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Swiss Agency for Development
and Cooperation SDC

SDC

Medium-Term Programme

North Korea 2012–14



Brief description

Switzerland has a long, successful history of humanitarian and development aid in North Korea. Through its uninterrupted presence since 1995 and the quality of its programmes, the SDC has built up a major level of trust and earned an excellent reputation within the country.

The special regional development programme in North Korea will be discontinued at the end of 2011 in accordance with the Federal Council's Message on countries of the South in March 2008. Humanitarian aid in North Korea, however, was not affected. In

October 2011, the switch from regional development to humanitarian aid (HA) was completed.

The planned humanitarian aid engagement is presented in this 2012–2014 medium-term programme. I am convinced that a humanitarian aid programme can be implemented based on the proposed strategy, which will play a key role in improving the difficult humanitarian situation of the suffering population in North Korea. They deserve a sign of solidarity from Switzerland. Switzerland's humanitarian tradition makes this an obligation.

Bern, December 2011

Swiss Agency for Development and Cooperation (SDC)



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Executive Summary

North Korea's loss of trading partners in the former Eastern bloc since the 1990s, combined with natural disasters and outdated structures, have brought the economy to its knees. Moreover, the country is politically and economically isolated due to its nuclear and ballistic missiles programme. Foreign trade is reduced to a minimum, and a general lack of resources is crippling industry and agriculture; North Korea can no longer feed its population on its own. The humanitarian situation has dramatically deteriorated in recent years (including chronic malnutrition which affects approx. 25% of the population according to the WFP).

Strategic approach for humanitarian aid: The programme strategy for the HA engagement in North Korea is needs-oriented. The approach is in line with the national development priorities and contributes to achieving MDGs 1, 3, 4, 6 and 7 (see Annex D). The action lines are closely connected and synergies can be exploited:

Area A – Public Health with the action lines for Wat/San measures to prevent illnesses caused by unclean water and to combat infant malnutrition.

Malnutrition is a problem (according to UNICEF, approx. 20% of infants are undernourished). The delivery of milk powder by Switzerland makes a relevant contribution to combating malnutrition, particularly among the most vulnerable members of the population.

The majority of illnesses is because of poor drinking water supplies. Improving **drinking water supplies** and waste water management is the most effective way to combat illnesses related to diarrhoea, and has a direct impact on the health of broad sections of the population.

Area B – food security and environmental protection with the action lines improvement of farming methods and conservation measures for sloping lands, as well as protection against erosion.

Continuation of the existing successful **Sloping Land Management** project (improvement in sloping land management and erosion protection) will immediately improve the food security for vulnerable rural populations. The project combats erosion and promotes reforestation and biodiversity. Due to the programme concept and the constellation of involved partners (Ministry of Land and Environmental Protection – MoLEP), SLM is an ideal means of supplementing environmental protection through improved food and income security.

Supporting measures: Support contribution to the ICRC and training of hospital staff.

North Korea's health system is incapable of providing basic medical care to the population. Financial contributions to the ICRC will systematically support the latter's efforts to achieve a comprehensive **rehabilitation of health infrastructures** (provincial hospitals) and provide training for medical staff.

The planned budget for the medium-term programme amounts to approx. CHF 5 million per year.

1 Context

1.1 Political context

According to its constitution, North Korea is a **socialist state**. At the end of the 1970s, the country's Marxist-Leninist stance was officially replaced in the constitution by the "**Juche ideology**" (independence, self-reliance and self-defence) as the DPRK's new world view.

North Korea is increasingly attracting international criticism due to its **violation of human rights**. Important **basic rights** are restricted: For example, there is no freedom of assembly, expression, movement or settlement. International human rights observers are granted little or no access (e.g. **Amnesty International**, **ICRC** or the **UN Special Rapporteur on the Situation of Human Rights**). National **media** are state-controlled, citizens have virtually no access to foreign sources of news, and political opposition is not tolerated.

The **foreign policy situation** is characterised by regular tensions between the two Koreas (e.g. sinking of the South Korean corvette Cheonan and the shots fired at the Yeonpyong Islands in the winter of 2010/11), as well as international sanctions due to North Korea's nuclear programme. The **situation with the country's neighbour, South Korea**, is generally regarded at present as fragile; following the skirmishes in 2010, further military conflicts cannot be fully excluded. There is a slim hope that relations between the neighbours will once more thaw in 2013 if the next presidential elections in South Korea result in a change of government.

Who holds the power?

The North Korean leadership is largely in the hands of the Kim family. Since the death of Kim Il Sung, the position of President is no longer occupied since it is permanently reserved for the "Eternal Leader". After the death of Kim Jong Il on 17 December 2011, his youngest son Kim Jong Un has been appointed the "Great Successor" of the cabinet and army. Back in 2010 Kim Jong Un was made a four-star general of the KPA, Vice Chairman of the **WPK's Central Military Commission** and a member of the **WPK Central Committee**.

Since 2003 China, Russia, the USA, Japan and South Korea have been holding **six-party talks** in a bid to persuade North Korea to give up its nuclear programme. North Korea pulled out of the talks in 2009. An unconditional resumption of the talks, which North Korea supports, must apply equally to all parties. North Korea takes the view that the threat of US nuclear weapons in South Korea and the regular joint US-South Korean military exercises must be reduced. According to current reports, North Korea would only accept a nuclear moratorium if, in return, the sanctions were lifted.

In 2011, under the growing pressure of the current economic and food crises, UN organisations were able to negotiate **better operating conditions** with the government for their work.

1.2 Economic context

Lack of information: Information on the state finances in North Korea is insufficient and incomplete; no reliable socio-economic data is available on which to reliably estimate North Korea's actual situation.

The **loss of former trading partners** in the former Eastern bloc has resulted in a drastic drop in North Korea's production. Moreover, the country is politically and economically isolated due to its **nuclear and ballistic missile programme**. North Korea's foreign trade has declined by more than 50% since 1990 (in 2010 exports amounted to approx. USD 2 billion per year). North Korea has no access to funds from international credit institutions (WB, IMF, ADB) and, because of its **weak export industry**, generates only limited currency for imports. Apart from the two **Special Economic Zones** in Kaesong and Rason, and a third zone opened in mid-2011 near Shinuiju on two islands in the Yalu/Amnok River on the border between North Korea and China, direct foreign investments are rare.

