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Swiss Cooperation Strategy **Egypt** 2017–2020



Abbreviations

AFD	Agence Française de Développement	KfW	Kreditanstalt für Wiederaufbau
AfDB	African Development Bank	MERV	Monitoring system for development-relevant changes
ARIs	Aggregated Report Indicators to report on the Federal Dispatch 2017-2020 for International Cooperation	MoIC	Ministry of International Cooperation
CBM	Confidence-building measure	MoSS	Ministry of Social Solidarity
CS	Cooperation Strategy	MSMEs	Micro, small and medium enterprises
CSOs	Civil society organisations	NGOs	Non-governmental organisations
CSPM	Conflict-sensitive programme management	ODA	Official Development Assistance
DIL	Directorate for International Law	OECD	Organisation for Economic Cooperation and Development
DPG	Development Partners Group	OIC	Office for International Cooperation / Embassy of Switzerland in Egypt
EBRD	European Bank for Reconstruction and Development	DP	Directorate of Political Affairs
EIB	European Investment Bank	SDC	Swiss Agency for Development and Cooperation
EU	European Union	SDGs	Sustainable Development Goals
EUTF	EU Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa	SDS	Sustainable Development Strategy
FDFA	Swiss Federal Department of Foreign Affairs	SECO	State Secretariat for Economic Affairs
GoE	Government of Egypt	SEM	State Secretariat for Migration
HSD	Human Security Division	SNAP	Swiss North Africa Programme 2011-2016
IFC	International Finance Corporation	TVET	Technical Vocational Education and Training
ILO	International Labour Organisation	UMC	Unaccompanied minors and children
IMF	International Monetary Fund	UNDP	United Nations Development Programme
IOM	International Organization on Migration	UNHCR	United Nations High Commissioner for Refugees
INGOs	International non-governmental organisations	UNIDO	United Nations Industrial Development Organisation
JICA	Japan International Cooperation Agency	WoGA	Whole of Government Approach
		WB	World Bank

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With about 20 million inhabitants, Cairo is the largest city in Africa and the Arab world.
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Editorial

Across the Mediterranean Sea, Switzerland and Egypt share common interests in securing peace and development for all in the region. Given Egypt's importance for stability and prosperity in North Africa and the Middle East, Switzerland supports Egypt's ambitions to build accountable and transparent institutions that provide services to its citizens guarantee human rights and encourage participation.

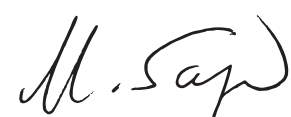

Switzerland and Egypt look back on 40 years of successful bilateral economic cooperation. In 2011, in response to the popular calls for reforms, Switzerland launched a comprehensive programme on democratic processes and human rights, economic development, employment, migration and protection. Six years later, while transition processes have followed different paths in North Africa, Switzerland remains committed to accompanying all Egyptians in their efforts to build the future of their country. In this regard, we endorse the vision that a vibrant civil society, innovative entrepreneurs and sound state institutions contribute to stability and prosperity.

With the new 2017–2020 Cooperation Strategy, Switzerland continues to support Egypt's comprehensive reform agenda as set out in the 2030 Egypt Vision. This renewed engagement is in line with Switzerland's foreign policy objectives and part of

its overall engagement in North Africa. Under a Whole of Government Approach, the State Secretariat for Economic Affairs (SECO), the Swiss Agency for Development and Cooperation (SDC), the Directorate of Political Affairs (DP) and its Human Security Division (HSD), the Directorate for International Law (DIL) and the State Secretariat for Migration (SEM) are pooling their resources and know-how to jointly implement the strategy 2017–2020.

In the four years to come, Switzerland and Egypt will continue to focus their cooperation on three domains: support to democratic processes and human rights, inclusive sustainable economic growth and employment, and protection and migration. As young women and men are playing a key role in shaping tomorrow's Egypt, Switzerland will give special attention to their needs and aspirations. Switzerland also aims to contribute to enhanced cooperation at the regional level and promote exchanges among North African countries with selected regional programmes in the areas of culture, civil society support, economic cooperation and migration.

We firmly believe that with the goals and activities outlined in the 2017–2020 strategy, Switzerland contributes to the sustainable and inclusive development of Egypt and makes a difference in the lives of its people.



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Executive summary

Egypt, the most populous country in the Arab world, is a cornerstone for peace and stability, economic development and migration management in the region. The country is committed to combating violent extremism and its diplomatic efforts actively promote political solutions to end conflicts.

Since 2011, Egypt has seen a volatile political environment. Since the ouster of President Morsi from power in 2013, a political road map with election has brought former Minister of Defence, Abdel Fattah al-Sisi to the presidency. A new constitution has also set important benchmarks for the country and a new Parliament has been elected. GDP growth has been sluggish and economic transformation slow. A structural trade deficit, a growing budget deficit, and falling income from tourism, the Suez Canal and remittances, have led to severe currency devaluation and a spike in inflation. Spatial disparities in poverty continue, unemployment among youth and women is high, and Egypt is increasingly a country of transit for migrants and refugees. In this difficult context, to meet its Sustainable Development Goals commitments, Egypt developed the 2030 Egypt Vision: a roadmap for inclusive development, the strengthening of Egypt's regional leadership and the achievement of a dignified and decent life for all Egyptians. In 2016, Egypt also agreed to a USD 12 billion loan package with the International

Monetary Fund (IMF) linked to a three-year plan to kick-start economic and public sector reforms.

In addition to shared political, economic, security and migration interests, Egypt is the most important export market and third biggest trade partner for Switzerland in Africa. An open and conducive trade regime is very important in this regard. Switzerland values its 40-year cooperation with Egypt which has contributed to enhancing the inclusiveness of economic growth and improving the living conditions of Egyptians. As a long-standing dialogue partner with a strong relationship, Switzerland remains committed to bilateral cooperation relations with Egypt.

Sharing the 2030 Egypt Vision, Switzerland is convinced that transparent, efficient and inclusive government institutions are essential for laying new and durable foundations for economic development and political stability, and contributing to confidence building between the state and its citizens. Switzerland is thus committed to supporting Egypt's comprehensive reform agenda.

The 2017–2020 strategy follows the Swiss North Africa Programme (SNAP) 2011-2016, which was formulated in response to the rapid changes in the region and implemented by the Office for Interna-

Aswan is one of
Switzerland's key
areas of cooperation.
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**View of Aswan's
informal settlements.**
© Michelangelo Pignani

tional Cooperation (OIC) at the embassy of Switzerland in Cairo. It builds on earlier achievements relating to the overall goal to support the transition in its political, economic and social dimensions towards an inclusive, resilient and accountable state and society. This goal will be achieved through activities in three domains: 1. Democratic processes and human rights; 2. Inclusive sustainable economic growth and employment and 3. Protection and migration.

The cross-cutting themes of gender and governance are of particular importance to the success of the 2017-2020 strategy. Transparent, accountable and non-discriminatory governance is at the heart of inclusive growth and political reforms. Without harnessing the potential economic, social and political power of disadvantaged women and men in Egypt, sustainable results will not be achieved. Lessons learned and strategic operating principles will help to ensure efficient results. This includes apply-

ing the Whole of Government Approach (WoGA), a combination of focused strategic activities and flexibility in implementation, diversified partnerships with like-minded actors, and a geographic focus on Upper Egypt. Application of conflict-sensitive programme management will be critical to remain effective in the changing context. Switzerland also aims to maintain dialogue across all spectrums of Egyptian society.

The indicative overall budget for the 2017-2020 strategy is CHF 86 million, distributed across the domains as follows: Domain 1, CHF 12.25 million (14%); Domain 2, CHF 66.75 million; (78%); and Domain 3, CHF 7 million (8%).

Chapter 1:

Context analysis

With over 92 million inhabitants, Egypt is the most populous country in the Arab world, and the third-most populous in Africa. The majority of Egyptians live along the arable banks and delta of the Nile River in an area of only 40,000 square kilometres. About half of the total population is urban and the high population growth of up to 2 million persons per year is creating development challenges.

Political

As in many parts of the region, the last five years have seen major political transitions, which in Egypt took place over two phases. The 2011 uprisings and the stepping down of President Mubarak opened the way to an election of both a new president and Parliament. The elected President Morsi was removed in 2013, followed by the election of General Abdel Fattah al-Sisi as the president and a new Parliament, which adopted a new Constitution, setting important hallmarks for the protection of human rights, government transparency and citizen participation. Its implementation remains a challenge. Particularly the government's response to security concerns and the risk of violent extremism have been concomitant with a narrowing of space for public participation in policy, for the public's ability to demand accountability, for civil society activity, and for freedom of expression and media diversity. The participation of women in decision-making both in private and public spheres need to be enhanced, however, the empowerment of women is an integral part of the social inclusion pillar of the 2030 Egypt Vision, for example launching the year 2017 as the Egyptian Women Year.

Economic

Despite an annual GDP growth of 4% in 2015 and 2016 (up from 2% in 2010-2014), economic transformation has been slower than expected. A significant structural trade deficit, falling incomes from tourism, the Suez Canal and remittances, and diminishing aid payments from the region, have led to sharp currency devaluation (more than 50% from October 2016 to February 2017). The increasing budget deficit has pushed the Egyptian government's debt rate beyond 90% of GDP. A shortage of foreign exchange, import restrictions and increasing prices have led to occasional shortages

of some basic commodities and strained relations with partners. Poverty remains high, with 28% of the population living below the poverty line in 2015, reaching 60% in rural Upper Egypt or more than twice the national average. Upper Egypt is still the poorest and most underserved region in Egypt. Spatial disparities in poverty, as well as lack of access to basic infrastructures and services, have not significantly improved since 2011.

