) Baseline (2020): income Gini co-efficient 0.483 Target (2025): income Gini co-efficient 0.48</p> <p>Proportion of population living below lower national poverty line (data source could be BBS, SDG report and WB) Baseline (2020): poverty - 20.5%; extreme poverty - 10.5% Target (2025): poverty - 17.5% and extreme poverty - 9%</p> <p>Annual GDP growth rate in selected sectors (data source can be the Economic Report of GoB) Baseline (2020): 3.11% in agriculture, 6.8% in industry, and 5.2% in services sectors Target (2025): 3.2% in agriculture, 7% in industry and 6% in services sectors</p>
<p>(4) Lines of intervention</p> <ul style="list-style-type: none"> • Delivery of training (including workplace-based training), mentoring and coaching of unskilled and semi-skilled workers through skilled workers, master crafts persons and management staff. • Delivery of advisory and consulting services to MSMEs through business development services, mostly in the informal sectors to promote safe and decent working conditions, including for migrants. • Support the financial sector to create inclusive and innovative financial products, including for remittances management. • Enhance information on and awareness of decent work and safe migration through capacity building of migrants and their families to sustainably manage remittances. • Strengthen capacities and knowledge of public and private agencies relevant for socio-economic development to operate in an accountable, efficient, effective and participatory manner. • Develop capacity of municipalities to partner and work with the private sector and to create an enabling business environment at the local level for select sectors. • Develop capacities of relevant government institutions to work on safe migration at the local and national levels. • Support local economic actors to develop medium- and long-term local economic plans at selected geographic locations that foster a business-enabling environment. • Support economic reforms, including an impact investing ecosystem by initiating policy advocacy measures, developing capacity of service providers, and piloting innovative catalytic funding instruments. • Strengthen ownership and accountability of policy level actors in resource mobilisation and accelerate equitable provision of improved services for an enabling business environment and decent working conditions. • Promote transparent information systems along with greater access to information, including market systems, migration and public services. • Assist the Government of Bangladesh with the LDC graduation process during the COVID-19 economic recovery phase by promoting, a conducive investment climate, facilitating trade and supporting the financial sector in managing public finances. 		

(5) Resources, partnerships (Swiss programme)

Financial resources: CHF 21.75m (20% of the overall budget).

Human resources: 4 senior NPOs and 1 senior financial controller (except HA staff).

Partnerships:

Government of Bangladesh, like-minded development partners, and multilateral banks.

Support will be given to public and UN agencies, CSOs, CBOs, NGOs, INGOs, think tanks and academia at the national and local levels.

Switzerland engages with the private sector (financial actors, businesses, entrepreneurs, impact enterprises, associations and chambers of commerce) to foster innovation including through digitalisation, supported by complementary measures through SECO. These partnerships may be at the national or at local levels.

Modalities:

Institutional contributions and mandates.

Programmes/projects will be set out in MoUs and TPPs agreed with the Government of Bangladesh and implemented by a mix of multilateral partners and NGOs.

