



**WFP EVALUATION**



**World Food  
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# **Evaluation of Egypt WFP Country Strategic Plan 2018-2023**

Centralized evaluation report – Volume II Annexes

OEV/2022/011  
Office of Evaluation

May 2023

# Acknowledgements

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## Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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# Annex I: Terms of Reference

## Evaluation of Egypt WFP's Transitional Interim Country Strategic Plan and Country Strategic Plan (2018-2023)

### Summary Terms of Reference



*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.*

#### Subject and focus of the evaluation

The evaluation will cover all WFP activities (including cross-cutting results) from January 2018 to March 2022 under WFP Transitional Interim Country Strategic Plan (T-ICSP) and Country Strategic Plan (CSP) for Egypt. The T-ICSP covered the first six months of 2018, while the CSP was approved by the Executive Board in June 2018 for five years (July 2018-June 2023). Similar to the T-ICSP, the CSP pursues five Strategic Outcomes (SO) as follows - SO1: Food-insecure and most vulnerable children and families in targeted areas of Egypt have access to food all year round; SO2: Food insecure refugees, displaced populations and host communities in Egypt have access to adequate food all year round; SO3: Targeted populations in Egypt have improved nutritional status by 2030; SO4: Vulnerable smallholder farmer and Bedouin communities in targeted governorates of Egypt have resilient livelihoods by 2030; and, SO5: The Government of Egypt has enhanced capacity to target and assist vulnerable populations, and share its experience with selected countries to achieve Zero Hunger by 2030.

The CSP originally intended to support 1,473,000 beneficiaries but this number was increased to 2,111,000, through two successive budget revisions under SO2 and SO4 to reflect the increase in the number of refugees and support vulnerable households whose livelihoods have been negatively affected by the COVID-19 pandemic.

The Country Portfolio Budget for the CSP as originally approved by the EB was USD 454 million which increased to USD 586.4 million through four budget revisions.

The evaluation will assess WFP contributions to the T-ICSP and CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment

and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

#### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and present an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in June 2023.

#### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?**

The evaluation will assess the extent to which the T-ICSP/CSP are relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the T-ICSP/CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the T-ICSP/CSP in light of changing context, national capacities and needs; and to what extent the T-ICSP/CSP are coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to T-ICSP/CSP strategic outcomes in Egypt?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the T-ICSP/CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the T-ICSP/CSP are likely to be sustainable; and whether the T-ICSP/CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP used its resources efficiently in contributing to T-ICSP/CSP outputs and strategic outcomes?** The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the T-ICSP/CSP?**

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the T-ICSP/CSP. It will also assess the extent to which the T-ICSP/CSP led to: the mobilization of adequate, predictable and flexible resources; the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the T-ICSP/CSP.]

### Scope, methodology and ethical considerations

The units of analysis are the T-ICSP (January - June 2018) and the CSP (July 2018- June 2023) as approved by the Executive Board as well as subsequent budget revisions. The evaluation will cover all of WFP activities (including cross-cutting results) for the period January 2018 to March 2022. The evaluation will also look at how the T-ICSP and the CSP build on or depart from the previous country programme and assess if the strategic shifts envisaged in 2017 have taken place.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of the developments related to the COVID19 pandemic, the inception mission will be conducted remotely. Depending on how the global and country context evolve, data collection may be conducted either fully or partially through in-country field work. The final Stakeholder Workshop may be held either in Cairo or virtually.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

### Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Egypt CSPE (food security, livelihoods, climate change and capacity strengthening).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Hansdeep Khaira, Evaluation Officer, in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Julie Thoulouzan, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

**STAKEHOLDERS:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, NGO partners and other UN agencies will be consulted during the evaluation process.

### Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in April 2022 to inform the new CSP design process. A country stakeholder workshop will be held in July 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

### Timing and key milestones

**Inception Phase:** November 2021- February 2022

**Data collection:** March 2022

**Remote Debriefing:** April 2022

**Reports:** May - September 2022

**Stakeholder Workshop:** July 2022

**Executive Board:** June 2023



## Annex II: Timeline

Phase 1 – Preparation		Who	Timeline
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	20-Aug-21
	Review draft ToR	CO	20-31 August 2021
	Final revised ToR sent to WFP stakeholders	EM	15-Oct-21
	Proposal deadline based on the draft ToR	LTA	20-Sep-21
	LTA proposal review	EM	21 September – 8 October 2021
	Contracting evaluation team/firm	EM	01-Nov-21
Phase 2 - Inception		Who	Timeline
	Team preparation, literature review prior to HQ briefing	Team	2-9 November 2021
	OEV inception briefing	EM & Team	10-Nov-21
	CO/RB/HQ Inception briefings	EM + TL	28 November – 3 December 2021
	Submit draft inception report (IR)	TL	22-Dec-21
	OEV quality assurance and feedback	EM/QA2	20-Jan-22
	Submit revised IR	TL	28-Jan-22
	IR review and clearance	EM/QA2	03-Feb-22
	IR clearance	DDoE	14-Feb-22
	IR review and comments from CO	CO	22-Feb-22
	Consolidate WFP comments and share with Team	EM	22-Feb-22
	Submit revised IR for clearance	TL	01-Mar-22
	Review and provide clearance to IR	EM/QA2	09-Mar-22
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	10-Mar-22
Phase 3 – Data collection, including fieldwork		Who	Timeline

	Data collection (in country)	Team	13 March – 28 March 2022
	Data collection (remote)	Team	29 March - 1 April 2022
	Exit debrief (ppt)	TL	28-Mar-22
	Preliminary findings debrief	Team	18-Apr-22
<b>Phase 4 - Reporting</b>		<b>Who</b>	<b>Timeline</b>
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	09-May-22
	OEV quality feedback sent to TL	EM/QA2	18-May-22
Draft 1	Submit revised draft ER to OEV	TL	25-May-22
	ER QA1 review	EM	30-May-22
	ER QA2 review	QA2	02-Jun-22
	Submit revised draft ER to OEV	TL	10-Jun-22
	Draft ER clearance by DDoE	DDoE	17-Jun-22
	OEV shares draft ER with IRG	EM	9-Sept-22
	IRG reviews/comments on draft ER	IRG	21-Sept-22
	Consolidate WFP comments and share with Team	EM	22-Sept-22
	Learning workshop (Cairo)	IRG/TL/EM	25 and 26 October
Draft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	1-Nov-22
	Review D2	EM/QA2	-17Nov-22
Draft 3	Submit final draft ER to OEV	TL	24-Nov-22
	Review D3	EM/QA2	30-Nov-22
	Seek final approval by DDoE	DDoE	1-Dec-22
	Draft summary evaluation report	EM	29-Dec-22
SER	SER review	QA2	05-Jan-23
	Seek DDoE clearance to send SER	DDoE	12-Jan-23
	OEV circulates SER to WFP Executive Management for information upon clearance from Deputy Director of Evaluation	DDoE	20 Jan 2023

	Phase 5 - Executive Board (EB) and follow-up		
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	20-Jan-23
	Tail end actions, OEV websites posting, EB round table, and others	EM	January-March 2023
	Presentation and discussion of SER at EB Round Table	DDoE/EM	May-23
	Presentation of summary evaluation report to the EB	DDoE	Jun-23
	Presentation of management response to the EB	D/ CPP	Jun-23

# Annex III: Methodology

1. This annex provides an overview of the methodology used by the ET. It provides a brief overview of additional evaluation limitations (supplementing those in the main report) that have influenced the design of the method and approach.

## Data collection methods

2. The following data collection methods were used:
3. **Desk research** was a key source of information. The team collected data from WFP, partners and secondary online sources, as well as seeking written documentation from interviewees. This data formed the basis of the desk research exercise (see Bibliography).
4. **Semi-structured interviews** These were conducted in groups or individually/multiperson and they focused on key questions identified for the relevant respondent category. Questions were identified following a purposive approach based on expected knowledge or experience. All interviews were voluntary, and data collected has not and will not be shared with anyone outside the evaluation team. Respondents were given the assurance of anonymity to facilitate candid responses. An effort to collect gender-balanced data was made, although, as the list of respondents demonstrates, the number of men interviewed outnumbered female respondents considerably. Group interviews focused on beneficiaries, whereas individual or multipersons were interviews with key informants which, at times, included two or three respondents.
5. A full list of interview respondents can be found in Annex VIII.
6. **On-site observations.** The evaluation team visited activity locations and observed locations of activities, including engagement with direct beneficiaries in Assiut, Luxor and Matrouh.
7. **Workshops.** Workshops were held to: (a) verify the theories of change underpinning the WFP CSP during the inception period (ToC included in this document); and (b) to share and discuss preliminary findings with the CO. The latter served as a first process of validation for the findings identified through the analysis of data.
8. **Surveys.** The team used a survey to examine the relationship between WFP and its partners and assess the perceptions of the trainings that had been conducted as part of the country capacity strengthening (CCS) efforts. The survey was answered fully by 583 respondents. Further details, such as gender breakdown and stakeholder representation of respondents, are available in Annex XVIII. Table 1 below was used as a point of departure in discussions with SO managers at the CO. The ET first filled out the table based on qualitative data available in documents (e.g. ACRs), before sending the table to SOs for their review and additions. The data presented here is, according to the CO, a full representation of all activities conducted. Once the table was completed and approved, the ET developed a granular survey based on it. Interviews remained broad to ensure that no CCS was overlooked in discussions with respondents.

Table 1. CCS entry points

Pathways	Subcomponent	Entry Point	SOs where entry points are applied					Entry point
			SO1	SO2	SO3	SO4	SO5	
P1: Policies	P1.1 FSN-sensitive sectoral or multisectoral instrument	P1.1.1: Support GOE in developing and promoting FSN sensitive sectoral instrument						National level
	P1.2 Integration with other sector-specific instruments.	P1.2.1: Support GOE in achieving relevant integration in other sector-specific instruments						National level
	P1.3 Policy dissemination mechanisms.	P1.3.1: Support GOE in strengthening effective dissemination of relevant information	x		x	x		National level
	P1.4 International/Regional Partnerships.	P1.4.1: Support GOE in increasing engagement in relevant global and regional fora					x	National level
P2: Institutional effectiveness	P2.1 Institutional mandate and recognition.	P2.1.1: Support GOE in strengthening institutional mandate and recognition						
	P2.2 Coordination mechanisms and accountability.	P2.2.1: Support GOE in strengthening relevant institutional coordination mechanisms	x		x	x	x	All active governorates
		P2.3.1: Support GOE in designing and developing					x	National level



		relevant digital information						
	P2.3 Information management systems.	P2.3.2: Support GOE in rolling out relevant digital information management systems					x	National level
	P2.4 Assets, platforms and infrastructure.	P2.4.1: Support GOE in designing and developing relevant assets, platforms and infrastructure	x				x	National level and all active governorates
		P2.4.2: Support GOE in utilizing, maintaining and managing relevant assets, platforms and infrastructure	x				x	National level and all active governorates
	P2.5 National/local partnerships.	P2.5.1: Support GOE in strengthening relevant national and local partnerships	x		x	x	x	National level and all active governorates
P3: Strategic Planning and Financing	P3.1 Strategic planning.	P3.1.1: Support GOE in articulating relevant strategic road maps and costed action plans	x					National level
	P3.2 Value proposition.	P3.2.1: Support GOE in articulating relevant evidence-based value proposition statements						National level
	P3.3 Sustainable financing.	P3.3.1: Support GOE in advocating for required financing mechanisms and models						National level

	P3.4 Financial management systems.	P3.4.1: Support GOE in designing and developing digital financial information management systems						National level	
		P3.4.2: Support GOE in rolling out relevant digital financial information management systems						National level	
P4: Programme design and delivery	4.1 Programme design and delivery.	P4.1.1: Support GOE in strengthening relevant programme design	x		x	x	x	All active governorates	
		P4.1.2: Support GOE in strengthening relevant programme delivery	x		x	x	x	All active governorates	
		P4.1.3: Support GOE in disseminating relevant information on programme design and delivery to key stakeholders	x		x	x	x	All active governorates	
	4.2 Evidence-based approach.	P4.2.1: Support GOE in strengthening relevant M&E practices and procedures	x					x	All active governorates
		P4.2.2: Support GOE in ensuring evidence informs the design and delivery of relevant solutions							
	4.3 Stakeholder implementation capacity.	P4.3.1: Support GOE with TOT in improved programme design	x		x	x			

		P4.3.2: Support GOE with TOT of improved programmes delivery	x		x	x	x	National level and all active governorates
		P4.3.3: Support GOE with TOT on improved programme M&E	x					National level and all active governorates
		P4.3.4: Support GOE programme implementation	x		x	x	x	National level and all active governorates
P5: Engagement of CSO/Private Sector	5.1 Engagement in programme design and delivery.	P5.1.1: Support GOE in increasing engagement of other actors in relevant programme design						
		P5.1.2: Support GOE in increasing engagement of other actors in relevant programme delivery						
		P5.1.3: Support GOE in increasing engagement of other actors in relevant programme M&E						
	5.2 Participation as beneficiaries	P5.2.1: Support GOE in increasing other actor participation in relevant programme (as beneficiaries)						
	5.3 National research agenda.	P5.3.1: Support GOE in establishing relevant research agenda						
		P5.3.2: Support GOE in developing higher level						

		educational programmes to build relevant national professional capacity.						
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9. **Statistical data.** The ET gathered and analysed quantitative data provided by the WFP, extracted from WFP corporate platforms, including COMET, DOTS, FACTory and IRM Analytics. Quantitative data from the Egypt National Bureau of Statistics (e.g. national nutrition survey, national health survey) was analysed. The team has also used data presented in the ACRs; VAM assessment reports; visualization platform and/or hunger analytics hub; third-party monitoring data; and M&E data and documentation.<sup>1</sup>
10. The most recently available financial data has also been analysed.

## Data analysis

To enable efficient and robust data analysis the team developed a set of data tags associated to each of the questions and sub-questions the evaluation aims to respond to. These, together with detailed interview guidelines and corresponding transcripts, served to ensure that all data was linked to the evaluation questions.

11. Qualitative data. Documents and interview transcripts were analysed using a twofold process (primary analysis aligned with evaluation questions; deep analysis to mine further and more complex insights).
12. Survey data was exported and analysed using MAXQDA for qualitative results and Excel for quantitative/statistical data.
13. **Quantitative data.** The quantitative data was primarily analysed with Excel in the form of tables and/or visuals (e.g. pie charts, bar graphs, line graphs, and others). Where possible, the data was visually represented using the analysis software, Tableau, especially for map creation.
14. **Data storage and processing.** All data collected was managed in a secure database and was processed using a mixed methods data analysis platform (MAXQDA) which allowed for the systematic coding of information, and systematic extraction of triangulated findings. The use of this tool enabled the systematic management of a considerable amount of data and serve to ensure both the validity and auditability of qualitative data ensuring that findings are result-based and consistent, rather than impressionistic. This was done by first creating a data analysis tree that is aligned with the evaluation matrix.
15. More specifically, the recordings were saved in a safe location and transcribed using SoniX and reviewed by the team member who led the interview. For interviews not in English, the team members in the field transcribed their recording and/or field notes in English before sending it to the team members. All were coded in MaxQDA.
16. **Recording.** All interviews recorded took place with the respondent’s permission and will be deleted following the evaluation. This type of qualitative data was also coded in MaxQDA for reports, evaluations, assessments, for example, to ensure consistency with our method.
17. Extracted results was used to interpret outcomes (including those related to capacity-development and partnerships) and revise the ToC, as well as overall to respond to evaluation questions and focus themes (partners and triple nexus).

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1. <sup>1</sup> E.g. Emergency Food Security Assessments (EFSA), Comprehensive Food Security and Vulnerability approach, for example on how beneficiaries are counted. However, this level of particularity does not negate the opportunity to utilize the Egypt experience to learn more broadly and to compare both experience and outcomes with other countries.

**Sampling.** Table 2 provides the main categories of stakeholders (internal and external) that played a key role in the data collection process. A more detailed stakeholder analysis is provided in Annex IX and also in the Evaluation Matrix provided in Annex IV. Due to limited time, only a limited number of beneficiaries were engaged. These engagements were not expected to provide a statistical representative sample of beneficiaries. Assessment (CFSVA).

18. **Data interpretation:** The decentralized nature of WFP’s operation modality allows for COs to determine how certain data is collected, interpreted and used. This means that the team must ensure that the interpretation of data is aligned with the CO’s. Beneficiaries were selected from specific communities identified by the CO, which themselves were selected according to the following criteria: two communities per governorates, communities that represent diverse geographical locations, communities that have hosted multiple interventions across different SOs. Moreover, within each community, meetings must provide for a gender balanced representation.

**Table 2. Stakeholder typology and sampling strategy**

Category	Definition	Sampling strategy	Type of Data Collection Tool and Number
<b>1. Internal stakeholders</b>	<ul style="list-style-type: none"> <li>WFP Cairo: responsible for planning and implementation of the current CSP and different strategic outcomes (SOs), coordination clusters/sectors, procurement, supply chain/logistics</li> <li>WFP HQ/Regional Bureau, technical units and divisions, such as Nutrition, Asset Creation and Livelihoods, VAM</li> <li>WFP stakeholders who may contribute to designing the next CSP: senior management of WFP CO; SO programme officers, and area offices (overlap with first three subcategories)</li> </ul>	<ul style="list-style-type: none"> <li>CD/DCDs, HoP and RBC</li> <li>All SO managers/deputies</li> <li>All cross-cutting units</li> <li>All support service units (e.g. procurement, logistics, admin, security)</li> <li>HQ/RBC units as recommended by CO and OEV (those most involved in CSP design/implementation)</li> </ul>	<ul style="list-style-type: none"> <li>Instrument used: Key Informant Interviews (KIs)</li> <li>Number of KIs targeted: CO (15 KIs) RB and HQ (12 KIs) Senior Management, EB and OEV (4 KIs)</li> </ul>
<b>2. Beneficiaries</b>	<ul style="list-style-type: none"> <li>Food recipients/CBT/FFA and other types of humanitarian (specifically social protection) support and recipients of other development assistance (including training and technical support, crisis response, resilience building or addressing root causes) were considered to be primary stakeholders.</li> <li>The number of beneficiaries reached was determined based on discussions with the WFP and also based on safety measures. While it was planned that group interviews would not include more than 10 people per interview, some group interviews included up to 15 participants.</li> </ul>	<ul style="list-style-type: none"> <li>Under SO1 – WFP assistance is currently focused on: Giza, Minia, Assiut, and Matrouh. Beneficiary groups include: (1) mothers of community schoolchildren receiving CBT; (2) mothers of schoolchildren receiving livelihood activities, including microloans and training; and (3) youth recipients of vocational and skills training.</li> <li>Under SO2 – WFP assistance is focused on Food for Assets for both refugees and host communities, in addition to Pregnant and Lactating Women receiving WFP assistance. The target beneficiaries are mostly in Cairo.</li> <li>For SO3 – Individuals across 27 governorates are targeted by this SO. Only Governorates visited to collect data for other SOs were included: Assiut, Matrouh and Cairo. Group discussions were conducted by the ET in these governorates with targeted beneficiaries (1000 days) of SO3.</li> <li>For SO4 – smallholder farmers receiving WFP assistance were targeted, Bedouin communities, as</li> </ul>	<ul style="list-style-type: none"> <li>Instrument used: <ul style="list-style-type: none"> <li>Group Discussions (GDs), total 33 GDs distributed over the different SO beneficiaries and targeted governorates</li> <li>SO1 - Mothers of community schoolchildren receiving food or CBT</li> <li>SO1 - Mothers in livelihood programme</li> <li>SO1 - Youth recipients of vocational and skills training</li> <li>SO2 - Syrian refugees recipients of food assistance and/or CBT</li> <li>SO2 - Non- Syrian refugees recipients of food assistance and/or CBT</li> </ul> </li> </ul>



		<p>well as rural household members who are benefitting from the assistance provided. To ensure efficiency, Assiut, Matrouh and Luxor governorates were targeted.</p> <ul style="list-style-type: none"> <li>• SO5 – beneficiaries of capacity-development were difficult to target because there were no mechanisms to reach them directly. Therefore, data from the CO was used. Organizations delivering support were interviewed, and an online survey was also shared.</li> </ul>	<ul style="list-style-type: none"> <li>• SO2 - Syrian refugees recipients of resilience activities</li> <li>• SO2 - Non-Syrian refugees recipients of resilience activities</li> <li>• SO2 - Host community groups recipients of resilience activities</li> <li>• SO3 - Beneficiaries of First 1000 Days activities</li> <li>• SO3 - Recipients of Nutrition Counselling activities</li> <li>• SO4 - Smallholder Farmers and Bedouins (mix of recipients of different activities)</li> </ul> <p>Additionally, CCS participants under SO5 and the other SOs were targeted with a survey</p>
<p><b>3. Central Government</b></p>	<ul style="list-style-type: none"> <li>• Most of the ministries with technical responsibilities (such as education, climate change, food security, health, social solidarity) are either coordinating with WFP and/or recipients of capacity-strengthening activities. The central level is considered the core policymaker and central decision-making entity for all affiliated directorates at governorate levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Agriculture and Land Reclamations (MOALR),</li> <li>• Ministry of Education (MOE),</li> <li>• Ministry of Social Solidarity (MOSS),</li> <li>• Ministry of Supply and Internal Trade, National Nutrition Institute (NNI),</li> <li>• Engineering Assistance Career Development Programme (EACDP)</li> </ul>	<ul style="list-style-type: none"> <li>• Instrument used: <b>KIIs</b></li> <li>• Number of KIIs targeted: 37 KIIs distributed between central and governorates level government partners</li> </ul>
<p><b>4. Governorate ministry directorates</b></p>	<ul style="list-style-type: none"> <li>• Governorate-level ministry directorates were engaged in relation to the activities they oversaw and/or collaborated with.</li> </ul>	<ul style="list-style-type: none"> <li>• Directorates of Agriculture and Land Reclamation</li> <li>• Directorates of Education</li> <li>• Directorates of Health</li> <li>• Directorates of Social Solidarity</li> <li>• Directorates of Manpower.</li> </ul>	

<p><b>5. Cooperating partners</b></p>	<ul style="list-style-type: none"> <li>Cooperating partners are those who receive funding from WFP to implement CSP activities. Some have been involved as WFP partners since pre-CSP times.</li> </ul>	<ul style="list-style-type: none"> <li>Takaful Foundation</li> <li>Terre des Hommes</li> <li>Key of Life Association</li> <li>Arab Academy for Science</li> <li>La'anak Insan Foundation</li> <li>Fawry</li> <li>Qodra for Development and Tech Solutions for Education</li> <li>Sawiris Foundation for Social Development (SFSD)</li> </ul>	<ul style="list-style-type: none"> <li>Instrument used: Key Informant Interviews (KIIs)</li> <li>Number of KIIs targeted: 14 KIIs</li> <li>distributed between central and governorates level based on operation of WFP activities</li> </ul>
<p><b>6. UN agencies (and other key multilaterals)</b></p>	<ul style="list-style-type: none"> <li>Of all UN agencies, important ones are those that have/or potentially have direct collaboration with WFP in the field (e.g. FAO, UNHCR, UNICEF).</li> </ul>	<ul style="list-style-type: none"> <li>UNICEF</li> <li>IFAD Egypt</li> <li>UNWomen</li> <li>WHO</li> <li>FAO</li> <li>UNHCR</li> </ul>	<ul style="list-style-type: none"> <li>Instrument used: Key Informant Interviews (KIIs)</li> <li>Number of KIIs targeted: 7 KIIs.</li> </ul>
<p><b>7. Donors/IFIs</b></p>	<ul style="list-style-type: none"> <li>CSP activities have been supported by multiple OECD donors, Governments and, since recently, non-traditional donors.</li> <li>Other donor agencies to WFP, as well as those that are not currently funding WFP but are financing other actors for strategic priorities where WFP is also operating.</li> </ul>	<ul style="list-style-type: none"> <li>USAID</li> <li>Shell</li> <li>European Commission</li> <li>German Aid/KfW Entwicklungsbank (KfW)</li> </ul>	<ul style="list-style-type: none"> <li>Instrument used: Key Informant Interviews (KIIs)</li> <li>Number of KIIs targeted: 6 KIIs</li> </ul>

19. Dissemination. The first draft of the report, once approved, will be shared with the CO during a workshop to be held on 25 October 2022.

### Additional evaluability concerns

20. The issues mentioned here are additional to those listed in the main text of the report.

21. **Timeframe covered by the evaluation.** The evaluation looked at data from 2017 to 2021. Data available to the team for Q1 2022 has also been included.

22. **Double-counting beneficiaries.** The evaluation worked closely with the CO to account for double-counting of beneficiaries at both activity tag and activity level. Therefore all data presented on beneficiaries takes in consideration double counting. It was not possible to account for unique beneficiaries' numbers at activity level without disaggregating per modality (food or CBT). Hence, all data presented is disaggregated between food transfers and CBT.

23. **Outcome/output indicators.** A number of indicators which are measured annually do not measure the same groups of people and include no baseline, which makes assessing the results over years very unreliable, and in certain instances meaningless.

24. **Reported outcome/output indicators.** The assessment of data availability for the baselines and targets of outcomes/outputs showed gaps. This posed challenges to measuring progress. Number and type of indicators were inconsistent across the observed period. More precisely, the following outcomes, outputs and cross-cutting indicators were missing across all years under review:
25. T-ICSP – under strategic outcome 1: Retention rate, enrolment rate.
26. T-ICSP – under strategic outcome 5: Zero Hunger Capacity Scorecard.
27. T-ICSP – Activity 1: Number of capacity-development activities provided, number of technical support activities provided; amount of investments in equipment made, by type.
28. T-ICSP – Activity 2: Total value of vouchers (expressed in food/cash) distributed to targeted beneficiaries.
29. T-ICSP – Activity 3: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers; total amount of cash transferred to targeted beneficiaries; total value of vouchers (expressed in food/cash) distributed to targeted beneficiaries; number of people trained.
30. T-ICSP – Activity 4: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers; total value of vouchers (expressed in food/cash) distributed to targeted beneficiaries; quantity of non-food items distributed; number of people trained; number of people exposed to WFP-supported nutrition messaging; number of people receiving WFP-supported nutrition counselling.
31. T-ICSP – Activity 5: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers; quantity of food provided; number of assets built, restored or maintained by targeted households and communities, by type and unit of measure; number of technical support activities provided; number of people trained; number of capacity-development activities provided.
32. T-ICSP – Activity 6: Number of people trained; number of capacity-development activities provided; number of technical support activities provided.
33. CSP – under strategic outcome 1: Food consumption score, consumption-based Coping Strategy Index (average), food expenditure share.
34. CSP – under strategic outcome 5: SABER school feeding national capacity (new), partnership index (new).
35. CSP – under strategic outcome 2: Food consumption score, consumption-based Coping Strategy Index (average), food expenditure share, proportion of eligible population that participates in programme (coverage), proportion of eligible target population that participates in an adequate number of distributions (adherence), minimum dietary diversity (women), proportion of children 6–23 months of age who receive a minimum acceptable diet.
36. CSP – Activity 1 – Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers, feeding days as percentage of total school days, number of investments in equipment made, by type.
37. CSP – Activity 2: Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new), number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new), number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new), total value of vouchers (expressed in food/cash) distributed to targeted beneficiaries.
38. CSP – Activity 3: Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers, number of capacity-development activities provided, number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new), number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new).
39. CSP – Activity 4: Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers, number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new).

40. CSP – Activity 5: Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers, number of assets built, restored or maintained by targeted households and communities, by type and unit of measure, total value (USD) of capacity-strengthening transfers, number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new), number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new).
41. CSP – Activity 6: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new), number of capacity-development activities provided, number of technical support activities provided, number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new), Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support (new).
42. CSP – Activity 7: Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new).
43. CSP – Activity 8: Number of schools with infrastructure rehabilitated or constructed.
44. CSP – Cross-cutting outcome 4 on environment: all cross-cutting indicators (proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified, proportion of FLAs/MOUs/CCS for CSP activities screened for environmental and social risk).

## Limitations

45. This evaluation contended with several limitations. Those that influenced the analytical approach were included in very brief format in the main report. Here we present all limitations in more detail. Only validated findings were included in the report.
  - a. A principal challenge with using an outcome harvesting approach and with developing a theory in use (TIU) was identified early in the data collection when it became apparent that WFP CO staff had not been envisaging their work in relation to outcomes, but rather focused more on activities and outputs and made assumptions about the degree to which these could potentially or have already produced outcomes. Interviews with CO staff confirmed that within the CO team there has been limited ongoing reflection regarding whether, and how, activities and outputs lead to intermediate outcomes, or to the CSP strategic outcomes. Therefore, the ET has aimed to identify if these linkages exist and to nuance the objectives of the T-ICSP and CSP to better align these with what actually has/could realistically result from the CSP.
  - b. Unavailability of outcome data (see previous section) was a considerable limiting factor. This was a general challenge, but specifically affecting CCS activities. The lack of outcome data has meant that the team needed to place more reliance on interview data to secure an understanding about what had or had not been achieved. It is noteworthy that while SO managers do collect their own data to support operational decision-making, it is collected in an ad hoc manner, not used systematically and verified tools were not made available to the ET.
  - c. There was lack of internal monitoring affecting outcome articulation. For a number of outcomes, the data was incomplete or insufficient, this was specifically so for CCS activities and activities where the outcome was dependent on a wide range of contextual factors, or where change took a considerable amount of time. This, together with a general lack of documentation that describes the change mechanisms and the elements that contributed to change, have also proved a challenge in making the links between output levels and the outcomes expected. In order to resolve these data gaps, efforts were made during interviews to collect nuanced information regarding elements that may have contributed to outcomes, but not all respondents were sufficiently familiar with how outcomes are generated. Still efforts were made to explore possible change pathways and outcomes. The degree to which this was effective varied.
  - d. Recall is a challenge that affects all activities which are long term. This is particularly problematic for external respondents because the CSP has been under implementation for a number of years and WFP is not the only actor on ground. Therefore respondents can easily conflate activities and/or results, or inadvertently omit outcomes. The ET aimed to ask specific questions regarding activities in order to ensure that respondents would limit their perspectives to the activities conducted by WFP under the CSP. Instances when respondents were unable to recall have been noted.

- e. Efforts were made to triangulate the information as much as possible. However, triangulation was not possible in certain instances because the details of certain aspects were only known to a very limited number of individuals, and/or a limited number of documents (if any) discuss the issue in question. In some instances, it was also noted that CO staff did not have key information because they were new to the post and documentation regarding previous experiences had not been made available to them (or indeed documented). This is an important limitation for this evaluation because it means that in certain instances all recall relies on a single or limited number of individuals. In some cases, these relate to a single event, but in others they include or perceptions of results. The latter is more problematic because it means that the scope for triangulation is limited. In such instances this has been noted.
  - f. Engagement with beneficiaries was limited to certain locations and to a limited number of interviews and interview participants in each location. This means that findings included in the report are reflective of the views of the majority of interviewees, but may not be representative of all WFP beneficiaries. Still, it was found that beneficiaries tended to have similar experiences across different geographical areas, which suggests that while not statistically representative the results are meaningful and provide a picture of the beneficiary experience.
  - g. Not all beneficiaries in selected locations could be interviewed. In certain instances, the permissions required were not granted, as was the case with beneficiaries in Beherira, or because respondents themselves choose not to engage with the ET, as was the case with host communities in Cairo. This has further limited the perspectives of beneficiaries that could be included (see previous point).
  - h. Despite numerous attempts, the previous country director (CD) was not available for an interview. Some data gaps have remained, for example in securing an improved understanding of what prompted decisions to be made to prioritize certain activities over others.
46. The ET mitigated the above limitations by using an outcome harvesting inspired interview approach which allowed interviewees to explore, with the ET, what the outcomes of the interventions had been. While some respondents had difficulty with this modality, the consistent use of the approach enabled the identification of important outcomes. The ET also focused on the degree of response consistency as a way to ensure that validity of the data. In relation to CCS, the ET has focused on the most salient results. In order to increase the coverage of potential respondents, a survey was conducted, although the response rate was 5 percent and therefore rather limited.

## Risks and Risk Mitigation

47. The following risks were considered:

**Table 3. Evaluation risks and mitigation measures**

Risk/Challenge	Probability	Un-managed Impact	Mitigation
Health, safety and security	High	Medium to low (due to vaccination and recent COVID recovery, and the use of a hybrid approach to data collection)	Tana Copenhagen is dedicated to taking all reasonable measures to protect all personnel engaged (including employees, subcontractors or agents) from internal and external threats.  The team had full access to online tools and platforms, such as Zoom, MS Teams and Skype, to allow for interviews, presentations and workshops online.  A safety and security protocol designed by Tana, and in full alignment with WFP guidelines, was used.
Limited field missions due to COVID-19	Low	Medium	Risk did not materialize



Beneficiaries and some participants may not be easily reached due to COVID-19 movement restrictions	Medium	Medium	Risk did not materialize
Weak mobile network and internet connectivity compromising communication	Medium	Medium	No online interviews were planned for respondents located in areas with weak or unreliable networks.
Risk of infections due to the COVID-19 pandemic where face to face interviews have to be conducted	Medium	High	<p>Given existing data on COVID-19 prevalence rates the risk of infection was medium. However, the impact could have been high therefore significant attention was given to relevant mitigation measures. The issue was monitored and dialogue with the CO maintained to explore the need to adapt the approach to data collection.</p> <p>Virtual interviews were used and where this option was not feasible, COVID-19 interview protocols were followed as listed below for all field-related face to face interviews:</p> <ul style="list-style-type: none"> <li>• Team was tested for COVID-19 and certified COVID-19 free</li> <li>• The team practiced social distancing and avoid touching surfaces</li> <li>• The team sanitized hands regularly (and make sanitizer available to beneficiaries when meeting them)</li> <li>• The team used face masks.</li> </ul>
Monitoring indicators and procedures of the Country Strategic Plan incomplete and full data on CSP performance to date unavailable	Medium	High	<p>Where quantitative results data is not available, the evaluation's approach was twofold:</p> <p>(i) Where possible, to reduce the unit of analysis to particular provinces/districts where the data was more complete. This was applied particularly to cost-efficiency. Importantly, at the governorates level the data was still incomplete.</p> <p>(ii) Supplement this with a qualitative approach to filling quantitative data gaps and vice versa.</p>
Geopolitical or natural events that may demand the full attention of the WFP office.	Medium	Medium	Risk did not materialize
Clearance/permissions	Medium	Medium	Not being able to secure clearance to visit all beneficiary locations identified. This only occurred in one instance. The ET has no reason to believe that the data would have fundamentally changed findings.

# Annex IV: Evaluation matrix

Number	Dimensions of Analysis	Lines of Inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities, people's needs and WFP's strengths? (Criteria: relevance, coherence, strategic positioning and adaptation to change)</b>						
1.1	To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals? (Criteria: Relevance, Coherence)					
1.1.1	Alignment of strategic objectives to national policies, strategies and plans at different administrative levels of government.	<ul style="list-style-type: none"> <li>Documents provide evidence that the CSP aligns with national policies and strategies. Must be responded to at SO level, and if possible at activity level.</li> <li>Interviewees attest that the CSP was a product of consultation (at different administrative levels). Must be responded to at SO level, and if possible at activity level.</li> </ul>	<ul style="list-style-type: none"> <li>Level of alignment of content in the national policies and strategies is replicated in the CSP at different levels</li> </ul>	<ul style="list-style-type: none"> <li>WFP quantitative data</li> <li>National Food and nutrition strategy 2018-2023</li> <li>Other national strategies and policies</li> <li>---</li> <li>Interviews with senior WFP staff</li> <li>Interviews with senior government representatives</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Statistical Analysis</li> <li>Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of content (MaxQDA)</li> <li>Coding of documents and interviews (MaxQDA and Sonix)</li> <li>Quantitative analysis (Excel and Tableau)</li> <li>Triangulation of data across methods</li> </ul>
1.1.2	Alignment to national Sustainable Development Goals (SDGs)	<ul style="list-style-type: none"> <li>Documents provide evidence that the CSP aligns with national efforts to support achievement of the SDGs</li> <li>Interviewees attest that the CSP was a product of consultation (at different administrative levels)</li> </ul>	<ul style="list-style-type: none"> <li>Level of alignment of content the national policies and strategies is replicated in the CSP at different levels</li> </ul>	<ul style="list-style-type: none"> <li>National strategies and policies</li> <li>---</li> <li>Interviews with senior WFP staff</li> <li>Interviews with senior government representatives</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of content (MaxQDA)</li> <li>Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
1.1.3	Alignment between CCS and national capacities	<ul style="list-style-type: none"> <li>Are CCS efforts based on an understanding of existing capacities</li> </ul>	<ul style="list-style-type: none"> <li>Clear documented evidence of known capacity gaps</li> </ul>	<ul style="list-style-type: none"> <li>Documented assessment of gaps</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of content</li> </ul>

		<ul style="list-style-type: none"> <li>•Have CCS efforts aimed to fill known gaps in capacity</li> </ul>		<p>---</p> <ul style="list-style-type: none"> <li>•Interviews with senior WFP staff</li> <li>•Interviews with senior government representatives</li> </ul>	<ul style="list-style-type: none"> <li>•Survey (TBC)</li> <li>•Key Informant Interviews (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>(MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
1.2	To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)					
1.2.1	Needs of the most vulnerable	<ul style="list-style-type: none"> <li>• How were the most vulnerable defined (for each activity within each SO), their needs identified and responded to? Is support coordinated with other SO or other agencies to provide a more complete support base?</li> <li>• Which vulnerable groups were targeted by each activity within each SO?</li> <li>•Which tools were used (describe) and what can be said about the tools used (were they robust or not, and why?)</li> <li>• Are there any vulnerable groups neglected (not covered)? If yes, why/how.</li> <li>• Appropriateness and targeting</li> <li>• How was activity design aligned to needs of targeted communities and to what degree was it adjusted based on community feedback?</li> </ul>	<p>By each activity for each SO respond to the issues below.</p> <ul style="list-style-type: none"> <li>•Categories of beneficiaries</li> <li>• Shifts in planned beneficiary numbers</li> <li>• Needs of beneficiaries</li> <li>• Identification mechanisms</li> <li>• Distribution of resources (financial and personnel)</li> <li>• Distribution of beneficiaries by age, location and type of support</li> <li>•Has the CO used available food security and nutritional data to determine the geographical targeting, as well the target groups in the CSP design? What criteria are being considered? Are the proposed activities relevant to the needs of the different target groups?</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•WFP protocols and guidance documents</li> <li>•ACR and other documents showing progress, including any relevant evaluation</li> <li>•Government protocols and guidance documents</li> <li>• VAM and M&amp;E reports</li> </ul> <p>----</p> <ul style="list-style-type: none"> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interview with beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>
1.2.1	Country Capacity/CCS	<ul style="list-style-type: none"> <li>• What are the CCS needs of Egypt?</li> <li>•How well does the CCS support align to Egypt's needs?</li> </ul>	<p>By each CCS activity.</p> <ul style="list-style-type: none"> <li>•Categories of beneficiaries/targets</li> <li>• Identification of mechanisms (beneficiary)</li> <li>• Identification of right activity</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•WFP protocols and guidance documents</li> <li>•ACR and other</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and</li> </ul>

					documents showing progress, including any relevant evaluation •Government protocols and guidance documents ---- •Interview with SO managers •Interviews with data management and M&E Team •Interview with government staff	Informant interviews	interviews (MaxQDA and Sonix) •Quantitative analysis (Excel and Tableau) •Triangulation of data across methods
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)						
1.3.1	TiU	<ul style="list-style-type: none"> <li>• What are the main shifts that are visible between the assumptions and plans visible at ToC level that materialize at TiU level (It may be that this is shifted elsewhere depending on focus.</li> </ul>	<ul style="list-style-type: none"> <li>• Documented changes between ToC and TiU</li> </ul>	<ul style="list-style-type: none"> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>	
1.3.2	Alignment to changes in the context	<ul style="list-style-type: none"> <li>• Changes in context during the CSP implementation period and documented evidence that these led to changes in CSP implementation</li> <li>• Changes in priorities (changes derived from expectations that did not materialize, donor focus, Government of Egypt focus).</li> <li>• Focus between SO's (where was the priority) and focus within the SO (activities) where have the priorities been. Implications of these shifts in terms of (partners, beneficiaries, staffing and funding needed)</li> </ul>	<ul style="list-style-type: none"> <li>• Reallocation of funding by SO in response to contextual changes</li> <li>• Redefinition of activities in response to contextual changes</li> <li>• Shift in emphasis of activities in response to contextual changes</li> <li>• Reallocation of staff resources to certain activities</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Document review</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data</li> </ul>	

						across methods
1.3.3	In relation to COVID-19	<ul style="list-style-type: none"> <li>• Ability of WFP to adapt to the evolving food security and nutrition context and in particular the consequences of the COVID-19 pandemic.</li> <li>• How was the adaptation framed within the CSP context</li> <li>• Were their systems in place to track changes in needs and context?</li> </ul>	<ul style="list-style-type: none"> <li>• Contextual (COVID driven) issues that generated shifts in implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (including: COVIDAssessment Reports, M&amp;E data)</li> <li>• Statistical Analysis ---</li> <li>• Interview with SO managers</li> <li>• Interviews with data management and M&amp;E Team</li> <li>• Interview with government staff</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Statistical analysis</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> <li>• Quantitative analysis (Excel and Tableau)</li> <li>• Triangulation of data across methods</li> </ul>
1.4	To what extent is the country strategic plan (CSP) coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Criteria: Coherence)					
1.4.1	Coherence with UN	<ul style="list-style-type: none"> <li>• How has One UN been implemented in Egypt?</li> <li>• What is the role of the RC/how effective has the RC been?</li> <li>• How does WFP fit within the broader UN family?</li> <li>• How have different SOs been aligned/coordinated with different UN agencies?</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of coordinated efforts between UN agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (including recent UNDCF evaluation) ---</li> <li>• Interviews with senior WFP staff</li> <li>• Interviews with UN agency staff</li> <li>• Interviews with senior government representatives</li> <li>• Interviews with donors.</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> <li>• Quantitative analysis (Excel and Tableau)</li> <li>• Triangulation of data across methods</li> </ul>

1.4.2	Coherence with donors	<ul style="list-style-type: none"> <li>•To what extent does the CSP align with donor strategies?</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of alignment between donor strategies and the objectives of the CSP.</li> </ul>	<ul style="list-style-type: none"> <li>•Document review ---</li> <li>•Interviews with senior WFP staff</li> <li>•Interviews with donors.</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>
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**Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic in the country? (Criteria: Effectiveness)**

2.1	To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan outcomes? (Criteria: Effectiveness)					
2.1.1	Activity	<ul style="list-style-type: none"> <li>• Describe each intervention undertaken within each activity by SO?</li> <li>• Describe how interventions overlapped or related to each other within or between SO?</li> <li>• Describe the role played by WFP and the role played by partners engaged.</li> <li>• List the type of beneficiary and describe how these were identified (link to EQ 1.2)</li> <li>• Describe if and how the intervention has a CCS component.</li> <li>• Describe if and how the intervention has a social protection element</li> <li>• Note: a single activity may include multiple interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Description of each activity</li> <li>• Output indicators of each activity</li> <li>• Type of beneficiaries per activities</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Document review ---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interview/focus group with beneficiaries</li> <li>•Observations of support to beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>
2.1.2	Outputs	<ul style="list-style-type: none"> <li>• What were the expected outputs of the intervention, and to what degree were they met (by SO)</li> <li>• What were the reasons for over achievement and</li> </ul>	<ul style="list-style-type: none"> <li>• Output indicators per activity</li> <li>• Stakeholder perception of results</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Document review ---</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of</li> </ul>

		<p>under achievement of individual activities (output level)?</p> <ul style="list-style-type: none"> <li>• What prompted changes in activities within individual SOs?</li> <li>• Explain which indicators were evaluable, what do these indicators tell us about performance. Which indicators could not be evaluated (explain why the data was not collected). Explain what is not found in the indicators, which can explain performance.</li> </ul>		<ul style="list-style-type: none"> <li>• Interview with SO managers</li> <li>• Interviews with data management and M&amp;E Team</li> <li>• Interview with government staff</li> <li>• Interview/focus group with beneficiaries</li> <li>• Observations of support to beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews</li> </ul>	<p>documents and interviews (MaxQDA and Sonix)</p> <ul style="list-style-type: none"> <li>• Quantitative analysis (Excel and Tableau)</li> <li>• Triangulation of data across methods</li> </ul>
2.1.3	Outcomes	<ul style="list-style-type: none"> <li>• What were the expected outcomes of the intervention, and to what degree were they met (by SO) (outcome harvesting)</li> <li>• What were the reasons for overachievement and underachievement of individual activities (outcome level)?</li> <li>• What prompted changes in outcomes within individual SOs?</li> <li>• What were the wider intended and unintended effects of the CSP activities, e.g. on education, food systems and peacebuilding.</li> </ul>	<ul style="list-style-type: none"> <li>• Outcome indicators per SOs</li> <li>• Stakeholder perception of results</li> </ul>	<ul style="list-style-type: none"> <li>• WFP quantitative data</li> <li>• Document review</li> <li>---</li> <li>• Interview with SO managers</li> <li>• Interviews with data management and M&amp;E Team</li> <li>• Interview with government staff</li> <li>• Interview/focus group with beneficiaries</li> <li>• Observations of support to beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Statistical analysis</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> <li>• Quantitative analysis (Excel and Tableau)</li> <li>• Triangulation of data across methods</li> </ul>
2.1.4	Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• What tools/mechanism were used to monitor the different interventions?</li> <li>• What were the reasons for why so many indicators were not recorded (examine each indicator and the reason for why it was, or was not, recorded at both activity and outcome)</li> <li>• What do the results (indicator achievements) mean in the Egyptian context</li> <li>• Were the selected output and outcome indicators relevant and sufficient for measuring results</li> </ul>	<ul style="list-style-type: none"> <li>• All indicators (outcome and output)</li> </ul>	<ul style="list-style-type: none"> <li>• WFP quantitative data (WFP corporate results framework and monitoring guidance. WFP Egypt logframe, M&amp;E matrix, VAM/M&amp;E budget)</li> <li>• Document review</li> <li>---</li> <li>• Interview with SO managers</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Statistical analysis</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> <li>• Quantitative analysis (Excel and Tableau)</li> </ul>

				<ul style="list-style-type: none"> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> </ul>		<ul style="list-style-type: none"> <li>•Triangulation of data across methods</li> </ul>
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles,2 protection, accountability to affected populations, gender and other equity considerations)? (Criteria: Effectiveness)					
2.2.1	Accountability: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	<ul style="list-style-type: none"> <li>•What system exists to support accountability (describe)</li> <li>•Is the system used (since when)</li> <li>•What are the strengths of the system?</li> <li>•What are the weaknesses of the system?</li> </ul>	<ul style="list-style-type: none"> <li>• System elements</li> <li>• Accountability cross-cutting indicators</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Statistics from the call centre</li> <li>•Document review</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with staff from the call centre</li> <li>•Interview with government staff</li> <li>•Interview/focus group with beneficiaries</li> <li>•Observations of support to beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>
2.2.2	Protection: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	<ul style="list-style-type: none"> <li>• System elements</li> <li>• Protection cross-cutting indicators</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Document review</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> </ul>		<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA)</li> </ul>

2 In the context of Egypt, a middle-income country where WFP's programming is largely development-focused, and geared to supporting national government social protection programmes, the humanitarian principles were not of primary relevance for assessment.



