



SAWIRIS FOUNDATION
مؤسسة ساويرس

عامان
الأثر 25 YEARS OF
IMPACT



STRATEGY LAUNCHING

— 2023 - 2028 —

Updated Version: May 2026

Note on this Strategy Update

This updated version of the strategy builds on a mid-strategy review undertaken in 2025, which assessed progress toward targets, identified gaps, and informed refinements to strengthen implementation going forward. While the core of the strategy remains intact, this is a lightly updated version reflecting a focused set of minor adjustments.

These updates include:

- **Refined geographic focus:** Expanded the Foundation’s footprint to include Matrouh Governorate, while gradually phasing out operations in Fayoum (p.8).
- **Updated The Foundation’s Flagship program ‘Bab Amal’ commitment:** The Foundation’s official program target of 80,000 households has been split between a commitment of 50,000 fully funded by the Foundation and 30,000 delivered through partnerships, all by 2030 (p.11).
- **Raised economic empowerment ambition:** Increased the aspirational target to 24,000 beneficiaries (8,000 in training for employment and 16,000 in SMEs), in response to Multidimensional Poverty Index findings highlighting persistent gaps in decent work and social insurance, and reinforcing the Foundation’s focus on job creation and growing evidence base (p.14).
- **Expanded education sector targets:** Increased total reach to 111,000 beneficiaries, driven by a new UNICEF-supported initiative focused on foundational literacy in early grades, using targeted instruction and structured pedagogy and backed by a quasi-experimental evaluation (p.16).
 - Reallocated 10,000 beneficiaries to the Teaching at the Right Level (TaRL) program—an evidence-based flagship initiative—following implementation challenges in the pre-primary program.
 - Expanded the pre-primary age range from 2–4 to 2–6 years to align with Ministry of Education kindergarten programming and broaden reach.
- **Updated Goal 2 framework – Empowering Agents of Change:**
 - Revised targets for scholarships, executive education, and capacity building programs (p.6).
 - Expanded Outcome 5 from the Sawiris Cultural Award to encompass all arts and cultural initiatives (p.23).



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الأثر 25 YEARS OF
IMPACT

Sawiris Foundation for Social Development
Booklet for Strategic Directions 2023-2028
Reducing Multidimensional Poverty and
Empowering Agents of Change

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The background is a vibrant green with various semi-transparent, stylized motifs. On the left, there are large, layered shapes resembling domes and arches, suggesting a cityscape or architectural style. In the center and right, there are stylized trees and plants with geometric, pointed leaves. A zigzag pattern is visible at the top and bottom of the page. The overall aesthetic is modern and graphic.

Introduction



The Sawiris Foundation for Social Development (SFSD) is Egypt's largest philanthropic organization that promotes and supports innovative solutions targeting comprehensive and sustainable development in Egypt. Established by the Sawiris family in 2001, SFSD is one of the first family foundations of its kind in Egypt. Over the last 25 years, SFSD have addressed the most pressing issues facing marginalized Egyptians, such as poverty, unemployment, social exclusion, and limited access to quality education. We have funded the delivery of programs aimed at achieving comprehensive and sustainable development, in partnership with the governmental and private sectors as well as civil society. By creating thousands of job opportunities and providing quality education and access to basic services, we have affected the lives of 1,000,000 Egyptians. Our funded programs cover 24 Egyptian governorates, with a strong focus on rural villages with the highest levels of deprivation.

With increasing global and national challenges, Sawiris Foundation developed its strategic directions while keeping in mind finding the most cost effective and impactful ways to support Egypt's marginalized families as well as those trying to further positive social change in Egypt. As such, through following the philosophy of effective altruism and evidence-based practices, we are launching our 2028-2023 strategy that aims to maximize our impact in reducing multidimensional poverty and empowering agents of change in Egypt.

SFSD commits to full transparency in our strategy on the grounds of accountability, openness and continuous learning. In our new strategy (2023-2028), we seek to maximize the positive impact of our work within the communities that we, as well as our co-funding and implementing partners, serve through evidence-based practices.



