



SAWIRIS FOUNDATION
سَوِيرِس فَاؤِنْدَيشَن



STRATEGY LAUNCHING

— 2023 - 2028 —

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SAWIRIS FOUNDATION
سوقيريس فاؤنڊيشن

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, overlapping circular shapes and a vertical stem with pointed, leaf-like elements. In the center and right, there are architectural forms with rounded arches and domes, some resembling a church or a castle. A jagged, zigzag line is visible at the top left and bottom left. The overall style 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 22 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 700,000 Egyptians. Our funded programs cover 24 Egyptian governorates, with a strong focus on the most remote villages.

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.



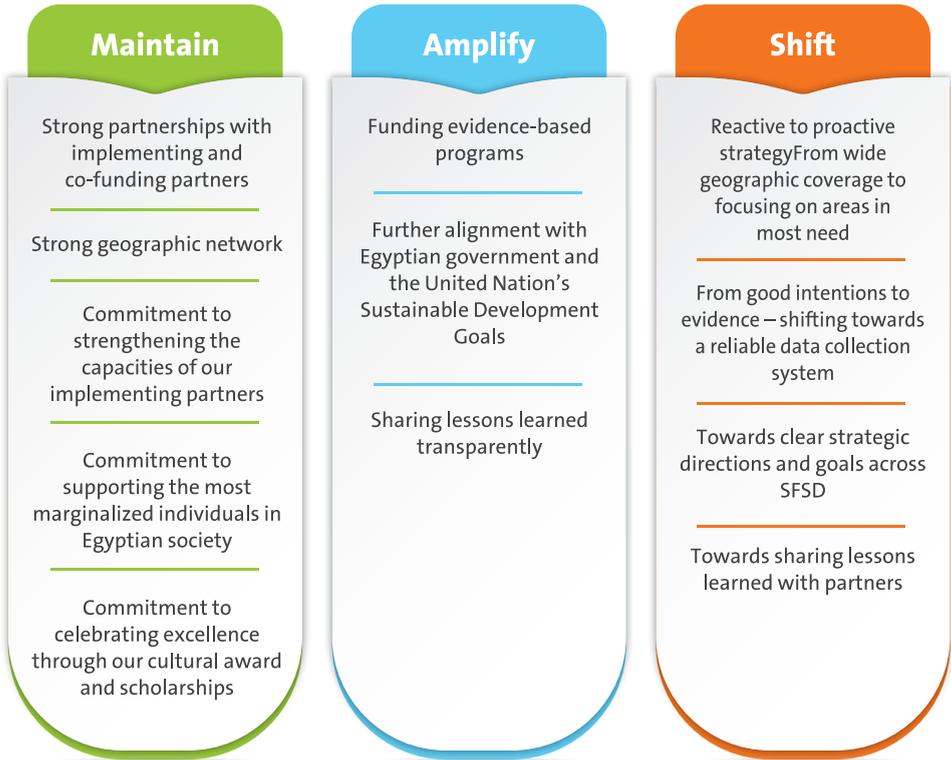
From Old to New

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 everchanging 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.

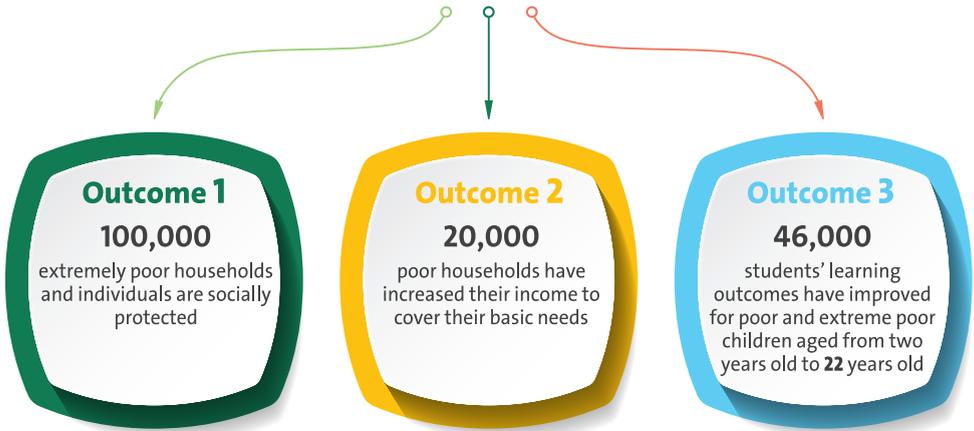
Through supporting grassroots implementing partners, social enterprises, and research centers, we aspire to work on developing context-specific and culturally sensitive solutions to the challenges faced by the most marginalized individuals and families trapped in the vicious cycle of poverty.

