



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Annual session
Rome, 26–30 June 2023

Distribution: General	Agenda item X
Date: 15 March 2023	WFP/EB.A/2023/X-X/X/DRAFT
Original: English	Operational matters – Country strategic plans For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Egypt country strategic plan (2023–2028)

Duration	1 July 2023–30 June 2028
Total cost to WFP	USD 431,312,019
Gender and age marker*	4

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

More than a decade of political and socioeconomic shocks, including the coronavirus disease 2019 pandemic in 2020 and the ongoing global food crisis, have weighed heavily on Egypt's economy. Despite the successful implementation of Egypt's 2016 economic reform programme, rising inflation, soaring commodity prices and currency devaluations are likely to have an impact on food and nutrition security, disproportionately affecting the most vulnerable people and communities as Egypt continues to face challenges that include income poverty, the triple burden of malnutrition, gender-based inequality, rapid population growth, unemployment – particularly among young people – climate-related shocks and increasing water scarcity and environmental degradation. Egypt has hosted refugees from the Syrian Arab Republic and neighbouring countries since 2011, further constraining resources and services.

In the prevailing socioeconomic conditions and expanding on the achievements of the country strategic plan for 2018–2023, WFP is committed to continuing to support the Government in addressing nutrition and food security challenges within the framework of Egypt's updated Vision 2030 roadmap to the achievement of the Sustainable Development Goals of the 2030 Agenda for Sustainable Development, leaving no one behind.

WFP will also continue to respond to the immediate needs of refugees, working at the humanitarian–development–peace nexus to improve the integration of refugees into host communities.

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Under its changing lives mandate, WFP will operate in synergy with "*Haya Karima*", the presidential development initiative that reaches 5,000 villages through a locally based, integrated approach. Within that framework, and following a gender-transformative approach, WFP will work to enhance the livelihoods, resilience and social and economic inclusion of the people most vulnerable to food insecurity, fostering links between shock-responsive social protection and more resilient food systems, including through the promotion of good nutrition and healthy diets.

To accelerate progress towards Sustainable Development Goals 2 and 17, WFP will continue to contribute to strengthening the capacity of national systems and institutions by improving the evidence that informs in-depth understanding of the settings and impacts of interventions, associated programmes and targeting and delivery mechanisms.

In line with the Government's Vision 2030, the United Nations sustainable development cooperation framework for 2023–2027 and the regional refugee and resilience plan, this country strategic plan supports progress towards Sustainable Development Goals 2 and 17 through three outcomes:

- Crisis-affected populations in Egypt, including refugees, meet their essential food and nutrition needs and have enhanced self-reliance all year round.
- Targeted groups in Egypt benefit from more resilient, sustainable, and climate-adaptive livelihoods and food systems by 2028.
- The Government of Egypt has enhanced capacity, programmes and systems ensuring vulnerable populations benefit from improved access to and quality of food, nutrition, health, and education services by 2028.

Draft decision*

The Board approves the Egypt country strategic plan (2023–2028) (WFP/EB.A/2023/X-X/X) at a total cost to WFP of USD 431,312,019.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Egypt is the most populous country in the Arab world, with a population of 109 million people.¹ Approximately 95 percent of the country's mostly rural and young population lives within 20 km of the Nile valley and delta.² Owing to rapid population growth, the population is projected to reach 122 million by 2030,³ increasing the pressure on land, natural resources and the environment, with implications for social infrastructure and basic needs (education, employment, food, etc.).
2. More than a decade of political and socioeconomic shocks, including the coronavirus disease 2019 (COVID-19) pandemic in 2020 and the ongoing war in Ukraine, has weighed on the country's economy, despite the successful implementation of its 2016 economic reform programme and relatively stable growth in gross domestic product (GDP).⁴ In November 2022 Egypt's annual inflation rate increased to 19 percent, from 8 percent in 2021,⁵ amid soaring commodity prices and the devaluation of the Egyptian pound. Heavy dependence on imports from the Russian Federation and Ukraine, coupled with the weakened pound, have put a significant strain on the country's national budget.
3. Despite comprehensive government social protection programmes, 30 million people live below the national poverty line and almost 4 million live in extreme poverty. More than 40 percent of poor are in rural upper Egypt, 23 percent are in rural lower Egypt and 14 percent are in urban areas.⁶
4. Egypt currently hosts more than 288,000 registered refugees and asylum seekers,⁷ with approximately half of refugees coming from the Syrian Arab Republic. The socioeconomic situation of refugees and asylum seekers mirrors that of the urban poor as they face multiple barriers to economic opportunities, heightening the risk of tensions and protection issues, particularly among single mothers and unaccompanied minors.
5. Egypt's score on the Global Gender Gap Index stood at 0.64 in 2021, up from 0.56 in 2015.⁸ Although Egypt has achieved gender parity in primary and secondary school enrolment, women's economic participation is one of the lowest worldwide, at 21 percent, and is limited by women's lack of skills and access to higher education.⁹ Women face challenges in starting and sustaining enterprises owing to limited access to assets, capital and credit.¹⁰ WFP's 2022 gender analysis indicated that the economic situation in Egypt has affected household incomes and exacerbated protection issues, placing additional burdens on women.

¹ World Bank. 2021. [Country data: Egypt](#).

² United Nations Population Fund. 2022. [World Population Dashboard: Egypt](#).

³ United National Development Programme. 2018. [Sustainable Development Goals Report: Egypt 2030](#).

⁴ World Bank. 2021. [Macro Poverty Outlook. Arab Republic of Egypt](#).

⁵ Central Agency for Public Mobilization and Statistics, 2022. [Egypt's annual inflation rate up in November](#).

⁶ WFP. 2022. Food and nutrition security trend analysis, July 2022.

⁷ Office of the United Nations High Commissioner for Refugees. 2022. [UNHCR Egypt Monthly Statistical Report as of 31 October 2022](#).

⁸ The score measures gender equality based on the gaps between women and men in terms of their access to four key areas – health, education, economy and politics – with 0 representing complete inequality and 1 complete equality.

⁹ World Economic Forum. 2021. [Global Gender Gap Report 2021](#).

¹⁰ Food and Agriculture Organization of the United Nations. 2022. [Country Gender Assessment of the Agriculture and Rural Sector: Egypt](#).

6. Highly vulnerable to climate change,¹¹ Egypt is exposed to increased droughts and heatwaves, coastal erosion, sea-level rise, water stress and land loss, putting additional stress on food systems, particularly in the light of population growth. Egypt's 2022 updated nationally determined contribution under the United Nations Framework Convention on Climate Change highlighted the need to strengthen systems for climate change adaptation, resilience and mitigation actions.

1.2 Progress towards the 2030 Agenda for Sustainable Development

7. Egypt has emerged as a regional leader in implementing the 2030 Agenda through its sustainable development strategy, Vision 2030, a governing framework that sets out the country's economic, social and environmental development priorities to 2030. The framework aims to increase Egypt's per capita GDP, reduce poverty and contribute to food and nutrition security and makes commitments to enhancing the efficiency and scope of the social protection and subsidy systems with the aim of achieving the efficient management of land and water and enhanced resilience facilitating sustainable food production in the face of climate shocks. Vision 2030 also recognizes the empowerment and protection of women and girls as a priority for sustainable development.
8. The 2021 voluntary national review and the country common analysis reveal that economic growth has not translated into significant poverty reduction over the last two decades. While there has been notable progress in some "hard infrastructure" (e.g., for energy and logistics), the slow enhancement of governance has hindered inclusive and economic growth.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

9. *Access to food.* Income poverty is the key determinant of food insecurity in Egypt. Poverty, especially prevalent in upper Egypt and the frontier governorates, is still widespread but has been slowly declining in recent years. An estimated 28 percent of the population still lived in poverty in 2022, down from 32 percent in 2018.¹² According to the Food and Agriculture Organization of the United Nations (FAO), an estimated 27.3 percent of the population suffered from moderate or severe food insecurity in 2020.¹³ Weak economic growth has contributed to the recent sharp devaluation of the Egyptian pound (which had lost more than 60 percent of its value year-on-year in November 2022) and rising inflation, which are likely to further aggravate poverty and food insecurity, disproportionately affecting the most vulnerable groups in a setting characterized by social and spatial disparities exacerbated by age and gender dynamics, poverty status and nationality, among other factors. Among refugees, findings from the January 2022 food security outcome monitoring highlighted that almost 87 percent of assisted refugees depended on WFP assistance as their main source of revenue for obtaining food, with 65 percent indicating that money received from WFP was used exclusively to buy food.¹⁴
10. While the unemployment rate was estimated at 9 percent in 2021, there were stark differences in the rates for men (6 percent), women (24 percent) and especially young people (34 percent).^{15,16} The labour market suffers from a number of challenges that contribute to income poverty, including heavy reliance on informal labour and daily wages,

¹¹ Ministry of Foreign Affairs of the Netherlands. 2018. *Climate Change Profile: Egypt*.