<p>Swiss portfolio outcome 2: Improved social well-being for all</p> <p>Contributing to:</p> <p>IC Strategy sub-objective 3: Addressing climate change and its effects IC Strategy sub-objective 4: Ensuring the sustainable management of natural resources IC Strategy sub-objective 5: Providing emergency aid and ensuring the protection of civilians IC Strategy sub-objective 7: Strengthening equitable access to quality basic services IC Strategy sub-objective 9: Strengthening and promoting human rights and gender equality IC Strategy sub-objective 10: Promoting good governance and the rule of law and strengthening civil society</p>	
<p>Theory of change:</p> <p>If, with Swiss support, duty bearers uphold fundamental human rights and access to justice (outcome 2.1), and if people have improved access to basic services and the most vulnerable are better protected from falling into acute poverty (outcome 2.2), then living conditions in Bangladesh, including in crisis situations, will improve.</p> <p>Equitable access to quality and relevant basic services and social protection and people's ability to access justice will be reinforced because key barriers to equal uptake by women and disadvantaged population groups will be reduced (GESI outcome) and people will engage more in public affairs and demand public accountability (GOV outcome). Living conditions will also improve and accessibility to services, including during and after natural disasters, be maintained because climate risks will be managed and disaster risks reduced in a sustainable manner (CCE outcome). Ultimately, vulnerabilities will decrease and social well-being increase; trust in the authorities and social cohesion will be strengthened.</p>	
<p>(1) Swiss outcomes¹²</p> <p>Outcome 2.1: Government institutions are more aware of their human rights obligations and promote and protect fundamental human rights, including access to justice for all</p> <p>Indicators:</p> <p>2.1.1: Effectiveness¹³ of existing or newly introduced national policies and legal frameworks that promote human rights Baseline (2020): 16 acts, 3 rules Target (2025): 18 acts, 6 rules</p> <p>2.1.2: Number of persons who gained access to formal judicial procedures or alternative justice processes (FCHR_ARI_2) Baseline (2020): 16,886 Target (2025): 120,000</p> <p>2.1.3: Proportion of corrective measures taken in relation to number of reports filed by supported public supervisory bodies on either performance or control of government authorities (GOV_TRI_4) Baseline (2018): 81% (589 cases resolved out of 729 received by the National Human Rights Commission (NHRC)) Target (2025): 90% of cases resolved</p>	<p>(2) Swiss programme contribution</p> <p>Swiss support under outcome 2.1 contributes to improved governance and rule of law and to the adoption, promotion and protection of human rights for all, in line with the country's long-term vision and international commitments. In particular, Switzerland engages in advocacy and participatory policy dialogue to improve national policies and legislation relating to social protection, WASH, public institutions and local service delivery, and CSOs/NGOs. It contributes to improving access to judicial services, e.g. human rights protection, legal aid, shelter, police assistance, dispute resolution, and public oversight. A particular focus is put on improving the situation of women, migrants from Bangladesh, displaced populations and people residing in physically remote areas.</p> <p>Assumptions</p> <ul style="list-style-type: none"> • Sector reforms that improve efficiency, transparency and accountability remain a government priority. <p>Risks</p> <ul style="list-style-type: none"> • Increasing intolerance leads to increased number of human rights violations. • Political conflict are exacerbated. • Judicial system is overburdened. • COVID-19 shocks affect the most vulnerable groups.
<p>(3) Bangladesh development/humanitarian outcomes</p> <p>Outcome 2.1: The government and government institutions adopt, promote and protect human rights for all (Source: 8th Five-Year Plan 2020–25)</p> <p>Indicators:</p> <p>Percentage of accepted international human rights recommendations (UN treaty bodies and Human Rights Council/UPR) and national policies as adequate, relevant non-discriminatory and participatory Baseline (2020): 3rd Cycle UPR: 85% of recommendations accepted Target (2025): 4th Cycle UPR: TBD</p> <p>Change in Rule of Law Index¹⁴ Baseline (2020): 0.41 score (41%) (115th among 128 countries) Target (2025): 0.45 score (45%)</p>	

¹² All people-related monitoring data under Swiss portfolio outcome 2 are disaggregated by gender, ethnicity, age and migration background as appropriate.

¹³ Effectiveness is understood as the efficacy and purposefulness of a given policy, which not only include the participatory process of policy formulation but also proper implementation of it.