A **general lack of resources** – energy, machinery, spare parts and production materials – is crippling industry and agriculture. At present it is estimated that only 20% of industrial concerns operate effectively. Consumer goods are scarce, the cold-war-era **public infrastructure** is outdated and poorly maintained, and **the lack of transport capacities** is impeding the nationwide distribution of goods and food.

Nuclear and ballistic missile programme:

North Korea declared itself a nuclear power in 2005. Atomic weapon tests were held in 2006 and 2009, to which the UN Security Council responded with sanctions. North Korea's nuclear and ballistic missile programme causes world-wide concern.

North Korea is unable to feed its population from its own **agricultural produce and from imports**, even though 30% of the population works in this sector. **Agriculture** (incl. forestry and fisheries) has been **showing negative growth rates** for years; the contribution to GDP has dropped from 30% to only 20%. **Due to structural problems**, agriculture recorded its lowest production level ever in 2011. In view of food shortages, **economic reforms**, especially in the agriculture sector and the acceptance and promotion of **foreign investments** and large-scale **development aid** will be key factors for improving the economic and the food situation and for raising the standard of living. But this means that the restrictions on work and access conditions for international companies will have to be relaxed.

1.3 Humanitarian context

A quarter of North Korea's population is estimated to be suffering from **chronic food insecurity**, and according to the WFP more than 3 million people are currently suffering from acute **undernourishment and malnutrition**. Children, pregnant and lactating women and the aged are particularly hard hit: 33% of children under the age of 5 have stunted growth, and approx. 28% of lactating and pregnant women are undernourished. The **Global Hunger Index** has dropped by 20% since 1990 and in 2010 stood at just over 19, which is rated "serious".

While **healthcare** is free, the system is unable to meet the medical needs of the population due to

outdated, insufficient infrastructure, a general lack of all kinds of resources and inadequately trained staff, despite a high density of doctors and a general surplus of hospital capacity.

The **water supply** infrastructure is falling into disrepair; although 85% officially have "access to water", in many regions girls and women are obliged to spend several hours a day fetching water. In wide areas of the country, the **water quality** is inadequate to poor. In addition to malnutrition and undernourishment, the poor quality of the water and **inadequate sanitation and hygienic conditions** are responsible for the high child mortality rate; 19% of deaths of children under 5 are attributable to **diarrhoea-related illnesses**.

All important **development indicators** in North Korea have been in gradual decline in recent years; since 1993, **life expectancy** has fallen by more than 6 years to just over 66. **Child and maternal mortality** have fallen to pre-1993 levels, standing today at an alarming 26 out of 1,000 and 77 out of 100,000 live births respectively. **Anaemia** (e.g. among 30% of pregnant women) and **tuberculosis** are (once more) widespread.

Since the beginning of the 1990s the **lack of fuel for burning and heating** (particularly coal), as well as the need for farming land, has led to the massive clearing of North Korea's existing forests, with the related impact on the environment (erosion in particular).

Humanitarian aid priorities:

According to UN's Food Aid, the main priority is on providing massive support for agriculture and on interventions in the health and education sectors. However, humanitarian aid alone – particular in these areas – is largely a matter of combating the symptoms; there is also a major need for long-term economic investment and development support.

Millennium Development Goals:

North Korea will be the only country in the East Asian Pacific region not to achieve MDG 4 (Reduce child mortality rates), MDG 5 (Improve maternal health) and MDG 6 (Combat HIV/AIDS, malaria and other serious diseases).



2 Switzerland's foreign policy objectives and the position of Swiss development cooperation

2.1 Political and economic relations

Foreign policy: Official relations between Switzerland and North Korea are good and stable. As a member of the Neutral Nations Supervisory Commission (NNSC) established by the 1953 Armistice Agreement, Switzerland today has five officers stationed at the inner demarcation line on the South Korean side. Since 2003 Switzerland has engaged in an annual political dialogue with the North Korean Ministry of Foreign Affairs. The Swiss ambassador in Beijing represents Switzerland in North Korea, with support from the SDC programme office in Pyongyang. Foreign-policy cooperation with North Korea is oriented towards the long term.

The North Korean counterpart for the EU/EC, European representations and all European NGOs is the **Korean European Cooperation Coordinating Agency KECCA**, a department within the Ministry of Foreign Affairs (MoFA). KECCA is also the most important North Korean partner for Switzerland, with which programme implementation is coordinated and discussed.

For the UNDP and other international organisations (with the exception of the ICRC), the national partner is the **National Coordinating Committee for UNDP**, also a department of the MoFA. Similar partners exist for North Korea's official contacts with representations and organisations in Africa, Asia and South America.

Economic relations: Economic relations between Switzerland and North Korea are not strongly developed. In 2010, with exports of CHF 3 million, North Korea was ranked 168th (out of 236 states and territories) and 145th in terms of imports (CHF 900,000), showing a slight drop versus the prior year. Since 2010, North Korean partners in the business, legal and financial sectors have been showing a growing interest in business training and trade promotion.

Cooperation basis:

The neutrality principle in practice, good diplomatic relations since 1974 and the high quality of work to date can be viewed as the basis for Switzerland's development policy approach and humanitarian engagement.

Contact with government offices:

All contact with individual ministries takes place via hierarchically lower offices or via the KECCA or NCC. Direct contact between the international aid community and ministers and/or high government officials, members of parliament or party heads are rare if not impossible.

2.2 SDC engagements in North Korea

Start of SDC engagement: The SDC's engagement began in 1995 with a humanitarian contribution to combating famine. Since 1997 the SDC has operated an office in Pyongyang, which has been managed by Regional Cooperation since 2002 as part of the special programme for North Korea.

Thanks to prudent and respectful dealings with official representatives, transparent practices and the trust built up by the Swiss delegation over many years, the SDC has a very good working relationship with the KECCA and with various ministries and, compared to some other organisations, enjoys certain privileges based on trust.

Switzerland's engagement in North Korea attracts international interest and recognition (primarily from China, USA, Japan, Russia, South Korea and the EU). The SDC's engagement is also closely scrutinised and followed in Switzerland by parliament and civil society (aid agencies, media).

2.3 Cooperation with other humanitarian and development policy actors

Of the European representations, Italy and Sweden are engaged alongside Switzerland in development policy or humanitarian activities as **donor countries**. China has the largest foreign representation, and various former Eastern bloc countries are also present.