			<ul style="list-style-type: none"> <li>•Interview/focus group with beneficiaries</li> <li>•Observations of support to beneficiaries</li> </ul>			<ul style="list-style-type: none"> <li>and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>
2.2.3	Gender: Improved gender equality and women's empowerment among WFP-assisted population	<ul style="list-style-type: none"> <li>•How has gender been understood by the CO (transformation, participation?)</li> <li>•How have activities included a gender perspective</li> <li>•How has WFP integrated a gender perspective into the inner workings of the CO</li> <li>•How has WFP ensured a gender perspective as part of the UN family</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance factors used</li> <li>• Gender cross-cutting indicators</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Document review</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interview/focus group with beneficiaries</li> <li>•Observations of support to beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>
2.2.4	Environment: Targeted communities benefit from WFP programmes in a manner that does not harm the environment	<ul style="list-style-type: none"> <li>•Why were no indicators collected?</li> <li>•Is this indicator integrated into activities in any way? If yes, how is progress measured.</li> </ul>	<ul style="list-style-type: none"> <li>• Environment cross-cutting indicators</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Document review</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data</li> </ul>

						across methods
2.3	To what extent are the achievements of the country strategic plan likely to be sustained? (Criteria: Sustainability)					
2.3.1	Sustainability			<ul style="list-style-type: none"> <li>•Document review</li> <li>----</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interview/focus group with beneficiaries</li> <li>•Observations of support to beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
2.4	In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Criteria: Connectedness)					
2.4.1	Triple Nexus (Humanitarian-Development-Peacebuilding)	<ul style="list-style-type: none"> <li>• How would different SOs (and the activities within them be categorized) according to the nexus?</li> <li>• Are activities within the SOs articulated with each other to support a nexus approach</li> <li>•Are activities between the SOs articulated with each other to support a nexus approach</li> <li>•How is WFP's work articulated with efforts by other UN agencies and the government to support a nexus approach?</li> <li>•How was the support for individual beneficiaries articulated across the nexus (were beneficiaries supported in multiple ways)?</li> <li>• Were conflict sensitive approaches needed? Were they considered?</li> <li>•To what extent have geographical overlaps facilitated a nexus approach?</li> </ul>	<ul style="list-style-type: none"> <li>• Which activities (under each SO) had sustainability objectives?</li> <li>• In relation to these how was sustainability defined?</li> <li>• Were the objectives achieved? (yes/no, nuance)</li> <li>• Which activities did not have sustainability objectives? Why?</li> <li>• Should they have had sustainability objectives? If yes, how would interventions have had to change to meet said sustainability objectives.</li> <li>• Role of private sector and civil society in maintaining programmes/activities</li> </ul>	<ul style="list-style-type: none"> <li>• Activities that will be absorbed by government</li> <li>• Activities that have changed as a result of support</li> <li>• Evidence that activity has local ownership and or has increased resilience locally</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes? (Criteria: Efficiency)						

3.1	To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)					
3.1.1	Timely delivery	<ul style="list-style-type: none"> <li>• What factors have affected timely execution of activities?</li> <li>• Have activities been implemented in a timely manner (at the right time at the planned time)?</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of activities as per the scheduled planned</li> </ul> <p>Pipeline breaks</p>	<ul style="list-style-type: none"> <li>• Document review (supply chain data) ---</li> <li>• Interview with SO managers</li> <li>• Interviews with data management and M&amp;E Team</li> <li>• Interview with government staff</li> <li>• Interviews with other cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
3.2	To what extent was coverage and targeting of interventions appropriate? (Criteria: Effectiveness, Efficiency -implementation stage)					
3.2.1	Appropriateness of targeting	<p>For each SO:</p> <ul style="list-style-type: none"> <li>• Has WFP effectively reached the most vulnerable people that it was planning to target?</li> <li>• When faced with funding shortfalls, has WFP prioritized the most vulnerable?</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship plans and delivery and plans response to shortfalls.</li> </ul>	<ul style="list-style-type: none"> <li>• Document review ---</li> <li>• Interview with SO managers</li> <li>• Interviews with data management and M&amp;E Team</li> <li>• Interview with government staff</li> <li>• Interviews with other implementing partners</li> <li>• Interview/focus group with beneficiaries</li> <li>• Observations of support to beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
3.2.2	Coverage	<ul style="list-style-type: none"> <li>• Was the coverage of activities appropriate? (were the right beneficiaries, in the right place, reached in the right way)?</li> <li>• Did the overlap between SOs in the same locations support efficiency?</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship between the needs for support and the targets of support</li> <li>• Relationship between the support provided by different SOs</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• VAM and M&amp;E reports, beneficiary databases, COMPs</li> <li>• Document with targeting criteria,</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews</li> </ul>

				<ul style="list-style-type: none"> <li>beneficiary list, beneficiary verification reports</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> <li>•Interview/focus group with beneficiaries</li> <li>•Observations of support to Beneficiaries</li> </ul>		(MaxQDA and Sonix)
3.2.3	Partnerships	<ul style="list-style-type: none"> <li>• Which partners were engaged for the implementation of what partnership? Was the partnership appropriate for the specific activity?</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship between need, capacity requirements and capacity met</li> <li>• Partners ranking of their relationship/implementing with WFP</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance? (Criteria: Efficiency)					
3.3.1	Cost-effective measures	<ul style="list-style-type: none"> <li>• Were the right targets reached?</li> <li>• What was the proportional costs of different activities?</li> <li>•Choice of transfer modality appropriate to needs as well as cost efficient</li> </ul>	<ul style="list-style-type: none"> <li>• Developed and used cost-efficiency measures for each activity</li> <li>• CO developed guidelines to adapt to circumstance in the country.</li> <li>• CO reported factors outside WFP control that can impact cost-efficiency</li> </ul>	<ul style="list-style-type: none"> <li>•WFP Quantitative data</li> <li>•Document review</li> <li>---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>

			<ul style="list-style-type: none"> <li>Stakeholder perception of cost efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Interview with government staff</li> </ul>		<ul style="list-style-type: none"> <li>Quantitative analysis (Excel and Tableau)</li> <li>Triangulation of data across methods</li> </ul>
3.4	To what extent were alternative, more cost-effective measures considered? (Criteria: Efficiency)					
3.4.1	Cost-efficient measures	<ul style="list-style-type: none"> <li>Did the assessment of targeting explore alternatives? (Who else could have delivered to the same group in a more cost-efficient way?)</li> </ul>	<ul style="list-style-type: none"> <li>CSP expenditures vs planned (cost control category by focus areas relative to food transfers, CBT and CCS)</li> <li>Cost efficiency a driver in the adjustments to implementation plans</li> <li>Plans to capitalize on nexus or other forms of articulation to support cost efficiency?</li> <li>Additional factors that contributed (positively or negatively) to cost efficiency)</li> </ul>	<ul style="list-style-type: none"> <li>WFP Quantitative data</li> <li>Document review</li> <li>---</li> <li>Interview with SO managers</li> <li>Interviews with data management and M&amp;E Team</li> <li>Interview with government staff</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Statistical Analysis</li> <li>Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of content (MaxQDA)</li> <li>Coding of documents and interviews (MaxQDA and Sonix)</li> <li>Quantitative analysis (Excel and Tableau)</li> <li>Triangulation of data across methods</li> </ul>
<b>Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan? (Criteria: Relevance, Coherence)</b>						
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan? (Criteria: Relevance, Coherence)					
4.1.1	Foundational documents	<ul style="list-style-type: none"> <li>To what extent did the CSP align with key foundational documents (WFP and Egypt). Provide details. Has new data (documents) emerged during the implementation of the CSP, have these influenced the implementation of the CSP?</li> <li>How did each activity within each SO link to the foundational documents identified</li> </ul>	<ul style="list-style-type: none"> <li>Documents delineating the thinking behind the CSP</li> <li>National strategy in relation to food security</li> <li>National strategy for disaster response</li> <li>National strategy to respond to refugee influx</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>---</li> <li>Interview with senior WFP management</li> <li>Interview with senior government officials</li> <li>Interview with SO managers</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of content (MaxQDA)</li> <li>Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>

			<ul style="list-style-type: none"> <li>• National strategy to develop South-South cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with data management and M&amp;E Team</li> <li>• Interview with government staff</li> <li>• Interviews with other implementing partners</li> </ul>		
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan? (Criteria: Efficiency, Coherence)					
4.2.1	Resources	<ul style="list-style-type: none"> <li>• Who were the principal donors?</li> <li>• What proportion of funding was earmarked/ core?</li> <li>• How specific was the earmarking?</li> </ul> <p>What was the duration of funding?</p> <ul style="list-style-type: none"> <li>• What was the reason (by donors) as to why they funded specific activities/in specific ways?</li> <li>• Were any activities implemented/halted/not implemented/modified as a response to funding constraints?</li> <li>• How does the Government perceive WFP's funding experience?</li> </ul> <ul style="list-style-type: none"> <li>• Efforts by the CO to raise alternative funding from non-traditional donors, as well as funding by government.</li> </ul>	<ul style="list-style-type: none"> <li>• Available resources engaged in the consultation (staff, time, financial resources)</li> <li>• Donor analysis (who, when, what)</li> <li>• Funding analysis (NBP vs allocated resources vs expenditure)</li> <li>• Earmarked vs non-earmarked funding analysis</li> </ul> <p>Multi-year funds versus short term grants</p>	<ul style="list-style-type: none"> <li>• WFP quantitative data</li> <li>• Document review</li> <li>---</li> <li>• Interview with senior WFP Management</li> <li>• Interview with main donors</li> <li>• Interview with SO managers</li> <li>• Interviews with data management and M&amp;E Team</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Statistical analysis</li> <li>• Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> <li>• Quantitative analysis (Excel and Tableau)</li> <li>• Triangulation of data across methods</li> </ul>
4.3	To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results? (Criteria: Connectedness, Coherence)					
4.3.1	Partners	<ul style="list-style-type: none"> <li>• Which partners (private sector, cooperating partners, UN and others) were engaged for the execution of which activity/SO? Were these partners at the delivery (implementation), or operational design (designing interventions), or at the strategic level (determining what best approach should be used to achieve overall objectives)</li> <li>• How did the engagement with partners influence results (maximize, minimize, coherence, nexus)</li> </ul> <ul style="list-style-type: none"> <li>• Was WFP's comparative advantage identified, appropriate partnerships fostered and complementarities ensured?</li> </ul>	<ul style="list-style-type: none"> <li>• Roles, responsibilities of partners (including the government, CSO and South-South efforts)</li> <li>• Type of partnership</li> <li>• Level of strategic alignment between WFP and partners</li> <li>• Impact (positive or negative/ direct and indirect) of partnership</li> <li>• Partners opinion of their work with WFP</li> </ul>	<ul style="list-style-type: none"> <li>• WFP quantitative data</li> <li>---</li> <li>• Partner survey</li> <li>---</li> <li>• Interview with senior WFP management</li> <li>• Interview with senior government officials</li> <li>• Interview with SO managers</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Statistical analysis</li> <li>• Key Informant Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of content (MaxQDA)</li> <li>• Coding of documents and interviews (MaxQDA and Sonix)</li> <li>• Quantitative analysis (Excel and Tableau)</li> </ul>

				<ul style="list-style-type: none"> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>		<ul style="list-style-type: none"> <li>•Triangulation of data across methods</li> <li>•Survey analysis (MaxQDA, Survey Monkey, Tableau, Excel)</li> </ul>
4.4	To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results? (Criteria: Relevance, Coherence)					
4.4.1	Flexibility	<ul style="list-style-type: none"> <li>• Did the CSP allow for the necessary flexibility? Or was it too prescriptive? Ask at level of each activity and SO.</li> <li>• What was the influence of having an overarching CSP in relation to activities and overarching results? (Perspective of WFP, government and donors... may be important to frame question in relation to shifting ways of working overtime as some respondents may not be familiar with the CSP per se).</li> </ul>	<ul style="list-style-type: none"> <li>• Planned CSP vs implemented CSP (ToC and TiU)</li> </ul>	<ul style="list-style-type: none"> <li>•Workshop with WFP CO Egypt CSP Line of sight (TICSP &amp; CSP)</li> <li>----</li> <li>•Interview with senior WFP management</li> <li>•Interview with senior government officials</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Workshop</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
4.5	What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the country strategic plan? (Criteria: Efficiency, Effectiveness)					
4.5.1	Strategic shift	<ul style="list-style-type: none"> <li>• Did WFP (senior management) apply the strategic shift needed in order to implement the CSP, or was the focus on activity-based delivery of results?</li> <li>•Was the approach true of all activities and SOs</li> </ul>	<ul style="list-style-type: none"> <li>• Documented changes in strategy</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>---</li> <li>•Interview with senior WFP management</li> <li>•Interview with</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and</li> </ul>

				<ul style="list-style-type: none"> <li>senior government officials</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>		interviews (MaxQDA and Sonix)
4.5.2	Human Resources	<ul style="list-style-type: none"> <li>• Appropriateness of staff skill set to meet the CSP demands? (CO staff in relation to needs)</li> </ul>	<ul style="list-style-type: none"> <li>• HR data on level of staff to support specific activities including number, experience.</li> <li>• Shifts in staff (qualities/competence) to meet the demands of the CSP</li> <li>•Staff retention and turnover rates, staff evolution pre and curing CSP; organigram; nbr or percentage of unfilled positions</li> <li>•Trainings and guidance provided by RB and HQ</li> <li>•Stakeholder perceptions on the level of expertise available in WFP by activity</li> </ul>	<ul style="list-style-type: none"> <li>•WFP quantitative data</li> <li>•Document review</li> <li>---</li> <li>•Interview senior WFP management</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with HR staff</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>
4.5.3	Staff strategic thinking shift	<ul style="list-style-type: none"> <li>• To what extent do WFP staff and partners understand the CSP as a series of activities in pursuit of overarching objectives (change pathways) vs being focused on results of individual activities</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of inclusion of monitoring indicators in the development of plans (staff changes, target changes, identification of partners).</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>---</li> <li>•Interview with senior WFP Management</li> <li>•Interview with senior government officials</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>



				<ul style="list-style-type: none"> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>		
4.5.4	Results Based Monitoring	<ul style="list-style-type: none"> <li>•Degree to which the indicators identified and used effectively measure progress made?</li> <li>•Degree to which data collected is accurate to inform indicators?</li> </ul>	<ul style="list-style-type: none"> <li>•Documented indicators</li> <li>•Assessment of indicators relative to activity</li> <li>•Assessment of robustness of data</li> </ul>	<ul style="list-style-type: none"> <li>•Document review ---</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
<b>5.0</b>	<b>Additional questions<sup>3</sup></b>					
A 1	To what extent was the approach of having geographical overlaps for some of the SOs successful, especially in terms of attaining more efficient use of resources?					
AQ1.1	Efficiency	<ul style="list-style-type: none"> <li>•This has been integrated into 3.2</li> </ul>				
AQ1.2	Nexus	<ul style="list-style-type: none"> <li>•This has been integrated into 2.4</li> </ul>				
A 2	To what extent did WFP support the Government in piloting new initiatives to accelerate SDG achievements, especially in light of the emphasis placed on innovation and capacity development by Egypt Vision 2020?					
AQ2.1	Innovation	<ul style="list-style-type: none"> <li>•What are examples of innovative approaches?</li> <li>•Did these approaches achieve the objectives they set out to achieve?</li> <li>•What mechanisms have been put in place for their scaling-up/sustainability? Are these mechanisms sound/feasible?</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of innovation</li> </ul>	<ul style="list-style-type: none"> <li>•Document review ---</li> <li>•Interview with senior WFP Management</li> <li>•Interview with senior government officials</li> <li>•Interview with SO managers</li> <li>•Interviews with</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>

<sup>3</sup> The responses to these questions were embedded into the main text of the final report. In all instances a footnote was added to highlight which question was being addressed.

				<ul style="list-style-type: none"> <li>data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>		
AQ2.2	South-South	<ul style="list-style-type: none"> <li>•What are examples of South-South capitalization to promote innovation</li> <li>•Did these approaches achieve the objectives they set out to achieve?</li> <li>•What mechanisms have been put in place for their scaling-up/sustainability? Are these mechanisms sound/feasible?</li> </ul>	•Examples of South-South activities	<ul style="list-style-type: none"> <li>•Document review ---</li> <li>•Interview with senior WFP Management</li> <li>•Interview with senior government officials</li> <li>•Interview with staff engaged in the Luxor centre</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
A 3	To what extent was WFP's partnership with UNICEF to facilitate engineering service provision perceived to be successful?					
AQ3.1	Partnerships	<ul style="list-style-type: none"> <li>•How was the partnership developed?</li> <li>•Why was the partnership developed?</li> <li>•What did the partnership achieve?</li> </ul>	<ul style="list-style-type: none"> <li>• Type of partnerships (lead/not lead)</li> <li>• Donor role in partnership</li> </ul>	<ul style="list-style-type: none"> <li>•Document review ---</li> <li>•Interview with senior WFP Management</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E team</li> <li>•Interview with government staff</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>

				•Interviews with UNICEF		
AQ3.2	Impact	•What was the impact of the partnership	• Achievement attributed to the partnership	<ul style="list-style-type: none"> <li>•Document review ---</li> <li>•Interview with senior WFP Management</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with UNICEF</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> </ul>
A 4	How well is the CSP aligned with the coordinated refugee response –3RP?					
AQ4.1	Refugee shifts	•What have been the main changes in refugee conditions in the last years	<ul style="list-style-type: none"> <li>• Changes in refugee numbers</li> <li>• Changes in number of refugee beneficiaries</li> <li>• Egypt Regional Refugee &amp; Resilience Plan in Response to the Syria Crisis</li> <li>• Changes in refugee needs</li> <li>• Ability to support refugees sustainably</li> </ul>	<ul style="list-style-type: none"> <li>•Quantitative data</li> <li>•Document review ---</li> <li>•Interview with senior WFP management</li> <li>•Interview with senior government officials</li> <li>•Interview with SO managers</li> <li>•Interviews with data management and M&amp;E Team</li> <li>•Interview with government staff</li> <li>•Interviews with other implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Statistical analysis</li> <li>•Key Informant Interviews</li> </ul>	<ul style="list-style-type: none"> <li>•Analysis of content (MaxQDA)</li> <li>•Coding of documents and interviews (MaxQDA and Sonix)</li> <li>•Quantitative analysis (Excel and Tableau)</li> <li>•Triangulation of data across methods</li> </ul>



# Annex V: Data collection tools

## Partner Survey

48. This survey instrument was used for WFP partners in an effort to categorize their role as partners. This tool was used as supplementary to interviews conducted. The tool was developed in a way that identified questions depending on respondent category.

	Participants	Options	If Government representative
1	What is your gender?	a. Female b. Male	
2	How old are you?	Tick box for each 10 years range (e.g. 25-34) up to 65+	
3	What organization are you affiliated with?	Open answer.	
4	What is your position in the organization?	Open answer.	
5	What type of organization do you work in?	a. CSO b. NGO c. Private sector d. Government Agency – Central Level e. Government Agency – Governorate Level f. If other, please specify below	
6	Which governorate(s) does your organization work in? (Multiple may apply)	List of each governorates	Has your agency partnered with WFP at the central/ Governorate level or both?

7	How long has your organization partnered with WFP (in years)?	Open answer	
8	What sectors do you work with WFP on?	Open answer	
9	Please tick any or all the boxes that are appropriate, multiple may apply – list of statements on partnership with WFP	Matrix/rating scale	List of statements on partnership with WFP
10	What do you feel is the best element (or what you like most) about the partnership you have with WFP?	Open answer	NA
11	What would you suggest be changed regarding partnerships with WFP to improve the overall results of your work?	Open answer	
12	Did your organization receive capacity support (CCS) with WFP? <i>CCS explained in the Hoover option</i>	Yes/No	Yes/No
13	(If yes to 12), when was the first event you participated in?	Choose a date (approximately)	
14	(If yes to 12), when was the last event you participated in?	Choose a date (approximately)	
15	My organization or myself participated in capacity-strengthening activities related to WFP CSP Strategic Outcome 1 (food and nutritional needs of children and providing livelihood and capacity-strengthening activities for children and youth). <i>Examples given in the Hoover option</i>	Yes/No/I am not sure	
16	Please select which type of country capacity-strengthening (CCS) activities your organization or you yourself participated in (you can select several):	<ul style="list-style-type: none"> <li>1) Programme focused on youth employment</li> <li>2) Gender activities and awareness-raising in school</li> <li>3) Development of gender programmes</li> <li>4) Development of school feeding and attendance data</li> </ul>	

		<ul style="list-style-type: none"> <li>5) Loan management tracking system</li> <li>6) Educational modules on nutrition</li> <li>7) Educational modules on emergency preparedness</li> <li>8) Educational modules on positive learning environment</li> <li>9) Educational modules on combating child labour</li> <li>10) Community schools technological upgrade</li> <li>11) Enhancement of the national school feeding programme</li> <li>12) Drafting national school feeding strategy</li> <li>13) Developing micro-lending policies and procedure</li> <li>14) Youth capacity-building programme</li> <li>15) Women livelihoods programme, "She Can"</li> <li>16) Development of gender debates programme</li> <li>17) Training on business skills for mothers</li> <li>18) Providing teachers and students access through online educational resources</li> <li>19) School connections to ministry servers</li> <li>20) Improving the information management systems for schools</li> <li>21) Strengthening national micro-credit strategies</li> <li>22) Strengthening shock-responsive mechanism</li> <li>23) Trainings of teachers</li> <li>24) Development of database for child labour inspection and provide tablets to facilitate data collection</li> <li>25) Trainings on micro-lending management and methodologies</li> <li>26) Trainings for government staff, teachers and child protection workers in Community Hubs</li> <li>27) Other:</li> </ul>	
17	My organization or myself participated in capacity-strengthening activities related to WFP CSP Strategic	Yes/No/I am not sure	

	Outcome 2 (support to refugees and crisis-affected populations). <i>Examples given in the hoover option</i>		
18	Please select which type of country capacity-strengthening (CCS) activities your organization or you yourself participated in (you can select several):	<ul style="list-style-type: none"> <li>1) Activities on the risk of irregular migration</li> <li>2) Manual on irregular migration alternatives</li> <li>3) Bedaya Digital Initiative online training platform</li> <li>4) Nutrition awareness</li> <li>5) Business management</li> <li>6) Vocational training (cooking, textile, hairdressing, and others)</li> <li>7) None</li> <li>8) Other</li> </ul>	
19	My organization or I myself participated in capacity-strengthening activities related to WFP CSP Strategic Outcome 3 (support the Government of Egypt's nutrition programmes targeting vulnerable communities). <i>Examples given in the hoover option</i>	Yes/No/I am not sure	
20	Please select which type of country capacity strengthening (CCS) your organisation or you participated in (you can select several):	<ul style="list-style-type: none"> <li>1) Strengthening of the nutrition policy framework</li> <li>2) Implementation of nutrition programmes</li> <li>3) Development of Voluntary Guidelines on Food System and Nutrition for Near East and Africa region</li> <li>4) Development of national curriculum on nutrition education</li> <li>5) Awareness on nutrition to schoolchildren and adolescents</li> <li>6) Development of the national nutrition website</li> <li>7) Development of the national nutrition curriculum</li> <li>8) Integration of 1,000 days as part of Takaful's programme</li> <li>9) Enhancement of information systems, data management and information sharing between ministries</li> <li>10) Updating Takaful's e-payment solution system</li> <li>11) Development of packages on data validation and use of evidence-based decision making</li> </ul>	



		<p>12) Development of Health care staff training curricula and screening protocols</p> <p>13) Training of public school teachers on nutrition awareness focusing on overweight, obesity and anemia</p> <p>14) Other:</p>	
21	<p>My organisation or me participated in capacity strengthening activities related to WFP CSP Strategic Outcome 4 (support to vulnerable smallholder farmers and Bedouin communities). - <i>examples given in the Hoover option</i></p>	<p>Yes/No/I am not sure</p>	
22	<p>Please select which type of country capacity-strengthening (CCS) your organization or you yourself participated in (you can select several):</p>	<p>1) Workshops, info sessions and field visits to raise awareness and disseminate info on national policies and priorities regarding climate adaptation and risk reduction, sustainable agricultural production and sustainable water management.</p> <p>2) Workshops and committees to coordinate designing and delivery of climate adaptation and resilience-building products and services to targeted smallholder farmers' and rural women beneficiaries. Products and services include: provision of info on weather and climate risks and relevant adaptation recommendations to crop and livestock producers; provision of inputs and services for improved agricultural productivity; infrastructure construction works and provision of products and services to improve farmland and irrigation water management; agricultural waste management services; and provision of products and services for livelihoods diversification.</p> <p>3) Providing practical solutions to reduce the impact of climate change on agricultural production</p> <p>4) Improve farmers access to forecast-based information on weather risks and recommendations to reduce climate-related threats</p> <p>5) Sessions, contests, farm-to-farm visits, field demonstrations, harvest days events and village theater for smallholder farmers and rural women on climate change challenges and solutions, agricultural production techniques, improved irrigation management and managing agricultural waste</p> <p>6) Improve farmers access to information on weather risks</p> <p>7) Workshop, info session and field visits on climate adaptation, risk reduction, sustainable agricultural production and sustainable water management</p> <p>8) Workshops and committees on weather and climate risks and relevant adaptation recommendations for crop and livestock production, improved agricultural productivity,</p>	

		<p>improved farmland and irrigation water management and infrastructure, agricultural waste management and livelihoods diversification.</p> <p>9) Partnerships between local NGOs (community development associations and water user associations) and government counterparts</p> <p>10) Workshops and field visits on the impacts of climate change and adaptation techniques, strategic planning of interventions for climate risk reduction and resilience interventions in Upper Egypt</p> <p>11) Trainings on effective planning, information technology and communication skills</p> <p>12) Workshops with community development associations on climate adaption and livelihoods interventions</p> <p>13) Joint monitoring of smallholder's support activities</p> <p>14) Development of a tool to assess the needs of villages for Egypt and African countries</p> <p>15) Provision of agro-processing and in-kind animal loans services</p> <p>16) Establishment and management of sun-drying units and simple early warning systems, provision of improved breeds of ducks and goats, sustainable animal revolving funds</p> <p>17) Production of alternative livestock fodder</p> <p>18) Assisting Bedouin and rural household members during COVID-19 with cash-based transfers</p> <p>19) Launching a nation-wide COVID-19 awareness campaign</p> <p>20) Delivering rural development interventions under the Presidential initiative to develop villages in upper Egypt</p> <p>21) None</p> <p>22) Other (please specify)</p>	
23	<p>My organization or me participated in capacity-strengthening activities related to WFP CSP Strategic Outcome 5 (enhancing the Government of Egypt's capacity to target and assist vulnerable populations, and support South-South cooperation). <i>Examples given in the hoover option</i></p>	<p>Yes/No/I am not sure</p>	

24	Please select which type of country capacity-strengthening (CCS) activities your organization or you yourself participated in (you can select several):	<ol style="list-style-type: none"> <li>1) Consultative workshop, discussions and exchange of expertise among over 100 stakeholders (ministries, NGOs, UN and others) for the scale-up of smallholder interventions towards improved livelihoods, market access and agricultural practices</li> <li>2) Developing and enhancing training courses and materials in digital format on irregular migration risks ("Life Saving Boats")</li> <li>3) Participation to ESRI International User Conference</li> <li>4) Development of a knowledge platform to monitor different phases of wheat supply chain</li> <li>5) Establishment of Ministry of Supply and Internal Trade geospatial online portal</li> <li>6) Establishment of the geoportal and data visualisation platform of the Ministry of Education</li> <li>7) Development of interactive, analytical dashboards for the Ministry of Geospatial Platform</li> <li>8) Training programme for the Ministry of Health and Population and Ministry of Agriculture and Land Reclamation to enhance analysis and technical geospatial information system (GIS) for the development of dynamic maps</li> <li>9) Support to CAPMAS, launching a mobile application and staff trainings</li> <li>10) Support Egypt's online financial provider, E-Finance</li> <li>11) Trainings to local partners on the use of E-Finance's AgriMisr Platform</li> <li>12) Developing an advanced GIS</li> <li>13) Establishment of an online Learning Management System for unlimited access to training materials</li> <li>14) Collecting exact school site locations using GIS</li> <li>15) Integration of innovative means of financial empowerment for rural communities</li> <li>16) Enhancing the Ministry of Education uses of automation and information management tools</li> <li>17) Establishment of geospatial portal to the Ministry of Supply and Internal Trade</li> <li>18) Development of an Environmental Geospatial Platform for the African Union for the implementation of development programmes related to hunger, climate change and disaster risk reduction</li> <li>19) Establishment of COVID-19 Response Hub</li> <li>20) Piloting of the "Digital School" among community schools</li> </ol>	
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		21) Training of National Nutrition Institute staff on information and communication technologies 22) Other:	
25	Did you or your organization participate in or receive country capacity-strengthening (CCS) THAT WAS NOT LISTED in the options above?	Yes/No	
26	(If yes to 25) please describe the CCS that you or your organization participated in that was not listed in the options above.	Open answer	
27	Was the CCS support based on prior discussions on training needs?	Yes/No/I don't know	
28	How was the needs assessment conducted?	Open answer	
29	Has the CCS support led to the expected objectives?	Yes/No, if yes please explain	

### Key Informants Interview (KII) Guides

49. The following interview guides were used for key informant interviews.

#### WFP Senior Management of the CO

WFP Senior Management	
Name	
Position	
Organization/current position	
Gender	
Date	
Interviewer	

What do you think are the main outcomes of the CSP	
General interviewer observations	
<b>Question</b>	<b>Response</b>
To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals? <b>(Criteria: Relevance, Coherence)</b>	
Was the CSP a product of consultation (at different administrative levels)?	
How was the consultation relevant to the SO (by SO)	
How was the CSP relevant to the SDGs?	
How was each SO relevant to what SDG?	
How was CCS made relevant/respond to known needs?	
To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations goals and include appropriate strategic partnerships based on the comparative advantage of WFP in the country? <b>(Criteria: Coherence)</b>	
How has One UN been implemented in Egypt?	
What is the role of the RC/how effective has the RC been?	
How have different SOs been aligned/coordinated with different UN agencies?	
In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development and (where appropriate) peace work? <b>(Criteria: Connectedness)</b>	
How do you think WFP addresses the nexus? (includes, participates/understands)	
To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan? <b>(Criteria: Relevance, Coherence)</b>	

<p>To what extent did the CSP align with WFP thinking? Are there any particularities about the Egypt CSP that we need to be aware of? Any strategic departure/alignment which is of particular interest in the context of this evaluation?</p>	
<p>To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan? <b>(Criteria: Efficiency, Coherence)</b></p>	
<p>How do you think donors see WFP, understand the role of the WFP and how is this reflected in their financial contributions (including Egypt and private donors)?</p>	
<p>To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results? <b>(Criteria: Connectedness, Coherence)</b></p>	
<p>What is the comparative advantage of WFP in Egypt, and to what extent is WFP recognized as the lead/principal partner in the fields targeted by the CSP?</p>	
<p>To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results? <b>(Criteria: Relevance, Coherence)</b></p>	
<p>Did the CSP allow for the necessary flexibility? Or was it too prescriptive? Ask at level of each activity and SO.</p>	
<p>What was the influence of having an overarching CSP in relation to activities and overarching results? (perspective of WFP, government and donors) (It may be important to frame the question in relation to shifting ways of working over time as some respondents may not be familiar with the CSP per se).</p>	
<p>What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan? <b>(Criteria: Efficiency, Effectiveness)</b></p>	
<p>How do you think WFP has changed during the implementation of this CSP? (What changes have been needed in order to implement this CSP)? (staff roles, capacity, funding, and others)</p>	
<p><b>Additional questions</b></p>	

To what extent was the approach of having geographical overlaps for some of the SOs successful, especially in terms of attaining more efficient use of resources?	
What have geographical overlaps meant at a strategic level? (advantages/disadvantages)	
To what extent did WFP support the Government in piloting new initiatives to accelerate SDG achievements, especially in light of the emphasis placed on innovation and capacity development by Egypt Vision 2020?	
In what ways do you think WFP has been innovative in its approach during the CSP implementation? (include efforts on South-South cooperation and CCS)	
To what extent was WFP's partnership with UNICEF to facilitate engineering service provision perceived to be successful?	
What do you think has been the strategic role of partnerships?	
How well is the CSP aligned with the coordinated refugee response –3RP?	
What have been the main changes in refugee conditions that have had a strategic impact for WFP and its operations?	

### Senior Government Staff

Senior Government Staff	
<b>Name</b>	
<b>Position</b>	
<b>Organization</b>	
<b>Gender</b>	
<b>Date</b>	
<b>Interviewer</b>	
<b>What do you think are the main outcomes of the CSP</b>	
<b>General interviewer observations</b>	
<b>Question</b>	<b>Answer</b>
To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national SDGs? (Criteria: Relevance, Coherence)	

Was the CSP a product of consultation (at different administrative levels)?	
How was the consultation relevant to the SO (by SO)?	
How was the CSP relevant to the SDGs?	
How was each SO relevant to what SDG?	
What are the main capacity gaps that your government agencies experiences?	
How was CCS made relevant to Government needs?	
To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the country strategic plan? <b>(Criteria: Relevance, Coherence)</b>	
To what extent did the CSP align with key foundational documents (WFP and Egypt)? Provide details. Has new data (documents) emerged during the implementation of the CSP, and have these influenced the implementation of the CSP?	
To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results? <b>(Criteria: Connectedness, Coherence)</b>	
In your opinion, what is the comparative advantage of WFP in Egypt, and to what extent is WFP recognized as the lead/principal partner in the fields targeted by the CSP?	
To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results? <b>(Criteria: Relevance, Coherence)</b>	
Did the CSP allow for the necessary flexibility? Or was it too prescriptive? Ask at level of each activity and SO.	
What was the influence of having an overarching CSP in relation to activities and overarching results? (perspective of WFP, government and donors... may be important to frame question in relation to shifting ways of working over time as some respondents may not be familiar with the CSP per se).	
What are the other factors that can explain WFP's performance and the extent to which it has made the strategic shift expected by the country strategic plan? <b>(Criteria: Efficiency, Effectiveness)</b>	
Did WFP (senior management) apply the strategic shift needed in order to implement the CSP or was the focus on activity-based delivery of results?	



Was the approach true of all activities and SOs?	
Appropriateness of staff skill set to meet the CSP demands? (CO staff in relation to needs)	
To what extent do WFP staff and partners understand the CSP as a series of activities in pursuit of overarching objectives (change pathways) vs the CSP being focused on the results of individual activities?	
<b>Additional questions</b>	
To what extent was the approach of having geographical overlaps for some of the SOs successful, especially in terms of attaining more efficient use of resources?	
Did this overlap support efficiency?	
Did it lead to a nexus approach?	
To what extent did WFP support the Government in piloting new initiatives to accelerate SDG achievements, especially in light of the emphasis placed on innovation and capacity development by Egypt Vision 2020?	
What are examples of innovative approaches?	
What are the CCS needs for Egypt (including role of South-South cooperation)?	
To what extent was WFP's partnership with UNICEF to facilitate engineering service provision perceived to be successful?	
How was the partnership developed?	
What did the partnership achieve?	
What was the impact of the partnership?	
How well is the CSP aligned with the coordinated refugee response –3RP?	
What have been the main changes in refugee conditions in the last years?	

## SO Managers and M&E staff

Strategic Outcome managers and M&E staff

<b>Name</b>	
<b>Position</b>	
<b>Organization/current position</b>	
<b>Gender</b>	
<b>Date</b>	
<b>Interviewer</b>	
<b>What do you think are the main outcomes of the CSP?</b>	
<b>General interviewer observations</b>	
<b>Question</b>	<b>Response</b>
To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind? <b>(Criteria: Relevance, Coverage)</b>	
How were the most vulnerable defined (for each activity within each SO), their needs identified and responded to?	
Is support coordinated with other SOs or other agencies to provide a more complete support base?	
Which vulnerable groups have been targeted by each activity within each SO?	
Which tools were used (describe) and what can be said about the tools used (were they robust or not, and why?)	
How have CCS needs been identified and responded to?	
To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities and needs? <b>(Criteria: Relevance, Coherence)</b>	
What are the main shifts that are visible between the assumptions and plans visible at ToC level which materialized at TiU level (It may be that the shift occurred elsewhere depending on focus)?	

Changes in context during the CSP implementation period and documented evidence that these led to changes in CSP implementation.	
Changes in priorities (changes derived from expectations that did not materialize, donor focus, Government of Egypt focus).	
Focus between SOs (where was the priority) and focus within the SO (activities) – where have the priorities been? Implications of these shifts in terms of partners, beneficiaries, staffing and funding needed.	
How was the adaptation framed within the CSP context	
Ability of WFP to adapt to the evolving food security and nutrition context and in particular the consequences of the COVID-19 pandemic.	
To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes? (Criteria: Effectiveness)	
Describe how interventions overlapped or related to each other within or between SOs?	
Describe how WFP worked with partners (who did what?)? How was the engagement?	
List the type of beneficiary, and describe how these were identified (link to EQ 1.2)	
Describe if and how the intervention has a CCS component.	
Describe if and how the intervention has a social protection element.	
Explain what these indicators tells us about performance. Which indicators could not be evaluated (explain why the data was not collected)? Explain what is not found in the indicators, which can explain performance. (This question will be prompted by data the ET has in hand.)	
What were the expected outputs of the intervention, and to what degree were they met by SO?	
What were the reasons for overachievement and underachievement of individual activities (by individual activity)?	
What prompted changes in activities within individual SOs?	

