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Swiss Agency for Development
and Cooperation SDC

Cooperation Strategy 2017–2020 for the DPR Korea



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Glossary

Acronym	Definition
CABI	Centre for Agriculture and Biosciences International
CFSAM	Crop and Food Security Assessment Mission
DPRK	Democratic People's Republic of Korea
DSM	Dried Skimmed Milk
EAA	Division Europe-Asia-Americas
EMOP	WFP's Emergency Operations
EUPS	European Union Programme Support Unit
EUPS Unit 2	Save the Children International
EUPS Unit 3	Concern Worldwide
EUPS Unit 4	German Agro Action / Deutsche Welthungerhilfe
EUPS Unit 7	Handicap International
FAO	Food and Agriculture Organisation of the United Nations
FIBL	Forschungsinstitut für biologischen Landbau, Laufenburg
GFS	Gravity Fed System
HA	Humanitarian Aid
HI	Handicap International
ICRC	International Committee of the Red Cross
IFRC	International Federation of the Red Cross and Red Crescent Societies
KECCA	Korean European Cooperation Coordinating Agency
MERV	Monitoring development relevant changes
MoFA	Ministry of Foreign Affairs
MoA	Ministry of Agriculture
MoCM	Ministry of City Management
MoLEP	Ministry of Land and Environment Protection
MTP	Medium Term Programme
NGO	Non-Governmental Organisation
NNSC	Neutral Nations Supervisory Commission
NPO	National Programme Officer
PC	People's Committee
PDS	Public Distribution System
PRRO	WFP's Protracted Relief and Recovery Operations
RMB	Rice Milk Blend
ROK	Republic of Korea (South Korea)
SAS	State Academy of Sciences
SDC	Swiss Agency for Development and Cooperation
SDC/HA	Swiss Agency for Development and Cooperation – Humanitarian Aid
SDC/SC	Swiss Agency for Development and Cooperation – South Cooperation
SECO	Swiss State Secretariat for Economic Affairs
SLDM	Sustainable Livelihood and Disaster Mitigation
SLM	Sloping Land Management
SPO	Swiss Programme Office (in Pyongyang)
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme of the United Nations
WHO	World Health Organisation of the United Nations
YPO	Yearly Plan of Operation

Introduction

SDC has been active in the DPRK since 1995. After its initial humanitarian response to the mid-90s famine, the responsibility of Switzerland's engagement was passed to South Cooperation in 2002 who managed a special development programme for ten years. In 2011, Swiss presence was reconstituted as a humanitarian aid programme. SDC's uninterrupted presence over the last 20 years and the quality of the various projects implemented in that period have permitted SDC to build a reputation as a dependable partner to national and international counterparts operating in the DPRK.

This new Cooperation Strategy covers the period 2017–2020 and replaces the previous Midterm Programme, which ended in December 2016. In accordance with Swiss values, it stipulates a sequel to the humanitarian aid programme of the last five years on terms where Switzerland will continue to champion the needs of vulnerable communities and make a substantial contribution to addressing the humanitarian plight of the distressed population of the DPRK.



1 Context Analysis

1.1 Overview

Humanitarian situation and challenges: The DPRK represents a protracted and in many ways forgotten humanitarian situation that affects a clear majority of its population of 25 million. 70% are classed as being food insecure, nearly 2 million children and mothers are in need of specialised food to address basic nutritional needs, and almost 30% of under-five year-olds are affected by stunting. Only one third of pregnant and nursing women are regarded as having acceptable consumptions of food¹. Poverty and food shortages continue to generate malnutrition on a massive scale; the country still has an annual shortfall in the production of cereals of 15–20%. Inadequate access to drinking water and poor sanitation and hygiene practices contribute to a high incidence of water-borne diseases and infant mortality. Over 350,000 pregnant women are constantly at severe risk of life-threatening situations, such as obstetric complications due to poor health care services. The population of the DPRK does not have the resources to cope with any future major crisis, and disaster preparedness is at best rudimentary. As a result, exceptional weather situations quickly invoke catastrophe with unyielding frequency and harshness, while flood, drought, erosion and landslides further weaken coping mechanisms.

Economic and social development: Despite gradual improvements in agricultural productivity since the famine of the 1990s, needs continue to outstrip supply, and harvests remain highly susceptible to climatic events such as drought and flood. The country struggles to secure the energy resources to sustain what industries it has, which is only compounded by an overdependence on China as the dominant trading partner. As a result, the spectre of the next humanitarian crisis is never far over the horizon. The government's current five-year plan officially prioritises agricultural production and energy supply. Nutritionally, most people depend on the

so-called 'Public Distribution System' (PDS) that represents a national rationing system for staple foods. Nevertheless, people are forced to cope with shortfalls in supply by supplementing their diets through informal trade, food foraging in fields and forests, crofting on areas outside the perimeters of collective farms, and the use of kitchen gardens. While this works for rural populations, urban dwellers are generally more dependent on the PDS.

Political developments: Technically, the two Koreas remain at war, despite the 1953 armistice. The inner-Korean border is one of the most heavily fortified areas in the world with a substantiated potential for military escalation and miscalculation. This is exacerbated by the ebb and flow of the competing political blocks' political rhetoric. Regular joint military manoeuvres by the USA and South Korea have drawn the ire of the DPRK which labels them as a threat to its sovereignty, and in some instances, an act of war. The DPRK's relations with its neighbours have deteriorated in the wake of recent missile launches and nuclear tests, and the DPRK has been saddled with increasingly severe economic sanctions, most lately, the UN Security Council Resolutions 2270 and 2321. The verdict is still out on how these latest sanctions will affect the country's economic, political and social life. Despite being sanction-exempt, humanitarian aid delivery may yet suffer as a collateral consequence of trade restrictions.

Human rights: The DPRK is repeatedly in the cross-hairs of the international community for gross violations of basic human rights. The DPRK is adamant that human rights are respected, but has prevented foreigners visiting contentious areas of the country, notably the UN-special rapporteur on Human Rights in the DPRK. Although the UN Human Rights Council has passed a series of resolutions condemning the DPRK, more robust international action against the country's elite have been blocked by China and Russia in the UN Security Council.

¹ See WFP Quarterly Monitoring Report, 1st Quarter 2016

1.2 Evolution and scenarios

Often classed as a fragile context, the DPRK's political and economic condition might equally be described as 'brittle'. As the political course of the coming years is imponderable, it is reasonable to broadly assume a constancy of domestic circumstances until the end of the decade, at least for programmatic purposes. However, the international political developments on the Korean peninsula could trigger donor disengagement that would choke funding for UN organisations working in the country, or a drastic external shock might precipitate a wider scope for humanitarian action by forcing authorities to be more cooperative.



2 Swiss foreign policy objectives and other humanitarian agencies

2.1 Switzerland's foreign policy objectives

Political objectives: The strategic objectives of Switzerland's foreign policy towards the DPRK have not changed over the last years. As a member of the Neutral Nations Supervisory Commission (NNSC)², Switzerland, along with Sweden, continues to maintain its presence in the Demilitarised Zone on the inner-Korean border at Panmunjeom. Although the DPRK does not currently participate in the NNSC mechanism, Switzerland does nevertheless demonstrate its strict neutrality in military matters and availability of its "Good Office" if or when this becomes useful to the parties involved. Switzerland has made it abundantly clear that she could be a vehicle and venue for high-level talks in the same way as she was during the 2015 international negotiations with Iran, and has also extended invitations to all members of the currently mothballed Six-Party Talks to engage in track-2 dialogue in Switzerland.