¹² Statista. 2023. [Projected poverty headcount ratio in Egypt from 2018 to 2023](#).

¹³ World Bank. 2020. [Prevalence of moderate or severe food insecurity in the population \(%\): Egypt, Arab Rep.](#)

¹⁴ Food security outcome monitoring, January 2022.

¹⁵ World Bank. 2021. [Unemployment, total \(% of total labor force\) \(modeled ILO estimate\): Egypt, Arab Rep.](#)

¹⁶ World Bank. 2021. [Unemployment, youth total \(% of total labor force ages 15–24\) \(modeled ILO estimate\)](#).

including by up to 96 percent of the workforce in the agriculture sector.¹⁷ Although refugees are allowed to work and establish businesses in Egypt, many face difficulties in securing work permits and decent employment, forcing them to work in the informal sector for low pay and long hours.¹⁸

11. *End malnutrition.* According to the limited available up-to-date data on malnutrition, Egypt has made limited progress in reducing malnutrition.¹⁹ The 2021 family health survey showed that the prevalence of stunting among children under 5 decreased from 21 percent in 2014 to 13 percent in 2021, with rates reaching 16 percent in upper Egypt. At the same time, anaemia prevalence increased from 27 percent in 2014 to 43 percent in 2021 among the same age group, with disparities between boys and girls and between urban and rural areas.²⁰ Anaemia among women of reproductive age (15–49 years) was 28 percent, while only 40 percent of infants under 6 months of age were exclusively breastfed.^{21, 22} According to a survey carried out for the “100 Million Healthy Lives” initiative in 2019, almost 40 percent of adults (50 percent of women and 30 percent of men) suffered from obesity in that year. The key causes of malnutrition include suboptimal infant and young child feeding practices, poor maternal and child health and nutrition and poor dietary practices.
12. *Smallholder productivity and incomes.* The agriculture sector contributes 11.3 percent of Egypt’s GDP but provides livelihoods for more than 57 percent of the population, with women accounting for 45 percent of the agricultural workforce.²³ More than 57 percent of Egypt’s population lives in rural areas, where small-scale agriculture is the primary source of livelihoods and 87 percent of farm holdings are less than 1 hectare, particularly in upper Egypt.²⁴ About 70 percent of rural women work without remuneration for family farms and businesses, and only 2 percent of Egyptian women own land.²⁵ Although cultivated land represents only 4 percent of the total area of the country, agriculture is among the Government’s top three priority sectors for driving economic growth and job creation in Egypt.²⁶
13. The incomes of smallholder farmers are limited by land fragmentation and degradation; the high cost of imported agricultural inputs, particularly in the light of inflation and the conflict in Ukraine; a lack of access to knowledge and sustainable agricultural practices; and limited access to markets. Climate change, including changes in temperature, increased water salinity and adverse weather events, are putting further strain on vulnerable smallholders, reducing productivity and incomes and threatening food security. Projected rises in temperature will subject upper Egypt to reductions in food production of at least 30 percent by 2040, increasing the demand for crop water, reducing water use efficiency and increasing pest and disease infestations.²⁷

¹⁷ Statista. 2023. [Share of employment in the informal sector in Egypt in 2019, by sector](#).

¹⁸ International Labour Organization/Office of the United Nations High Commissioner for Refugees. 2018. [Systemic Approach to Inclusive Markets: Factsheet – Egypt](#).

¹⁹ World Health Organization. [Global Health Observatory Data Repository/World Health Statistics](#).

²⁰ Central Agency for Public Mobilization and Statistics. 2022. Egypt Family Health Survey EFHS 2021.

²¹ World Bank. 2019. [Prevalence of anaemia among women of reproductive age \(% of women ages 15–49\) Egypt, Arab Rep.](#)

²² World Bank. 2014. [Exclusive breastfeeding \(% of children under 6 months\) – Egypt, Arab Rep.](#)

²³ Food and Agriculture Organization of the United Nations. 2022. [Gender, Water and Agriculture: Assessing the Nexus in Egypt](#).

²⁴ Central Agency for Public Mobilization and Statistics. 2022. Egypt Family Health Survey EFHS 2021

²⁵ Food and Agriculture Organization of the United Nations. 2022. [Country Gender Assessment of the Agriculture and Rural Sector: Egypt](#).

²⁶ Ministry of Planning and Economic Development. 2021. [Egypt’s 2021 Voluntary National Review](#).

²⁷ WFP analysis based on the anticipated impacts of climate change on food production, December 2022.

14. Findings from a 2022 gender analysis highlight a shift in traditional roles as rural households are increasingly unable to survive on farming alone, forcing men to migrate in search of off-farm work while women become increasingly responsible for farming.
15. *Sustainable food systems.* In 2022 Egypt ranked 77th of 113 countries globally, and 13th of the 15 countries in the Middle East and North Africa region, on the Global Food Security Index, which ranks countries in terms of food affordability, availability, quality and safety, sustainability and adaptation. Areas identified for improvement include access to inputs, producer prices, nutrition standards and early warning measures. Because Egypt is a net importer of staple commodities, national food systems are vulnerable to volatile international commodity prices. The Government has recently put in place measures to address import dependency by diversifying wheat import sources, increasing local production through agricultural land reclamation and banning the export of wheat and wheat products.
16. Egypt urgently needs to increase production in order to meet the needs of its growing population but the impacts of climate change, water scarcity and farmland fragmentation threaten agricultural productivity. High rates of food loss and waste along the value chain also pose significant challenges to Egypt's food system: FAO estimates that about 50 percent of vegetables and fruit, 40 percent of fish and 30 percent of milk and wheat are wasted each year.²⁸
17. The Nile river provides the main source of freshwater in Egypt, with more than 80 percent of the country's water supply used for agricultural production. Owing to population growth, there has been a sharp decline in available annual freshwater resources, from 1,972 m³ per capita in 1970 to 570 m³ in 2018, with an expected fall to 390 m³ by 2050 pushing the country closer to the threshold of severe water scarcity.²⁹
18. The Government has identified access to safe and nutritious food for all people, sustainable and healthy consumption patterns, nature-positive food production at scale, equitable livelihoods and value distribution, and resilience in the face of vulnerabilities, shocks and stress as the top priorities in transforming national food systems and rendering them more effective.³⁰

Progress on Sustainable Development Goal 17 targets

19. *Capacity strengthening.* Egypt's social protection system has seen considerable advances over the past few years, with the Government working to expand coverage and make social protection more shock-responsive by facilitating the speedier targeting of affected families through the horizontal and vertical expansion of the system. Resource constraints, particularly in the light of recent economic challenges, have hindered progress and limited the ability of the Government to scale social protection programmes to match needs.
20. The social protection system comprises various social assistance programmes, including *Tamween*, a large-scale food subsidy programme reaching approximately 79 million people, about two-thirds of Egypt's population. Although the Government has worked to improve the efficiency and effectiveness of *Tamween*, further efforts are needed to address major challenges such as the need to improve the nutritional value of the food distributed, including through fortification. *Takaful* and *Karama*, Egypt's largest cash transfer programmes, represent the Government's effort to shift from the provision of blanket subsidies to more targeted cash assistance for the most vulnerable populations.

²⁸ Food and Agriculture Organization of the United Nations. 2022. [A new partnership between FAO and the Egyptian Food Bank to reduce food waste](#).

²⁹ Government of Egypt. 2022. [Egypt's First Updated Nationally Determined Contributions](#).

³⁰ Government of Egypt. 2021. National Pathways for a Successful Food Systems Transformation in Egypt.