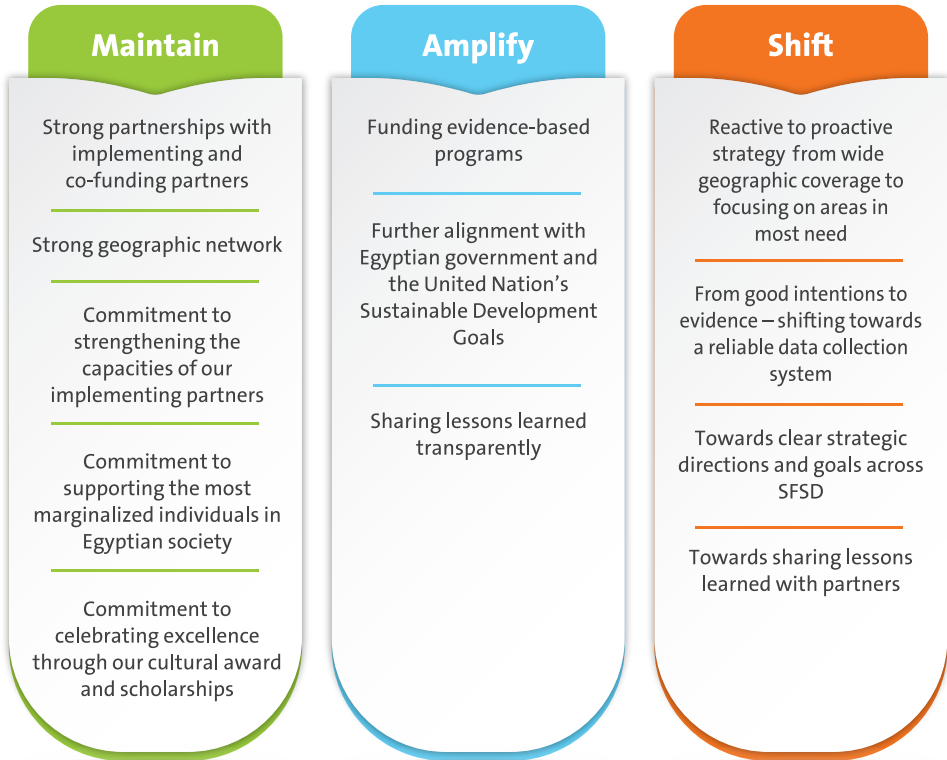
From Old to New

Sawiris Foundation's team has collaborated in a participatory approach to review the 2019-2021 strategy. This process entailed synthesizing lessons learned from the field, from our implementing and co-funding partners, in effect benefiting from our shortcomings and building on our successes, in order to develop the strategic plan for the next five years. This is coupled with the aim of maximizing SFSD's impact in the Egyptian community and leading the movement towards evidence-based development.

In times of uncertainty it becomes increasingly difficult to make assumptions about the future. While we have a set strategy, we are aware that we may need to adapt as we go and keep an open mind as we recognize that our geopolitical situation is constantly changing. This is why SFSD views its strategy development as an iterative process. We trust in the importance of regularly evaluating our progress and reviewing our priorities to take into account the context we are in and the changes the world has been through.

That being said, SFSD is committed to be responsive to shocks through emergency response programs. In times of uncertainty, the climate change crisis, and ever-changing social, economic and political circumstances, the poor population is in dire need of support. This may have implications on the foundation's strategic directions as priorities may shift when there are unexpected shocks. SFSD is therefore committed to allocate efforts and resources in support to those whom shocks inflict substantial losses and pushes them into a poverty trap.

The following table summarizes what we have included and eliminated in our new 2023-2028 strategy, based on the lessons learned in our previous 2019-2021 strategy.





Looking Forward with our Partners

"The challenge for us is this: how can we ensure that, when we try to help others, we do so as effectively as possible?" (McAskill, 2015)

In recent years, we have adopted the philosophy of effective altruism and have explored the evidence-based practices that will put us on the path to do the most good over the next five years.

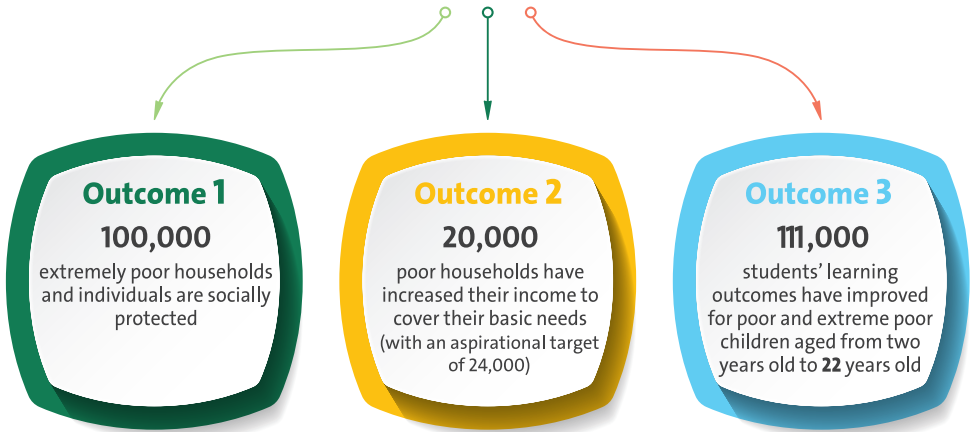
Through supporting grassroots implementing partners, social enterprises, and research centers, we aspire to work on developing context-specific and culturally sensitive solutions to the challenges faced by the most marginalized individuals and families trapped in the vicious cycle of poverty.