Economic objectives: While the trade of goods and services with South Korea is of central importance to Swiss foreign policy on the Korean Peninsula and Switzerland recently ratified a landmark free-trade agreement with China, economic ties with the DPRK are insignificant. The Swiss State Secretariat for Economic Affairs (SECO) reports that Swiss exports to the DPRK in 2015 totalled CHF 9 million. The humanitarian milk powder deliveries accounted for more than half of this. Strict economic sanctions on all luxury items and goods which might be used for military purposes and the development/production of nuclear weapons mean that there is little basis for promoting trade of any sort between the two countries. Accordingly, SECO categorically sees no positive room for engagement in pursuit of economic cooperation in the foreseeable future.

Humanitarian Aid: Switzerland's humanitarian engagement is fully embedded in the Swiss Foreign Policy Strategy 2016-19 and the new Dispatch on Switzerland's International Cooperation 2017-2020. However, while humanitarian aid is certainly a *feature* of Swiss foreign policy, it is not an *instrument*, since it is purely needs-directed and rejects any political conditionality. Also, Swiss Humanitarian Aid in the DPRK – in step with humanitarian principles – insists on indiscriminate and free access to project areas and recipient populations within the scope of prevailing political constraints. A policy of incremental improvements is being pursued, mainly in the form of access based on criteria of vulnerability. The SDC Programme Office in Pyongyang is affiliated to the Swiss Embassy in Beijing. Although foremostly an operative unit in nature, it also serves diplomatic purposes and carries out rudimentary representational functions.

² 2014 marked the 40-year anniversary of diplomatic relationships between Switzerland and the DPRK.

2.2 Other humanitarian actors in the DPRK

The humanitarian landscape in Pyongyang is anything other than crowded. While a small number of countries such as Sweden, Italy, Russia and China do also fund bilateral aid projects, only Switzerland maintains an operational programme office that is involved in direct project implementation. The DPRK imposes stringent conditions on the handful of non-state, foreign organisations working in the country. These include the obligation to accept staff seconded to them by North Korean authorities, investment thresholds to maintain a continuous presence, and restrictions on movement and operational areas. The foreign staff of the smaller ones are thus permitted to enter the country only iteratively, compelling organisations to leave operations in the hands of local organisations, which makes accountability difficult. There are no national NGOs in the usual sense of the word with the possible exception of the Korean Red Cross, with whom the ICRC and the IFRC are obliged to cooperate. An overview of international humanitarian actors can be provided as follows:

- › Multilateral organisations: A number of multilateral organisations such as WFP, UNDP, UNICEF, WHO, UNFPA, FAO, CABI, IFRC and ICRC currently operate with a stationary presence in the country. Of these, WFP is easily the largest, and all others to some degree depend on the WFP's infrastructure and services to maintain their operational abilities.
- › Swiss INGOs: Only a few private Swiss organisations are currently active in the DPRK. Faith-based AGAPE International is engaged in the topical areas of food security and renewable energy. FIBL and CABI Switzerland (although not strictly an NGO) support the DPRK Ministry of Agriculture's efforts to address food security challenges by enhancing technical capacities.
- › Non-Swiss INGOs: A small array of INGOs such as Welthungerhilfe, Première Urgence, Concern Worldwide and Handicap International have operated in the DPRK for a number of years, although only a handful are big enough to maintain a constant presence. The government requires them to run under country-specific names (such as those from Europe simply being referred to as numbered 'EU Programme Support Units', e.g. 'EUPS 5').



3 Switzerland's presence in the DPRK and results

3.1 Switzerland's presence to date

SDC has been active in the DPRK since 1995. After its initial humanitarian response to the mid-90s famine, the engagement continued under the lead of South Cooperation (SDC/SC) in 2002, before reverting back to Humanitarian Aid (SDC/HA) in 2011 after a parliamentary decision³ was taken for SDC/SC to exit the DPRK. This led to the development of a programme that was purely humanitarian in nature, and truly neutral towards the political system in its logic.

SDC's current, humanitarian engagement is governed by the Medium-Term Programme 2012–2014 (MTP) which was prolonged until the end of 2016 due to the constancy of the operational environment. It's main components consist of Sloping Land Management (SLM), which was carried over from the SDC/SC portfolio and combined with disaster risk reduction (DRR), the new initiative 'WASH' (Water, Sanitation and Hygiene), and the delivery of dried skimmed milk to the WFP. To date, SDC/HA's humanitarian programme has improved the well-being and livelihood outlook for tens of thou-

sands people in rural areas by introducing them to agroforestry interventions and connecting them to local markets; tens of thousands of people have gained access to potable water, sanitation and hygiene; and nearly one million children and mothers have received supercereals infused with Swiss milk which is an essential contribution to ensuring that communities are not crippled by the long-term effects of malnutrition and poor health for decades to come.

On current record, the Swiss Humanitarian Aid programme in the DPRK is clearly achieving its intended objectives as defined in the MTP 2012–16. SDC/HA has earned the trust of the governmental ministries with which is in partnership, not least by its way of operating its programmes and the outcomes that are evidently benefitting the the targeted populations.

³ See Motion 06.3804 by National Councillor G. Pfister, mooted 20/12/06, adopted 13/06/08 (NR) and 18/09/08 (SR).



3.2 Results of SDC's engagement

An approximate overview of the salient results can be offered per domain of intervention as follows:

Domain Public Health: Launched in 2012, the 'WASH' programme had established water and sanitation services to 65,000 people by the end of 2016. More than 10,000 beneficiaries use the 1,500 improved pit latrines installed. Communities and local authorities are taking more direct responsibility for operation & maintenance and propagating hygiene practices. Switzerland has continued to provide basic nutritional support, especially in the form of dried skimmed milk (DSM) supplementation, to nearly 1 million young children and pregnant or lactating mothers in every single year of the current strategy. For many, the few grams of milk powder per recipient and day is enough to raise survival rates, prevent health complications and stave off stunting and malnutrition. The delivery, processing and distribution of supercereals is monitored by the WFP.

Domain Food Security and Environmental Protection: The 'Sloping Land Management' programme (SLM), pioneered by SDC/SC from 2004 onwards, has come of age over the last four years. The number of SLM user groups increased from 19 to 220 (covering 2,200 ha) during the current MTP 2012–2016, and many other groups have emulated the applied agroforestry techniques. Originally designed 'only' to facilitate crofting on sloped land, SLM contributes significantly to families' food diversity, and surplus products are now also traded on local markets. Legal provisions have been enacted

that formalise the access of SLM user groups to sloped land and their independent use of harvests, and the state has developed a plan to put more than 300,000 ha of land under the use of agroforestry user groups. This represents a welcome systemic change resulting from the programme that has created more space for community-directed livelihood strategies.

3.3 Constraints and problems faced

Although there is enough information to establish the programme's success, it is nevertheless challenging to monitor its full nutritional impact on beneficiaries and track how know-how and good practice are propagated. It is not only a challenge to SDC/HA but to all international actors present in the DPRK.