With approximately 2 million young people entering the job market annually, youth unemployment reached 27% in 2016. The number of employed women is among the lowest in the world, and young women (aged 18-29) represent just 18.5% of the total workforce, compared to over 50% among young men. In rural Upper Egypt only 1 out of 10 women ever enters the job market.

Migration

An additional challenge facing Egypt is the increase since 2011 of transit migrants and refugees of various nationalities travelling onwards from Sudan through the Nile Valley to Libya or intending to attempt migration by sea. As of December 2016, UNHCR registered 195,000 asylum seekers and refugees in Egypt, including 120,000 Syrians as well as Sub-Saharan Africans and Iraqis. The government of Egypt (GoE) estimates that there are approximately 5 million irregular migrants living in Egypt. At the same time, an increasing number of Egyptians attempt migration across the Mediterranean Sea: 12,000 for the year as of September 2016, compared to 7,000 over the same period in 2015. These figures include an increase in the number of unaccompanied minors and children (UMC), and since 2016, unaccompanied Egyptian girls. Egypt adopted a new law to combat irregular migration and the smuggling of migrants in 2016. It also helped to define and establish the Khartoum Process and the Plan of Action of the Valetta Summit, supported by the EU Emergency Trust Fund for stability and addressing irregular migration and displaced persons in Africa (EUTF) to which Switzerland is a donor.

Egypt's development and economic growth strategy

In response to its commitment to the Sustainable Development Goals (SDGs), Egypt developed its Sustainable Development Strategy (SDS), the 2030 Egypt Vision, a roadmap for inclusive development, strengthening Egypt's regional leadership and achieving a dignified and decent life for all Egyptians. By 2030, Egypt aims to achieve a competitive, balanced, diversified and knowledge-based economy, characterised by justice, social integration and participation, and with a diversified and balanced ecosystem that benefits from its strategic location and human capital.

Complementary to the 2030 Egypt Vision, in 2016 the GoE developed a three-year economic reform and development plan comprising six pillars: fiscal consolidation, market-based flexible exchange rate, export promotion, industrial sector development, improved business environment, and enhanced social protection and human development. This plan formed the basis for a USD 12 billion loan from the IMF. Through the loan and with support from the World Bank (WB), Egypt is embarking on economic and public sector reforms. The reforms aim to stem the erosion of favourable economic framework conditions which have heavily impacted Egypt's industrial and food processing capacities and increased its dependency on foreign imports. The GoE has prepared measures on the macro-economic level, targeting external and fiscal accounts, as well as on improving the business environment, upgrading infrastructure and re-directing resources towards social programmes.

Egypt in the region

In a region facing increasing challenges, Egypt is a key regional player in areas such as peace and security, economic development and migration management. It is a reference point for political approaches, economic policies and the development of the judiciary on the African continent, in the Mediterranean and in the Middle East. As a regional actor, Egypt focuses on sustainable access to the Nile water, a key and scarce resource for the country.

In the six years since the popular uprisings in the region, far-reaching developments have taken place

throughout North Africa. The fragmented armed conflict and fragility in Libya and the emergence of the so-called Islamic State as a transnational threat with offshoots in Europe and Africa have added new security challenges to the region. Egypt's diplomatic efforts actively promote political solutions to end the conflicts in Libya and Syria and to advance solutions between Israel and the Occupied Palestinian Territory. In addition, Egypt has vowed to combat violent extremism through security measures and moderation of the religious discourse.

The Nile is a source of life for the people of Egypt.

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Chapter 2:

Swiss foreign policy objectives and bilateral economic relations

2.1 Switzerland and North Africa

As part of the Southern Neighbourhood, North Africa is of particular importance to Switzerland for its political, economic, security and migration interests. Switzerland's Cooperation Strategy for North Africa 2017-2020 includes Egypt, Libya, Tunisia, Algeria and Morocco, and implements the mandate given in the Swiss Federal Council Dispatch on International Cooperation 2017-2020. The North Africa Strategy 2017-2020 builds on the transformative objectives that characterised the 2011-2016 programme, which in turn was based on a 2011 decision of the Federal Council to support the democratic transition processes in the region.

The overall goal of the North Africa Strategy 2017-2020 is to continue to support the transition in its political, economic, social and security dimensions towards peaceful, inclusive and resilient societies in North Africa. The values and aspirations for greater economic, political and social inclusion are as valid today as in 2011. The strategy also responds to migration challenges in North Africa and will when possible address Swiss migration interests, particularly in the field of return. Three fields of activity cover Switzerland's engagement: Domain 1: Democratic processes and human rights; Domain 2: Inclusive sustainable economic growth and employment; Domain 3: Protection and migration.

The North Africa Cooperation Strategy is a joint response of the relevant Swiss federal actors: the State Secretariat for Economic Affairs (SECO), the Swiss Agency for Development and Cooperation (SDC), the Directorate of Political Affairs (DP) and its Human Security Division (HSD), the Directorate for International Law (DIL) and the State Secretariat for Migration (SEM).

2.2 Egypt and Switzerland

Switzerland and Egypt share economic, political, security and migration interests, and a common agenda for stability and prosperity in the region.

This agenda goes beyond mere security concerns. It calls for economic, social and political prospects for all people and includes the prevention of violent extremism and irregular migration. Consequently, and in line with the 2030 Egypt Vision and the SDGs, Switzerland and Egypt focus their cooperation on economic growth and stability in the region, inclusive and accountable governance, and migration management. Prevention of violent extremism as part of ensuring stability is also linked to youth employment and income, and increasing space for public engagement in political dialogue. To safeguard their mutual interests, Switzerland and Egypt conduct regular political exchanges and aim to foster a migration dialogue.

As a long-standing dialogue partner with a strong relationship of trust with Egypt in working toward mutual goals, Switzerland remains committed to supporting Egypt's comprehensive reform agenda by maintaining its direct presence in Egypt. Switzerland acknowledges that transitional processes are not linear and require long-term engagement. The bilateral relationship also supports Egypt's commitment to regional migration management (for example through the Khartoum Process and the Plan of Action of the Valetta Summit), trans-boundary resource management (such as the Nile River) and securing peace and stability in the region.

Switzerland's support for democratic processes, economic reforms and the tackling of social and migration challenges can only complement respective efforts made by Egypt. Continuous reforms, the implementation of mutual commitments and the achievement of tangible results, including in domains touching upon Swiss interests, will be a decisive factor in maintaining the level of Swiss cooperation.

2.3 Bilateral economic relations

Egypt is the most important export market and the third biggest trade partner for Switzerland in Africa. In 2016, the bilateral trade volume amounted



Greenhouses built by farmers in Minya, with more productivity and income and less water and fertilizer consumption. © Swiss embassy in Egypt

to CHF 1.3 billion, with exports worth CHF 865 million and imports worth CHF 467 million. The main Swiss exports to Egypt were pharmaceutical products (59%) and machinery (13%), while Egyptian exports to Switzerland were mainly composed of precious metals (86%), cotton and textiles (7%) and agricultural products (4%). A free trade agreement between the EFTA states and Egypt has been in force since 2007. Obstacles to trade (e.g. import permits) are hindrances in this regard. Switzerland is among the top 10 investors in Egypt.

2.4 Donor landscape and other actors' contributions

With USD 3.5 billion, in 2014 Egypt was the second largest recipient of Official Development Assistance (ODA) in Africa. Swiss ODA is comparatively modest in Egypt but demonstrates a clear added value in its approach. Among donors, Switzerland is recognised as a reliable and, in terms of economic development cooperation, long-standing partner. This profile enables Swiss cooperation to play a role in creating space for dialogue, development, exchange and networking and in supporting civil society.

In its support to aid coordination and development effectiveness, Switzerland finances the secretariat of the Development Partners Group (DPG), part of the United Nations Development Programme (UNDP)-led aid structure in Egypt, and chairs two sub-groups (migration and democratic governance). This leadership gives a voice to Switzerland as a comparatively small non-aligned donor country and strengthens its convening role.

In addition to the European Union (EU), Germany and the US, Switzerland remains one of only four traditional donors maintaining a bilateral cooperation programme in Egypt. These cooperation programmes generally support the economic and social dimensions of the 2030 Egypt Vision (political and social inclusion, equity). Other OECD donor countries work in Egypt via regional programmes, with the Nordic countries notable for their support in the fight against corruption and in ensuring basic personal rights. Argentina is an example of a non-traditional donor country and supports cultural programmes that promote expressions of diversity and inclusion.

Major cooperation actors for economic development and employment are the EU, Germany and France. Moreover, Switzerland engages in multilateral cooperation with Egypt through the WB, the European Bank for Reconstruction and Development (EBRD) and the African Development Bank (AfDB). As part of the IMF loan agreement, the WB leads on technical support for economic reform. Japan primarily supports infrastructural development and technical transfer, while aid from China is linked to direct foreign investments. Support from the Gulf States is influenced by geopolitical developments and is mainly in the form of budget support and at a large scale. The Gulf States are the fourth biggest donor in terms of ODA on the African continent, after the US, the EU and the UK.

UN agencies play an important role in alleviating the consequences of Egypt's economic situation on the poorest segments of the population. Based on an agreement from 1954 with the GoE, the UNHCR manages all aspects of registration, documentation and refugee status determination on behalf of the government.

Chapter 3:

Results and lessons learned from Swiss cooperation 2011–2016

Rapid political and administrative changes presented a challenge to the implementation of the Swiss North Africa Programme 2011-2016 in Egypt, as did increasing security threats and the narrowing of space for public participation. Nevertheless, Switzerland was able to achieve remarkable results in each programme domain (democratic processes and human rights, inclusive sustainable economic growth and employment, and protection and migration) dispensing a total amount of aid of around CHF 83 million in Egypt.