In comparison to our previous strategy, we are placing greater emphasis on the framework of multidimensional poverty, which measures poverty beyond monetary income and encompasses a deeper understanding of the roots of poverty and barriers to economic prosperity. We are also moving beyond celebrating agents of change to empowering them.

GOAL I

Reducing Multidimensional Poverty

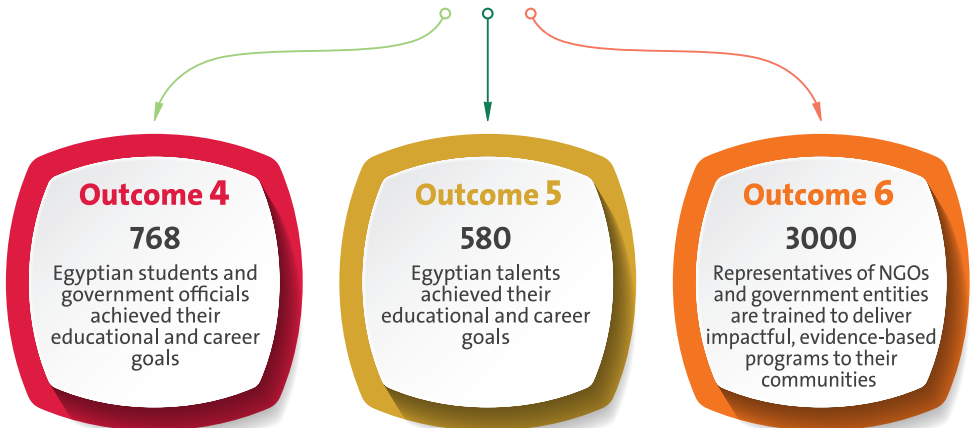
Families living in multidimensional poverty are increasingly able to sustain themselves to cover more than 80% of their basic needs and have access to quality education.



GOAL II

Empowering Agents of Change

Individuals and institutions are empowered to realize transformative outcomes in their development, education, and professional paths through expanded access to necessary resources and strengthened agency to make effective choices and translate them into meaningful action.





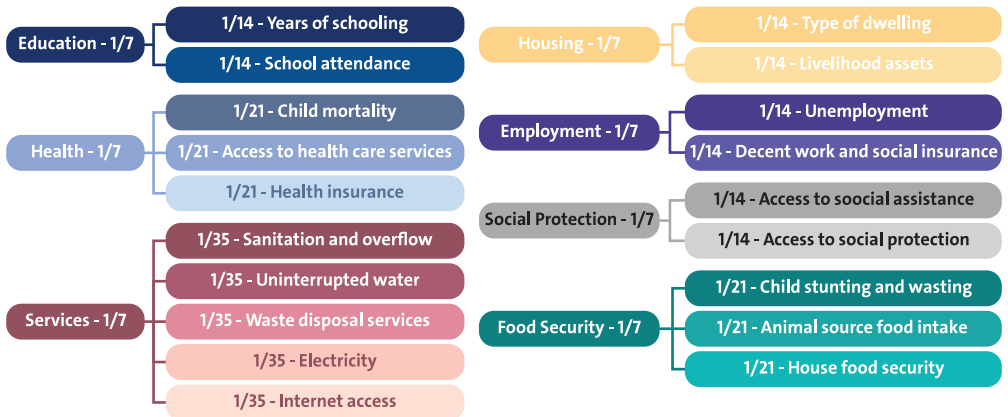
GOAL I

Reducing Multidimensional Poverty

Poverty is a complex phenomenon that results in the unequal distribution of resources and often persists as a result of “schemes conceived of in ideology (some cartoon-character view of what the poor need or want) and in ignorance of the realities in the field persist out of sheer inertia; once they exist, they are difficult to get rid of”.^[1] Factors that further exacerbate extreme poverty include and are not limited to, poor quality of education, limited health, lack of housing and basic services such as electricity and clean water and food insecurity.