The DPRK's context is arguably unique in that it combines what might be called a 'protracted crisis' with an exceptionally strong state. This has forced SDC/HA to continually reconsider its modalities and concepts and concentrate on its humanitarian mandate. In doing so, DRR has been fostered as a thematic emphasis and has reached a point at which it can be used to build synergies between the various spatial interventions and establish an integrated and coherent approach to Food Security and WASH, which is focussed on communities. Another thematic area deserving greater attention is Protection, or the enhancement of the wellbeing of vulnerable groups. However, effective ways of implementing this are still very much at an exploratory stage.



4 Implications for the new Cooperation Strategy for DPRK 2017–2020



4.1 Persisting humanitarian needs

Switzerland's presence has been defined by the concern to provide humanitarian aid to stricken populations according to the Swiss humanitarian mandate to save lives and reduce suffering⁴. Alas, there are sufficient reasons for humanitarian engagement to continue: (1) Poverty, and with it, humanitarian needs are widespread and severe; and (2) with poor coping mechanisms rural populations have no reserves to deal with shocks. The salience of these reasons are recognised by the new 'Dispatch on Switzerland's International Cooperation 2017–2020'⁵.

Operationally, the SDC/HA's humanitarian programme has been building the scope for communities and local authorities to become beneficiary-centred agencies. This puts them in the position to take more control of their own lives and become humanitarian actors in their own right. Meanwhile, DSM deliveries form a crucial contribution to protecting an entire generation of children from being stymied by malnutrition.

As a governmental body, SDC can adopt fairly long planning horizons, which is advantageous in contexts of protracted crises. Coupling this with direct actions, Switzerland is able to build a tight loop between field experience, programme design and humanitarian diplomacy. No other Western actor in the context can currently provide this. Accordingly, there is an overwhelming case for continuation of SDC/HA's intervention in its present form, as humanitarian needs persist unabated and the current interventions have started well or are approaching 'dividend-paying' maturity.

4.2 The community-directed programme approach and the resulting domains of intervention

Given the importance of food production for addressing humanitarian needs across the DPRK, rural communities are the natural locus for the programme's anchoring point, in that they represent groups of interrelated humans who must rely on one another. On the other hand, they must negotiate the opportunities and threats of their natural environment (e.g. the possibility to grow and harvest crops in pursuit of their livelihood, and the risk of natural disasters mainly in the form of drought and flood). By anchoring the humanitarian approach in these groups of people who live and work on the interface between wider society and their natural surroundings (thus the adopted term "community-directed approach"), it becomes possible to address some aspects of fragility by building communities' resilience.

In doing so, the emerging concept of communal resilience has been structured into inner and outer spheres. The inner sphere, called 'human sustenance', chiefly helps communities and individuals deal with the weaknesses of the context in which they live, such as by focussing on the dignity and strength of the communities members. The outer sphere called 'livelihood resources' helps communities sustainably manage the natural resources on which their livelihoods depend in a way that they are less disaster-prone. Each sphere is split into the categories of Endurance, Subsistence and Protection. When combined, the two community-directed spheres are designed to build community resilience to natural shocks and futile state activism.

4 See "Dispatch on Switzerland's International Cooperation 2017–2020" (chapters 2.1.1, 2.1.2 and 2.3.2.5 in particular)

5 The continuation of the Swiss Humanitarian Aid in DPRK, as proposed in the "Dispatch on Switzerland's International Cooperation 2017–2020" (cf. chapter 2.3.2.5), was adopted by the Swiss National Council on 2nd of June 2016.

In preparing the various interventions serving this approach, attention is attached to the various sub-groups within rural communities in relation to their social roles and vulnerability. As a result, credit proposals will take individual stock of gender issues, and they will consider the specific needs of children and old people as distinct groups within rural communities.






4.3 Guiding operational concepts and principles

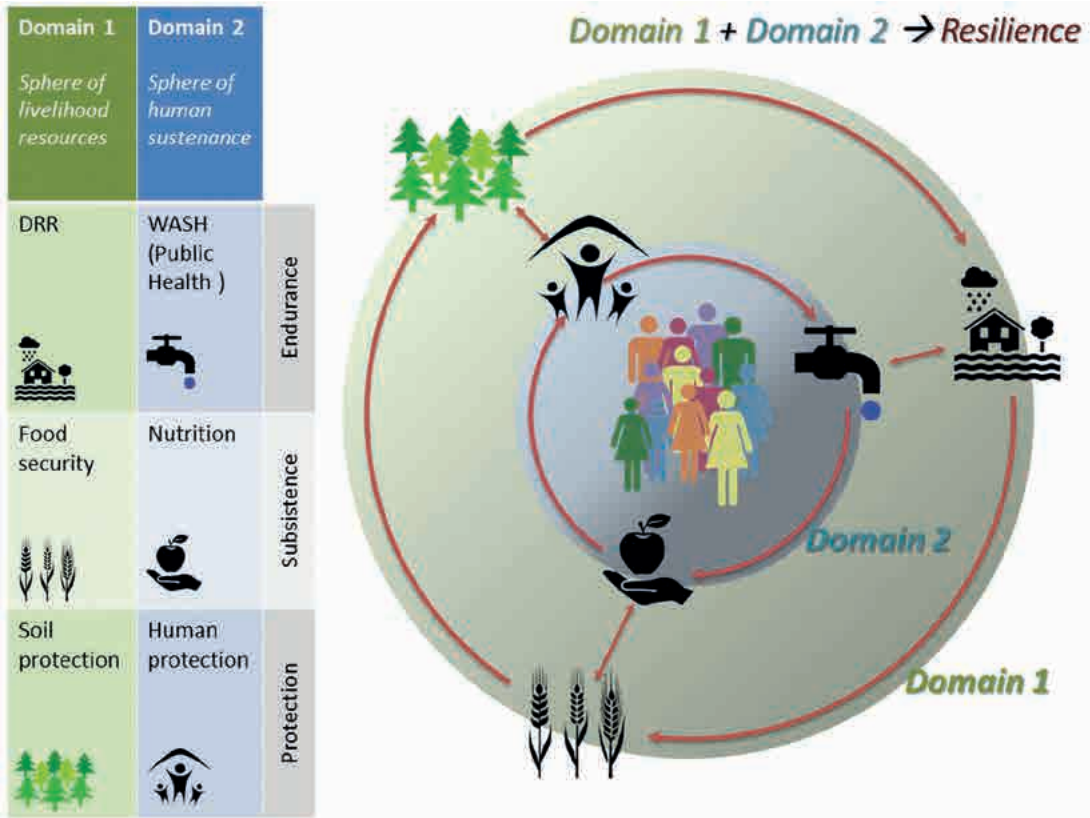
The implementation of the Cooperation Strategy for DPRK 2017-2020 is guided by the following principles:

1. Objective alignment with the international humanitarian community: Swiss humanitarian engagement is harmonised with the strategic response of the international community. Hence, the new cooperation strategy is aligned with the priorities 'towards sustainable and resilient human development' as formulated in the forthcoming 'Strategic Framework for Cooperation between the United Nations and the Government of the Democratic People's Republic of Korea 2017-2021'. In particular, it contributes to the objectives of the strategic priorities (1) Food and Nutrition Security, and (2) Resilience and Sustainability of that strategic framework.