The **UN country team** (UNCT) in North Korea consists of the UNDP, FAO, UNFPA, UNICEF, WFP and WHO. The country programmes of these UN agencies have been harmonised since 2011 under the **UN Strategic Framework 2011–15**. The ICRC and IFRC are also active in North Korea. OCHA withdrew from North Korea in 2005, and its return from 2012 is currently being negotiated.

UN Strategic Framework:

The UN and the government of North Korea have drawn up a joint strategic framework for 2011–15. The aim of this **UN Strategic Framework** is to support the North Korean government in its efforts to achieve sustainable economic and social development, restore the welfare level to pre-1995 levels, and achieve the MDGs.

The **UN Strategic Framework** covers the following strategically prioritised areas: **1)** Social development; **2)** Partnerships for knowledge and development-Management; **3)** Food/nutrition and **4)** Climate change and environment.

After the expulsion of American NGOs in March 2009 (including World Vision and Mercy Corps) there are now 6 European non-governmental organisations in the country. They are not operating under their own names but under the umbrella name **AidCO** as **European Union Programme Support Units** (EUPS Units 1–5 and 7): Première Urgence, Save the Children, Concern Worldwide, Deutsche Welthungerhilfe, Triangle Génération Humanitaire and Handicap International. The activities of these NGOs are mainly financed by the EU via **AidCO – EuropeAid**. There are no Swiss NGOs in North Korea at the moment. Since 2009 the **UNDP** or its **Resident Coordinator's Office** has been responsible for coordinating the activities of the UN as well as activities between the UN, interested embassies and other international actors. **Inter-Agency MeetingsIAM** are held on a weekly basis.

Following their expulsion **from China** in 2005, various **international NGOs** (e.g. MSF Switzerland and Caritas International) also engage in cross-border activities in North Korea. The **World Agro-forestry Centre (ICRAF)** is important for the SDC as a partner within the SLM project.

Total **Overseas Development Assistance** for North Korea is currently estimated at USD 9 per capita, which is very low compared to other countries similarly affected by food insecurity.

No development aid from the EC: Due to the sanctions imposed on North Korea, the EU/EC operates no official development programme in the country, nor is the **Resident Technical Expert of AidCO** officially regarded as an EC representative, but is merely referred to as a „consultant working for a subcontractor“.



3 SDC results to date

3.1 The SDC special programme up to 2011

The SDC's special development programme in North Korea has been discontinued in accordance with the Federal Council's message on countries of the South in March 2008. However, humanitarian aid in North Korea was not affected by this decision. According to the decision made by the FDFA in February 2010, Switzerland's presence in North Korea is therefore to be continued from 2012 in the form of a humanitarian programme.

The main elements of the SDC's special programme in North Korea are as follows:

Agricultural Support Programme (ASP) with Integrated Crop Management (ICM) and Integrated Pest Management (IPM): Starting in 1998, the main thrust of the SDC's special programme shifted from humanitarian aid to the promotion of sustainable agriculture, among other things by improving and increasing the yield of potato and maize seeds, introducing crop rotation, integrated pest management and livestock integration.

Sloping Land Management (SLM): Since 2004, projects have been run for the sustainable use of sloping land at risk from erosion. In addition to agricultural production, the projects also provided technical and business training to encourage and support product processing and marketing.

Capacity Building: The lack of expertise in implementing economic reforms is to be addressed by means of targeted training courses, held locally, in Switzerland or in third-party countries. One of the activities is a modular business course at the **Pyongyang Business School (PBS)**.

Deliver of milk powder to the World Food Programme (WFP) for the purpose of manufacturing **High Energy Food** (since 1995; annual contributions of approx. CHF 3 million from 2006). The food or supplements enriched with milk powder is particularly beneficial for children, old people, pregnant and lactating women.

3.2 Shift from regional cooperation to humanitarian aid

Based on the positive findings (project results, lessons learned, etc.), only Regional Cooperation's successful **Sloping Land Management** project will be continued beyond 2011 as part of the **HA programme** for **food security** and geographically expanded wherever possible.

The SDC/RC has been gradually reducing the financial contribution to the **agricultural components ICM and IPM** in recent years. From the autumn of 2011, a similar follow-up project will be funded and implemented by the EU.

The programme components **Pyongyang Business School and various trainings and study trips abroad** were also discontinued by the SDC/RC in autumn of 2011. Up to now the focus has been on consolidating successful, promising results and transferring the related activities to Korean or international partners.

The continuation of **milk powder deliveries** to the WFP plays an important role in fighting the acute lack of food security, particularly in light of the current humanitarian situation.

3.3 Results of the special programme

Since humanitarian aid has largely realigned the programme and is consequently active in new areas, the results of the special programme are not discussed as part of this 2012–2014 medium-term programme. A final report on the special programme in North Korea, including a presentation of the results, will be drawn up by Regional Cooperation

4 Implications for strategy and implementation

4.1 Building on the experience and strength gained from SDC programmes to date

The strategy for a medium-term humanitarian aid engagement in North Korea must be based on the guidelines of the described context and draw on the experience and strengths which have characterised the SDC's engagement to date:

Thanks to the SDC's long presence in the region, coupled with good diplomatic relations, **sound relationships and contacts with the North Korean government** have been forged.

The **quality and innovativeness** of Swiss project work is highly respected and commended by the authorities.

The SDC has built up a **high level of trust** with its national and international partners, founded on its many years of **engagement, transparency, reliability and all-round expertise in implementation**¹.

The **experience acquired in the development area** provide the basis for applying innovative HA approaches. To achieve an impact, however, the medium-term engagement must also contain a **long-term outlook**.

¹ This is reflected, for example in the SLM project which is to be continued by HA, in the high level of motivation to cooperation on the part of local implementation partners (MoLEP) and user groups .

Despite contradictions in various areas of conflict, the SDC/HA will continue to exert a **tangible impact on the suffering population** thanks to an HA programme tailored to their specific needs. Accordingly, the decision to retain a presence in North Korea is correct.

4.2 Scenarios and principles governing cooperation

The current view is that North Korea is a **totalitarian state with a relatively high level of internal stability**. Unrest or revolution in North Korea is relatively unlikely in the near future. The **system is not currently expected to implode**, despite justifiable speculation regarding the long term consequences of the transfer of power which took place in December 2011.

However, a "soft" opening up of the country in terms of adjusting the economy to permit controlled markets is possible, not least due to the economic and humanitarian emergency. Improved conditions of employment for members of the international humanitarian aid community are also conceivable. At present there are no indications of supplementary **transformation processes** such as those being carried out in China.