According to Egypt’s Central Agency for Public Mobilization and Statistics (CAPMAS), approximately 29.7% of Egypt’s population were in a state of poverty in 2020.^[2] In order to capture the factors that contribute to poverty beyond the lack of monetary income, we are committing to a more comprehensive and holistic approach using the Egyptian Multidimensional Poverty Index (MPI).^[3] This framework looks at education, health, housing, services, employment, social protection and food security, reflecting the share of people in poverty and the degree to which they are deprived, accounting for several deprivations that quantify the situation of poverty into a single measure (see figure below).

Seven Dimensions of Poverty



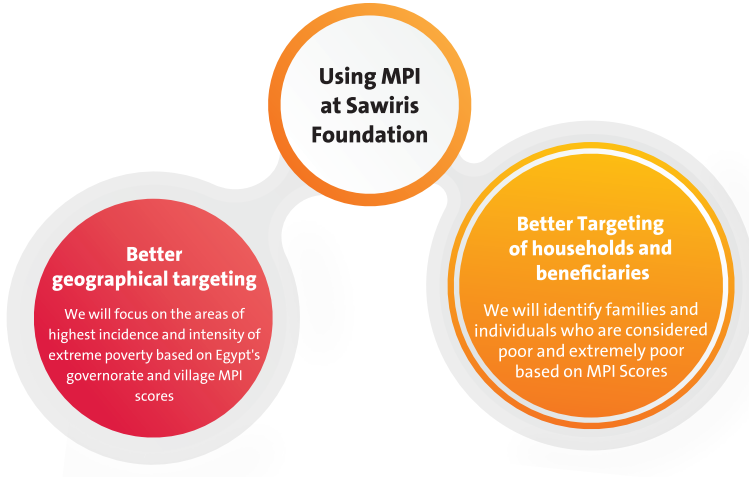
[1] Duflo, 2011

[2] According to the poverty, consumption, and income research conducted by the Central Agency for Public Mobilisation and Statistics (CAPMAS), .

[3] OPHI & UNICEF, 2024



How we will use Egypt's MPI



Our Geographical Scope

SFSD's geographic focus prioritizes governorates with the highest levels of multidimensional poverty to ensure resources are directed where needs are most acute. Based on the Multidimensional Poverty Index 2020, SFSD currently operates in five priority governorates: Assiut, Sohag, Qena, Minya and Matrouh.

In line with SFSD's commitment to evidence-based and adaptive programming, the Foundation's geographic scope has been updated. Based on unofficial poverty data 2024, Matrouh has emerged as the highest governorate in terms of both income and multidimensional poverty. Additionally, co-funding partners have expressed increased interest in operating there. Accordingly, SFSD plans to gradually expand operations into Matrouh while phasing out of Fayoum, where interventions have decreased and the Foundation's footprint has diminished, ensuring continuity of impact.



Outcome 1

Social Empowerment

100,000

Extremely poor households and individuals are socially protected



We seek to reduce the lifelong consequences of poverty and exclusion and the social exclusion of families living in extreme poverty. Pushing households out of extreme poverty and supporting their access to basic services as to ensure sustained livelihoods that connect them to their surrounding communities and improve their wellbeing, as well as enhance their capacity to be resilient against economic and health shocks.



Scaffolding Households out of Extreme Poverty

FLAGSHIP PROGRAM

"BAB AMAL" - DOOR OF HOPE

Since 2018, SFSD has funded the adaptation, implementation and evaluation of BRAC's Ultra-Poor Graduation approach, which comprises a series of interventions to support households out of extreme poverty.

The program interventions consist of a productive asset transfer, a consumption stipend, facilitating access to basic services, financial inclusion services, social empowerment skills training, training on livelihoods, and hands-on coaching.

Through these interventions, households can build sustainable livelihoods, resilience, confidence and 'graduate' out of extreme poverty.

The program's target remains at 80,000 and it has already transitioned from the testing phase to scale-up, with the Foundation committing to fully fund 50,000 households while mobilizing partners to reach an additional 30,000 by 2030.

This strategic scalability is embedded in the program design, with the Ministry co-chairing the Bab Amal Steering Committee alongside technical leads like The United Nations Economic and Social Commission for Western Asia (UNESWCWA).

This institutionalization embeds the project within national safety nets like Takaful and Karama, ensuring that the additional target households are successfully transitioned from dependency to self-reliance.

Providing Access to Basic Services

Sawiris Foundation is committed to experiment with innovative and cost-effective projects that support extremely poor households' access to basic services in the following areas: decent housing, access to sanitation, electricity and clean water and basic nutrition. Through testing these innovative projects, we hope to widen the base of research on what interventions can effectively improve the living standards of 18,000 extremely poor households and significantly reduce multidimensional poverty.