What were the expected outcomes of the intervention, and to what degree were they met (by SO) (outcome harvesting)?	
What were the reasons for over achievement and under achievement of individual activities at the outcome level?	
What prompted changes in outcomes within individual SOs?	
What tools/mechanism were used to monitor the different interventions?	
What were the reasons for why so many indicators are not recorded (examine each indicator and the reason for why it was or was not recorded at both activity and outcome)	
What do the results (indicator achievements) mean in the Egyptian context	
Were the SOs realistic?	
Were the SO's aligned with local needs?	
To what degree were the SO met? What were the factors that contributed to their achievement? (context, assumptions, resources, and other reasons.)	
To what extent did WFP contribute to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations?) <b>(Criteria: Effectiveness)</b>	
Describe what system exists to support accountability.	
Is the system used (since when)	
What are the strengths of the system?	
What are the weaknesses of the system?	
Protection: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity.	
Who ensures the system is in place?	

Do partners know the principles?	
Do partners apply the principles?	
Are beneficiaries aware of these principles?	
How has gender been understood by the CO (transformation, participation)?	
How have activities included a gender perspective?	
How has WFP integrated a gender perspective into the inner workings of the CO?	
How has WFP ensured a gender perspective as part of the UN family?	
Why were no indicators collected?	
Is this indicator integrated into activities in any way? if yes, how is progress measured?	
To what extent are the achievements of the country strategic plan likely to be sustained? <b>(Criteria: Sustainability)</b>	
Which activities (under each SO) has sustainability objectives?	
In relation to these, how was sustainability defined?	
Were the objectives achieved? (yes/no, nuance)	
Which activities did not have sustainability objectives? Why?	
Should they have had sustainability objectives? If yes, how would interventions have had to change to meet said sustainability objectives?	
To what extent were outputs delivered within the intended timeframe? <b>(Criteria: Efficiency)</b>	
What factors have affected on time execution of activities?	
Have activities been implemented in a timely manner (at the right time)?	
To what extent was coverage and targeting of interventions appropriate? <b>(Criteria: Effectiveness, Efficiency)</b>	

Were activities appropriate in relation to their objectives? (Was it reasonable to assume that they would achieve what was expected?)	
Was the coverage of activities appropriate? (Were the right beneficiaries, in the right place, reached in the right way?)	
Which partners were engaged for the implementation of what partnership? Was the partnership appropriate for the specific activity?	
To what extent were alternative, more cost-effective measures considered? <b>(Criteria: Efficiency)</b>	
Did the assessment of targeting explore alternatives? (Who else could have delivered to the same group in a more cost efficient way)	
To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the country strategic plan? <b>(Criteria: Relevance, Coherence)</b>	
To what extent did the CSP align with key foundational documents (WFP and Egypt)? Provide details. Have new data (documents) emerged during the implementation of the CSP, have these influenced the implementation of the CSP?	
How did each activity within each SO link to the foundational documents identified?	
To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results? <b>(Criteria: Connectedness, Coherence)</b>	
Which partners were engaged for the execution of which activity/SO? Were these partners at the delivery (implementation), or operational design (designing interventions), or at the strategic level (determining what best approach should be used to achieve overall objectives)?	
How did the engagement with partners influence results (maximize, minimize, coherence, nexus)	
To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results? <b>(Criteria: Relevance, Coherence)</b>	
Did the CSP allow for the necessary flexibility? Or was it too prescriptive? Ask at level of each activity and SO.	
What was the influence of having an overarching CSP in relation to activities and overarching results? (Perspective of WFP, government and donors... may be	

important to frame question in relation to shifting ways of working over time as some respondents may not be familiar with the CSP per se).	
What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan? (Criteria: Efficiency, Effectiveness)	
Did WFP (senior management) apply the strategic shift needed in order to implement the CSP, or was the focus on activity-based delivery of results.	
Was the approach true of all activities and SOs?	
Appropriateness of staff skill set to meet the CSP demands? (CO staff in relation to needs)?	
To what extent does WFP staff and partners understand the CSP as a series of activities in pursuit of overarching objectives (change pathways) vs being focused on results of individual activities	
How were the indicators chosen, how was data collected, how has the data been used?	
<b>Additional questions</b>	
To what extent was the approach of having geographical overlaps for some of the SOs successful, especially in terms of attaining more efficient use of resources?	
Did this overlap support efficiency?	
Did it lead to a nexus-based approach?	
To what extent did WFP support the Government in piloting new initiatives to accelerate SDG achievements, especially in light of the emphasis placed on innovation and capacity-development by Egypt Vision 2020?	
What are examples of innovative approaches	
What are the CCS needs for Egypt (including role of South-South cooperation)?	
To what extent was WFP's partnership with UNICEF to facilitate engineering service provision perceived to be successful?	
How was the partnership developed?	
What did the partnership achieve?	

What was the impact of the partnership?	
How well is the CSP aligned with the coordinated refugee response –3RP?	
What have been the main changes in refugee conditions in the last years	

## Local government

Local Government	
<b>Name</b>	
<b>Position</b>	
<b>Organization</b>	
<b>Gender</b>	
<b>Date</b>	
<b>Interviewer</b>	
<b>What do you think are the main outcomes of the CSP</b>	
<b>General interviewer observations</b>	
Question	Answer
To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)	
How were the most vulnerable defined (for each activity within each SO), their needs identified and responded to?	
Is support coordinated with other SO or other agencies to provide a more complete support base?	
Which vulnerable groups have been targeted by each activity within each SO?	



Which tools were used (describe) and what can be said about the tools used (were they robust or not, and why)?	
Did your agency receive any CCS (describe based on information you had, and only relevant to offices where we know support has been targeted)? If yes, could you describe what it entailed and its results? (We need to verify knowledge of the CCS hence the first part of the question.)	
To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities and needs? <b>(Criteria: Relevance, Coherence)</b>	
What are the main shifts that are visible between the assumptions and plans visible at ToC level and those that materialized at TiU level? (It may be that this shift occurred elsewhere depending on focus.)	
Changes in context during the CSP implementation period and documented evidence that these led to changes in CSP implementation.	
Changes in priorities (changes derived from expectations that did not materialize, donor focus, Government of Egypt focus).	
Focus between SOs (where was the priority) and focus within the SO (activities) and where have the priorities been? Implications of these shifts in terms of partners, beneficiaries, staffing and funding needed.	
How was the adaptation framed within the CSP context?	
Ability of WFP to adapt to the evolving food security and nutrition context, in particular the consequences of the COVID-19 pandemic.	
To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes? <b>(Criteria: Effectiveness)</b>	
Describe how interventions overlapped or related to each other within or between SO?	
Describe the role played by WFP and the role played by partners engaged?	
List the type of beneficiary and describe how each one was identified (link to EQ 1.2)	
Describe if and how the intervention has led to CCS (for your department/ministry? Other bodies?)	
Describe if and how the intervention has a social protection element	

What were the expected outputs of the intervention, and to what degree were they met by SO?	
What were the reasons for overachievement and underachievement of individual activities (by individual activity)?	
What prompted changes in activities within individual SOs?	
What were the expected outcomes of the intervention, and to what degree were they met by SO (outcome harvesting)?	
What were the reasons for overachievement and underachievement of individual activities at the outcome level?	
What prompted changes in outcomes within individual SOs?	
What tools/mechanisms were used to monitor the different interventions?	
What were the reasons for why so many indicators are not recorded (examine each indicator and the reason for why it was, or was not, recorded at both activity and outcome)?	
What do the results (indicators, achievements) mean in the Egyptian context?	
Were the SOs realistic?	
Were the SO's aligned with local needs?	
To what degree were the SOs met? What were the factors that contributed to their achievement? (context, assumptions, resources, and others)	
To what extent did WFP contribute to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)? <b>(Criteria: Effectiveness)</b>	
What system exists to support accountability (describe)?	
Is the system used (since when)?	
What are the strengths of the system?	
What are the weaknesses of the system?	

What mechanisms are used to ensure protection of beneficiaries?	
Who ensures the system is in place?	
Do partners know the principles?	
Do partners apply the principles?	
Are beneficiaries aware of these principles?	
How has gender been understood by the CO (transformation, participation)?	
How have activities included a gender perspective?	
Why were no indicators collected?	
Is this indicator integrated into activities in any way? if yes, how is progress measured?	
To what extent are the achievements of the country strategic plan likely to be sustained? <b>(Criteria: Sustainability)</b>	
Which activities (under each SO) had sustainability objectives?	
In relation to these, how was sustainability defined?	
Were the objectives achieved? (Yes/no, nuance)	
Which activities did not have sustainability objectives? Why?	
Should they have had sustainability objectives? If yes, how would interventions have had to change to meet said sustainability objectives.?	
To what extent were outputs delivered within the intended timeframe? <b>(Criteria: Efficiency)</b>	
What factors have affected timely execution of activities?	
Have activities been implemented in a timely manner (at the right time)?	
To what extent was coverage and targeting of interventions appropriate? <b>(Criteria: Effectiveness, Efficiency)</b>	

Were activities appropriate in relation to their objectives? (Was it reasonable to assume that they would achieve what was expected?)	
Was the coverage of activities appropriate? (Were the right beneficiaries, in the right place, reached in the right way?)	
Which partners were engaged for the implementation of what partnership? Was the partnership appropriate for the specific activity?	
To what extent were WFP's activities cost-efficient in delivery of its assistance? <b>(Criteria: Efficiency)</b>	
Were the right targets reached?	
To what extent were alternative, more cost-effective measures considered? <b>(Criteria: Efficiency)</b>	
Did the assessment of targeting explore alternatives? (Who else could have delivered to the same group in a more cost-efficient way?)	
To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the country strategic plan? <b>(Criteria: Relevance, Coherence)</b>	
How did each activity within each SO link to the foundational documents identified?	
To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results? <b>(Criteria: Connectedness, Coherence)</b>	
Which partners were engaged for the execution of which activity/SO? Were these partners at the delivery (implementation), or operational design (designing interventions), or at the strategic level determining what best approach should be used to achieve overall objectives?	
How did the engagement with partners influence results (maximize, minimize, coherence, nexus)	
To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results? <b>(Criteria: Relevance, Coherence)</b>	
Did the CSP allow for the necessary flexibility? Or was it too prescriptive? Ask at level of each activity and SO.	
What was the impact of having an overarching CSP in relation to activities and overarching results? (Perspective of WFP, Government and donors... may be important to frame question in relation to shifting ways of working over time as some respondents may not be familiar with the CSP per se).	

What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan? (Criteria: Efficiency, Effectiveness)	
Did WFP (senior management) apply the strategic shift needed in order to implement the CSP, or was the focus on activity-based delivery of results.	
Was the approach true of all activities and SOs?	
Appropriateness of staff skill set to meet the CSP demands? (CO staff in relation to needs.)	
To what extent does WFP staff and partners understand the CSP as a series of activities in pursuit of overarching objectives (change pathways) vs being focused on results of individual activities?	
<b>Additional questions</b>	
To what extent was the approach of having geographical overlaps for some of the SOs successful, especially in terms of attaining more efficient use of resources?	
Did this overlap support efficiency?	
Did it lead to a nexus approach?	
To what extent did WFP support the Government in piloting new initiatives to accelerate SDG achievements, especially in light of the emphasis placed on innovation and capacity-development by Egypt Vision 2020?	
What are examples of innovative approaches?	
What are examples of South-South cooperation to promote innovation?	
To what extent was WFP's partnership with UNICEF to facilitate engineering service provision perceived to be successful?	
How was the partnership developed?	
What did the partnership achieve?	
What was the impact of the partnership?	
How well is the CSP aligned with the coordinated refugee response – 3RP?	
What have been the main changes in refugee conditions in the last years?	

## Other partners

Other Partners	
<b>Name</b>	
<b>Position</b>	
<b>Organization</b>	
<b>Gender</b>	
<b>Date</b>	
<b>Interviewer</b>	
<b>What do you think are the main outcomes of the CSP?</b>	
<b>General interviewer observations</b>	
Question	Answer
In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development and (where appropriate) peace work? <b>(Criteria: Connectedness)</b>	
How would different SOs (and the activities within them be categorized) according to nexus?	
Are activities within the SOs articulated with each other to support a nexus approach?	
Are activities between the SOs articulated with each other to support a nexus approach?	
How is WFP's work articulated with efforts by other UN agencies and the Government to support a nexus approach?	
How was the support for individual beneficiaries articulated across the nexus? (Were beneficiaries supported in multiple ways?)	
To what extent were outputs delivered within the intended timeframe? <b>(Criteria: Efficiency)</b>	

What factors have affected timely execution of activities?	
Have activities been implemented in a timely manner (at the right time)?	
To what extent was coverage and targeting of interventions appropriate? <b>(Criteria: Effectiveness, Efficiency)</b>	
Were activities appropriate in relation to their objectives? (Was it reasonable to assume that they would achieve what was expected?)	
Was the coverage of activities appropriate? (Were the right beneficiaries, in the right place, reached in the right way)?	
Which partners were engaged for the implementation of what partnership? Was the partnership appropriate for the specific activity?	
To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the country strategic plan? <b>(Criteria: Relevance, Coherence)</b>	
To what extent did the CSP align with key foundational documents (WFP and Egypt)? Provide details. Have new data (documents) emerged during the implementation of the CSP, have these influenced the implementation of the CSP?	
How did each activity within each SO link to the foundational documents identified?	
To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results? <b>(Criteria: Connectedness, Coherence)</b>	
What was the comparative advantage of the partnership? Which partners were engaged for the execution of which activity/SO? Were these partners at the delivery (implementation), or operational design (designing interventions), or at the strategic level determining what best approach should be used to achieve overall objectives?	
How did the engagement with partners influence results (maximize, minimize, coherence, nexus)	
To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results? <b>(Criteria: Relevance, Coherence)</b>	
Did the CSP allow for the necessary flexibility? Or was it too prescriptive? Ask at level of each activity and SO.	

What was the influence of having an overarching CSP in relation to activities and overarching results? (Perspective of WFP, government and donors... may be important to frame question in relation to shifting ways of working over time as some respondents may not be familiar with the CSP per se.)	
What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan? <b>(Criteria: Efficiency, Effectiveness)</b>	
Did WFP (senior management) apply the strategic shift needed in order to implement the CSP, or was the focus on activity-based delivery of results?	
Was the approach true of all activities and SOs?	
Appropriateness of staff skill set to meet the CSP demands? (CO staff in relation to needs.)	
To what extent does WFP staff and partners understand the CSP as a series of activities in pursuit of overarching objectives (change pathways) vs being focused on results of individual activities?	
<b>Additional questions</b>	
To what extent was the approach of having geographical overlaps for some of the SOs successful, especially in terms of attaining more efficient use of resources?	
Did this overlap support efficiency?	
Did it lead to a nexus approach?	
To what extent did WFP support the Government in piloting new initiatives to accelerate SDG achievements, especially in light of the emphasis placed on innovation and capacity-development by Egypt Vision 2020?	
What are examples of innovative approaches?	
How well is the CSP aligned with the coordinated refugee response – 3RP?	
What have been the main changes in refugee conditions in the last years?	

## UN agencies and other actors

<b>UN Agencies and other actors</b>	
Name	



<b>Position</b>	
<b>Organization</b>	
<b>Gender</b>	
<b>Date</b>	
<b>Interviewer</b>	
<b>What do you think are the main outcomes of the CSP?</b>	
<b>General interviewer observations</b>	
<b>Question</b>	<b>Answer</b>
To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country? <b>(Criteria: Coherence)</b>	
How has One UN been implemented in Egypt?	
What is the role of the RC/how effective has the RC been?	
How does WFP fit within the broader UN family?	
How have different SOs been aligned/coordinated with different UN agencies?	
In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? <b>(Criteria: Connectedness)</b>	
How would different SOs and the activities within them be categorized according to nexus?	
Are activities within the SOs articulated with each other to support a nexus approach?	
Are activities between the SOs articulated with each other to support a nexus approach?	
How is WFP's work articulated with efforts by other UN agencies and the Government to support a nexus approach?	

How was the support for individual beneficiaries articulated across the nexus? Were beneficiaries supported in multiple ways?	
To what extent was WFP's partnership with UNICEF to facilitate engineering service provision perceived to be successful?	
How was the partnership developed?	
What did the partnership achieve?	
What was the impact of the partnership?	

### Donors (Not including the Government of Egypt)

UN Agencies and other actors	
<b>Name</b>	
<b>Position</b>	
<b>Organization</b>	
<b>Gender</b>	
<b>Date</b>	
<b>Interviewer</b>	
<b>What do you think are the main outcomes of the CSP?</b>	
<b>General interviewer observations</b>	
Question	Answer
To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Criteria: Coherence)	
What have been your government objectives in Egypt?	
How has the work of WFP aligned with these objectives?	

How well do you think WFP articulates its work with government agencies and with other UN agencies?	
Please describe your general experience with WFP (reporting, use of funds, responsiveness, timeliness, and other factors)?	

## Beneficiaries

Beneficiaries	
<b>Category/Description of Respondent</b>	
<b>Type of beneficiary (activity and SO)</b>	
<b>Location</b>	
<b>Gender</b>	
<b>Date</b>	
<b>Interviewer</b>	
<b>General interviewer observations</b>	
Question	Analysis
To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes? <b>(Criteria: Effectiveness)</b>	
Describe each activity (intervention <sup>4</sup> ) you have been part of?	
If you have been part of more than one activity (intervention), describe if these were related to each other and, if yes, how?	

<sup>4</sup> Beneficiaries may need a description of what the ET knows happened. Suggested question: Has your child/family member participated in (describe the activity or intervention)?

Describe who implemented the activity.	
What has been the objective of this activity? Do you think it has (can be) reached?	
Have there been any changes in how the activity (intervention) was conducted over the period you have been involved? What were the implications of these changes? (How did these affect you?)	
To what extent did WFP contribute to the achievement of cross-cutting aims – humanitarian principles, protection, accountability to affected populations, gender and other equity considerations? <b>(Criteria: Effectiveness)</b>	
Do you think the intervention has worked well? If you had any feedback (complaint/suggestion) who do you tell and how?	
Have you ever used the feedback system (describe the feedback system that is in place for the intervention based on other data collected)?	
Has this activity (intervention) been conducted in a way that secured your safety, dignity and integrity? (Or have there been instances where your safety, dignity or integrity (may need to use relevant example) were compromised during your participation in the activity (intervention)?	
Has the inclusion of different groups (women, men, children, the elderly, persons with disabilities, and others) varied? Have there been differences regarding how each category was supported?	
To what extent are the achievements of the country strategic plan likely to be sustained? <b>(Criteria: Sustainability)</b>	
If this project ended, what would happen? What would remain, if anything?	
To what extent was coverage and targeting of interventions appropriate? <b>(Criteria: Effectiveness, Efficiency)</b>	
Were activities what was needed?	
Were any groups needing support excluded? (How/why?)	

## Annex VI: Data collection schedule

50. The following three tables present a full itinerary of locations that were visited and the team task distribution. This schedule was reviewed by the CO. This plan is correct as of 4 August 2022.

Day	Date	Type	Category	Interview	Governorate
Sunday	13-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	13-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	13-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	13-Mar-22	In person multiple people	Governorate Government	Directorate of Agriculture	Assuit
Sunday	13-Mar-22	In person multiple people	Cooperating Partners	Takaful Foundation	Assuit
Sunday	13-Mar-22	In person multiple people	Governorate Government	Directorate of Education	Assuit
Sunday	13-Mar-22	In person multiple people	Governorate Government	Directorate of Social Solidarity	Assuit
Monday	14-Mar-22	In person	Governorate Government	Directorate of Agriculture	Matrouh
Monday	14-Mar-22	Focus group discussion (FGD)	Beneficiaries	FGD - Mothers of community schoolchildren receiving food or CBT	Matrouh
Monday	14-Mar-22	Focus group discussion	Beneficiaries	FGD - Father of community schoolchildren	Matrouh
Monday	14-Mar-22	Focus group discussion	Beneficiaries	FGD - Mothers of community schoolchildren receiving food or CBT	Assuit

Monday	14-Mar-22	Focus group discussion	Beneficiaries	FGD - Mothers of community schoolchildren enrolled in a livelihood programme	Assuit
Tuesday	15-Mar-22	In person	Governorate Government	Directorate of Education	Matrouh
Tuesday	15-Mar-22	In person	Governorate Government	Directorate of Education	Matrouh
Tuesday	15-Mar-22	In person	Governorate Government	Directorate of Social Solidarity	Matrouh
Tuesday	15-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Matrouh
Tuesday	15-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Females)	Matrouh
Tuesday	15-Mar-22	Focus group discussion	Beneficiaries	FGD - Recipients of Nutrition Counselling activities	Assuit
Tuesday	15-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Females)	Assuit
Tuesday	15-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers receiving in kind-loans (Females)	Assuit
Tuesday	15-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Assuit
Tuesday	15-Mar-22	In person multiple people	Governorate Government	Directorate of Health	Assuit
Wednesday	16-Mar-22	In person	Governorate Government	Vocational Training Centre - Matrouh	Matrouh
Wednesday	16-Mar-22	In person	Governorate Government	Vocational Training Centre - Matrouh	Matrouh

Wednesday	16-Mar-22	Focus group discussion	Beneficiaries	FGD - Female participating in sewing/clothing design classes	Matrouh
Wednesday	16-Mar-22	Focus group discussion	Beneficiaries	FGD - Female beneficiaries of 1000 days activities	Matrouh
Wednesday	16-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Matrouh
Wednesday	16-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Assuit
Wednesday	16-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Females)	Assuit
Wednesday	16-Mar-22	In person	Cooperating Partners	Terre des Hommes	Assuit
Thursday	17-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Matrouh
Thursday	17-Mar-22	Focus group discussion	Beneficiaries	FGD - Participants of computer maintenance class	Matrouh
Thursday	17-Mar-22	Focus group discussion	Beneficiaries	FGD - participants of electricity class	Matrouh
Thursday	17-Mar-22	In person	Governorate Government	Institutional Development and Minister's Office Affairs	Cairo
Sunday	20-Mar-22	In person	Governorate Government	Directorate of Agriculture	Luxor
Sunday	20-Mar-22	In person multiple people	Governorate Government	Directorate of Education	Luxor
Sunday	20-Mar-22	In person multiple people	Cooperating Partners	Social Solidarity (Takaful Foundation)	Luxor
Sunday	20-Mar-22	In person	Governorate Government	Directorate of Social Solidarity	Beheira

Sunday	20-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Luxor
Monday	21-Mar-22	Focus group discussion	Beneficiaries	FGD - Recipients of Nutrition Counselling activities	Luxor
Monday	21-Mar-22	Focus group discussion	Beneficiaries	FGD - Female beneficiaries of 1000 days activities	Luxor
Monday	21-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Females)	Luxor
Monday	21-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Luxor
Monday	21-Mar-22	In person multiple people	Governorate Government	Directorate of Health	Beheira
Tuesday	22-Mar-22	Focus group discussion	Beneficiaries	FGD - participants from sewing, clothing, mobile maintenance, solar energy and cooling/air conditioning classes	Luxor
Tuesday	22-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Males)	Luxor
Wednesday	23-Mar-22	Focus group discussion	Beneficiaries	FGD - Smallholder farmers (Females)	Luxor
Tuesday	22-Mar-22	In person	Beneficiaries	Ministry of Manpower	Luxor
Tuesday	22-Mar-22	In person	Central Government	Ministry of Supply and Internal Trade	Cairo
Tuesday	22-Mar-22	In person	Central Government	Ministry of Education	Cairo
Wednesday	23-Mar-22	In person	Central Government	Nutrition National Institute	Cairo
Wednesday	23-Mar-22	In person	Central Government	Nutrition National Institute	Cairo
Wednesday	23-Mar-22	In person	WFP	WFP Country Office	Cairo



Wednesday	23-Mar-22	In person	WFP	WFP Country Office	Cairo
Wednesday	23-Mar-22	Focus group discussion	Beneficiaries	FGD - Nutrition counsellors	Cairo
Wednesday	23-Mar-22	Focus group discussion	Beneficiaries	FGD - Recipients of Nutrition Counselling activities	Cairo
Wednesday	23-Mar-22	In person multiple people	Governorate Government	Ministry of Social Solidarity	Luxor
Wednesday	23-Mar-22	In person multiple people	Cooperating Partners	Key of Life Association	Luxor
Wednesday	23-Mar-22	Focus group discussion	Beneficiaries	FGD - Mothers of community schoolchildren receiving food or CBT	Luxor
Thursday	24-Mar-22	Focus group discussion	Beneficiaries	FGD - Mothers of community schoolchildren enrolled in a livelihood programme	Luxor
Wednesday	23-Mar-22	In person, multiple people	Governorate Government	Directorate of Health	Luxor
Wednesday	23-Mar-22	In person	WFP	WFP Country Office	Luxor
	24-Mar-22	Remote	UN	IFAD Egypt	Remote
Thursday	24-Mar-22	Focus group discussion	Beneficiaries	FGD - Syrian Refugees La'anak Insan Foundation	Cairo
Thursday	24-Mar-22	Focus group discussion	Beneficiaries	FGD - Non-Syrian Refugees La'anak Insan Foundation	Cairo
Thursday	24-Mar-22	Focus group discussion	Beneficiaries	FGD - PLW La'anak Insan Foundation	Cairo
Thursday	24-Mar-22	In person	Central Government	Ministry of Social Solidarity	Cairo

Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Sunday	27-Mar-22	In person	WFP	WFP Country Office	Cairo
Wednesday	30-Mar-22	Remote	UN	UN Women	Remote
Wednesday	30-Mar-22	Remote	Donor	USAID	Remote
Thursday	31-Mar-22	Remote	Donor	Shell	Remote
Thursday	31-Mar-22	Remote	Partner	Arab Academy for Science and Technology	Remote
Thursday	31-Mar-22	Remote	Partner	Fawry	Remote
Thursday	31-Mar-22	Remote	UN	WHO	Remote
Thursday	31-Mar-22	Remote	Partner	Qodra for Development and Tech Solutions for Education	Remote
Thursday	31-Mar-22	Remote	Partner	Sawiris Foundation for Social Development	Remote

Monday	04-Apr-22	Remote	UN	UNICEF	Remote
Monday	04-Apr-22	Remote	Donor	European Commission	Remote
Monday	04-Apr-22	Remote	WFP	WFP Regional Bureau	Remote
Wednesday	06-Apr-22	Remote	UN	UN	Remote
Wednesday	06-Apr-22	Remote	Central Government	Engineering Assistant Career Development Program (EACDP)	Remote
Thursday	07-Apr-22	Remote	UN	FAO	Remote
Thursday	07-Apr-22	Remote	UN	UNHCR	Remote
Wednesday	20-Apr-22	Remote	WFP	WFP HQ	Remote
Thursday	21-Apr-22	Remote	WFP	WFP RB	Remote
Thursday	21-Apr-22	Remote	Donor	German Aid/ KfW Entwicklungsbank (KfW)	Remote

## Annex VII: Findings – Conclusions – Recommendations Mapping

<b>Recommendation</b> [in numerical order]	<b>Conclusions</b> [by number(s) of conclusion]	<b>Findings</b> [by number of findings]
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<p><b>Recommendation 1: WFP should review interventions it engages in from strategic and operational standpoints with a view to streamline and consolidate the number of interventions that are included in the next CSP, while ensuring alignment with Government needs and priorities.</b></p> <p><u>Subrecommendation 1.1:</u> WFP should engage in capacity-strengthening activities which are based on a solid capacity-gap assessment, and which have clearly identified outputs, outcomes and progress indicators. These activities should be clearly articulated with other activities and be aligned with the following subrecommendations.</p> <p><u>Subrecommendation 1.2:</u> WFP should identify interventions where it has a unique capacity (comparative advantage). For this, it is important that WFP explicitly define its core mandate and comparative advantage in the Egypt context.</p> <p><u>Subrecommendation 1.3:</u> WFP should articulate a clear theory of change to ensure that interventions collectively are able to contribute to the attainment of the SOs.</p> <p><u>Subrecommendation 1.4:</u> Within its comparative advantage, WFP should identify and prioritize interventions that have shortchange mechanisms or interventions where the enabling environment is likely to exist, and therefore results are likely to occur even though the change mechanism is more complex.</p> <p><u>Subrecommendation 1.5:</u> Based on the above results, WFP should select the interventions that can realistically be implemented under the next CSP.</p>	1, 3, 7	2.1a, 2.1b, 2.1.c, 2.1d, 2.1e, 2.3 3.2, 3.3, 3.4, 4.1
<p><b>Recommendation 2: WFP should engage in mechanisms to validate that Government beneficiary identification modalities are robust and consult with the Government where gaps are identified. Specific attention should be placed on known vulnerable groups such as PWDs.</b></p> <p>These processes could include a periodic review of a sample of beneficiaries for individual activities, as well as a review of data transfer mechanisms between different government offices to ensure accurate and complete data transfer. The tools for each assessment will depend on the government tool used, but WFP should endeavour to explore two aspects: (i) whether those targeted meet basic criteria; and (ii) whether beneficiaries are consistently included. This type of process could serve to considerably strengthen the existing systems if any gaps are identified. It will also serve to ensure that WFP can achieve its objective of targeting the most vulnerable.</p>	1, 3	1.2, 2.4
<p><b>Recommendation 3: WFP should promote the development of joint work with other UN agencies contributing to wider interventions which have the potential to collectively achieve the expected results. In addition, WFP should advocate collaboratively with UN partners for flexible multi-year donor funding.</b></p> <p><u>Subrecommendation 3.1:</u> WFP should identify areas where joint programming could serve to strengthen its ability to reach results in areas of interest to WFP. Some such areas could include an integrated approach for gender programming with UN Women; with FAO and ILO in climate change, agriculture, food security and alternative income-generating activities; with UNICEF on improved education and nutrition.</p>	2	1.4

<p><u>Subrecommendation 3.2</u>: WFP should present ideas of joint work with UN partners through appropriate channels, including through the UN Resident Coordinator. The overall aim should be to secure flexible multi-year donor funding.</p>		
<p><b>Recommendation 4:</b> The CO should assess its fundraising partnerships and advocacy plan with a view to expand funding sources and further leverage domestic financing. This may entail identifying new financing mechanisms with the support from HQ; as well as engaging with Government to expand the use of tools that have proved valuable, such as debt swaps.</p> <p>Subrecommendation 4.1: Further leverage the collaboration with the Government of Egypt to support the Government’s development strategy, in line with WFPs comparative advantage (See recommendation 1).</p> <p>Subrecommendation 4.3: Contribute to and inform the engagement between Government and IFIs by leveraging data, analysis and other tools, convening dialogue and subsequently, where appropriate, play a role in assisting to implement government-led projects financed by IFIs.</p> <p>Subrecommendation 4.3: Expand engagement with for-profit organizations and government opportunities for technical partnerships with the private sector in selected programmes, with a particular focus on development of nutritious foods and building of resilience to climate change.</p>	1	4.2
<p><b>Recommendation 5: WFP must ensure that it has the capacity and ability to mainstream gender into WFP supported interventions and effectively monitor and follow up on interventions implemented.</b></p> <p><u>Subrecommendation 5.1</u>: WFP should assess the level of gender capacity required to effectively mainstream gender into interventions in a way that supports transformative results. WFP must ensure that the necessary gender capacity at all levels is available to undertake robust gender analysis, as well as design, implementation and monitoring of WFP-supported interventions.</p> <p><u>Subrecommendation 5.2</u>: Based on the list of interventions selected (recommendation 4), WFP should ensure that the appropriate level of monitoring capacity exists in-house. This will also ensure that the desired capacity to undertake recommendation 2 is available.</p>	3	2.2, 4.1

# Annex VIII: List of People Interviewed

51. In total 391 people were interviewed, including 23 remote interviewees. Altogether, 59.6 percent of interviewees were women and 40.41 percent were men.

#	Gender	Name	Title	Interview
1	Female	Ms. Ithar Khalil	WFP - M&E Officer	WFP Country Office
1	Female	Naoko Fukunaga	WFP - Deputy Country Director	WFP Country Office
1	Male	Mr. Amgad Morsy	WFP - Security Officer	WFP Country Office
1	Female	Eng. Hoda Ismail Mostafa	Undersecretary of Agriculture	Directorate of Agriculture
1	Male	Eng. Sayed Ahmed	Agricultural Officer - Project Contact Person	Directorate of Agriculture
1	Male	Mr. Mohamed Adel	Training coordinator	Takaful Foundation
1	Female	Ms. Soheir	Trainers	Takaful Foundation
1	Female	MS. Hala	Trainers	Takaful Foundation
1	Female	Ms. Zeinab	Trainers	Takaful Foundation
1	Female	Ms. Samia Mahgoub	Director of the Department of Community Education/	Directorate of Education
1	Male	Mr. Mohamed Ibrahim Dosoaky	Under Secretary of Education	Directorate of Education
1	Male	Mr. Mohamed Naguib Fahim	Under Secretary of Social solidarity	Directorate of Social Solidarity
1	Female	Mona Abdel Rehim Shaker	Head of Women Affairs Department	Directorate of Social Solidarity

1	Male	Mr. Ahmed Youssef Abou El-Kamal	Undersecretary of Agriculture	Directorate of Agriculture
1	Male	Mr. Mohamed Abou El-Dahab	Director of Agricultural Extension	Directorate of Agriculture
12	Female	Group Discussion - SO1 - Parents of community schoolchildren receiving food or CBT	Beneficiaries	FGD - Mothers of community schoolchildren receiving food or CBT
15	Male	Group Discussion - SO1 - Parents of community schoolchildren receiving food or CBT	Beneficiaries	FGD - Father of community schoolchildren
11	Female	Group Discussion - SO1 - Mothers of community schoolchildren receiving food or CBT	Beneficiaries	FGD - Mothers of community schoolchildren receiving food or CBT
10	Female	Group Discussion - SO1 - Mothers of community schoolchildren enrolled in livelihood programme	Beneficiaries	FGD - Mothers of community schoolchildren enrolled in a livelihood programme
1	Male	Mr. Momtathel Ibrahim Zeid	Director of Community Education	Directorate of Education
1	Male	Mr. Abdel-Halim Eid El-Sanfary	Director of Community Participation	Directorate of Education
1	Female	Ms. Fatma Anwer	Acting Under Secretary of the Ministry of Social Solidarity	Directorate of Social Solidarity
9	Male	Group Discussion - SO4 - Smallholder farmers (male)	Beneficiaries	FGD - Smallholder farmers (Males)
8	Female	Group Discussion - SO4 - Agricultural Livelihood Loans	Beneficiaries	FGD - Smallholder farmers (Females)
8	Female	Group Discussion - SO3 - Recipients of 1000 Days	Beneficiaries	FGD - Recipients of Nutrition Counselling activities
8	Female	Group Discussion - SO3 - Recipients of Nutrition	Beneficiaries	FGD - Smallholder farmers (Females)

3	Female	Group Discussion - SO4 - Agricultural Livelihood Loans	Beneficiaries	FGD - Smallholder farmers receiving in kind-loans (Females)
11	Male	Group Discussion - SO4 - Smallholder farmers (male)	Beneficiaries	FGD - Smallholder farmers (Males)
1	Male	Prof.Dr. Mohamed Zain Eldein Hafez	Undersecretary of Ministry of Health	Directorate of Health
1	Male	Dr. Wael Hamdy	Deputy Director of Directorate	Directorate of Health
1	Male	Dr. Omaima Youssef	Director of Childhood and Motherhood Care	Directorate of Health
1	Female	Dr. Menatalla Mostafa	Assistant Director of CMC	Directorate of Health
1	Male	Mr. Walid Abdel-Moneim Gomaa	Director of Vocational Training Center	Vocational Training Centre - Matrouh
1	Male	Mr. Khalied Abdel-Hamid Kamal	Deputy Director, Vocational Training Center	Vocational Training Centre - Matrouh
15	Female	Group Discussion - SO1 - Youth Training	Beneficiaries	FGD - Female participating in sewing/clothing design classes
12	Female	Group Discussion - SO3 - Recipients of 1000 Days	Beneficiaries	FGD - Female beneficiaries of 1000 Days activities
11	Male	Group Discussion - SO4 - Smallholder farmers (male)	Beneficiaries	FGD - Smallholder farmers (Males)
10	Male	Group Discussion - SO4 - Smallholder farmers (male)	Beneficiaries	FGD - Smallholder farmers (Males)
10	Female	Group Discussion - SO4 - Smallholder farmers (female)	Beneficiaries	FGD - Smallholder farmers (Females)
1	Male	Mr. Hatem Mohamed Kotb	Field representative in Upper Egypt	Terre des Hommes



9	Male	Group Discussion - SO4 - Smallholder Farmers (male)	Beneficiaries	FGD - Smallholder farmers (Males)
8	Male	Group Discussion - representing trainees from 2 classes (computer mobile maintenance and electricity)	Beneficiaries	FGD - Participants of computer maintenance class
4	Female		Beneficiaries	FGD - Participants of computer maintenance class
10	Male	Group Discussion - representing trainees from 2 classes (computer mobile maintenance and electricity)	Beneficiaries	FGD - Participants of electricity class
4	Female		Beneficiaries	FGD - Participants of electricity class
1	Male	Dr. Saber Soliman	Assistant Minister for Institutional Development and Minister's Office Affairs	Institutional Development and Minister's Office Affairs
1	Male	Dr. Amal Ismail Saad	Undersecretary of Agriculture	Directorate of Agriculture
1	Male	Dr. Mohamed El-Sayed Mohamed	Undersecretary of Education	Directorate of Education
1	Male	Mr. Abdel-Kawy Mohamed El-Taher	Director of Community Education	Directorate of Education
1	Male	Mr. Ahmed Sayed Mahmoud	Director of School Feeding	Directorate of Education
1	Female	Ms. Madonna Safwat Girgis	Project Manager	Social Solidarity (Takaful Foundation)
1	Female	Ms. Entisar El-Maddy El-Nady	Loans Officers	Social Solidarity (Takaful Foundation)
1	Female	Ms. Rehab Mohamed Yousef Ali	Trainer	Social Solidarity (Takaful Foundation)
1	Male	Dr. Mohamed El-Sayed Mohamed	Undersecretary of Social Solidarity	Directorate of Social Solidarity

4	Male	Group Discussion – Smallholder farmers (Male) – recipients of different activities)	Beneficiaries	FGD – Smallholder farmers (Males)
8	Female	Group Discussion – Community Promoters (Recipients of Training and Providers of Nutrition Counseling activities)	Beneficiaries	FGD – Recipients of Nutrition Counselling activities
10	Female	Group Discussion – Female Beneficiaries of First 1000 Days activities	Beneficiaries	FGD – Female beneficiaries of 1000 Days activities
10	Female	Group Discussion – Smallholder farmers (Female) – Livelihood Loans	Beneficiaries	FGD – Smallholder farmers (Females)
8	Male	Group Discussion – Smallholder farmers (Male)	Beneficiaries	FGD – Smallholder farmers (Males)
1	Male	Dr. Hany Gemiaa	Undersecretary of Health	Directorate of Health
1	Male	Dr. Hamouda Eid El Gazzar	Coordinator for Health Programmes Unit – Social Protection	Directorate of Health
1	Male	Dr. Safaa Baeis	Health Conditionality Officer	Directorate of Health
1	Female	Social Worker	1000 days social worker	Directorate of Health
6	Female	Group Discussion – representing trainees from 4 classes (sewing/clothing design, mobile maintenance, cooling/air conditioning and solar energy)	Beneficiaries	FGD – participants from sewing, clothing, mobile maintenance, solar energy and cooling/air conditioning classes
4	Male		Beneficiaries	FGD – participants from sewing, clothing, mobile maintenance, solar energy and cooling/air conditioning classes
7	Male	Group Discussion – Smallholder farmers (7 Male) – recipients of different activities)	Beneficiaries	FGD – Smallholder farmers (Males)
11	Female	Group Discussion – Smallholder farmers (11 female) – recipients of different activities)	Beneficiaries	FGD – Smallholder farmers (Females)

1	Male	Mr. Ayman Katamesh	Director of the Central Administration for Vocational Training, Ministry of Manpower	Ministry of Manpower
1	Male	Dr. Amer Madkor	Counsellor of the Ministry for Information System	Ministry of Supply and Internal Trade
1	Female	Dr. Hanem Ahmed	Counsellor of the Ministry for International cooperation	Ministry of Education
1	Female	Dr. Gehan Fouad	Dean of the National Nutrition Institute	Nutrition National Institute
1	Female	Dr. Inas Mohammed Fawzy	Digital Transformation Officer	Nutrition National Institute
1	Male	Omar Aboulela	Budget and Programming Officer	WFP Country Office
1	Male	Khaled Chatila	Head of SO4	WFP Country Office
7	Female	Rae'dat promoters of nutritional counselling	Beneficiaries	FGD – Nutrition Counsellors
8	Female	Beneficiaries of 1000 Days	Beneficiaries	FGD – Recipients of Nutrition Counselling activities
1	Male	Mr. Bostany Abdel-Aziz El-Taher	Director General of the Development and Acting Undersecretary for Social Solidarity Directorate	Ministry of Social Solidarity
1	Female	Ms. Mona Mohamed Hassan	Director of Women Affairs	Ministry of Social Solidarity
4	Male	Mr. Gamal Youssef	Chairman of the Association (and 7 other staff members)	Key of Life Association
4	Female			
3	Female	Group Discussion – 3 mothers of community schoolchildren receiving food or CBT	Beneficiaries	FGD – Mothers of community schoolchildren receiving food or CBT

10	Female	Group Discussion – 5 mothers of community schoolchildren enrolled in livelihood programme)	Beneficiaries	FGD – Mothers of community schoolchildren enrolled in a livelihood programme
1	Male	Dr. Taher Ismail Ayoub	Undersecretary of Health	Directorate of Health
1	Female	Dr. Hanan Saleh Shahata	Director of Motherhood and Childhood Department	Directorate of Health
1	Female	Alaa Zohery	SO5 Manager	WFP Country Office
1	Male	Mohamed El Ghazaly	Country Programme Director	IFAD Egypt
6	Female	Members of the group discussion	Syrian refugees	FGD - Syrian Refugees La'anak Insan Foundation
1	Male	Members of the group discussion	Non-Syrian refugees	FGD - Non-Syrian Refugees La'anak Insan Foundation
4	Female		Non-Syrian refugees	FGD - Non-Syrian Refugees La'anak Insan Foundation
3	Female	Members of the group discussion	PLW	FGD - PLW La'anak Insan Foundation
1	Male	Dr. Amal Zaki	Minister Advisor - Head of 1000 Days Initiative	Ministry of Social Solidarity
1	Female	Doaa Arafa	Gender focal point	WFP Country Office
1	Male	Mohamed Refaie	Head of Supply Chain	WFP Country Office
1	Male	Moaya Wahbah	Head of Finance, acting compliance officer	WFP Country Office
1	Female	Christine Anna	Communication and IM	WFP Country Office
1	Female	Sharifa Said	SO2 Manager	WFP Country Office
1	Female	Alia Hafiz	SO3 Manager	WFP Country Office

1	Female	Ithar Khalil	Head of M&E and VAM	WFP Country Office
1	Female	Doaa Arafa	SO1 Manager	WFP Country Office
1	Female	Amani Gameeldin	Head of Programme	WFP Country Office
1	Male	Pavreen Agrawal	Country Director	WFP Country Office
1	Female	Naoko Fukunaga	Deputy Country Director	WFP Country Office
1	Female	Geilan El Messiry	Deputy Director	UNWomen
1	Female	Rania El Razzaz	Senior Democracy, Rule of Law and Social Protection Expert	USAID
1	Male	Eng. Ahmed El Gabry	Deputy Communication Manager and Social Performance Manager	Shell
1	Male	Dr. Khaled El Saadany	Senior Expert- Education, Research & Innovation	Arab Academy for Science and Technology
1	Male	Ahmed Fahmy	Head of Partnerships	Fawry
1	Female	Randa Abou El Naga	NCD Technical Officer	WHO
1	Female	Dr. Nashwa Ayoub	CEO	Qodra for Development and Tech Solutions for Education
1	Female	Nahed Yousry	Director, Social Empowerment Sector	Sawiris Foundation for Social Development
1	Male	Luigi Peter Ragno	OIC Deputy Representative	UNICEF
1	Female	Ahlam Farouk	Programme Manager	European Commission
1	Male	Khalid AL-QUDSI	Regional Programme Advisor	WFP Regional Bureau
1	Female	Sabah BARIGOU	Head of School Feeding and Nutrition	WFP Regional Bureau
1	Male	Oscar Ekdahl	Disaster Risk Management and Climate Change Officer	WFP Regional Bureau

1	Male	Max Schott	Resident Coordination Office	UN
1	Male	Dr. Aly Hozayen	Chairperson	Engineering Assistant Career Development Program (EACDP)
1	Male	Dr. Nasreldin Hag	FAO Representative in Egypt	FAO
1	Female	Alma Dasic	Multipurpose cash assistance officer	UNHCR
1	Female	Cecilia Roccato	Program Policy Officer - Gender	WFP HQ
1	Female	Menghestab HAILE	Regional Director - South Africa	WFP RB
1	Male	Dr. Bernd Siegfried	Director	German Aid/ KfW Entwicklungsbank (KFW)
1	Male	Walid Ebdel Rehim	Deputy Director	German Aid/ KfW Entwicklungsbank (KFW)
1	Male	Sabine Prinz	Portfolio Manager	German Aid/ KfW Entwicklungsbank (KFW)

# Annex IX: Detailed stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
<b>Internal (WFP) stakeholders (primary)</b>			
Country office	Primary stakeholder, and those responsible for country-level planning and implementation of the current CSP. It has a direct stake in the evaluation and is a primary user of its results in the development and implementation of the next CSP.	CO staff were involved in planning, briefing and feedback sessions, they were interviewed as key informants during the main mission, and they had an opportunity to review and comment on the draft ER and on the management response to the CSPE. They were invited to actively participate in the workshop for building the TOC and in the stakeholder workshop at the end of the evaluation process to help shape the evaluation recommendations.  They also had an opportunity to review and comment on the draft IR, ER and on the management response to the CSPE. They participated in inception briefings and in the briefing workshop at the end of the data collection phase.	Director, Deputy Director, Head of Programmes and CO, sub and field office staff, Programme Officers, Partnership Officers, Gender Advisor, M&E Officer, Heads of sub and field offices, Heads of Units, Communication Officer
Regional Bureau in Cairo and HQ Divisions	RBC and HQ Divisions are expected to have an interest in the evaluation results because of the relative size of the country programme and the uniqueness of the challenges encountered. The CSPE is expected to strengthen RB and HQ Division's strategic guidance and technical support to the CO, and to provide lessons with broader applicability across the region and globally.	As part of the IRG, relevant RBC staff briefed the evaluation team during the inception phase and were interviewed as key informants during the data collection phase. They participated in the debriefing at the end of the evaluation mission and provided comments on the evaluation report. Selected RBC and HQ staff might be interested in participating in the stakeholder workshop at the end of the evaluation process to help shape the evaluation recommendations.	Regional Programme Advisor, Head of School Feeding and Nutrition, Disaster Risk Management and Climate Change Officer, Resident Coordination Office and Programme Policy Officer
WFP senior management	WFP senior management is expected to have an interest in learning from the evaluation results because of the importance and uniqueness of the country programme in the region.	WFP senior management had an opportunity to review the SER and will provide a management response to the CSPE.	Regional Director Africa

	Interest in the evaluation	Participation in the evaluation	Who
Executive Board (EB)	EB members are expected to have an interest in the evaluation results because of the importance and uniqueness of the country programme in the region.	EB members had an opportunity to review the SER and management response. They were invited to comment on and discuss the evaluation findings, recommendations and management response during an informal round-table session preceding the EB June 2022 meeting, as well as at the EB meeting itself.	Delegates
Office of Evaluation (OEV)	OEV used evaluation findings and recommendations for synthesis and feeding into other evaluations, as well as to provide comments on the new CSP.	OEV is responsible for managing the evaluation.	OEV Regional Unit for RBC and Global Evaluations and Synthesis Unit
<b>External stakeholders (secondary)</b>			
Affected communities	The ultimate recipients of food/cash and other types of assistance, including training and technical assistance in crisis response, resilience-building or addressing root causes, have the right to express their opinion and have a stake in WFP determining whether its assistance is timely, relevant to their needs, appropriate to their cultural and social context, efficient, effective, sustainable and coherent.	The CSPE engaged with WFP target beneficiary groups to learn directly from their perspectives and experiences with WFP support in selected governorates. Special attention was given to hearing the voices of women and girls, Bedouins, PWDs and other potentially marginalized population groups. During the main data collection phase, those target groups were visited, informed about the evaluation and interviewed individually or in groups directly by the evaluation team.	WFP target population groups: vulnerable households, mothers and fathers of schoolchildren, smallholder farmers (women and men), recipients of nutrition counselling activities, PLW, women and men participating in livelihood development training, beneficiaries of 1000 Days' activities and refugees.
Egyptian Government at central and decentralized level and institutions	As the key partner of WFP and as recipient of technical assistance, training and other types of assistance aimed at strengthening their capacity to design and implement policies, strategies and programmes, the Government has a stake in WFP determining whether its assistance is timely, relevant to its needs, appropriate, efficient, effective, sustainable and coherent.	Key ministries were briefed and consulted during the inception phase, to ensure their particular interests are covered by the evaluation. Relevant ministries were met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Egypt. They were invited to the external stakeholder workshop at the end of the evaluation process, to help shape evaluation recommendations.	Ministry of Agriculture and Land Reclamations (MOALR) and Ministry of Education (MOE) as main implementing partners. In addition, Ministry of Health and Population, Ministry of Manpower (MOM), Ministry of Social Solidarity (MOSS), Ministry of International Cooperation, Ministry of Supply and Internal Trade, National Nutrition Institute (NNI), and National Takaful Foundation.
UN Country Team	WFP works closely with the UNCT and other humanitarian actors that operate under the leadership of the UN Resident Coordinator. The UNCT's harmonized action aims to contribute to the realization of the Government developmental and humanitarian objectives. It therefore has an interest in ensuring that WFP programmes are	Key UN partners were briefed and consulted during the inception phase, so that their particular interests can potentially be covered by the evaluation. Relevant international partners during the main data collection phase were to seek their perspectives on WFP's strategy and performance in Egypt. They were invited	UN Resident Coordinator, International Fund for Agricultural Development (IFAD), UN Women, World Health Organization (WHO), United Nations Children's Fund (UNICEF), Food and Agriculture Organization of



	Interest in the evaluation	Participation in the evaluation	Who
	effective in contributing to the concerted UN efforts. Development and humanitarian partners more broadly, and UNICEF more specifically, will be interested in evaluation findings, lessons and recommendations related to strategic partnerships and sector coordination. Their views will be valued in the shaping of the new CSP.	to the external stakeholder workshop at the end of the evaluation process, to help shape evaluation recommendations.	the United Nations (FAO) and Office of the United Nations High Commissioner for Refugees (UNHCR).
Cooperating partners	Cooperating partners are critical for supporting the implementation of WFP activities. They might be interested in evaluation findings, lessons and recommendations related to the management of technical partnerships. Their views will be valued in the shaping of the new CSP.	A selection of cooperating partners met during the main data collection phase to discuss their perspectives on their collaboration with WFP in Egypt, and were invited to the stakeholder workshop at the end of the evaluation process to help shape evaluation recommendations.	Takaful Foundation, Terre des Hommes, Key of Life Association, Arab Academy for Science, La'anak Insan Foundation, Fawry and Qodra for Development and Tech Solutions for Education
Luxor Coordination Centre for Knowledge Sharing and Innovation to promote resilience in Upper Egypt	Interest in learning about the evaluation findings, lessons and recommendations related to exchange of good practices to promote food and nutrition security, green economy, resilience building through partnerships among countries and alignment with national policies, plans, strategies and goals in Africa.	A selection of recipients of the exchange of knowledge were interviewed during the data collection stage to assess the success of this form of partnership and of compliance with WFP corporate guidance on SSTC.	Government staff, civil society and academics.
Private sector partners	Various national companies provided commercial services to WFP during the CSP implementation across the range of portfolio activities. Interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector during the data collection were undertaken as applicable.	Sawiris Foundation for Social Development and Shell
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.	Donors providing multilateral funding: USAID, European Commission and German Aid/KfW Entwicklungsbank (kFW)

# Annex X: Theory in Use

52. The line of sight clearly states the expected outcomes and outputs for the CSP and the logical framework lists some of the critical assumptions underpinning the CSP, which were elaborated further during the reconstruction of the ToC. In the reconstructed ToC presented in the IR, which was discussed and validated by the CO during the inception period, each SO is defined as a separate pathway to achieving strategic results and strategic goals. The ET’s examination of the T-ICSP and CSP’s implementation has highlighted a number of insights into how activities actually materialized, the opportunities that were capitalized on and challenges encountered. These are illustrated in the Theory in Use (TiU) depicted in Figure 1 and Figure 2). Activities 8 and 9 were not envisaged at the start of the CSP therefore they are depicted with dotted lines. The main distinction between the TiU presented here and the ToC introduced in the IR is that the TiU includes a depiction of activities implemented (light yellow boxes), that lead to the outputs (the “THEN”) section. The activities implemented are separated between long-term and short-term activities. Long-term activities implemented, in red text in the yellow boxes, have expected outcomes that will materialize over a long term (e.g. capacity-strengthening activities). Activities, where outcomes can be visible sooner, are depicted in black text; these activities also have a shorter change mechanism, which means outcomes are dependent on fewer factors (e.g. GFA to PLW and refugees).

**Table 4. TiU overarching assumptions**

Overarching Context Assumptions	Overarching Implementation assumptions
The CSP is supported by the Egyptian Government because it is well aligned with Egypt’s Agenda 2030	Strong support from traditional donors and funding with grants
Refugee movements and numbers are expected to decrease	WFP would be able to access resources from other donors, including the private sector
There is consistency among humanitarian and development organizations of expected work in Egypt	A focus on root causes and resilience is better suited for a country like Egypt, and is supported by donors
Continuity of complementary humanitarian and development interventions from other actors	Cooperating partners are available and have the capacity to effectively implement and coordinate with WFP Egypt
Egypt has a stable political situation	WFP has the international capacity to deliver capacity-development and technical assistance to government bodies
No major external shocks affecting the food security and nutrition security	WFP has a unique role as an advisor and source of technical assistance to the GoE in food and nutrition security
Malnutrition affects a considerable proportion of the Egyptian population (around 33.6 million people are food insecure)	WFP has a unique position from which it is able to develop strategic partnerships with government ministries
Malnutrition affects a considerable proportion of the Egyptian population (around 33.6 million people are food insecure)	The Government of Egypt is actively engaged in achieving the CSP objectives by providing continuous support to resource mobilization efforts and to the implementation of activities
	WFP has an important role in supporting the reduction of malnutrition

Figure 1. Theory in Use (part I)

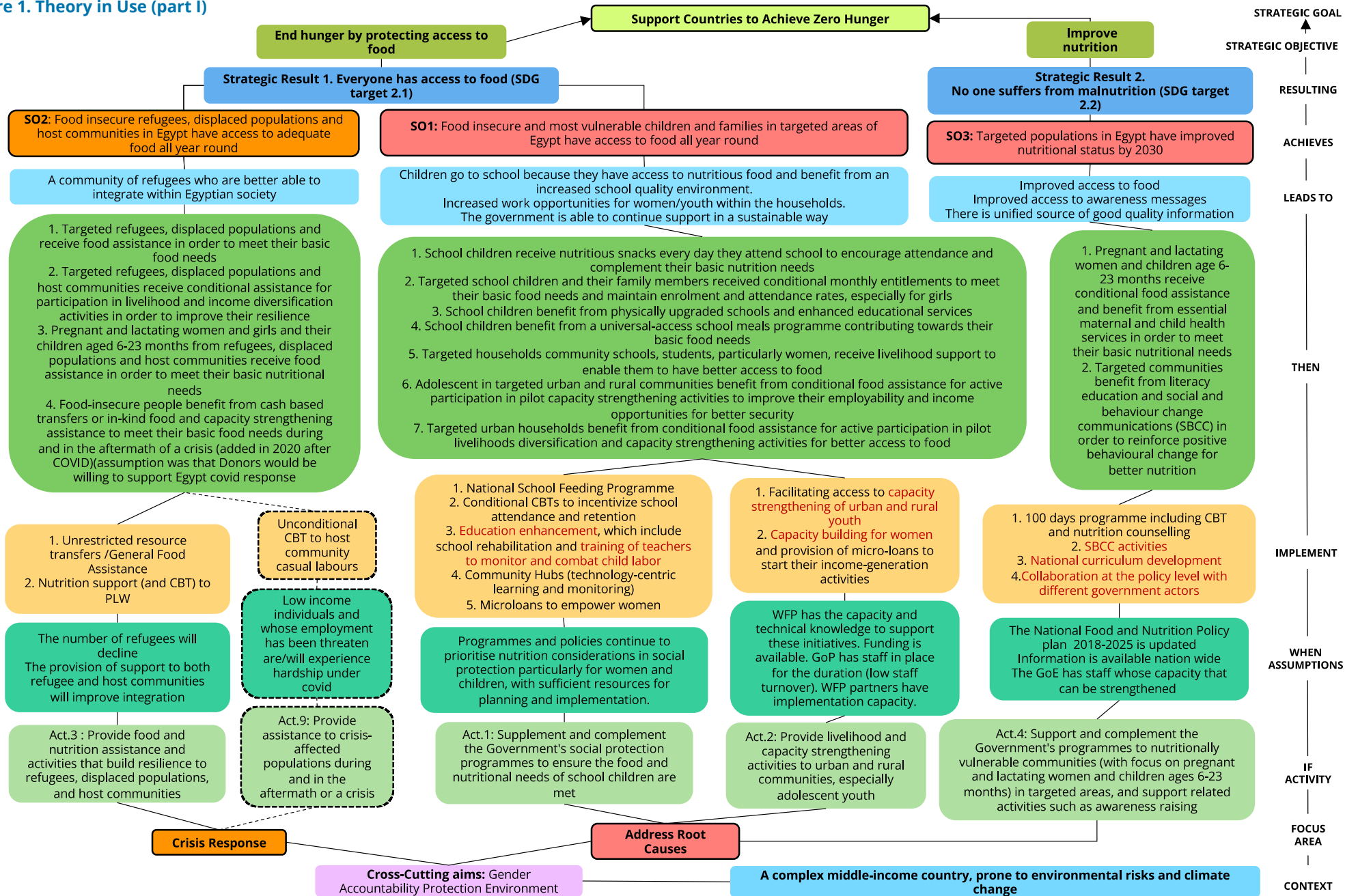
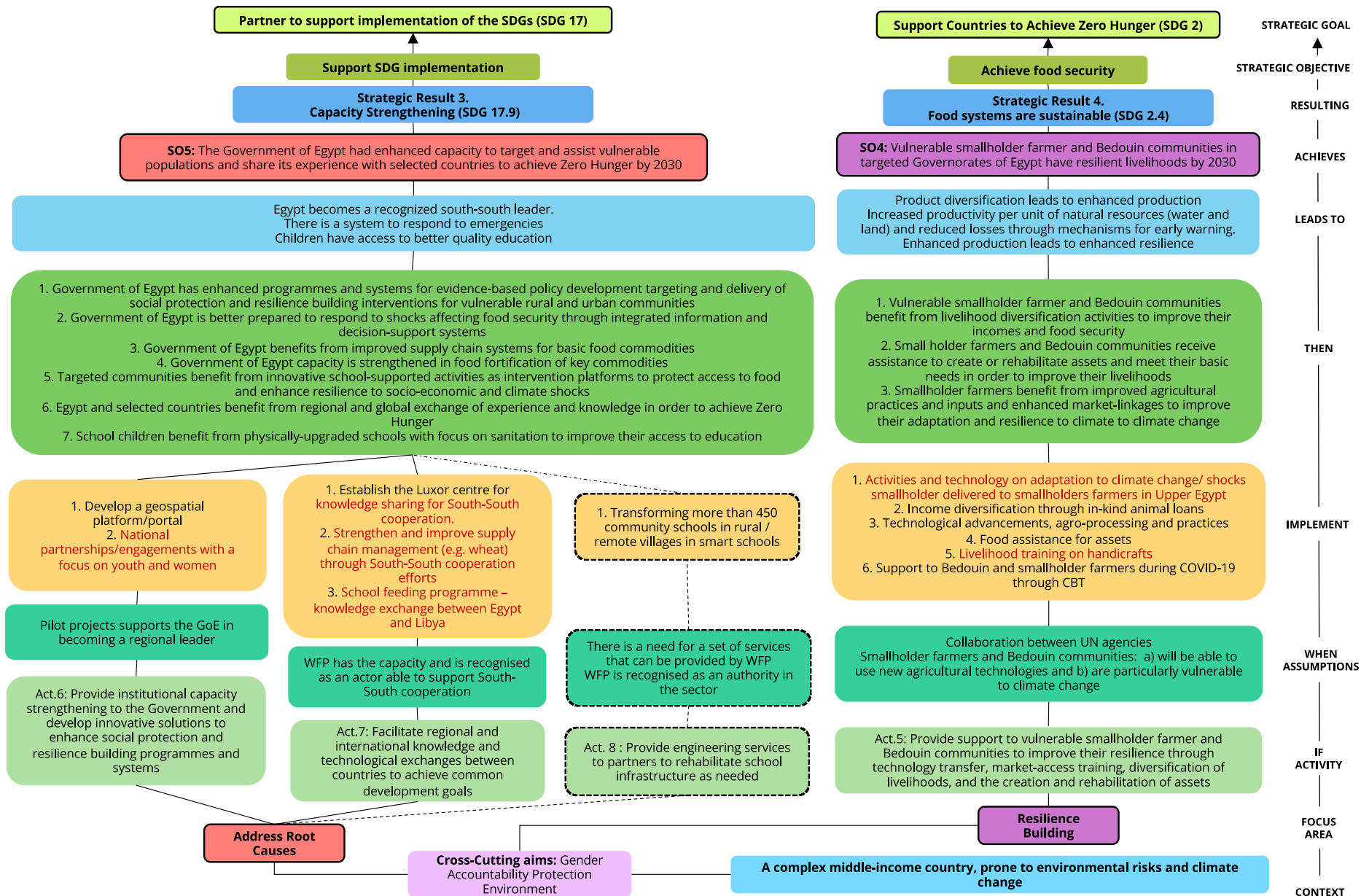


Figure 2 Theory in Use (part II)



# Annex XI: Support Information and graphics

53. In this section tables, figures and boxes which support the narrative in the main document are provided. These are divided by subsection corresponding to the report.

## Support information to better understand the CSP

Table 5. SO and activity comparison between T-ICSP and CSP

Strategic outcome	T-ICSP	CSP	Notes
(SO) 1: Food-insecure and most vulnerable children and families in targeted areas of Egypt have access to adequate food all year round.	Activity 1: complement the Government's school meals programme by providing nutritious in-school snacks, take-home entitlements and support to related activities.	Activity 1: supplement and complement the government's social protection programmes to ensure the food and nutritional needs of schoolchildren are met.	Under SO 1, Activity 2 was added to the CSP.
		Activity 2: provide livelihood and capacity-strengthening activities to urban and rural communities, especially adolescent youth.	
(SO) 2: Food-insecure refugees and host communities in Egypt have access to adequate food all year round.	Activity 2: provide food assistance to refugees and host communities.	Activity 3: provide refugees, displaced populations and host communities with food and nutrition assistance and activities that build resilience.	In the CSP activity 2 and 3 were consolidated into activity 3. Activity 9 was added in response to COVID-19.
	Activity 3: provide support to refugees and host communities to improve their resilience and livelihoods.	Activity 9: provide assistance to crisis-affected populations during and in the aftermath of a crisis.	
(SO) 3: Targeted populations in Egypt have improved nutritional status by 2030.	Activity 4: provide cash-based transfers to pregnant and lactating women, children aged 6-23 months in targeted areas, and support related activities.	Activity 4: support and complement the government's programmes to nutritionally vulnerable communities (with focus on pregnant and lactating women and children ages 6-23 months) in targeted areas, and support related activities such as awareness raising.	The coverage was expanded.
(SO) 4: Smallholder farmer and Bedouin communities in the most vulnerable governorates of	Activity 5: provide support to vulnerable communities of smallholders and Bedouin to improve	Activity 5: provide support to vulnerable smallholder farmer and Bedouin communities to improve their resilience through technology transfer, market-access training,	The type of subactivities did not change drastically, but the activity description became more detailed, and wording changed to

Egypt have resilient livelihoods by 2030.	their resilience and livelihoods.	diversification of livelihoods and the creation and rehabilitation of assets.	“in targeted governorates”
(SO) 5: The Government of Egypt has enhanced capacity to identify, target and assist vulnerable populations to achieve zero hunger by 2030.	Activity 6: provide technical assistance to the government to improve implementation of social protection, food security and nutrition programmes.	Activity 6: provide institutional capacity-strengthening to the government and develop innovative solutions to enhance social protection and resilience-building programmes and systems.	Two additional activities were added. Activity 8 was added in 2019 as part of BR 2 and began in 2020. These changes underlined the focus on technology and on South-South collaboration (SDG 17).
		Activity 7: facilitate regional and international knowledge and technological exchanges between countries to achieve common development goals.	
		Activity 8: provide engineering services to partners to rehabilitate school infrastructure as needed.	

54. The SOs were pursued through 9 activity areas and 27 outputs. In addition, the CSP included 4 cross-cutting aims relating to: Gender, Accountability to Affected Populations (AAP), Protection and Environment. The CSP aimed to reach 1,473,000 beneficiaries, which was revised to 2,111,000. The country portfolio budget originally approved by the EB at USD454,040,947, increased to USD586,444,281 through four BRs. Each BR is detailed below:

- a. BR1 (2018) was a technical revision.
- b. BR2 (2018) added Activity 8: Provide engineering services to partners to rehabilitate school infrastructure as needed.
- c. BR3 (2020) expanded assistance to an additional 55,000 non-Syrian refugees.
- d. BR4 (2020) introduced a number of changes which aimed to address the impact of COVID-19, including Activity 9 (SO2), and expanded Activity 5 (SO4) to include an additional Food for Asset (FFA) activity for 8,000 smallholder farmer households, and introduced CBT as a modality to mitigate challenges associated with in-kind support.

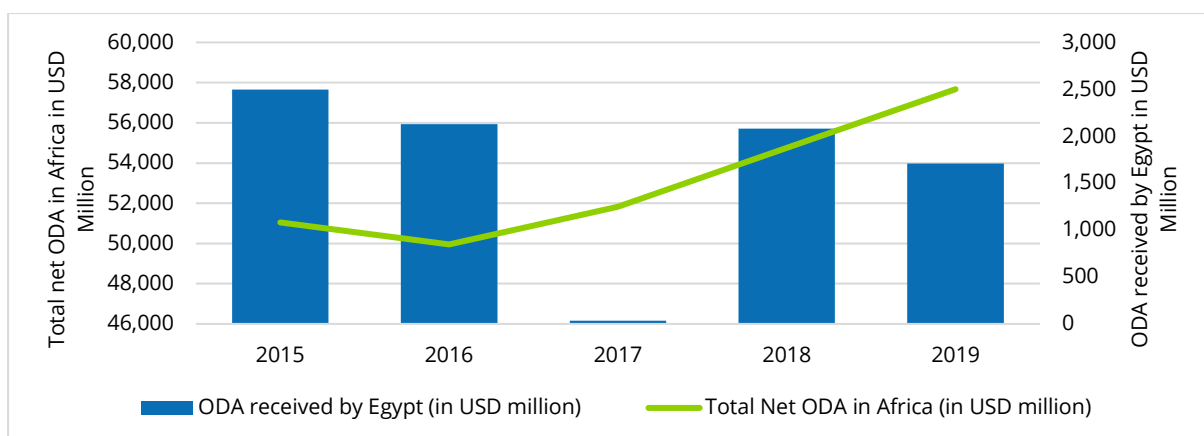
### Support graphics to the context

55. Overall, the data shows that the ODA provided to Egypt declined steadily since 2015, while the total ODA sent to Africa as a region increased after 2016. The decline is visible both in absolute numbers and in the proportion of total ODA to the continent. In 2017 there was a sudden decline when support dropped to USD33 million<sup>5</sup> from USD 2,081 million the previous year. The drop was largely due to less aid being spent on hosting refugees as arrivals slowed and the rules on which refugee costs can be financed through aid budgets were tightened (see Figure 3).<sup>6</sup> This aligns with the fact that Egypt is experiencing economic growth and it is to be expected that the need for ODA is reduced (See Figure 3)

**Figure 3. Net ODA to Egypt between 2015 and 2019**

<sup>5</sup> OECD. 2019. *Development aid at a glance – Statistics by Region*.

<sup>6</sup> OECD. 2018. *Development aid drops in 2018, especially to neediest countries*.



Source: OECD Development Aid at a Glance reports.

56. Egypt's agreements with bilateral and multilateral donors in 2021 totalled USD 10,274 million, including USD 1,569 million directed to private sector development (Table 66).<sup>7</sup>

**Table 6. International development assistance by amount, source and focus (2021)**

Sector	Amount (USD million)	Development partner	Corresponding SDGs
Budget support	1,632	World Bank Group (WBG), Asian Infrastructure Investment Bank (AIIB), Japan	SDG 3, 7, 13, 16, 17
Housing and utilities	169	Kuwait Fund for Economic Arab Development (KFAED), African Development Bank (AfDB), Germany, European Union	SDG 6, 9, 11
Transport	1,145	EBRD), WBDG, AfDB, Austria	SDG 9, 11
Energy, renewable energy and petroleum	1,040	Islamic Trade Finance Corporation (ITFC), EBRD, Germany	SDG 7, 12, 13
Micro, small and medium enterprises	57	Arab Fund for Economic and Social Development (AFESD), Germany	SDG 8, 9
Gender and social protection	26	Germany, EU, Canada	SDG 1, 5, 8, 10
Trade and industry	22	EU, Germany	SDG 8, 9, 12
Governance	86	Agence française de développement (AFD), U.S Agency for International Development (USAID), Germany, EU	SDG 16, 17
Education	134	USAID, Germany, AFD	SDG 4, 5, 8, 9, 10
Health	20	USAID, EU	SDG 1, 3, 5, 10

<sup>7</sup> Ministry of International Cooperation, 2021. *Annual Report*

Agriculture, supply and irrigation	1,550	ITFC, EBRD, Germany, AFD	SDG 6, 9, 11, 16
Environment	230	WBG, EU, Germany, AFD	SDG 7, 11, 12, 13
Framework agreements	2,594	AFD, France, Spain	SDG 17
Private sector	1,569	-	SDG 8,9
<b>TOTAL</b>		<b>10,274</b>	

Source: Ministry of International Cooperation, 2021. *Annual Report*.



## Support graphics to the operationalization of the CSP

Table 7. Detailed overview of T-ICSP<sup>8</sup>

Focus area	Strategic outcome	Activity	Subactivities	Target group	Planned country portfolio budget (2018) – needs-based plan after Budget Revision 4 (US\$)	
					By activity	By SO
Root causes	SO1: food-insecure and most vulnerable children and families in targeted areas of Egypt have access to food all year round	Activity 1: Complement the Government's school meals programme by providing nutritious in-school snacks, take-home entitlements and support to related activities.	School feeding (take-home rations) - value voucher & food transfers (rice and vegetable oil)  School feeding (on-site) - food transfers (high energy biscuits)	Community schools	13,325,717	13,325,717
Crisis response	SO2: food-insecure refugees, displaced populations and host communities in Egypt have access to adequate food all year round	Activity 2: provide food assistance to refugees and host communities.	General distribution - value voucher  Malnutrition prevention - value voucher  School meals component - value voucher and food transfers (high energy biscuits)	Syrian refugees	12,771,031	15,798,963
		Activity 3: provide support to refugees and host communities to improve their resilience and livelihoods.	Asset creation and livelihood component - value voucher  Individual capacity-strengthening activities - cash	Syrian refugees	3,027,932	
Root causes	SO3: targeted populations in Egypt have improved nutritional status by 2030	Activity 4: provide cash-based transfers to pregnant and lactating women, children aged 6-23 months in targeted areas, and support related activities.	Prevention of acute malnutrition – commodity & value voucher  Prevention of stunting - value voucher	Egyptian PLW	2,145,344	2,145,344
Resilience Building	SO4: smallholder farmer and Bedouin communities in the most vulnerable governorates of Egypt have resilient livelihoods by 2030	Activity 5: provide support to vulnerable communities of smallholders and Bedouin to improve their resilience and livelihoods.	Climate adaptation and risk management activities - food transfers (vegetable oil, wheat flour)	Smallholder farmers Bedouin	889,325	889,325
Root causes	SO5: the Government of Egypt has enhanced capacity to identify, target and assist vulnerable populations to achieve zero hunger by 2030	Activity 6: provide technical assistance to the government to improve implementation of social protection, food security and nutrition programmes.	Institutional capacity-strengthening	Government partners	2,437,231	2,437,231
<b>Direct support costs (DSC)</b>					<b>1,679,070</b>	
<b>Indirect support costs (ISC)</b>					<b>2,357,917</b>	
<b>TOTAL CSP Egypt</b>					<b>38,633,567</b>	

<sup>8</sup> In the text of the present document, 'subactivities' are referred to as an 'activity tag' in corporate frameworks and 'activity tags' in systems. For consistency, the ET will refer to the same as 'subactivities'.

**Table 8. Detailed Overview of the CSP<sup>9</sup>**

Focus area	Strategic outcome	Activity	Subactivities	Location	Target group	Planned country portfolio budget (2018–2023) – NBP BR04 (US\$)	
						By activity	By SO
Root causes	SO1: food-insecure and most vulnerable children and families in targeted areas of Egypt have access to food all year round	Activity 1: supplement and complement the government's social protection programmes to ensure the food and nutritional needs of schoolchildren are met	School feeding (on-site) - food transfers (high energy biscuits)	Alexandria, Assiut, Aswan, Beheira, Beni Suef, Cairo, Dakahleya, Damietta, El Minya, Fayoum, Giza, Gharbeya, Kafr El Sheikh, Luxor, Matrouh, Qalyoubia, Qena, Sharkia, Sohag	Schoolchildren Community Schools	153,931,974	161,945,941
			School feeding (take-home rations) - food transfers (rice, vegetable oil)		Schoolchildren (and family members)		
			School feeding (take-home rations) - cash and value voucher				
		Activity 2: provide livelihood and capacity-strengthening activities to urban and rural communities, especially adolescent youth	Food assistance for training - CBT	Luxor, Sohag, Qena, Beni Suef, Matrouh, Assiut, Aswan, Menia	Adolescents Urban households (women)	8,013,967	
Crisis response	SO2: food-insecure refugees, displaced populations and host communities in Egypt have access to adequate food all year round	Activity 3: provide refugees, displaced populations and host communities with food and nutrition assistance and activities that build resilience.	General distribution, individual capacity-strengthening, food assistance for training - CBT	Cairo, Alexandria, Matrouh, Tanta, Mansoura, Damietta, Port Said, Sharkaia, Qalyoubia, Hurgada, Isamilia and Giza	Refugee households (Syrian, non-Syrian) and community households Pregnant and lactating Women	189,653,104	217,237,768
			Activity 9: provide assistance to crisis-affected populations during and in the aftermath of a crisis	General distribution - CBT	All Governorates		
		Activity 4: support and complement the government's programmes to nutritionally vulnerable communities (with focus on pregnant and lactating women and children ages 6-23 months) in targeted areas, and support related activities such as awareness-raising	Prevention of stunting - CBT, value & commodity voucher	All Governorates	Pregnant and lactating women	76,444,714	

<sup>9</sup>In the text of the present document, 'subactivities' are referred to as an 'activity tag' in corporate frameworks and 'activity tags' in systems. For consistency, the ET will refer to the same as 'subactivities'.

Resilience Building	SO4: vulnerable smallholder farmer and Bedouin communities in targeted governorates of Egypt have resilient livelihoods by 2030	Activity 5: provide support to vulnerable smallholder farmer and Bedouin communities to improve their resilience through technology transfer, market-access training, diversification of livelihoods, and the creation and rehabilitation of assets	General distribution - CBT Food assistance for assets - CBT & food transfers (vegetable oil, wheat flour)	Assiut, Sohag, Qena, Luxor, Aswan, Mathrouh, Red Sea	Smallholder farmers Bedouin communities	61,692,950	61,692,950
	Root causes	SO5: the Government of Egypt has enhanced capacity to target and assist vulnerable populations and share its experience with selected countries to achieve zero hunger by 2030	Activity 6: provide institutional capacity strengthening to the government and develop innovative solutions to enhance social protection and resilience-building programmes and systems	Partnership assistance	Government of Egypt Ministries	Government of Egypt's Ministries	8,071,258
Activity 7: facilitate regional and international knowledge and technological exchanges between countries to achieve common development goals			Institutional capacity-strengthening	South-South cooperation	Government of Egypt and stakeholders of South-South cooperation	4,292,590	
Activity 8: provide engineering services to partners to rehabilitate school infrastructure as needed (added to the CSP in 2019 and began in 2020)			Service provision and platform-provision activities	Fayoum, Luxor, Bani Sweif, Aswan, Minya, Sohag, Qena, Giza, Matrouh	Community schools in rural remote villages and schoolchildren	3,958,115	
<b>Direct support costs (DSC)</b>						<b>17,258,940</b>	
<b>Indirect support costs (ISC)</b>						<b>35,542,004</b>	
<b>Total CSP Egypt</b>						<b>586,444,281</b>	

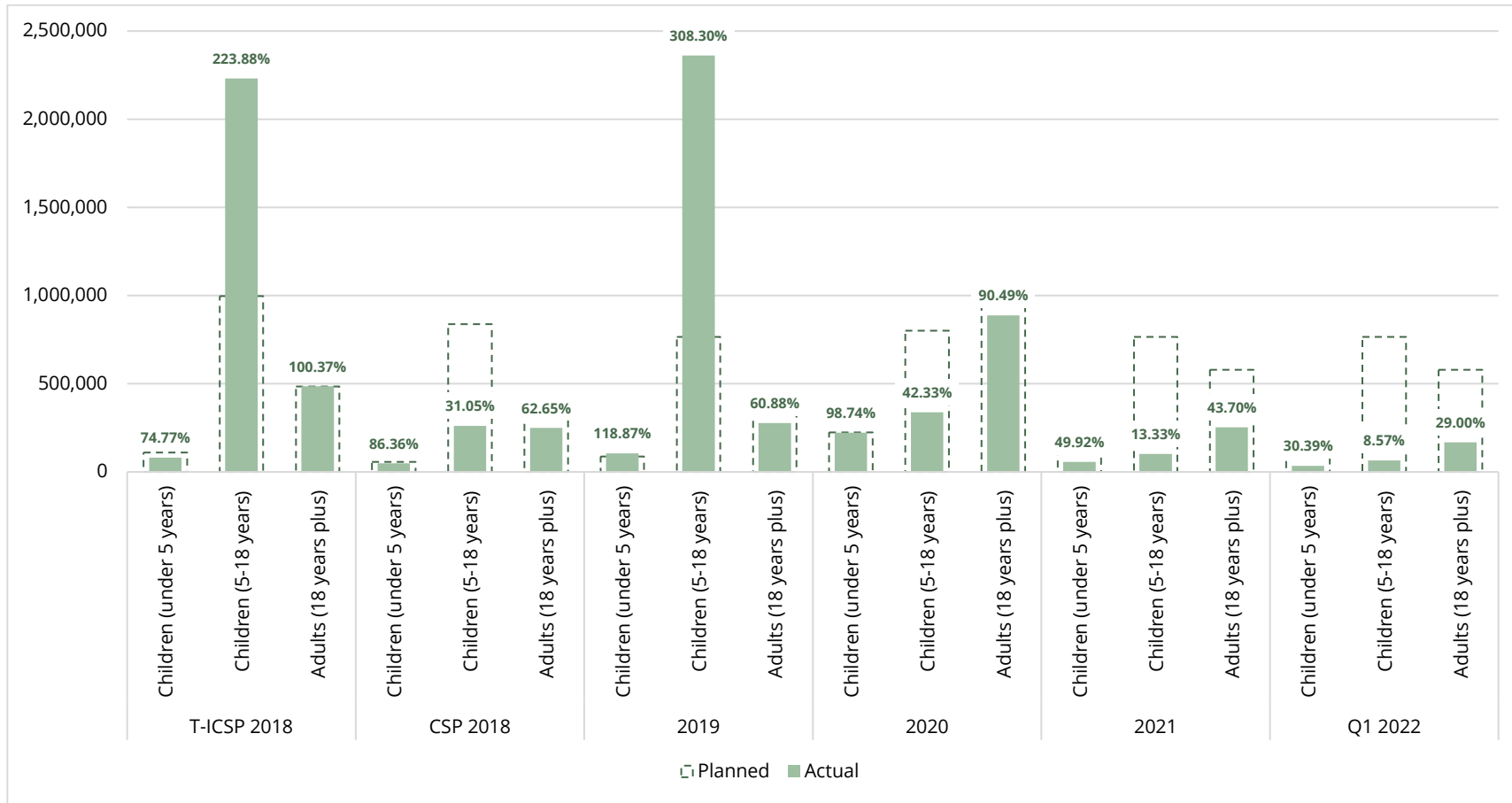
Source: Final CSPE TOR, (as of 21/06/2021), including Activity 9 (SO2) added in BR4. EG02-NBP-BR04; ACR1-A EG02 (26.01.2022); NBP approved CSP original.

Table 9 . Financial Overview T-ICSP (January – June 2018)

TICSP January - June 2018											
Focus Area	Strategic Outcomes	Activities	NBP original TICSP	% on total	NBP BR TICSP	% change original NBP and NBP BR	% on total	Allocated Resources	Expenditures	% of NBP BR TICSP funded	% of NBP BR TICSP allocated resources spent
Root Causes	01 School meal activities	01 School meals activities	\$13,335,198	34.33%	\$13,325,717	-0.07%	34.49%	\$11,051,586	\$11,047,840	82.93%	99.97%
	Total Strategic Outcome 1		\$13,335,198	34.33%	\$13,325,717	-0.07%	34.49%	\$11,051,586	\$11,047,840	82.93%	99.97%
Crisis Response	02 Assistance to refugees	02 Food assistance for refugees	\$12,776,916	32.89%	\$12,771,031	-0.05%	33.06%	\$10,666,584	\$10,616,266	83.52%	99.53%
		03 Livelihood assistance to refugees	\$3,029,672	7.80%	\$3,027,932	-0.06%	7.84%	\$584,624	\$584,624	19.31%	100.00%
Total Strategic Outcome 2		\$15,806,588	40.69%	\$15,798,963	-0.05%	40.89%	\$11,251,208	\$11,200,890	71.21%	99.55%	
Root Causes	03 Malnutrition prevention activities	04 Nutritional Activities	\$2,145,151	5.52%	\$2,145,344	0.01%	5.55%	\$1,201,485	\$1,201,485	56.00%	100.00%
	Total Strategic Outcome 3		\$2,145,151	5.52%	\$2,145,344	0.01%	5.55%	\$1,201,485	\$1,201,485	56.00%	100.00%
Resilience Building	04 Livelihood - climate change adaptation	05 Improve resilience and livelihoods	\$888,818	2.29%	\$889,325	0.06%	2.30%	\$816,354	\$814,773	91.79%	99.81%
	Total Strategic Outcome 4		\$888,818	2.29%	\$889,325	0.06%	2.30%	\$816,354	\$814,773	91.79%	99.81%
Root Causes	05 Partnership assistance to Government	06 Partnership and technical assistance to Government	\$2,432,857	6.26%	\$2,437,231	0.18%	6.31%	\$1,823,699	\$1,819,357	74.83%	99.76%
	Total Strategic Outcome 5		\$2,432,857	6.26%	\$2,437,231	0.18%	6.31%	\$1,823,699	\$1,819,357	74.83%	99.76%
Non-specific activities			-	-	-	-	-	\$182,076	\$0	-	0.00%
<b>Total Operational Costs</b>			<b>\$34,608,612</b>	<b>89.09%</b>	<b>\$34,596,580</b>	<b>-0.03%</b>	<b>89.55%</b>	<b>\$26,326,408</b>	<b>\$26,084,345</b>	<b>76.10%</b>	<b>99.08%</b>
Direct Support Costs (DSC)			\$1,697,670	4.37%	\$1,679,070	-1.10%	4.35%	\$978,880	\$968,684	58.30%	98.96%
Indirect Support Costs (ISC)			\$2,541,440	6.54%	\$2,357,917	-7.22%	6.10%	\$936,471	\$936,471	39.72%	100.00%
<b>Total CSP Egypt</b>			<b>\$38,847,722</b>	<b>100.00%</b>	<b>\$38,633,567</b>	<b>-0.55%</b>	<b>100.00%</b>	<b>\$28,241,760</b>	<b>\$27,989,499</b>	<b>73.10%</b>	<b>99.11%</b>

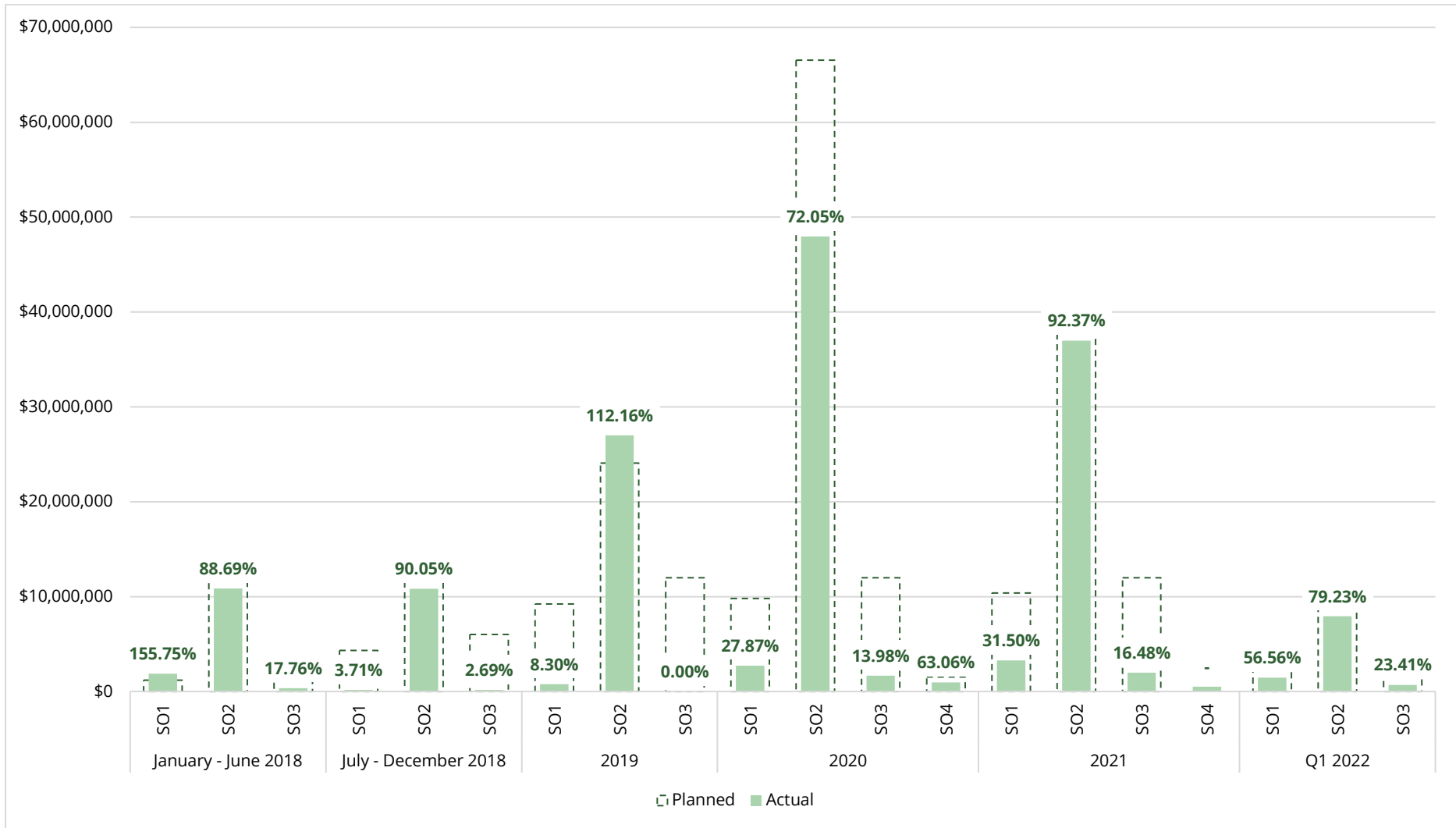
Source: Budget by SO and activity and focus area EG02; IRM Analytics: ACR5-A\_Annual\_Country\_Report\_2018EG01\_on23.11.2021; Egypt T-ICSP+Budget+(Jan-Jun+2018). Egypt TORs.

**Figure 4. Beneficiaries by age group and year**



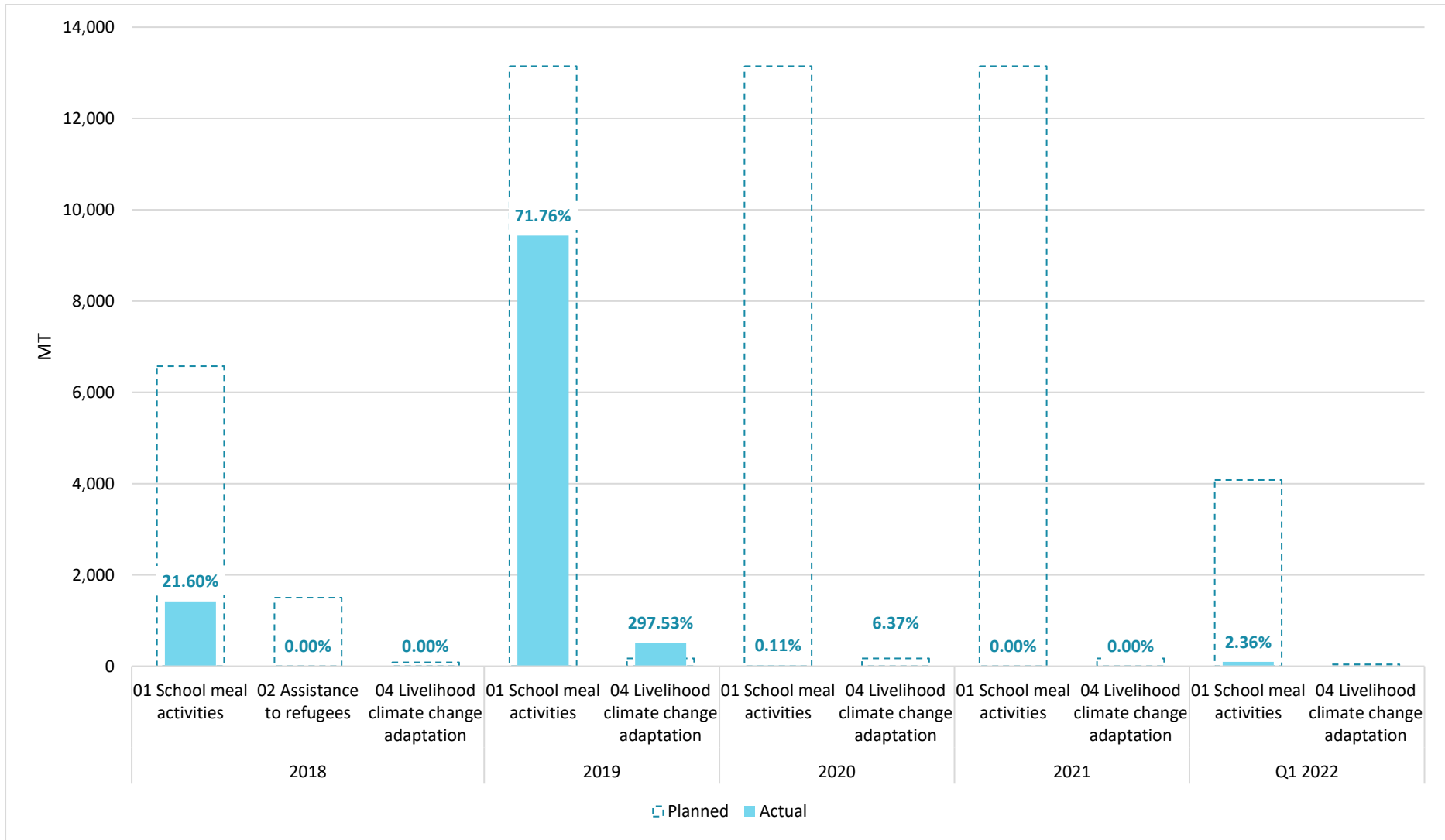
Source: ACR T-ICSP 2018; CSP 2018, 2019, 2020, 2021.

Figure 5. CBT in USD distributed T-ICSP and CSP



Source: COMET report CM-014 2018, 2018, 2020, 2021. Q1 2022 data from CO.

Figure 6. MT of food distributed T-ICSP and CSP



Source: COMET report CM-R014 2018, 2018, 2020, 2021. Q1 2022 data from CO.

## Support graphics to EQ.1

57. Both the T-ICSP and the CSP were clearly aligned with national strategies and commitments to international conventions (see Table ).

**Table 10: Alignment of the T-ICSP and CSP to national strategies and conventions**

Strategic outcome	Alignment to strategies and conventions
Strategic outcome 1	Egypt Vision 2030 – Pillar #5 Social Justice Egypt’s strategic plan for pre-university education
Strategic outcome 2	Egypt’s commitment to the 1951 Convention Relating to the Status of Refugees and its 1967 protocols The 1969 Organization of African Union Convention Governing the Specific Aspects of Refugee Problems in Africa
Strategic outcome 3	Egypt Vision 2030 – Pillar #6 Health
Strategic outcome 4	Egypt Vison 2030 – Pillar #9 Environment Egypt’s Sustainable Agricultural Strategy Towards 2030 National Strategy for Adaption to Climate Change and Disaster Risk Reduction
Strategic outcome 5	Egypt Vision 2030 – Pillar #4 Transparency and Efficiency of Government Institutions

**Table 11. Strategies and programmes aiming to support the achievement of SDGs**

Strategies and Programmes	
National School Feeding Programme <sup>10</sup>	National Strategic Plan for pre-University Education (2014–2030).
National Strategy for Disaster Risk Reduction 2030 (2017) <sup>11</sup>	National Climate Change Adaptation Strategy (2011) <sup>12</sup>
National Strategy for the Empowerment of Egyptian Women 2030 <sup>13</sup>	Sustainable Agricultural Development Strategy Towards 2030 (2017) <sup>14</sup>

<sup>10</sup> WFP. 2017. *School Meals Fact Sheet, Egypt Country Office.*

<sup>11</sup> Government of Egypt. 2017a. *National Strategy for Disaster Risk Reduction 2030.*

<sup>12</sup> UNDP 2011. *Egypt’s National Strategy for Adaptation to Climate Change and Disaster Risk Reduction.*

<sup>13</sup> Government of Egypt. 2017b. *National Strategy for the Empowerment of Egyptian Women 2030.*

<sup>14</sup> Government of Egypt. 2009. *Sustainable Agricultural Development Strategy Towards 2030.*



National Food and Nutrition Policy (2007–2017). <sup>15</sup>	National Project for Family Development (2021–2023) <sup>16</sup>
National Population and Development Strategy (NPS) 2015–2030 <sup>17</sup>	An Inclusive Health-care System for All (2018–2032) <sup>18</sup>
National Artificial Intelligence Strategy <sup>19</sup>	'100 Million Health Initiative' <sup>20</sup>
'Takaful and Karama', Egypt's flagship social safety net programme. <sup>21</sup> It was followed by Haya Karima (Decent Life) <sup>22</sup>	

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<sup>15</sup> Government of Egypt. 2007. *National Food and Nutrition Policy 200 –2017*.

<sup>16</sup> State Information Service. 2021. *Egypt's family development plan to improve citizens' quality of life and population characteristic*.

<sup>17</sup> UNFPA. 2020. *Review of the Executive Plan 2015-2020 In the context of the National Population and Development Strategy 2015-2030*.

<sup>18</sup> Al Tamimi & Co. 2019. *Egypt: Universal Health Insurance Law*.

<sup>19</sup> National Council of Artificial Intelligence. 2021. *Egypt National Artificial Intelligence Strategy*.

<sup>20</sup> WFP. 2021. *ToRs Evaluation of the 1000 Days Programme in Egypt 2017 to 2021*.

<sup>21</sup> World Bank. 2019. *Egypt: Strengthening Social Safety Nets and Building Paths out of Poverty*.

<sup>22</sup> Haya Karima. 2019. *About Haya Karima*.

## Support graphics to EQ.2 – Strategic Outcome 1

58. The activities under SO1 T-ICSP and CSP are the following:

- T-ICSP Activity 1:** Complement the Government’s school meals programme by providing nutritious in-school snacks, take-home entitlements and support to related activities
- CSP Activity 1:** Support and complement the Government’s social protection programmes to ensure that the food and nutritional needs of schoolchildren are met
- CSP Activity 2:** Provide livelihood and capacity-strengthening activities for urban and rural communities, especially adolescent youth

**Table 6 Beneficiaries reached vs planned against % of transferred commodity reached and % of NBP funded - SO1<sup>23</sup>**

Strategic Outcome 1				Planned	Actual	% beneficiaries reached	% food / CBT transfers reached	% of available resources
Activity 1	2018 (TICSP)	Food Transfers	Female	655,239	1,426,641	217.73%	87.63%	82.93%
			Male	554,761	1,153,253	207.88%		
		Cash Based Transfers	Female	42,738	65,444	153.13%	155.75%	
			Male	37,262	48,846	131.09%		
	2018	Food Transfers	Female	491,000	194,766	39.67%	21.60%	106.00%
			Male	369,000	111,160	30.12%		
		Cash Based Transfers	Female	216,000	26,657	12.34%	3.71%	
			Male	144,000	17,771	12.34%		
	2019	Food Transfers	Female	458,903	1,417,312	308.85%	71.76%	54.73%
			Male	401,097	1,149,227	286.52%		
		Cash Based Transfers	Female	176,854	26,051	14.73%	8.85%	
			Male	183,146	19,841	10.83%		
	2020	Food Transfers	Female	397,504	2,602	0.65%	0.11%	42.28%

<sup>23</sup> For this table and all subsequent similar tables, no comparative funding achieved vs funding analysis as annualized funding for 2022 information is available yet. Q1 2022 data is preliminary and will be subject to change.

Activity 2		Cash Based Transfers	Male	342,496	1,048	0.31%	31.61%	
			Female	176,497	96,383	54.61%		
			Male	183,503	96,382	52.52%		
	2021	Food Transfers	Female	458,903	0	0.00%	0.00%	29.92%
			Male	401,097	0	0.00%		
		Cash Based Transfers	Female	176,854	63,086	35.67%	37.86%	
			Male	183,146	67,189	36.69%		
	Q1 2022	Food Transfers	Female	458,903	15,063	3.28%	2.36%	N.A
			Male	401,097	12,322	3.07%		
		Cash Based Transfers	Female	176,854	66,617	37.67%	67.97%	
			Male	183,146	70,948	38.74%		
	2019	Cash Based Transfers	Female	7,200	0	0.00%	0.00%	0.00%
Male			4,800	0	0.00%			
Female			14,400	0	0.00%	0.00%	84.32%	
Male			9,600	0	0.00%			
Female			21,600	0	0.00%	0.00%	43.00%	
Male			14,400	0	0.00%			
Female			21,600	0	0.00%	0.00%	N.A	
Male			14,400	0	0.00%			

Source: Beneficiaries: COMET CM-R020 report, Q1 2022 from CO. Food and CBT transfers: COMET report CM-R014 T-ICSP 2018, CSP 2018, 2019, 2020, 2021; Q1 2022 from CO. Funding: ACR-5 T-ICSP 2018, CSP 2018, 2019, 2020, 2021.

59. During the T-ICSP, SO1 was the most funded strategic outcome at 82.93 percent. The high number of reached beneficiaries is led by more children between 5-18 years old receiving support than planned, especially for on-site school feeding. WFP transferred less than planned MT of food for school feeding, allowing to reach more beneficiaries than planned in school.<sup>24</sup>

60. Between July and December 2018, activity 1 was overfunded compared to the NBP (106.59 percent), while activity 2 received no funding. Moreover, the KFW fund expired, and there was a considerable decrease in the number of governorates supported with CB by the EU fund. During the second half of 2018, with EU and private donor support, WFP provided CBT to families in five governorates only. In 2018, WFP also faced challenges with its contracted supplier of date

<sup>24</sup>WFP. 2018. ACR T-ICSP 2018.

bars, who did not pass the new audit inspection procedures established by the National Food Safety Authority. WFP addressed the issue by requesting that the MoE supply WFP-supported schools for a short period of time. WFP would then compensate the MoE starting in 2019, by covering a wider number of schools. This explains why even though the NBP was overfunded, a limited number of food and CBT beneficiaries were reached.

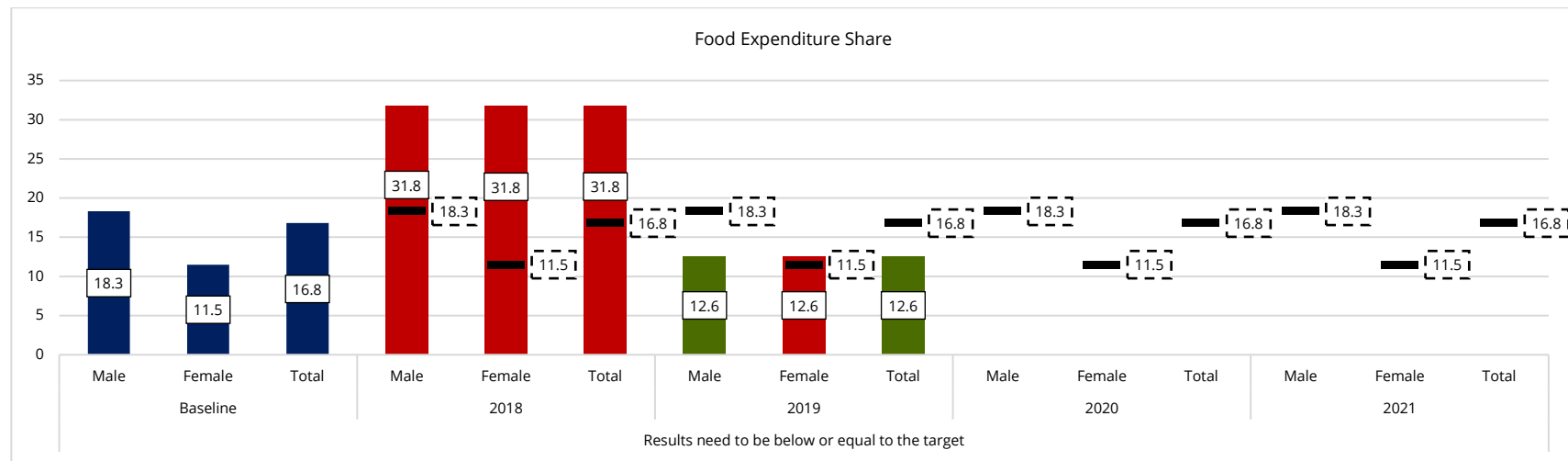
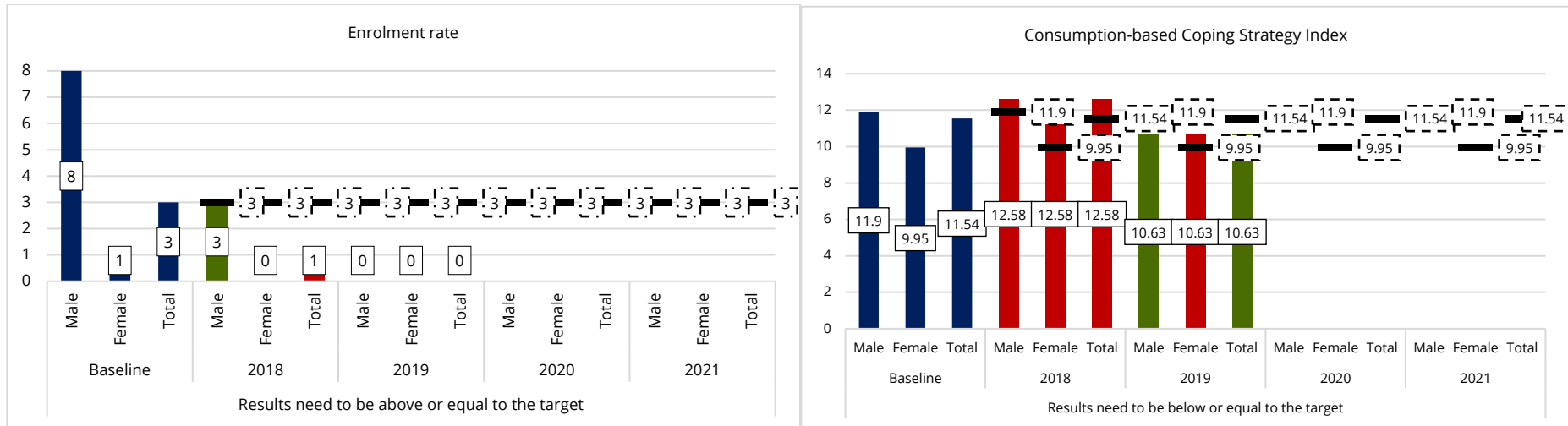
61. In 2019, activity 1 was funded to 54.73 percent of its needs. School feeding activities were fully funded during Q1 2019, but the assistance to governorates was halted in the second half 2019 due to limited funding. Activity 2 received no funding, which explains why no CBT beneficiaries were reached.<sup>25</sup>
62. In 2020, activity 1 was funded to 42.28 percent of its needs. However, due to COVID-19, microloan instalment for assisted women entrepreneur were postponed and schools were closed. This halted the on-site school feeding activities, such as the distribution of fortified bars, and other activities taking place in school. This explains why less than 1 percent of planned food beneficiaries were reached. To evade food losses, WFP in collaboration with MoSS distributed the remaining date bar stocks to orphanage and elderly homes. Additionally, the multi-year funding from the German- and Italian-Egyptian Debt-Swap programmes, and private sector contributions received in 2020 accounted for 48 percent funding of the SO1, of which about 44 percent was expended due to limited implementation of individual capacity strengthening activities. WFP addressed immediate funding gaps through the reallocation of flexible funds from private sector partners, Shell and PepsiCo, which were initially committed for the later-halted provision of in-school date bars. Considering COVID-19 and funding reallocation, WFP was able to remove the conditionality of children's school attendance and extended cash assistance to families of community schoolchildren and teacher, as well as vulnerable community members. Consequently, SO1 reached 53 percent of planned CBT beneficiaries. While activity 2 was funded to 84.32 percent, COVID-19 halted livelihood activities and 0 percent of planned beneficiaries were reached. Overall, funds towards SO1 were also used to continue the transformation of schools into Community Hubs, for the digital training of teacher and for the development and implementation of capacity-strengthening programme on the risk of irregular migration and safe alternatives<sup>26</sup>.
63. In 2021, funding continued to decrease due to COVID-19 and activity 1 was funded to almost only 30 percent of its needs. COVID-19 also impacted the number of food beneficiaries assisted: school were closed and the national school feeding programme was halted. Consequently, WFP did not continue to distribute daily nutritional date bars, and reached 0 percent of planned food beneficiaries and 0 percent of planned MT of food. Restrictions and low funding also impacted WFP's ability to reach the full target of vulnerable families of community schoolchildren with CBT (less than 37 percent of planned CBT beneficiaries reached). While conditional CBT on children assistance was still suspended, WFP continued to provide unconditional CBT to family members of community schoolchildren at risk of food insecurity. COVID-19 also continued to halt Activity 2. Additionally, Activity 2 funding was not all spent due to late receipt of funds and receipt of multi-year contributions for subsequent years.

### Figure 7. Additional outcome indicators for Activity 1

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<sup>25</sup> WFP. 2020. ACR 2019.

<sup>26</sup> WFP. 2021. ACR 2020.

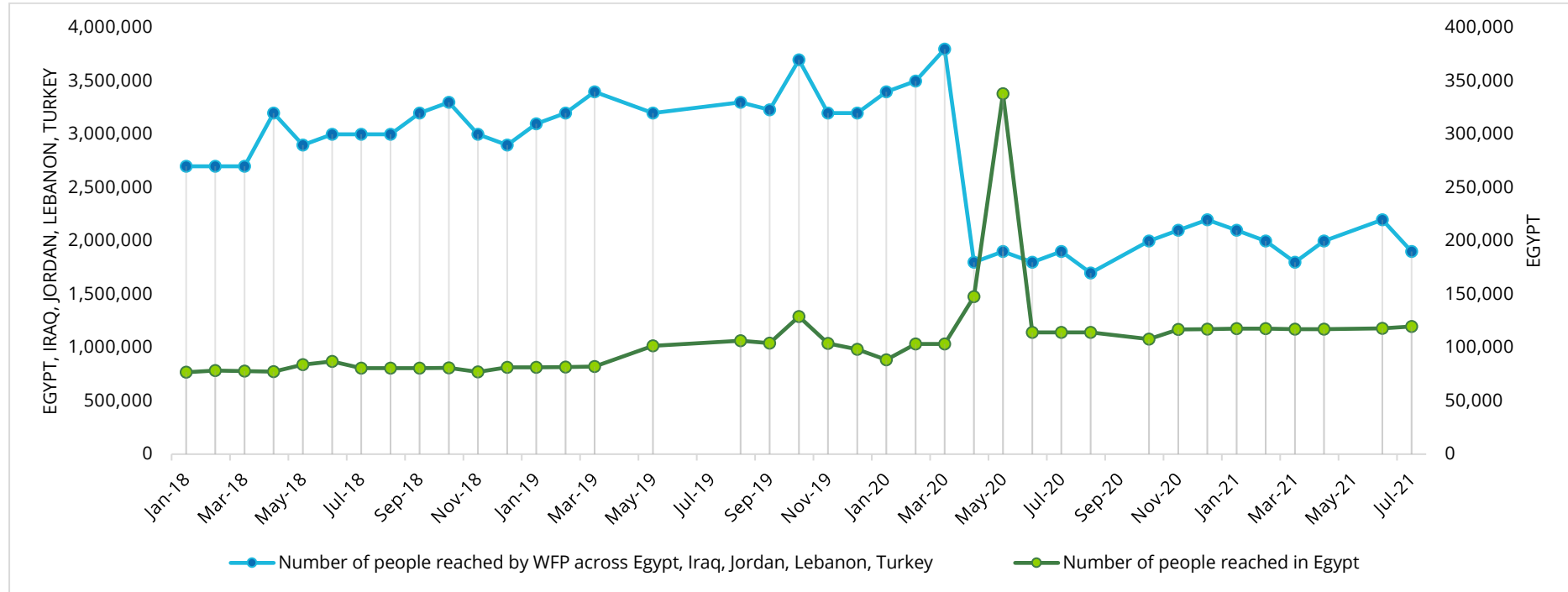


■ Baseline   ■ Annual follow-up reached   ■ Annual follow up not reached   ■ Target

Source: COMET report CML008b Outcome Indicators

## Support graphics to EQ.2 – Strategic Outcome 2

Figure 8. Refugees reached in Egypt vs refugees reached within the Refugee Response



Source: WFP. 2018, 2019, 2020 and 2021. Syria Regional Emergency Situation Report WFP. Monthly Report. WFP. 2018, 2019, 2020 and 2021. Regional Syrian Refugee Crisis Overview. Monthly Report. Available at: <https://reliefweb.int/updates?search=WFP%20Regional%20Syria%20Refugee%20Crisis%20Overview>.

64. 3RP is made up of two interlinked components: a) the refugee component focuses on the protection and humanitarian requirements of refugees, whereas b) the resilience component focuses on the resilience, stabilization, and development needs of impacted individuals, communities, and institutions, with the goal of strengthening national actors' capacity. SO2 activities and focus (promoting resilience and income diversification) is aligned with 3RP focus on refugee support and resilience. Lastly, according to Figure 8, WFP's response to 3RP in Egypt was quite stable, with the exception of May 2020 when WFP reached 338,083 refugees. May 2020 coincide with WFP's decision to expand its assistance to additional vulnerable refugees (20,000 additional vulnerable refugees, and to 35,000 daily workers from host communities to respond to COVID-19). WFP's response to 3RP across the Middle East was quite stable too. The number of refugees assisted dropped in April when the Emergency Social Safety Net (ESSN) programme was handed over to the EU in Turkey.

65. The activities under SO2 T-ICSP are the following ones:

- a) **T-ICSP Activity 2:** Provide food assistance to refugees and host communities
- b) **T-ICSP Activity 3:** Provide support to refugees and host communities to improve their resilience and livelihoods

**Table 7. Beneficiaries reached vs planned against % of transferred commodity reached and % of NBP funded - SO2 (T-ICSP)**

Strategic Outcome 2				Planned	Actual	% beneficiaries reached	% Food / CBT transfers reached	% of available resources	
Food Transfers	2018	Activity 2 (TICSP)	Female	129,800	0	0.00%	0.00%	83.52%	
			Male	120,700	0	0.00%			
Cash Based Transfers	2018	Activity 2 (TICSP)	Female	50,800	49,955	98.34%	115.93%		
			Male	36,700	36,894	100.53%			
Cash Based Transfers	2018	Activity 3 (TICSP)	Female	10,885	1,286	11.81%	2.74%		19.31%
			Male	9,385	1,394	14.85%			

Source: Beneficiaries: COMET CM-R020 report, Food and CBT transfers: COMET report CM-R014 T-ICSP 2018. Funding: ACR-5 T-ICSP 2018.

66. During the T-ICSP, SO2 was well funded at 71.21 percent. WFP focused on reaching beneficiaries through General Food Assistance (GFA) with cash-based transfers (voucher modality) for activity 2, rather than food transfers. The voucher modality helped restore a sense of normalcy and dignity to the lives of refugees by allowing them to purchase food items of their choice, thereby helping them meet their individual consumption and nutritional needs more efficiently. The use of electronic (90 percent) and paper vouchers (10 percent) also helped improve efficiency and reduce transportation costs for the beneficiaries. This is why more CBT than planned were reached as well as 0 beneficiaries reached under food transfers. Activity 3 focused on livelihood assistance to refugees. The activity was only funded to 19.31 percent of its needs, explaining lower results in terms of planned vs reached beneficiaries for this activity.<sup>27</sup>

67. The activities under SO2 CSP are the following:

- a) **CSP Activity 3:** Provide refugees, displaced populations and host communities with food and nutrition assistance and activities that build resilience
- b) **CSP Activity 9:** Provide assistance to crisis-affected populations during and in the aftermath of a crisis (added in 2020)

**Table 8. Beneficiaries reached vs planned against % of transferred commodity reached and % of NBP funded - SO2 (CSP)**

<sup>27</sup> WFP. 2018. ACR T-ICSP 2018.

Strategic Outcome 2				Planned	Actual	% beneficiaries reached	% food / CBT transfers reached	% of available resources
Cash Based Transfers	2018	Activity 3	Female	48,575	42,376	87.24%	90.05%	142.29%
			Male	40,425	39,583	97.92%		
	2019	Activity 3	Female	51,199	58,958	115.15%	112.16%	136.49%
			Male	37,801	48,004	126.99%		
	2020	Activity 3	Female	50,672	71,809	141.71%	90.68%	97.45%
			Male	37,328	61,188	163.92%		
		Activity 9	Female	336,559	435,756	129.47%	43.93%	29.79%
			Male	358,441	464,084	129.47%		
	2021	Activity 3	Female	83,840	66,967	79.87%	86.98%	107.00%
			Male	66,160	61,000	92.20%		
		Activity 9	Female		43,199		-	-
			Male		46,006			
Q1 2022	Activity 3	Female	80,240	55,077	68.64%	79.23%	-	
		Male	63,760	49,767	78.05%			

Source: Beneficiaries: COMET CM-R020 report, Q1 2022 from CO. Food and CBT transfers: COMET report CM-R014 T-ICSP 2018, CSP 2018, 2019, 2020, 2021; Q1 2022 from CO. Funding: ACR-5 T-ICSP 2018, CSP 2018, 2019, 2020, 2021.

68. Between July and December 2018 of the CSP, Activity 3 was funded over its needs at 142.29 percent. WFP reached more than 90 percent of planned CBT beneficiaries.<sup>28</sup>
69. In 2019, Activity 3 was funded over its needs at 136.49 percent, allowing WFP to reach more than 100 percent of planned CBT beneficiaries. However, subactivities for nutrition support for PLW Syrian refugees and Food Assistance for Training (FFT) for refugees and host communities were underfunded, leading to a reduction in assisted beneficiaries. Overall, with no refugee camps in Egypt, WFP focused on ensuring food security to refugee through GFA while exploring more sustainable livelihood solutions.<sup>29</sup>
70. In 2020 and 2021, timeliness of multilateral and directed funds (from USA and Germany) and donor interest ensured the smooth continuity of GFA throughout 2020 and 2021, while intermediate funding shortages were avoided using WFP's internal advanced financing mechanism. However, nutrition support for PLW was eventually halted from August 2020 due to lack of funding and to prioritize the continuation of GFA, but resumed in August 2021. During Q2 of 2020, WFP extended support to an additional 4,000 refugees, while in 2021 FFT activities remained halted throughout the year. Lastly, assistance under

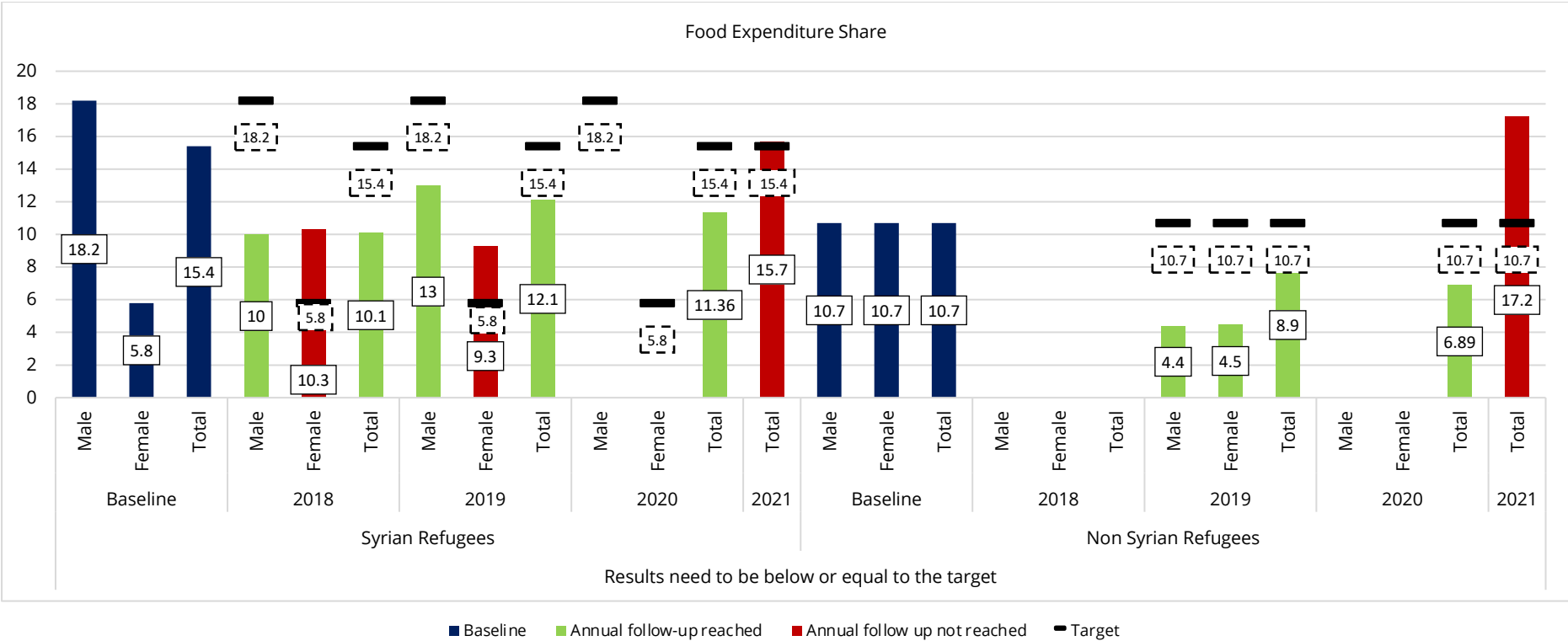
<sup>28</sup> WFP. 2019. ACR 2018.

<sup>29</sup> WFP. 2020. ACR 2019.



activity 9 was provided using committed carry-over funds from 2020 (200 EGP per household). Overall, SO2 benefited from direct and flexible funding in 2020 and 2021, as well as advanced WFP financing against USA and German contributions, allowing for WFP to avert immediate funding shortages.<sup>30</sup>

**Figure 9. Additional outcome indicators for activity 3 CSP**



Source: COMET report CML008b Outcome Indicators.

<sup>30</sup> WFP. 2021. ACR 2020 and 2021.



Source: COMET report CML008b Outcome Indicators.

### Support graphics to EQ.2 – Strategic Outcome 3

71. The activities under SO3 T-ICSP and CSP are the following ones:

- a) **T-ICSP Activity 4:** Provide cash-based transfers to pregnant and lactating women, children aged 6-23 months in targeted areas, and support related activities
- b) **CSP Activity 4:** Support and complement the Government’s programmes in nutritionally vulnerable communities (with a focus on pregnant and lactating women and children aged 6-23 months), and support related activities

**Table 9. Beneficiaries reached vs planned against % of transferred commodity reached and % of NBP funded - SO3**

Strategic Outcome 3			Planned	Actual	% beneficiaries reached	% food / CBT transfers reached	% of available resources	
Activity 4	2018 (TICSP)	Cash Based Transfer	Female	10,000	15,640	156.40%	17.76%	56.00%
			Male	5,000	0	0.00%		
	2018		Female	100,000	7,915	7.92%	2.69%	1.98%
			2019	Female	100,000	0	0.00%	0.00%
	2020		Female	100,000	40,548	40.55%	13.98%	29.24%
	2021		Female	100,000	26,253	26.25%	16.48%	31.82%
	Q1 2022		Female	100,000	26,253	26.25%	23.41%	-

Source: Beneficiaries: COMET CM-R020 report, Q1 2022 from CO. Food and CBT transfers: COMET report CM-R014 T-ICSP 2018, CSP 2018, 2019, 2020, 2021; Q1 2022 from CO. Funding: ACR-5 T-ICSP 2018, CSP 2018, 2019, 2020, 2021.

72. During the T-ICSP, activity 4 was funded to 56 percent of its needs. WFP focused on reaching PLW beneficiaries, with a focus on prevention of acute malnutrition, hence no men beneficiaries were reached. The multi-sectoral approach translated into a high-level political commitment to improve the nutritional status of the most vulnerable groups of the Egyptian population by addressing the underlying causes of malnutrition.<sup>31</sup> WFP Egypt initially planned a CBT value of USD 21.9 a month. However, in order to align with the budget revision, and the addition of capacity strengthening activities, the CBT value was reduced to 8.8 USD/month. By doing this, WFP was able to reach 5,640 more female beneficiaries than planned.
73. Between July and December of the CSP, activity 4 was only funded to 1.98 percent of its needs, and this despite a high political commitment to improve nutritional status of the most vulnerable groups. Food basket were valued at EGP11 per month, topped up to their national food subsidy card. From July 2018, after the successful closure of the Egyptian-German Debt Swap Fund, the programme has been funded by Egypt's Government Counterpart Contributions, temporarily sustaining the monthly cash transfers on subsidy cards for beneficiaries.<sup>32</sup>
74. In 2019, activity 4 faced critical funding challenges, and was funded to less than 3 percent of its needs. The activity only received restrictive private sector contribution towards capacity strengthening activity in Q4 of 2019, with implementation starting in 2020. CBT activities received no funding, hence 0 percent of CBT beneficiaries reached.<sup>33</sup>
75. In 2020, activity 4 was only funded to a third of its needs. It is substantial compared to previous years, allowing WFP to reach almost 41 percent of planned CBT beneficiaries. As part of WFP's COVID-19 Response Plan and the First 1000 Days national nutrition programme, scale-up of the beneficiary reached by 15,000 children and mothers in three governorates. Furthermore, as noted earlier, to accommodate the implications of the budget revision and increase in

<sup>31</sup> WFP. 2018. ACR T-ICSP 2018.

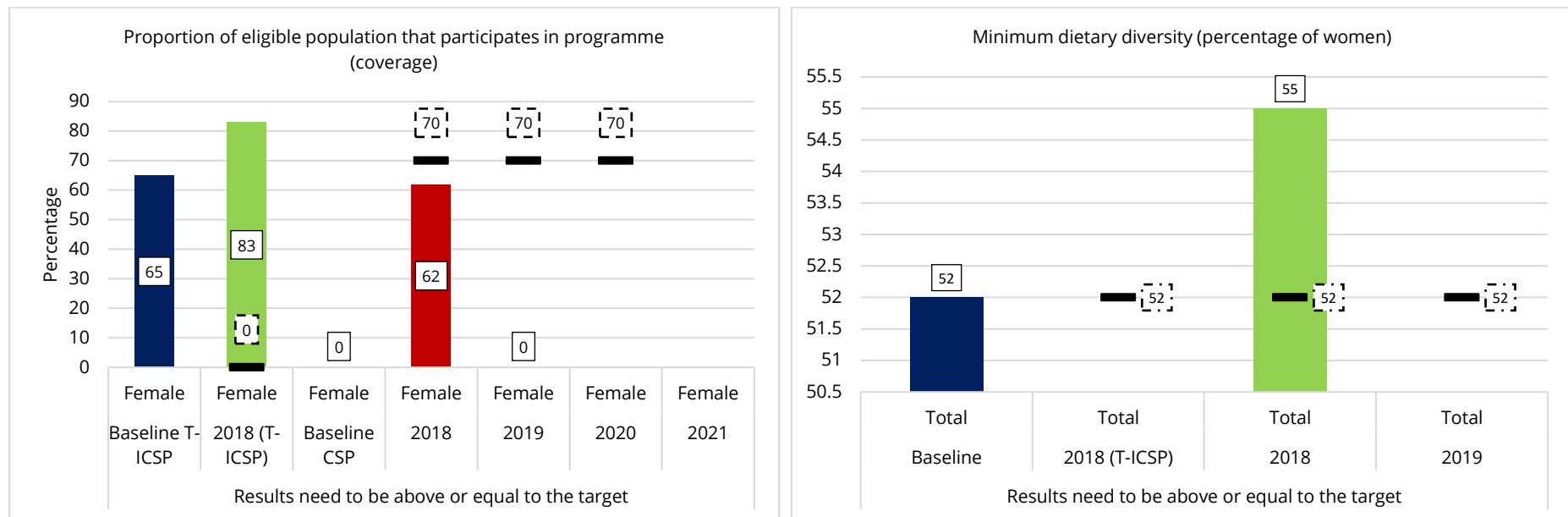
<sup>32</sup> WFP. 2019. ACR 2018.

<sup>33</sup> WFP. 2020. ACR 2019.

capacity-strengthening activities, the CBT value was reduced, allowing WFP to reach beneficiaries with only 13.98 percent of planned CBT value. Funds received included a significant multi-year contribution under the German-Egyptian Debt Swap programme, the main contributor to WFP's nutrition programme in 2020. The received multi-year contribution also secured some funds for the beginning of 2021, ensuring the continuity of needed CBT assistance. Other major donors included USAID and the Sawiris Foundation for Social Development.<sup>34</sup>

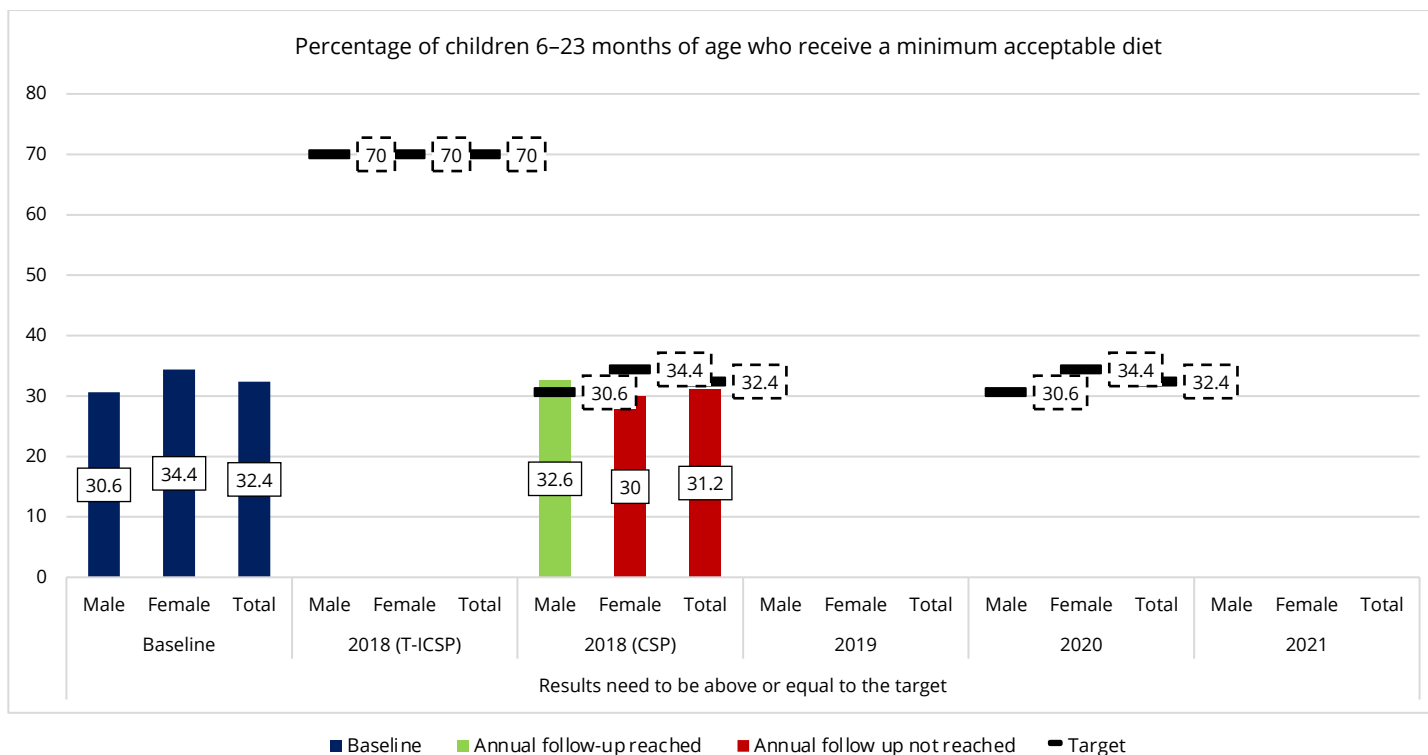
76. In 2021, activity 4 was also funded to a third of its needs, allowing WFP to reach almost 27 percent of its planned CBT beneficiaries. However, this activity still remains underfunded, and the number of targeted beneficiaries under this activity were adjusted accordingly. Funds received included contributions from the German-Egyptian Debt Swap programme, USA and the private sector.<sup>35</sup>

**Figure 10. Outcome indicators for activity 4 CSP**



<sup>34</sup> WFP. 2021. ACR 2020.

<sup>35</sup> WFP. 2022. ACR 2021.



Source: COMET report CML008b EG01 and EG02 Outcome Indicators

### Support graphics to EQ.2 – Strategic Outcome 4

77. The activities under SO4 T-ICSP and CSP are the following:

- a) **T-ICSP Activity 5:** Provide support to vulnerable communities of smallholders and Bedouins to improve their resilience and livelihoods
- b) **CSP Activity 5:** Provide support to vulnerable smallholder farmer and Bedouin communities to improve their resilience through technology transfer, market access training, diversification of livelihoods and the creation and rehabilitation of assets

78. **Table 16. Beneficiaries reached vs planned against % of transferred commodity reached and % of NBP funded - SO4**

Strategic Outcome 4	Planned	Actual	% beneficiaries reached	% food / CBT transfers reached	% of available resources
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Activity 5	2018 (TICSP)	Food Transfers	Female	4000	0	0.00%	0.00%	91.00%		
			Male	4000	0	0.00%				
	2018		Female	1,800	0	0.00%	0.00%	40.49%		
			Male	2,200	0	0.00%				
	2019		Female	3,600	11,104	308.44%	297.53%	30.24%		
			Male	4,400	13,566	308.32%				
	2020		Food Transfers	Female	3,600	1,612	44.78%	6.37%	41.80%	
				Male	4,400	1,718	39.05%			
			Cash Based Transfers	Female	18,004	86,579	480.89%			60.06%
				Male	21,996	92,206	419.19%			
	2021		Food Transfers	Female	3,600	0	0.00%	0.00%	117.46%	
				Male	4,400	0	0.00%			
			Cash Based Transfers	Female		18,930				n.a
				Male		20,160				
Q1 2022	Food Transfers	Female	3,600	0	0.00%	0.00%	-			
		Male	4,400	0	0.00%					

Source: Beneficiaries: COMET CM-R020 report, Q1 2022 from CO. Food and CBT transfers: COMET report CM-R014 T-ICSP 2018, CSP 2018, 2019, 2020, 2021; Q1 2022 from CO. Funding: ACR-5 T-ICSP 2018, CSP 2018, 2019, 2020, 2021.

79. During the T-ICSP, Activity 5 focusing on smallholder farmers was funded to 91 percent of its needs. SO4 also aimed at supporting Bedouin communities in frontier governorates who have inadequate access to basic services and experience harsh seasonal shortage of food due to climate change and erratic weather patterns. However, due to lack of funding in 2018 for climate change adaptation and risk management activities, these activities were not implemented. This explains why WFP reached 0 percent of planned food beneficiaries.<sup>36</sup> Between July and December 2018, activity 5 was funded to 40.49 percent of its needs. Most of the funding was dedicated to support smallholder farmers in vulnerable communities in Upper Egypt.

80. In 2019, Activity 5 was funded to 30.24 percent of its needs, aimed at supporting smallholder farmers in vulnerable communities in Upper Egypt. WFP reached more than 308 percent of planned food beneficiaries. At the time of the receipt of funds for FFA activities, WFP procured the needed oil supply. However, due to unanticipated increases in wheat flour prices, WFP was unable to procure the required amount of wheat flour. To meet this shortfall and to ensure the

<sup>36</sup> WFP. 2018. ACR T-ICSP 2018.

continuation of the assistance to vulnerable groups, WFP reduced household's quarterly wheat flour rations from 100kg to 50kg in October and November, while in December participants only received oil.<sup>37</sup>

81. In 2020, Activity 5 was funded to 41.80 percent of its needs, but received limited funding for FFA activities in Bedouin communities. Funding sources included multilateral allocations from WFP's Strategic Resource Allocation Committee, directed multi-year contributions from the Netherlands and carry-over funds that were extended to 2020 under the multi-year Adaptation Fund (received in 2013). Due to COVID-19, WFP undertook a budget revision for the provision of CBT in partnership with MALR, to both Bedouin and smallholder farmers whose food security had been negatively affected by COVID-19 through unconditional CBT 500 EGP/month. WFP surpassed the target of 40,000 family members by more than 400 percent.<sup>38</sup>
82. In 2021, Activity 5 was overfunded to 117.46 percent of its needs. Funds came from multi-year contributions from the Netherlands and Adaptation Fund translated to the overfunding of the SO4 adjusted implementation plan for which the majority of funds were received for subsequent years. However, the activity received no funding for FFA activities in Bedouin communities, explaining why no food beneficiaries were reached in 2021.<sup>39</sup>

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<sup>37</sup> WFP. 2020. ACR 2019.

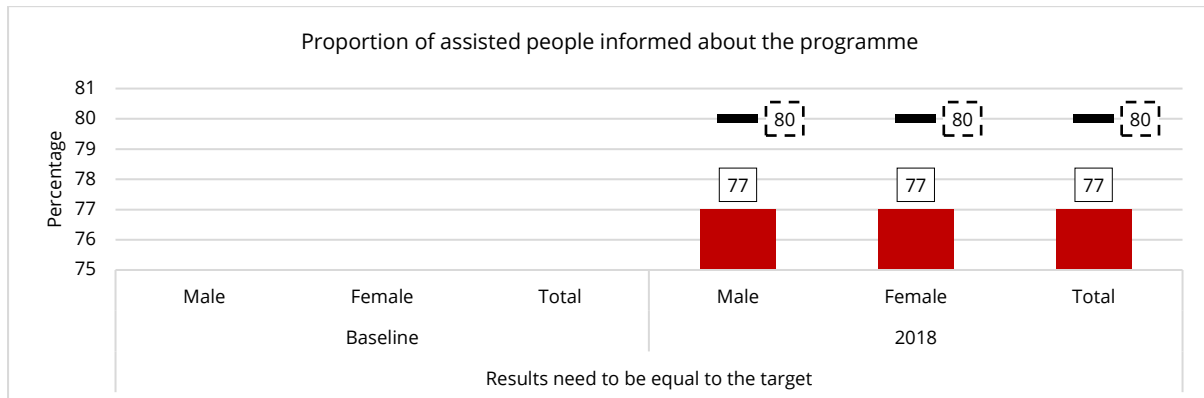
<sup>38</sup> WFP. 2021. ACR 2020.

<sup>39</sup> WFP. 2022. ACR 2021.

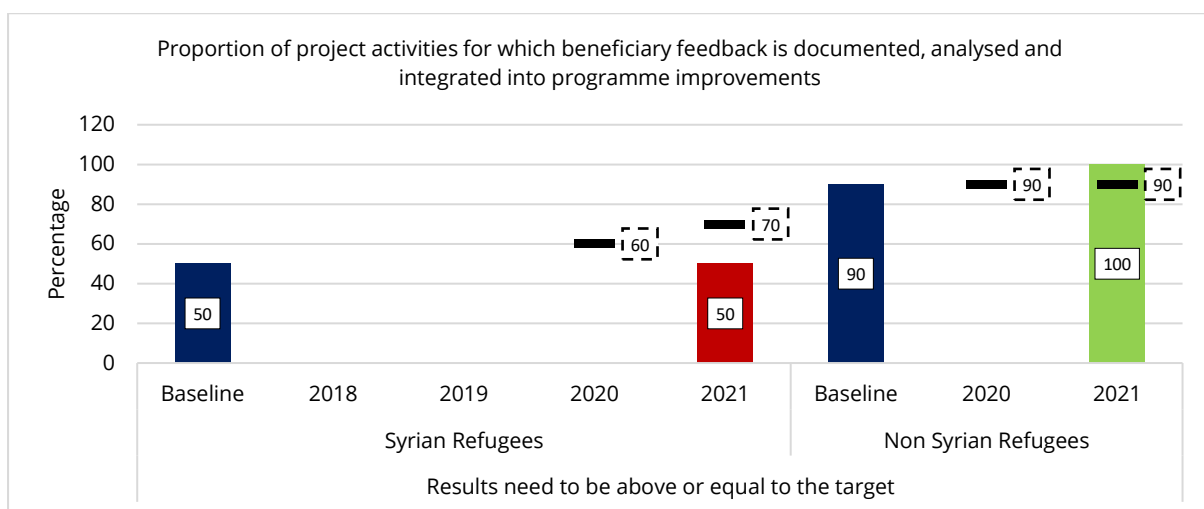
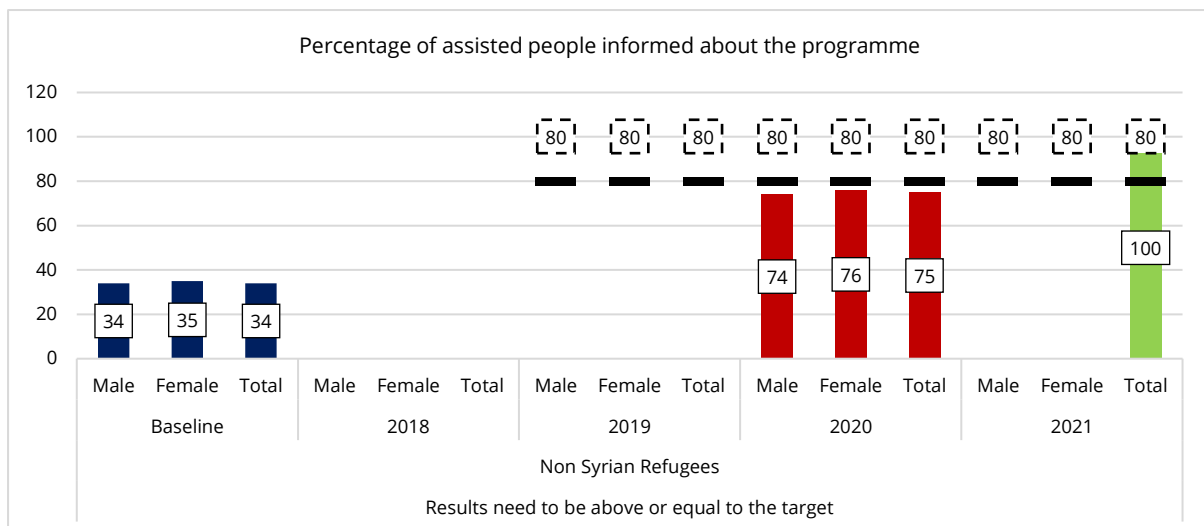
## Support graphics to EQ 2.2 – Cross cutting issues

83. **Cross-cutting issue #1:** Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

**Figure 11. Accountability cross-cutting indicators**



Source: COMET report CM-R009b Cross Cutting Indicators EG01

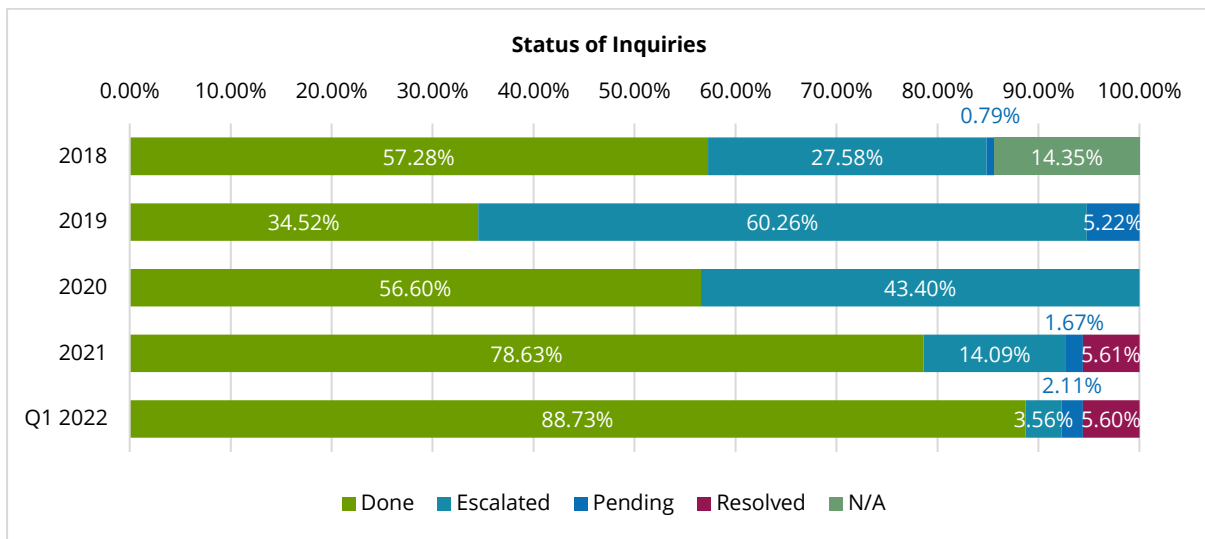


■ Baseline ■ Annual follow-up reached ■ Annual follow up not reached ■ Target

Source: COMET report CM-R009b Cross Cutting Indicators.



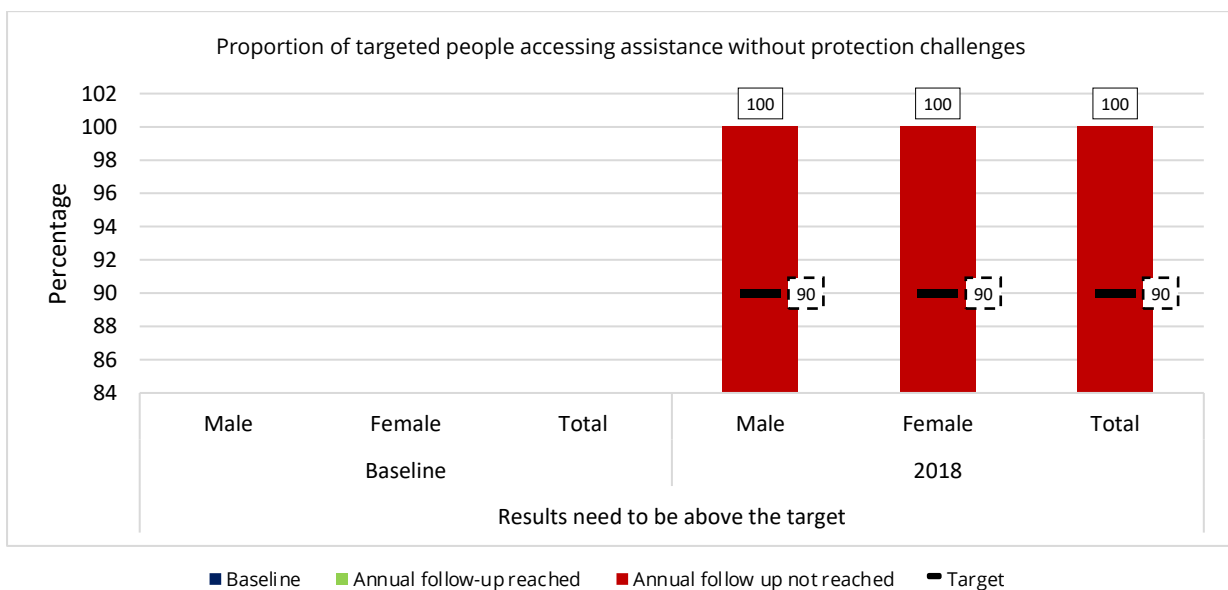
Figure. 12 Status of inquiries of the Hotline (SO1)<sup>40</sup>



Source: Hotline data received from CO.

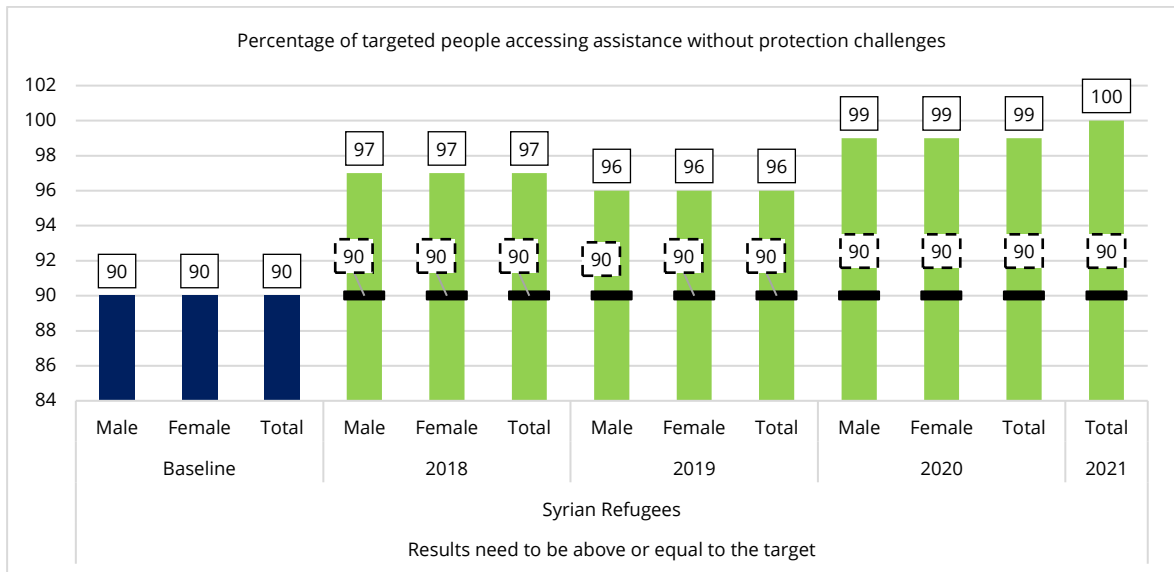
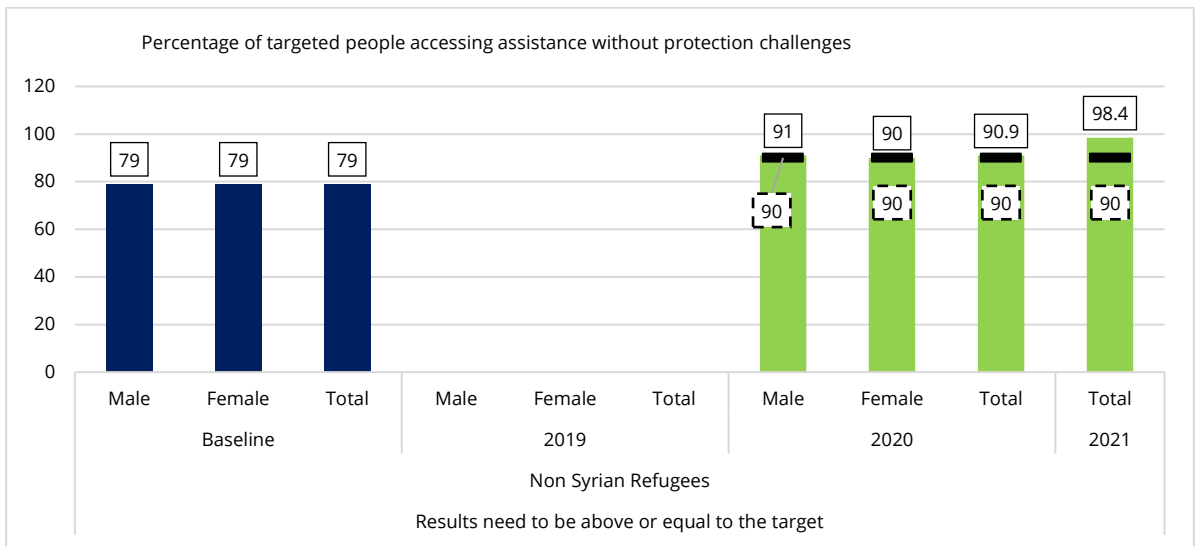
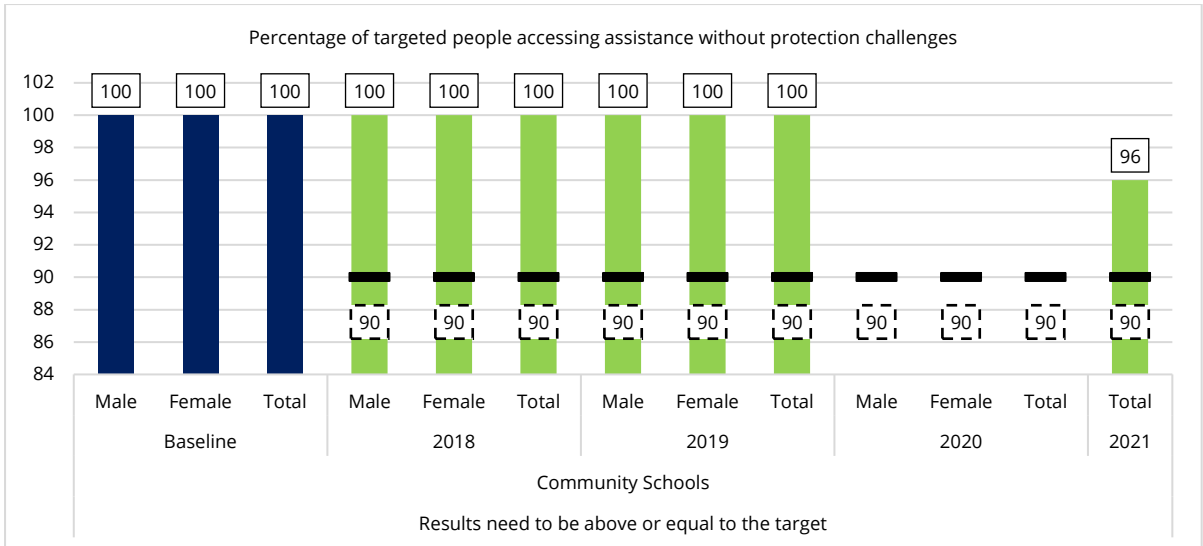
84. **Cross-cutting issue #2:** Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity.

Figure 13. Protection cross-cutting indicators



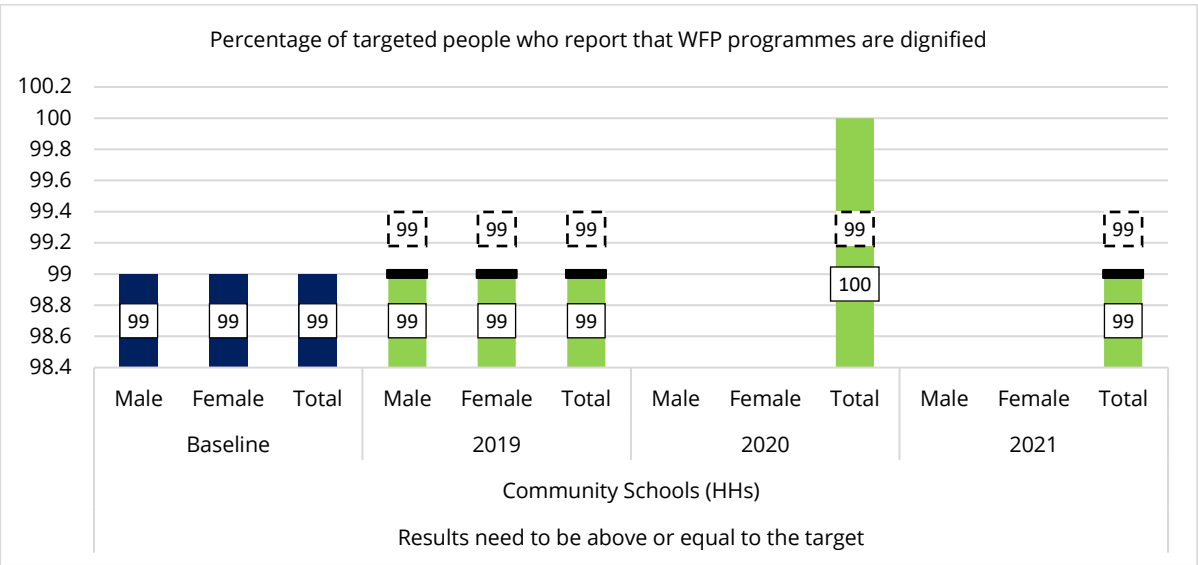
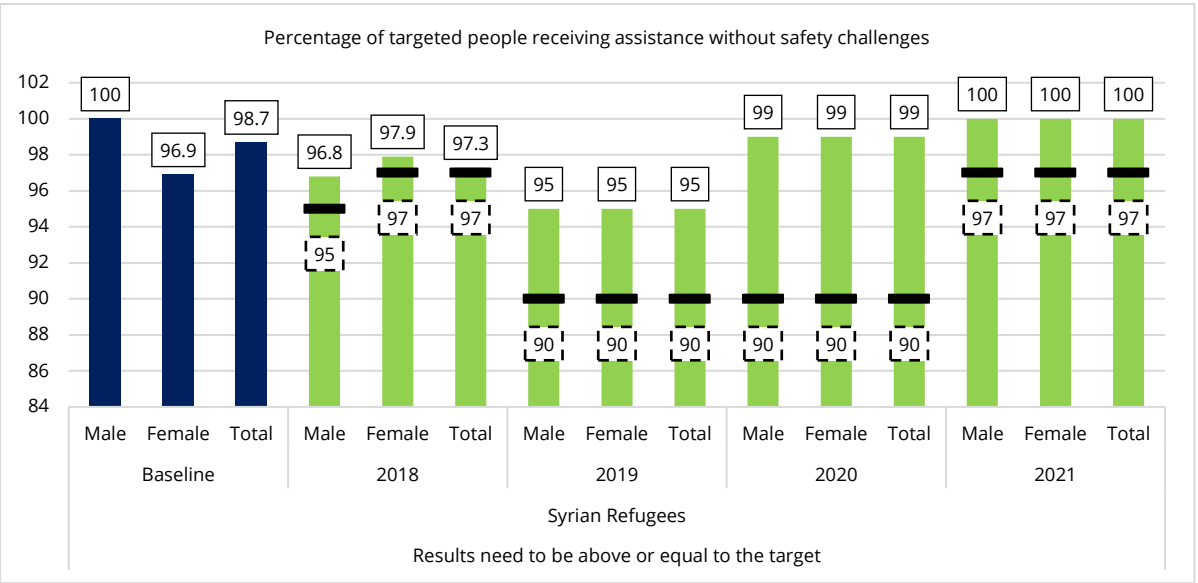
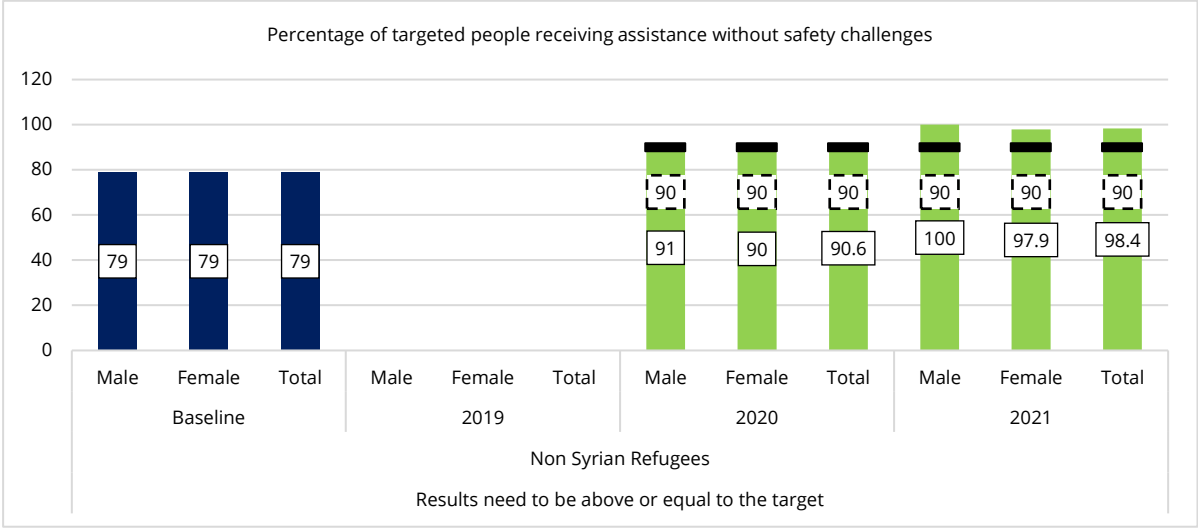
Source: COMET report CM-R009b Cross-Cutting Indicators EG01.

<sup>40</sup> SO2 data did not present the status of inquiries. The different categories are not clearly defined in the SOP used by the call centre. The CO has not provided a description of the different categories.



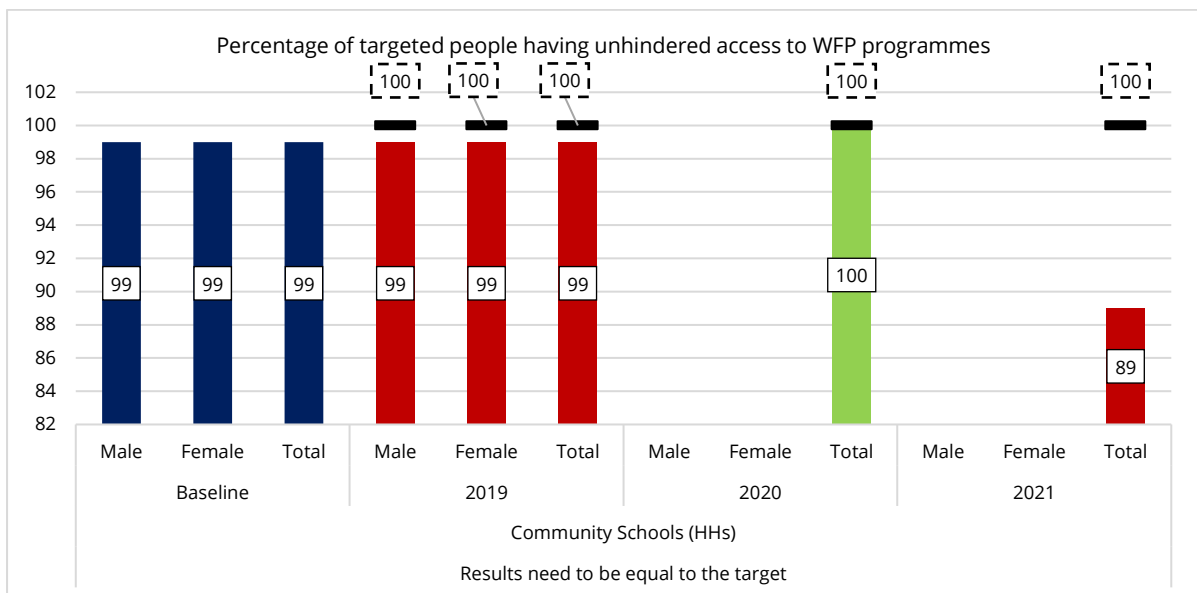
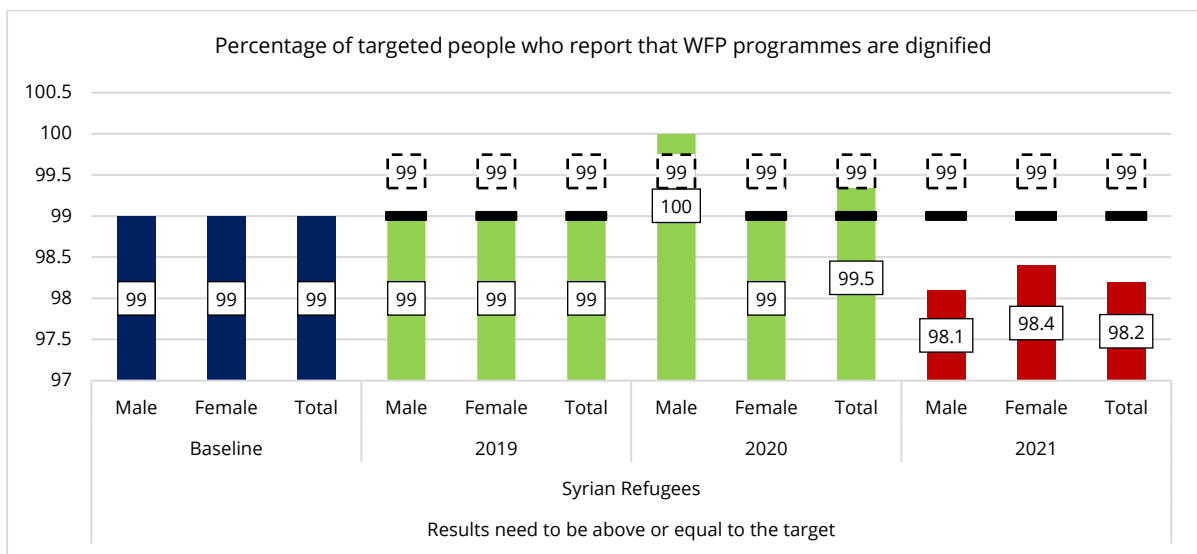
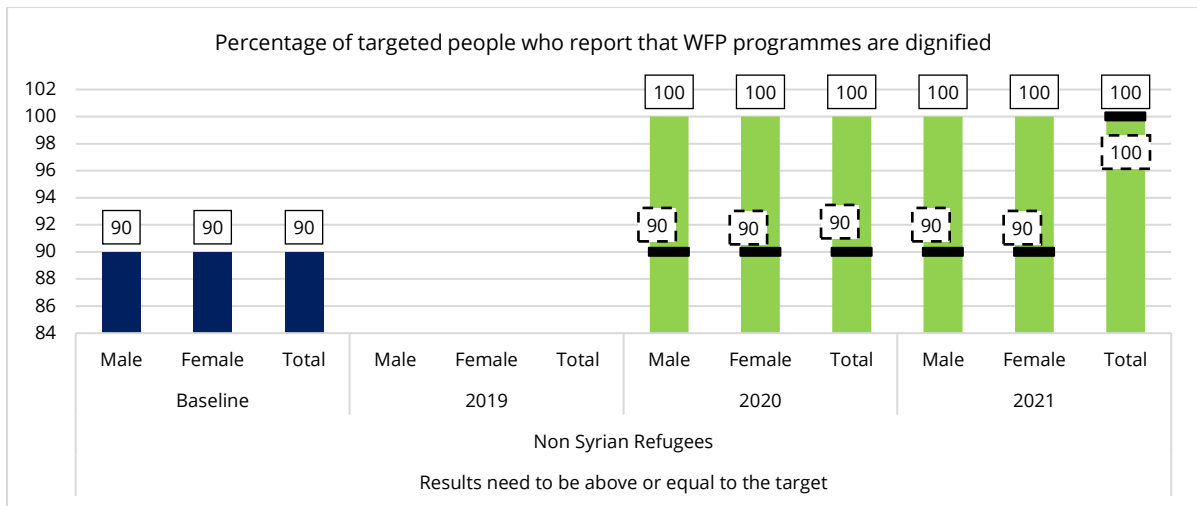
■ Baseline ■ Annual follow-up reached ■ Annual follow up not reached ■ Target

Source: COMET report CM-R009b Cross Cutting Indicators.



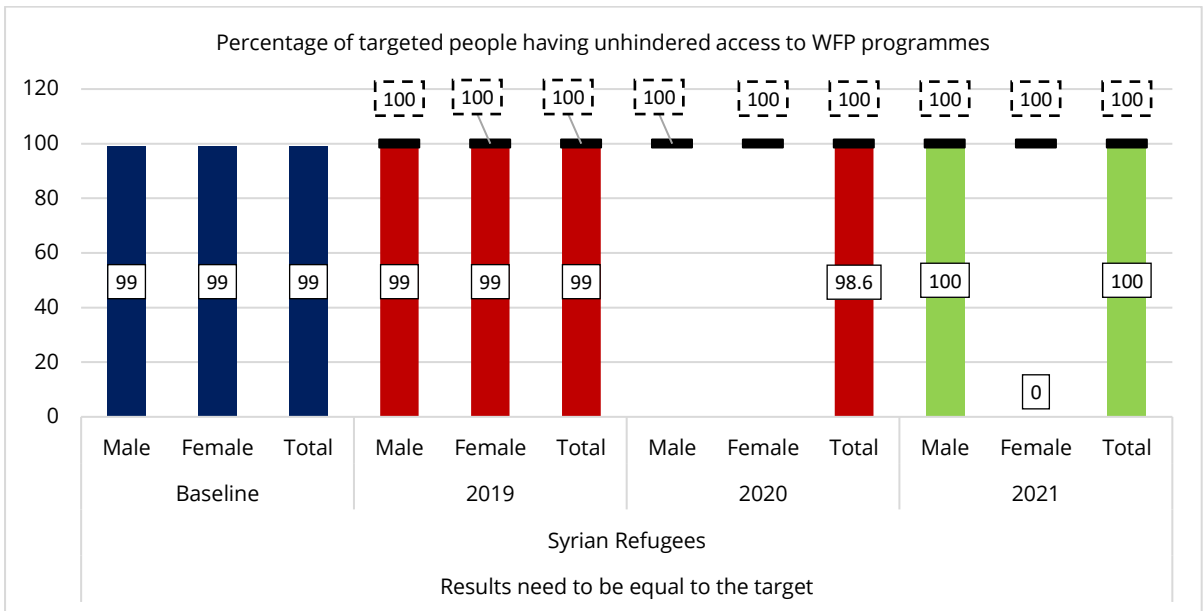
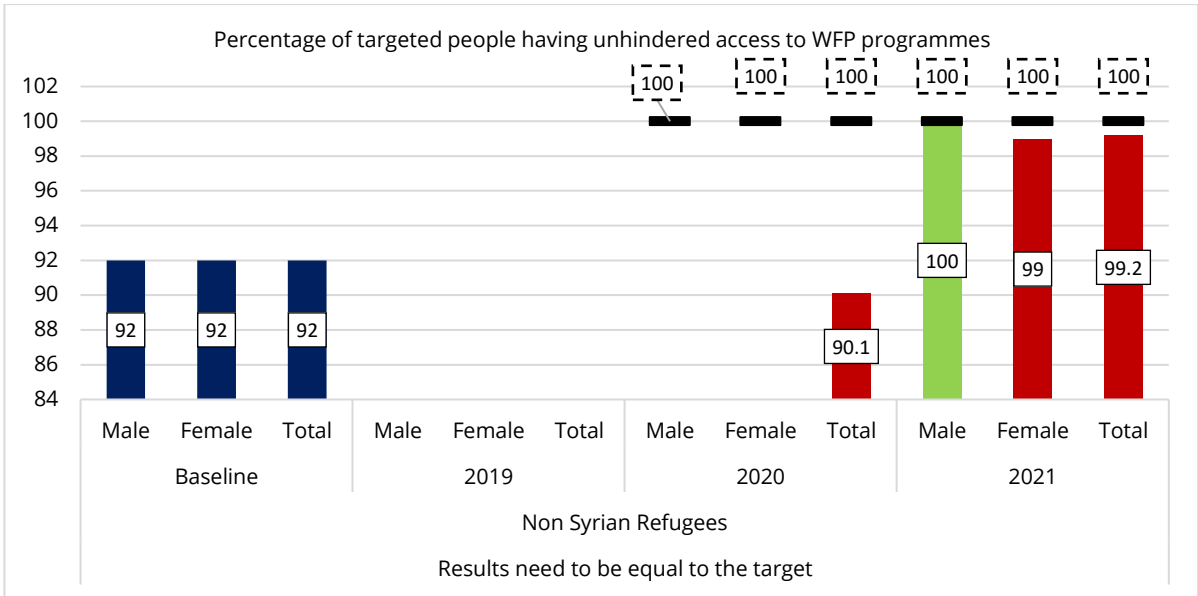
■ Baseline ■ Annual follow-up reached ■ Annual follow up not reached ■ Target

Source: COMET report CM-R009b Cross Cutting Indicators.



■ Baseline ■ Annual follow-up reached ■ Annual follow up not reached ■ Target

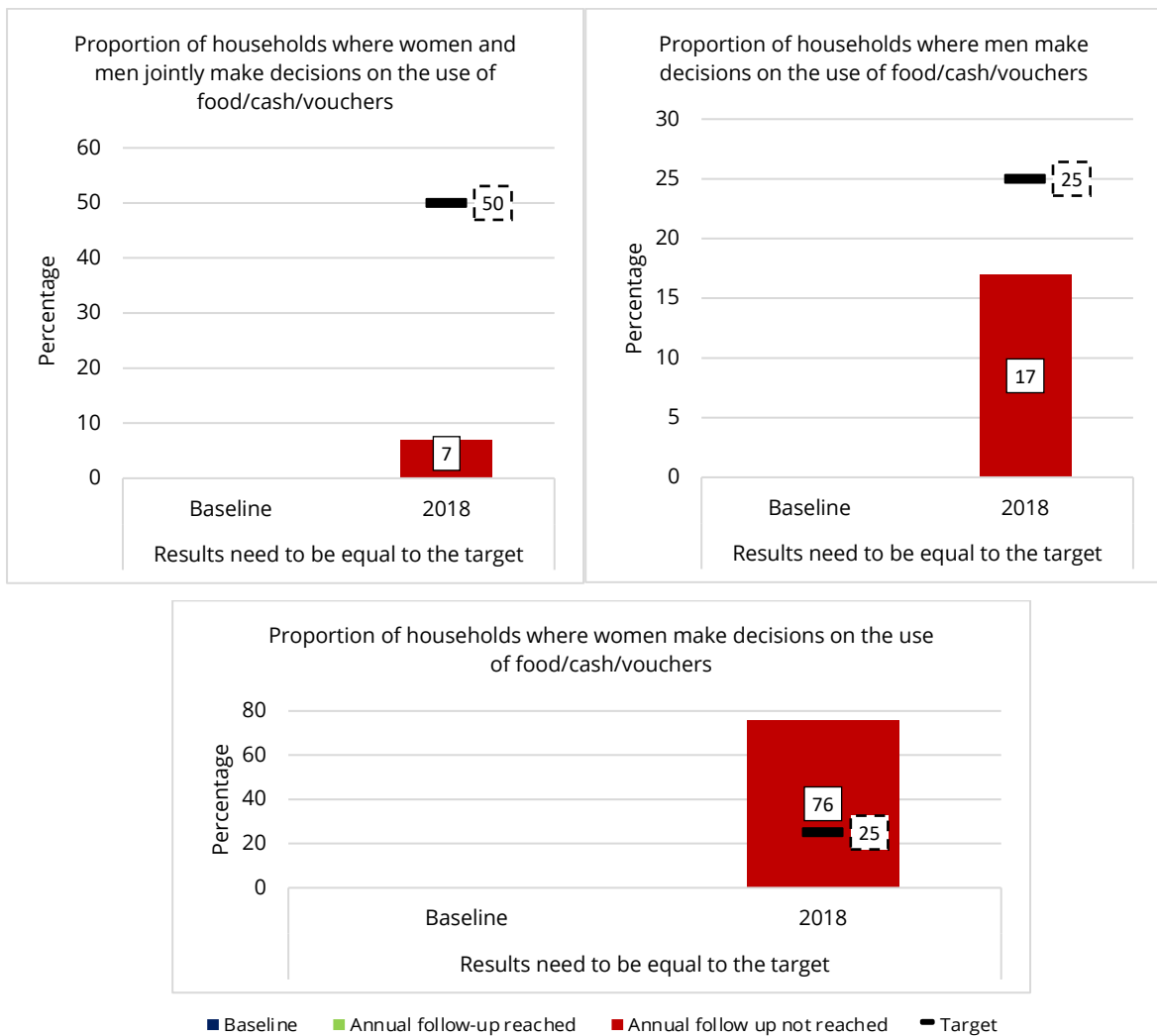
Source: COMET report CM-R009b Cross-Cutting Indicators.



■ Baseline   ■ Annual follow-up reached   ■ Annual follow up not reached   ■ Target

Source: COMET report CM-R009b Cross Cutting Indicators.

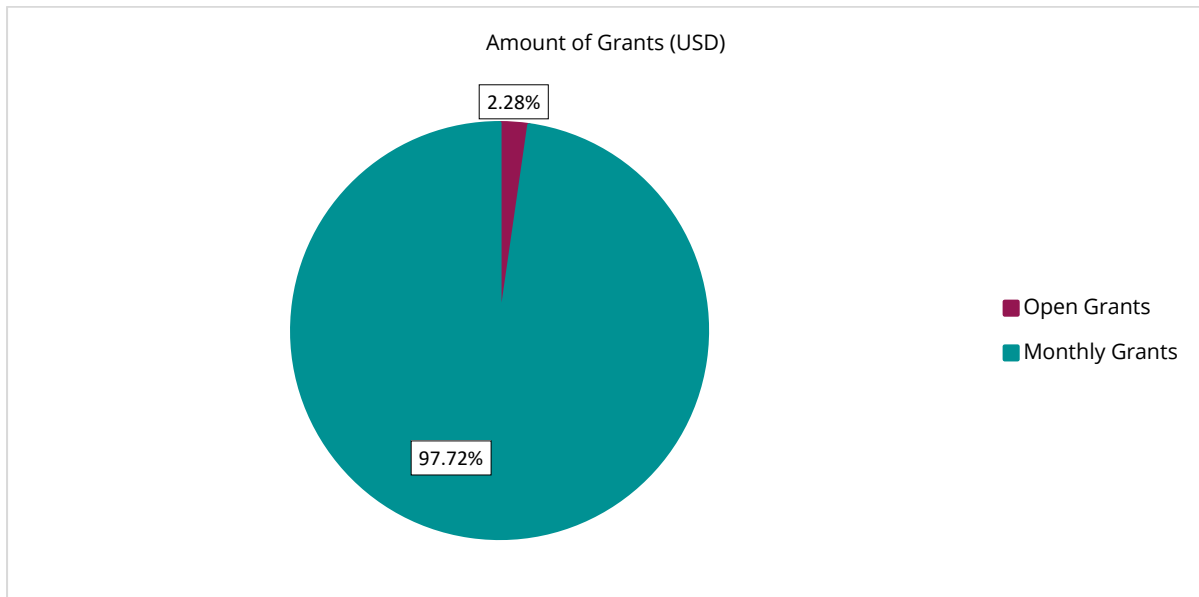
**Figure 14. Gender cross-cutting indicators SO2 T-ICSP**



Source: COMET report CM-R009b Cross Cutting Indicators EG01.

## Support graphics to EQ4.2 – Donors and Funding

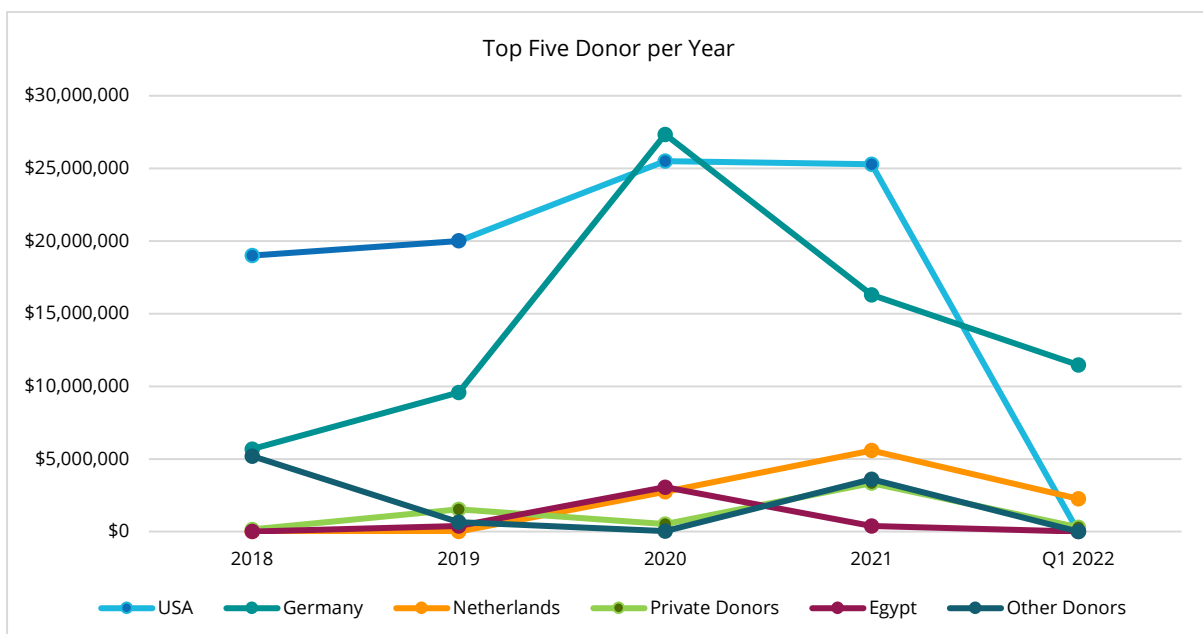
Figure 15. Grant validity CSP (2018 – Q1 2022)



Source: Country Office.

85. Figure 15: The amount of open grants is USD 4,412,124, or 2,28 percent of the total amount of grants received. The biggest open grant was received by Finland of USD1,975,309, or 44.7 percent of the total open grants received, followed then by Egypt and Ireland. The two principal donors of the CSP, USA and Germany (Figure 16) seems to prefer monthly grants.<sup>41</sup>

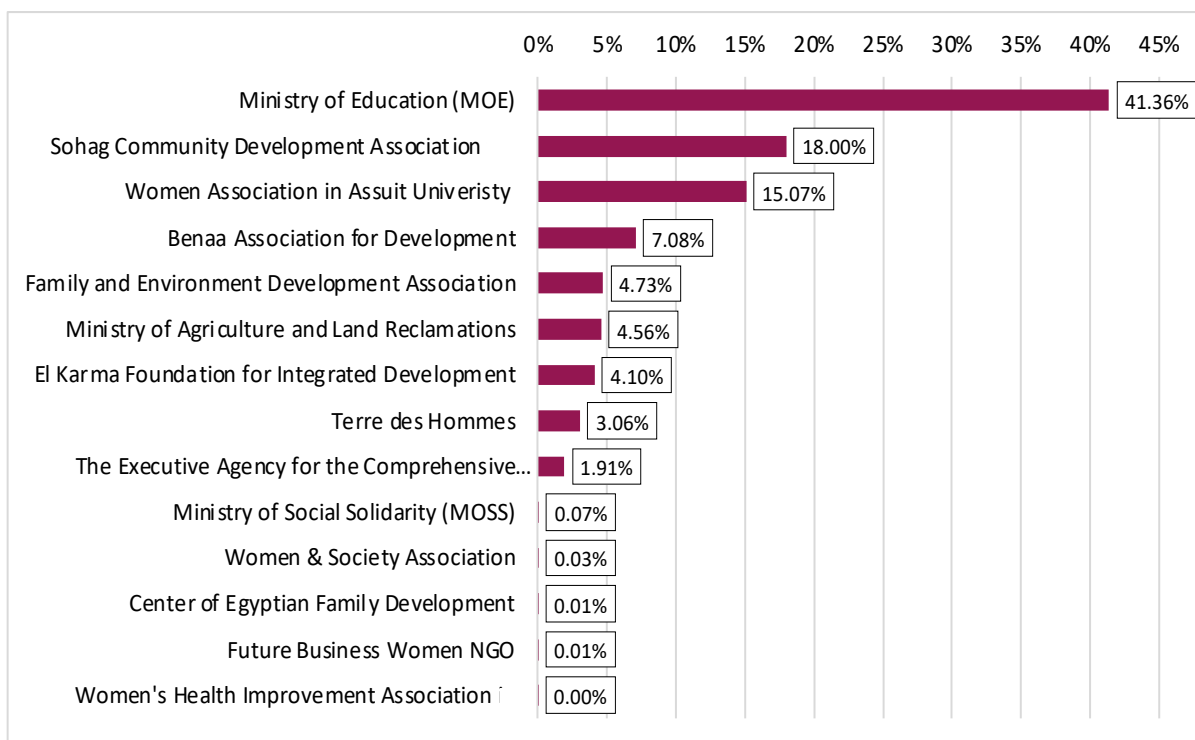
Figure 16. Top five donor of the CSP by year (2018 - Q1 2022)



Source: FACTORY Historical Resource Situation Report accessed 25.04.2022

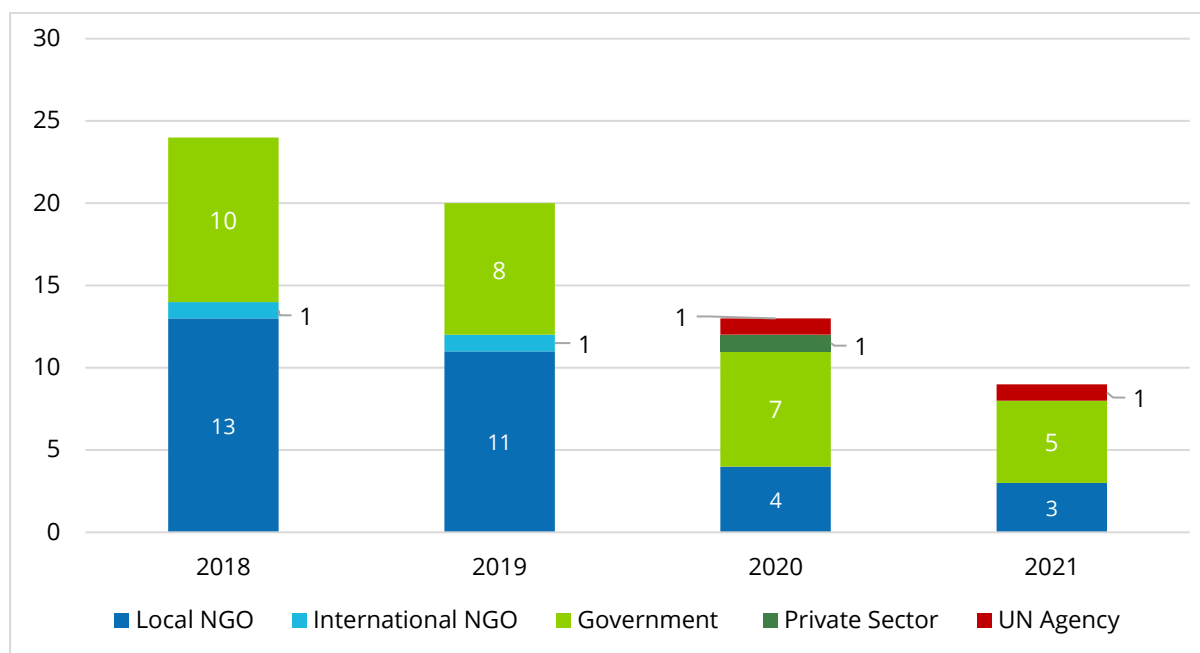
<sup>41</sup> 'Open grant' means a grant can be used throughout the duration of the CSP from when it is received. 'Monthly grant' means a grant needs to be used within a specific duration (e.g. six months) from when it is received. Open grants allow more flexibility.

**Figure 17. Ratio per partner (in %) of MT food distributed between 2018 and 2020**



Source: Country Office.

**Figure 18. WFP Egypt's partners, by type**



Source: Partner overview December 2021 (Country Office).



# Annex XII: Output indicators

86. The following section only presents evaluable and partially evaluable output indicators of the T-ICSP and CSP. Non-evaluable indicators are not included. All outcome and cross-cutting indicators are already presented throughout the report. For a full overview of evaluable and non-evaluable indicator please refer to the Egypt CSPE Inception report annexes.

**Table 17. Output indicators (T-ICSP January–June 2018)**

Output Indicator	Detailed Indicator	Unit	T-ICSP (January - June 2018)		
			Planned	Actual	% achieved
			Total	Total	
<b>SO1 Food-insecure and most vulnerable children and families in targeted areas of Egypt have access to food all year round.</b>					
<b>01 SMP Complement the Government's school meals programme by providing nutritious in-school snacks, take-home entitlements and support to related activities.</b>					
<b>C: Schoolchildren benefit from a universal-access school meals programme contributing to the satisfaction of their basic food needs</b>					
C.1: Number of people trained	Number of teachers/ educators/ teaching assistants trained or certified	Individual	1,694	763	45.04%
	Number of women trained	Individual	31,000	31,719	102.32%
	Number of government/ national partner staff receiving technical assistance and training	Individual	406	334	82.27%
<b>L Schoolchildren benefit from physically upgraded schools and enhanced educational services.</b>					
L.1: Number of infrastructure works implemented, by type	Number of infrastructure works implemented	unit	610	610	100.00%
<b>SO4 Smallholder farmer and Bedouin communities in the most vulnerable Governorates of Egypt have resilient livelihoods by 2030.</b>					
<b>05 CAR Provide support to vulnerable communities of smallholders and Bedouins to improve their resilience and livelihoods.</b>					
<b>C: Smallholder farmers benefit from improved agricultural practices and inputs and enhanced market linkages to improve their adaptation and resilience to the impacts of climate change</b>					
C.1: Number of people trained	Number of people trained	Individual	2,000	17,554	877.70%
C.2: Number of capacity-development activities provided	Number of training sessions/workshop organized	training session	25	514	2056.00%
<b>SO5 The Government of Egypt has enhanced capacity to target and assist vulnerable populations, and share its experience with selected countries to achieve Zero Hunger by 2030</b>					
<b>06 CSI Provide technical assistance to the Government to improve implementation of social protection, food security and nutrition programmes and resilience-building programmes and systems.</b>					
<b>C: Food insecure communities across Egypt benefit from improved targeting and delivery of Government assistance in order to protect access to basic food and nutrition needs.</b>					
C.1: Number of people trained	Number of government/national partner staff receiving technical assistance and training	Individual	350	334	95.43%

n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018 EG01

Table 10. Activity 1 – output indicators

Output Indicator	Detailed Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
				Total	Total	achieved	Total	Total	achieved	Total	Total	achieved	Total	Total	achieved
<b>A: Targeted schoolchildren and their family members receive conditional monthly entitlements to meet their basic food needs and maintain enrolment and attendance rates, especially for girls.</b>															
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	Beneficiaries receiving food transfers	Individual	Yes	-	-	-	812,000	2,565,999	316%	740,000	3,650	0.49%	-	-	-
	Beneficiaries receiving cash-based transfers	Individual	Yes	-	-	-	288,000	45,892	16%	360,000	192,765	54%	-	-	-
A.2: Quantity of food provided	Food transfers	MT	No	-	-	-	13,144	9,433	72%	13,144	14	0.11%	-	-	-
A.4: Total amount of cash transferred to targeted beneficiaries	Cash-based transfers	US\$	No	-	-	-	8,640,000	764,937	9%	8,640,000	2,731,243	32%	-	-	-
<b>C: Schoolchildren benefit from a universal-access school meals programme contributing to the satisfaction of their basic food needs</b>															
C.1: Number of people trained	Number of teachers/educators/ teaching assistants trained or certified	Individual	No	800	670	83.75%	-	-	-	-	-	-	-	-	-
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/ national partner staff receiving technical assistance and training	Individual	No	n.a	n.a	n.a	1,150	2,786	242%	50	50	100%	240	921	384%
<b>L Schoolchildren benefit from physically upgraded schools and enhanced educational services.</b>															
L.1: Number of infrastructure works implemented, by type	Number of infrastructure works implemented	unit	No	78	89	114.10%	-	-	-	-	-	-	414	464	112%

n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021

Table 19. Activity 2 output indicators

Output Indicator	Detailed Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
				Total	Total	achieved	Total	Total	achieved	Total	Total	achieved	Total	Total	achieved
<b>A,C : Targeted households of community schools students, particularly women in those households, receive livelihood support that improve their access to food</b>															
A.1: Number of women, men, boys and girls receiving	Beneficiaries receiving cash-based transfers	Individual	Yes	n.a	n.a	n.a	12,000	-	-	24,000	0	0%	-	-	-

food/cash-based transfers/commodity vouchers/capacity-strengthening transfers	A. Number of direct beneficiaries of capacity-strengthening transfers (female)	person	No	-	-	-	-	-	-	3,000	10,000	333%	-	-	-
	Number of women-headed households that receive food assistance	individual	No	1,800	1,883	104.61%	2,000	2,584	129%	-	-	-	2,000	1,060	53%
	Number of participants in beneficiary training sessions (livelihood-support/agriculture & farming/IGA)	individual	No	n.a	n.a	n.a	1,200	2,537	211%	-	-	-	4,000	8,237	206%
A.4: Total amount of cash transferred to targeted beneficiaries	Cash-based transfers	US\$	No	n.a	n.a	n.a	580,800	0	0%	n.a	n.a	n.a	-	-	-
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training	individual	No	n.a	n.a	n.a	656	603	92%	-	-	-	-	-	-
<b>A,C: Adolescents in targeted urban and rural communities benefit food assistance conditional upon their active participation in pilot capacity strengthening activities to improve their employability and income opportunities and thus their food security</b>															
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training	individual	No	n.a	n.a	n.a	-	-	-	-	-	-	60	60	100%

n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021

**Table 11. Activity 3 output indicators**

Output Indicator	Detail Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
				Total	Total		Total	Total		Total	Total		Total	Total	
<b>A,C: Targeted refugees, displaced populations and host communities receive conditional assistance for participation in livelihood and income diversification activities to improve their resilience</b>															

A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers	A. Number of direct beneficiaries of capacity-strengthening transfers	person	Yes	100	48	48.00%	1,200	-	-	700	715	102%	-	-	-
	Number of participants in beneficiary training sessions (livelihood-support/agriculture & farming/IGA)	individual	No	-	-	-	1,200	1,008	84%	-	-	-	309	301	97%
	Beneficiaries receiving cash-based transfers	Individual	Yes	-	-	-	80,000	107,032	134%	88,000	140,957	160%	-	-	-
A.4: Total value of vouchers (expressed in food/cash) distributed to targeted beneficiaries	Cash-based transfers	US\$	No	-	-	-	24,066,240	26,991,858	112%	40,038,240	36,306,447	91%	-	-	-
C.1: Number of people trained	Number of people trained	individual	No	100	48	48.00%	-	-	-	-	-	-	-	-	-

n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021

**Table 12. Activity 9 – output indicators**

Output Indicator	Detailed Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
				Total	Total		Total	Total		Total	Total		Total	Total	
<b>A,B,C,C*,E,F: Targeted students, teachers and parents receive nutrition education sessions, along with community school meals provided for children to meet their nutritional needs</b>															
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers	Beneficiaries receiving cash-based transfers	individual	Yes	n.a	n.a	n.a	n.a	n.a	n.a	695,000	899,840	129%	-	-	-

A.3: Total amount of cash transferred to targeted beneficiaries	Cash-based transfers	US\$	-	n.a	n.a	n.a	n.a	n.a	n.a	26,519,969	11,651,126	44%	-	-	-
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n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021

**Table 13. Activity 4 – output indicators**

Output Indicator	Detailed Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
				Total	Total		Total	Total		Total	Total		Total	Total	
<b>A: Pregnant and lactating women and children aged 6–23 months receive conditional food assistance and benefit from essential maternal and child health services to meet their basic nutritional needs</b>															
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers	Beneficiaries receiving cash-based transfers	Individual	No	-	-	-	100,000	0	0%	100,000	40,548	41%	-	-	-
A.3: Total amount of cash transferred to targeted beneficiaries	Cash-based transfers	US\$	No	-	-	-	12,000,000	0	0%	12,000,000	1,677,854	14%	-	-	-
<b>C,E: Targeted communities benefit from literacy education and social and behaviour change communications to reinforce positive behavioural change for better nutrition</b>															
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training	Individual	No	n.a	n.a	n.a	243	243	100%	25	25	100%	919	919	100%

C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support (new)	Number of tools or products developed	unit	No	n.a	n.a	n.a	3	3	100%	22	22	100%	10	10	100%
E*.4: Number of people reached through interpersonal SBCC approaches	Number of people reached through interpersonal SBCC approaches (female)	number	No	n.a	n.a	n.a	4,000	4,263	107%	-	-	-	419	419	100%

n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021

**Table 23. Activity 5 – output indicators**

Output Indicator	Detailed Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
				Total	Total		Total	Total		Total	Total		Total	Total	
<b>A,D: Smallholder Farmers and Bedouin communities receive assistance to create or rehabilitate assets to improve their livelihoods.</b>															
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers	Beneficiaries receiving cash-based transfers	individual	Yes	-	-	-	8,000	24,670	308%	40,000	178,782	447%	-	-	-
	Beneficiaries receiving food transfers	individual	Yes	-	-	-	-	-	-	8,000	3,330	42%	-	-	-
A.2: Quantity of food provided	Food transfers	MT	No	-	-	-	173	516	298%	173	11	6%	-	-	-
A.4: Total amount of cash transferred to targeted beneficiaries	Cash-based transfers	US\$	No	n.a	n.a	-	n.a	n.a	-	1,526,400	962,539	63%	-	-	-

C,F: Smallholder farmers benefit from improved agricultural practices and inputs and enhanced market linkages to improve their adaptation and resilience to the impacts of climate change															
C.1: Number of people trained	Number of people trained	Individual	No	2,000	6,984	349.20%	31,249	31,355	100%	-	-	-	-	-	-
C.2: Number of capacity-development activities provided	Number of training sessions/workshop organized	Training session	No	25	448	1792.00%	2,962	1,798	61%	-	-	-	-	-	-
C.5*: Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of training sessions/workshop organized	Training session	No	-	-	-	-	-	-	92	839	912%	579	459	79%
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training	Individual	No	-	-	-	-	-	-	61	133	218%	4,007	4,050	101%
F.1: Number of smallholder farmers supported/trained	Number of smallholder farmers supported by WFP	individual	No	n.a	n.a	n.a	n.a	n.a	n.a	8,833	11,974	136%	7,632	8,264	108%
F.4*: Number of trainings provided to smallholders farmers (new)	Number of trainings provided to smallholders farmers (new)	Number	No	n.a	n.a	n.a	n.a	n.a	n.a	450	837	186%	686	590	86%
G: Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities															
G: Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities	Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities	individual	No	n.a	n.a	n.a	n.a	n.a	n.a	151,740	165,745	109%	-	-	-

n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021

**Table 14. Activity 6 – output indicators**

Output Indicator	Detailed Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
				Total	Total		Total	Total		Total	Total		Total	Total	
<b>C: Egypt's Government has enhanced programmes and systems for evidence-based policy development, targeting and delivery of social protection and resilience-building interventions for vulnerable rural and urban communities</b>															
C.1: Number of people trained	Number of government/national partner staff receiving technical assistance and training	Individual	No	100	91	91.00%	100	55	55%	11	14	127%	-	-	-
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support (new)	Number of tools or products developed	Unit	No	n.a	n.a	n.a	-	-	-	100	51	51%	-	-	-
<b>C: The Government benefits from improved supply chain systems for basic food commodities.</b>															
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training	Individual	No	n.a	n.a	n.a	10	15	150%	7	12	171%	12	12	100%

n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021.

**Table 15. Activity 7 – output indicators**



Output Indicator	Detailed Indicator	Unit	Gender disaggregated	2018			2019			2020			2021		
				Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
				Total	Total	achieved	Total	Total	achieved	Total	Total	achieved	Total	Total	achieved
<b>C: Egypt and selected countries benefit from the regional and global exchange of experience and knowledge aimed at achieving zero hunger</b>															
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training	Individual	No	n.a	n.a	n.a	50	95	190%	15	6	40%	24	24	100%
<b>C: Targeted communities benefit from innovative school-supported activities that protect access to food and enhance resilience to socioeconomic and climate shocks</b>															
C.4*: Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training individual	Individual	No	n.a	n.a	n.a	20	10	50%	65	51	78%	-	-	-

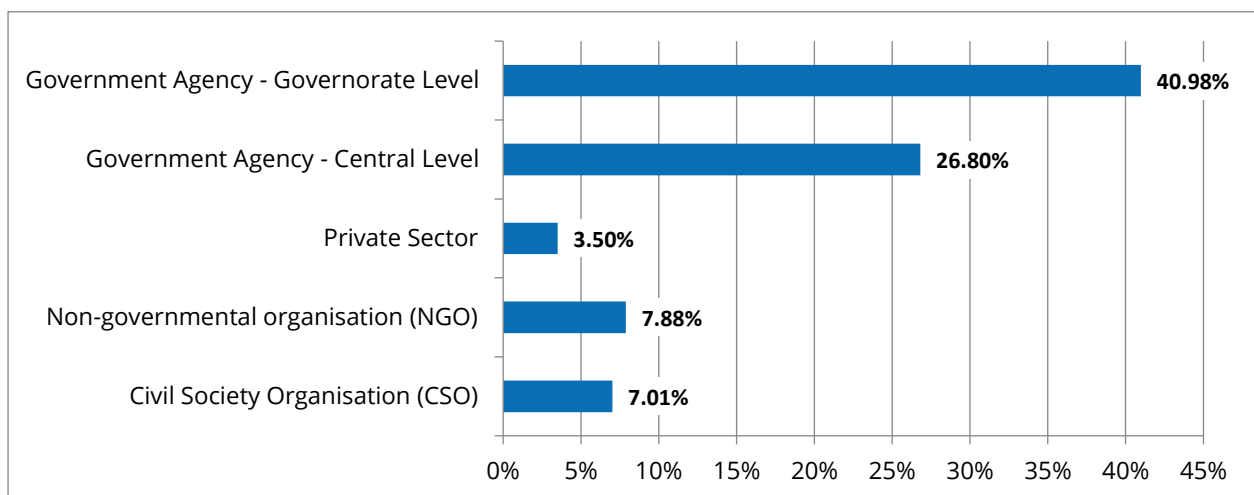
n.a. = not applicable (the indicator was not included in the version of the logframe valid at the time of reporting)

Source: COMET report CM-R008 2018, 2019, 2020 and 2021.

# Annex XIII: Survey Results

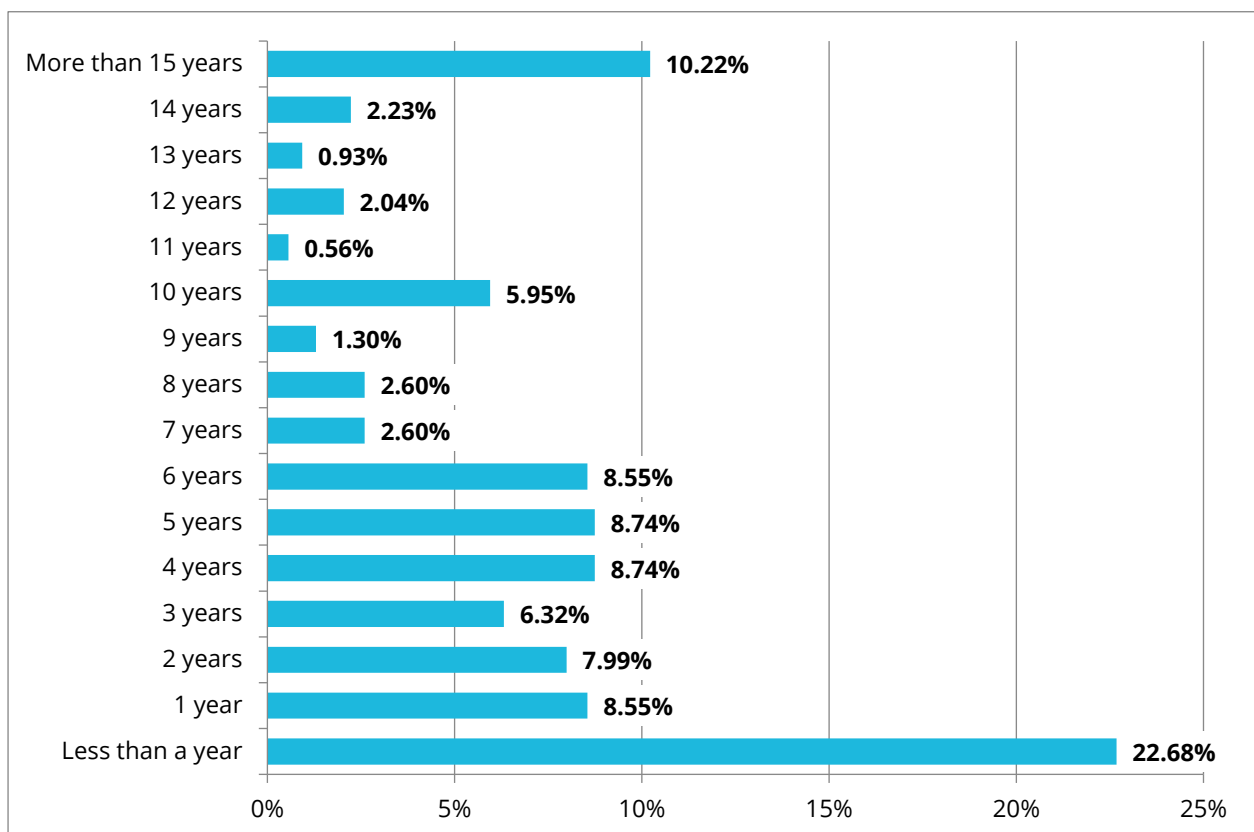
87. The following figures and tables present the results of the CCS survey developed by the ET. In total, the survey was answered fully by 583 respondents. A total of 23.95 percent of respondents were men while 76.05 were women. 67.78 percent of respondents worked in a government agency (40.98 percent at the governorate level and 26.80 percent at the central level) (Figure 19).

**Figure 19. What type of organization do you work in?**



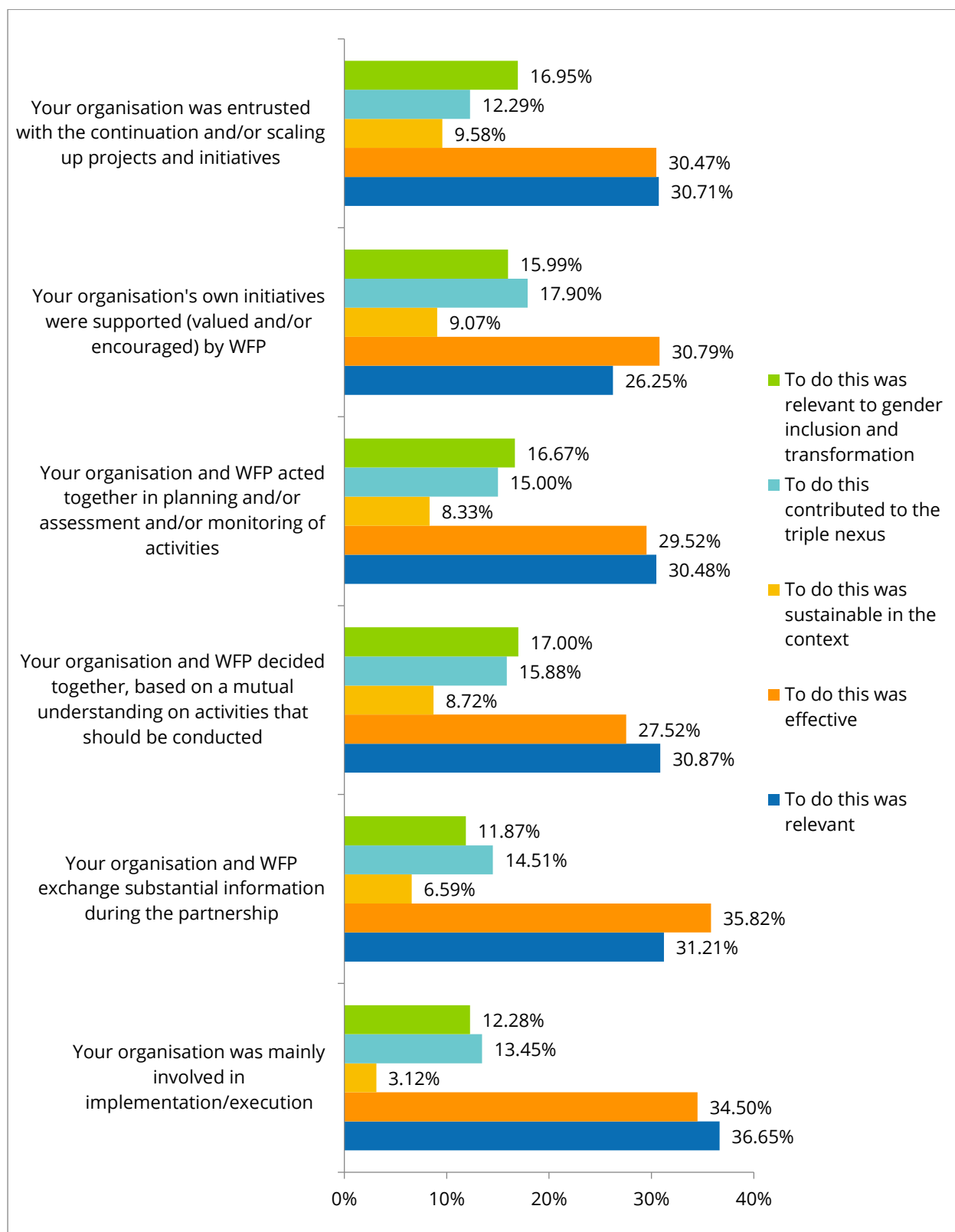
Source: CCS survey.

**Figure 20. How long have you partnered with WFP?**



Source: CCS survey.

**Figure 21. Understanding the type of partnership with WFP<sup>42</sup>**



Source: CCS survey.

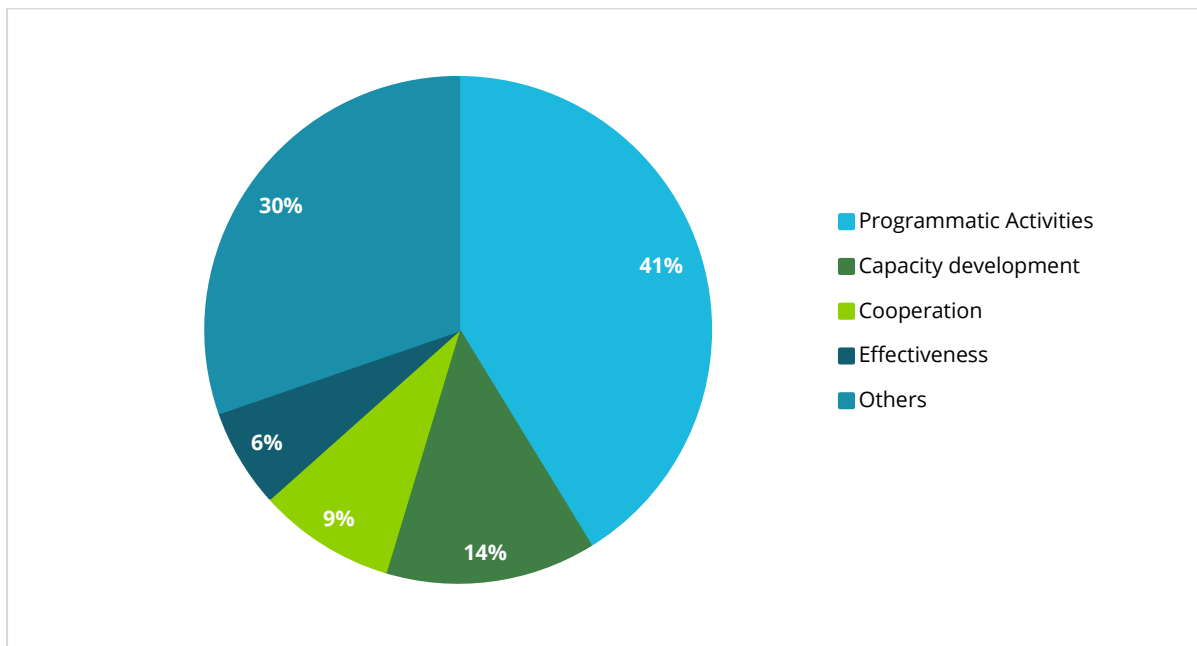
<sup>42</sup> For this question, respondents could choose one or more answer to the question.

88. Figure 22: The 492 answers received by the ET from respondents to the question “What is the best element of your partnership with WFP” were categorized as follows: programmatic activities, capacity-development, cooperation, effectiveness, and “other answer”. The answers were as follows:

- a) A total of 41.26 percent of respondents outlined the best element of their partnership with WFP is WFP’ support to programmatic activities that concern:
  - i. Education (29 percent of those who answered programmatic activities),
  - ii. Nutrition (19 percent),
  - iii. Support to the most vulnerable (9 percent),
  - iv. Gender (8 percent),
  - v. Health (2 percent),
  - vi. Youth empowerment (2 percent),
  - vii. Digitalization (1 percent) and
  - viii. Other unconvulsive answers (32 percent).
- b) 13.41 percent of respondents think that capacity-development is the best element of their partnership with WFP,
- c) 8.74 percent think it is their cooperation, and
- d) 6.30 percent think it is WFP’s effectiveness in delivery of activities.

89. However, 30.28 percent of answers concern 19 other categories with smaller percentages. This shows that respondents had different views and perceptions of what was the best element of their partnership with WFP.

**Figure 22. What is the best element of your partnership with WFP?**



Source: CCS survey.

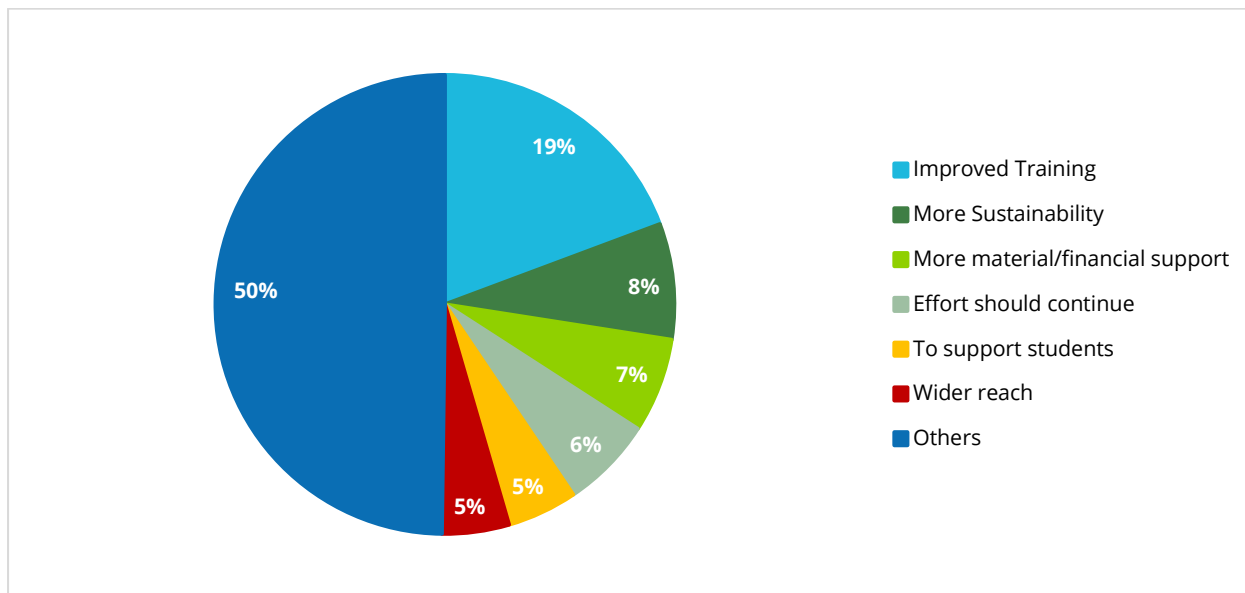
90. Figure 23: The 466 answers received from the respondents to the question, “What would you suggest be changed regarding partnership with WFP to improve the overall results of your work” were categorized as follow: training, sustainability, financial support, continuity of trainings, support to children, wider reach and others. The answers are as following:

- a) 19 percent of respondents would like to received better and improved trainings to improve their partnership with WFP and their results
- b) 8 percent of respondents mentioned the sustainability of their partnership on the long-term,
- c) 7 percent of respondents noted that more material and financial support could serve to improve the overall results of their work with WFP
- d) 6 percent affirmed that their partnership was too short

- e) 5 percent would like to see more support to children and,
- f) 5 percent think their partnership with WFP should have a wider reach.

91. Importantly, 50 percent of answers were categorized as ‘others’, which include 43 other categories (each of them representing less than 2 percent of total answers). This shows that respondents had very different views and opinions to what could improve their overall results of their work through a partnership with WFP.

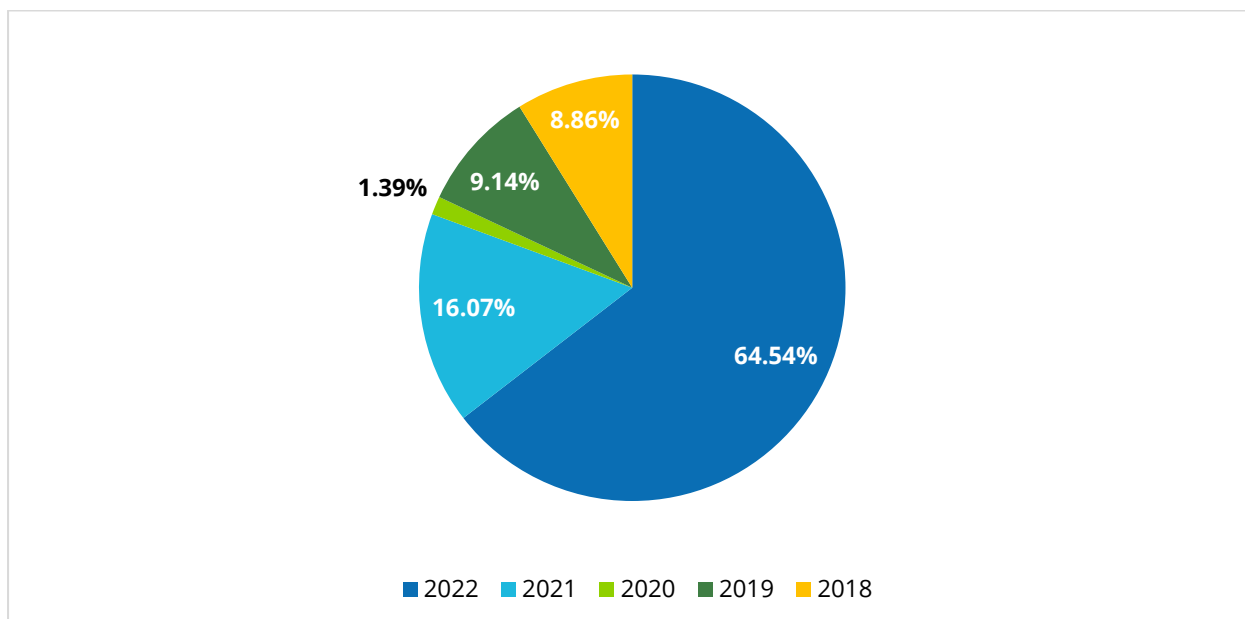
**Figure 23. What would you suggest be changed regarding partnerships with WFP to improve the overall results of your work?**



Source: CCS survey.

92. Figure 24: More than half of the respondents (64.54 percent) participated in their first CCS event in 2022, followed by 2021, then 2019 and 2018. Less than 2 percent participated in CCS events in 2020. While this can present a limitation to assess if the CCS was useful on the long-term, such results correlate with the COVID-19 and the suspension of several WFP's in-person activities such as trainings due to COVID-19 restrictions.

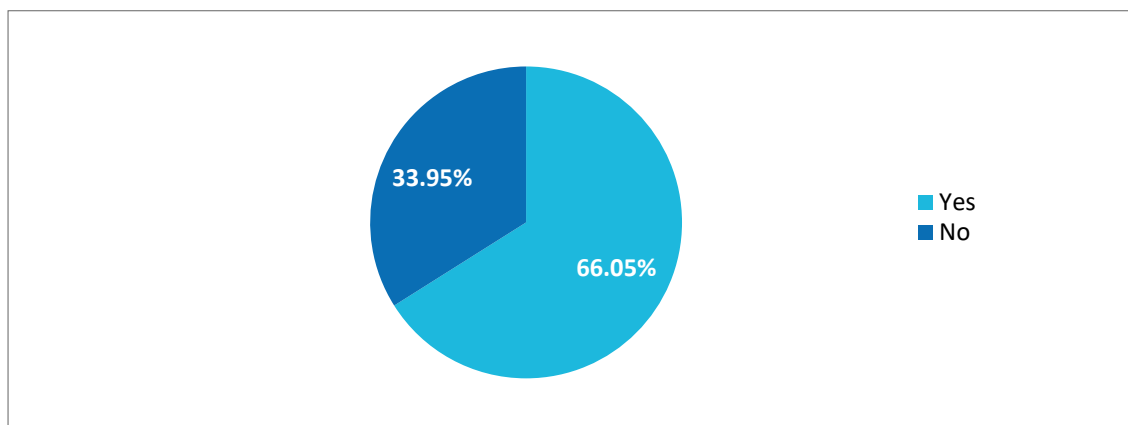
**Figure 24. When was the first CCS event you participated in?**



Source: CCS survey.

93. According to Figure 25, 66 percent of respondents found that CCS support led to the expected objectives. Respondents mention that CCS helped students to not drop out of education, that families overall are more informed about children’s nutrition, that IT training received by teacher helped with the quality of children’s education, that access to knowledge in different spheres increased and that the state is willing and keen to develop its capacities in different sector (nutrition, IT, education, and other spheres).

**Figure 25. Has the CCS support led to the expected objectives?**



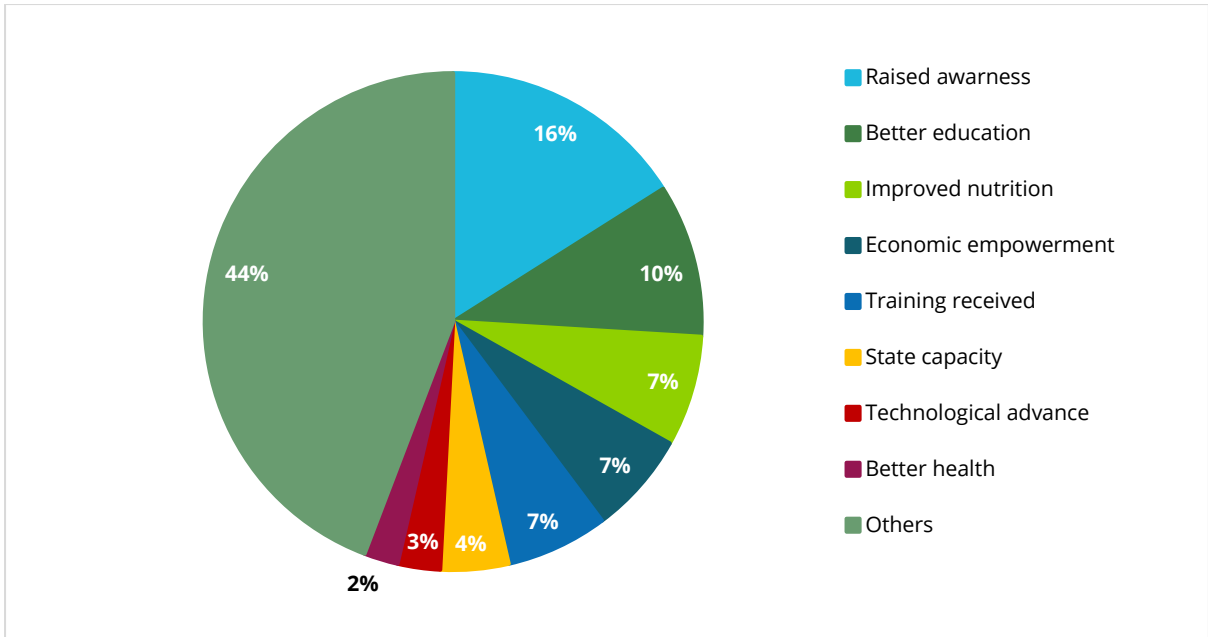
Source: CCS survey.

94. Figure 26: The 154 answers received from the respondents to the question, “Why has CCS support = led to the expected objective” were categorized into 9 categories.

- a) 16 percent of respondents affirm that CCS of WFP led to the expected objective because they can see an improved awareness on the importance of nutrition among families
- b) 7 percent of respondents believe CCS of WFP improved education and nutrition respectively in Egypt
- c) 7 percent of respondents that it led to an economic empowerment (among women and youth in majority)
- d) 7 percent of respondents believe the CCS support has led to the expected objectives due to the efficacy of trainings received
- e) 4 percent of respondents believe the state’s capacity has improved
- f) 3 percent of respondents see a technological advance
- g) 2 percent of respondents believe the support has led to improved health

95. Importantly, 44 percent of answers were categorized as “others” (representing 12 other categories). Again, this shows that respondents had very different views and opinions as to why CCS support from WFP led to expected objectives.

**Figure 26. If yes, why has it led to the expected objectives?**



Source: CCS survey.

## Annex XIV: WFP Egypt presence in the years prior to the CSP

96. WFP has been operating in Egypt since 1968,<sup>43</sup> working with the Government to respond to humanitarian needs and tackle the underlying causes of food insecurity and malnutrition in the country. The country programme 2007–June 2013 aimed to improve Government food safety nets through capacity-development and the testing of models for school feeding and food for assets (FFA). The 2010 mid-term evaluation found that the country programme activities were aligned with needs; they supported the Government with technical assistance and addressed challenges in agriculture and education. Interventions were concentrated in rural Upper Egypt, where needs were greatest. The mid-term evaluation highlighted the importance of the food subsidy system and recommended that WFP focus on supporting reforms.<sup>44</sup>
97. Under the country programme (2013–2017), WFP supported the Government to: (1) enable national institutions to monitor and respond to food security risks, provide evidence-based analysis to guide food-security policy, and to support the reform of food-based safety nets; (2) enhance access to pre-primary and primary education and combat child labour through food assistance for selected schools in Upper Egypt; (3) enable poor communities in Upper Egypt and frontier governorates to adapt to climate change and market fluctuations and to reduce agricultural losses through support for sustainable livelihoods; and (4) strengthen national capacity to prevent chronic malnutrition among vulnerable populations.<sup>45</sup>
98. In November 2017, WFP approved a budget revision for an extension of time to the country programme. This was done to ensure the uninterrupted support to the Government of Egypt during WFP's transition period. The extension lasted from January to June 2018, under the guidance detailed in the Transitional Interim Country Strategic Plan (TICSP). This was followed by the current CSP 2018–2023. (More details on the TICSP and CSP are under the 'subject evaluated' section in the report).
99. It is worth noting that in 2018 WFP in Egypt celebrated its 50th anniversary by signing an agreement to benefit neighbouring and African countries through the exchange of knowledge and expertise in support of SDG2.<sup>46</sup>
100. The following table captures the pre-CSP situation during 2015–2018.

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<sup>43</sup> WFP. 2021. Country Brief 2020.

<sup>44</sup> WFP. 2013. Country Programme Egypt 200238 (2013–2017).

<sup>45</sup> WFP. 2013. Country Programme Egypt (2013–2017): Leveraging National Capacity through Partnerships for Food. WFP 2018. Nutrition Security, Standard Project Report 2017.

<sup>46</sup> WFP. 2018. WFP celebrates 50 years of Egypt with launch of knowledge-sharing partnership with Government.



Table 16. Egypt presence in years pre-CSP

		2015	2016	2017	2018
WFP Interventions	WFP Regional EMOP 200433 (Jul 2012–Dec 2016)	Activity type: General food distribution (GD)			
			Food-Assistance-for-Assets, Food-Assistance-for-Training		
		Total requirements: USD3,213,209,658 (regional total) Total contributions received: USD2,158,208,175 (Regional Total) Funding: 67.2%			
	Country Programme 200238 (Jul 2013–June 2018)	Activity type: Strengthening institutional capacities; school meal activities; food-assistance-for-assets, food-assistance-for-education			
		Total requirement: USD168,469,594. Total contributions received: USD106,393,428. Funding: 63.2%			
Egypt EMOP 200835 (May 2015–Sep 2016)	Assistance to Egyptian returnees from Libya. Activity type: general food distribution (GD) Total requirements: USD6,004,698 Total contributions received: USD1,070,000 Funding:17.8%				
WFP Regional PRRO 200987 (Jan 2017– Dec 2018)			Activity type: Unconditional resource transfers to support access to food (URT); school meal activities (SMP); asset creation and livelihood support (ACL), individual capacity-strengthening. Total		

		2015	2016	2017	2018
				requirements: USD1,170,376,925 (regional total)  Total contributions received: USD920,727,028 (regional total)  Funding: 78.7%	
	Egypt T-ICSP – EG01 (Jan–June 2018)				Activity type: Unconditional resource transfers to support access to food (URT); school meal activities (SMP); asset creation and livelihood support (ACL); country capacity-strengthening; malnutrition prevention
					Total requirements: USD38,633,567 Total contributions received: USD 28,954,400 Funding: 74.9%
<b>Outputs at country office level</b>	Food distributed (mt)	CP Dev – 12,865	CP Dev 15,656	CP Dev 16,432	10,476

		2015	2016	2017	2018
	Cash & Voucher distributed (USD)	Regional EMOP 354,423,237 (Regional total) CP Dev - 60,745	Regional EMOP 19,231,212 (Egypt only) CP Dev - 1,267,076 Country EMOP 843,623	Regional PRRO: 19,137,771 (Egypt only) CP Dev: 2,246,925	13,066,596
	Actual beneficiaries (number)	Regional EMOP 75,729 (Egypt only). Total beneficiaries - 1,076,928	Regional EMOP 75,729 (Egypt only). Total beneficiaries - 1,076,928	Regional PRRO 77,391 (Egypt only) CP Dev 2,751,755	2,799,353

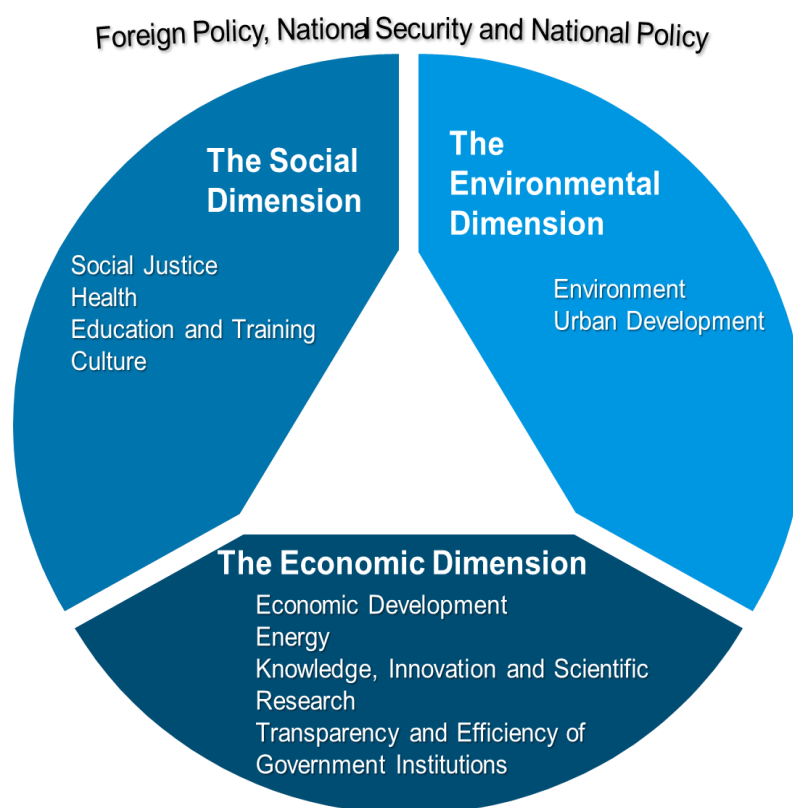
# Annex XV: Additional Information on National Policies and UNPDF

## National policies and strategic development goals

101. Egypt launched its first sustainable development strategy, Egypt Vision 2030 (SDS), in February 2016, aligned with the 17 SDGs. It is consistent with the African Union’s Agenda 2063,<sup>47</sup> which was launched on 31 January 2015. Egypt established the “National Committee for Monitoring the Implementation of the Sustainable Development Goals”, which ensures the integration of the SDGs into Egypt’s sustainable development strategies.<sup>48</sup>

102. The CSP is aligned with Egypt Vision 2030, which forms part of the Sustainable Development Strategy (SDS). The SDS is organized around three dimensions and includes ten pillar elements (Figure 30).

Figure 27 – The Sustainable Development Strategy – Egypt’s Vision 2030, The Main Pillars:



Source: Egypt Vision 2030, Sustainable Development Strategy, p.7

103. The Government has multiple medium- and long-term strategies in place to facilitate achievement of the SDGs. These include:

47 Ministry of Planning and Economic Development. 2021. Egypt 2021 *Voluntary National Review*.

48 Ministry of International Cooperation. 2016. National Voluntary Review of the Sustainable Development Goals. Input to the 2016 High-level Political Forum on Sustainable Development.

104. The National School Feeding Programme which has supported by WFP since 1968. In 2014 the Government's investment was reported as USD110 million per year and as reaching 12.5 million pupils annually.<sup>49</sup>
105. The National Strategic Plan for Pre-University education (2014-2030) aims to provide equal enrolment opportunities to all education age persons including out-of-school children. The strategy also aims to improve the quality and effectiveness of pedagogical services.
106. The National Strategy for Disaster Risk Reduction 2030 (2017) aims to incorporate the concept of disaster risk reduction into policies and build capacities for facing crises and disasters.<sup>50</sup>
107. The National Climate Change Adaptation Strategy (2011) aims to reduce risks and disasters resulting from climate change and increase resilience and capacities.<sup>51</sup>
108. The National Strategy for the Empowerment of Egyptian Women 2030 focuses on mainstreaming women's issues in the Egypt Vision 2030 pillars to achieve sustainable development.<sup>52</sup>
109. The Sustainable Agricultural Development Strategy Towards 2030 (2017) aims to modernize Egyptian agriculture by promoting sustainable use of natural agricultural resources; increasing productivity; raising the degree of food security; and increasing the competitiveness of agricultural products.<sup>53</sup>
110. The National Food and Nutrition Policy (2007–2017) guarantees universal availability and accessibility to adequate, high quality, safe food and promotes healthy dietary practices for prevention and control of nutritional disorders.<sup>54</sup> A revised policy was issued for the 2018-2025 and there are plans for a further update expected to cover the 2018-2030 period.
111. The National Project for Family Development (2021–2023) has a strategic goal to improve the quality of life of the Egyptian citizen and family. The emphasis is on enabling access to safe family planning and reproductive health services.<sup>55</sup>
112. The National Population and Development Strategy (NPS) 2015 – 2030 aims to enhance the living conditions and quality of life through four strategic goals: 1) reducing population growth rates; 2) improving population characteristics; 3) redressing imbalances in population distributions; and 4) reducing disparities among different geographical areas.<sup>56</sup>
113. An Inclusive Healthcare System for All (2018–2032) focuses on increasing accessibility to health services.<sup>57</sup>
114. The National Artificial Intelligence Strategy was launched in 2019, following the establishment of the National Council for Artificial Intelligence, to exploit AI technology to attain the country's SDGs.<sup>58</sup>
115. The National Action Plan for Combating the Worst Forms of Child Labour in Egypt and Supporting Family (2018–2025)<sup>59</sup> aims to contribute to the effective elimination of child labour in all its forms by 2025. The plan emphasises the provision of inclusive social protection for targeted children and their families.

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<sup>49</sup> WFP. 2016. School Meals Fact Sheet.

<sup>50</sup> Government of Egypt. 2017. National Strategy for Disaster Risk Reduction 2030.

<sup>51</sup> UNDP. 2011. Egypt's National Strategy for Adaptation to Climate Change and Disaster Risk Reduction.

<sup>52</sup> Government of Egypt. 2017. National Strategy for the Empowerment of Egyptian Women 2030.

<sup>53</sup> Government of Egypt. 2009. Sustainable Agricultural Development Strategy Towards 2030.

<sup>54</sup> National Nutrition Institute. 2007. *Food and Nutrition Policy 2007–2017*.

<sup>55</sup> State Information Services. 2021. Egypt's family development plan to improve citizen's quality of life and population characteristics.

<sup>56</sup> National Population Council, 2014. National Population and Development Strategy.

<sup>57</sup> Ahramonline. 2019. New health insurance system offers high quality medical services.

<sup>58</sup> The National Council of Artificial Intelligence. 2021. *Egypt National Artificial Intelligence Strategy*.

<sup>59</sup> Ministry of Manpower. 2018. National Action Plan for Combating the Worst Form of Child Labour of Egypt and Supporting Family (2018-2025).

116. Closing the Gender Gap Accelerator action plan launched in Egypt ahead of the 2021 International Women Day called for a public-private collaboration model aiming to address gender inequality by focusing on remuneration gender gaps, enabling women's participation in the workforce and advancing women in leadership positions.<sup>60</sup>
117. National Climate Change Strategy 2050 aims to enable the planning and management of climate change and to effectively address its consequences through the development and application of an approach based on resilience-building and on support for low emissions.<sup>61</sup>
118. The "100 Million Healthy Lives Initiative" was launched in 2018 to eliminate a Hepatitis C epidemic. The initiative was expanded to encompass other chronic diseases. Subinitiatives were launched focusing on other pressing health issues.
119. "Takaful and Karama" is Egypt's flagship social safety net programme that provides conditional and unconditional cash transfers and fosters economic inclusion.<sup>62</sup> It was followed by Haya Karima (Decent Life) for improving the quality of life in the poorest rural communities. This initiative has contributed to mitigating the negative impacts of COVID-19 among the most in need groups.<sup>63</sup>

#### Box 1 – Takaful and Karama Programme

The Ministry of Social Solidarity (MoSS) implemented the Takaful and Karama Programme for cash transfer in collaboration with other ministries and agencies. The programme was launched in 2015, covering 226 districts in 27 governorates. The programme was implemented in four phases. The first phase included districts where poverty rates are higher than 50 percent; the second phase districts where poverty rates are 30–50 percent; the third phase districts where poverty rates are 18–30 percent; and the fourth phase covered districts where poverty rates were less than 18 percent.

The programme includes: (i) A conditional cash transfer programme (**Takaful**), which is a cash support programme obliging eligible families to enrol their children in school and receive healthcare services provided by the Ministry of Health; and (ii) **Karama**, which is an unconditional cash transfer programme targeting the most disadvantaged groups in society, such as elderly people, persons with disabilities, and orphans. The objective of the Takaful and Karama programme is to support the poorest of the poor in the communities of Upper Egypt and other areas in the vicinity of Cairo and Giza governorates that families living below the poverty line inhabit.

<sup>60</sup> Ponti, A. 2021. Egypt's Closing the Gender Gap Accelerator: Why it's Necessary and What you Need to Know.

<sup>61</sup> Ministry of Environment. 2022. Egypt National Climate Change Strategy 2050.

<sup>62</sup> World Bank. 2020. Takaful and Karama: A Social Safety Net Project that Promotes Egyptian Woman Empowerment and Human Capital.

<sup>63</sup> Haya Karima. 2022. Haya Karima. Egypt Today. 2021. Report: Haya Karima reduces poverty rate in Egypt's villages by 14 percent.

## Box 2 – Haya Karima

Haya Karima, ('Decent Life') is an initiative endorsed by President Abdel Fattah Al-Sisi, with the main objective of improving the quality of life in the poorest rural communities within the framework of the Sustainable Development Strategy: Egypt Vision 2030, by decreasing multidimensional poverty and unemployment rates.

The initiative has four pillars:

1. Improving living standards and investing in human capital,
2. Developing infrastructure services,
3. Raising the quality of human development services, and
4. Economic development.

Specifically, it provides the poorest villages with increased access to the basic services such as: health, education, water and sanitation...etc.

This initiative is implemented in three phases: the first phase targets villages with poverty rate of 70 percent or greater, followed by a second phase, which targets villages with a poverty rate of 50-70 percent, then the third phase targeting villages with 50 percent poverty rate or lower. Besides poverty rates, the initiative listed the basic identification criteria for the selection of the villages most in need to be: poor basic services, education rates and class density, teacher-student ratios, needs for health services, and the status of infrastructure and roads network.

WFP works in close collaboration with this initiative to identify villages in the most need of support. The United Nations has listed the Haya Karima Initiative as one of the international best practices for the SDGs.

In January 2019 the first phase was launched and was targeted to cover 375 villages across Egypt. At the launch of the second phase, in January 2021, the number of targeted villages increased to 1500, with the number of beneficiaries representing 20 percent of the overall Egyptian population. This was achieved through the combined efforts of more than 20 ministries and agencies and 23 civil society organizations as well as a large number of Egyptian youth volunteers.

The establishment of this initiative in parallel with the spread of COVID-19 has contributed to mitigating the negative economic impacts of the virus. Indeed, the aims of the first phase of the initiative included mitigating the negative effects of the pandemic on the lives of 4.5 million citizens. A great effort has been made during the past two years to reduce unemployment rates to 7.3 percent, and provide decent job opportunities for young people, as well as to manage the Coronavirus crisis, to reduce its effects on the private sector, to protect and care for the irregular workers most affected by this crisis, and to provide them with exceptional grants for their social and health care.

## UN Partnership Development Framework

120. The United Nations Partnership Development Framework (UNPDF) 2018–2022<sup>64</sup> supports the achievement of national development goals that are outlined in the Sustainable Development Strategy: Egypt Vision 2030. The UNPDF is composed of four outcomes: 1) inclusive economic development; 2) social justice; 3) environmental sustainability and natural resource management; and 4) women's empowerment.

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<sup>64</sup> UNPDF. 2018. United Nations Partnership Development Framework 2018 to 2022.

121. The achievements under UNPDF were reviewed in May 2021. The 2020 UN contribution were focused on economic inclusive growth, social justice, environmental sustainability and natural resource management and women's empowerment.<sup>65</sup> These results were published in the UN Country Annual Results Report<sup>66</sup> and were discussed at the review.<sup>67</sup>
122. The Inclusive Economic Growth pillar facilitated the provision of financial and capacity-building services for entrepreneurs and small and medium enterprises. In 2020 it launched a national survey of the national micro, small, and medium enterprises (MSMEs), and established dairy hubs in the Al-Gharbia Governorate, which was executed by the ILO, in cooperation with the Ministry of International Cooperation.
123. The **Social Justice** pillar supported the development of the National Action Plan for Ending Violence against Children and National Child Protection Case Management Standard Operating Procedures (including children on the move, protection in emergencies), and the development and implementation of the new Universal Health Insurance Law. Children and their families received cash assistance as an alternative to school meals (due to school closures). In addition, technical assistance was provided to expand social protection schemes. Targeted interventions addressed migrants and refugees, who received nutrition assistance and health services, improved access to fresh water to households; youth and adolescents were engaged in youth-led initiatives in their communities; health staff were trained through online sessions on key topics related to COVID-19 and personal protective equipment (PPE) was supplied for frontline health workers.
124. The **Environmental Sustainability** pillar saw the launch of the National Housing Strategy, the drafting of the National Urban Policy and an updating of the Sustainable Agriculture Development Strategy (SADS). The revision of the environmental law was supported and there was a joint UN assessment of the impact of COVID-19 on agriculture, food and nutrition security in Egypt. Multiple programmes addressed smallholder farmers who were trained on climate change adaptation measures. Huge support was given to the promotion of eco-tourism through the presidential three-year initiative "Live Green", as well as financing of projects promoting solar thermal technology in the industrial sector. Many activities targeted companies to adopt green and circular measures/systems; the services of "El Mufeed" digital agriculture were extended and the "Our Health is our Capital" campaign was launched.
125. The **Women's Empowerment** pillar supported a wide range of national policies, including the development of the National Action Plan on Female Genital Mutilation (FGM) and the drafting process of the National Action Plan on the Implementation of the UN Security Council Resolution 1325 (2000) on Women, Peace and Security. The National Review of Gender Statistics was completed, and line ministry statistical units developed capacity on gender sensitization and statistics. The support provided to women through the Women's Citizenship Initiative, focused on obtaining national identification documents and gaining access to services. An Action Plan for the Gender Unit at the Ministry of Manpower was developed. In addition, the Knocking Door Campaign on elimination of FGM, implemented by the National Council of Women, was supported. Interventions to advocate for adopting gender inclusive policies in private sector companies were carried out. A women's financial inclusion programme was launched, a rapid gender assessment on social and health impacts of COVID-19 on women living with HIV and a rapid assessment on the impact of COVID-19 on women receiving microloans were carried out; maternal health-care staff were trained through online training workshops on improved quality of HIV testing of pregnant women.
126. A currently ongoing evaluation of the UNPDF 2018-2022 is expected to conclude by February 2022. The new United Nations Sustainable Development Cooperation Framework (UNSDCF or Cooperation Framework) to cover the 2023-2027 time period is currently being elaborated.

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<sup>65</sup> UN Egypt. 2021. UN Review 2020 Achievements, Discuss Upcoming Development Cooperation Plans.

<sup>66</sup> UN Egypt. 2021. UN Country Annual Results Report 2021.

<sup>67</sup> A formal report has not emerged from the review meeting that took place in 2021.



## Annex XVI: Quality assurance

127. Quality assurance has been provided by senior expert, **Ian Christoplos**. Ian has more than 30 years' experience of working in humanitarian response, disaster risk reduction, climate change adaptation and a range of issues related to the humanitarian–development nexus. He has provided quality assurance to over 200 evaluations, conducted over 40 evaluation and research assignments and is credited with close to 100 publications to date. His assignments have included collaboration with a range of bilateral agencies (Sida, ADA, Danida, SDC, DFID, GTZ, Netherlands Foreign Ministry, inter alia), UN agencies (OCHA, FAO, UNDP, UNEG), the World Bank, the Red Cross and various research institutes. The scope of his work as a professional evaluator and researcher extends to a variety of fields, including complex evaluations of country programmes and global programmes. Ian has quality assured the draft and final inception reports, and the draft and final draft evaluation reports.
128. Tana Copenhagen has applied a quality assurance (QA) system that is based on Tana's existing procedures and lessons learned from similar assignments conducted in the past. Tana's QA system is fully compliant with ISO 9001:2015. It builds on a set of indivisible principles and is implemented through a simple tested procedure:
129. Independence: The QA expert is independent from the evaluation team.
130. Quality of staff: All staff presented for this assignment have been selected with the emphasis placed on relevant previous experience and ability to deliver quality results. Recommendations have been solicited for staff that we have not worked with before.
131. Accuracy: The QA strictly follows the OECD–DAC evaluation quality standards. The QA will test the accuracy of the information in the outputs and the quality of triangulation.
132. Integrity: QA strives for utmost objectivity in the comments and suggested revisions and this is undertaken in confidentiality.
133. A prerequisite is to pay the highest attention to an effective management and quality assurance process with (especial) regard to:
134. Timeliness of the delivery of reports (inception report, draft and final evaluation reports).
135. Thorough adherence to the ToR, and subsequently the agreed refinements in the inception report
136. Accuracy and depth of analysis and soundness of arguments. Clarity of drafting, while respecting relevant vocabulary, and consistency within the documents and with other relevant documents.
137. Participatory process by ensuring that stakeholders are consulted in a participatory manner and protected and that their comments are taken into account.
138. Quality of outputs produced by the evaluation team.
139. Appropriateness of language and style to users' needs.
140. Capturing methodological improvement in evaluation approaches.
141. Furthermore, the reports will be checked by the Tana quality assurer against WFP Inception Report and Evaluation Report checklists.
142. In addition, WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with inbuilt steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. CEQAS has been systematically applied during this evaluation and relevant documents have been provided to the ET.

# Annex XVII: List of people interviewed during inception

Date	Stakeholders	Office/Unit	Name	Designation
2021-11-15	OEV	Evaluation Office	Hansdeep Khaira	Evaluation Manager
			Sameera Ashraf	M&E Officer
			Julie Thoulouzan	Senior Evaluation Officer
2021-11-28	WFP Country Office	CO Senior Management	Naoko Fukunaga	Deputy Country Director
2021-11-28	WFP Country Office	M&E & VAM	Ithar Khalil	Head of M&E and VAM
2021-11-29	WFP Country Office	Programme SO	Doaa Arafa	SO1 Manager
2021-11-29	WFP Country Office	Programme SO	Sherifa Said	SO2 Manager
2021-11-30	WFP Country Office	Programme SO	Khaled Chatila	SO4 Manager
2021-11-30	WFP Country Office	Programme SO	Alia Hafiz	SO3 Manager
2021-11-30	WFP Country Office	Logistics/Procurement	Mohamed Refaie	Head of Supply Chain (OIC)
2021-11-30	WFP Country Office	Finance and Compliance	Moayad Wahbah	Head of Finance, acting compliance officer
2021-12-01	WFP Country Office	Administration	Mahmoud Sadek	Head of Admin
2021-12-01	WFP Country Office	Budget Programming/ Resource Management	Omar Abou El Ela	Budget Programming Officer
2021-12-01	WFP Country Office	Donor Relations and Partnerships	Alaa Zohery	SO5 Manager
2021-12-01	WFP Country Office	Gender	Doaa Arafa	Gender Focal Point
2021-12-02	WFP Country Office	Human Resources	Rabah Galaleldin	Head of HR
2021-12-02	WFP Country Office	Digitalization and BF	Oday Kamal	Head of Digitalization and Hotline
2021-12-02	WFP Country Office	Programmes	Amani Gameleldin	Head of Programme
2021-12-02	WFP Country Office	Communications and IM	Amina El Korey	Head of Communications and IM
2021-12-02	WFP Country Office	RBC	Khalid Al-Qudsi	Regional Programme Coordinator
2021-12-03	WFP Country Office	CO Senior Management	Praveen Agrawal	Country Director

2021-12-08	WFP Country Office	ToC Workshop	Amani Gameleldin	Head of Programme
			Doaa Arafa	SO1 Manager
			Sherifa Said	SO2 Manager
			Alia Hafiz	SO3 Manager
			Khaled Chatila	SO4 Manager
			Alaa Zohery	SO5 Manager
			Moayad Wahbah	Head of Finance, acting compliance officer
			Mohamed Refaie	Head of Supply Chain (OIC)
			Oday Kamal	Head of Digitalization and Hotline
			Omar Abou El Ela	Budget Programming Officer
			Amina El Korey	Head of Communications and IM
			Mahmoud Sadek	Head of Admin
			Rabah Galaleldin	Head of HR
			Ithar Khalil	Head of M&E and VAM
			Hansdeep Khaira	Evaluation Officer
			Sameera Ashraf	M&E Officer
Julie Thoulouzan	Senior Evaluation Officer			

# Annex XVIII:

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# Annex XVIII: Acronyms

3RP	Refugee and Resilience Framework
AAP	Accountability to Affected Populations
AFD	Agence Française de Développement
AfDB	African Development Bank
AFESD	Arab Fund for Economic and Social Development
AMF	Arab Monetary Fund
AQ	Additional Questions
BR	Budget Revision
CAGR	Compound Annual Growth Rate
CAPMAS	Egyptian Central Agency for Public Mobilization and Statistics
CBT	Cash Based Transfers
CCS	Country Capacity Strengthening
CDA	Community Development Association
CEOSS	Coptic Evangelical Organization for Social Services
CFM	Complaint and Feedback Mechanism
CO	Country Office
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CTR	Cash-Transfer Ratios
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
DoC	Duty of Care
DSC	Direct Support Costs
EACDP	Executive Agency for the Comprehensive Development Projects
EB	Executive Board
EBRD	European Bank for Reconstruction and Development
EGP	Egyptian Pound
EIB	European Investment Bank

EM	Evaluation Manager
EQ	Evaluation Question
ET	Evaluation Team
FAO	Food and Agriculture Organization of the United Nations
FAT	Food Assistance for Training
FCS	Food Consumption Score
FGM	Female Genital Mutilation
FTR	Food Transfer Ratio
GDP	Gross Domestic Product
GERD	Grand Ethiopian Renaissance Dam
GHI	Global Hunger Index
GII	Gender Inequality Index
GNI	Gross National Income
GoE	Government of Egypt
GTP	Gender Transformation Platform
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
IHDI	Inequality-adjusted Human Development Index
IRG	Internal Reference Group
KFAED	Kuwait Fund for Arab Economic Development
KII	Key Informant Interview
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MoETE	Ministry of Education and Technical Education
MoHP	Ministry of Health and Population
MoIC	Ministry of International Cooperation
MoM	Ministry of Manpower
MoP	Ministry of Planning

MoSIT	Ministry of Supply and International Trade
MoSS	Ministry of Social Solidarity
MSMEs	Micro Small and Medium Enterprises
mt	Metric Ton
NBP	Needs Based Plan
NC3	Third National Communication
NCCM	National Council for Childhood and Motherhood
NCD	Non-Communicable Diseases
NDC	Nationally Determined Contribution
NCW	National Council of Women
NDC	Nationally Determined Contributed
NFSA	National Food Safety Authority
NGOs	Non-Governmental Organisations
NNI	National Nutrition Institute
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
OFID	OPEC Fund for International Development
OH	Outcome Harvesting
OPEC	Organisation of the Petroleum Exporting Countries
PLW	Pregnant and Lactating Women
PWD	People with Disabilities
RBC	Regional Bureau Cairo
SADS	Sustainable Agriculture Development Strategy
SCDAWCI	Sohag Community Development Association for improvement of Women's and Children's Situations
SDG	Sustainable Development Goals
SDS	Sustainable Development Strategy
SFD	Saudi Fund for Development

SO	Strategic Outcome
TC3	Third National Communication
T-ICSP	Transitional Interim Country Strategic Plan
TiU	Theory in Use
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
TVET	Technical and vocational education and training
UASC	Unaccompanied and Separated Children
UN	United Nations
UNCT	United Nations Country Team
UN FAO	United Nations Food and Agricultural Organisation
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	Office of the United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNPDF	United Nations Peace and Development Trust Fund
UNPDF	United Nations Partnership Development Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework
USAID	U.S Agency for International Development
USD	U.S. Dollar
WBG	World Bank Group
WHO	World Health Organisation
3RP	Refugee and Resilience Framework

# Annex XIIX: Glossary

<p><b>Cross cutting aims</b></p>	<p>143. <b>Gender:</b> improved gender equality and women’s empowerment among WFP-assisted population.</p> <p>144. <b>Accountability to affected populations (AAP):</b> WFP and partners are accountable to beneficiaries for meeting their hunger needs in a manner that reflects their views and preferences.</p> <p>145. <b>Protection:</b> Beneficiaries can benefit from WFP programmes in a manner that ensures and promotes their safety, dignity, and integrity.</p> <p>146. <b>Environment:</b> WFP programmes are conducted in a manner that does not harm the environment.</p>
<p>Terms used for hotline inquiry SO 1</p>	<p><b>Blocked Card:</b> beneficiary entered the wrong pin code 3 or more times  <b>Balance Inquiry:</b> beneficiary calls to ask about their Fawry cards balance  <b>Cards Error:</b> beneficiary gets an error message or error code while using the Fawry card  <b>Forgot PIN:</b> beneficiary lost their pin codes and calls the hotline to get the correct pin code  <b>Wrong enrolled information:</b> wrong grade /wrong school for beneficiary  <b>Didn't receive OTP:</b> beneficiary didn't get the OTP message from Fawry  <b>Update information:</b> beneficiary calls to update phone number/ name / parent ID  <b>COVID-19 cash transfer:</b> beneficiary asking about details of COVID 19 cash transfer and how to redeem the codes  <b>Deleted codes:</b> beneficiary got the OTP and but deleted the OTP by mistake  <b>Fawry code issues:</b> beneficiary has an error code while redeeming the OTP</p>
<p>Terms used for hotline inquiry SO 2</p>	<p><b>Pregnant and Lactating Women:</b> asking about PLW registration details  <b>Targeting:</b> refugees who need to register to get the food assistance  <b>UNHCR matter:</b> refugees who need to renew their UNHCR case number/accommodation-adding newborn /member- register to get a monthly pension  <b>Lost/Stolen E-Card:</b> refugees who lost their Fawry card  <b>Distribution issues:</b> refugees who report receiving a message to get the voucher or card from the wrong distribution point  <b>Didn't receive OTP:</b> beneficiaries who didn't get the OTP message from Fawry  <b>Update phone number:</b> refugees who want to update or change their phone number  <b>Loading inquiry:</b> asking about the next redemption date</p>

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