On the other hand, the country's **foreign policy relations** must be regarded as precarious, and the regional **context viewed as conflict-laden**. Further provocation between North and South Korea has the potential to escalate, at which point the Great Powers (USA and China) are likely to step in to prevent any major military confrontation.

The HA medium-term programme in North Korea was based on the **status quo as the country takes some steps towards opening up**, enabling a longer-term implementation outlook to be integrated in the HA medium-term engagement as a scenario for promoting development. However, the medium-term programme's strategic thrust is founded on pragmatism and allows sufficient room for a flexible response to enable programmes to be adjusted to address any possible deterioration in the context. The following four principles serve as a planning aid and delineate the orientation and action framework for designing and implementing the programmes:

- **Conflict-sensitive project management:** In view of the afore-mentioned political, humanitarian and structural tensions in North Korea, the critical view taken by third parties of Switzerland's presence and the need for a fair, humanitarian approach, a conflict-sensitive project and risk management system is of paramount importance.
- **Linking Relief, Rehabilitation & Development (LRRD approach):** The current engagement of the SDC/HA is a balanced mix of programmes aimed at humanitarian objectives and medium- to long-term improvements for the population, **hardware versus software**, and the joint, coordinated discussion of problem areas at the local and national level.
- **Transition:** The work of the HA is guided by cooperation with partners aimed at improving the resilience of those affected by the programme, and the sustained alignment of its commitment to medium- to long-term needs. In doing so, the HA lays the foundations for an effective transition from HA activities to the possible future resumption of the programme by Regional Cooperation.
- **Identifying, fostering and strengthening favourable opportunities:** Projects such as the SLM project which have proved successful to date will be continued. However, it is important that **windows of opportunity** be identified, exploited and enhanced.

4.3 Operational context and boundary conditions for bilateral cooperation

The conditions governing cooperation in North Korea are unique, and apply equally to all international actors. Technically, the country is in a persistent state of emergency and the government accords top priority to national security (army-first policy), with state planning controls accorded secondary priority. Only in recent months, and with a view to achieving the targets which by law had to be reached by the 100th

anniversary of Kim Il Sung's birth in 2012, has there been talk of an "economy first" policy.

By trust-building and negotiation processes, international actors can improve employment conditions as well as access to the affected population in accordance with the "**no access – no aid**" principle. For its part, the government sometimes makes access dependent on the financial scope of the engagement. The regions for programme activities of international organisations, including SDC activities, as well as the **beneficiaries**, are largely selected and determined by the government in line with its own priorities. Normally, **project implementation and monitoring** is the responsibility of the national employees of the ministry in question. As a rule, SDC staff cannot monitor projects independently according to SDC M&E standards.

Access to statistics or more generally to the government's information system is granted on a restrictive basis. The UN endeavours to support the **Central Bureau of Statistics** through **capacity building**, in order to improve the data base for programme planning. The 2008 national census, which also received substantial support from the SDC, is one of the first visible successes of these measures. For the HA programme this means that reasonable basic data for programme planning, implementation and assessment (M&E) will only be made available with difficulty. Due to the aforementioned M&E cuts, reporting in the context of the medium-term programme will also present a challenge for the SDC office in Pyongyang.

«7 day notification rule»

For years, M&E activities have been subject to a "7-day notification rule" under which every project visit has to be requested from and approved by the government KECCA or NCC. Recently this 7-day notification deadline has been frequently relaxed, and permits are often now granted even within 48 hours.

5 Strategic focus of the HA programme in North Korea

The medium-term programme focuses on the real needs of the population, the comparative strengths of the SDC, and the strategic frameworks of the government and the international community. The targets were defined with a view to achieving a balance between short-term humanitarian objectives and medium- to long-range improvements for the population.

5.1 Visions and objectives

The vision of a relevant HA engagement in North Korea is based on the one hand on the conviction that HA can make a significant contribution to improving the lives of the suffering population of North Korea, and on the other hand on the experience that, by deploying targeted resources, it is possible even in North Korea to identify ways of ensuring the sustainable use of limited natural resources and protecting the environment.

The objectives are needs-oriented:

- Improved **food and income security and measures to combat malnutrition**
- Improved **water supply and waste water management**
- Improved **land and environmental protection**

The objectives are closely linked and generate synergies; **transversal objectives** and themes are taken into account.

The medium-term programme **target group** primarily covers rural and low-income populations (pensioners and unemployed factory workers). The main beneficiaries of the milk powder programme are infants and young mothers across the country.

5.2 Intervention areas and action lines

The objectives are to be achieved through action lines in the following two **intervention areas**:

Area A: Public Health with the action lines for Wat/San measures to prevent illnesses caused by unclean water and to combat infant malnutrition.

The majority of illnesses are attributable to poor drinking water supplies. The equipment is old and poorly maintained. In many locations, residents have started to dig wells next to the buildings, but this

Congruence with national objectives and MDGs:

The objectives formulated for the HA programme comply with North Korean national development priorities No. 1, 2 and 4, as set forth in the **Strategic Framework for the Cooperation between the United Nations and the Government of the DPRK 2011–15**. The objectives of the HA programme are also based on MDGs No. 1, 3, 4, 6 and 7 (Annex D).

solution is less than optimal since the pre-existent water quality is often poor. Improving the **drinking water supply** (better access and quality) and **waste water management** either through direct HA action or in conjunction with partner organisations will – at limited financial cost – have an immediate positive effect on the nutritional status of broad sections of the population, since combating diarrhoea-related illnesses can prevent the loss of valuable calories, vitamins and trace elements. At the same time it offers an efficient and effective way of reducing child and maternal mortality rates.

Malnutrition is a problem (according to UNICEF, approx. 20% of infants are undernourished). The **delivery of milk powder** by Switzerland makes a relevant contribution to combatting malnutrition, particularly among the most vulnerable members of the population.

Area B: Food security and land and environmental protection with the action lines improvements in farming methods on sloping lands and protection against erosion.

Malnutrition and undernourishment is a recurring or chronic, and hence urgent, problem for broad sections of North Korea's population – and has been for more than 15 years.

The aim of the **Sloping Land Management** project is to bring about an immediate improvement in the nutritional status of rural populations (quantity, quality and diversity of food) who have little or no access to cooperative-based agricultural production (e.g. families of factory workers and miners, widows and pensioners) and are dependent on the public food distribution system.

Food scarcity is forcing people in rural areas to farm slopes and the steepest of terrain using the simplest

of tools and with no knowledge of farming methods. The result is widespread deforestation and erosion, increasing the risk of natural disasters.

The aim of the SLM project is to prevent **erosion**, strongly encourage reforestation and biodiversity, and increase the quantity and quality of food production. The project ideally combines land protection with environmental protection by improving nutrition and food security.

Additional measures via a support contribution to the ICRC: North Korea's health system is incapable of providing basic medical care to the population. Infrastructure and medical staff training are insufficient. Yet a comprehensive rehabilitation of the healthcare system is costly and calls for a long-term engagement in order to ensure its sustainability, hence direct action by HA in this area is excluded. However, HA can make financial contributions to the ICRC to systematically support the latter's efforts to achieve a comprehensive **rehabilitation of health infrastructures** (provincial hospitals) and provide training for medical staff.

5.3 Geographical Focus

Due to the restrictions on mobility for project visits and the priorities set by the government in project areas, the HA programme area for direct actions focuses in an initial phase on the region south-east of Pyongyang, which largely corresponds to the SLM project area (see map, Annex E). In a subsequent phase, talks will be held with the government with a view to extending the project area. The programme to combat malnutrition among children and young mothers is implemented across the country (in eight out of eleven provinces) by the WFP.



6 Implementation of the medium-term programme in North Korea

6.1 Cooperation and partner organisations

Area A – Public Health: Drinking water supplies are implemented in selected regions as a direct HA action in conjunction with the MoCM and the local People’s Committees.

UNICEF, WHO and WFP are involved as UN contacts and coordination partners. Various international NGOs as well as the IFRC have already acquired experience in rehabilitating drinking water supplies. Milk powder will continue to be delivered directly to the WFP and processed locally to produce high-value, high-energy food and additives. WFP will be assisted by an SHA expert on secondment.

Area B – Food security and land and environmental protection: The SLM project will be carried out in cooperation with the Ministry for Land and Environmental Protection (MoLEP). INGO ICRAF is responsible for backstopping and training modules (training the trainers). The SDC acts as a forerunner in this project, and the aim of this project approach is to work with other international actors to penetrate new project areas.

Emergency aid measures: In the event of social crises or environmental disasters, there are provisions for emergency aid in order to save lives and meet the basic needs of victims. SHA experts can be deployed to implement these measures as and when required.

Empowerment High priority is accorded to social, legal, economic and cultural empowerment for the target population and North Korean partners. Moreover, this engagement can also establish contacts to official representatives of North Korea, who are of paramount importance for the purposes of medium- to long-term co-operation. Power relationships within the social groups are taken into consideration in the SDC’s strategic and operational decisions.

Gender Mainstreaming Equal opportunities for men and women must be guaranteed in all areas and based on concrete goals. These are consistently pursued by the partners.

Suitable partners are also selected on a case-by-case basis, with the priority on multilateral organisations due to their high logistical capacities.

6.2 Implementation modalities

The SDC will continue to engage in **direct actions** in North Korea, while also working with bilateral project assistance (mandate for backstopping or partnership with INGOs). Bilateral programme support via multilateral organisations (Multi-Bi) will remain the main implementation modality for combating malnutrition. If necessary, secondments can be provided for this engagement. The programme implementation is based on the principles and approaches of conflict-sensitive project management.

Alliances with other donors, both for the political dialogue and for project implementation, will continue to be explored. This will allow synergies to be exploited, duplication prevented and generate benefits from the exchange of knowledge. At the programme level, the relevant actors will be involved in **planning and decision processes:** a requirement which is also consistently imposed on partner organisations. The emphasis is on the coordination role played by state actors.

Disaster Risk Reduction, i.e. increasing resistance or reducing vulnerability to natural disasters, will be taken into account in the programmes and supported by the relevant measures. DDR measures are a fixed component of the SLM project.

6.3 Financial and human resources

The annual budget for the 2012–2014 medium-term programme amounts to between CHF 5 and 6 million, depending on the conditions governing the humanitarian context. By implementing the two intervention areas of the HA programme, the SDC can achieve a relevant impact with modest resources and a balanced programme mix between **hardware and software**, since the authorities and population will make their own significant contribution (labour, planning and coordination). Moreover, due to the high level of **ownership** and self-initiative, the maintenance and sustainability of investments are guaranteed.



The extremely difficult and restrictive nature of working and living conditions for international personnel in North Korea explains the need for a higher number of staff. HA staff consists of three individuals: A coordinator, a deputy coordinator/programme manager and a programme assistant for admin. & finances, as well as for the costly and time-consuming office and project logistics in North Korea. The local staff of approx. 8 individuals is provided by the Ministry of Foreign Affairs and various other ministries. The Asia and America Department of SDC's Humanitarian Aid is responsible for operational steering and management. In North Korea, the SHA coordinator is responsible for programme implementation and for the programme office in Pyongyang, supported if necessary by the HA officer at the Swiss Embassy in Beijing.

6.4 Exit scenarios after 2014

Four scenarios for the SDC after 2014 can be formulated, depending on how the humanitarian situation develops in North Korea:

- A. The SDC/HA continues to operate humanitarian programmes in North Korea.
- B. The HA remains active in North Korea and carries out additional programmes for RC/GC.
- C. Programme implementation switches from HA to RC.
- D. The SDC/HA withdraws from North Korea following implementation of the 2012/2014 medium-term programme.

The potential scenarios are reviewed and discussed by the involved offices at SDC and the political departments of the FDFA as well as the embassy in Beijing, as part of the mid-term review.

HA-SHA deployment concept 2009–2014

The presence of SHA personnel in the field will achieve an even better impact and thus increase the visibility of the SDC.

Year	Programm Management	Drinking water provision	Milk powder WFP*	Food security and protection of the environment	ICRC	Total
	Area A			Area B		
2011	150'000		4'000'000		500'000	4'650'000
2012	700'000	300'000	3'000'000	500'000	500'000	5'000'000
2013	700'000	750'000	3'000'000	600'000	500'000	5'550'000
2014	700'000	1'000'000	3'000'000	500'000	500'000	5'700'000
Total	2'100'000	2'050'000	9'000'000	1'600'000	1'500'000	16'250'000
Total Cost 2012–2014 (3 years)						32'500'000

*The scope of milk powder deliveries is redefined annually with WFP and is therefore indicative.

7 Monitoring

7.1 Monitoring the medium-term programme

The medium-term programme is monitored according to the SDC's institutionally defined framework and instruments (MTP Monitoring System, Annual Report, Mid Term Review) and is carried out by the programme office in Pyongyang on the basis of the Result Framework. This is done at the following three levels:

General development at country level (country development and humanitarian outcomes): A small number of general development indicators as well as specific indicators for each intervention area are monitored at the national and, where possible, also at the local level. National and international sources serve as the basis

Development-relevant changes (MERV) are not monitored due to the lack of available data and statistics in North Korea.

Swiss development contribution (Swiss portfolio outputs and outcomes): One or two key indicators or proxies per outcome are defined in terms of their impact, drawing on the aforementioned specific indicators, and measured annually to the extent possible. The indicators are based on international standards. Where outcome data are not available, a baseline is used.

Portfolio management and programme office contributions: Within this monitoring field, general activities, commitment management, human resources, instruments, contacts, coordination with other donors and the status quo of project implementation are observed every four months.

7.2 Risk management and security

General risk management is accorded major relevance in North Korea. Close cooperation with other bilateral donors and multilateral organisations is aimed for in order to obtain an ongoing general assessment of the situation.

7.3 Reporting and evaluation

Every year an annual report of the targeted programme results is drawn up based on the MFP objectives. At the midway point of the 2012–2014 medium-term programme, a Mid Term Review is conducted to identify the results achieved to date and provide a basis for programme adjustments, if required.

Annex A: Results Framework /

Domain of Intervention A: Public Health

Overall Objectives (goals): The quality of life of people is significantly improved (MDG 1) & The development of land and environment is sustainable (MDG 7).		
(1) Swiss portfolio outcomes	(2) Contribution of Swiss Programme	(3) Country development or humanitarian outcomes
<p>Outcome A.1: Nutritional status of targeted population (children < 5) has improved & normal physical and cognitive development is assured.</p> <p>Indicators: - % of malnourished children ↘</p> <p>Baseline: - 20% are malnourished children (UNICEF Report 2011)</p>	<p>The supply of high quality milk powder contributes significantly to fight malnutrition in general and the lack of proteins particularly within most vulnerable; babies, children, pregnant and lactating women².</p> <p>Any improvement of water supply systems (access and quality) and waste water management will fight effectively widespread diarrhea and therefore have positive effects on the nutritional situation (loss reduction of calories, vitamins and mineral nutrients) as well as on the health situation of targeted population in general. At the same time, child and maternal mortality will decrease since high percentage of it is due to water borne diseases.</p> <p>Obstacles / Risks: Poor data availability and accuracy on a local and community level in combination with access constraints, will hinder a proper M&E of project performance, progress and results. Lack of funding and/or coordination problems with authorities could hamper project progress and results.</p>	<p>Outcome A.1: Nutritional & health situation of children, pregnant and lactating woman and elderly persons has improved considerably³.</p> <p>Indicators: - Wasting of children below 5 ↘ - Stunting of children below 5 ↘ - Maternal malnutrition ↘</p> <p>Baseline: - Report on nutrition (UNICEF)</p>
<p>Outcome A.2: Access to and utilization of safe drinking water, sanitation and hygiene in SDC project areas has improved.</p> <p>Outcome A.3: Waste water management techniques in selected areas have improved</p> <p>Indicators: - access and quality of drinking water ↗ - % of water borne diseases ↘ - % of coli bacteria in composting plants ↘</p> <p>Baseline: - Quality of water in selected areas</p>	<p>Outcome A.2: Improved access and utilization of safe drinking water, sanitation and hygiene⁴</p> <p>Indicators: - Reduction of morbidity and mortality related to diarrhea and acute respiratory infections. ↘ - % of families requiring to fetch water to meet domestic needs ↘ - % of educational and health facilities within project counties having running water</p> <p>Baseline: - Report on WASH</p>	
<p>(4) Lines of intervention (Swiss Programme): L1: The construction or rehabilitation of water supply systems and waste water management is to be organized with the MoCM and local People's Committees. For coordination purposes, probably UNICEF and WHO are to be included. Some international NGOs already gained experience in water system rehabilitation. This experience is to be validated and capitalized. Outputs: % of drinking/waste water systems rehabilitated; % of water kiosks/water tabs in households</p> <p>L2: Swiss high quality milk powder is delivered to WFP in DPRK and then processed to Cereal Milk Blend (CMB), Corn Soy Milk Blend (CSM), Rice Milk Blend (RMB), and high energy biscuits. Elaborated WFP high protein and high energy products are distributed to most vulnerable to enrich their diet (i.e. to orphanages, kinder gardens, schools, baby homes, pediatric clinics).</p> <p>Outputs: % tons of milk powder delivered, % of children and mothers reached; Secondment deployed to WFP</p> <p>Flanking measures: Financial support to the rehabilitation of public health service infrastructure (at present usually province hospitals) is given to the ICRC. The outcome of ICRC's intervention contributes only indirectly towards the Swiss portfolio outcomes but will provide basic data on population's health situation.</p>		
<p>(5) Resources, partnerships (Swiss Programme): Financial resources per domain (or outcomes) and per period, aspects of partnership (joint results, complementary support, co-financing) and human re-sources.</p>		

2 The delivery of milk powder is a humanitarian intervention of SDC since 1995 and is not meant for sustainability but it may definitively have a long-term impact on children's physical and cognitive development.

3 National Strategic Framework 2011–2015 (UN and Government of DPRK) - Strategic Priority 3: Nutrition

4 National Strategic Framework 2011–2015 (UN and Government of DPRK) - Strategic Priority 1: Social Development – WASH

Annex A: Results Framework /

Domain of Intervention B: Food-Security /

Land and Environmental Protection

Overall Objectives (goals): The quality of life of people is significantly improved (MDG 1) & The development of land and environment is sustainable (MDG 7).		
(1) Swiss portfolio outcomes	(2) Contribution of Swiss Programme	(3) Country development or humanitarian outcomes
<p>Outcome B.1: Food security for targeted population in selected areas has increased and is diversified.</p> <p>Indicators: - Number of SLM user groups ↗ - Dietary diversity ↗ - Average yields for cash-crops ↗ - Availability of staple food ↗</p> <p>Baseline: - 89 user groups in SDC project areas (2011)</p>	<p>Links between (1) and (3): The Sloping Land Management Project improves directly food diversity and food security of targeted population; mostly persons with no or only limited access to the agricultural production of communities' cooperatives (e.g. families of factory and mine workers, widows and pensioners).</p> <p>Additionally, surplus yields and cash crops may be sold to generate income, what improves directly nutritional status and food security of targeted population.</p> <p>The SLM project contributes to reduce the risk of erosion by applying and promoting of agro-forestry techniques. Moreover SLM enriches bio-diversity and links in almost perfect way the aim of environmental protection with food security. The geographic localization in the watersheds and the net-working between UGs contributes to an improved DRR-Management and to mitigate the consequences.</p> <p>Obstacles / Risks: Poor data availability and accuracy on a local and community level in combination with access constraints, will hinder a proper M&E of project performance, progress and results. Lack of funding and/or coordination problems with authorities could hamper project progress and results.</p>	<p>Outcome B.1.1: Improved nutritional status and enhanced re-siliency of communities through food security⁵.</p> <p>Indicators: - Maternal mortality rate ↘ - Infant mortality rate ↘</p> <p>Baseline: - Report on nutrition (UNICEF)</p> <p>Outcome B.1.1: Improved nutritional status and enhanced re-siliency of communities through food security.</p> <p>Indicators: - Dietary diversity ↗ - Average yields for main crops ↗ - Availability of staple food ↗</p> <p>Baseline: - Reports</p> <p>Outcome B.2: Improved national capacities and awareness for environmental protection⁶</p> <p>Indicators: Adoption of agro-forestry techniques in farm management ↗ - part of Universities' training curriculums - policies on national level implemented - incidence of hang slides ↘</p> <p>Baseline: - 1,5 Million hectares of deforested land</p>
<p>(4) Lines of intervention (Swiss Programme): Through the introduction of agro-forestry techniques and the improvement of sloping land management, the SLM user groups contribute to a reduced risk of erosion and to a partial re-forestation of deforested sloping lands. At the same time, livelihood of the beneficiaries is improved and bio-diversity and dietary diversity is enriched. Therefore, the SLM Project links in an ideal manner objectives of land and environmental protection with an improvement of food diversity and food/income security.</p> <p>Outputs: % of new user groups; % of new counties; % of workshops and training sessions</p>		
<p>(5) Resources, partnerships (Swiss Programme): Financial resources per domain (or outcomes) and per period, aspects of partnership (joint results, complementary support, co-financing) and human resources</p>		

5 National Strategic Framework 2011 – 2015 (UN and Government of DPRK) – Strategic Priority 3: Nutrition

6 National Strategic Framework 2011 – 2015 (UN and Government of DPRK) – Strategic Priority 4: Climate Change and Environment

Annex B: 2012–2014 medium-term programme risk assessment

1. ... efficiency and ownership

In both proposed intervention areas of the future programme alignment, the SDC can achieve a relevant impact with modest resources. Moreover, due to the high level of ownership and self-initiative of the authorities and population, maintenance and hence sustainability are likely to be assured.

2. ... various fields of conflict

The SDC operates in various fields of conflict in North Korea. This in itself is not unusual, since it is also the case in other difficult contexts. However, an ongoing and in-depth confrontation with several of these fields of conflict during implementation of the 2012-14 MTP is required not least due to the political exposure and delicacy of an engagement in North Korea (accountability, SDC's own credibility, principles of Good Donorship, etc.).

The following fields of conflict must be taken into account in any in-depth monitoring and discussion: Planned economy versus market economy; democracy versus authoritarian regime; principles (good donorship) versus Take-it-or-Leave-it; individual assistance versus structural aid; technical support versus training; access versus restriction; transparency versus mistrust; private property versus state ownership; legal certainty versus arbitrariness; self-initiative versus state guarantees; material delivery versus conveying visions, models and concepts.

3. ... implementation requirements

Switzerland's engagement in North Korea is monitored internationally (primarily by China, USA, Japan, Russia, South Korea and the EU). The SDC's engagement is also critically monitored in Switzerland by parliament and civil society (aid agencies, media).

At the national level the issue of an open versus a closed society model is pursued with the North Korean authorities with a view to opening up. At the project level, the aim is to find a pragmatic solution between the conflicting priorities of support for individuals versus structures. The goal is therefore to find a balanced mix of intangible (software-) versus tangible (hardware) action lines, i.e. the LRRD approach.

4. ... orientation towards humanitarian needs

The proposed strategic thrust is strictly aligned to the overarching needs of the North Korean population and its government and is based on an analysis of comprehensive documentation by the UN organisations in the country, the experiences of international actors (e.g. NGOs), the SDC/RC's own experiences and the findings of a fact-finding mission in May 2011.

As already mentioned, the proposed strategic thrust is aligned to national development priorities (UN Strategic Framework) and the associated Millennium Development Goals.

The strategic thrust of the medium-term programme was presented to representatives of the KECCA, the MoFA, the MoPH and the MoCM as a future HA engagement in North Korea, and was generally approved.

5. ... partners and human resources

The SDC is extremely well-connected within the international community in North Korea. HA will also be able to draw on this network for its future engagement.

The proposed strategic thrust can be implemented within the capacity limits of the planned staff for the coordination office in Pyongyang. The highest possible continuity of expat personnel is an important criterion; good personal relations are the most important asset for successful work in North Korea – or vice versa: nothing will get done without good relations.

6. ... implementation of direct actions

Due to the official restrictions on mobility for field visits, there is a risk that project implementation / project monitoring will be impeded and access to the project region restricted.

Project implementation envisages a gradual, flexible and pragmatic methodology and will be accompanied by context monitoring in order not only to assess risks but also review possible opportunities for project activities and development on an ongoing basis.

7. ... gender

According to the 2008 UNFPA census, women account for more than 51% of North Korea's population. Gender equality is the norm at the primary and secondary level. But men have better access to higher education (14% of men have studied for a university degree compared to 8% of women). Women represent 53% of the agricultural workforce and dominate the retail industry. While women are well represented in the administration and in parliament, the higher offices are primarily occupied by men.

The strategic thrust contains an important gender component. Expected results of the action lines are heavily biased towards benefits for girls and women:

- Around 90% of members of the SLM project user groups are women. They derive the most benefits from the project results.
- In North Korea, fetching water is primarily the task of girls and women. They benefit directly from improvements in drinking water supplies since this significantly reduces their workload.
- For the 9 months of their pregnancy and the first two years after the birth (the so-called 1,000-day window), pregnant and lactating mothers receive food supplements manufactured using Swiss milk powder.
- Every improvement in drinking water supplies as well as in the health system in general makes a positive contribution to better health for mothers (MDG 5) and reduces both their morbidity and mortality rate.

8. ... DRR

The proposed strategic thrust factors in Disaster Risk Reduction (DRR) concerns. The SLM project directly drives protection against erosion and, in so doing, helps to mitigate risk.

Annex C: Abbreviations

ADB/AEB	Asian Development Bank	KCNA	Korean Central News Agency
AidCO (DG)	European Commission's Directorate General for External Cooperation	KECCA	Korean European Cooperation Coordinating Agency
ASP	Agricultural Support Programme	KFCA	Korean Federation for Care of the Aged
CERF	United Nations Central Emergency Response Fund	KFPD	Korean Federation for Protection of Disabled
CMES	Centre for Mountain Ecosystem Studies (China)	LRRD	Linking Relief, Rehabilitation and Development
DCI	Development Cooperation (financing) Instrument for EU development cooperation	MICS	Multiple Indicator Cluster Survey (UNICEF)
DevCO (DG)	Development & Cooperation of the EC (combination of DG EuropeAid + DG Dev)	MDG	Millennium Development Goal(s)
DESA	United Nations Department of Economic and Social Affairs	MoFA	Ministry of Foreign Affairs
DPRK	Democratic People's Republic of Korea	MoA	Ministry of Agriculture
KPA	Korean People's Army	MoCM	Ministry of City Management
DPRKRC	National Red Cross Society of DPR Korea	MoLEP	Ministry of Land and Environmental Protection
DRR	Disaster Risk Reduction	MoPH	Ministry of Public Health
ECHO (DG)	Humanitarian Aid Department of the European Commission (directorate general)	MSF	Médecin sans frontières/Doctors without frontiers
EC	European Commission	NCC	National Coordination Committee
EDF	European Development Fund	NGO	Non-Governmental Organisation
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific	NNSC	Neutral Nations Supervisory Commission
EU	European Union	OCHA	Office for Coordination of Humanitarian Affairs (UN)
EUPS Unit1	EU Programme Support Unit 1; Première Urgence (France)	PDS	Public Distribution System
EUPS Unit2	EU Programme Support Unit 2; Save the Children (UK)	RC	SDC, Regional Cooperation Department
EUPS Unit3	EU Programme Support Unit 3; Concern Worldwide (Ireland)	RFSA	Rapid food security assessment (WFP)
EUPS Unit4	EU Programme Support Unit 4; Deutsche Welthungerhilfe (formerly German Agro Action)	RZ	SDC, Regional Cooperation Directorate
EUPS Unit5	EU Programme Support Unit 5; Triangle Génération Humanitaire	SCO	Swiss Cooperation Office
EUPS Unit6	Currently vacant	SDC	Swiss Agency for Development and Cooperation
EUPS Unit7	EU Programme Support Unit 7; Handicap International (Belgium)	SLM	Sloping Land Management
FAO	United Nations Food and Agricultural Organization	SHA	Swiss Humanitarian Aid Unit
FMD	Foot and Mouth Disease	UNCT	United Nations Country Team
GZ	SDC, Global Cooperation Directorate	UNDAF	United Nations Development Assistance Framework
HA	SDC, Humanitarian Aid Department	UNDP	United Nations Development Programme
HH	SDC, Humanitarian Aid & SHA Directorate	UNEP	United Nations Environment Programme
ICRAF	International Center for Research in Agroforestry	UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ICRC	International Committee of the Red Cross	UNESCO	United Nations Education, Scientific and Cultural Organization
IFRC	International Federation of Red Cross and Red Crescent Societies	UNFPA	United Nations Population Fund
IMF/IWF	International Monetary Fund	UNICEF	United Nations Children's Fund
IPM	Integrated Pest Management	UNIDO	United Nations Industrial Development Organization
		UNOPS	United Nations Office for Project Services
		UNSC	United Nations Security Council
		UNSF	United Nations Security Force
		WB	World Bank
		WFP	United Nations World Food Program
		WHO	United Nations World Health Program
		WPK	Worker's Party of Korea

Annex D: National Strategic Framework 2011–2015 (UN and Government of DPRK)

Strategic Priority 1: Social Development

- National priority:** Improve the quality of life of people (MDG 1, 3, 4 and 6).
Sustainable development of environment (MDG 7).
- UNSF Outcome:** Improved access to and utilization of essential and quality social services especially within health, education, water and sanitation.
- Outcome 1.1:** **(Health) Improved access and utilization of essential and quality health services at primary and secondary health care level by men, women and children. Policy review;**
- Outcome 1.2: (Education) Improved quality of education and friendliness of school environments in kindergartens, primary and secondary schools.
- Outcome 1.3:** **(WASH) Improved access and utilization of safe drinking water, sanitation and hygiene contributing especially towards the reduction of morbidity and mortality related to diarrhea and acute respiratory infections.**

Strategic Priority 2: Partnerships for Knowledge and Development Management

- National priority:** Improve economic management, develop science and technology and promote foreign trade and investments (MDG 1, 8).
Strengthen knowledge capacity building for sustainable development of the country and people's living standard.
- UNDAF Outcome:** Strengthened national capacities and knowledge management for sustainable economic and industrial development and improved aid effectiveness.
- Outcome 2.1: Strengthened human resources capacity in national institutions for strategic planning and the management of external assistance.
- Outcome 2.2: Strengthened national capacities in sustainable economic development

Strategic Priority 3: Nutrition

- National priority:** Improve the quality of life of people (MDG 1)
- UNSF Outcome:** Improved nutritional status and enhanced resiliency of communities through food security
- Outcome 3.1:** **Improved nutritional status of targeted populations enabling them to lead healthy lives.**
- Outcome 3.2:** **Sustained household food security**

Strategic Priority 4: Climate Change and Environment

- National priority:** Sustainable development of environment (MDG 7)
- UNSF Outcome:** Enhance national capacity in managing, adapting and mitigating climate change; and promote environmental sustainability and cleaner and renewable energy.
- Outcome 4.1:** **Improved national capacities and awareness for environmental protection and waste management.**
- Outcome 4.2:** **Improved national capacities in disaster management and strategies for adaptation and mitigation to climate change**
- Outcome 3:** **Improved local and community management of natural resources**

Annex E: HA Programme Area in North Korea



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