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

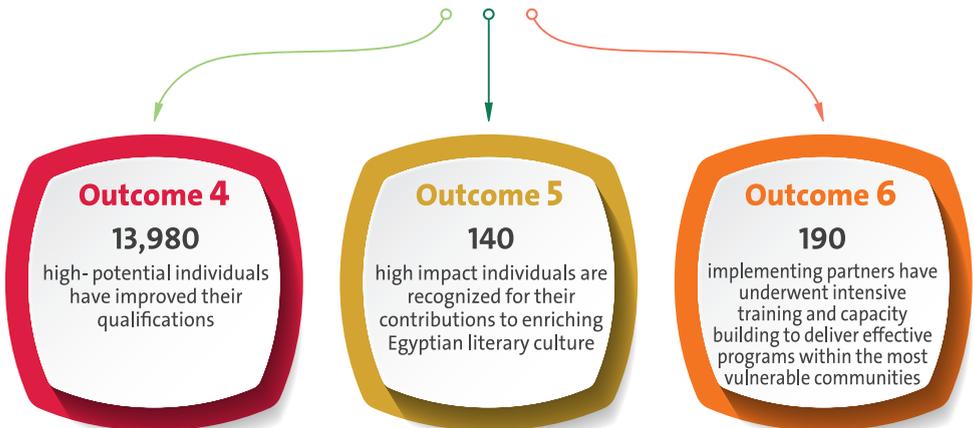
Families living in multidimensional poverty are increasingly able to sustain themselves to cover more than 80% of their basic needs and have access to quality education.



GOAL II

Empowering Agents of Change

Individuals and organizations who have demonstrated or have shown the potential for impactful positive social change are further empowered to achieve their highest potential in their communities.



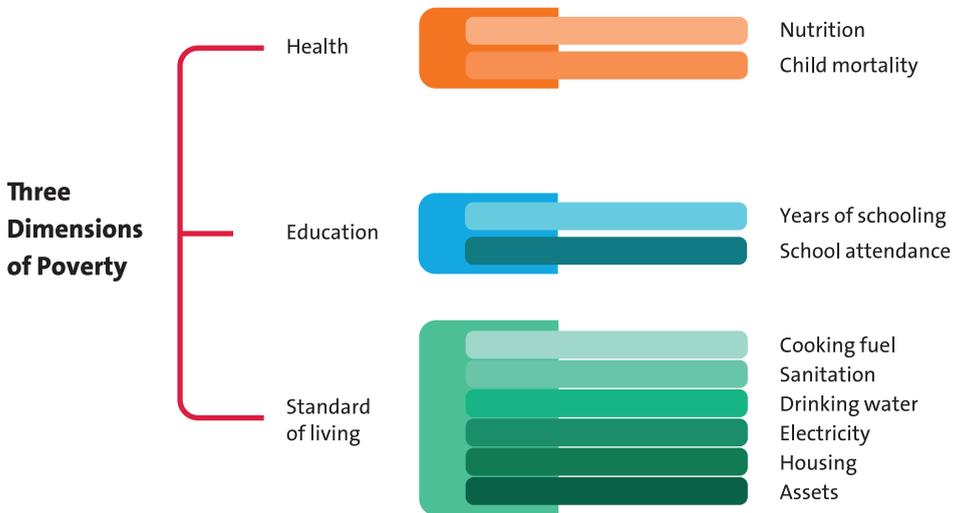


GOAL I

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 2021.^[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 Multidimensional Poverty Index (MPI).^[3] This framework looks at education, health and living standards, 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).



[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 & UNDP, 2020

How we will use Egypt's MPI





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"

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 contextualized program, Bab Amal ("Door of Hope") program has served 2,267 households in its first phase in two of Egypt's poorest governorates, Assiut and Sohag and is currently moving towards the second phase of implementation for 3,600 families. 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. Over the next five years, we plan on refining the program based on the evaluation, sharing our findings and program design with other organizations wishing to replicate the model and expand the Bab Amal program so that it serves a greater number of extremely poor households.