21. Another key pillar of the social protection system is the national school feeding programme, which aims to reach 14 million schoolchildren nationwide in an effort to curb drop-out rates and the use of negative coping strategies such as child labour and early marriage. With Egypt's rapidly growing population, however, the programme has faced challenges in reaching all schoolchildren throughout the year. In addition to the national school feeding programme, the Government has also prioritized job creation and economic inclusion programmes aimed at enabling people to move from assistance to self-reliance through income generation, financial inclusion and capacity strengthening interventions.
22. Egypt's Vision 2030 promotes a whole-of-government, multi-partner approach, emphasizing partnerships that support governance, digitization and data analysis, in particular where they assist Egypt in overcoming the challenge of translating data into effective policy initiatives.³¹ The 2021 voluntary national review underscores the need to strengthen monitoring and evaluation systems in all sectors, including by increasing the capacity of national and local counterparts to monitor and analyse the progress of social protection programmes.
23. *Policy coherence.* Egypt's Vision 2030 is the means by which the Government ensures the coherence of a sustainable development policy. Egypt's flagship programme is *Haya Karima* (meaning "decent life"), a presidential initiative promoting localized development and an integrated approach to improving the quality of life in 5,000 of the poorest villages and marginalized rural areas. Taking a participatory approach, *Haya Karima* reaches 50 percent of the population, rehabilitating infrastructure, improving access to basic services, promoting education and healthcare services, offering decent employment and empowering women.
24. *Enhanced global partnership.* Egypt plays a central role in geopolitical and socioeconomic issues in Africa and the Middle East. In 2019 Egypt leveraged its role as chair of the African Union to strengthen cooperation among African nations through economic and regional integration, investing increasingly in South-South and triangular cooperation to exchange experience in areas from young people's engagement and social protection to trade and sustainable agriculture.

1.4 Hunger gaps and challenges

25. Lack of evidence and up-to-date data, particularly on food security and nutrition, presents a significant challenge to the achievement of Sustainable Development Goal (SDG) 2. Although Egypt has a well-established central system for national data collection and analysis, the strengthening of the collection, analysis and use of disaggregated data – specifically by linking separate data systems on poverty, food and nutrition security and focusing on migrants, refugees and persons with disabilities – was identified as a major need in ensuring that inequities are identified and appropriate interventions are designed and monitored. The latest vulnerability assessment of refugees in Egypt, a multisector household survey, was conducted in 2018. To better identify and respond to the needs arising from the compounding crises that have affected Egypt since 2020, a new vulnerability assessment will be completed in 2023.
26. Egypt has more than 24.4 million students attending 57,000 primary and secondary schools, giving it the largest education system in the region.³² The Government's commitment to leaving no one behind is evident in its provision of single-classroom community schools and support for girls, boys and children with disabilities in rural areas. In 2018 the Government launched a reform agenda aimed at transforming the education system by 2030 through

³¹ United Nations Egypt. 2021. Common country analysis, 2021.

³² Ministry of Planning and Economic Development. 2021. [Egypt's 2021 Voluntary National Review](#).

technological approaches, with school feeding as an important element. Reform efforts have been constrained by the limited availability of financial resources, inadequate teaching capacity and a rapidly growing student population.³³

27. Egypt's common country analysis identifies six specific groups at risk of being left behind: children in poor rural households with low levels of parental education; young people in poor and nearly poor households; women in rural areas; migrants, refugees and asylum seekers engaged in informal employment and residing in informal urban settlements; women with disabilities; and rural farming communities in coastal and delta regions and in upper Egypt. Bedouin communities in frontier governorates also face challenges in access to public services and facilities and are at risk of being left behind. There is need to recognize overlapping vulnerabilities while simultaneously taking measures that reduce the risk of vulnerability.
28. Gender inequality and discriminatory practices persist, with roughly three times as many women as men of age 15–64 unemployed.³⁴ In terms of total numbers, there are 77 percent more unemployed young women in rural than in urban areas.³⁵ Approximately 18 percent of Egyptian households are headed by women, and 13 percent are poor and headed by women. Young women and girls living in rural areas are the most at risk of being left behind with regard to access to technology, such as computers and mobile phones.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

29. Egypt's country strategic plan (CSP) for July 2023 to June 2028 builds on the achievements of the previous CSP, for 2018–2023, taking into account the results of consultations with the Government, key stakeholders and communities and findings and recommendations from thematic assessments and evaluations, including the 2021 decentralized evaluation of the "first 1,000 days" project, a 2022 gender analysis and the 2022 CSP evaluation. Under the CSP, WFP intends to support the Government increasingly through integrated and evidence-based technical assistance and capacity strengthening that enable the Government to more effectively address the root causes of food insecurity and malnutrition.
30. An evaluation of the previous CSP found that it was aligned with Egypt's regional and international commitments to supporting refugees and host communities, the coordinated regional refugee and resilience plan and the "one refugee approach" that allows WFP to support all refugees regardless of their nationality. The CSP was also well embedded within existing national policies and strategic frameworks, specifically in relation to maternal and child nutrition, the food security of refugees, the response to climate change and the inclusion of technology and innovation in WFP activities.
31. The evaluation highlighted WFP's leading role in emergency response and its ability to adapt to changing needs, as demonstrated during the COVID-19 pandemic. WFP implemented a number of successful joint efforts with other United Nations entities, particularly the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR). The evaluation also noted the positive effects of policy-level and strategic interaction with the Government on nutrition, which culminated in WFP's participation in the design of the national nutrition strategy. Support for communities in upper Egypt was found to improve the resilience of smallholder communities, including

³³ United Nations Development Programme. 2021. *Egypt Human Development Report 2021*.

³⁴ Central Agency for Public Mobilization and Statistics. 2021. *Unemployment Rate*.

³⁵ National Council for Women. 2017. *National Strategy for the Empowerment of Egyptian Women 2030: Vision and Pillars: 2030 Women's Strategy*.

women, through income-generating activities that led to improved yields, harvest management and other tangible results.

32. In the design of programmes under the new CSP WFP has taken into consideration the key recommendations of the evaluation, which indicated that WFP should:
- engage closely with the Government during the design of the CSP to ensure that WFP-supported interventions can be rolled out and scaled up by the Government;
 - seek ways to ensure that government mechanisms for beneficiary identification are robust and consult the Government when gaps are identified;
 - promote the development of joint work with other United Nations entities to facilitate joint interventions of a wide scope that can achieve the expected results and be collaboratively presented to donors with the aim of ensuring flexible multi-year funding; and
 - step up its rollout of initiatives to mainstream gender as well as strengthen monitoring and evaluation capacity for the assessment of results.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

33. This CSP is aligned with Egypt's Vision 2030, the United Nations sustainable development cooperation framework (UNSDCF) for 2023–2027 and the regional refugee and resilience plan. In accordance with national priorities, the CSP will focus on the strengthening of social protection and food systems, the provision of humanitarian assistance to refugees and improving the self-reliance and income-generating capacity of smallholder farmers and the people most at risk of being left behind.

2.3 Engagement with key stakeholders

34. When designing the CSP, WFP engaged with key stakeholders through bilateral meetings, focus group discussions with beneficiaries of various ages, genders and nationalities and a series of in-person workshops with representatives of government institutions, donors, cooperating partners, non-governmental organizations (NGOs), other United Nations entities, financial institutions and the private sector with the aim of identifying needs and priorities and determining the strategic direction of the CSP.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

35. This CSP for July 2023 to June 2028 is based on three interrelated outcomes, which are aligned with WFP's strategic plan for 2022–2025 and predicated on the following theory of change, which looks beyond 2028, while remaining sufficiently flexible to adapt to evolving circumstances, needs and priorities and emerging issues:
- *If WFP provides assistance to food-insecure refugees and other crisis-affected groups to meet their immediate food needs and improves the self-sufficiency of targeted groups through sustainable livelihoods efforts,*
 - *and supports the Government in strengthening its capacity to integrate food and nutrition security into inclusive cross-sectoral policies, strategies, programmes and systems,*
 - *and works with the Government and other stakeholders in their efforts to augment and strengthen national capacity to adapt to climate change, building the resilience of smallholder farmers and other value chain actors so as to ensure that food systems are efficient, sustainable and able to adapt to climate change,*