Supporting Children without Parental Care

SFSD firstly focuses on the provision of services to children without parental care. It aims to enhance and promote the family role, by preventing unnecessary child separation, and provide the children with safe family based care options. That being said, not all children are eligible for family based care which is why SFSD works on different levels and types of societal integration. Through provision of services in shelters and mobile units, we aim to support 2,000 children who live in high-risk situations.



Outcome 2

Economic Empowerment

20,000

Poor households have increased their income to cover their basic needs (with an aspirational target of 24,000 households)



Through funding job training, job matching and placement opportunities, and effectively supporting the growth of micro and small businesses, the Economic Empowerment sector aims to bridge the gap between Egypt's labor market demand and supply sides, especially in the most vulnerable communities in poor governorates. Through these programs targeted at jobseekers as well as potential and established micro and small business owners, we seek to support 20,000 and aspire to reach 24,000 households living in multidimensional poverty to cover their basic needs by 2028. Our targeting also extends to indirect beneficiaries, such as family members of jobseekers and business owners.

Training for Employment

The program is committed to enabling 5,000 trainees to access decent job opportunities, with an aspirational target of reaching 8,000. Building on Job the Creation Competition (JCC) randomized evaluation results, the program prioritizes integrated training models, combining training with employability support, which have been shown to increase employment, working hours, and income, particularly for women. We aim to support high-quality job training in life and work skills that are essential for employability and job retention, while ensuring alignment with labor market demand.

Micro and Small Enterprises

As part of our efforts to address poverty, we aim to support microentrepreneurs committed to self-employment through establishing and managing small businesses, with a commitment to reach 15,000 households through income-generating projects and an aspirational target of 16,000. Through providing in-kind or financial support, individuals will secure their basic needs and may generate further economic prosperity and employment within their communities. Our Job Creation Competition randomized evaluation compared loans, cash grants, and in-kind grants for microenterprises in Upper Egypt's Qena governorate, boosting business profits 50%+ for key subgroups like women and new businesses, while creating sustainable jobs. Low-interest loans proved 4x more cost-effective than grants, prompting us to redesign financial support, phasing out grants for expanded lending. We're now piloting innovative micro-equity models to share risks and rewards with entrepreneurs.



Outcome 3

Education

111,000

Students' learning outcomes have improved for poor and extreme-poor children aged from two years old to **22** years old



FLAGSHIP PROGRAM

"Teaching at the Right Level (TARL)"

Teaching at the right level is an educational approach aimed at improving learning outcomes that was pioneered by the Indian non-governmental organization "Pratham". Sawiris Foundation will be integrating, via its implementing partners, the Egyptian community and public schools through the TARL approach to improve learning outcomes. We have conducted an initial pilot and designed the methodology to the Egyptian context in different schools and we are currently shaping the next phase of the Teaching at the Right Level (TaRL) program. Building on evidence and lessons learned from previous phases, Phase III aims to deepen impact and expand reach among students in marginalized communities.

Despite high enrollment rates in Egypt, the underlying problem of low learning levels remains prominent. Students continue to go from one grade to another and many of them have not acquired basic numeracy and literacy skills. Therefore, TARL provides primary school students in grades 3 and 4 with basic literacy and numeracy skills. TARL makes it so that the level of the child is the sole determinant of what they should be learning, regardless of their age or grade. TARL divides children of grades four to six of primary school, based on their learning abilities and their skill level instead of dividing them by age or grade. This teaching approach also focuses on basic skills and curricula, instead of focusing only on the curriculum, as well as relying on regularly evaluating students' performance instead of relying solely on end of term exams.

Enhancing Learning Outputs (for Pre-Primary and Basic Education)

Sawiris Foundation aim to continue our work in enabling learning inputs such as the provision of nutritional meals and in finding the most holistic, impactful and cost-effective ways to improve learning outcomes for all levels of education, starting from the pre-primary stage and up until the secondary stage.

Raising Awareness on the Value of Technical and Vocational Education and Training (TVET)

The Technical and Vocational Education Training (TVET) Program is dedicated to cultivating a new generation of highly skilled and competent technical professionals. Through the provision of scholarships, TVET enables students to enroll in premier technical schools and institutes across Egypt—including institutions established and managed by the Foundation itself. In tandem, SFSD remains committed to documenting and disseminating the knowledge, methodologies, and best practices developed through its initiatives, with the aim of promoting scalable and impactful models within the technical education sector. In addition, TVET endeavors to guide students toward high-quality vocational education pathways that offer strong prospects for gainful employment and long-term career development.



