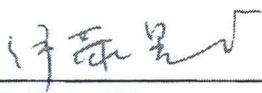
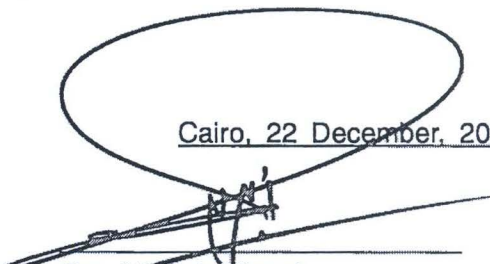


RECORD OF DISCUSSIONS
ON
PROJECT FOR DEVELOPING STATISTICAL QUALITY SYSTEM
AT CAMPAS
IN
EGYPT
AGREED UPON BETWEEN
AUTHORITIES CONCERNED OF GOVERNMENT OF THE ARAB
REPUBLIC OF EGYPT
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Cairo, 22 December, 2015



Mr. Teruyuki Ito
Chief Representative
JICA Egypt Office



Gen. Abo Bakr Elgendy
President
Central Agency for Public Mobilization and
Statistics (CAPMAS)
The Arab Republic of Egypt

Based on the minutes of meetings on the Detailed Planning Survey on the "Project for Developing Statistical Quality System at CAPMAS" (hereinafter referred to as "the Project") signed on 2nd, September between Central Agency for Public Mobilization and Statistics (hereinafter referred to as "CAPMAS") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with CAPMAS and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that CAPMAS, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of Egypt.

The Project will be implemented within the framework of Colombo Plan Technical Cooperation scheme between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Egypt (hereinafter referred to as "GOE").

Appendix 1: Project Description

Appendix 2: Main Points Discussed

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Preparatory Survey on the Project signed on 2nd, September (Annex 5).

I. BACKGROUND

CAPMAS plays an important role in the implementation process of Egypt National Development Plan by producing and disseminating statistical data and information which should be helpful for policy makers to make decision and solve problems based on accurate data and information.

CAPMAS is the only governmental agency in charge of producing official statistics in all demographic, social and economic fields. Also, it is the official source in Egypt to supply the state agencies, universities, research centers and international organizations with data and statistics where many ministries, such as ministries of planning, ministry of labor and migration, ministry of trade, depend on it as a guide in implementation of national development plan. Additionally, many international organizations depend on CAPMAS data to determine the development requirements.

All these ministries and institutions depend on and use some important indicators and data produced by CAPMAS such as Household Income, Expenditure and Consumption Survey (HIECS) data, Labor force survey, Inflation rate, Price Statistics (ICP, CPI), population and establishment census data, economic census data, trade statistics, Tourism statistics...etc.

CAPMAS started the preparation for 2016 population & housing census. In this regard, CAPMAS needs to build and improve the capacity of CAPMAS staffs especially in two important departments as the following:

1. Quality control department with capacity of 20 person (most of the young and middle age)

Its main job is to control and monitor the collecting and auditing data. Quality control process will help to determine and correct the mistakes in the data and different statistics providing users accurate data in a timely manner. However, there is no comprehensive plan to monitor all statistical processes such as questionnaire design, sampling, collecting data, respond to surveys forms, data entry, auditing, processing, analyzing data, dissemination and developing surveys to meet all these needs according to international standards.

2. Sampling department with capacity of 20 person (most of them young and middle age)

Designing a representative sample is considered the first and most important step in implementing any social economic survey that reflects the real society in specific areas. The selected sample should be accurate and good representative of the population and similar to whole society characteristics. CAPMAS intends to develop the current sampling department in order to face the challenges in creating master sample which is reliable in the coming survey to have high quality data.

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Project Design Matrix: PDM (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Title of the Project

Project for Developing Statistical Quality System at CAPMAS

2. Overall Goal

Policy relevance is enhanced with improved quality of statistical studies in Egypt.

3. Project Purpose

Capacity of CAPMAS to effectively manage the Census for 2016 and other statistical studies is strengthened.

4. Outputs

- 1) Statistical planning, fieldwork and data processing are implemented effectively and with high quality using IT application.
- 2) The capacity on sampling method is improved in quality.
- 3) The post-enumeration survey for the Census 2016 is conducted properly in accordance with the international standards.

5. Activities

As Annex 1 (PDM).

6. Input

(1) Input by JICA

The JICA experts will give necessary technical guidance, advice and recommendations to CAPMAS on any matters pertaining to the implementation of the Project.

(a) Dispatch of Experts

[Long-term]

- Project Coordinator (Work Management / Quality Control)

[Short-term Experts]

- IT(Data Processing), Post Enumeration Survey (Processing/Matching) etc.