- *then* the Government will have enhanced capacity to achieve SDGs 2 and 17 and the food security of refugees and other targeted groups in Egypt will improve by the end of the CSP period, ensuring that no one is left behind.
36. WFP will ensure that assistance for refugees remains a priority, following a humanitarian-development-peace nexus approach for the greater integration of refugees into host communities. Under its changing lives mandate, WFP will work in synergy with *Haya Karima* and other national initiatives to enhance the livelihoods and resilience of those most vulnerable to shocks, including climate and economic shocks. WFP will also promote the social and economic inclusion of the people most at risk of being left behind, fostering links between resilient, nutrition-sensitive food systems and shock-responsive social protection, including through social and behaviour change communication and advocacy.
37. WFP will prioritize evidence generation aimed at ensuring an in-depth understanding of the key issues that can inform the design and tailoring of relevant interventions under the three CSP outcomes and, in particular, contribute to government reform efforts aimed at improving food security and nutrition integration at the national level. WFP will engage with the Government in identifying and investing in “smart” business models that can be scaled to catalyse the achievement of the SDGs through government programmes and systems, using evidence and learning to advocate and accelerate systemic change, including through South–South and triangular cooperation.
38. The CSP will place greater emphasis on gender equality, protection, accountability to affected populations and environmental sustainability, including through the reinforcement of safe, accessible and inclusive community feedback mechanisms. Nutrition will be mainstreamed throughout the CSP portfolio, with emphasis on developing strategic partnerships with key nutrition actors and ministries with a view to influencing policy development and strengthening nutrition advocacy.

Assumptions

39. The following are the key assumptions underlying the CSP:
- With the continuation of political unrest in the region, the number of registered refugees in Egypt will not decrease.
 - The Government will continue to prioritize the reform and expansion of its social protection and economic inclusion programmes, including by increasing national budget allocations for school feeding.
 - High-level political commitment to rural integrated development, including the *Haya Karima* initiative, will be maintained.
 - The Government will maintain a focus on food systems and climate change, enabling the mainstreaming of cross-sectoral food and nutrition security approaches.
 - WFP’s resource levels will remain stable and predictable, and resources will be available on a timely basis.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Crisis-affected populations in Egypt, including refugees, meet their essential food and nutrition needs and have enhanced self-reliance all year round

40. Activities under CSP outcome 1 will respond to the immediate food and essential needs of food-insecure refugees and crisis-affected population groups while also providing targeted nutrition support and complementary livelihood support for refugees and host communities in order to improve self-reliance and social cohesion.

WFP strategic outcome

41. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

Focus area

42. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

43. This outcome is aligned with the first objective of the regional refugee and resilience plan – Food-insecure refugees, displaced populations and host communities in Egypt have access to adequate food all year round – and the fifth pillar of Egypt’s Vision 2030.

Expected outputs

44. The following outputs will contribute to the achievement of CSP outcome 1:
 - Output 1. Targeted refugees and other crisis-affected populations have access to cash-based assistance and support to meet their essential food and nutrition needs.
 - Output 2. Targeted refugees and urban host communities participate in vocational and skills development to access income-generating activities.

Key activities

Activity 1: Provide food assistance, nutrition and livelihood support to refugees and other crisis-affected populations

45. WFP will continue to provide general food assistance to refugees and other crisis-affected populations in Egypt through unconditional cash-based transfers (CBTs). In the programme’s design and implementation, the differing needs of women, men, girls and boys, older people, persons with disabilities and other groups at risk of food insecurity and marginalization will be considered through assessments and evidence generation.
46. “Top-up” CBTs will be provided to pregnant and lactating women and girl refugees, conditional on periodic medical check-ups for both mothers and children carried out by WFP partner healthcare providers. Interventions will be accompanied by community-led social and behaviour change communication aimed at raising awareness of nutrition and health-related knowledge and practices and addressing gender norms, including through the involvement of men and boys.
47. Building on the success of the resilience programme for refugees in the CSP for 2018–2023, WFP will work with refugees and host communities, following a community participatory approach aimed at creating long-term sustainable income generation opportunities and allowing a gradual shift from unconditional assistance to more targeted conditional assistance that promotes self-reliance through market-based livelihood training and includes the fostering of improved financial inclusion and economic empowerment for women and the promotion of small and medium-sized enterprises that encourage social cohesion and self-reliance.

Partnerships

48. WFP will work closely with UNHCR, the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the International Organization for Migration to coordinate support for refugees; it will also collaborate with NGOs and specialized organizations, including those working to ensure gender equality, accountability to affected populations, the mainstreaming of protection measures and the dissemination of key messages on nutrition.

49. WFP will build on successful partnerships with the private sector and academic institutions to provide accreditation for training programmes and receive inputs for training curricula, linking vocational training to labour market needs and closing the gap between skill development and employability. WFP will create links with service providers, civil society and the private sector for support in areas beyond its own mandate or capacity.

Transition/handover strategy

50. By investing in strategic partnerships, WFP intends to increase the self-reliance of refugees, thereby reducing their need for humanitarian assistance over time. Livelihood activities will increase refugees' opportunities for economic inclusion and empowerment and will contribute to enhanced integration with host communities and the advancement of gender equality.

Country strategic plan outcome 2: Targeted groups in Egypt benefit from more resilient, sustainable, and climate-adaptive livelihoods and food systems by 2028

51. WFP will encourage inclusive, resilient and sustainable livelihoods among underprivileged communities, promoting good nutrition and the attainment of healthy diets and transforming local food systems in ways that strengthen household and community resilience to shocks.

WFP strategic outcome

52. CSP outcome 2 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

Focus area

53. The focus area of CSP outcome 2 is resilience building.

Alignment with national priorities

54. This outcome is aligned with UNSDCF outcomes 1 and 3^{36,37} and the first (economic development) and ninth (environment) pillars of Egypt's Vision 2030.

Expected outputs

55. The following outputs will contribute to the achievement of CSP outcome 2:
- Output 3. Targeted groups, especially women and youth, benefit from capacity building, financial services and technology to improve their access to livelihoods opportunities and healthy diets.
 - Output 4. Vulnerable smallholders and targeted communities receive assets, skills development and other support to improve productivity and build financial resilience through climate-smart, gender- and nutrition-sensitive agricultural practices, risk management, and diversified livelihoods.
 - Output 5. Actors along the food value chains, including local government institutions, engage in capacity strengthening activities to enhance nutrition-sensitive food value chains for key crops.

³⁶ UNSDCF outcome 1: By 2027, strengthened human capital through equal access to quality services, social protection and social justice ensured for all people.

³⁷ UNSDCF outcome 3: By 2027, enhanced climate resilience and efficiency of natural resource management for all people in a sustainable environment.

Key activities

Activity 2: Support women, men, and youth in targeted areas to access livelihood opportunities, increase incomes, and improve their food security

56. WFP, in partnership with NGOs and the private sector, will continue to work to enable women, young people and persons with disabilities to break the cycle of poverty through improved resilience and self-reliance. Joint labour market assessments carried out by WFP, the Government and other United Nations entities will inform the design of the programme and help WFP to tailor capacity strengthening activities to market opportunities, local value chains and employer needs.
57. To develop income-generating activities and increase employability, WFP will provide vocational training and business and career skills and will facilitate access to financial services such as insurance and microcredit, especially for women. Emphasis will be placed on securing jobs, particularly in food value chains, renewable energy and digital technology.
58. Social and behaviour change communication will be used to promote good nutrition, empower consumers to make healthy choices and encourage gender equality and inclusion, addressing the root causes of the inequality that affects food security and nutrition.