¹⁴ <https://worldjusticeproject.org/rule-of-law-index>.

<p>Outcome 2.2: People have improved access to gender-responsive, human rights-based quality basic services, and social protection, including in emergencies</p> <p>Indicators:</p> <p>2.2.1: Proportion of population protected in at least one social protection area (POV_TRI_2) Baseline (2020): 200,000 people protected by the social protection insurance for disabilities and life Target (2025): 1m people protected by the social protection insurance for disabilities and life (cumulative)</p> <p>2.2.2: Proportion of population satisfied with public service delivery by supported state authorities according to key human rights criteria and principles (FCHR_TRI_3) Baseline (2020): 61% (SDC annual report) Target (2025): 80%</p> <p>2.2.3: Number of Rohingya refugees, migrant workers and forcibly displaced people reached with protection services Baseline (2021): TBD Target (2025): TBD</p>	<p>Swiss support under outcome 2.2 contributes to building an effective state that delivers services and social protection. It supports the delivery of more inclusive and better-quality basic services for the poor and left-behind groups, including for Rohingya refugees and their host communities, as well as to targeted protection of the poor and most vulnerable from falling into acute poverty. Depending on government authorisation, Swiss humanitarian assistance could address education in refugee camps. Swiss activities at the policy and programmatic level strengthen key government institutions and delivery channels at different levels to improve capacities and be more responsive, effective and inclusive, including in ensuring appropriate mobilisation and allocation of resources and universal access to services to reduce exclusion.</p> <p>Assumptions</p> <ul style="list-style-type: none"> • Evidence-based government policymaking and budget allocation are possible and political economy allows their implementation. • Citizens, interest groups, CSOs and think tanks are willing and able to act as watchdogs. <p>Risks</p> <ul style="list-style-type: none"> • Continued government prioritisation of infrastructure development. • Unpredictable government and changing policies that negatively affect the delivery of social services. • Continued weakening of the independence of accountability actors and institutions. • Insufficient coordination between intergovernmental agencies and LGIs. 	<p>Outcome 2.2: Adoption and implementation a broad-based government strategy of inclusiveness with a view to empowering vulnerable people with protection (Source: 8th Five-Year Plan 2020–25)</p> <p>Indicators:</p> <p>Proportion of the population satisfied with their last experience of public services (SDG 16.6.2) Baseline (2018): 39.69% (BBS, 2018, cited in VNR 2020, page 141) Target (2025): 60%</p> <p>Proportion of population using safely managed sanitation services, including a hand-washing facilities with soap and water (SDG 6.2.1) Baseline (2021): TBD Target (2025): TBD</p> <p>Percentage increase in annual budget allocations in government social safety net/Joint Response Plan (JRP) programmes Baseline (2020-2021): 17% Target (2025): 25%</p> <p>Number of people covered under government social safety net/Joint Response Plan (JRP) programmes Baseline (2020): 8.1m people Target (2025): 10m people</p>
<p>(4) Lines of intervention</p> <ul style="list-style-type: none"> • Support and engage in policy dialogue with institutions, civil society, citizens and vulnerable groups. • Support policy revisions and corrective measures (strategies, legislation, rules, public orders) to facilitate transparent, accountable and inclusive governance and public financial management. • Strengthen capacities and knowledge of public and private agencies relevant for socio-economic development to operate in an accountable, efficient, effective and participatory manner. • Support and strengthen selected national and sub-national level institutions to make them more demand driven. • Strengthen relevant government institutions so that they are more accountable and effective to deliver protection-related services. • Support and strengthen duty bearers at different levels to improve their public service delivery, including social protection, access to safe water and sanitation facilities along with enforced solid waste management initiatives. • Support mechanisms to ensure that vulnerable population groups can access better services. • Support access to informal and formal justice. • Support humanitarian (and political) assistance (and support policy dialogue) in the Rohingya crisis. • Enhance social cohesion amongst host communities and Rohingya refugees through an adaptive and conflict-sensitive programme management approach. • Ensure equal access to basic services and protection, leaving no one behind (LNOB), through geographic targeting of lagging behind regions. 		