Providing Access to Basic Services

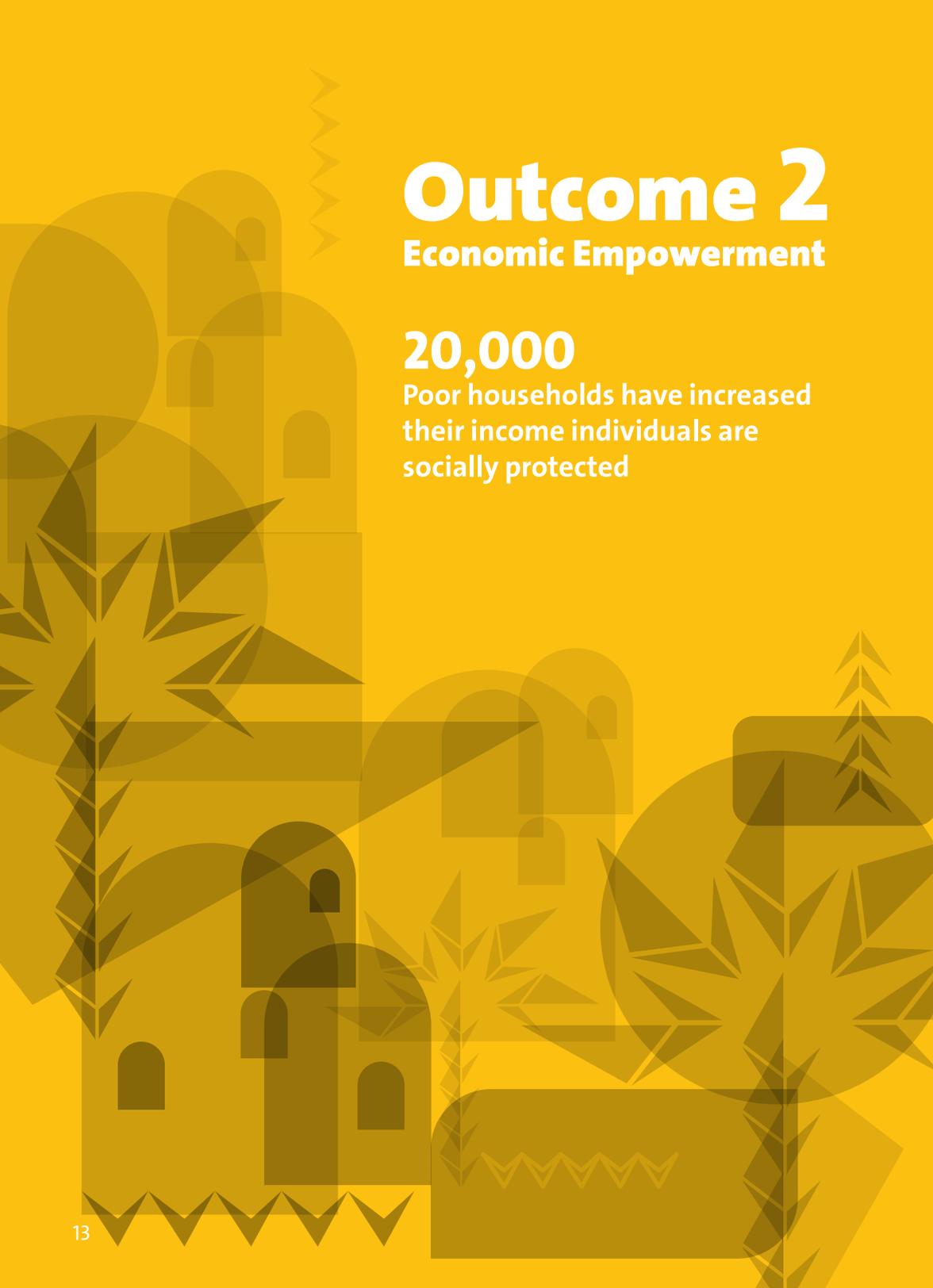
Sawiris Foundation is committed to experiment with innovative and cost-effective projects that support extremely poor households' access to basic services in the following areas: decent housing, access to sanitation, electricity and clean water and basic nutrition. Through testing these innovative projects,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

Supporting Extremely Poor Households through Economic and Health Shocks

The last couple of years have shown us the dire need to respond to economic and health crises in a rapid, efficient and targeted way. Sawiris Foundation is committed to responding rapidly in emergency situations that arise across Egypt. As such, over the next five years, we will work to fund programs that provide rapid emergency response to vulnerable populations, supporting households that have been hit particularly hard by subsequent and future crises that negatively impact the livelihoods of vulnerable households, especially women who were hit harder by the COVID 19 crisis.