The strategy bases its interventions on duty-bearer principles which are well understood in the DPRK and form the most promising entry points for providing support to vulnerable groups. Putting this into procedural practice, every new intervention shall be accompanied by a comprehensive analysis of actors and partners. This analysis includes actor mapping and the assumed main interests at stake. This is the basis for devising a do-no-harm approach to interventions in line with the parliamentary mandate, which in turn is the point of departure for designing effective, system-sensitive humanitarian action. Most interventions are undertaken in the form of direct actions, although some smaller mandates may also be awarded to international NGOs. No programme funds are transferred to or managed by in-country authorities.

2. Linkages with Sustainable Development Goals (SDGs): In the same way as the previous strategy was grounded in the outgoing Millennium Development Goals (MDGs), the strategy is anchored in a total of five SDGs, namely in (2) Zero Hunger, (6) Clean Water and Sanitation, (13) Climate Action, (15) Life on Land and Peace, and (16) Justice and Strong Institutions. Within these, a number of SDG-related targets are relevant. The following table shows which of these are of particular programmatic importance and to which thematic areas they correspond. What transpires is that SDGs 2 (zero hunger) and 6 (clean water and sanitation) are salient. This can be rationalised in the poverty orientation of the programme.

	SDG	Thematic Reference
	2.1 End hunger, ensure access of vulnerable people to sufficient food 2.2 End malnutrition and stunting, address nutritional needs of pregnant/lactating women 2.3 Improve productivity of small-scale food producers 2.4 Ensure sustainable food production	Food security (SLDM) within Domain 1 Nutrition (milk powder) within Domain 2
	6.1 Access to safe & affordable drinking water 6.2 Access to sanitation & hygiene 6.5 Implement integrated water resources management	WASH (within Domain 2)
	13.1 Strengthen resilience & adaptive capacity	DRR (within Domain 1)
	15.4 Protect biodiversity of mountain ecosystems	DRR, Soil protection (within Domain 1)
	16.2 Protection of children	Human protection (within Domain 2)



5 Priorities, objectives and impact hypothesis

5.1 Geographical focus and target population

SDC/HA will be active mainly in regions reachable within a day's drive from the capital Pyongyang, namely in the counties of North Hwanghae Province and Kangwon Province. Other selection criteria are the prevailing needs and terrestrial, agroforestry-related conditions, e.g. exposure to erosion, needs and land pressure (see Annex 8.4 for coverage). A future extension of activities into the Provinces South Pyongan and South Hamgyong could be envisaged. The primary beneficiaries are rural populations, children under five years, pregnant or lactating mothers, and particular vulnerable groups (i.e. people with disabilities and persons in governmental care).

5.2 Domains of intervention

In line with SDC/HA's mandate, the strategy will continue to put the humanitarian concerns of the community at the heart of its approach, keeping it *community-directed*. On this basis, it is structured in two spheres of operation which correspond to the domains of intervention⁶. A first, broader sphere addresses the question of poverty and the resources needed to sustain the livelihood of communities, while a second, narrower sphere concerns itself with the general dignity and fortitude of individuals and communities.

Resulting impact statement (overall goal): Communities gain greater custodianship of available resources to secure sustainable livelihoods and boost the quality of life and dignity of their members.

Domain 1: Restoring and managing livelihood-oriented resources [themes: DRR, food security, soil protection]

Domain objective: Communities are more food secure and impacted less by natural hazards.

The programme titled 'Sustainable Livelihood and Disaster Mitigation' (SLDM) replaces SLM and put a combination of food security and DRR coupled with agroforestry at the centre of its activities. This represents a continuation of current operations, but with an inversed logic: while sustainable food security will remain important, DRR will cease to simply be a welcome by-product and instead become the principle concern of the domain of intervention. 'Flipping' the priorities between food security and DRR should increase the scope for communities and local authorities to work holistically towards sustaining the resources on which livelihoods depend.

A corollary of this approach is an emphasis on the importance of sustainable food production as a central endeavour in terms of addressing the humanitarian needs of communities. Coupling this approach with a focus on community action and small-scale watershed management shall serve to enlarge the scope for groups and individuals to act more autonomously from the central state.



⁶ Domains of intervention have not been fundamentally changed compared to the MTP 2012-2016, but instead experience a shift in their foci. While Food Security and WASH remain prominent, DRR and Protection also form an integral part of the overall strategic approach.

Domain 2: Building and maintaining human sustenance⁷ [themes: WASH, nutrition, human protection]

Domain objective: The health and dignity of vulnerable groups and communities is improved.

Sustainably managed WASH-infrastructure combined with good hygiene practice forms an important foundation for good communal health in that they reduce infections. Improved health raises the livelihood prospects of communities and their members. Gains in this area are reinforced by geographically linking WASH with SLDM interventions and by strengthening the capacity and responsibility of local authorities to manage and maintain infrastructure.

Meanwhile, support to the WFP with milk powder will be sustained in order to combat malnutrition among mothers and children. Boosting antenatal nutrition and supplementing diets during infancy is an investment that pays off as these children will grow to become a healthier, more robust and more productive generation. Beyond this, in a quest to improve the dignity and wellbeing of vulnerable groups, opportunities will be sought to afford protection and support to people with disabilities as possibilities emerge (with a possible later shift to children in state care). Support will focus on working with state institutions to improve living conditions and care practices. Protection through presence and awareness-raising of officials who recognise their duty-bearing responsibilities towards the population in general is central to the approach.

5.3 Cross-cutting issues

SDC/HA is committed to applying a number of specific programming principles and considerations. The most significant of these cross-cutting issues are:

- › Gender Equality: SDC/HA is committed to ensuring gender equality and the empowerment of women in terms of selecting and targeting programme beneficiaries. Every project and activity designed or activity supported by SDC/HA will be assessed through this gender lens⁸.
- › Environmental Sustainability: Environmental sustainability and resilience are high priorities in the DPRK. Not only is the country profoundly affected by the unintended consequences of intensive agricultural exploitation over the years as well as by climate change in a variety of ways, but has also signed a number of the UN's environmental conventions. Many of these represent global public goods, with the benefit accruing not only in the DPRK, but well beyond.
- › Local Governance: Although communities are the primary target, both domains of intervention do actively involve the lowest level of government, the so-called People's Committees. These are critical to institutionalising good practice and upholding the space for community-based initiative.

5.4 Budget allocations

Financing is projected to stay at a similar level as today. A significant increase or decrease is considered only in the case of a material change of context and circumstances. The following, comparative table presents the domains with their thematic structure and the financial volumes of the current and future strategy (a more detailed table can be found in Annex 8.3).

DOI	Themes			2012–16 (in millions of CHF)	2017–2020 (in millions of CHF)	Per year (in millions of CHF)
1	DRR	Food security	Soil Protection	2.50	2.50	0.63
2	WASH	Nutrition	Human Protection	28 (DSM) + 6.60	20 (DSM) + 7.00	5 + 1.40
Overhead and small actions				3.75	4.25	1.06
Total with milk/DSM:				40.85	33.75	8.44
Total without milk/DSM:				12.85	13.75	3.44

⁷ 'Sustenance' is defined as the maintaining of someone or something in life or existence

⁸ Under SLM, more than 80% of the user group members and leaders are women. Women are always in majority while participating in exchange visits. The strong and exemplary gender focus established in the SLM project will continue in this strategy.

6 Management of strategy implementation

6.1 Management structure and resources

The EAA Division of SDC/HA is responsible for the strategic steering of the Cooperation Strategy for DPRK 2017-2020, the Swiss Programme Office (SPO) in Pyongyang for the operational management, implementation and monitoring of the cooperation strategy. Key performance and management outputs relate to approaches and strategies used for delivering results (portfolio management); risk awareness and context/scenario sensitivity; relationships management (external/internal); human resources; institutional learning and knowledge management. The SPO in Pyongyang is affiliated to the Swiss Embassy in Beijing.

The SPO Pyongyang has three resident expats (Director of Cooperation/Head of SLDM/Head of WASH Unit, CFPA/Head of Finance and Admin). They are supported by a team of Korean nationals: two NPOs, four support staff (Liaison Officer, Admin/Logistics, Finance, Interpreter) and relevant ancillary staff (drivers, grounds, cleaners), all being seconded by the Government of the DPRK.

6.2 Operational modalities and partners

The existing selection of modalities and instruments will be maintained and anchored in an Memorandum of Understanding (MoU) with the government and its line ministries. Operationally, SDC/HA will continue its current three-pronged humanitarian approach. It will (1) continue to engage in direct project implementation, while (2) also working with bilateral programme support via multilateral organisations (multi-bi)⁹. (3) INGOs may be engaged where profiles and objects coincide with the strategic orientation of the programme. As hitherto, alliances with other donors will also continue.

9 e.g. WFP for combating malnutrition and ICRC on health.

6.3 Accountability and reporting

Reporting is done on a regular basis mainly through quarterly situation reports ('SitReps'), financial reports (IKS, OMR) and annual reports. Furthermore, regular bilateral contacts with HQ and periodic field missions of HQ persons in charge will guarantee the necessary flow of information.

6.4 Monitoring and learning

Changes in the wider context are monitored periodically with an annual MERV and quarterly SitReps being the principle instruments. Formally, the Swiss portfolio undergoes an annual assessment, based on the indicators as defined in the results frameworks of the two domains of intervention, although in reality the programme management monitors implementation on a near-constant basis. Whenever possible, indicators to assess and qualify Swiss portfolio contributions to national outputs and outcomes will be aligned with corresponding national indicators, or indicators developed by the strategic framework of the international community and its partners¹⁰. Wherever feasible, all indicators will be monitored and reported using gender-disaggregated datasets, the caveat being that reliable data is difficult to procure in the context of the DPRK.

10 Refers in particular to the already cited "Strategic Framework for Cooperation between the United Nations and the Government of the Democratic People's Republic of Korea 2017-2021"



6.5 Ensuring skills and innovation

To support the SDC/HA in technical aspects and to bring in outside expertise, external expert consultancy support has been assigned to promote DRR measures, and SDC/HA's DRR advisor has been given a backstopping mandate to track the technical impact. The longstanding collaboration with Centre for Agriculture and Biosciences International (CABI) and the International Centre for Research in Agroforestry (ICRAF) as a technical consultant to the SLDM programme will continue. External expertise in specific technical WASH related-topics will be sought based on specific needs. CABI will address the urgent need for improved know-how on Integrated Pest Management in Agroforestry. These external expert support consultancies are important

in their role in technical capacity building and the training of trainers. As in the last years, the WASH programme's technical impact is being monitored by SDC/HA's focal person for water resources. Finally, as Protection gains greater prominence, SDC/HA hopes to deepen cooperation with actors already in the DPRK and establish new avenues of expertise.

6.6 Whole-of-Government approach

SDC/HA confers regularly with the Swiss Embassy in Beijing and the FDFA's Political Division in Bern on the basis of the usual sensitivity of the political context.



7 Strategic steering

7.1 Monitoring and evaluation

In step with accepted standards of results-oriented programme management, the strategy implementation will be monitored in different scopes (four different areas of observation):

- › Developments in the country's wider context (i.a. political, economic and social factors / MERV)
- › Relevant changes at country level (i.a. humanitarian); country outputs and outcomes
- › Swiss portfolio outputs and outcomes per domain of intervention
- › Management performance of the SPO in Pyongyang.

Monitoring the impact of humanitarian interventions in the DPRK will remain a challenge: (1) most of the required reference indicators for the country's development are mere output indicators without any assessment of impact; (2) for the humanitarian context in general and for the two domains of intervention in particular, outcome indicators at country level are rarely defined or monitored; and (3) authorities are often reluctant to grant access to verifiable official data. In response, SDC/HA is cooperating with UN agencies and partner ministries to devise proxy indicators that can be collected on programme sites.

An external evaluation of the programme is foreseen for 2018/19 and will feed into the mid-term review to be conducted in 2019.

7.2 Risks and context scenarios

It is reasonable to broadly assume a constancy of domestic circumstances until the end of the decade, and this is the working assumption of this strategy.

However, two parameters that merit deeper consideration are international political developments on the Korean peninsula and the DPRK's general humanitarian situation. While the former could trigger a donor backlash that would choke funding for UN organisations working in the country, the latter might precipitate a wider scope for humanitarian action by forcing authorities to be more cooperative.

An unlikely, but far-reaching development might be a withdrawal of the WFP (and with it other UN bodies). This would immediately deprive SDC/HA of the logistics to monitor the use and distribution of DSM, which would in effect halt deliveries. Coupled with competing humanitarian needs elsewhere in the world, this may have a negative influence on the funding available for milk powder.

7.3 Exit scenarios and triggers

On the basis of current knowledge and the nature of the ongoing activities, the programme will have reached what can be achieved by 2024. At this point, SDC/HA will have been in the country for more than 12 years. Considering programme life-cycles, the WASH-Programme is now rapidly reaching maturity, and the SLDM/DRR intervention is expected to peak in terms of its efficacy by around 2020. That would mean that new and robust programme content would have to emerge for SDC/HA to remain much longer. Unless fundamentally new needs appear, or new forms of humanitarian aid can be delivered to vulnerable groups, this would be the natural time to leave the country. One such potential content on the horizon would be a comprehensive Protection programme, although this is an area still to be explored more extensively. There may also be unidentified interventions which might yet come to be classed as 'too good to miss'. The Programme should be phased out by 2024 if either of these new avenues fails to materialise.



However, besides the possibility of a maximum runtime limitation, there are also other triggers that could accelerate an exit decision and lead to the programme being shortened. These are of course linked to the context developments, and accordingly, for the most part, would be based on the more extreme developments. So in summary, exit triggers based on the abovementioned scenarios and programme life-cycles would be:

- › DPRK authorities choke access to beneficiaries to a degree that meaningful access to beneficiaries and project areas become impossible;
- › Authorities do not respond positively to new proposals or hinder project operations (e.g. Protection);
- › In sufficient progress can be made in key areas, such as operation and maintenance issues (WASH), localisation, and the inability to motivate duty bearing authorities to provide support to the most vulnerable groups in their care;
- › Operative difficulties to a degree that aid is no longer effective and strategic goals are being missed;

- › Existing activities achieve their goals and then decline in efficacy.

Besides the possibility of a maximum runtime limitation, there are also other triggers that might hasten an exit. They are clearly linked to the above-mentioned context scenarios, as contextual events will condition how the programme portfolio can or should evolve. A mid-term review in early 2019 will examine the exit strategy provisions and make a more definitive projection as to how long the programme should run and whether any developments have triggered the preconditions that should lead to a faster exit or might alternatively warrant a programme extension.

It is noteworthy that the same contextual developments on which the different context scenarios are predicated will also determine the scope for developing new programme interventions – which in turn will determine the length of the programme. What follows is a reciprocal relationship between context, programming opportunities and exit planning.



8 Annexes

8.1 Results framework Domain of intervention 1: Restoring and Managing Livelihood-Oriented Resources *DRR, Food Security, Slope Stabilisation & Watershed Protection*

<p>Overall Objective (domain goal): Communities are more food secure and impacted less by natural hazards</p>		<p>(3) Country development or humanitarian outcomes¹¹</p> <p>Strategic Framework for Cooperation between the United Nations and the Government of the DPRK 2017-21 / Strategic Priority 3:</p> <p>Outcome 3.1: Local communities can better cope with and respond to energy needs, impacts of disasters and climate change.</p> <p>Outcome 3.3: Government agencies apply integrated approaches to environmental management, energy, climate change and disaster risk management.</p>
<p>(1) Swiss portfolio outcomes</p> <p>Outcome 1.1: Communities protect their life-sustaining resources</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Coverage of approx. 800 ha of managed and soil-erosion protected project areas and at least 50 ha downstream areas protected from soil erosion • 200 ha of degraded land has been remediated through agroforestry land management techniques • 300 ha of degraded land has been reforested • 8,000 people who master and apply multiple disaster mitigation techniques • 80 new SLUGs in project counties master and apply multiple disaster mitigation techniques • All involved People's Committees have integrated disaster risk reduction plans into their local planning processes • 4 out of 8 counties supported under the previous SLIM will continue to act as pilot settings, whereas 4 new counties will be gradually integrated into the project <p>Baseline:</p> <p>Survey data of late 2016/early 2017 according to indicators</p> <p>Outcome 1.2: Communities till, harvest and market a balanced variety of nutritionally relevant crops</p> <p>Indicators:</p> <ul style="list-style-type: none"> • 80 new SLUGs and associated households benefit from 	<p>(2) Contribution of Swiss Programme</p> <p>The Swiss programmes contribute to the country development outcomes as follows:</p> <p>The protection of communities' live-sustaining resources (soils, biosphere, water resources) gives them a sound basis to cope with disasters and climate change, primarily through their own, safer food production, but also through access to biological resources (e.g. for the identification of more climate resilient vegetation species or for the identification of possible biological vectors against pests).</p> <p>The SLDM project reduces erosion risks by applying and promoting agroforestry techniques and mitigation measures. Moreover, SLDM enriches biodiversity and links in almost perfect way the aim of environmental protection with food security of targeted population (mostly persons with no access to the agricultural production of communities' cooperatives). Additionally, surplus yields are sold/bartered to generate income, which indirectly improves the nutritional status and food security of targeted populations.</p> <p>Assumptions:</p> <p>The programme will continue to deliver successful models of DRR and agroforestry, which will be emulated in other areas, and MoLEP will continue to deliver the framework conditions for this to happen. Communities are free to continue exploiting areas outside collective farming areas and market produce.</p> <p>Obstacles / Risks:</p> <p>Exceptional weather conditions or pests could destroy measures in early stages of implementation (e.g. bioengineering) before their success has been demonstrated.</p> <p>Poor data availability and accuracy on a local and community level in combination with access constraints might hinder effective M&E of project performance, progress and results.</p> <p>Lack of funding and/or coordination problems with authorities, or a lack of commitment by MoLEP could hamper project progress and results.</p>	<p>Strategic Framework for Cooperation between the United Nations and the Government of the DPRK 2017-21 / Strategic Priority 1:</p> <p>Outcome 1.1: Increased food production and processing in agriculture, horticulture, fisheries and livestock.</p>

¹¹ Please note that official country development outcomes, as far as they are even officially announced, are very often expressed in terms of productive output, and do not lend themselves well to the results framework. To compensate this, the Strategic Framework for Cooperation between the UN and the DPRK Government and outcomes communicated directly by partner ministries (MoCM and MoLEP)

<p>improved dietary standards and are cultivating at least 5 different crops (measure of biodiversity)</p> <ul style="list-style-type: none"> All participating SLUGs are cultivating at least 4 different tree and cash crop species are cultivated and economically exploited 40% of the involved SLUGs apply integrated pest management techniques The crop yield of participating SLUGs is greater than 1.5 mt/ha and at least 300kg/year/beneficiary <p>Baseline: Survey data of years 2015 and 2016 according to indicators</p>		<p>Outcome 1.2: Improved household access to sufficient diversified food all year, including through enhanced productivity and livelihoods.</p>
<p>(4) Lines of intervention (Swiss Programme):</p> <p>Outcome 1.1: Sloping land user groups and communities are capacitated with the know-how and abilities to devise and implement erosion-controlling measures (through bioengineering and structures) and to think holistically about the risks in their environment.</p> <ul style="list-style-type: none"> Training on DRR measures Cooperation with local government ('people's committees') on issues of coordinating the implementation of DRR-measures across watersheds <p>Output parameters: Number of DRR-related workshops and training sessions; number of improved river courses, area protected by mitigation measures</p> <p>Outcome 1.2: Through the introduction of agroforestry techniques and the improvement of sloping land management, the sloping land user groups contribute to a reduced risk of erosion and to a partial reforestation of deforested sloping lands. At the same time, livelihood of the beneficiaries is improved and biodiversity and dietary diversity is enriched. Therefore, the SLDM Programme links in ideal manner objectives of land and environmental protection with an improvement of food diversity and food/income security.</p> <ul style="list-style-type: none"> Analysis of gender and age groups. Provision of basic production materials and agroforestry training Training on land-management and dietary needs Horizontal linkages between user groups Provision of simple manufacturing tooling to improve value chains for local market access (e.g. noodle-making machine) <p>Outputs parameters: Number of new user groups; number of new counties, number of workshop related to agroforestry and pest control</p>		
<p>(5) Resources, partnerships (Swiss Programme):</p> <p>Financial resources: Approx. CHF 600,000 per annum – of which none is managed by government bodies in the DPRK. Communities provides substantial in-kind contributions in the form of labour.</p> <p>Partnerships: MoLEP as an institutional counterpart; People's Committees and communities for actual implementation; CABI, miscellaneous bioengineering consultants and ICRAF for technical assistance</p> <p>(6) Management and performance results:</p> <ul style="list-style-type: none"> Ensure that a full-fledged monitoring system is implemented within the first year of the strategy with credible baseline indicators Build of synergies in the area of DRR with other international partners (e.g. joint approaches and conceptual coherence) Ensure that all major ProDocs follow SSPM principles, such as the mapping of the national interests of authorities and how an intervention can reach the rural communities fully and effectively 		

8.2 Results framework domain of intervention 2: Building and Maintaining Human Sustainance

WASH/Public health, Nutrition & Human Protection

<p>Overall Objective (domain goal): The health and dignity of vulnerable groups and communities is improved</p>		
<p>(1) Swiss portfolio outcomes</p> <p>Outcome 2.1: Communities have access to and manage drinking water and sanitation infrastructure, and adapt hygiene practices</p> <p>Indicators:</p> <ul style="list-style-type: none"> 40,000 people with full access to WASH services (i.e. at least 80l of drinking water per person and day, use of latrines and hygiene promotion) Accurate documentation is maintained from which production figures and maintenance activities can be retrieved Public latrines are maintained (e.g. clean and regularly emptied) and faecal sludge is handled safely (urine diversion is in place; faecal sludge is composted) 90% of E-coli household samples are at an acceptable level. 75% of water catchment areas are protected by forest or agro-forestry/DRR measures <p>Baseline: Feasibility study and baseline study for each project site (2016 averages) Table 7.4 page 104 (DPRK, Socio-economic, Demographic and Health survey 2014 (UNFPA)</p>	<p>(2) Contribution of Swiss Programme</p> <p>The Swiss programmes contribute to the country humanitarian outcomes as follows:</p> <p>WASH services are provided to communities which are jointly selected with MoCM based on lack of water supply and high incidence of water related diseases.</p> <p>Preventive measures such as land use restrictions contribute to sustainable drinking water supply and foster resilient ecosystems within the watersheds.</p> <p>Any improvement of water supply systems (access and quality) and waste water management will fight effectively widespread diarrhoea 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>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 women¹³. Possible support to vulnerable groups will be researched, and appropriate projects are launched with the support of duty-bearing authorities/ministries.</p> <p>Obstacles / Risks:</p>	<p>(3) Country development or humanitarian outcomes¹²</p> <p>Strategic Framework for Cooperation between the United Nations and the Government of the DPRK 2017-21 / Strategic Priority 2:</p> <p>Outcome 2.2: Enhanced services to address communicable and non-communicable diseases, maternal and childhood diseases.</p> <p>Outcome 2.4: Coordinated, equitable and sustainable WASH coverage in households, learning institutions and health facilities.</p> <p>Articulated necessary outcomes by MoCM: Strengthen the nationwide capacity to supply and treat domestic/industrial water and to treat domestic/industrial wastewater in line with the national standards to improve the peoples living by protecting them from waterborne diseases and providing them with a well-protected living environment.</p> <p>Baselines: UNICEF survey 2014 (not covering the whole country and not officially released yet) According to draft DPRK-UN Strategic Framework 2017 - 2021</p>

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¹² Please note that official country development outcomes, as far as they are even officially announced, are very often expressed in terms of productive output, and do not lend themselves well to the results framework. To compensate this, the Strategic Framework for Cooperation between the UN and the DPRK Government and outcomes communicated directly by partner ministries (MoCM and MoLEP)

¹³ 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.

<p>Outcome 2.2: Malnutrition among mothers and children is kept in check</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Each year, Switzerland successfully delivers 1,000 metric tons or more of DSM to the care of WFP in the DPRK. (Output level) • Sufficient CMB/RMB rations are distributed to more than 600,000 beneficiaries, i.e. mothers and children under five. (Output level) • UNICEF observes no rise in the percentage of children under five with stunting in WFP programme areas. • UNICEF observes no rise in the percentage of young mothers suffering from anaemia in WFP programme areas. <p>Note: the first two indicators which are at output level are designed to corroborate the outcome indicators (3rd and 4th) with Swiss support.</p> <p>Baseline: Currently, around 900,000 mothers and children are receiving CMB/RMB rations, through WFP's coverage along the line of resource-based rather than needs-based delivery (sources are PRRO and WFP reports).</p>	<p>Poor data availability and accuracy on a local and community level in combination with access constraints might hinder effective M&E of project performance, progress and results.</p> <p>Lack of funding and/or coordination problems with authorities, or a lack of commitment by MoLEP could hamper project progress and results.</p> <p>Gaining access to vulnerable groups and defining projects for protective measures might be systematically resisted by some parts of government.</p>	<p>Strategic Framework for Cooperation between the United Nations and the Government of the DPRK 2017-21 / Strategic Priority 1:</p> <p>Outcome 1.3: Improved nutrition status, especially for women of reproductive age and children under 5</p>
<p>Outcome 2.3: Disadvantaged groups have access to appropriate services</p> <p>Indicators:</p> <ul style="list-style-type: none"> • 2,000 of people with special needs (infants, children in state care and patients) have adequate access to sanitation facilities in public buildings • 1,000 people in ICRC-supported hospitals benefit from comprehensive medical and orthopaedic treatment. • At least 3 interventions, small-scale or otherwise, related to Protection of vulnerable groups have been initiated. <p>Baseline: Institutions with people with special needs have little or no access to adequate sanitation services.</p>		<p>N/A</p>

(4) Lines of intervention (Swiss Programme):

Outcome 2.1: The construction of WASH infrastructure and the sustainable operation/maintenance of WASH services is to be organised with the MoCM and local People's Committees. Some international NGOs already gained experience in water system rehabilitation will be funded to implement WASH projects. This experience is to be validated and capitalised. At least half of WASH projects are to be located in the same watersheds as SLDM projects.

- Initial household surveying and social analysis of communities (gender and age-group sensitive)
- Provision of materials to People's Committees for building household latrines, gravitational water supply systems and some solar pumping systems
- Cooperation with MoCM and People's Committees in the implementation of structures (e.g. facilitation and management)
- Cooperation with People's Committees on the implementation of hygiene training and infrastructure management (e.g. training and management)

Output parameters: Number of households supplied with drinking water and model latrines

Outcome 2.2: 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, paediatric clinics).

- Provision of DSM milk powder to DPRK beneficiaries through WFP.
- Monitoring of health parameters (body weight, size and general well-being of mothers and children) in collaboration with WFP

Output parameters: tons of milk powder delivered, number of children and mothers reached

Outcome 2.3: Financial support to the rehabilitation of public health service infrastructure (at present usually province hospitals) is given to the ICRC. Appropriate projects to assist vulnerable groups (e.g. handicapped or children in the care of the state) are identified and implemented with duty-bearing authorities. How this will be programmed, has not yet been determined in detail. As such, this is still a strategic objective that must first be built by seizing appropriate opportunities. An immediate start will be made by pursuing Protection through the activities of the ICRC and Handicap International, both which are already being supported by SDC/HA.

- Collaboration with specialist organisations such as ICRC and international NGOs working in the protection field (conceptualisation and coordination)
- Support provided to the care of vulnerable groups, particularly handicapped and children (sensitisation)
- Identification of new areas where protection can be provided

Outputs parameters: Number of people treated in ICRC support institutes, number of individuals from vulnerable groups benefitting from protection-interventions.

(5) Resources, partnerships (Swiss Programme):

Financial resources: Around CHF 1,750,000 per annum (excluding budget for DSM production and delivery) – none of which is managed by government bodies in the DPRK. Communities provides substantial in-kind contributions in the form of labour.

Partnerships: MoCM as an institutional counterpart; People's Committees and communities for actual implementation; Concern Worldwide; Handicap International and ICRC (and possibly others yet to be identified) for implementation of Outcome 2.3.

(6) Management and performance results:

- Ensure that all major ProDocs follow SSPM principles, such as the mapping of the notional interests of authorities and how an intervention can reach the rural communities fully and effectively
- Establish closer relationships with stakeholders at a local level
- Cooperation with other international NGOs in the thematic area of protection in a bid to developing viable interventions

8.3 Domains of intervention and resources (budget)

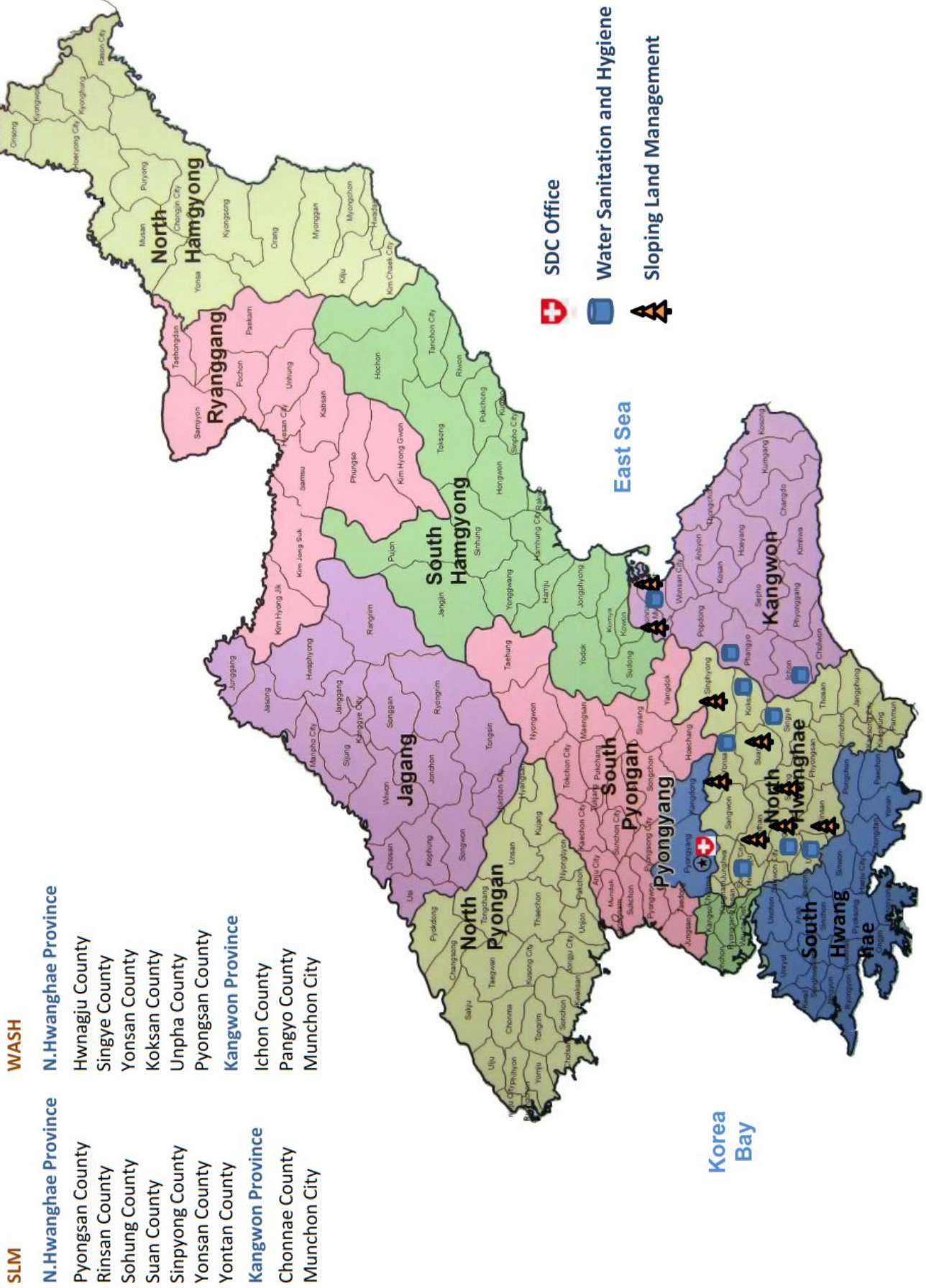
Domains of Intervention	Correspondence to SDGs	Programmatic areas of intervention	Financial resources	
			2012 – 2016 (5 y.)	2017 – 2020 (4 y.)
Domain 1: Restoring and managing livelihood-oriented resources <i>DRR, food security & Soil protection</i>	2.1 End hunger, ensure access of vulnerable people to sufficient food 2.3 Improve productivity of small-scale food producers 2.4 Ensure sustainable food production 6.5 Implement integrated water resources management 13.1 Strengthen resilience & adaptive capacity 15.4 Protect biodiversity of mountain ecosystems	a. Promoting DRR mitigation and protecting resources (5 % of total)	CHF 2.5 m. (HA direct implementation)	CHF 2.5 m. (HA direct implementation)
		b. Improving food security through enhanced agroforestry (3 % of total)		
Domain 2: Building and maintaining human resilience <i>WASH, Nutrition & Human protection</i>	2.2 End malnutrition and stunting, address nutritional needs of pregnant/lactating women 6.1 Access to safe & affordable drinking water 6.2 Access to sanitation & hygiene 16.2 Protection of children	c. Improving clean water supply (access and quality), sanitation and hygiene (12 % of total)	CHF 4.1 m. (HA direct implementation)	CHF 4 m. (HA direct implementation)
		d. Combatting malnutrition among children and mothers (59 % of total)	CHF 28 m. (milk powder, WFP)	CHF 20 m. (milk powder, WFP)
		e. Extending protective presence to vulnerable groups (marginalised children and people with special needs) (9 % of total)	CHF 2 m. (ICRC)	CHF 2 m. (ICRC) CHF 1 m. (various)
Various		Office, Small Actions (12 % of total)	CHF 3.75 m.	CHF 4.25 m.
Totals			CHF 40.85 m. <i>ca. CHF 8 m./a</i>	CHF 33.75 m. <i>ca. CHF 8.5 m./a</i>

Note 1: The four major fields of activity account for 88 %: Food security/nutrition: 62 %, WASH 12 %, Protection 9 %, DRR 5 %

Note 2: The overhead and small actions account for 12 %. The relatively large overhead (25% if milk powder deliveries are excluded) is due to the necessary minimal presence of Switzerland for a relatively small programme and the fact that WASH, being a direct action, includes programmatic salary costs.

Note 3: A planned amount of around CHF 28 m (extrapolated from 16.5 m for the 2012 – 2014 Mid-term Programme due to a two-year extension) was eclipsed by a CHF 4.1 m total over five years. The additional amount is almost exclusively attributable to additional milk powder deliveries.

8.4 Country Map DPRK and SDC/HA areas of intervention as of mid-2016



Imprint

Publisher:
Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
3003 Bern, Switzerland
www.sdc.admin.ch

Layout:
FDFA Information/Visual Communication, Bern

Photographs:
SDC/Peter Michel, Thomas Fisler and Bruce Campbell

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This publication can be downloaded from the website www.sdc.admin.ch
(heading "Publications").