(b) Training

- Local Trainings/Workshops/Seminar
- Trainings in Japan (Country-focused training/Study visit)

(c) Seminar/Workshop

(d) Equipment(Tablets and Vehicles for studies)

(f) A part of the operational costs for implementing activities(Ex. Costs for experts activities)

Input other than indicated above will be determined through mutual consultations between JICA and CAPMAS during the implementation of the Project, as necessary.

(2) Input by CAPMAS

CAPMAS will take necessary measures to provide at its own expense:

- (a) Human resources that may consist of
 - (i) Project Director (Under Secretary for President Office Affairs);
 - (ii) Sub Project Director (Director General of International Cooperation Department);
 - (iii) Project Manager (CAPMAS President Advisor);
 - (iv) Sub Project Manager (International Cooperation Department);
- (b) Experts in statistics in Egypt;
- (c) Credentials or identification cards;
- (d) Office space for resident advisor, if necessary
- (e) Supporting fund for CAPMAS staff to assist the project implementation (based on needs)
- (f) Contact with Egyptian government and foreign counterparts

7. Implementation Structure

The Implementation Structure of the Project is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

(1) CAPMAS

(a) Project Director

Mrs. Ghada Mostafa Abdalla, Under Secretary for President Office Affairs will be responsible for overall administration and implementation of the Project.

(b) Sub Project Director

Mrs. Hoda Mostafa Attia, Director General of International Cooperation Department will substitute for the Project Director in case of absence.

(c) Project Manager

Mr. Ahmed Kamal Abd El Aziz, CAPMAS President Advisor will be responsible for the managerial and technical matters of the Project.

(d) Sub Project Manager

Mrs. Yasmin Ahmed Mahmoud, International Cooperation Department

will substitute for the Project Manager in case of absence.

- (e) Relevant staff of CAPMAS will be assigned to be engaged in the daily activities of the Project.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to CAPMAS on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") chaired by a Project Director will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct evaluation of the Project, and exchange opinions on major issues that may arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4.

8. Project Site(s) and Beneficiaries

(1) Project Site:

- (a) Cairo region
- (b) Other regions will be selected based on the consultation between JICA and CAPMAS, taking into account of the latest security situation in Egypt and Security Guideline of JICA.

(2) Beneficiaries:

CAPMAS officials

9. Duration

Three (3) years from the date of the first arrival of a Japanese expert in Egypt

10. Environmental and Social Considerations

CAPMAS agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made

for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF CAPMAS

1. CAPMAS will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Egyptian nationals as a result of Japanese technical cooperation contributes to the economic and social development of Egypt and the knowledge and experience acquired by the personnel of Egypt through training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-6 (1) (a) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Egypt.

2. Government of Egypt will take necessary measures according to Agreement on Technical Cooperation between the Government of Japan and the Government of the Arab Republic of Egypt to:

- (1) provide security-related information as well as measures to ensure the safety of the JICA experts;
- (2) permit the JICA experts to enter, leave and sojourn in Egypt for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees;
- (3) exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project;
- (4) exempt the JICA experts from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project; and
- (5) meet taxes and any other charges on the equipment, machinery and other

material necessary for the implementation of the Project.

3. CAPMAS will bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims arise from gross negligence or willful misconduct on the part of the JICA experts.

IV. MONITORING AND EVALUATION

JICA and the CAPMAS will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the Project Design Matrix (PDM) and Plan of Operation (PO). The Monitoring Sheets shall be reviewed every six (6) months.

Also, Project Completion Report shall be drawn up one or two month before the termination of the Project.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The CAPMAS is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, CAPMAS will take appropriate measures to make the Project widely known to the people of Egypt.

VI. MISCONDUCT

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, CAPMAS and relevant organizations shall provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of the Egypt.

CAPMAS and relevant organizations shall not, unfairly or unfavorably treat the

person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

VII. MUTUAL CONSULTATION

JICA and CAPMAS will consult each other whenever any major issues arise in the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and CAPMAS.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Project Design Matrix:PDM
- Annex 2 Tentative Plan of Operation
- Annex 3 Implementation Structure of the Project
- Annex 4 Composition and Functions of Joint Coordinating Committee
- Annex 5 Minutes of Meetings on the Detailed Planning Survey

Project Design Matrix

Annex I

Project Title: Project for developing statistical quality system at CAPMAS
Implementing Agency: Central Agency for Public Mobilization and Statistics (CAPMAS)
Period of Project (tentative): December 2015- November 2018 (3 years)
Project Site: Cairo, Egypt