During the period 2011-2016, Switzerland established itself as a development partner with expertise, including in remote areas such as the Governorate of Aswan, responsive to changes in the context and committed to iterative and flexible programming. Switzerland has developed a reputation as a neutral partner with access to and in regular dialogue with a broad spectrum of Egyptian society. This reputation has helped Switzerland to become instrumental in aid coordination at strategic and operational levels in and across domains.

The success of Swiss engagement was also related to the different tools and strategies of the WoGA partners (SECO, SDC, HSD and SEM), promoting synergies and complementarities, which resulted in maximising impact.

Democratic processes and human rights

The programme aimed to support political processes such as elections, reinforce legal reform by building state and non-state capacities and address issues of dealing with the past and transitional justice. Switzerland successfully supported progress in procedures for electoral observation and constitutional provisions for electoral processes. It also helped to improve the quality of judicial processes by supporting litigation and documentation of human rights cases, which in turn contributed to increased responsiveness of the judiciary, state- and para-state institutions. It has built capacities within civil society to engage with state agencies in advocating for basic citizen rights and human rights reforms. Switzerland has become a provider of ex-

Switzerland is contributing to adequate, safe and effective blood products and services in Egypt.

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Switzerland is engaged in modernizing waste water management.

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expertise, builder of networks and convenor of actors to dialogue in these areas, developing strong working relations with a number of governmental institutions as well as civil society organisations. A significant gender balance in the teams of the project partners was achieved throughout the portfolio. For example, one partner conducting dialogue projects transitioned over the course of two years to an all-female management team, which is remarkable in a male-dominated sector worldwide.

The experience of the last five years shows that access to information, local capacities for dialogue and strengthening accountability mechanisms can help to meet the strong demand for responsive institutions. Civil society commitment to advocate for reforms and engage with state agencies is marked and necessary. Promoting cooperation with civil society and independent state institutions, such as specialised courts or independent oversight institutions, are among the options to pilot models and approaches that will help achieve the inclusivity and accountability set out in the 2030 Egypt Vision.

Inclusive sustainable economic growth and employment

In the period 2011–2016, Switzerland achieved considerable results in increasing the inclusiveness of economic growth by contributing to improved access to basic services (water and wastewater, solid waste management, health infrastructure). Concrete results include 500,000 inhabitants benefiting from enhanced water and waste water services, 1.8 million patients benefiting from enhanced radiology services annually, 480,000 patients with safe blood transfusion services annually and appropriate

strategies to modernise diagnostic imaging adopted by the Ministry of Health. Solid waste management was identified as a critical environmental and health safety issue as well as a potential avenue for inclusive dialogue at national and local level. A Solid Waste Management Regulatory Agency was established with the mandate to lead solid waste policies and strategies and to coordinate the solid waste management infrastructure in the governorates (local level). Switzerland's engagement in the water sector (water supply and irrigation including infrastructure, institutional strengthening and awareness raising) in Aswan has proven to be successful, thanks in part to the positive past experience in the framework of the Egyptian-Swiss Development Fund (ESDF), and has increased visibility and leverage of the Swiss programme. ESDF was funded by SECO and managed by the SDC from 1995 until 2009.

The resilience of low-income populations was improved through greater market access and the enhancement of value chains (medicinal and aromatic plants) and financial services (access to finance for SMEs and individuals). Switzerland supported three microfinance institutions with a total of 435,000 clients and an outstanding portfolio of approximately USD 110 million. Savings-based micro-insurance has been introduced to Egypt and services are being diversified and expanded, targeting women in particular. More than 15,000 clients received financial education. The programme contributed to increased access to information and transparency through the establishment of the Egyptian sub-national Doing Business report by the World Bank Group. Addressing key constraints and providing demonstration effects has proven to be a successful way of maximising impact in the sector,



The Swiss embassy supports protection services for vulnerable refugees and migrants in Cairo. © St. Andrew's Refugee Services (StARS)

along with product diversification and an improved policy and regulatory environment. In aquaculture, projects have achieved USD 27 million worth of added value in the sector. Through activities in Upper Egypt, the most marginalised persons gained access to finance through locally-run lending banking, with half of the borrowers being women. Access to basic infrastructure and economic inclusion activities benefited and empowered women (especially in rural areas) to improve their participation in decision-making and enhance their livelihoods.

The success factors in the domain were a combination of soft (policy, participation) and hard (water and waste water, solid waste management) measures and strategic links between work at the macro-level for systemic change (secure lending law, microfinance law, Waste Management Regulatory Agency) and at local level (access to finance, access to markets) for improved practices.

Protection and migration

During the 2011–2016 period, Swiss cooperation strived to improve protection for vulnerable persons, establish a national migration policy and harness greater benefit from migration for national development. Switzerland contributed to improved living conditions for 45,000 refugees and migrants (approx. 30% of which were women and 30% minors), primarily through the provision of food and non-food support, health services and education and the creation of work opportunities for over 5,000 migrants. Approximately 14,400 migrant detainees (in Aswan, Cairo, Sinai, North Coast) experienced improved detention conditions and an increased sphere of protection. Assistance was provided to 366 vulnerable migrants for vol-

untary return to their home country in the Horn of Africa. Throughout the portfolio, an equal balance between women and men as beneficiaries was achieved. For example, community awareness initiatives entailed promoting equal rights for women and girls. Livelihood activities were tailor-made for Syrian female-headed households, helping them become agents of change for their communities.

Switzerland enhanced the capacities of the Egyptian authorities – including the National Coordinating Committees to Combat and Prevent Illegal Migration (NCCPIM) and Trafficking in Persons (NCCTIP) – to address anti-trafficking and irregular migration through study visits, technical assistance and action plans. A significant result is the 2016 law to combat illegal migration and human smuggling, which protects the rights of migrants and imposes prison terms on smugglers. Supported by Switzerland with the objective to improve capacities in rescue at sea, a group of Egyptian officers is trained each year at the Maritime Safety and Security Training Centre in Malta. However, the most significant success in this period was perhaps that Switzerland was at the forefront of putting migration and coordination on the development agenda, through its leadership of the Donor Partner Subgroup.

Chapter 4:

Implications for the Cooperation Strategy

The UNDP 2016 Arab Human Development Report argues that policies of exclusion and lack of sufficient protection of political freedom and human rights, weak economic competitiveness and the failure to establish good governance hinder prospects for development. Conversely, stability and prosperity rely on accountable and transparent institutions that respect fundamental human rights and encourage participation.

In line with the 2030 Egypt Vision, the transformative agenda of Swiss engagement is to support governance as a basis for economic growth and employment, security and stability, and migration management. Operationally, governance will be systematically integrated in the activities of the three domains as a cross-cutting theme.

To effectively meet the overall goal of providing support to political, economic and social transitions, Switzerland will maintain three domains of cooperation as in SNAP 2011-2016: democratic processes and human rights, inclusive sustainable economic growth and employment, and pro-

tection and migration. The close conceptual links between the three domains – including the imperative of governance as a critical success factor in both economic growth and migration outcomes – implies that where opportune, synergies will be strengthened between the three domains over the duration of the 2017-2020 strategy. In particular, there is scope for developing the nexus between migration and economic development. Synergies will be enhanced through continued adherence to the Whole of Government Approach and close coordination among the three domains.

In keeping with Switzerland's efforts and recognising that transitional processes are not linear and may be extended over time, the portfolio will be developed with a programmatic approach in a medium-to-long term perspective with a strong focus on achieving sustainable results. In the past, long-term engagements in infrastructure were able to deliver quality services and support the sustainability and accountability of the institutions despite changes in the government and Egyptian society.

Community committee members of the Swiss Water Programme in Aswan.

© Swiss embassy in Egypt





Switzerland supports a project for more efficient irrigation infrastructure in Aswan villages, helping farmers such as those specializing in sugarcane to grow healthier stalks. © Swiss embassy in Egypt

Swiss cooperation will continue to work nationwide with a focus on Upper Egypt including the Aswan Governorate, as it is the poorest and most underserved region of Egypt and because Switzerland has developed a good network in that region. Programme development will be driven by strategic opportunities, demands and mutual commitments from Switzerland and Egypt.

To strengthen the link from on-the-ground practice to national policy and support iterative programming through the timely understanding of and response to the changing field context, a field presence will be maintained in Upper Egypt. The field presence also serves to strengthen Swiss accountability and visibility.

Policy dialogue conducted directly with public institutions, and events convened with multiple stakeholder participation, paved the way for a more

inclusive policy reform process in the last strategy, for example in solid waste management and micro-insurance. Switzerland will continue to seek appropriate space for convening dialogue.

Switzerland will continue to develop diversified partnerships. Previous experience indicates that bilateral projects steered directly by Swiss cooperation tended to generate a strong impact, high visibility and tangible results but demanded substantial human resources. Co-financed programmes and contributions to multilateral organisations provided significant leverage on large projects and entry points to different institutions. These initiatives ensured the link to the Egyptian government's overall reform commitments. Strong coordination with like-minded partners through instruments such as donor coordination bodies and the EUTF will help scale up the impact of Swiss activities.

Chapter 5:

Development challenges, priorities and objectives

5.1 Development challenges

With one-third of Egypt's population between the age of 15 and 29 and the overall population growing, Egypt is under huge demographic pressure. However, it is also a "demographic momentum that will last for at least the next two decades, and offers an historic opportunity (...) Empowerment and engagement of youth at this important juncture...is essential for laying new and more durable foundations for stability" (Arab Human Development Report 2016, UNDP). The opportunities available to young people must be expanded through economies which generate more and decent work and encourage entrepreneurship, and political and social environments which encourage freedom of expression, active participation, equality and access to quality education and skills.

This "demographic momentum" puts an additional pressure on natural resources, especially water as well as on the urban environment. In addition, Egypt is a country facing mixed migration. Unplanned urbanisation in fertile areas, the unpredictable influences of climate change and an unfavourable business environment are important risks facing the nation's overall human and economic development. The inclusive governance of resources through functioning institutions will be an important aid to mitigating these risks.