Activity 3: Provide diverse support to smallholders, targeted groups and relevant institutions or partners engaged in nutrition-sensitive and environmentally-friendly value chains

59. WFP will work to improve the capacity of smallholder farmers and other value chain actors to adapt to climate change and economic shocks, and – more broadly – to strengthen food systems and integrate them into national rural development initiatives. Scaling up its successful model of support for smallholder farmers, through this activity WFP will contribute to reducing poverty in rural communities by investing resources in efforts to improve the income-generation capacity of farmers in the poorest villages in Egypt, including by increasing access to affordable agricultural inputs while promoting and enhancing access to healthy diets, improving production and reducing waste, particularly in small-scale, nutrition-sensitive value chains, thereby contributing to the greater functionality of the food system in Egypt.
60. Through a community-based approach that relies on building the capacity of community development associations through the involvement of key local leaders and service providers, capacity gaps among men and women will be addressed through a gender-transformative approach, in consultation with communities. Interventions will target the most vulnerable geographical areas and include land consolidation, the introduction of heat-tolerant and highly productive crop varieties and training and skills development in climate-smart irrigation, water management and post-harvest loss reduction. Agricultural waste recycling will also be promoted as a potential source of “green” income.
61. In frontier governorates, WFP will work with the Government to improve the income-generation capacity of food-insecure Bedouins, with the Government responsible for asset creation and rehabilitation efforts and WFP providing food assistance.
62. Based on robust gender analyses, agricultural and vocational training activities will act as entry points for gender-transformative programming, promoting the financial inclusion of women, young people (age 18 and above) and persons with disabilities in targeted communities.
63. Interventions will be complemented by investments in basic climate and disaster risk management services, including anticipatory action, climate risk insurance and forecast-based information that enable communities to anticipate, withstand and recover from shocks. WFP will contribute to national efforts to secure additional quantities of high-quality locally produced wheat, sorghum and other commodities, working with

partners to identify opportunities to enhance the efficiency, cost-effectiveness and management practices of supply chains for key crops, improving market conditions and facilitating access to markets where possible, including through electronic commerce.

Partnerships

64. WFP will continue to work with the ministries responsible for agriculture and land reclamation, the environment, social solidarity, manpower and local development on improved food systems, climate change adaptation and the empowerment of women and young people, focusing on villages targeted through the *Haya Karima* initiative.
65. WFP will collaborate with the National Council for Women, the High Council for People with Disabilities and organizations of persons with disabilities, rural community development associations, the financial and private sectors and other United Nations entities, including especially FAO, the United Nations Entity for Gender Equality and the Empowerment of Women, the International Labour Organization and the United Nations Development Programme, on efforts to ensure the economic inclusion of those furthest behind.

Transition/handover strategy

66. WFP will work with partners to build the resilience of communities and overarching food systems with regard to shocks and stressors, including those related to climate. WFP will emphasize partnerships with the Government and capacity strengthening for local community development associations, maintaining support for women in need after projects end through revolving loans, and strengthening stakeholder capacity to ensure long-term sustainability and advance gender equality. Working with the Government and partners through *Haya Karima*, WFP will phase out its activities based on agreed deliverables and schedules.

Country strategic plan outcome 3: The Government of Egypt has enhanced capacity, programmes and systems ensuring vulnerable populations benefit from improved access to and quality of food, nutrition, health, and education services by 2028

67. WFP will work with the Government to strengthen national capacity, programmes and systems with the aim of accelerating the achievement of SDGs 2 and 17, focusing on social protection, nutrition integration and education. WFP will ensure interlinkages between CSP outcomes 2 and 3, which are mutually reinforcing and use national investments in good nutrition and human capital to promote equitable and sustainable livelihoods, resilience and decent work.

WFP strategic outcome

68. CSP outcome 3 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

69. The focus area of CSP outcome 3 is root causes.

Alignment with national priorities

70. This outcome is aligned with UNSDCF outcome 1, the fifth pillar of Egypt's Vision 2030, the national education strategy, the national social protection programmes and the President's 100 Million Healthy Lives initiative.

Expected outputs

71. The following outputs will contribute to the achievement of CSP outcome 3:
 - Output 6. The national school feeding programme is strengthened to contribute to equitable access to quality education, including through direct support to children and their households in underprivileged areas.

- Output 7. National institutions have strengthened capacity to integrate and scale-up nutrition-specific and nutrition-sensitive interventions, including through direct assistance to vulnerable groups, social and behaviour change communication, and enhanced national systems.
- Output 8. National programmes and systems addressing poverty, food and nutrition security are strengthened through investments in evidence-generation, skills development, digitalization and South–South and triangular cooperation.

Key activities

Activity 4: Provide assistance to the national school feeding programme, including through comprehensive sustainable school-based interventions and transfers to support vulnerable students, teachers, and households

72. As a strategic partner of the Government on school feeding, WFP will support the enhancement of the national school feeding programme, advocating improvement of the nutritional value of school meals in line with the Government's commitment to addressing the triple burden of malnutrition. WFP will also promote the integration of nutrition and gender-transformative approaches and support Egypt's engagement in the school meals coalition established at the 2021 United Nations food systems summit. A key focus of activity 4 will be the production of evidence, including through a Systems Approach for Better Education Results process, capacity strengthening assessments and other analyses such as a Fill the Nutrient Gap study. This work will help tailor and enhance WFP's planned technical assistance to the Government, which will focus initially on improving the service delivery mechanisms of the national school feeding programme, including supply chains and monitoring and evaluation systems, where gaps have been identified and the Government has requested support.
73. In line with government requests for WFP to continue providing school feeding to fill gaps in the implementation of the national school feeding programme, WFP will target community schools in areas with high levels of food insecurity and school drop-out rates, reaching those furthest behind. WFP's direct assistance will facilitate its work with the Government at the policy and institutional levels to improve the national school feeding programme, developing more nutritious, efficient, cost-effective and scalable models for school feeding, and supporting the development of a national school feeding strategy that addresses food quality and safety and a related resource mobilization strategy that supports the Government's ambition of achieving full coverage by the national programme.
74. WFP will continue to implement an integrated package of school-based activities in the most impoverished communities, providing CBTs to the families of schoolchildren conditional on the children's school attendance, helping to prevent children from dropping out of school and households from adopting negative coping mechanisms such as child labour and early marriage. To contribute to the attainment of good-quality education, WFP will carry out physical and technological upgrades in schools and will provide capacity strengthening for teachers and other local stakeholders.
75. Schools will be used as platforms for community development, promoting better nutrition, gender equality and inclusion among schoolchildren and supporting knowledge transfer to broader communities and local stakeholders through social and behaviour change communication and training on a range of topics, facilitated by WFP and other development stakeholders.

Activity 5: Provide technical assistance and support to Egypt's nutrition-sensitive social protection system, especially for pregnant and lactating women and children under 2, including through direct assistance and social and behaviour change communication

76. WFP will support the Government in implementing evidence-based, multisectoral nutrition-sensitive and nutrition-specific programmes. Specifically, WFP will support the generation of evidence on nutrition that supports the implementation of the updated national food and nutrition strategy, the strengthening of nutrition policies, the enhancement of data systems and the scale-up of nutrition interventions, including school health and nutrition screening, national flour fortification and micronutrient programmes.
77. WFP will continue to support the Government on the national first 1,000 days programme through the provision of CBT top ups for targeted pregnant and lactating women and girls, filling critical gaps in the Government's implementation of the programme and supporting the Government in scaling up social and behaviour change communication and designing national marketing campaigns for the adoption of healthier, more diverse, sustainable dietary practices. Tailored technical assistance will be provided to national institutions in efforts to strengthen the integration of nutrition into national safety nets, including with regard to targeting, intersecting inequalities, outreach, service delivery (including digitization), monitoring and the use of data.

Activity 6: Provide technical expertise, innovative solutions, and targeted capacity strengthening to the Government for food and nutrition security interventions, as well as foster opportunities for South-South and triangular cooperation

78. In partnership with national counterparts and other key stakeholders, WFP will leverage its food security and nutrition expertise to facilitate the generation of an evidence base to inform a more nutrition-sensitive, shock-responsive and inclusive national social protection system and food security interventions. This will encompass, for example, the documentation of the *Haya Karima* model of integrated development at the village level with a view to understanding its successes and challenges and improving and scaling it up nationally.
79. WFP will strengthen the capacity of government counterparts in the design, delivery and monitoring of food and nutrition programmes, leveraging its corporate investments, including in CBT delivery mechanisms and platforms and community feedback mechanisms, ensuring protection and gender mainstreaming. Support will also be provided for the digitization of government data information systems, including by enhancing the geospatial platform of the Central Agency for Public Mobilization and Statistics and the employment platforms of the Ministry of Manpower, developing a "smart" agricultural map and advancing the wheat supply chain management systems. Linked to CSP outcome 2, this activity will connect rural climate change early warning systems to national emergency preparedness and response programmes.
80. WFP will strengthen the country's institutional and technical capacity to benefit from and engage in South-South and triangular cooperation by supporting the documentation and sharing of national zero hunger solutions with countries from the global South, including through the Luxor Center for knowledge exchange and innovation. Work will include the leveraging of successful evidence-based national programmes and policies that could serve as models for countries experiencing similar challenges in food security, social protection and climate change and the documentation of gaps in current systems and programmes regarding which Egypt would benefit from the experience of others. WFP will actively seek opportunities for inter-agency collaboration in strategic areas identified in the UNSDCF, particularly with FAO and the International Fund for Agricultural Development (IFAD), while fostering the coherence of the United Nations system's engagement in South-South and

triangular cooperation in line with the United Nations system-wide strategy on South–South and triangular cooperation.