<p>(5) Resources, partnerships (Swiss programme)</p> <p><i>Financial resources:</i> CHF 38.55m (35% of the overall budget).</p> <p><i>Human resources:</i> 4 senior NPOs and 1 senior financial controller (except HA staff)</p> <p><i>Partnerships:</i></p> <ul style="list-style-type: none"> • Government of Bangladesh and like-minded development partners. • Support will be given to public and UN agencies, CSOs, CBOs, NGOs, INGOs, think tanks and academia at the national and local levels. • Use the nexus approach to optimise coherence and cooperation among political, economic and cultural (PEC) team, international cooperation and humanitarian assistance and work more across the triple nexus. <p><i>Modalities:</i></p> <ul style="list-style-type: none"> • Both institutional contributions and mandates. • Programmes/projects will be set out in MoUs and TPPs agreed with the Government of Bangladesh and implemented by a mix of multilateral partners and NGOs.
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<p>(1) Swiss transversal outcomes (contributing to Swiss portfolio outcomes 1 and 2)</p> <p>GESI outcome: Women and vulnerable population groups face fewer barriers and have more opportunities for inclusion in the social and economic spheres¹⁵</p> <p>Indicators:</p> <p>GESI1: Number of political bodies with at least 30% representation of women (GEN_ARI_2)</p> <p>Baseline (...): TBD</p> <p>Target (2025): TBD</p> <p>GESI2: Number of women and girls and third gender subjected to different forms of sexual and gender-based violence receive required support (GEN_ARI_1)</p> <p>Baseline (2019-20): 16,886 persons (12% men, 85% women, 3% third gender) (source: the embassy's 2020 Annual Report)</p> <p>Target (2025): 120,000 persons¹⁶</p> <p>GESI3: Number of processes or policies that increase societies' capacities to resist and mitigate different forms of violence, or that strengthen coping mechanisms, the state-society relationship and social cohesion (FCHR_TRI_2)</p> <p>Baseline (2021): N/A</p> <p>Target (2025): at least 5 processes</p>	<p>(2) Swiss programme contribution</p> <p>Switzerland supports equal access to better social mobility and economic opportunities, thus contributing to an inclusive society, eliminating all forms of violence and discrimination.</p> <p>Assumptions</p> <ul style="list-style-type: none"> The Government of Bangladesh is committed to the 2030 Agenda and has integrated SDGs into the 8th Five-Year Plan, the Bangladesh Vision 2041 and the Bangladesh Delta Plan 2100. The government enforces conducive gender and social inclusion policies, regulations and financing options. <p>Risks</p> <ul style="list-style-type: none"> The upcoming national elections in 2023 result in changes to political and strategic directives that negatively impact Swiss engagement. The growing trend of religious extremism creates additional challenges and barriers around social mobility of women, girls and vulnerable groups. The high vulnerability to natural disasters (cyclone, flood) leads to priority shifts. The current COVID-19 pandemic creates additional risks in the socio-economic sphere. Power segregation amongst different social and economic strata influences the allocation of resources 	<p>(3) Bangladesh development/humanitarian outcomes</p> <p>GESI outcome: All women, girls, third gender¹⁷ and disadvantaged populations have equal access to information, services and benefits (Source: 8th Five-Year Plan 2020–25)</p> <p>Indicators:</p> <p>Proportion of women and girls receive support against sexual and gender-based violence (medical, and/or psychological and legal) (SDG indicator 5 and 10)</p> <p>Baseline (2021): TBD</p> <p>Target (2025): TBD</p> <p>Proportions of positions held by women in national parliament and local governments (SDG indicator 5.5.1)</p> <p>Baseline (2021):</p> <ul style="list-style-type: none"> 20.88% (73 out of 350 and 23 out of 300 are directly elected) of total seats are occupied by women (Bangladesh Parliament 2019) 0.87% women were elected to the general seats in Upazilla elections in 2019 (7 chairs and 1 vice chair out of 800 positions) 0.1% women were elected to general seats in UP and municipal elections (45 Union Council members out of 54,408 seats; 7 municipal council members out of 2,202 seats) (2016) 0.5% women were elected to general seats as chair/mayor in UP municipality election (27 Union Chairs out of 4,534 seats; 3 municipal mayors out of 234 seats) (2016) <p>Target (2025):</p> <ul style="list-style-type: none"> 25% of total seats are occupied by women At least 1% general seats at the LGIs (Upazilla, Union Parishad, municipalities) are occupied by women
<p>(4) Lines of intervention (Swiss programme)</p> <ul style="list-style-type: none"> Promote women's political participation. Support to survivors of sexual and gender-based violence through access to better services related to social and economic reintegration. Foster gender- and rights-responsive policies and budgeting, with relevant institutions, agencies and civil society platforms. 		
<p>(5) Resources, partnerships (Swiss programme)</p> <p>Resources</p> <ul style="list-style-type: none"> 10% of the south cooperation and humanitarian assistance funding has been tentatively allocated to GESI across the four years. Human resources: Gender Focal Point and NPOs <p>Partnerships</p> <ul style="list-style-type: none"> Government of Bangladesh, INGOs, NGOs, CSOs, think tanks, UN agencies, consultancy firms, impact enterprises and other private sector partners. <p>Modalities</p> <ul style="list-style-type: none"> The internal budget modalities would be Programme Implementation Mandates (PIMs) and Contribution Agreements. With partners, the modalities can be private sector engagement, cost sharing, co-financing, results-based financing and direct funding. 		

¹⁵ All people-related monitoring data under Swiss portfolio outcome 2 are disaggregated by gender, ethnicity, age and migration background as appropriate.
¹⁶ 20,000 are from BRAC until the end of 2024. The remaining 100,000 are from ASK and TIB projects.
¹⁷ Called Hizra in Bangladesh.

<p>GOV outcome: People are more engaged in public affairs, especially regarding rights-based economic frameworks and social policies, and demand public accountability¹⁸</p> <p>Indicators:</p> <p>GOV1: Number of civil society organisations that contribute to multi-stakeholder dialogue or to the respect for human rights (FCHR_ARI_1) Baseline (2022): TBD Target (2025): TBD</p> <p>GOV2: Proportion of people who believe that they are better informed and have more say due to supported civil society initiatives or independent media (GOV_TRI_2) Baseline (2022): TBD Target (2025): TBD</p> <p>GOV3: Number of people participating in and influencing public service provision, decision-making and budgets in their localities (GOV_ARI_1) Baseline (2022): N/A Target (2025): TBD</p>	<p>Through civil society initiatives that strengthen platforms giving communities a voice and support for participatory planning and decision-making Switzerland empowers citizens to voice their interests and needs, to demand transparent and accountable service delivery and policy decisions and to assert their rights.</p> <p>Assumptions</p> <ul style="list-style-type: none"> • Good governance remains a priority of the Government of Bangladesh. • The Government of Bangladesh's Digital Security Act is amended to encourage more freedom of expression. • The Local Governance Acts drive the decentralisation reform. • Citizens (including interest groups, CSOs, think tanks) proactively engage in political decision-making. <p>Risks</p> <ul style="list-style-type: none"> • Further shrinking of space for civil society. • Lack of willingness by the government to engage in dialogue with CSOs exercising scrutiny. • Selective reporting by media and CSOs to avoid political conflict. • The upcoming national election in 2023 results in changes to political and strategic directives that negatively impact Swiss engagement. • The current COVID-19 pandemic creates additional risks in the socio-economic and political spheres. • The high vulnerability to natural disasters (cyclones, flood) leads to priority shifts. 	<p>GOV outcome: Ensured effective, accountable and inclusive institutions for all types of citizens at all levels for achieving peaceful and inclusive societies for sustainable development and for access to equal justice (Source: 8th Five-Year Plan 2020–25)</p> <p>Indicators:</p> <p>Proportion of population who believe decision-making is inclusive and responsive, by sex, age and disability and population group (SDG 16.7.2) Baseline (2018): Bangladesh scored -0.73 in the WB Governance Indicator – voice and accountability (within the range of -2.5 to +2.5) Target (2025): +0.5</p> <p>Proportion of persons who had at least one contact with a public official and who paid a bribe to public officials, or were asked for a bribe by those public officials, during the previous 12 months (SDG 16.5.1) Baseline (2018): total: 31.32% (BBS, 2018) Male: 28.91%, female: 35.02% (cited in Voluntary National Review 2020, page 141) Target (2025): 15%</p> <p>Progress in Corruption Perception Index Baseline (2021): 26/100 (TI CPI) Target (2025): 32/100 (TI CPI)</p>
<p>(4) Lines of intervention (Swiss programme)</p> <ul style="list-style-type: none"> • Encourage participation by citizens and vulnerable groups to seek better service delivery and ensure appropriate allocation of resources. • Support voice, participation and purchasing power in the markets (especially in agriculture, sanitation, select informal sectors and migration). • Promote policy dialogue and a gender-responsive environment to empower women to claim and access services as well as to participate in political processes, inclusive development and planning and decision-making processes. • Enable participation of market actors for increased and sustained income. 		
<p>(5) Resources, partnerships (Swiss programme)</p> <p>Resources</p> <ul style="list-style-type: none"> • 10% of the South Cooperation and Humanitarian Assistance funding has been (tentatively) allocated to GOV across the four years <p>Partnerships</p> <ul style="list-style-type: none"> • Government of Bangladesh, LGIs, private sectors, INGOs, NGOs, CSOs, think tanks, and UN agencies. <p>Modalities</p> <ul style="list-style-type: none"> • The internal budget modalities would be Programme Implementation Mandates (PIMs) and Contribution Agreements. • With partners, the modalities can be private sector engagement, cost sharing, co-financing, results-based financing and direct funding. • Since governance is a transversal theme, it will be mainstreamed across key programmes. • Direct implementation under humanitarian assistance activities in Cox's Bazar. • Potential for nexus initiatives can be explored. 		

¹⁸ All people-related monitoring data under Swiss portfolio outcome 2 are disaggregated by gender, ethnicity, age and migration background as appropriate.

<p>CCE outcome: Public and private actors manage climate risks and reduce disaster risks in a sustainable manner¹⁹</p> <p>Indicators:</p> <p>CCE1: Effectiveness of existing or newly introduced national policies and legal frameworks in the field of climate change/environment (CCE_TRI_1) Baseline (2021): 0 Target (2025): TBD</p> <p>CCE2: Proportion of targeted stakeholders aware and capable of better using information and tools to mitigate and adapt to climate change (CCE_TRI_2) and reduce disaster risks Baseline (2021): 0% Target (2025): 25%</p> <p>CCE3: Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management (WAT_TRI_2) and solid waste management Baseline (2021): 0 Target (2025): 50% of targeted Union Parishads and 50% of targeted municipalities in coastal belt</p>	<p>Swiss support under the CCE transversal outcome contributes to maintaining achievements and advancing improvements in the area of climate action (SDG 13), sustainable cities and communities (SDG 11) and clean water and sanitation (SDG 6). Switzerland's work, including across the humanitarian-development nexus, aims to prevent and reduce negative impacts on the environment, the economy, people's livelihoods and migration by working with a broad range of public and private stakeholders and intended beneficiaries on different levels, including policy-making and sustainable adaptation at the community level. Better information dissemination, greater awareness and stronger system-wide capacities contribute to more robust and decentralised policy and legal frameworks that are implemented in a participatory manner. Swiss disaster risk reduction interventions contribute to higher resilience of the communities in Swiss target areas and to a reduction in deaths, missing persons and persons affected, loss of livelihoods by disasters. Bangladesh progresses towards a more sustainable, resilient and equitable future.</p> <p>Assumptions</p> <ul style="list-style-type: none"> • Government of Bangladesh and relevant stakeholders are still willing to address climate change vulnerability. • Many development partners are increasingly allocating resources and willing to engage in both policy dialogue and implementation of climate change vulnerability issues and disaster risk reduction. • Climate change issues are not overshadowed by emerging priorities such as COVID-19 resilience building. <p>Risks</p> <ul style="list-style-type: none"> • Bangladesh has limited access to global climate change funds. • High risk of misappropriation in managing climate funds. • Since climate issues are on a wide scale, identifying targeted activities for the short, medium and long-term may lead to ineffective and inefficient allocation of resources. 	<p>Outcome CCE: Improved resilience to meet climate change and environment challenges (Source: 8th Five-Year Plan 2020–25)</p> <p>Indicators:</p> <p>Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–30 (SDG 11.b.1) Baseline (2021): TBD Target (2025): TBD</p> <p>Number of deaths, missing persons and persons affected by disasters per 100,000 people (SDG 13.1.2) Baseline (2021): TBD Target (2025): TBD</p> <p>Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management (SDG 6.b.1) Baseline (2021): TBD Target (2025): TBD</p> <p>Degree of integrated water resources management implementation (0-100) (SDG 6.5.1) Baseline (2021): TBD Target (2025): TBD</p>
<p>(4) Lines of intervention (Swiss programme)</p> <ul style="list-style-type: none"> • Build capacities of public and private actors to adapt and mitigate the risks of climate/disaster by developing and implementing CCA/DRR policies. • Promote and support financial institutions and the private sector to adopt and comply with promoting Environmental, Social and Governance (ESG) standards, risk management tools and services. • Support the financial sector to create green financial solutions. • Facilitate private businesses to expand their services integrating profitable and environmentally sustainable practices in the targeted sectors. • Improve capacity and support processes (including resources) of local government agencies to develop a risk culture, adopt and implement climate-resilient policies and disaster risk management measures. 		