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 1,400 children who live in high-risk situations.

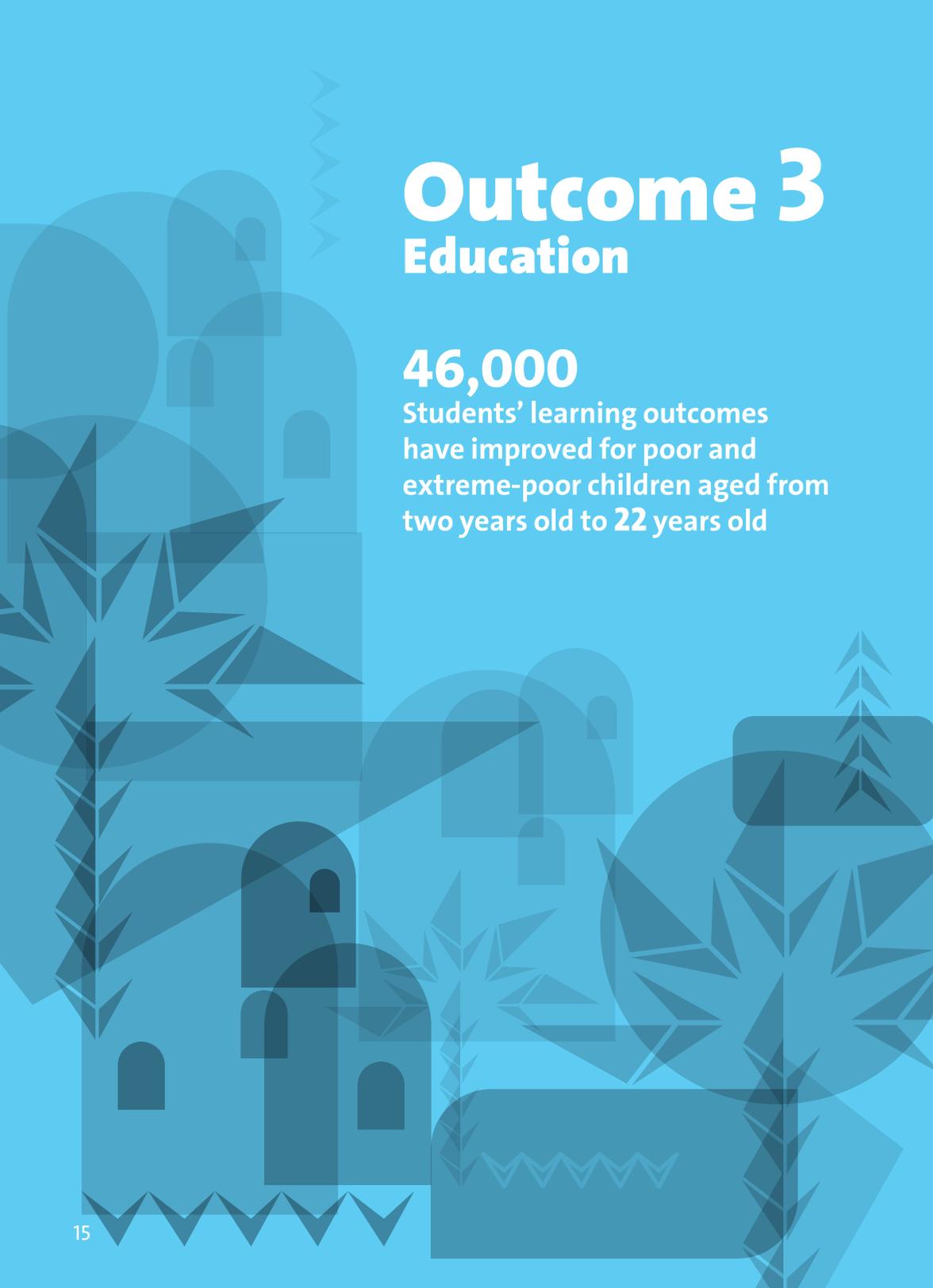


Outcome 2

Economic Empowerment

20,000

Poor households have increased
their income individuals are
socially protected



Outcome 3

Education

46,000

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 are looking forward to commence implementation.

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 still 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. performance instead of relying solely on end of term exams.

Enhancing Learning Inputs

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 Pre-primary Education and TVET

Supporting projects and programs that focus on raising awareness of the value of pre-primary education to highlight the importance it has on childhood development. The negative perceptions towards the graduates of technical education is also one of the challenges that TVET students face within the job market. SFSD will document and share experiences and knowledge that correct the existing misconceptions and point people to quality vocational learning opportunities that can ensure a good career.

Providing Need-Based Scholarships

For many Egyptian households living in extreme poverty, the compounding expenses of public schooling can be a heavy burden. Our previous work has showed us that many households lack the financial resources to send their children to school, where these children become at risk of dropping out. We have been offering need-based scholarships in an effort to remove this barrier to educational enrolment at the basic education, technical and vocational, and higher education levels. Over the next five years, we will continue to support programs through our education and Scholarships Sector, to cover families' educational expenses and enable their children to complete basic education.



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.

- To empower individuals is to offer them opportunities that would enable them to unleash their potential and create a positive impact within their lives and their communities.
- To empower organizations is to support them in representing the communities that they work with, building stronger relationships with influential decision makers and developing the capacities needed to achieve their vision and mission.

With stronger individuals and organizations that are better equipped to face Egypt's socioeconomic challenges, we will be able to realize a more positive and prosperous future for Egypt and its people.





Outcome 4

Scholarships

13,980

High-potential individuals have improved their qualifications

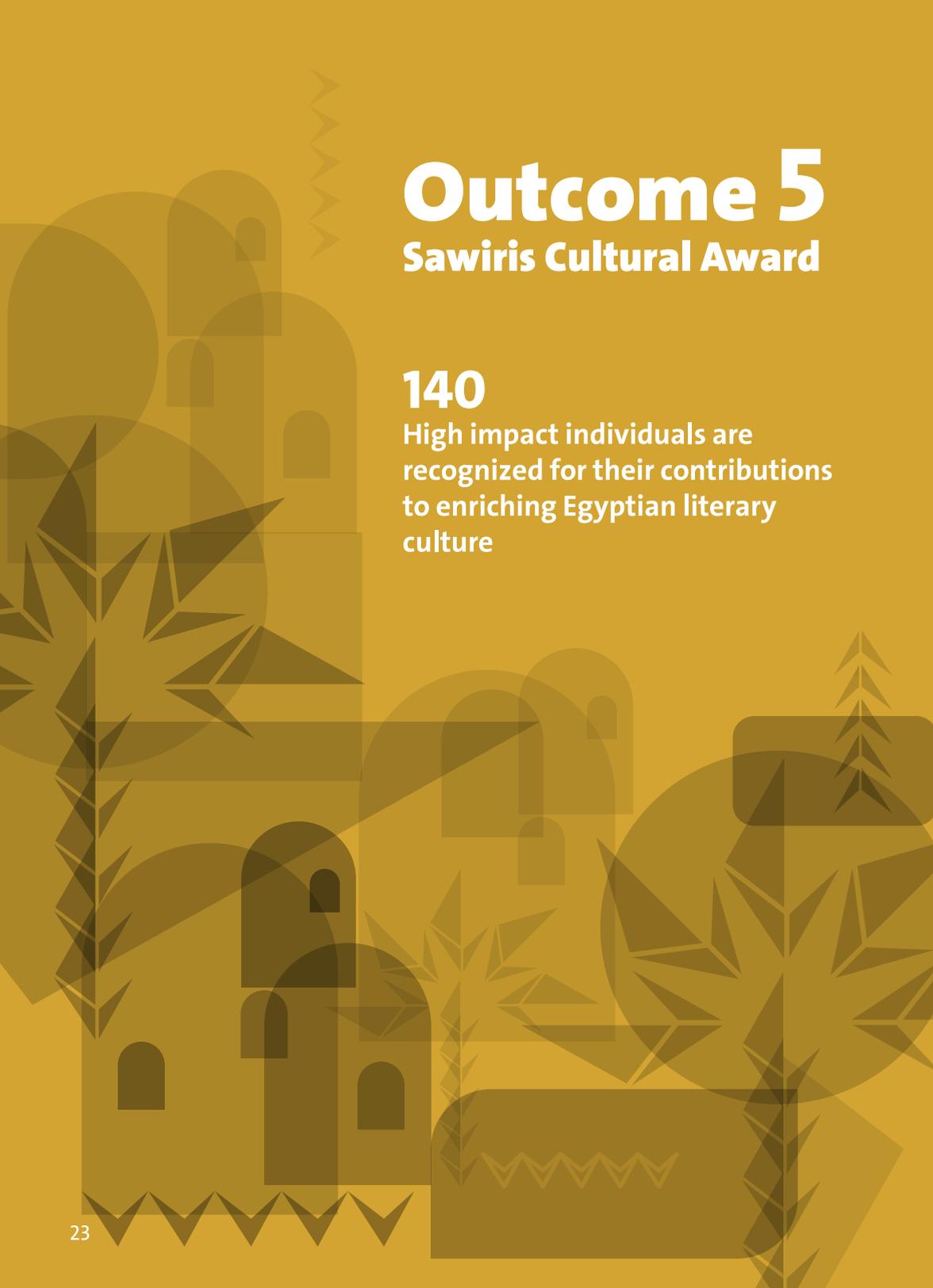


Facilitating Access to Quality Higher Education

SFSD offers eight 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. Moreover, in lower levels of education, our LINKAGE program, launched in 2021, supports public preparatory school graduates in building the necessary skill sets and knowledge over their high school years in order to be in a position to apply to scholarship opportunities in leading universities in Egypt and abroad. Over the next five years, we intend to continue refining our extensive scholarships program and build on lessons learned from our LINKAGE program 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 2030 vision for sustainable development, and the plan to build and develop governmental employees capabilities we have launched a partnership with the University of Chicago in 2019, in order to offer 150 professionals from both the public and the private sectors an executive education program over the span of two weeks. The program aims to equip working professionals in the public and private sectors in developing their administrative skills, increase their human capital, and attend strategic sessions to support them in addressing new challenges that they may face. Over the next five years, we look forward to continuing this program and further enhancing the link between top professionals from both the public and private sectors, as well as supporting high level professions enhance their decision-making processes.



Outcome 5

Sawiris Cultural Award

140

High impact individuals are recognized for their contributions to enriching Egyptian literary culture

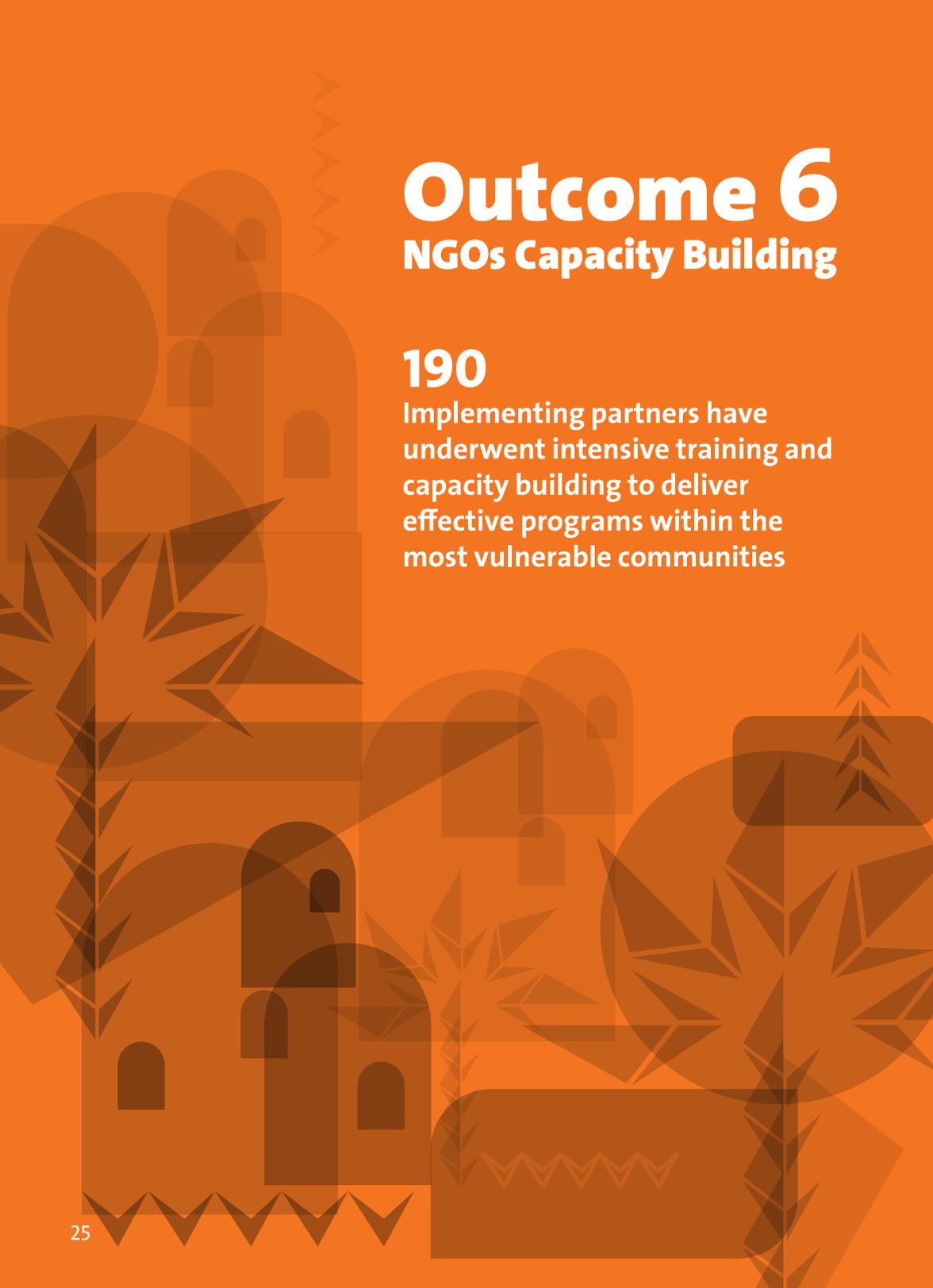


Sawiris Cultural Award

Believing in the power of art and culture in positively contributing to society, the Sawiris Cultural Award was launched in 2005 to recognize excellence in the literary works of Egyptian emerging and established writers in the fields of novels and short stories. Over the past years, the Award has grown to include more categories in screenplays, playwriting, literary criticism, in addition to the category of best book for children under 12 years.

In 2020, Sawiris Foundation launched translation award to promote the first-place winning novel for emerging creative writers and introduce to readers outside the borders of the Arab region.

Since its inception, the Sawiris Cultural Award contributed significantly to the enrichment of cultural life in Egypt and has carved itself a prominent place among the regional and local cultural awards. The number of applicants for the award has increased from 267 in 2005 to 1,304 applicants as of 2021. For the upcoming years, we hope to reach up to 1,500 applicants yearly.



Outcome 6

NGOs Capacity Building

190

Implementing partners have
underwent intensive training and
capacity building to deliver
effective programs within the
most vulnerable communities



NGO Capacity Building Program

Investing in a sustainable capacity-building model that supports SFSD's implementing partners in developing their capacities and building their organizations upwards will maximize the impact of Sawiris Foundation among our target beneficiaries, whereby the success of such a project would lead to better-implemented developmental projects that respond to the needs of the communities that they serve. We envision that such a program creates a ripple effect throughout the entire ecosystem and contributes significantly to creating a legitimate and vibrant civil society.

FALGSHIP PROGRAM

IRTEQA'

Civil society serves as a base to support the basic needs of the community, build sustainable livelihoods and provide a prosperous life for these communities. Having Egypt ranked as the largest concentration of NGOs in the southern part of the world, including the rest of the Arab world, it is essential to invest in them. IRTEQA' is a capacity building program that aims to empower NGOs to be active players in civil society, through strengthening their capacity and supporting their institutional development. Having conducted an assessment of the current level of NGOs registered in its database, Sawiris Foundation has succeeded in categorizing implementing partners in 4 categories; High Performing (Hi-Per), High Potential (Hi-Po), Medium performing and finally the remainder constituting the Egyptian NGO Ecosystem.

IRTEQA' targets 190 organizations that have been assessed and whose results are used to design the capacity building programme. Ten high-performing NGOs (HI-Per) will be selected to serve as training centers in the targeted governorates, High potential NGOs will be undergoing intense training as to become (Hi-Po) and medium performing will be offered services to build up their capacities.

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 foreground has a decorative, jagged, zig-zag pattern along the bottom edge.



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^[4] 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.

[4]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, Sawiris Foundation will be releasing a limited call for concept notes in July. We will accept one concept note per implementing partner for either of the below tracks. It is important to note that co-funding partners of Sawiris Foundation are able to contribute financially or in-kind to any of the below mentioned tracks:

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

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.

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 with 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 funding shaping 27% of the total funding for the foundation's projects, which would help build the effective altruism movement in the country. 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**

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.