Partnerships

81. WFP will take a “whole-of-society” approach to ensure sustained impact in Egypt and will develop and nurture localized and national partnerships with communities, governorate-level counterparts, civil society, local NGOs and the private sector. Collaboration with relevant ministries will include the ministries responsible for education and technical education, health and population and social solidarity under activity 4, the national nutrition institute under activity 5 and the ministries responsible for supply and internal trade and agriculture and land reclamation under activity 6. Under activities 4, 5, 6, WFP will work with the National Council for Women, the Central Agency for Public Mobilization and Statistics, organizations working to enhance gender equality and the Egyptian Cabinet’s Information and Decision Support Center on evidence generation.
82. WFP will explore opportunities to collaborate effectively with other United Nations entities, including FAO on national supply chains and early warning systems, IFAD on South–South and triangular cooperation and the World Health Organization and UNICEF on nutrition integration, and with local NGOs and the private sector on school feeding and nutrition.

Transition/handover strategy

83. Capacity strengthening support will be based on collaborative needs assessments. Furthering the principle of co-ownership, WFP will advocate joint funding for capacity strengthening efforts.
84. In consultation with the Ministry of Education and Technical Education and based on joint assessments following sensitization with communities, WFP will endeavour to gradually scale down its school feeding assistance over the course of the CSP with a view to ensuring that the Government is able to seamlessly absorb beneficiaries into the national school feeding programme. Capacity strengthening efforts, including those aimed at the attainment of sustainable gender equality outcomes, will simultaneously and gradually increase as WFP gathers evidence on its direct assistance that can inform advocacy and capacity strengthening efforts.

4. Implementation arrangements

4.1 Beneficiary analysis

85. WFP plans to reach more than 1.3 million beneficiaries, gradually decreasing that number over the course of the CSP. A targeting strategy will be developed to support the targeting and prioritization for each activity, while regular monitoring will help to inform any necessary adjustments to programming and reconfirm the appropriateness and accuracy of targeting in general.
86. Under activity 1 WFP will assist more than 165,000 refugees and host community members in urban settings where the main barrier to food security is economic access. The activity includes support for 8,000 pregnant and lactating women and girl refugees per year through top-up CBTs to support the attainment of nutrition outcomes among pregnant and lactating women and girls and their infants, as well as support for 7,500 refugee women and men and host community members through targeted livelihood assistance each year. Livelihood assistance will be targeted through community outreach in collaboration with NGOs, prioritizing women and young people.

87. Based on UNHCR's multidimensional economic vulnerability assessment, general food assistance will target refugees who face the greatest challenges in generating income: unaccompanied minors, older people, persons with disabilities, households headed by women and households with a dependency ratio above 2.5. When the 2023 vulnerability assessment for refugees is completed, WFP will use the findings to adjust targeting as needed. Activity 1 will also include a contingency for the provision of assistance for up to 10,000 crisis-affected people in the event of unexpected crises.
88. Beneficiaries under CSP outcomes 2 and 3 will be targeted in line with the Government's approach under *Haya Karima* and existing safety nets. Under activity 2, WFP will reach 40,000 women and young people in targeted communities over the course of the CSP with skills and income-generating activities. Under activity 3, taking into consideration local circumstances, cultural norms and existing capacities, 250,000 smallholder farmers and food system actors in selected villages will benefit from capacity strengthening activities, while 3,000 food-insecure Bedouins and their families (15,000 beneficiaries) will receive transfers in exchange for participation in government-run asset creation activities.
89. Under activity 4 WFP will reach 164,200 schoolchildren, predominantly girls, and their families (821,000 people) through school meals and take-home rations. WFP will target community schools in governorates with high rates of food insecurity and poverty in coordination with the Government. The number of beneficiaries will decrease over time as the Government is enabled to absorb more beneficiaries into the national school feeding programme.
90. Under activity 5 (nutrition) WFP will support 90,000 pregnant and lactating women and girls with top-up CBTs. Eligible beneficiaries will be targeted by the Government through national systems based on specific agreed vulnerability criteria.

4.2 Transfers

91. Based on market access, cost effectiveness and cost-efficiency considerations, unconditional CBTs will account for the largest portion of transfers under activity 1. The transfer value will be based on the minimum expenditure basket and designed to provide 2,100 kcal per day. Conditional CBT top ups will be provided to pregnant and lactating women and girls and participants in livelihood activities. The value and duration of livelihood transfers are indexed against national monthly wages while the transfers for pregnant and lactating women and girls are meant to cover the additional cost of an adequate diet for them.
92. Activities 2 and 3 will utilize the capacity strengthening modality to provide training for women, men and young people aimed at improving their income generation and climate-adaptive capacity. Activity 3 will include conditional CBTs for targeted Bedouin households, with the CBT value established in coordination with the Government based on labour market rates.
93. Under activity 4 nutritious school snacks will be provided to girls and boys attending WFP-supported schools. The snacks will be accompanied by monthly conditional value vouchers that can be redeemed at selected retail shops for rations that can be consumed at home. The transfer value serves as an incentive to promote school attendance and retention and supports food-insecure households in meeting their food needs and preventing negative coping strategies. Retailers will be selected in consultation with beneficiaries, ensuring ease of access and enabling women to have more decision making power regarding the use of assistance.

94. Under activity 5 WFP will provide pregnant and lactating women and girls with conditional monthly CBTs that support them in meeting their additional food needs and those of their infants. The transfer value has been established with the Government in line with the transfer value for the national programme.
95. WFP will continue to monitor markets and food prices, enabling it to adjust food baskets and CBT values as needed to counter food price inflation and maintain beneficiary purchasing power. Beneficiary consultations will be conducted regularly to inform the choice of transfer modality and ensure that the needs and priorities of women, men, girls and boys, including persons with disabilities, are taken into consideration along with protection considerations. WFP will assess the impact of the various assistance modalities on gender-related dynamics within households through regular monitoring and engagement with beneficiaries.
96. CBTs will be provided through local financial service providers selected through a competitive process and ensuring high levels of coverage nationwide. Where possible, WFP will utilize the same delivery mechanism and service provider as the Government in order to facilitate the eventual handover of assistance provision.

4.3 Country office capacity and profile

97. In 2021 WFP conducted a strategic workforce planning exercise and a comprehensive organizational alignment exercise to determine its human resource capacity needs and enable its transition from “implementer” to “enabler”. The new workforce structure reflects the strategic and operational requirements for successful implementation of the CSP and combines the augmentation of capacity in the areas of resilience, gender, monitoring and evaluation and vulnerability analysis and mapping with the mobilization of external expertise in climate change, social protection and capacity strengthening with the aim of ensuring effective programme management.
98. WFP is committed to implementing its people policy with a focus on staff care and well-being, promoting a healthy working environment free from harassment or discrimination, ensuring staff well-being through a good work–life balance, including parent and child-friendly policies, and ensuring accessibility for persons with disabilities.