GOAL II

Empowering Change Agents

One of the most important values held by our founders is the importance of investing in future generations who show potential for positive social change. This comes alongside our commitment to supporting our implementing partners in driving impactful change in their communities and the beneficiaries they work with.

Theory of Change: By expanding individuals' and institutions' access to necessary resources and strengthening their agency, SFSD empowers them to make effective choices, transform those choices into meaningful actions, and achieve transformative outcomes in development, education, and careers.

- Empowerment is the process of enhancing an individual's or group's capacity to make effective choices, then to transform those choices into desired actions and outcomes.^[1]
- Agents of change is someone who acts and brings about change, and whose achievements can be judged in terms of their own values and objectives which could include students, writers, artists, filmmakers and non governmental entities.^[2]

[1] Narayan, 2002

[2] Amartya Sen, 1999



Outcome 4

Scholarships

768

Egyptian students and government officials achieved their educational and career goals



Facilitating Access to Quality Higher Education

SFSD offers scholarship programs annually for higher education levels in top ranking universities within and outside of Egypt. These comprises undergraduate as well as graduate programs in various fields. Over the next five years, we intend to continue refining our extensive scholarships program and to facilitate greater access to quality higher education for less privileged students with exceptional potential.

Providing Learning Opportunities for Executive Leaders in the Public and Private Sectors

In an effort to support Egypt's Vision 2030 for sustainable development and strengthen the capabilities of public and private sector professionals, SFSD offers executive education programs designed to build leadership, administrative, and strategic skills. These programs target professionals from both the public and private sectors and aim to enhance human capital, support effective decision-making, and equip participants to address emerging challenges in their respective fields. Over the next five years, SFSD will continue to refine and deliver executive learning opportunities that foster cross-sector engagement and support high-level professionals in strengthening their leadership and decision-making capacities.



Outcome 5

Arts and Cultural Programs

580

Egyptian talents achieved their educational and career goals



Sawiris Cultural Award

Believing in the power of culture and the arts to positively advance social development, the Sawiris Cultural Award was launched in 2005. Initially focused on supporting the novel and short story collections, the Award established a platform dedicated to celebrating serious literary creativity and connecting generations of writers. In 2007, the screenwriting category was introduced, highlighting the importance of visual storytelling, followed by the addition of dramatic texts as an independent category in 2009. As the Award continued to evolve, 2013 marked the launch of the literary criticism category, recognizing critical analysis as an essential component of the cultural landscape. Beginning in 2018, financial awards were extended to shortlisted works, strengthening pathways for creative development and continuity. In 2020, the Award introduced the translation of the first-place winning novel in the Emerging Writers category, expanding access to new audiences beyond linguistic boundaries. This trajectory continued in 2021 with the addition of Children's Literature as a standalone category. In 2025, the Foundation launched the Sawiris Screenwriting Lab as a practical extension of the Award, designed to support winning and shortlisted writers and transform recognition into sustained professional development opportunities. Together, these milestones reflect the Award's growth over two decades from a recognition initiative into an integrated cultural platform that evolves alongside Egypt's creative landscape. Submissions have grown from 267 works in the first edition to nearly 1,000 in recent editions, underscoring the Award's growing stature and credibility within the cultural community.

Fayoum Art Residency Programme

The Fayoum Art Residency is a scholarship programme launched through a partnership between Abla Art Foundation and the Sawiris Foundation for Social Development. It provides Egyptian artists with a structured academic and practical environment to develop their artistic practice, learn new techniques, and engage with leading Egyptian and international artists. A core pillar of the programme is social responsibility: residency recipients are required to give back to Fayoum's local communities through pre-organized activities, including delivering art workshops for less fortunate children. The initiative combines talent development with community engagement, reinforcing the role of arts as a vehicle for social impact and cultivating artists as agents of change within their communities.



CineGouna Emerge Programme

CineGouna Emerge is a talent development initiative designed to empower Egypt's next generation of filmmakers. Supported by the Sawiris Foundation for Social Development as Impact Partner and the European Union in Egypt, the programme enables film students, emerging filmmakers, and young film professionals to fully engage in the El Gouna Film Festival ecosystem. Participants receive full festival accreditation and access to panels, masterclasses, workshops, screenings, and industry networking through the CineGouna Forum and Market. By removing financial and access barriers, the programme supports skills development, professional exposure, and career pathways across the film industry value chain.



Outcome 6

Capacity Building Program

3000

Representatives of NGOs and government entities are trained to deliver impactful, evidence-based programs to their communities



Capacity Building Program

Investing in a sustainable capacity-building model that supports both SFSD's implementing partners and government entities in strengthening their institutional capacities will maximize the Sawiris Foundation's impact on its target beneficiaries. By improving the ability of civil society organizations and public institutions to design and implement high-quality, evidence-based interventions, this approach will lead to more effective development programs that respond to the real needs of the communities they serve. We envision that such a program will create a ripple effect across the broader development ecosystem and contribute to building a stronger, more legitimate, and vibrant civil society.