5.2 Overall goal and theory of change

Overall goal of the Cooperation Strategy 2017-2020 in Egypt

The overall goal of the strategy is to support the transition in its political, economic and social dimensions towards an inclusive, resilient and accountable state and society.

This goal supports the 2030 Egypt Vision as well as its current three-year socio-economic development plan. With three domains of cooperation – democratic processes and human rights, inclusive sustainable economic growth and employment, and protection and migration – and the diverse instruments and expertise made available, Switzer-

land is well-equipped to support Egypt in meeting its development challenges and work towards this goal.

Theory of change

Supporting locally owned processes, sustainable economic growth, human rights and more accountable institutions by investing in agents of change will contribute to a more resilient population and therefore enhance development, stability, rule of law and social peace in the long run.

5.3 Domain 1: Democratic processes and human rights

The goal of domain 1 is **to contribute to Egypt's development efforts towards inclusive and responsive governance through enhanced accountability, citizens' participation and strengthened human rights**. This will be achieved through the following outcomes:

Outcome 1.1: *Enhanced capacities of state institutions and civil society to collaborate and foster participation, transparency and accountability measures.*

Outcome 1.2: *Strengthened human rights through improved capacities of actors to effectively litigate, document and advocate for legal reforms.*

Outcome 1.3: *Improved transboundary collaboration among Nile basin communities to transform water disputes, identify confidence-building measures and foster the sustainability of their shared ecosystem.*

Building on relationships developed over the last six years, Switzerland will work with the state, civil society and the private sector to increase access to information, boost election preparedness, enhance administrative oversight, promote dialogue and build trust. Public access to information and citizen-state interactions are fundamental to inclusive and sustainable governance. The portfolio will promote processes for eased access to information



Switzerland is engaged in modernizing waste management.

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on policy and legislative decisions and on litigation information such as family law cases. The portfolio will engage with state organisations, as well as civil society, to support the forming of policy alternatives in various fields. Transboundary collaboration among Nile basin communities will focus initially on informal leaders and communities who have relationships to the river in common, though their language and culture may be different. The aim is to build a grassroots network of action to transform water disputes and to foster and share local experience with sustainable management practices. Activities will also strengthen the role of women in dispute settlement mechanisms and dialogue.

Important development actors in this domain are the AfDB, which is financing capacity-building for civil servants within the key ministries. The UNDP works on governance with state institutions (primarily family courts) and the GoE. The EU provides support to civil society. Switzerland will continue to support and influence donor programmes through its role as the co-chair of the democratic governance thematic group under the Development Partners Group.

5.4 Domain 2: Inclusive sustainable economic growth and employment

The goal of domain 2 is **to contribute to sustainable and inclusive economic development to foster resilience in an integrated global economy**. This will be achieved through the following outcomes:

Outcome 2.1: *Improved access to sustainable basic infrastructure services and inclusive urban development.*

Outcome 2.2: *Increased resilience of the economy generating more and better jobs through a more competitive private sector.*

Outcome 2.3: *More inclusive financial services and improved business environment.*

Switzerland will maintain its focus on i) improving access to basic infrastructure services with a specific focus on water and waste management sectors, and possibly expanding to energy efficiency and renewable energy; ii) promoting employment especially for young women and men; and iii) improving the business environment and access to financial services.

Basic infrastructure services will be provided in the context of integrated urban development programmes with the aim of fostering resilience and supporting effective institutions and services. This will be achieved through multi-faceted activities including building institutional capacities, promoting public dialogue, regulatory reforms, service pro-

vision and delivery, as well as community awareness-raising and empowerment. As a tool for generating income and supporting women's economic empowerment, rural development activities will be strategically integrated in the portfolio.

Employment will be promoted by fostering inclusive private sector-led economic growth, strengthening trade and improving the business environment, especially for small and medium-sized enterprises, for example in sub-sectors and processes that empower women and youth. Business competitiveness and priority value chains will be supported with the aim of improving market efficiency and access as well as developing skills. This will be achieved by upscaling successful models in target value chains and building the institutional capacities of relevant market actors. Furthermore it will entail support for entrepreneurship, skills development and self-employment.

Inclusive financial services will be promoted by continuing to build conducive regulatory frameworks, developing the capacities of financial service providers and providing support to the diversification of financial products.

Main development partners active in the domain include the IFC and EBRD, which provide access to finance services and legislative support. The KfW, EU, AFD, EIB, JICA and USAid provide basic infrastructure and technical assistance. GIZ supports governmental institutions, MSMEs, technical vocational education and training, and energy. The IMF influences the macro-level and legislative framework. The WB helps to provide governmental social safety nets for the poorest, which may be needed following the economic reforms required by the IMF loan agreement. Furthermore,

several UN organisations (e.g. UNIDO, UN-Habitat etc.) are active in inclusive economic development activities.

5.5 Domain 3: Protection and migration

The goal of domain 3 is **to mitigate the risks of irregular migration by enhancing protection services and strengthening the self-reliance of vulnerable groups**. This will be achieved through the following outcomes:

Outcome 3.1: *Strengthened protection of vulnerable migrants through better access to basic protection services, such as psychosocial support and legal aid.*

Outcome 3.2: *Improved self-reliance and socio-economic resilience of vulnerable groups, by providing better access to livelihood opportunities, including income generating activities and microfinance.*

Migration dynamics in the region and the new Egyptian legislation combating irregular migration and human smuggling have created a momentum for Switzerland to formulate an innovative strategic approach and provide further support to the GoE. This programme will be designed and launched in the first year of the strategy, and will be in line with the regional and international dialogues in which Egypt has been playing a leading role. In the spirit of the Khartoum and Rabat Processes (tripartite partnerships among northern and sub-Saharan countries), Switzerland will support concerted action and policies, and aim to develop a regional programme for the protection of migrants along migration routes. Synergies with projects funded under the EUTF for

Session to raise awareness on the risks of irregular migration conducted as part of a Swiss project.

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Switzerland supports favourable framework conditions for SMEs in Egypt.

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Africa will be sought in order to consolidate efforts in creating alternatives to irregular migration.

Switzerland will continue to work with state and civil society organisations to strengthen protection for vulnerable migrants, including women and unaccompanied minors, with a specific focus on psychosocial support and legal aid. Switzerland also aims to mitigate the risks of irregular migration by enhancing self-reliance and resilience among refugees and migrants through a comprehensive programme of access to finance and by promoting entrepreneurship, implemented through institutional and technical assistance to local partners. Efforts to launch a migration dialogue will be pursued with the aim of addressing all migration issues and challenges in a comprehensive manner. In addition, Switzerland together with like-minded donors will explore the opportunity and relevance for creating a fund for legal aid.

In the area of migration, an important development factor in Egypt is the EUTF. The UNHCR has the mandate to assist the GoE to process asylum seekers and provide protection. While the UNHCR is a key humanitarian partner, the ILO supports resilience for (irregular) migrants and the IOM supports remittances from the diaspora and resettlements. INGOs and local NGOs remain important partners for the implementation of humanitarian and development activities, as well as projects aimed at combating sexual and gender based violence.

5.6 Transversal themes

Gender: Switzerland recognizes that raising education levels and the economic status of women is a prerequisite for (and boost to) national development. UN Women's country report finds that "Egyptian women are constricted by cultural and social norms and conditions which make them poorer, less able to benefit from the rewards and protection of labour markets and burdened by unpaid work." Gender analyses will be conducted for each domain at the start of the 2017-2020 strategy to sharpen the gender lens for programme design. Gender mainstreaming will be applied in planning, designing, implementing and reporting on activities (to the extent possible with gender-disaggregated data), and include robust gender-focused evaluations of implementation processes and outcomes. The OIC will develop, implement and monitor a gender action plan addressing three levels: 1. OIC management (e.g. allocating institutional resources, building expertise, establishing accountability mechanisms); 2. implementing partners (e.g. commitment of partners to mainstreaming gender); and 3. operations (e.g. gender responsiveness of programmes). Switzerland will continue to strengthen women's employment and income, including access to finance. Women and girls will be specifically targeted to benefit from activities in public access to information, litigation initiatives, migration and protection. All policy framework and policy dialogue activities will ensure the participation of women (and girls, if appropriate) in their formulation and as beneficiaries of the policy. Relevant activities may target women alone; others target raising awareness of gender disparities and their impact on national development among both women and men.

Governance: To implement a transformative agenda, Swiss cooperation mainstreams governance including economic governance (transparency, inclusion, participation, accountability mechanisms, access to information) at project level and across the programme. The notion of good governance extends to local governance, constitutional legality including access to justice, reduction of corruption, protection and return of illicit assets. All projects will be designed to sharpen aspects of and enhance capacities for good governance. In policy dialogue, Switzerland will support the GoE and contribute to the efforts of multilateral and bilateral partners to adopt a transformative vision, encouraging decision makers to open the political space for inclusion, increase participation and enable the open production of knowledge to inform policy formulation.

5.7 Strategic guiding principles

Mix of aid modalities: Acknowledging the importance of development effectiveness principles, Switzerland will strive to align its activities with the priorities of Egypt, outlined in reference documents such as the 2030 Egypt Vision and the national constitution. Building on successful experiences and lessons learned from SNAP, Switzerland will work at multiple levels (local, national, and regional) through a variety of instruments and partners: contributions to multilateral agencies and multi-donor funds, bilateral activities, support for governmental structures, civil society and the private sector. This mix of approaches will allow the programme to adapt appropriately to changes in the environment, and increase the effectiveness of Switzerland's engagement. It will also allow Swiss cooperation to be

visible, leverage available funds and build on strong partnerships with strategic like-minded partners. Switzerland will work to maintain a prominent role in donor harmonisation and advocacy, and foster an extensive and diversified network.

Cooperation and synergies among Swiss actors: The coherence of the Swiss portfolio will be reflected in the activities of the Swiss federal actors: SECO, the PD, including the HSD, DIL, SDC and SEM. Shared analysis, synergies and complementarities will be pursued. Cooperation will also be sought whenever possible with Swiss NGOs and the private sector.

Conflict-sensitive programme management (CSPM): Switzerland commits to CSPM in all aspects related to the definition and implementation of the strategy. During project and portfolio design, CSPM principles emphasise activities which bring actors together in a neutral and safe setting. Monitoring of the overall context as well as project activities will be undertaken with a view to conflict sensitivity, as will evaluation of the project with an eye to lessons learned. Political economy analyses to be undertaken as part of project design will contribute to conflict-sensitive programming.

Strategic steering and flexibility: A strategic portfolio approach will guide programme development and implementation. The right combination of focused strategic activities and flexible adaptations will be applied, based on context changes. Flexibility implies revising implementation when necessary while keeping the overall objectives and outcomes firmly in view in order to ensure the effective management of risks and harnessing of opportunities.



Egyptian Dialogue Market Forum to create an exchange platform for local and international dialogue actors operating in Egypt. © Swiss embassy in Egypt

Chapter 6:

Management and strategic steering

6.1 Management

The OIC, part of the Embassy of Switzerland in Egypt, is responsible for the implementation of the 2017-2020 strategy. It monitors progress, takes corrective measures to respond to the changing context and enhances the efficiency of Swiss co-operation activities. It capitalises on and promotes lessons learned, and engages in regular dialogue with the relevant Egyptian authorities.

Given the contextual challenges and security risks, Swiss cooperation follows an iterative programming cycle over a medium to long-term engagement with strategic consolidation of the portfolio. Staff and partner safety and security are ensured to the extent possible by adhering to FDFA security policy. In-house capacities are strengthened to ensure continuous context monitoring and conflict-sensitive programme management principles are strictly applied.

6.2 Strategic steering

Strategic steering and flexible programming are achieved through continuous analysis of the context and results as the basis for any necessary adjustments to the portfolio management.

Context analysis: The OIC applies an integrated set of tools to monitor changes in the environment, taking advantage of the diversity of views afforded by a multiple-agency office and related sets of partnerships. These diverse views ensure robust internal analyses of the political, social and economic circumstances in which the 2017-2020 strategy is implemented. The monitoring system for development-relevant changes (MERV) and the annual report document with context and results monitoring are the basis for joint (SDC, SECO, DP/HSD, SEM) reporting to headquarters. Together with the regular political and economic reporting by the embassy, the MERV helps the OIC to make timely adjustments to its activities.

Analysis of results: The results framework (see Annex 3) sets out the goals and objectives of the 2017-2020 strategy. Achievements of outcomes measured against the results framework are documented in the annual report and its management response, drawing from evidence of progress reports, field visits, partner dialogue, end-of-phase reviews and national statistics. The results framework indicators reflect the Aggregated Report Indicators (ARIs) adopted by Switzerland to monitor its contribution to reach the SDGs. The analysis of the achievements against indicators helps to provide information on the need to adapt or reorient projects.

6.3 Financial management and human resources

The indicative overall budget for the 2017-2020 strategy is CHF 86 million, distributed across the domains as follows: D1 CHF 12.25 million (14%), D2 CHF 66.75 million (78%), and D3 CHF 7 million (8%). These figures are for planning purposes only, to be confirmed on a yearly basis upon Swiss Parliament's approval of the annual budget.

The human resources of the OIC will remain stable, with the exception of Domain 3, Protection and migration, where the programme will be led by a national programme manager instead of a Swiss staff member.



Annex 1: Map of Egypt



Annex 2: Synopsis of Swiss Cooperation Strategy

Partner country priorities		
Domain 1: Democratic processes and human rights	Domain 2: Inclusive sustainable economic growth and employment	Domain 3: Protection and migration
<p>By 2030, Egypt is a fair and interdependent society characterised by equal economic, social and political rights, and opportunities to realise social inclusion. A society that supports its citizens' right to participation based on efficiency and according to law, encouraging social mobility based on skills. A society that provides protection and support to marginalised and vulnerable groups.</p> <p>Egypt's 2030 Sustainable Development Strategy (SDS), Fifth pillar: Social justice</p>	<p>By 2030, the Egyptian economy is a balanced, knowledge based, competitive, diversified market economy, characterised by a stable macroeconomic environment, capable of achieving sustainable growth. An active global player responding to international developments, maximising value added, generating decent and productive jobs, and a real GDP per capita reaching high middle income countries level.</p> <p>Egypt's 2030 Sustainable Development Strategy (SDS), First pillar: Economic development</p>	<p>To protect the most vulnerable groups at risk of exploitation/smuggling through the establishment of the National Referral Mechanism</p> <p>Priority goal of the National Council to Combat and Prevent Illegal Migration under the Strategy to Combat Illegal Migration (2016-2026)</p> <p>Combating and Preventing Illegal Migration through the support of all elements of comprehensive development – economic, social and cultural.</p> <p>Strategic vision of the National Council to Combat and Prevent Illegal Migration under the Strategy to Combat Illegal Migration (2016-2026)</p>
Swiss Programme – Impact		
To contribute to Egypt's development efforts towards inclusive and responsive governance through enhanced accountability, citizens' participation and strengthened human rights.	To contribute to sustainable and inclusive economic development in order to foster resilience in an integrated global economy.	To mitigate the risks of irregular migration by enhancing protection services and strengthening the self-reliance of vulnerable groups.
Swiss Programme – Action lines		
<ol style="list-style-type: none"> Enhanced capacities of state institutions and civil society to collaborate and foster participation, transparency and accountability measures. Strengthened human rights through improved capacities of actors to effectively litigate, document and advocate for legal reforms. Improved transboundary collaboration among Nile basin communities to transform water conflicts, identify CBMs and foster the sustainability of their shared ecosystem. 	<ol style="list-style-type: none"> Improved access to sustainable basic infrastructure services and inclusive urban development. Increased resilience of the economy generating more and better jobs through a more competitive private sector. More inclusive financial services and improved business environment. 	<ol style="list-style-type: none"> Strengthened protection of vulnerable migrants through better access to basic services, such as psychosocial support and legal aid. Improved self-reliance and socio-economic resilience of vulnerable groups, by providing better access to livelihood opportunities, including income generating activities and microfinance.

Swiss Programme – Fields of observation		
<ul style="list-style-type: none"> • Receptiveness of Egyptian authorities and state institutions to public input • Level and quality of public monitoring of state institutions • Level and quality of public participation in policy definition • Respect of human rights including women's rights • Legal framework for civil society organisations and INGOs 	<ul style="list-style-type: none"> • Improvement of public infrastructure and management of (scarce) resources • Employment trends • Creation of jobs and generation of income in general and for youth, women and disadvantaged regions in particular • Creation and sustainability of MSMEs • International competitiveness and investment climate • Economic reform and public financial management 	<ul style="list-style-type: none"> • Delivery of basic services to particularly vulnerable persons • Credible and competent civil society actors • Migration dialogue • Quality of migration legislation • Quality of migration management by state authorities • Frameworks for formal migration opportunities

Annex 3: Results framework

Domain 1: Democratic processes and human rights		
Objective: To contribute to Egypt's transition towards democratic governance through enhanced accountability, citizens' participation and strengthened human rights.		
(1) Swiss portfolio outcomes	(2) Contribution of Swiss programme	(3) Country development or humanitarian outcomes
<p>Outcome 1.1 Enhanced capacities of state institutions and civil society to collaborate and foster participation, transparency and accountability measures.</p> <p><i>Indicator:</i> ARI GO1: (local) authorities informed citizens transparently, involving them in decision-making processes and considering their interests in (local) development. Baseline: TBD in 2017</p>	<p>Through Switzerland's support, the capacities of agents of change (both state and non-state actors) are reinforced.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> Transparency in the formulation and implementation of public policies empowers citizens to demand protection of their rights and access social services. Combined cooperation with civil society and independent state institutions has a high likelihood to achieve impact. <p>Opportunities:</p> <ul style="list-style-type: none"> There is a growing appetite for enhancing dialogue capacities among civil society actors to influence decision-making at both local and national levels. There is a high public interest and need for better access to information. Avenues for cooperation are initiated by drivers of change in some independent state institutions. <p>Risk:</p> <ul style="list-style-type: none"> Civil society is prevented from working in this field, leaving (too) few qualified partners for implementation. Harsh security approaches to VE and terrorism in Egypt and in the region contributes to further narrowing down of public space and participation. 	<p>Outcome 1.1</p> <ul style="list-style-type: none"> Sustainable Development Goals 16.7 (participatory decision-making), 16.10 (access to information), 17.9 (international support for capacity building), 17.7 (effective public, public-private and civil society partnerships) 17.18 (reliable data) 16.3 (access to justice), 16.5 (reduction of corruption), 16.6 (effective institutions) Egypt's 2030 Sustainable Development Strategy (SDS), Fifth pillar: Social justice By 2030, Egypt is a fair and interdependent society characterised by equal economic, social and political rights, and opportunities to realise social inclusion. A society that supports its citizens' right to participation based on efficiency and according to law, encouraging social mobility based on skills. A society that provides protection and support to marginalised and vulnerable groups. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> Confidence in government indicator: current value: 60%, 2020 target: 70% Egyptian Constitution Article 87: Citizen participation in public life The participation of citizens in public life is a national duty. Every citizen has the right to vote, run in elections, and express their opinion in referendums. The law shall regulate the exercise of these rights. Performance of these duties may be exempted in cases specified by the law. SDS Fourth pillar: Transparency and efficient government institutions An efficient and effective public administration sector managing state resources, with transparency, fairness and flexibility, subject to accountability, maximizing citizens' satisfaction and responding to their needs.

		<p>Indicators:</p> <ul style="list-style-type: none"> • Government efficiency (score) current value:20, 2020 target: 50 • Open government: current value:0.44, 2020 target: 0.5 • Anti-corruption: current value: 35, 2020 target: 50 • Transparency in policymaking: current value:3.9, 2020 target: 4
<p>Outcome 1.2 Strengthened human rights through improved capacities of actors to effectively litigate, document and advocate for legal reforms.</p> <p><i>Indicator:</i> ARI HR1: Number of initiatives and policies developed in the field of protecting human rights. Baseline: TBD in 2017</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> • Increasingly guaranteed basic social and economic rights of citizens leads to improved relations between citizens and the state. • There is still room for actors to work to incrementally strengthen human rights in Egypt. <p>Opportunities:</p> <ul style="list-style-type: none"> • Switzerland is perceived by the wide spectrum of human rights defenders for being one of the most reliable and credible actors in supporting human rights efforts in Egypt. • Readiness among several stakeholders to jointly elaborate dealing with the past strategy. • Avenues to engage with para-state institutions (e.g. Egyptian bar association, human rights council) exist. <p>Risks:</p> <ul style="list-style-type: none"> • Human rights defenders operate under a limited political environment. • There is a tendency on the side of CSOs to rush processes with more concern for speed over sustainability. 	<ul style="list-style-type: none"> • Egyptian Constitution Article 241: Transitional justice In its first session after the enforcement of this Constitution, the House of Representatives commits to issuing a transitional justice law that ensures revealing the truth, accountability, proposing frameworks for national reconciliation, and compensating victims, in accordance with international standards. • Article 93: International agreements and conventions The state is committed to the agreements, covenants and international conventions of human rights that were ratified by Egypt. They have the force of law after publication in accordance with the specified circumstances.
<p>Outcome 1.3 Improved transboundary collaboration among Nile basin communities to transform water conflicts, to identify CBMs and to foster the sustainability of their shared ecosystem.</p> <p><i>Indicator:</i> ARI W1: yy international/regional norms, global/regional policies and political processes developed in the field of water Baseline: TBD in 2017</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> • The emergence of an increasingly collaborative civil society in the 11 states of the Nile Basin can contribute to enhancing government cooperation on water management in the Nile Basin. • There is a need to support the emergence of a culture of shared citizen responsibility, knowledge and artistic collaboration, creating grassroots incentives and increased citizen demand for transboundary cooperation at the political level. <p>Opportunities:</p> <ul style="list-style-type: none"> • Switzerland has consistent interest and engagement in the area of water governance in the Nile Basin countries. <p>Risks:</p> <ul style="list-style-type: none"> • Lack of commitment and ownership of the idea of a commonly shared Nile Basin culture. 	<p>Egyptian Constitution Article 44: The Nile</p> <p>The state commits to protecting the Nile River, maintaining Egypt's historic rights thereto, rationalising and maximising its benefits, not wasting its water or polluting it. The state commits to protecting its mineral water, to adopting methods appropriate to achieve water safety, and to supporting scientific research in this field. Every citizen has the right to enjoy the Nile River. It is prohibited to encroach upon it or to harm the river environment. The state guarantees to remove encroachments thereon. The foregoing is regulated by law.</p>

(4) Fields of activity (Swiss programme)

Outcome 1.1: Enhanced capacities of state institutions and civil society to collaborate and foster participation, transparency and accountability measures

- Providing capacity development and infrastructure support needed to upgrade the internal management and governance system of state institutions
- Enhancing citizens' legal awareness and support access to the judiciary.
- Initiating a principled, goal-oriented, inclusive citizen observation of elections, including in-depth exposure to regional good practices in partner organisations during different stages of the electoral observation cycle.
- Providing platforms for dialogue, conflict transformation and consultation on public policy issues.
- Enhancing the quality, analysis or use of public information for public policy purposes.

Outcome 1.2: Strengthened human rights in Egypt and improved capacities of actors to effectively litigate, document and advocate for legal reforms

- Strengthening capacities of human rights defenders and improving their resilience and ability to work in a more results and impact oriented manner.

Outcome 1.3: Improved transboundary collaboration among Nile basin communities to transform water conflicts, identify confidence-building measures (CBMs) and foster the sustainability of their shared ecosystem

- Creating networks of civil society by means of strengthening commonalities through dialogue, arts and knowledge.

Gender: Gender mainstreaming will be applied in the conceptualisation, planning and reporting phases of all the different activities to ensure the mutual reinforcement between gender sensitivity and elements of democratic governance. Possible entry points can be summarised as follows:

- Supporting the participation of women in the process design and implementation across the programme activities (indicators disaggregated by gender/ARI GO1).

Governance: For Domain 1 governance is not only a transversal theme but also a strategic goal. Governance principles, in particular transparency, accountability, participation, rule of law and respect for human rights will be mainstreamed across the different fields of activity.

(5) Resources, partnerships (Swiss programme)

Indicative budget 2017-2020: SDC – SC CHF 10.25 million; HSD CHF 2 million.

Possible partners: Regional and local civil society organisations, independent state and para-state institutions.

Human resources: Human security adviser and 2 national programme officers

Donor coordination: Development Partners Group (Switzerland is co-chair of the thematic group on democratic governance).

Partnerships: Conflict and Human Rights Network, DDLGN

(6) Management/performance results, including indicators (Swiss programme), see chapter 6 of CS

Domain 2: Inclusive sustainable economic growth and employment

Objective: To contribute to sustainable and inclusive economic development in order to foster resilience in an integrated global economy

(1) Swiss portfolio outcomes	(2) Contribution of Swiss programme Describe how (1) contributes to (3), add what could help and what might hinder	(3) Country development or humanitarian outcomes
<p>Outcome 2.1 Improved access to sustainable basic infrastructure services and inclusive urban development.</p> <p><i>Indicators:</i></p> <ol style="list-style-type: none"> 1. Number of inhabitants benefiting from sustainable urban development projects Baseline: 0 Target value: TBD in 2017 2. Number of persons with access to better (basic) services Baseline: TBD in 2017\$ Target value: TBD in 2017 3. Measures for improving capacity development Baseline and target values to be defined in 2017 	<p>Through Switzerland's support, access to basic infrastructure service along with improved employment, increased access to financial services, and an improved business environment will contribute to a more inclusive and resilient Egyptian economy.</p> <p>Assumptions: (<i>applies to all three outcomes</i>)</p> <ul style="list-style-type: none"> • The Egyptian economy implements a substantial part of the reform agenda to avoid dysfunctionality and insolvency. • Key stakeholders are willing to engage with development partners. <p>Opportunities:</p> <ul style="list-style-type: none"> • Fields of activity are aligned with the government's priorities and should foster better utilisation of natural resources and protection of the environment. • Increased public infrastructure investments and strengthening of institutions operating the infrastructure should provide better and sustainable services. <p>Risks:</p> <ul style="list-style-type: none"> • Highly concentrated population and rapid population growth will put further strain on the country's natural resources especially land, water and energy. • Poorly enforced regulations, lack of coherent plans and limited capacities of institutions to deal with urban growth may constitute a challenge. • Delayed programme implementation due to approval process and clearances. • Lack of conducive (regulatory) environment. 	<p>Outcome 2.1</p> <ul style="list-style-type: none"> • Egypt's 2030 Sustainable Development Strategy (SDS), Ninth pillar: Environment The environment is integrated in all economic sectors to preserve natural resources and support their efficient use and investment, while ensuring the next generation's rights. A clean, safe and healthy environment leading to diversified production resources and economic activities supporting competitiveness, providing new jobs, eliminating poverty and achieving social justice. • Tenth pillar: Urban development A balanced spatial development management of land and resources to accommodate population and improve the quality of their lives. • Fifth pillar: Social justice By 2030, Egypt is a fair and interdependent society characterised by equal economic, social and political rights and opportunities to realise social inclusion. A society that supports its citizens' right to participation based on efficiency and according to law, encouraging social mobility based on skills. A society that provides protection, and support to marginalised and vulnerable groups. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> • Percentage of municipal solid waste regularly collected and managed in a suitable manner baseline 20%, target 40% • Percentage of hazardous waste safely disposed (treatment, recycling, final disposal) baseline 7%, target 30% • Percentage of loss in water transfer networks baseline 15%, target less than 10% • Percentage of population with access to sanitation, baseline 50%, target 70% • Percentage of population with access to safe drinking water, baseline 90%, target 95%

<p>Outcome 2.2 Increased resilience of the economy generating more and better jobs through a more competitive private sector.</p> <p><i>Indicators:</i></p> <ol style="list-style-type: none"> 1. Number of jobs created and retained (disaggregated by gender and where applicable age) Baseline: 0, target value tbd in 2017 2. Number of persons (disaggregated by gender and where applicable age and location) undergoing training or continuing education (entrepreneurs, producers, staff) Baseline: 0, target value tbd in 2017 3. ARI E1: Yy people (M/F) with increased income in agriculture and small and middle-sized enterprises Baseline: 0, target value tbd in 2017 	<p>Through Switzerland's support, improved access to skills development for people and to markets for goods will create more and better jobs.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> • See Outcome 2.1 <p>Opportunities :</p> <ul style="list-style-type: none"> • The large size of the Egyptian market provides opportunities and potential. • Rise in demand for skilled labour that matches market needs. • Creating job opportunities is at top of the political agenda as it is key to social and political stability. Agriculture and agribusiness activities comprise one of the largest segments of workers engaged in Egypt's economic activities. <p>Risks :</p> <ul style="list-style-type: none"> • Low economic growth rate unable to absorb the growing number of youth entering the job market. • An uncertain business regulatory environment due to uneven enforcement, lack of clarity and overlapping regulatory frameworks which negatively affects entrepreneurs and SMEs. • Agriculture sector has been constrained by land fragmentation, water scarcity, poor market access, and failure to diversify into more profitable crops. • Egypt's export basket is undiversified and consists mainly of low value-added products. Additionally, beyond the border trade obstacles are substantial. 	<p>Outcome 2.2</p> <ul style="list-style-type: none"> • SDS First pillar: Economic development. By 2030, the Egyptian economy is a balanced, knowledge based, competitive, diversified market economy, characterised by a stable macroeconomic environment, capable of achieving sustainable growth. An active global player responding to international developments, maximising value added, generating decent and productive jobs, and a real GDP per capita reaching high middle income countries level. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> • Poverty headcount ratio at national poverty lines, Baseline: 26.3 %, 2020 target: 23 % • Global competitiveness index (baseline/present: 116, target by 2020: 90 %) • Unemployment rate, Baseline: 12.8 %, target by 2020: 10 % • Female labour force participation rate, Baseline: 22.8 %, target by 2020: 25 % • Total trade (goods and services as percentage of GDP), Baseline : 37 %, target by 2020: 45 % • Ratio of private sector contribution to GDP, Baseline: 60%, 2020 target: 65 %
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<p>Outcome 2.3 More inclusive financial services and improved business environment.</p> <p><i>Indicators:</i></p> <p>1. Number of companies with access to capital Baseline: TBD Target value: 160'000</p> <p>ARI E2: yy persons (M/F) gained access to formal financial service (savings, insurance, loan, leasing, payment and transfer services, etc.) Baseline: tbd in 2017 Target: tbd in 2017</p> <p>2. Measures for improving public financial management Baseline: tbd in 2017 Target: tbd in 2017</p>	<p>Through Switzerland's support, transparent resource mobilisation and reliable public financial management, access to long-term capital conduce to an improved business environment.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> • See outcome 2.1 <p>Opportunities:</p> <ul style="list-style-type: none"> • Some positive steps have been taken by the government to tackle important structural challenges including subsidy reform and improving and broadening the narrow tax base. The government also drafted a medium debt management strategy. • Increased market demand for financial services especially for VSEs and SMEs. • Private sector (active/interested in the financial inclusion sector) interest to tap into new market segments. • Authorities having financial inclusion as a priority. <p>Risks :</p> <ul style="list-style-type: none"> • Lack of conducive (regulatory) environment. • Slow/lack of enactment of policy changes. • Changes in the policies are not enforced and/or do not lead to the desired results and/or are construed for the benefit of advantageous groups. • Noninclusive reform processes. • Weak public governance and capacities of public institutions. 	<p>Outcome 2.3</p> <ul style="list-style-type: none"> • SDS First pillar: Economic development (see 2.2) • SDS Fourth pillar: Transparency and efficient government institutions An efficient and effective public sector managing state resources with transparency, fairness and flexibility. Subject to accountability, maximising citizens' satisfaction and responsibility to their needs. • SDS Fifth pillar: Social justice (see 2.1) <p>Indicators (selected):</p> <ul style="list-style-type: none"> • Adults with an account at a formal institution (by gender) • Adults with an account at a formal institution (by rural/urban) • Saved at a financial institution in the past year (% of population 15+) • Loan from a financial institution in the past year (% of population 15+) • Government efficiency (baseline/present:20, target/2020:50) • Transparency in policymaking (baseline/present:3.9, target/2020:4) • Favouritism in government decision-making process (baseline/present:3.7, target/2020:3.9) • Improved business environment as per the annual WB Doing Business report. Number of simplified procedures and direct compliance cost savings as per WB methodology.
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(4) Fields of activity (Swiss programme)

Outcome 2.1: Improved access to sustainable basic infrastructure services and inclusive urban development

Reliable basic public services and integrated urban development

This will be achieved through:

- Service provision and delivery for basic services such as water, waste water, solid waste management, and urban development, rehabilitation of tertiary irrigation canals and potentially energy efficiency and renewable energy improvements.
- Contribution to a balanced spatial development, management of land and resources to accommodate population growth and improve their quality of life.
- Institutional capacity building and technical assistance.
- Policy dialogue.
- Community awareness.

Outcome 2.2: Increased resilience of the economy generating more and better jobs through a more competitive private sector

Dynamic entrepreneurship, strengthened skills and flexible labour market, greater international competitiveness of SMEs and facilitated market access, and resource-efficient private sector

This will be achieved through:

- Greater (inter)national competitiveness of SMEs and better access to markets.
- Skills development for employment.
- Enhanced market efficiency and competitiveness of priority value chains.
- Pro-employment market development.
- Institutional capacity building and technical assistance.
- Community awareness.

Outcome 2.3: More inclusive financial services and improved business environment

Transparent resource mobilisation and reliable public financial management, access to long-term capital, and an efficient business environment

This will be achieved through:

- Supporting regulatory, institutional and legal reforms that promote a more conducive, inclusive business environment and investment climate as well as reforms that promote financial inclusion.
- Supporting regulatory, institutional and legal reforms that promote macroeconomic stability and improved public financial management.
- Institutional strengthening and capacity building.
- Financial product diversification.
- Technical assistance.
- Financial education.

Gender: Gender mainstreaming will continue to be applied in planning, designing, implementing and reporting on (with gender disaggregated data, to the extent possible) activities. Possible entry points can be summarised as follows:

- Promoting inclusive financial services tailored to the needs of women and men respectively/equally (ARI E2).
- Ensuring that quality basic infrastructure services consider the needs of men and women equally while reducing the workload on girls and women in their daily chores (ARI E1)
- Promoting the representation of women in respective local affiliations.
- Offering employment and income opportunities specifically to women, especially young women, and to supporting women's working conditions and their improved access to markets in particular. Special focus will be dedicated to women's economic empowerment.
- Addressing women's needs in integrated urban development measures.

Governance: To implement a transformative agenda, Swiss cooperation mainstreams governance (transparency, inclusion, participation, accountability mechanisms, access to information) at project level and across the programme. Possible entry points can be summarised as follows:

- Inducing policy changes: awareness-raising activities aimed at modifying individual or collective behaviours.
- Providing space for dialogue and supporting stakeholders to advocate for policy and community norms changes through platforms and pilots projects.
- Improving the governance of already existing systems, institutions, organisations and groups.

(5) Resources, partnerships (Swiss programme)

Indicative budget 2017-2020: SDC – SC CHF 16.75 million.

SECO estimated budget: CHF 50 million

Human resources: head of domain 2, 3 national programme officers and 1 field coordinator

Possible partners:

KFW, GIZ, AFD, EBRD, EIB, Egyptian Water and Waste Water Company, ILO, Private Sector, Ministry of Finance, World Bank, IFC, IMF, AfDB, civil society organisations, Egyptian Financial Supervisory Authority/Central Bank of Egypt, Finance in Motion

Partnerships: SDC networks on water, employment and income generation, gender

Donor coordination: Development Partners Groups on: SMEs, macroeconomic support, urban development, gender

(6) Management/performance results, including indicators (Swiss programme), see chapter 6 of CS

Domain 3: Protection and migration

Objective: To mitigate the risks of irregular migration through enhancing protection services and strengthening the self-reliance of vulnerable groups.

(1) Swiss portfolio outcomes	(2) Contribution of Swiss programme Describe how (1) contributes to (3), add what could help and what might hinder	(3) Country development or humanitarian outcomes
<p>Outcome 3.1 Strengthened protection of vulnerable migrants through better access to basic services, such as psychosocial support and legal aid.</p> <p><i>Indicators:</i></p> <ol style="list-style-type: none"> 1. ARI G1. Number of the target beneficiaries (M/F) including persons subjected to physical, sexual or psychological violence, having received adequate basic services (health, education, legal and psychosocial assistance, housing, food and non-food items etc.) disaggregated by gender and age. 2. ARI HA4. Number of target beneficiaries (M/F) reached by at least five NGOs and INGOs, and who receive adequate support, i.e. inside and outside detention centres, which contributed to the improved protection. <p>Baseline and target value to be determined in 2017 (including data on women's participation and data on migrants and refugees).</p>	<p>Through Switzerland's engagement, support to protection services is coordinated better among international partners and protection of vulnerable migrants remains on the agenda of the GoE.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> • Creating partnerships among multilateral, international and local partners is key for bridging the gap in terms of vulnerable persons' needs, as well as for advocating for enhanced protection while providing capacity building to local actors. This will align with the agreements, covenants and international conventions on human rights that Egypt has signed and ratified. <p>Opportunities:</p> <ul style="list-style-type: none"> • Protection is an undermet need in Egypt. Switzerland plays a role in filling this gap. The programme targets the most marginalised groups including host communities affected by the socio-economic burden migrant flows create. The programme works towards enhancing coexistence between migrant and host communities as a means of reducing the risk of conflict eruption. • In light of the shrinking number of local actors, Switzerland contributes to strengthening existing capacities and helps attract new players in service provision for vulnerable migrants. • Switzerland brings (field) expertise to monitoring migration flows among relevant state and non-state actors and supports advocacy efforts in line with like-minded donors regarding protection of vulnerable groups. 	<p>Outcome 3.1</p> <ul style="list-style-type: none"> • Sustainable Development Goals 8.8 (decent work for all workers including migrant workers), 10.7 (facilitate safe, orderly, regular and responsible migration and mobility), 16.2 (end trafficking and violence)). • The state is committed to the agreements, covenants and international conventions on human rights that have been ratified by Egypt. They have the force of law after publication in accordance with the specified circumstances. (Source: Article 93 of the 2014 Constitution: International agreements and conventions). • "To protect the most vulnerable groups at risk of exploitation/smuggling through the establishment of the National Referral Mechanism." (Source: Priority goal of the National Council to Combat and Prevent Illegal Migration under the Strategy to Combat Illegal Migration (2016-2026)). • "Appropriate measures and actions to be taken by the country to protect the rights of smuggled migrants. The examples of smuggled migrants' rights include their right to life, humanitarian treatment, provision of healthcare, physical, moral, and psychological safety, right to privacy, and raising awareness of their right to get legal assistance, with special attention to women and children..." (Source: summary of draft anti-smuggling law).

	<p>Risks:</p> <ul style="list-style-type: none"> • Limited capacities of the local service providers. • Host communities exhibiting resistance to the support provided to migrants and refugees leading to potential conflict. • Government is reluctant to engage on migration issues. <ul style="list-style-type: none"> • The state shall guarantee the protection of the victim and shall work to create the appropriate conditions for their assistance, health, psychological, educational and social care, and rehabilitation and reintegration into society, within the framework of liberty and human dignity, as well as their return to their homeland in an expeditious and safe manner, if they were a foreigner or a non-permanent resident in the state (Source: Article 22 of anti-trafficking law 64 of 2010) <p><i>Indicators:</i></p> <ul style="list-style-type: none"> • Number of migrants and refugees accessing public health and education system • A national referral mechanism for protection of victims of trafficking (VoTs) is drafted • Number of cases of deportation (refoulement) • Number of released refugees from detention • Number of prosecuted traffickers and smugglers • A mechanism for the protection of refugee children within existing national bodies (NCCM) is in place <p>Baseline 2016 and target value 2020 to be determined (including data on women's participation and data on migrants and refugees)</p>
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Outcome 3.2

Improved self-reliance and socio-economic resilience of vulnerable groups by providing better access to livelihood opportunities including income generating activities and microfinance.

Indicators:

1. ARI EV3. Number of vulnerable migrants and host communities, (among them at least 40% young people: 15-24 years old) who gained access to vocational skills training and entrepreneurial support and who gained access to self-employment (disaggregated by gender, age and refugee status).
2. ARI HA2. Number of households reached in emergency humanitarian situation that were able, with acquired skills and inputs, to cover their most urgent needs.

Baseline and target value to be determined in 2017 (including data on women's participation and data on migrants and refugees)

Switzerland's support contributes to better living conditions for vulnerable groups, which in turn makes irregular migration less attractive.

Assumptions:

- Switzerland supports multilateral, international and national partners to increase the capacity of vulnerable groups to become more self-reliant hence creating alternatives to irregular migration.
- Switzerland contributes to the national outcome by strengthening national institutions especially the entities focusing on youth at risk of irregular migration.

Opportunities:

- Such contributions come in line with the agreed upon action plan under the Khartoum Process leading up to the Valetta summit. Switzerland is also aligned with the Emergency Trust Fund for Africa (EUTF) resulting from Valetta which aims to "tackle the causes of destabilisation, forced displacement and irregular migration [...] by promoting resilience, economic and equal opportunities, security and development and addressing human rights abuses."

Risks:

- Non-functional markets hinder the ability of vulnerable groups to engage in sustainable livelihoods activities.
- New legislations or public policies prevent migrants and refugees from practicing any type of activity in Egypt.
- Limited capacities of local service providers on livelihood activities (microfinance and grant-making).
- Domestic security concerns become the highest national priority as opposed to reducing irregular migration flows.

Outcome 3.2

- Sustainable Development Goals 8.8 (decent work for all workers including migrant workers), 10.7 (facilitate safe, orderly, regular and responsible migration and mobility), 16.2 (end trafficking and violence))
- "Combating and preventing illegal migration through the support of all elements of comprehensive development – economic, social and cultural". (Source: Strategic vision of the National Council to Combat and Prevent Illegal Migration under the Strategy to Combat Illegal Migration (2016-2026))
- To coordinate the implementation of pilot projects aimed at supporting technical education, creating new job opportunities/ funding small enterprises (Source: Planned activities of the National Council to Combat and Prevent Illegal Migration under the Strategy to Combat Illegal Migration (2016-2026))
- Cooperation between the SFD and NC-CPIM to create new job opportunities for vulnerable youths and their families (Source: Action plan for the steering committee meeting of the Horn of Africa Migration Route Initiative-Khartoum Process).

Indicators:

- A government-led National Action Plan (NAP) with a rights-based component is published and implemented in coordination with relevant government and non-governmental actors
- Baseline (2015): NAP is being drafted under the National Committee to Combat and Prevent Irregular Migration
- Target (2020): Relevant government entities continue to maintain the rights-based component in future NAPs/strategies concerning illegal migration
- Number of government bodies that are engaged in the creation of livelihood opportunities for vulnerable groups at risk of irregular migration
- Cooperation within ministries and key stakeholders to develop and improve the legislative framework

Baseline 2016 and target value 2020 to be determined (including data on women's participation and data on migrants and refugees)

(4) Fields of activity (Swiss programme)

Outcome 3.1: Strengthened protection of vulnerable migrants through better access to basic services, such as psychosocial support and legal aid

- Provision of basic protection services (health, education, legal and psychosocial assistance, housing, food and non-food items etc.) will remain key to assisting vulnerable groups moving along the migration route. The programme will adapt to the rising needs and gaps and will exhibit flexibility upon shifting routes.
- Support to national institutions to reinforce legal framework and services to improve migration management and protection for vulnerable migrants.
- Building local capacities and strengthening advocacy skills to ensure continuation of effective service provision upon completion of programme.
- Swiss cooperation will maintain humanitarian advocacy within donor platforms (Switzerland co-chair of DPG thematic group on migration and protection).

Outcome 3.2: Improved self-reliance and socio-economic resilience of vulnerable groups by providing better access to livelihood opportunities including income generating activities and microfinance

- Through entrepreneurship training and skills development, vulnerable groups at risk of irregular migration will be provided with alternatives to enhance their local integration and self-reliance.
- The actions will be aligned to the government's and donors' priorities (Valetta process), looking for complementarities especially at the local and regional level.

Gender: Based on in-depth gender analysis, gender mainstreaming will be applied in planning, designing, implementing and reporting on (with gender segregated data, to the extent possible) activities. Possible entry points can be summarised as follows:

- Contributing to eliminating all forms of violence against migrant women and girls including trafficking and sexual exploitation (ARI G1).
- Supporting the socio-economic integration of female-headed households among migrants (ARI EV3).

Governance: Possible entry points can be summarised as follows:

institutional development/ capacity building of services providers servicing migrants aimed at improving protection of migrants and increasing number of migrant beneficiaries through more efficient services

(5) Resources, partnerships (Swiss programme)

Indicative budget 2017-2020: SDC – SC CHF 4 million; SDC – HA CHF 2.2 million; GPMD CHF 0.3 million; SEM CHF 0.5 million

Partnerships: Development Partners Migration and Protection Thematic Group, Migration Network

Human Resources: Responsibility of D3 will be localised. Secondments as in the previous phase will be used to help achieve foreseen outcomes.

Partners: IOM, UNHCR, INGOs, NGOs

Synergies: There will be synergies between D2 and D3 specifically embedding migrant communities into skills development and economic integration as well as targeting local youth prone to irregular migration.

(6) Management/performance results, including indicators (Swiss programme), see chapter 6 of CS

Annex 4: Context scenarios and programme adaptations

	BEST CASE SCENARIO	BASE CASE SCENARIO (The Cooperation Strategy 2017–2020 is built on this scenario)	WORST CASE SCENARIO
Political and economic conditions	<ul style="list-style-type: none"> Country's sustainable development strategy and economic reforms are implemented and are widely supported by society. Parliament and civil society are actively monitoring the implementation of the country's development strategy. Public order and rule of law is maintained. 	<ul style="list-style-type: none"> Country's sustainable development strategy is in place. Intensified instability in the region leads to strong focus on security locally. Some reforms are implemented partially supported by society. 	<ul style="list-style-type: none"> Implementation of reforms is delayed. Declining economic performance hinders delivery of basic services. Increased migration pressure to Europe with irregular foreign migration through Egypt.
Implications and role of Switzerland	<ul style="list-style-type: none"> Switzerland continues its cooperation and explores opportunities for budget support to the government. Stay engaged and mid-term programming. 	<ul style="list-style-type: none"> Switzerland seeks exchange with government and non-government actors at national and sub-national levels. Stay engaged while being flexible to adapt fields of activity. 	<ul style="list-style-type: none"> Scale down Swiss cooperation. Activities may stop. Switzerland engages with humanitarian partners and through multilateral actors.

Annex 5: Financial planning

Planned allocations by actor/source of funds (in CHF million)

Actor/source of funds	2017	2018	2019	2020	Total 2017-2020	% Total 2017-2020
SDC Development Fund	6.20	7.65	8.60	8.55	31.00	36.05%
SDC Humanitarian Fund	0.55	0.55	0.55	0.55	2.20	2.56%
SDC Global Programme Migration and Development	0.15	0.10	0.05	0.00	0.30	0.35%
HSD	0.50	0.50	0.50	0.50	2.00	2.33%
SECO	11.00	13.50	13.50	12.00	50.00	58.14%
SEM	0.00	0.25	0.15	0.10	0.50	0.58%
Total	18.40	22.55	23.35	21.70	86.00	100%

Planned allocations by domain

Domains of cooperation	2017-2020 in CHF	2017-2020 in %
Domain 1: Democratic processes and human rights	12.25	14.24%
Domain 2: Inclusive sustainable economic growth and employment	66.75	77.62%
Domain 3: Protection and migration	7.00	8.14%
Total	86.00	100%

Comments

- All figures are indicative and conditional to yearly allocations.
Figures do not detail annex activities such as global credit or small-scale actions.
- SECO figures refer to commitments not disbursements.

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