4.4 Partnerships

99. WFP’s work is embedded in partnerships with development partners, international financial institutions and national and regional counterparts. WFP will aim to forge additional partnerships with civil society and the private sector and will build on its productive relationship with the Government to increase the scope of its current partnerships so as to better integrate cross-cutting sectors, including gender, and find synergies beyond the traditional approaches in order to generate greater impact.
100. WFP will seek new partnerships with academic institutions, NGOs and community associations with a view to improving data generation and analysis – the cornerstone of its advocacy efforts aimed at improving nutrition-sensitive social protection and food systems.
101. WFP will seek to collaborate more meaningfully with other United Nations entities and the private sector, particularly in areas related to agro-industry, the employment of women and young people, food fortification and food value chains, with a view to promoting climate change adaptation and mitigation. To enable the strategic shift towards transformational change in the management of back-office and common services, WFP will enhance existing partnerships for the implementation of United Nations development system reform.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

102. WFP will put in place a rigorous monitoring and evaluation framework, ensuring alignment with its corporate results framework for 2022–2025. All activities will benefit from regular process, output and outcome monitoring, with results and lessons identified incorporated into each project to ensure the continued relevance and improved quality of WFP interventions based on beneficiary and other stakeholder feedback, including through community feedback mechanisms.
103. Surveys and assessments will form the basis for advocacy, in particular advocacy aimed at supporting the Government in understanding and addressing intersectional vulnerabilities. WFP will ensure that monitoring tools and methods and evaluation systems are gender-responsive, protection-sensitive and inclusive, with data disaggregated by sex, age and disability. Disaggregated analysis will ensure that decision making is evidence-based and guided by detailed and systematic analysis of the specific needs of girls, boys, women, men and persons with disabilities.
104. Qualitative assessments will be used to measure progress on capacity strengthening; WFP will invest in scaling up the coverage and quality of its monitoring and evaluation processes and systems, collaborating with local partners, national counterparts, academia and other United Nations entities.
105. A mid-term review of the CSP will be conducted in 2025 and a decentralized evaluation of CSP outcome 2 in 2026. WFP's Office of Evaluation will commission an external evaluation of the CSP in early 2027.

5.2 Risk management

Financial risks

106. The most prominent risk is the ongoing economic crisis – the devaluation of the Egyptian pound and subsequent inflation, which have led to the diminished purchasing power of CBT beneficiaries. WFP will continue to monitor market food prices and has budgeted transfer values in United States dollars to ensure sufficient flexibility to allow the adjustment of transfer values in Egyptian pounds as needed, maintaining beneficiary purchasing power in order to prevent beneficiaries from engaging in negative coping strategies or falling further into food insecurity.

Strategic risks

107. Insufficient resourcing presents a risk to the CSP. WFP will enhance existing partnerships with the Government and advocate with donors for multi-year flexible funding. To diversify funding sources, WFP will explore innovative and joint resource mobilization opportunities, including with the private sector.

Operational risks

108. CSP implementation is reliant on a limited number of partners and financial service providers, which may have limited capacity to implement WFP programmes at scale, jeopardizing the effectiveness of activities. WFP will perform frequent reconciliations to facilitate rapid cash replenishment and will work with partners to adjust contractual payment terms. In 2023 WFP will explore options for engagement with additional partners and service providers, increasing scalability and operational capacity and further diversifying and reducing operational and financial risks.

109. Gender inequality and protection risks may hinder WFP's ability to achieve commitments made under the CSP, especially in the light of increasing economic volatility. Activities are designed to address the diverse needs of women, men, girls and boys of various age groups and aim to ensure that gender equality and women's empowerment are mainstreamed and no one is left behind.

Fiduciary risks

110. WFP is risk-averse with regard to fiduciary issues, including those pertaining to the health, safety and security of staff. Fraud and corruption risks are mitigated by strengthened internal control systems and robust accounting policies. WFP will conduct training and refresher sessions on integrity policies for staff and cooperating partners to ensure that they are aware of their obligations related to humanitarian principles, anti-fraud and anti-corruption policies, protection from sexual exploitation and abuse and the use of child labour.

5.3 Social and environmental safeguards

111. WFP will minimize its environmental impact by implementing environmentally sustainable approaches, including by reducing its carbon footprint related to travel, waste management and sustainable procurement, and by prioritizing investments in renewable energy sources wherever feasible. A focus on CBTs will reduce carbon emissions related to food distribution, and WFP will seek to raise the awareness of partners and beneficiaries regarding how they can contribute to those efforts.
112. To ensure that beneficiaries are fully informed of their entitlement to WFP assistance and of the channels for beneficiary communication and feedback, WFP maintains several community feedback mechanisms and accountability channels, with data encryption to protect beneficiary identity and confidentiality. Channels include WFP's quarterly food security outcome monitoring surveys, SMS-based information campaigns, social media and WFP's in-house toll-free hotline.

6. Resources for results

6.1 Country portfolio budget

113. Fifty-nine percent of the country portfolio budget is allocated to outcome 1, while outcome 2 accounts for 20 percent and outcome 3 for 22 percent. In line with WFP's commitment to gender equality and women's empowerment, WFP has allocated more than 23 percent of the budget to activities promoting gender equality and women's empowerment.

COUNTRY PORTFOLIO BUDGET (USD)								
CSP outcome	Activity	2023	2024	2025	2026	2027	2028	Total
1	1	25 101 799	50 119 793	50 298 470	50 461 236	51 096 609	25 359 891	252 437 798
2	2	2 171 435	4 385 609	4 416 933	4 148 250	4 204 042	2 065 295	21 391 564
	3	6 830 645	13 702 135	13 842 046	14 047 855	7 584 992	6 921 600	62 929 274
3	4	8 335 587	23 252 706	12 358 689	10 506 358	5 170 722	3 329 815	62 953 877
	5	3 463 949	4 963 205	4 379 452	4 342 632	4 403 254	2 220 730	23 773 222
	6	446 086	1 017 101	1 226 147	1 587 965	1 830 157	1 718 828	7 826 284
Total		46 349 502	97 440 549	86 521 737	85 094 296	74 289 775	41 616 159	431 312 019

6.2 Resourcing outlook and strategy

114. Strengthening its current partnerships, WFP will seek to secure funding from existing donors while exploring opportunities to engage with additional donors, including international financial institutions, the private sector and climate financing sources, capitalizing on the strengthened focus on climate and resilience building that results from Egypt's hosting of the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27) and expanding on successful engagement with the Adaptation Fund. In line with its increased focus on strengthening national systems, WFP will bolster engagement with the Government on joint advocacy strategies with donors, exploring innovative financing opportunities, building on joint expertise and successful engagement in debt swaps for development and exploring further opportunities for public-private partnerships. WFP will also explore opportunities for joint fundraising and programming with other United Nations entities.

ANNEX I**LOGICAL FRAMEWORK FOR EGYPT COUNTRY STRATEGIC PLAN (JULY 2023–JUNE 2028)****SDG 2: Zero hunger****SDG target 1: Access to food**

Country strategic plan outcome 1: Crisis-affected populations in Egypt, including refugees, meet their essential food and nutrition needs and have enhanced self-reliance all year round

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Assumptions

Availability of funding

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Proportion of children 6-23 months of age who receive a minimum acceptable diet

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of households that cannot afford the lowest-cost nutritious diet

Proportion of target population who participate in an adequate number of distributions (adherence)

Activities and outputs

1. Provide food assistance, nutrition and livelihood support to refugees and other crisis-affected populations (URT-1.2: Unconditional resource transfer)

1. Targeted refugees and other crisis-affected populations have access to cash-based assistance and support to meet their essential food and nutrition needs (Output category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Targeted refugees and other crisis-affected populations have access to cash-based assistance and support to meet their essential food and nutrition needs (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Targeted refugees and urban host communities participate in vocational and skills development to access income-generating activities (Output category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Targeted refugees and urban host communities participate in vocational and skills development to access income-generating activities (Output category: D: Assets created. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Targeted refugees and urban host communities participate in vocational and skills development to access income-generating activities (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 4: Sustainable food system

Country strategic plan outcome 2: Targeted groups in Egypt benefit from more resilient, sustainable, and climate-adaptive livelihoods and food systems by 2028

WFP strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

Assumptions

Funding is available, data on vulnerable groups is available, systems and capacities of governmental entities are compatible for working jointly.