FALGSHIP PROGRAM

NGO Capacity Building Initiative

SFSD's NGO Capacity Building methodology is a differentiated capacity-building program that empowers NGOs to become active civil society players through strengthened institutional capacity and organizational development. Based on rigorous organizational assessments, SFSD has categorized partner NGOs into four performance tiers.

Differentiated Intervention Model:

- **High-Performing (Hi-Per) NGOs (5 organizations):** Selected to serve as regional training centers and knowledge hubs in targeted governorates, facilitating peer learning and scaling
- **High-Potential (Hi-Po) NGOs:** Engaged in intensive, structured capacity-building programs to advance to Hi-Per status
- **Medium-Performing NGOs:** Offered targeted services and technical assistance to strengthen institutional foundations
- **Emerging NGOs:** Supported through foundational capacity-building modules



Egypt Impact Lab

An institutionalized lab in the Ministry of Planning, Economic Development and International Cooperation, the Egypt Impact Lab is a specialized initiative focused on building the capacity of Egyptian government and civil servants to generate, interpret, and utilize rigorous impact evaluation evidence for program improvement and policy influence.


NGO Panel Survey

Longitudinal monitoring and assessment system tracking changes in NGO sector capacity, organizational health, and program quality over time.

Bi-annual Independent NGO Capacity Assessment (NGOs Bank)

A comprehensive, independent, periodic assessment mechanism providing NGOs with objective capacity evaluations against standardized institutional effectiveness criteria. This assessment, conducted every 2 years, updates SFSD's NGOs Bank which compliments the Foundations projects funding cycle.

How we Work

A stylized, monochromatic blue-toned illustration of a village. The scene features several buildings with rounded domes and arched windows, some with small square openings. There are various types of trees, including tall, thin ones and broader, leafy ones. The background is a solid blue color, and the overall style is flat and geometric.



How we work with our Implementing Partners

Over the course of the new strategy (2023-2028) and in making decisions to fund projects, Sawiris Foundation will prioritize evidence-based^[1] and cost-effective projects that address our six strategic outcomes. This will support our effort to maximize impact in reducing multidimensional poverty and empowering agents of change. We also welcome novel and innovative solutions that work towards our strategic outcomes, although this will require running an impact evaluation to measure impact and to contribute to the growing body of global evidence.

[1]Based on scientific evidence: A project is backed up by scientific evidence if the project interventions have been tested using rigorous research methodologies and have shown a statistically significant positive impact on its beneficiaries targeted outcomes.



Sawiris Foundation Project Cycle (2023-2028)

Every year, the Sawiris Foundation will launch a limited call for concept notes between April-June. This call will be open exclusively to NGOs that have successfully completed the Foundation's bi-annual NGO assessment and may be targeted to specific NGO categories. We will accept one concept note per implementing partner for either of the below tracks. Eligible implementing partners may submit one concept note only, selecting one of the tracks outlined below, noting that application timelines vary by track. Co-partners of the Sawiris Foundation may contribute to any of the tracks through financial and/or in-kind support.

Novel, Innovative Project Ideas

Track A

Track A accepts project ideas with clear interventions and theories of change and that have promise in terms of sustainability, scalability and alignment with our strategic outcomes. Track A projects will be eligible for funding of between 10-15 million EGP that last between 12-30 months. Track A projects with demonstrated and proven track of success may be scaled up to Track B projects.

1 Evidence-based Projects

Track B accepts project ideas that are supported by scientific evidence. Track B projects will be eligible for funding between 25-35 million EGP for the duration of three years.

Track B

2 Scale up Projects

Track B projects may also be scale-ups on the national level, which have shown potential for wide impact, with funding that can reach up to 85 million EGP, lasting between 5-6 years and implemented in collaboration with other partners such as a ministerial entity, international donors or philanthropic organizations. It worth noting that Sawiris Foundation's financial contribution should not exceed 50% of the total project funding.

Government Partnerships

Track C

In this track, SFSD commits to provide funding up to 85 million EGP over four years or 105 million over five years for governmental initiatives. This total amount should not represent more than 30-50% of the total project funding from the Foundation's side. The project will be accompanied by an impact evaluation conducted by SFSD Team along with external research centers. Examples of this track at SFSD includes Forsa program, Sakan Kareem, and the Nurseries project.

Unrestricted Funding

Track D

As part of the capacity-building program, SFSD will provide unrestricted funding to a limited number of NGOs yearly to unlock their potential and maximize their impact. The unrestricted funding will allow the NGOs to spend on interventions based on their priorities without any external limitations.

The maximum financial support limit in various tracks has been increased in April 2024.

Through collaborating with other like-minded organizations, we would reach mutual benefit in a multitude of ways:

1 Reducing redundancies in the field of social development and saving tremendous resources in the process

2 Having greater reach, scale and impact

It is quite encouraging to see how pooling resources may help partners do more, and at a much larger scale than they would have otherwise. This impacts more lives in the process.

3 Sharing best practices and experiences, paving the road for cross-learning opportunities

Tightly-nit partnerships provide an excellent formula for cross-learning, where each organization can draw from the learnings of their partners. This is a valuable quality to leverage on, especially for institutions that are working in the field of social development and delivering public goods.

4 Complementing each other's strengths by focusing on what each partner brings to the table

Effective and efficient partnerships can prove to transform partners, in that they could provide the public and civil society sectors with valuable industry-related skills, and on the other hand, could nudge businesses to incorporate social values into their models and value chains (which is what some have dubbed 'creating shared value').

That being said, Sawiris Foundation reiterates its strong commitment over the upcoming years to continue how we work. Expanding collaborations with co-funding partners will be paramount, in the hope of bridging the gap between stakeholders in development through maximizing the utilization of resources. By 2028, the Partnerships team expects to mobilize partnerships with yearly funding equivalent to 35% of the total funding of the foundation. We firmly believe, as is often terrifically captured through an age-old proverb, that "if you want to go fast, go alone. If you want to go far, go together."



How we align with National and International Goals

Out of firm belief in the importance of aligning our work with other organizations who are working on reducing poverty nationally and internationally, we have carefully ensured that our strategy is aligned with the international Sustainable Development Goals (SDGs) and the National Strategy for Sustainable Development “Egypt 2030 Vision,” (MPED, 2016) as well the national strategy of the Ministries of Social Solidarity and that of Education.

How our work is Cross-Cutting

One of Sawiris Foundation’s principal values is inclusivity, and as we continuously invest in ensuring our own organization is inclusive on all fronts, it is necessary that the projects we fund also reflect this value. That is why certain themes will be mainstreamed across all projects and interventions funded by Sawiris Foundation through the 2023-2028 strategy. The three crosscutting themes are gender, diversity and inclusion, and climate change. We will reflect these crosscutting themes in our work policies, our project selection, design and implementation, and in the learning questions that we choose to evaluate.



**DIVERSITY
& INCLUSION**



GENDER



**CLIMATE
CHANGE**

Disaster Preparedness and Response

SFSD’s Disaster Preparedness and Response Strategy ensures rapid and effective support for poor and most vulnerable communities in Egypt whose vulnerabilities are magnified during crises. The Foundation prioritizes preparedness, early warning systems, contingency planning, and risk monitoring through supporting national evidence-based early warning interventions in collaboration with the government complementing its efforts to protect vulnerable population in crises. In the response phase, SFSD deploys fast-tracked funding for targeted cash transfers and in-kind relief, guided by evidence and a disaster committee in collaboration with its implementing partners on ground. That being said, mitigation and recovery are addressed through SFSD’s ongoing poverty-reduction programs.

How we Learn

In its aspiration of maximizing its impact in Egyptian society, Sawiris Foundation invests in the implementation of rigorous evaluations, strong monitoring systems, an evidence-based strategy and organizational learning.

Externally, Sawiris Foundation is committed to transparently share our lessons learned. This means that we will continuously disseminate key lessons , with the hope of contributing valuable knowledge to the wider development community.

Moreover, SFSD is a main contributor to the National Egypt Impact Lab, in collaboration with the Ministry of Planning and Economic Development as well as the Ministry of Social Solidarity and J-PAL. This initiative will allow for the rigorous evaluation of national programs that will feed the strategic directions of the development community in Egypt.

Internally, and through the establishment of the Learning and Strategy department, we are committed to ensuring that we are practicing the philosophy of effective altruism within the Foundation. Through learning from findings and insights generated from the monitoring and evaluation of projects, the organizational learning expands and the Foundation integrates these learnings into our evidence-based strategy.

Over the next five years, we are committed to refining our data collection system, monitoring and evaluation processes, internal and external learning systems and successfully reviewing our strategy on a quarterly basis.



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عاماً من
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IMPACT



STRATEGY
LAUNCHING
— 2023 - 2028 —

Updated Version: May 2026