¹⁹ All people-related monitoring data under Swiss portfolio outcome 2 are disaggregated by gender, ethnicity, age and migration background as appropriate.

<p>(5) Resources, partnerships (Swiss programme)</p> <p>Resources</p> <ul style="list-style-type: none"> • At least 30% of SDC South Cooperation funding must be allocated to climate-change related activities across the four years. <p>Partnerships</p> <ul style="list-style-type: none"> • Government of Bangladesh, including LGIs, development partners, private sector actors, including impact enterprises, INGOs, NGOs, CSOs, think tanks, UN agencies, and IFIs and entities managing climate funds. <p>Modalities</p> <ul style="list-style-type: none"> • The internal budget modalities would be Programme Implementation Mandates (PIMs) and contribution agreements. • With partners, the modalities can be private sector engagement, cost sharing, co-financing, results-based financing, and direct funding. • Direct implementation and emergency response for DRR under humanitarian assistance activities in Cox's Bazar. • Potential for nexus initiatives will be explored. 	<p>(6) Management/performance results, including indicators (Swiss programme)</p> <ol style="list-style-type: none"> 1. Swiss aid modalities gradually evolve from a mandate logic to a contribution logic <ul style="list-style-type: none"> • Percentage of mandates and percentage of contributions to total financial volume for both modalities • Recipients of contributions (state institutions, national CSOs, multilateral organisations, etc.) 2. Project Cycle Management (PCM) and Internal Control System (ICS) are effectively implemented <ul style="list-style-type: none"> • Extent to which targets/benchmarks are achieved 3. The internal organisation and capacities of embassy staff are conducive to implementing the cooperation programme <ul style="list-style-type: none"> • Availability of and uptake of gender-sensitive PCM training • Availability of and uptake of CSPM training • Availability and uptake of training on adaptive management 4. The Swiss cooperation programme is adaptive and conflict-sensitive (TWP) <ul style="list-style-type: none"> • Extent to which adaptive practice is incorporated into all programmes and projects • Extent to which CSPM principles are applied to all programmes and projects 5. Transversal themes are systematically addressed in all Swiss programmes/projects <ul style="list-style-type: none"> • Availability of dedicated budgets for transversal outcomes and mainstreaming of transversal themes (GFSI, GOV and CCE) and implementation (including monitoring) of targeted activities • Extent to which project-related risks from climate change, environmental degradation and natural hazards are assessed using the CEDRIG tool 6. Switzerland facilitates access to innovations <ul style="list-style-type: none"> • Number of new partnerships, including with the private sector, that emphasise innovative solutions 7. The Embassy of Switzerland in Bangladesh is a proactive learning organisation, including through exchanges with other Swiss embassies in the region <ul style="list-style-type: none"> • Number of learning events organised • Types of learning events organised 8. The Embassy of Switzerland in Bangladesh identifies and creates synergies among the range of Swiss foreign policy instruments and optimises its collaboration and partnerships with other bilateral and multilateral development partners <ul style="list-style-type: none"> • Existence of linkages with SDG global programmes • Existence of linkages with the Peace and Human Rights Division of the FDFA • Number and scope of new SECO complementary measures • Number of projects/programmes implemented in close collaboration with/co-financed with other development partners 9. Communications about Switzerland, its contributions, values and interests are enhanced <ul style="list-style-type: none"> • Volume of communications in traditional media • Number of visitors to the website of the Embassy of Switzerland in Bangladesh • Number of followers on social media 10. Culture is promoted as an entry point to young people, communities and decision-makers <ul style="list-style-type: none"> • 1% of the SDC budget is devoted to art and culture
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Annex 3: Financial planning

Swiss Cooperation Programme for Bangladesh

Duration of Cooperation Programme:		January 2022	until	December 2025	Amount in CHF 1,000		
Financial Year:		2022	2023	2024	2025	Total	In %
Swiss Portfolio Outcome 1							
Sustainable and more inclusive economic development		5,375	5,375	5,500	5,500	21,750	20%
Swiss Portfolio Outcome 2							
Improved social wellbeing for all		9,575	9,575	9,700	9,700	38,550	35%
Transversal Outcomes							
Gender Equality and Social Inclusion (GESI)		2,750	2,750	2,800	2,800	11,100	10%
Governance (GOV)		2,750	2,750	2,800	2,800	11,100	10%
Climate Change and Environment (CCE)		7,050	7,050	7,200	7,200	28,500	26%
Total Bilateral Cooperation (inc. HA)		27,500	27,500	28,000	28,000	111,000	100%

Funds by Swiss Federal Offices		27,500	27,500	28,000	28,000	111,000
SDC Funds		27,500	27,500	28,000	28,000	111,000
thereof:	South Cooperation	21,500	21,500	22,000	22,000	87,000
	Humanitarian Aid	6,000	6,000	6,000	6,000	24,000
SECO		2,000	2,000	2,000	2,000	8,000
SDC Global Programme		2,000	2,000	2,000	2,000	8,000
HSD		500	500	500	500	2,000
Total Funds by Federal Offices		32,000	32,000	32,500	32,500	129,000

Annex 4: Monitoring system

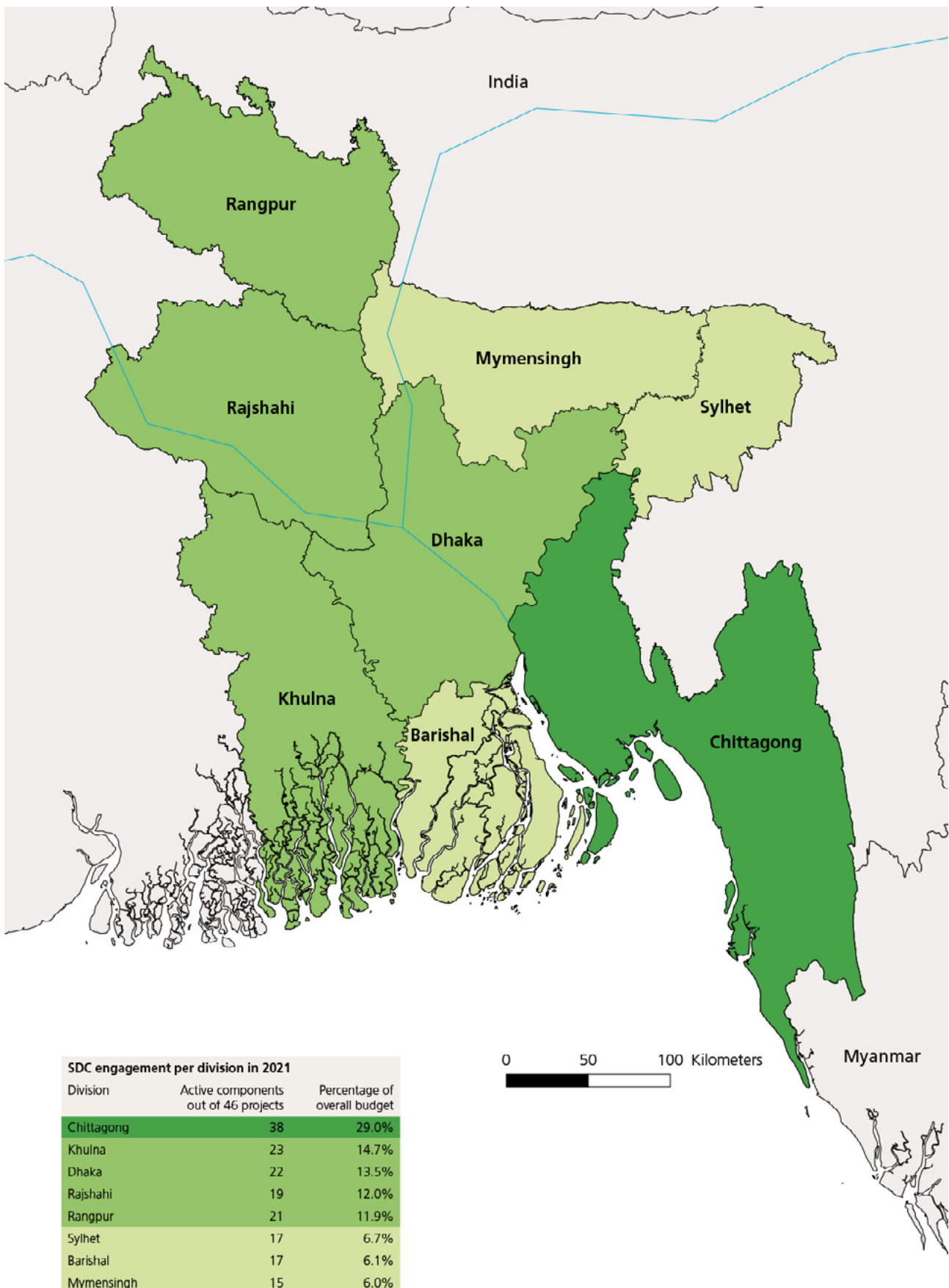
Swiss Cooperation Programme

Period	Context Assessment	Cooperation Programme/ Management	Portfolio
Quarterly		<ul style="list-style-type: none"> Financial Planning Updates Inputs to the Economic Relations Division (ERD) at the Ministry of Finance, Government of Bangladesh, for the Aid Information Management System (AIMS) (programme/project-level information on commitments, disbursements and expenditures, by donors, implementers, sector and geographic location). Quarterly reports providing supplementary information to support the data captured in AIMS to the ERD. 	
Bi-annual	Political Report		
Annual	Monitoring System for Development-Related Changes (MERY)	Discussions on the findings from Local Context Assessments (LCAs) and MERVs with implementing partners.	
	Local Context Assessments (LCAs) with partner organisations in the focus regions		
	Annual reports include narrative based on context monitoring, interpretation of the results achieved, steering and management of the cooperation programme.	Annual reports include updates to the results framework work, steering decisions and status of finances.	
		Annual meetings with implementing partners on Programme Management and Annual Results.	
		Annual portfolio meetings with the Economic Relations Division (ERD) under the Ministry of Finance, Government of Bangladesh.	
	Economic Report		
	Budget Report for Bangladesh		
	Human Rights Report		
		Operations Planning Report	
		Report to Presence Switzerland for nation branding	
	Report to the Peace and Human Rights Division		
	Internal Control System Report		
	Annual Country Office Audit (Transfer Credit)		
	Security Management Plan		
	Security and Safety Advisory		
Periodic/ad hoc		<ul style="list-style-type: none"> Partner risks assessments and risk management dialogue – new and updates Internal audits for Country Office Foreign Aid Project Audit Division (FAPAD) audits for selected programmes Implementation Monitoring Evaluation Division (IMED) review and assessment for selected programmes Reports from monitoring visits to programme/projects 	

Aid effectiveness

Period	Context Assessment	Country Development	Development Results
Fortnightly	Rohingya refugee crisis: <ul style="list-style-type: none"> • Senior Executive Group Meeting (UN Agencies, INGO representatives, local NGO representatives, donor agency representatives) • Donor Coordination Meeting 		
Bi-monthly	Executive committee of the Local Consultative Group meetings		
Quarterly	Thematic working groups of the Local Consultative Group meetings		The Economic Relations Division (ERD) at the Ministry of Finance, Government of Bangladesh Aid Information Management System (AIMS) – monitoring Overseas Development Assistance (ODA) in Bangladesh
Biennially		Bangladesh Development Forum (organised by the Government of Bangladesh)	

Annex 5: Map of Bangladesh



Annex 6: Acronyms and abbreviations

AIMS	Aid Information Management System
ARI	Aggregated Reference Indicator
CCE	Climate change and environment
CSOs	Civil society organisations
CSPM	Conflict-sensitive programme management
GBV	Gender-based violence
GESI	Gender equality and social inclusion
GOV	Governance
IC Strategy	Switzerland's International Cooperation Strategy
INFORM	Index for Risk Management
LDC	Least-developed country
LGIs	Local Government Institutions
MERV	Monitoring for development-relevant changes
MSME	Micro, small and medium enterprise
NGO	Non-governmental organisation
ODA	Official development assistance
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
SECO	State Secretariat for Economic Affairs
SEM	State Secretariat for Migration
SMEs	Small and medium enterprises
TRIs	Thematic Reference Indicators
TVET	Technical and vocational education and training
WoGA	Whole-of-Government Approach



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