Outcome indicators

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Investment capacity index

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Proportion of the population in targeted communities reporting environmental benefits

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs**2. Support women, men and youth in targeted areas to access livelihood opportunities, increase incomes, and improve their food security. (HIS-1.7: Household and individual skill & livelihood creation)**

3. Targeted groups, especially women and youth, benefit from capacity building, financial services and technology to improve their access to livelihoods opportunities and healthy diets (Output category: A: Resources transferred. Standard output: 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

3. Provide diverse support to smallholders, targeted groups and relevant institutions or partners engaged in nutrition-sensitive and environmentally-friendly value chains (ACL-1.6: Community and household asset creation)

5. Actors along the food value chains, including local government institutions, engage in capacity strengthening activities to enhance nutrition-sensitive food value chains for key crops (Output category: C: Capacity development and technical support provided. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

4. Vulnerable smallholders and targeted communities receive assets, skills development and other support to improve productivity and build financial resilience through climate-smart, gender- and nutrition-sensitive agricultural practices, risk management, and diversified livelihoods (Output category: A: Resources transferred. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4. Vulnerable smallholders and targeted communities receive assets, skills development and other support to improve productivity and build financial resilience through climate-smart, gender- and nutrition-sensitive agricultural practices, risk management, and diversified livelihoods (Output category: D: Assets created. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4. Vulnerable smallholders and targeted communities receive assets, skills development and other support to improve productivity and build financial resilience through climate-smart, gender- and nutrition-sensitive agricultural practices, risk management, and diversified livelihoods (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4. Vulnerable smallholders and targeted communities receive assets, skills development and other support to improve productivity and build financial resilience through climate-smart, gender- and nutrition-sensitive agricultural practices, risk management, and diversified livelihoods (Output category: F: Smallholder farmers supported. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4. Vulnerable smallholders and targeted communities receive assets, skills development and other support to improve productivity and build financial resilience through climate-smart, gender- and nutrition-sensitive agricultural practices, risk management, and diversified livelihoods (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Country strategic plan outcome 3: The Government of Egypt has enhanced capacity, programmes and systems ensuring vulnerable populations benefit from improved access to and quality of food, nutrition, health, and education services by 2028

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: root causes

Assumptions

Funding availability, readiness of the entities of the Government of Egypt.

Outcome indicators

Annual change in enrolment

Attendance rate

Graduation rate

Minimum diet diversity for women and girls of reproductive age

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Proportion of children 6-23 months of age who receive a minimum acceptable diet

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of target population who participate in an adequate number of distributions (adherence)

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

Retention rate, by grade

SABER school feeding index

Activities and outputs**4. Provide assistance to the national school feeding programme, including through comprehensive sustainable school-based interventions and transfers to support vulnerable students, teachers, and households. (SMP-1.5: School based programmes)**

6. The national school feeding programme is strengthened to contribute to equitable access to quality education, including through direct support to children and their households in underprivileged areas (Output category: A: Resources transferred. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

6. The national school feeding programme is strengthened to contribute to equitable access to quality education, including through direct support to children and their households in underprivileged areas (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

6. The national school feeding programme is strengthened to contribute to equitable access to quality education, including through direct support to children and their households in underprivileged areas (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

6. The national school feeding programme is strengthened to contribute to equitable access to quality education, including through direct support to children and their households in underprivileged areas (Output category: N: School feeding provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

5. Provide technical assistance and support to Egypt's nutrition-sensitive social protection system, especially for pregnant and lactating women and children under 2, including through direct assistance and social and behaviour change communication. (NPA-1.3: Malnutrition prevention programme)

7. National institutions have strengthened capacity to integrate and scale-up nutrition-specific and nutrition-sensitive interventions, including through direct assistance to vulnerable groups, social and behaviour change communication, and enhanced national systems (Output category: A: Resources transferred. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

7. National institutions have strengthened capacity to integrate and scale-up nutrition-specific and nutrition-sensitive interventions, including through direct assistance to vulnerable groups, social and behaviour change communication, and enhanced national systems (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

7. National institutions have strengthened capacity to integrate and scale-up nutrition-specific and nutrition-sensitive interventions, including through direct assistance to vulnerable groups, social and behaviour change communication, and enhanced national systems (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

6. Provide technical expertise, innovative solutions, and targeted capacity strengthening to the Government for food and nutrition security interventions, as well as foster opportunities for South-South and triangular cooperation. (SPS-1.10: Social protection sector support)

8. National programmes and systems addressing poverty, food and nutrition security are strengthened through investments in evidence-generation, skills development, digitalization and South-South and triangular cooperation (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

SDG 17: Partnerships for the goals**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.2. Accountability**Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.3: Country office has a functioning community feedback mechanism

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.3: Country office has a functioning community feedback mechanism

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

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CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY (ALL YEARS)									
Country strategic plan outcome	Activity	Beneficiary group	2023	2024	2025	2026	2027	2028	Total
1	1	Girls	31 800	31 800	29 680	29 680	29 680	29 680	32 153
		Boys	24 270	24 270	22 651	22 651	22 651	22 651	24 540
		Women	37 338	52 255	49 370	49 370	49 370	47 683	66 236
		Men	50 568	39 025	36 649	36 649	36 649	34 962	52 921
		Total	143 975	147 350	138 350	138 350	138 350	134 975	175 850
2	2	Girls	-	-	-	-	-	-	-
		Boys	-	-	-	-	-	-	-
		Women	3 500	7 000	7 000	7 000	7 000	3 500	35 000
		Men	500	1 000	1 000	1 000	1 000	500	5 000
		Total	4 000	8 000	8 000	8 000	8 000	4 000	40 000
	3	Girls	289	579	579	579	579	289	2 894
		Boys	312	621	621	621	621	312	3 108
		Women	11 686	23 373	23 373	23 373	23 373	11 686	116 864
		Men	14 213	28 427	28 427	28 427	28 427	14 213	142 134
		Total	26 500	53 000	53 000	53 000	53 000	26 500	265 000
3	4	Girls	115 800	115 800	48 250	48 250	19 300	19 300	158 453
		Boys	124 200	124 200	51 750	51 750	20 700	20 700	169 947
		Women	174 600	174 600	72 750	72 750	29 100	29 100	238 911
		Men	185 400	185 400	77 250	77 250	30 900	30 900	253 689
		Total	600 000	600 000	250 000	250 000	100 000	100 000	821 000
	5	Girls	-	-	-	-	-	-	-
		Boys	-	-	-	-	-	-	-
		Women	30 000	30 000	30 000	30 000	30 000	30 000	90 000
		Men	-	-	-	-	-	-	-
		Total	30 000	90 000					
Total (without overlap)			804 475	838 350	479 350	479 350	329 350	295 475	1 391 850

ANNEX III

FOOD RATION (<i>g/person/day</i>) AND CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY								
	Country strategic plan outcome 1				Country strategic plan outcome 2	Country strategic plan outcome 3		
	Activity 1				Activity 3	Activity 4		Activity 5
Beneficiary type	Refugees and host community members participating in livelihood activities	Refugees (general food assistance)	Crisis-affected population (contingency)	Refugees – pregnant and lactating women and girls	Bedouins participating in asset creation and rehabilitation	Schoolchildren	Families of schoolchildren	Pregnant and lactating women and girls
Modality	CBTs	CBTs	CBTs	Value vouchers	CBTs	Food	CBTs	CBTs
Date bars	–	–	–	–	–	80	–	–
Total kcal/day	–	–	–	–	–	344	–	–
% kcal from protein	–	–	–	–	–	7.4	–	–
Cash-based transfers (<i>USD/person/day</i>)	4	0.83	0.83	0.83	0.08	–	0.08	0.21
Number of feeding days	180	1 800	450	1 800	1 800	1 350	880	1 800

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	-	-
Pulses	-	-
Oil and fats	-	-
Mixed and blended foods	4 189	11 864 606
Other	-	-
Total (food)	4 189	11 864 606
Cash-based transfers	-	248 221 240
Total (food and cash-based transfer value)	4 189	260 085 846

ANNEX V

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)				
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.4/ WFP strategic outcome 3	SDG target 17.9/ WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	
Focus area	Crisis response	Resilience building	Root causes	
Transfers	215 685 358	71 427 681	81 178 264	368 291 303
Implementation	9 788 264	3 954 164	3 444 808	17 187 236
Adjusted direct support costs	11 557 174	3 792 651	4 159 447	19 509 273
Subtotal	237 030 797	79 174 496	88 782 519	404 987 812
Indirect support costs (6.5 percent)	15 407 002	5 146 342	5 770 864	26 324 208
Total	252 437 798	84 320 838	94 553 383	431 312 019

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework