

# STRATEGIC FRAMEWORK



FOR COOPERATION BETWEEN THE  
UNITED NATIONS  
AND THE  
DEMOCRATIC PEOPLE'S REPUBLIC OF  
KOREA

2017 - 2021

# Towards Sustainable and Resilient Human Development

**THE STRATEGIC FRAMEWORK FOR COOPERATION BETWEEN  
THE UNITED NATIONS  
AND  
THE GOVERNMENT OF THE DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA  
2017-2021**

**UN Resident Coordinator  
UN Country Team**

**National Coordinating Committee,  
Ministry of Foreign Affairs**

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## DECLARATION OF COLLECTIVE COMMITMENT

The Government and the People of the Democratic People's Republic of Korea are determined to build a strong, prosperous and self-reliant nation in accordance with the principles, goals and targets of the new Sustainable Development Goals and in line with its commitments to international agreements and conventions.

The UN Country Team in DPR Korea is committed to connecting the country to shared international values, standards and technical skills so that it can improve the lives and possibilities of its population, as well as their resilience. To this end it will actively engage with the DPRK Government and other national and local partners in situation analyses; policy discussions; knowledge and capacity-building; as well as programme delivery to support it in meeting international commitments; priority national development goals; and immediate humanitarian needs.

The objective of the UN's work in DPRK is to support and reinforce national efforts to improve the well-being of the people, especially the most vulnerable. To this end, this United Nations Strategic Framework for the period 2017-2021 has been jointly formulated and agreed as a basis for the UN's country-level relationship with DPRK and is hereby jointly signed by:



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Secretary-General,  
National Coordinating Committee,  
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2016년 9월 1일



Tapan Mishra  
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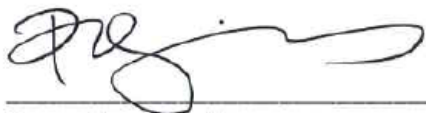
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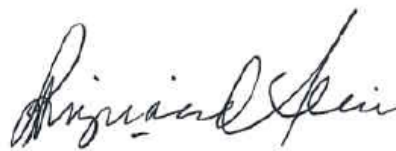
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## I. Acronyms and Abbreviations

CBS	Central Bureau of Statistics
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CERF	UN Central Emergency Response Fund
CFSAM	Crop and Food Security Assessment Mission
CPF	FAO Country Programme Framework
CRC	UN Convention on the Rights of the Child
DPRK	Democratic People’s Republic of Korea
ECCO	Environment and Climate Change Outlook Report
FAO	UN Food and Agriculture Organization
GAVI	Global Vaccine Alliance
GFATM	Global Fund for AIDS, Tuberculosis and Malaria
GEF	Global Environmental Facility
GIEWS	Global Information and Early Warning System on Food and Agriculture
GHI	Global Hunger Index
ICAO	International Civil Aviation Organization
IHR	International Health Regulations
IMO	International Maritime Organization
IMR	Infant Mortality Rate
INDC	Intended Nationally Determined Contributions
IUD	Intra-Uterine Device
IUGR	Intra-Uterine Growth Restriction
HCT	Humanitarian Country Team
HIV/AIDS	Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome
HRBA	Human Rights-Based Approach
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
MDG	Millennium Development Goals
MICS	Multiple Indicator Cluster Survey
MLF	Multilateral Fund for the Implementation of the Montreal Protocol
MMR	Maternal Mortality Ratio
MOCM	Ministry of City Management
MTR	Mid-Term Review
MUAC	Mid-Upper Arm Circumference
NCC	National Coordination Committee
NCD	Non-Communicable Diseases
NHDR	National Human Development Report
NPT	Nuclear Non-Proliferation Treaty
NRA	Non-Resident (UN) Agency
OMT	Operations Management Team
PDS	Public Distribution System
PRRO	WFP's Protracted Relief and Recovery Operation
RBM	Results-Based Management
RCO	UN Resident Coordinator's Office
SCEDM	State Committee for Emergency and Disaster Management

SBAA	Standard Basic Assistance Agreement
SCCF	Special Climate Change Fund
SDG	Sustainable Development Goals
SF	Strategic Framework
SDHS	Social and Demographic Health Survey
SMT	UN Security Management Team
SWG	Sectoral Working Group
TCP	FAO Technical Cooperation Programme
TG	Thematic Group
TVET	Technical and Vocational Education and Training
UNCT	UN Country Team
UNDP	UN Development Programme
UNEP	UN Environment Programme
UNESCAP	UN Economic and Social Commission for Asia and the Pacific
UNESCO	UN Educational Scientific and Cultural Organization
UNFPA	UN Population Fund
UNICEF	UN Children's Fund
UNIDO	UN Industrial Development Organization
UNOCHA	UN Office for the Coordination of Humanitarian Affairs
UNRC	UN Resident Coordinator
UNS	United Nations System
UNSF	UN Strategic Framework
WASH	Water, Sanitation and Hygiene
WG	Working Group
WHO	World Health Organization
WMO	World Meteorological Organization
ZHC	Zero Hunger Challenge

## II. EXECUTIVE SUMMARY

**This UN Strategic Framework (UNSF) sets out the agreed priorities for the UN's country-level work in the Democratic People's Republic of Korea (DPRK) over the five year period 2017-2021.** It replaces the previous framework, which covered the period 2011-2016. It has been agreed and co-signed by both the Government and the UN's Country Team, led by the Resident Coordinator. All parties have committed to implementing the provisions of the Strategic Framework in good faith.

**The objective of the UN's work in DPR Korea is to support and reinforce national efforts to improve the well-being of the people, paying particular attention to the most vulnerable groups.** The UNSF should be viewed as a framework to guide the UN's work, not as a programme as such; more detailed programmes will be formulated by the individual agencies of the United Nations system, especially those resident in the country (FAO, UNDP, UNFPA, UNICEF, WFP, and WHO). The Framework should also be seen as an agreement between the UN and the Government on what should be done through joint efforts; ability to implement will depend on support from both the Government and the international community. It has been prepared with a keen appreciation for the larger geopolitical, as well as the national context within which the UN must work, and of the constraints which result.

**The essence of the UN's work in the DPRK is not principally about resource transfer but about sharing and transferring international principles and values, standards and know-how.** The Strategic Framework has therefore applied a generic six part model of the UN's country-level work (Page 11) to the DPR Korean context. It embodies a comprehensive view of the UN's work in the country, encompassing the work of both resident UN agencies as well as non-resident specialised agencies, and it adopts a holistic approach, integrating humanitarian considerations with longer term development. In this it takes the view that, while short-term humanitarian needs should always be addressed, the best long-term strategy for reducing such need, i.e. increasing the resilience of the population, is to strengthen national development capacity. Bearing all these considerations in mind, the UNSF identifies four strategic priorities, which the UN will seek to address at the country level, working in support of Government programmes:

- 1. Food and Nutrition Security**
- 2. Social Development Services**
- 3. Resilience and Sustainability**
- 4. Data and Development Management**

The document summarises the current situation in each of these thematic priorities, as well as the UN's approach. It further identifies a series of fourteen national outcomes to which the UN will contribute. These are summarised in Annex 1.

In addressing these four strategic priorities in collaboration with the Government, the UN will apply a number of cross-cutting approaches throughout its work: it will seek to localise the new **Sustainable Development Goals**, to accord with the specific situation in DPR Korea; it will apply a **human rights-based approach**, which puts people at the centre, throughout its programmes; it will support the achievement of **gender equality and the empowerment of women**; it will pursue both **environmental sustainability** as well as **institutional sustainability**; it will seek to increase the **resilience** of the people of DPR Korea; and it will do all this with an attention to **results-based management** and achieving **value for money**. This is why the overall, uniting theme of this Strategic Framework is "**sustainable and resilient human development**".



### III. INTRODUCTION

The new Strategic Framework for the UN's work in the Democratic People's Republic of Korea (DPRK) through 2021 has been discussed and agreed with the Government, as well as with a wide range of stakeholders within the UN System, and with other international humanitarian and development actors.

It succeeds the Strategic Framework (UNSF) approved in 2010, which originally spanned the period 2011-2015. In 2014, after the formulation process had been disrupted by operational constraints, it was extended through 2016 to enable more time to prepare this new Framework. It provided a framework of programme priorities and policies, which informed the individual country programmes of the six resident agencies: FAO, UNDP, UNFPA, UNICEF, WFP, and WHO. The Framework was subjected to a Mid-Term Review in December 2013, at which time some modifications were introduced.

Formulation of this new Strategic Framework has spanned the calendar years 2015 and 2016 and its approval by the principal stakeholders is the prelude to finalisation of the UNDP, UNICEF and UNFPA country programmes during 2016, each of which will span the same five year period as the new Strategic Framework itself. Additionally, WFP's new Protracted Relief and Recovery Operation (PRRO) will span the initial years of the new Framework, namely through December 2018, although a successor programme is expected to be designed and approved thereafter. WHO's current five-year programme covers the period 2014-2019, while FAO's Country Programming Framework (CPF), 2012-2015 was extended through 2016 to enable more time to prepare a new CPF for 2017-20. Most of the non-resident agencies (NRAs) operate their bilateral relationship with DPR Korea as a Member State in accordance with their biennial budget cycles.

Finally, the UN agencies and partners will develop and publicize an annual humanitarian 'Needs and Priorities' document, aligned to the new Strategic Framework that will more comprehensively outline short-term humanitarian needs, strategies to address them, and funding requirements. Periodic appeals for humanitarian assistance, for natural disasters for example, may be launched, coordinated by UN OCHA, depending on the country situation prevailing at that time and if requested by the Government for support.

The formulation process of this Framework has been overseen by a UNSF Steering Committee, co-chaired by the Ministry of Foreign Affairs and the UN Resident Coordinator. This Steering Committee has comprised members of the UN Country Team, including non-resident agencies when available, as well as a range of concerned government officials. The more detailed work has been undertaken by four Thematic Groups (TG), established specifically for the process and covering: Food and Nutrition Security; Social Development; Resilience; and Data; the precise scope of these four groups has already been revised to reflect the modified UNSF structure. The work of these UNSF-specific TGs has been further informed by the work of the existing Sectoral Working Groups (SWG), which have a broader membership that includes technical specialists working on bilateral programmes as well as international NGOs operating in the country.

The formulation process included a review of the existing UN Strategic Framework, as well as an updated situation analysis. It comprised several consultative workshops in the country, as well as a UN System workshop in Bangkok in September 2015. This process converged at a Prioritisation Workshop held in Pyongyang in late October, after which a first draft of the new strategic framework was prepared. This went through several consultative iterations within and beyond DPR Korea before being finalised by the UNSF Steering Committee. The national stakeholders involved in the process

included DPRK Government representatives including the National Coordination Committee (NCC) and respective line ministries. While the UN would encourage more direct participation of non-Governmental actors, at present it has not been possible to directly consult beneficiaries in the prioritisation process.

This UN Strategic Framework 2017-2021 has been signed by the principal stakeholders, including by the Secretary-General of the National Coordinating Committee, Ministry of Foreign Affairs, on behalf of the Government of DPRK, to indicate a collective commitment to its successful implementation and to improving the lives of the people of DPR Korea.

## IV. STRATEGIC FOCUS

### (a) Overall Structure and Approach

**The objective of the UN's work in DPR Korea is to support and reinforce national efforts to improve the well-being of the people, especially the most vulnerable groups**, recognizing that the primary responsibility for meeting the needs of the DPR Korean population rests with the DPRK Government. This will be the principal consideration in designing and implementing all UN programmes and activities in the country.

Both the Government and the UNCT understand that their collaboration cannot extend to all aspects of the country's economic and social development. Limitations of resources, programming and operational space, and the UN's own comparative advantage necessitate a carefully prioritised focus for its work in DPR Korea. It has therefore been agreed that the collaboration will cover four thematic areas of strategic importance:

- 1. Food and Nutrition Security**
- 2. Social Development Services**
- 3. Resilience and Sustainability**
- 4. Data and Development Management**

Each of these will be scoped and discussed in greater detail below. Before laying these out in more detail, however, it is necessary to outline some general principles, which have been applied in formulating this Strategic Framework, and which will guide its implementation.

**This document is a strategic framework not a country programme.** It is therefore pitched at the level of strategic outcomes at the national level, to which both the UN System and the Government of DPR Korea will contribute. In this respect, the UNSF provides the overarching framework for the more detailed country programmes of the Agencies, Funds, and Programmes, which will develop the outputs linked to the UNSF outcomes for which the UN take direct responsibility. Most of the UN's work will, moreover, be captured at the more detailed level in individual project agreements.

**One reason for this flexible approach is the relative uncertainty regarding the financial resources available to the UN in DPR Korea.** While this Strategic Framework is predicated on an anticipated level of overall resources, the variety of funding sources and cycles, as well as the challenging external environment, make certainty over the five year period through 2021 very challenging. Fully-funded programmes and projects will be able to specify outputs and intended results, but this Strategic Framework can only lay out the priorities for the UN's collaborative work with the Government in the country; it will be backed up by a proactive resource mobilisation strategy intended to ensure that the UN can provide the necessary support to DPR Korea in these strategically important areas. Because of this uncertainty, the Strategic Framework should be seen as a statement of what the Government and the UN think could and should be done to improve the well-being of the DPR Korean people. It will depend on support from both Government and the international community how much of this can actually be implemented. In addition to financial resources, the UN's ability to implement will also depend on the outcome of UNCT's efforts to seek collaboration of the Government to grant adequate UN staffing levels, continuous access, share baseline data, facilitate periodic assessments, and regular monitoring and evaluation needed to carry out effective humanitarian and development work.

**The Strategic Framework is comprehensive in its approach**, seeking to capture the breadth of the UN's engagement with DPR Korea, but also allows for new possible supportive interventions at the country level, including normative roles, as the opportunity arises. In DPR Korea, as elsewhere, the UN System performs a variety of different functions, as set out below. These six functions, in various combinations, will be present in each of the four thematic focus areas, depending on needs, circumstances and opportunities. They represent an integrated approach to the UN's work at a country level, and will be carried out in support of national programmes and priorities; national leadership and ownership is a fundamental UN guiding principle.

**The UN's work is not solely, or even principally, about resource transfer.** By any standards, the UN's likely resources for its work in DPR Korea will fall well short of the needs of the country. Its comparative advantage lies rather in the technical assistance and transfer of knowledge and know-how, based on the UN's own normative values and technical standards, as well as its experience around the world. For this reason, the UN is willing to provide technical advice or input in a wide variety of situations. Beyond helping to build national self-reliance, this technical support is considered to be an integral and complementary element necessary in many cases to ensure that material inputs are effectively used and without which the desired outputs cannot be realised. The underlying rationale is to continue to build DPR Korea's capacity to apply shared international norms and technical standards throughout its work. This opportunistic support is a particular characteristic of the UN specialised agencies. Because of DPR Korea's strong ethos of national ownership and self-reliance, the UN believes such external inputs can be very productive.



**It should also be noted that this Strategic Framework is a hybrid document, integrating both development and humanitarian considerations.** The rationale is that prevention is better than cure; a common strand in this UNSF is that institutionally sustainable development in accordance with international norms and standards, which builds resilience at all levels of DPR Korean society, is the best way to reduce humanitarian needs for the future. In the meantime, however, while assisting the Government to address these long-term development priorities, the UN system will continue to support the Government in addressing persistent and underlying humanitarian needs until these underlying issues have been resolved. Furthermore, as DPR Korea faces recurring natural hazards, such as floods and droughts, the UN System can be called upon to augment Government responses to these events. To this end, an annual humanitarian 'Needs and Priorities' document outlining

humanitarian needs and priorities will be prepared, as well as periodic appeals for humanitarian assistance to support government responses to disasters.

**Another important feature of this UNSF is that it is holistic in its approach, with each of the four thematic focus areas supporting and reinforcing each other.** A number of cross-cutting issues are discussed below, but there could be many others. For example, a healthy, well educated, well-nourished population will be a more resilient one. Water and sanitation play an indispensable role in any national multi-sectoral nutrition strategy and action plan. All programmes will benefit from improved data collection and analysis as a basis for policy and programme development. The four thematic areas should therefore be seen as part of a holistic approach, intended to achieve development that is people-centred, institutionally and environmentally sustainable and enhances resilience. Thus, the unifying theme of this Strategic Framework is "sustainable and resilient human development" to which both the Government and the UNCT are committed.

**Finally, formulation of the new Strategic Framework has been undertaken in full consciousness of the other factors** – including adequate UN staffing levels, continuous access, availability of baseline data, periodic assessments, and regular monitoring and evaluation -- **which may impact its implementation, as well as the space for effective development and humanitarian work.** One such example is the international sanctions regime and related policies which, for the purpose of designing this UNSF, are assumed to remain for the foreseeable future. These will continue to have a significant and serious impact on the UN's day-to-day operations. However, activities of international organizations carrying out assistance for the benefit of the civilian population are explicitly excluded from operative paragraph 48 of UN Resolution 2270 adopted in March 2016:

*48. [The Security Council] Underlines that measures imposed by resolutions 1718 (2006), 1874 (2009), 2087 (2013), 2094 (2013) and this resolution are not intended to have adverse humanitarian consequences for the civilian population of the DPRK or to affect negatively those activities, including economic activities and cooperation, that are not prohibited by resolutions 1718 (2006), 1874 (2009), 2087 (2013), 2094 (2013) or this resolution, and the work of international organizations and non-governmental organizations carrying out assistance and relief activities in the DPRK for the benefit of the civilian population of the DPRK;*

In principle, this permits the UN's development and humanitarian agencies to carry out their work at the country level in accordance with the functions set out above. The Strategic Framework is therefore predicated on maximising the scope for such development and humanitarian work in the Democratic People's Republic of Korea, in the belief that the policies and priorities set out in this document can and should make a real difference to the lives of the people of the country.

## **(b) Programming principles**

Both the Government and the UN are committed to applying a number of specific programming principles and considerations across all the work they do together. The most significant of these are briefly discussed below:

- ✓ **Sustainable Development Goals (SDGs):** As a Member State of the United Nations, the DPR Korea is committed to all the 17 Sustainable Development Goals and 169 targets, which were adopted by the General Assembly in October 2015. At the country level, however, they need to be prioritised and sequenced. For the purposes of this Strategic Framework, the Government and the UNCT have chosen to focus their efforts on SDG 2, 3, 4, 5, 6, 7, 9, 11, 12, 13 and 15, with goal 10 on reducing inequality and goal 17 on global partnerships as cross-cutting considerations. These are noted in the strategic priorities discussed below. The

applicable targets will be identified when the more detailed programmes and projects are formulated.

**SDG 10:** *"Reduce inequalities within and among countries"*

**SDG 17:** *"Strengthen the means of implementation and revitalize the global partnership for sustainable development"*

- ✓ **Human Rights-Based Approach (HRBA):** The Government and the UN have agreed that a rights-based approach will be applied in the formulation and implementation of each of the programmes and projects that will be undertaken by the UN in DPR Korea, including especially in the targeting of beneficiaries, to address any inequalities and to reach the most vulnerable people, groups and regions of the country. Additionally, Strategic Priority #4 provides for UN support to the Government in implementing its commitments under a variety of human rights conventions and processes. Indeed, the overall theme of the Strategic Framework is that it is people-centred and designed to advance human development. This aligns well with the SDG 16 'Promote just, peaceful and inclusive societies'.

**SDG 16:** *"Promote just, peaceful and inclusive societies."*

- ✓ **Gender Equality:** In accordance with SDG 5, the Government and the UN are both committed to ensuring gender equality and the empowerment of women and girls in terms of selecting and targeting programme beneficiaries. They are also committed in the context of Strategic Priority #4 to undertaking an overall review of the situation of gender equality in the country, with a view to sharpening existing policies in this regard. Every project designed, and activity supported, by the UN in DPR Korea will be assessed through a gender lens and should be designed with the objective of enhancing gender equality and the empowerment of women. An Inter-Agency UN Gender Focal Points Task Force will be set up and tasked to monitor and ensure implementation of gender equality.

**SDG 5:** *"Achieve gender equality and empower all women and girls."*

- ✓ **Environmental Sustainability:** As evidenced by Strategic Priority #3, environmental sustainability and resilience are high priorities in the country. Not only is the country profoundly affected by the unintended consequences of intensive development over the years as well as by climate change in a variety of ways, but it has also ratified a number of the UN's environmental conventions and wishes to have UN support in strengthening its capacity to implement its commitments under these. Many of these represent global public goods, with the benefit accruing not only in DPR Korea, but well beyond.
- ✓ **Institutional Sustainability:** Capacity development is the leitmotif of the UN's work throughout the world, an approach which is reciprocated in DPR Korea by its own philosophy of national ownership and self-reliance. In this Strategic Framework, every opportunity will be taken to transfer international technical skills and knowledge to DPR Korea institutions and individuals, thereby enhancing their capacity to identify needs, deliver social and economic

development, and implement international conventions in a systematic manner as envisaged in Strategic Priority # 4.

- ✓ **Resilience:** Both the Government and the UN Country Team believe that all four component parts of this Strategic Framework will contribute to building more resilience in its people to be able to better prepare for, absorb, respond to and recover from setbacks in the course of continuing human development in the country. Furthering such national resilience is embedded in DPRK's approach to development and another common strand in the UN's work in the country.
  
- ✓ **Results-Based Management (RBM):** Both the Government and the UNCT are also committed to carrying out their programme activities in a results-oriented and cost-effective manner, in such a way as to ensure value for money for all stakeholders. This approach will be built into programme design and implementation. It is discussed in more detail in Section V. below.

Having set out these programming principles which will underpin the Strategic Framework, following are the four thematic areas of strategic priority.

## (c) Strategic Priority 1 - Food and Nutrition Security

**SDG 2:** *"End hunger, achieve food security and improved nutrition and promote sustainable agriculture."*

**SDG 9:** *"Build resilient infrastructure, promote sustainable industrialization and foster innovation."*

**Food and nutrition security exists when all people at all times have physical, social and economic access to food, which is consumed in sufficient quantity and quality to meet their dietary needs and food preferences, and is supported by an environment of adequate sanitation, health services and care, allowing for a healthy and active life.** In the same vein, the UN's Zero Hunger Challenge (ZHC) has five elements: to ensure equitable access to nutritious food; end stunting in children; maintain a sustainable food system; increase smallholder productivity and put an end to the loss and waste of food.

This goal has been a challenge for DPR Korea for a long time - and a central pillar of the UN's work in the country. The DPRK has supported a number of relevant recommendations of the Human Rights Council's Universal Periodic Review (UPR), for example to "take the necessary measures in order for all the population to have access to food". The UN has sought to tackle the immediate and the underlying causes of malnutrition, as well as to address the humanitarian consequences whenever this becomes necessary. In keeping with its hybrid nature, this Strategic Framework will address both elements of the challenge. An important starting point for this will be the Government's National Strategy and Action Plan for the Control of Undernutrition, 2014-2018. Another early priority would be the undertaking of a national nutrition survey at the international standard to enable better targeting of the most at-risk elements of the population. To track progress against planned results it is crucial that situation analyses can be undertaken on a regular basis during the programme period.

Undernutrition is a problem in the population more generally, but the UN's special focus is on pregnant and lactating women and children under five years of age, where the situation can best be described as precarious, and a long-term development challenge. The data on these two groups is a reflection of the social and economic development situation more generally. Thus, according to the 2012 National Nutrition Survey, stunting affects 28 per cent of the child population, and 4 per cent suffer from wasting, with 15 per cent underweight and 2 per cent anaemic. This survey notes a decrease in the level of undernutrition as compared to the 2009 MICS findings. The principal issue in this thematic area continues to be undernutrition among children under five year of age, with its inter-generational consequences. For women of reproductive age, 31 per cent suffer from anaemia, while 23 per cent have a low mid-upper arm circumference (MUAC) and one quarter are at risk of intra-uterine growth restriction (IUGR). Many micronutrient deficiency disorders and related diseases are also prevalent.

Stunting is a long-term concern, and must be addressed through a wide multi-sectoral approach as it is a result of the performance or non-performance of all sectors including economic development, health, food security and nutrition, water, sanitation, hygiene, and education. Stunting is not solely a food or nutrition issue and is an excellent overall development indicator at the highest impact level.

Although the Public Distribution System (PDS) provides a daily food ration for the entire population, this has seldom reached the target level of 573 gm per person per day (an average figure only; individual rations vary according to circumstances). More often the average ration has fallen



significantly below this due to an overall shortage of food in the country. The situation is exacerbated by a low level of dietary diversity: 50 per cent of the population have access to less than the minimum of four out of nine food groups in their diet. In all this, the people of DPR Korea are extremely vulnerable to climatic variations and other uncertainties, with their impact on food production and availability. This was demonstrated in 2015 when a prolonged drought was succeeded by floods in the north of the country; both phenomena, which reflect a recurring and probably deteriorating pattern, placed the country's food supply and therefore nutritional levels at further risk.

Strategically, the most important priority is to expand the country's own food production, so that supply levels are sufficient to feed the population properly and to carry it through short-term shortfalls and ensure that all citizens have the right to food. In this respect the country currently scores 16 in the Global Hunger Index (GHI), considered "serious". This priority therefore extends beyond food crop production to include livestock, fisheries and horticulture. It encompasses household production, as well as that of cooperative farms, and it requires a focus on agricultural research and extension. In order to achieve food security, the DPR Korea has implemented a number of measures aimed at increasing national food crop production. However, an additional strategy remains to be actively pursued, namely that of maximizing agricultural production by mitigating pre- and post-harvest losses, which are currently estimated to account for approximately 16 per cent of national cereal production. The problem is even more acute when considering losses from other links in the postharvest chain. Similarly, enhanced processing can improve basic livelihoods and the wherewithal to buy supplementary supplies when necessary. Improving livelihoods and increasing productivity is thus likely to enhance the ability of the population to exercise better nutrition and food choices. Support to Government efforts in all these areas will be a major focus of UN efforts in the coming years.

While addressing these long-term goals, however, there will be a need to address the most immediate needs of food and nutrition security. The UN system is committed to doing this in a variety of tried and tested ways, focused especially on the most vulnerable groups, including children, pregnant and lactating women, and the elderly. It will do this by providing institutionally-targeted supplementary feeding, and by promoting a more diversified diet. It will also treat moderately and severely malnourished children, promote optimal infant and young child feeding practices, address micronutrient deficiencies, and support de-worming.

### **Outcomes for Food and Nutrition Security:**

- 1.1 Increased sustainable food production, productivity and processing in agriculture, horticulture, fisheries and livestock.**
- 1.2 Enhanced livelihoods, notably equitable household access to sufficient diversified food all year, in particular among the most vulnerable groups**
- 1.3 Improved nutrition status, especially for women of reproductive age and children under 5, the elderly, as well as any vulnerable groups identified.**

## (d) Strategic Priority 2 - Social Development Services

**SDG 3:** *"Ensure healthy lives and promote well-being for all, at all ages."*

**SDG 4:** *"Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."*

**SDG 6:** *"Ensure availability and sustainable management of water and sanitation for all."*

This thematic focus area comprises three distinct elements: education; health; and water, sanitation and hygiene (WASH). It remains a strategic priority for the UN in the country, and the principal concerned UN agencies - WHO, UNICEF, UNFPA and UNESCO - will seek to sustain their programmes of support, while adjusting their targeting to reflect updated situation analyses.

In education, the country possesses a comprehensive nationwide infrastructure, which has enabled free and virtually universal primary and secondary school enrolment, up to the twelfth year, including gender parity. The country has therefore achieved both MDG 2 and MDG 3, although there is a need to provide equitable access for persons with disabilities. Another challenge is the provision of water and sanitation facilities to schools, which is discussed in the context of WASH below. UN efforts will focus mostly on equity and access to quality provision of primary and secondary levels, with particular emphasis on the quality of education and learning achievements, and quality of teacher education, as well as increasing access opportunities for the most vulnerable children, including those with disabilities. The emphasis on quality, as opposed to quantity, is reflective of this perspective in the SDGs. To this end, UNICEF will support the national learning assessment planned by the Education Commission, which will then help guide its support during the period of the UNSF. UNESCO will build capacity in education data collection, reporting and analysis, and support monitoring of SDG 4 targets and indicators.

The health sector is characterised by a similarly comprehensive infrastructure, down to the village level where community doctors have an average ratio of 1/130 – 1/150 households. It is, however, challenged by a shortage of basic equipment and supplies, as well as the need to update medical skills throughout the system. While in principle providing technical support and training throughout the health system, the UN's special focus will continue to be on sustaining the primary health care system, while upgrading the quality of its services.

Statistics sometimes vary but the 2014 Social and Demographic Health Survey (SDHS), supported by UNFPA, indicates significant progress on a number of key indicators. For example, it suggests that life expectancy has risen to 72 in 2014 (males 68 and females 76). The maternal mortality ratio (MMR) has been declining, with the most up-to-date survey data suggesting it is 66/100,000, which however is still well above the MDG target of 50/100,000, but nonetheless an improvement on earlier figures. Similarly, the infant mortality rate (IMR) has been declining to around 14/1,000 which however is still twice the MDG target for 2015. Most of the causes of maternal and childhood mortality are preventable or treatable leaving wide scope for improvement. Contraceptive prevalence rate has also increased steadily but is over-reliant on a single method, IUD. Malaria prevalence has been significantly reduced, to a level which appears to meet the MDG target, and performance on TB control

continues to progress, although still currently falling short of the MDG target; reliable data on HIV/AIDS are not available.

Set against this progress in the control of infectious disease is the increasing challenge of non-communicable diseases (NCD), especially cardiovascular, hypertension and cancer. UN support will therefore place increasing emphasis on NCDs during the UNSF period; this is in accordance with the importance accorded to these health challenges by the SDGs. Once again, the priority in this area will be on preventative measures and early detection through the primary health care system.

Although there has been a remarkable progress in bringing down morbidity and mortality caused by conventional communicable diseases, the country is not fully prepared for the emergence or importation of newly emerging infectious diseases. Nor has it yet been able to meet the core capacities required under the International Health Regulations (IHR 2005) to which the Government of DPR Korea has committed. The UN will therefore continue its support for building and sustaining IHR core-capacities and for strengthening health related emergency preparedness; these are another example of the global public goods, which the UN wishes to support in DPR Korea.

Progress in the WASH sector has continued, but there is still a significant shortfall, especially in access to, and the quality of, sanitation facilities. While 77 per cent of households have access to piped water, only about 50 per cent of schools and health facilities do so, and for nurseries the figure is 62 per cent. Moreover, an estimated 20 per cent of the population do not have access to adequate sanitation facilities, with other related challenges in terms of waste management. “Virtual open defecation”, a condition resulting from the use of undecomposed faecal matter to make compost manure, has a negative impact on the health and nutritional status of the population.

The UN’s emphasis on these areas is also in line with several similar recommendations that the DPRK supported in Human Rights Council’s Universal Periodic Review, including to “continue to promote economic, social and culture development to provide better conditions for the enjoyment of all rights by its people”.

#### **Outcomes for Social Development Services:**

- 2.1 Sustained and equitable universal health coverage with emphasis on primary health care especially for the most vulnerable and in remote areas.**
- 2.2 Enhanced services to address communicable and non-communicable diseases, maternal and childhood diseases especially those experienced by the most vulnerable women and children.**
- 2.3 Strengthened health emergency preparedness and response capacity.**
- 2.4 Coordinated, equitable and sustainable WASH coverage in households, learning institutions and health facilities, especially the most underserved.**
- 2.5 Improved quality and equity in pre-primary, primary, secondary and tertiary education and in technical and vocation education and training.**

### **(e) Strategic Priority 3 - Resilience and Sustainability**

<b>SDG 7</b>	<b><i>"Ensure access to affordable, reliable, sustainable and modern energy for all."</i></b>
<b>SDG 11</b>	<b><i>"Make cities and human settlements inclusive, safe, resilient and sustainable."</i></b>
<b>SDG 12</b>	<b><i>"Ensure sustainable consumption and production patterns."</i></b>
<b>SDG 13:</b>	<b><i>"Take urgent action to combat climate change and its impacts."</i></b>
<b>SDG 15:</b>	<b><i>"Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss."</i></b>

This thematic priority area combines three inter-connected and inter-dependent strands of the UN's work in DPR Korea: ecosystem management, climate change adaptation and mitigation, and disaster risk management, including risk reduction and preparedness. Both sustainable energy supplies at the community level and reforestation are particular areas of focus for the UN in DPR Korea.

Since reliable data in this area is scarce, a high priority for the UN will be UNEP's support for the updating of the Environment and Climate Change Outlook (ECCO) report, which was last published in 2012. The country currently faces environmental challenges including deforestation, soil degradation and erosion. This serves to exacerbate the country's vulnerability to a wide range of extreme weather events, which are themselves accentuated by climate change and therefore have a direct impact on nutrition and food security. Disaster risk reduction measures, including reforestation, is therefore a major priority for the country. Moreover, the country possesses extensive biodiversity, which is also in need of protective programmes.

Indeed, DPR Korea is a State Party to several of the most important environmental conventions: the United Nations Framework Convention on Climate Change, the Kyoto Protocol, the Montreal Protocol, the Convention on Biological Diversity (CBD), the Stockholm Convention on Persistent Organic Pollutants, and several others. Recently it signed the Paris Agreement, with its commitment to prepare its own Intended Nationally Determined Contribution (INDC) to global efforts to reduce greenhouse gas emissions and curtail global warming; however, as do many countries, it struggles to implement the commitments it has made under these and other treaties. The UN stands ready to support the country's implementation of these commitments, as required, and to access some of the funding available for this purpose. While the Multilateral Fund (MLF) for the implementation of the Montreal Protocol (MP) is already working with the Government with assistance from UNIDO, both the Global Environment Facility (GEF) and the Special Climate Change Fund (SCCF) in principle offer opportunities for further collaboration.

Historical data shows that DRPK has been affected by natural disasters of varying severity most years. Between 2004 and 2015, over 5.6 million people have been affected by natural disasters,

mostly floods and droughts, including in 2015 when the country was affected by both drought and flooding in many parts of the country. Given its vulnerability to extreme weather events, DPR Korea also needs the UN's support to build its capacity for disaster preparedness; vulnerability mapping and risk reduction; as well as the management of the national response when a disaster occurs. This too will be a major area of engagement for the UN in the country, which will seek to build upon the recent establishment of the State Committee for Emergency and Disaster Management (SCEDM) to enhance national capacities to prepare for and respond to disasters. This will also include ensuring that the UN System is also prepared, where requested, to respond rapidly in support of national response efforts. Furthermore, awareness of heritage protection in facilitating the formulation of an inclusive, sustainable and resilient urbanization shall be emphasized at both governmental and community levels, with a vision to achieve participatory, integrated and sustainable human settlements.

### **Outcomes for Resilience and Sustainability:**

- 3.1 Local communities, especially the most vulnerable groups including women, can better cope with and respond to impacts of disasters and climate change.**
- 3.2 Local communities, especially those most vulnerable, have access to affordable, reliable, sustainable and modern energy.**
- 3.3 Government agencies apply integrated and equitable approaches to environmental management, energy, climate change and disaster risk management.**

## **(f) Strategic Priority 4 - Data and Development Management**

The essence of the fourth thematic priority for the UN's work in DPR Korea is that the UN will support national policy and programme development with evidence-based and internationally-informed analysis and experience. It brings together a number of different strands, each of which reflects generic roles that the UN plays in supporting many Member States to varying degrees according to the local situation. In principle all three primary elements are relevant and strategically important in DPR Korea.

Given ongoing challenges in availability and access to data, the UN will provide support to macro level data collection and analysis, as well as related policy development as applicable and as requested by the Government. This is important for the nation as a whole, but it is also indispensable for the UN's own programmes. The 2018 national census is one case in point, as would be a national report on the transition from the MDG era to the SDGs; inter alia, such a report could establish the baseline and possible benchmarks for SDG implementation in DPR Korea. As a cross-cutting issue, this applies to all programmes designed and supported by the UN in the country, all of which need to be correctly situated in the national context, targeted optimally and their impact measured accurately. The development, availability, use and access to data and information is also a key indispensable element in the UN's application of its mandatory programming principles and contributes to accountability vis-à-vis development partners, including for the use of funds. It may also be noted in this regard that DPRK accepted the recommendation by the Human Rights Council's Universal Periodic Review to work closely with humanitarian agencies to ensure their free and unimpeded access to all populations in need.

The UN system will continue its work of supporting DPR Korea in the development and implementation of internationally approved technical standards; these are normally established in the context of inter-governmental discussions, in which DPR Korea participates as a UN Member State. This function is carried out routinely by all specialised agencies, such as the International Maritime Organization (IMO) or the International Civil Aviation Organization (ICAO), as well as by the UN's Regional Commission for Asia and the Pacific (UNESCAP), UNESCO and the UN's Funds and Programmes (UNICEF, UNFPA and UNDP). It is an important strand in each of the first three priority themes, but extends beyond them to include other areas of DPRK's development processes. Application of such international standards represent global public goods, which benefit not only DPR Korea but the international community more broadly; national income statistics, flight safety procedures, or meteorological data sharing are cases in point. This also includes supporting the Government to continue its adoption of international standards in relation to conducting rapid assessments following a disaster in order to quickly identify people's needs and response priorities.

To ensure improved compliance with international norms and standards, notably in the field of human rights, the UN stands ready to provide support to the Government in meeting its global commitments to, and periodic reporting on, international human rights commitments under conventions and to other agreements and mechanisms, including the International Covenant on Economic, Social and Cultural Rights; the International Covenant on Civil and Political Rights; the Convention on the Rights of the Child (CRC); and on the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW); and on the Rights of Persons with Disabilities (CRPD); which feature periodic reporting by state parties. DPRK is a State Party to these conventions. The DPRK has also accepted recommendations made through the Universal Periodic Review (UPR) process. The UN Country Team with the leadership of the UN Resident Coordinator would offer support in enabling the

DPRK Government to fulfil its commitments of implementation of the UPR recommendations and reporting, including a mid-term report.

UN support may involve technical cooperation, policy dialogue or providing capacity building, including training to DPRK officials and institutions in the implementation of international norms and standards, as embodied in many treaties and conventions as negotiated and ratified by Member States, including by DPRK. Elements of this work may also be mainstreamed / integrated into the three other strategic priorities (e.g. in the context of working to improve the situation of women and children, undernourished persons, persons with disabilities, or others).

Another group of global commitments relate to the international environmental agenda, such as the Montreal Protocol, the Kyoto Protocol and the most recent Paris Agreement, in which DPR Korea was an active participant. In any such area, the UN stands ready to provide technical advice and support to DPR Korea, when requested, for example in preparing the Government's first report on its Intended Nationally Determined Contribution (INDC). Some of this work will take place in the context of the three other strategic priorities, but some will not, and is therefore addressed in this fourth thematic priority.

**Outcomes for Data and Development Management:**

- 4.1 Increased availability, access to and use of reliable disaggregated humanitarian and development data for programming and decision-making.**
- 4.2 Enhanced DPRK capacity to apply international technical norms and standards.**
- 4.3 Enhanced compliance of DPRK with international treaties, conventions and other mechanisms and strengthened evidence-based reporting.**

## V. MANAGEMENT

### (a) Management and Implementation Arrangements

**As indicated at the beginning of this Strategic Framework the essence of the UN's work in DPRK is to support and reinforce national efforts to improve the well-being of the people, especially vulnerable groups.** Every programme and sub-programme will therefore be designed and implemented to support the goal of achieving equality; the programmes will all be under the overall management of national counterparts, who will be responsible to the Government and to the UN for the appropriate and cost-effective use of UN, as well as of Government, resources. In each case, the supporting UN agency will be ensured appropriate access to all the relevant ministries, agencies and bodies of the Government, as well as the beneficiaries themselves.

**The UN Country Team, under the leadership of the Resident Coordinator and the Government, will be jointly responsible for the implementation of the Strategic Framework.** Many of its component parts will be reflected in the country programmes of the voluntary funds (UNDP, UNFPA, UNICEF and WFP) as well as of the two resident Specialised Agencies (WHO and FAO). There will be other elements that will be supported by UN's non-resident agencies (NRAs) as appropriate and they will in many cases be detailed in separate project agreements with the Government and the applicable funding sources identified. Thus, while the UNSF sits at the apex of the UN's engagement with DPRK, it will be supported and implemented by means of specific programming agreements.

Operationally, there will likely be a variety of different arrangements also, depending on circumstances. For example, in cases where more than one UN agency is working on a specific thematic programme, the entire programme management cycle will be undertaken on a collaborative basis, within the UN system as well as within Government. In some instances this may take the form of a joint programming initiative with single management and pooled resources, but in other cases it may simply be a process of joint, parallel programming in support of a common objective. In order to achieve potential synergies, the possibility of co-locating separate UN-supported projects in the same province, county or community will also be explored. To ensure coherent and coordinated implementation of the UNSF, the UNCT will actively explore ways in which it can move its implementation modalities to take into account the Standard Operating Procedures for Delivering as One.

### (b) Coordination Mechanisms

This UN Strategic Framework will be overseen by a UNSF Steering Committee co-chaired by the Secretary-General of the National Coordinating Committee (NCC) of the Ministry of Foreign Affairs and the UN Resident Coordinator. Its composition will be the same as the Steering Group responsible for the formulation process itself. This Steering Committee will be supported by four UNSF Thematic Groups (TGs), one for each of the four strategic priorities outlined above. They will in turn draw on the work of a variety of issue-related Working Groups (WGs); such Working Groups will be convened as necessary, and may be sectoral or programme specific, and more broadly based, depending on need and circumstances. A cross-cutting Gender Task Force, formed of UN Agency gender focal points open for participation of relevant Government representatives, will be formed to provide advice and support on promoting gender equality and empowerment of women.



On the UN side, this will be complemented and supported by the UN Country Team which will comprise all the resident UN agencies, as well as any concerned non-resident agencies. The UN's non-resident agencies (NRAs) will have a standing invitation to join the meeting; the UN Resident Coordinator will also keep the NRAs apprised of local initiatives or issues, which fall within their purview. By the same token, the NRAs will keep the UNRC informed of any of their own initiatives that relate, or might relate, to DPR Korea.

This also includes supporting the Government to continue its adoption of international standards in relation to conducting rapid assessments following a disaster in order to quickly identify people's needs and response priorities. The UN Resident Coordinator will continue to establish and convene the Humanitarian Country Team (HCT) when required by the humanitarian situation and in accordance with Inter-Agency Standing Committee (IASC) standard operating procedures. HCT membership will be open to UN Agencies, NGOs, bilateral agencies and other humanitarian responders as appropriate. The UNCT will also maintain an Operations Management Team (OMT) sub-committee, whose chair will ensure the link between programme and operational issues.

### **(c) Resources Required**

**The Strategic Framework is predicated on the UN's ability to mobilise required resources over the five year period to support its work.** This is further supplemented by the Government's own contribution, in-kind and in-cash, towards achieving the joint outcomes agreed to in the UNSF. Although difficult to quantify, this contribution is substantial, since it takes into account counterpart staffing and infrastructure, as well as operating costs in many cases. For example, WFP's in-country distribution costs are wholly covered by the Government, and a significant proportion of local labour and construction materials for Gravity Fed Water systems are a local contribution.

Humanitarian, especially emergency, funding, which has been a recurrent source of support in the past, but which is accessible only on a year-to-year basis, is difficult to predict; the resources required of this nature will be identified each year in the Needs and Priorities document and specified in the resulting report.

This apart, the agreed strategic outcomes are based on the pattern of contributions received over the past UNSF. Variations either way will naturally affect the UN's overall ability to carry out the work it is currently planning. While shortfalls would certainly reduce the overall impact, the UN has demonstrated its capacity to absorb and spend productively more resources if they become available. It therefore stands ready to expand the scale of its work, if and when funding to do so is made available.

In fact, the UN's work in DPR Korea depends crucially on non-core funding from a wide variety of sources, including the UN's own Central Emergency Response Fund (CERF). Some of these are multilateral funds outside the UN System, for example GAVI, GFATM and MLF. Contributions from a wide variety of individual member states also constitute an important source of this non-core funding. The UNCT will therefore maintain a proactive relationship with all possible funding sources. Indeed, an **energetic and carefully targeted resource mobilisation strategy** is an essential component, and will underpin successful implementation of, this Strategic Framework.

The starting point for such a strategy is the UNSF itself, but this will be complemented by a **UN joint communication strategy** designed to explain the many roles played by the UN in DPR Korea.

#### **(d) Periodic Reviews of this UNSF**

Although there is a deliberately built-in flexibility in the design of the Strategic Framework, intended to allow for significant changes in circumstances, it will still be necessary periodically to take stock of its implementation vis-à-vis its stated goals and priorities, particularly as they respond to emerging challenges, opportunities and priorities. To this end, it will be subjected to **an annual review by the UNSF Steering Committee**, based on reflective inputs and updates from the four Thematic Groups.

**In 2019, there will be a Mid-Term Review** based on an independent review. It is possible that, at this stage, mid-course corrections could be introduced to the basic structure, if necessary.

## **VI. MONITORING AND EVALUATION**

### **(a) UNSF Results Matrix**

The Strategic Priorities and outcomes as formulated in this document will form part of the UNSF Results Matrix, which will be developed and monitored as a parallel document to the UNSF 2017-2021. The UNSF Results Matrix and M&E plan will serve as the basis for determining how far laid out goals have been achieved and the extent to which they are likely to contribute to the outcomes. The Results Matrix will include indicators, baselines, targets, means of verification, and a list of partners. Where data on baselines is not available partners will work together under Strategic Priority Four to establish them. Indicators will be disaggregated wherever relevant by sex, age, disability, geographic location and other characteristics. Targets will be aligned to the extent possible with SDG and other relevant monitoring frameworks, thereby ensuring that UNCT M&E activities are coherent and supportive.

The UNSF Results Matrix will be under the custody of the M&E Group, overseen by the UNSF Steering Committee. The M&E Group will ensure its development, adherence to quality standards and regular monitoring as foreseen in the M&E plan.

### **(b) Targeting and Baseline Data**

Good programming, to accepted international standards, benefits the quality and impact of UN's work, and will be a guiding objective in implementation of projects. Obtaining and using accurate data will be an essential element in all stages of programme design and implementation. The Government has agreed with the UNCT that timely access to relevant and accurate data will be provided, as necessary for the purpose of targeting beneficiaries, establishing baselines, and measuring progress in addressing the needs identified. This data should be disaggregated by sex and age, and any other variable necessary to identify the most vulnerable. The foundation for this approach is embodied in Strategic Priority #4 Data and Development Management, although programme and project-specific data will also be required.

Thus, consistent with the application of Results-Based Management (RBM), all the subsidiary programmes designed within this UNSF will benefit from detailed information on potential target groups, provided by and in close collaboration with the Central Bureau of Statistics (CBS) and the DPR Korea implementing agencies concerned. This is essential for ensuring that the correct population groups, notably the most vulnerable, are selected and targeted for the programme in question. It is also necessary to establish an appropriate baseline against which to measure progress towards achievement of the programme's established targets.

### **(c) Validation and Verification**

Access to data will be supplemented and complemented by on-site monitoring visits at all stages of the programme cycle. This will be necessary to validate data and to verify implementation arrangements as well as general project performance.

Thus, the UNCT and the Government have agreed that UN international staff will have physical access to all potential and actual beneficiaries of UN assistance, as well as to programme implementation processes, so as to satisfy themselves, as well as their donors, that the UN assistance is being used productively for the intended purposes. Such access, under the 'no access, no assistance' operating principle, will be provided irrespective of funding source.

**(d) Independent Evaluation**

The UNCT will continue its past practice of commissioning independent evaluations of its programme activities, in close consultation and collaboration with the Government.

## ANNEX 1 - A Summary of the UNSF's Strategic Priorities and Outcomes

### **Strategic Priority 1: Food and Nutrition Security:**

1. Increased sustainable food production, productivity and processing in agriculture, horticulture, fisheries and livestock.
2. Enhanced livelihoods, notably equitable household access to sufficient diversified food all year, in particular among the most vulnerable groups.
3. Improved nutrition status, especially for women of reproductive age and children under five, the elderly, as well as any vulnerable groups identified.

### **Strategic Priority 2: Social Development Services:**

1. Sustained and equitable universal health coverage with emphasis on primary health care especially for the most vulnerable and in remote areas.
2. Enhanced services to address communicable and non-communicable diseases, maternal and childhood diseases especially those experienced by the most vulnerable women and children.
3. Strengthened health emergency preparedness and response capacity.
4. Coordinated, equitable and sustainable WASH coverage in households, learning institutions and health facilities, especially the most underserved.
5. Improved quality and equity in pre-primary, primary, secondary and tertiary education and in technical and vocation education and training.

### **Strategic Priority 3: Resilience and Sustainability:**

1. Local communities, especially the most vulnerable groups including women, can better cope with and respond to impacts of disasters and climate change.
2. Local communities, especially those most vulnerable, have access to affordable, reliable, sustainable and modern energy.
3. Government agencies apply integrated and equitable approaches to environmental management, energy, climate change and disaster risk management.

### **Strategic Priority 4: Data and Development Management:**

1. Increased availability, access to and use of reliable disaggregated humanitarian and development data for programming and decision-making.
2. Enhanced DPRK capacity to apply international technical norms and standards.
3. Enhanced compliance of DPRK with international treaties, conventions and other mechanisms and strengthened evidence-based reporting.



# SUSTAINABLE DEVELOPMENT GOALS



## Office of the Resident Coordinator

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