Version 1
Dated: 22/December/2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal Policy relevance is enhanced with improved quality of statistical studies in Egypt.	1. The result of the Census 2016 and other statistical studies with improved quality is utilized for policy making by the concerned ministries and relevant agencies in Egypt within 3 years of project completion.	1. CAPMAS internal references	
Project Purpose Capacity of CAPMAS to effectively manage the Census 2016 and other statistical studies is strengthened.	1. Based on the result of the Census 2016 with improved quality, sampling framework (master sample) necessary to conduct other statistical studies (sample studies) is properly designed. 2. Guideline/manuals on Census management (e.g., data processing, E-Census, utilization of tablet devices, sampling, post-enumeration survey) is updated /improved. 3. The coverage rate of the 2016 Census to be measured by the post-enumeration survey increases compared to that of the 2008 Census (83.6%).	1. CAPMAS internal references 2. CAPMAS internal references 3. CAPMAS internal references	- Policy makers continue to understand the significance of statistical information.
Outputs	1-1. No. of advice and training conducted. 1-2. The trainees are satisfied with the training. 1-3. Application of the advice and training for statistical planning, fieldwork and data processing.	1-1. Project references 1-2. Project references 1-3. Project references	- Public support and cooperate with the data collection for the Census. - The security condition of Egypt is Stable.
1. Statistical planning, fieldwork and data processing are implemented effectively and with high quality using IT application. 2. The capacity on sampling method is improved in quality. 3. The post-enumeration survey for the Census 2016 is conducted properly in accordance with the international standards.	2-1. No. of trainings conducted 2-2. The level of understanding of CAPMAS staff on Japan's practice on sampling methods for statistical studies increases. 2-3. The level of understanding of CAPMAS staff on the improved master sampling method is improved. 3-1. No. of advice and training conducted 3-2. The level of understanding of CAPMAS staff on the practice of post-enumeration survey increases. 3-3. Application of the advice and training for conducting the post-enumeration survey for the Census 2016.	2-1. Project reference 2-2. Project reference 3-1. Project references 3-2. Project references 3-3. Project references	
Activities	Inputs		Important Assumption
1-1 Assess on the training need of CAPMAS staff. 1-2 Share on Japan's experience and provide advice on statistical planning, fieldwork and data processing. 1-3 Provide training for efficient implementation of statistical planning, fieldwork and data processing (Eg. data entry/loading and cleaning) 1-4 Provide advice and training on E-Census system 1-5 Provide advice on work management for implementing the Census 2016. 2-1 Provide advice and training on sampling method. 2-2 Support on improving sampling methods for the Census 2016. (Eg. designing, sample selection and application) 3-1 Provide advice and training on post-enumeration survey. 3-2 Support on implementing post-enumeration survey by CAPMAS for the Census 2016.	Egyptian Side The Egyptian Side will provide resources as follows. a. Human resources that may consist of (i) Project Director (Under Secretary for President Office Affairs, CAPMAS); (ii) Sub-Project Director (Director General of International Cooperation Department, CAPMAS); (iii) Project Manager (CAPMAS President Advisor); (iv) Sub-Project Manager (International Cooperation Department) b. Experts in statistics in Egypt c. Office space for resident advisor, if necessary d. Supporting fund for CAPMAS staff to assist the project implementation (based on needs) e. Contact with Egyptian government and foreign counterparts Japanese Side The Japanese side will provide resources as follows. a. Long Term Expert (Project Coordinator (Work Management / Quality Control)) b. Short Term Expert: (IT(Data Processing), Post Enumeration Survey (Processing/Matching) etc.) c. Study Visit / Country-Focused Training d. Seminar / Workshop / Training e. Equipment (such as Tablets and vehicles for studies) f. A part of the operational costs for implementing activities (Ex. Costs for experts activities)		- The security condition of Egypt is Stable. <Pre-conditions> - The Census for 2016 is conducted with no major change in the schedule. - The organization of CAPMAS is not reformed/rearranged that may affect the project activities.

Project Title: Project for developing statistical quality system at CAPMAS

Dated 30/03/2015

Inputs	EFY	2015												2016												2017												2018												Remarks	Issue	Solution
		7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12																					
Schedule of the Census 2016	JFY	[Gantt chart showing project schedule from July 2015 to March 2018]																																																○ Preliminary result ● Final result		
Expert		[Gantt chart for expert activities]																																																		
Project Coordinator (Work Management / Quality Control)		[Gantt chart for Project Coordinator]																																																		
IT (Data Processing)		[Gantt chart for IT activities]																																																		
Post Enumeration Survey (Processing / Matching)		[Gantt chart for PES activities]																																																		
Other areas (depending on necessity and availability)		[Gantt chart for other areas]																																																		
Training in Japan		[Gantt chart for training in Japan]																																																		
Study visit / Country-focused training		[Gantt chart for study visits]																																																		
In-country/Third country Training		[Gantt chart for in-country training]																																																		
Seminar / Workshop / Training		[Gantt chart for seminars]																																																		
Activities		2015												2016												2017												2018												Responsible Organization	Achievements	Issue & Countermeasures
Sub-Activities		[Gantt chart for sub-activities]																																																Japan	EGE	
Output 1: Statistical planning, fieldwork and data processing are effectively implemented with IT application.																																																				
1.1 Assess on the training need of CAPMAS staff.	○	[Gantt chart for 1.1]																																																		
1.2 Share on Japan's experience on statistical planning, fieldwork and data processing.	○	[Gantt chart for 1.2]																																																		
1.3 Provide advice and training for efficient implementation of statistical planning, fieldwork and data processing (Eg. data entry/loading and cleaning).	○	[Gantt chart for 1.3]																																																		
1.4 Provide advice and training on E-Census system.	○	[Gantt chart for 1.4]																																																		
1.5 Provide advice on work management for implementing the Census 2016	○	[Gantt chart for 1.5]																																																		
Output 2: The capacity on sampling method is improved.																																																				
2.1 Provide advice and training on sampling (Eg. designing, sample selection and application).	○	[Gantt chart for 2.1]																																																		
2.2 Support on improving sampling methods for the Census 2016 (Eg. Designing, sample selection and application)	○	[Gantt chart for 2.2]																																																		
Output 3: The post-enumeration survey is conducted in accordance with the international standards.																																																				
3.1 Share on Japan's experience on post-enumeration survey.	○	[Gantt chart for 3.1]																																																		
3.2 Provide advice and training on implementing post-enumeration survey for the Census 2016.	○	[Gantt chart for 3.2]																																																		
Duration / Phasing		[Gantt chart for duration]																																																		
Monitoring Plan		2015												2016												2017												2018												Remarks	Issue	Solution
Joint Coordination Committee		[Gantt chart for monitoring plan]																																																		
Set-up the Detailed Plan of Operation		[Gantt chart for monitoring plan]																																																		
Submission of Monitoring Sheet		[Gantt chart for monitoring plan]																																																		
Monitoring Mission from Japan		[Gantt chart for monitoring plan]																																																as necessary		
Reports/Documents		[Gantt chart for reports]																																																		
Project Completion Report		[Gantt chart for reports]																																																		

*terminal evaluation

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Project Implementation Structure (tentative)

Egypt Side

JICA Side

Joint Coordinating Committee (JCC)

Project Director: Mrs. Ghada Mostafa Abdalla
Sub-Project Director: Mrs. Hoda Mostafa Attia
Project Manager: Mr. Ahmed Kamal Abd El Aziz
Sub-Project Manager: Mrs. Yasmin Ahmed Mahmoud
Members: Representatives from all departments concerned (to be determined)

Industrial Development and Public Policy Department ,
Japan International Cooperation Agency

JICA Egypt Office

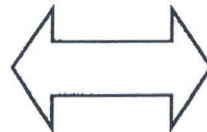
Project Team

Counterparts from : CAPMAS
Project Manager:
Mr. Ahmed Kamal Abd El Aziz
Sub Project Manager:
Mrs. Yasmin Ahmed Mahmoud

Training



Japan Experts



Consultation

JICA Experts in charge of
(i),
(ii)

Composition and Functions of Joint Coordinating Committee (JCC)

The Joint Coordinating Committee (hereinafter referred to as "JCC") will be formed and its meetings will be held at least once a year for the smooth implementation of the Project. The prospective functions and members of the JCC are as follows.

1) Functions

- (a) To approve the Annual Plan of Operation to be formulated in accordance with the R/D
- (b) To review overall progress and achievement of the Project
- (c) To monitor and evaluate the implementation of the Project
- (d) To examine major issues arising from or in connection with the Project
- (e) To work out the modification of the PDM and the PO as necessary
- (f) To recommend and request necessary actions to the organizations concerned

2) Members

- (a) Chairperson

Mrs. Ghada Mostafa Abdalla, Under Secretary for President Office Affairs,
CAPMAS (Project Director)

- (b) Members:

<Egyptian Side>

CAPMAS

Mrs. Hoda Mostafa Attia, Director General of International Cooperation
Department (Sub- Project Director)

Mr. Ahmed Kamal Abd El Aziz, CAPMAS President Advisor (Project Manager)

Mrs. Yasmin Ahmed Mahmoud, International Cooperation Department (Sub-
Project Manager)

Official(s) in charge from the following division/department (tentative):

Central Administration for CAPMAS President Office Affairs

International Cooperation Department

Quality Control Department

Demographic Statistical and Censuses Sector

Central Administration of Census
General Administration of Population Censuses
General Administration of Classifications and Samples
Population and Social Studies Center
Information Technology Sector

<Japanese Side>

Representative(s), JICA Egypt Office

Officer(s) in charge, JICA Egypt Office

Expert(s) of the Project

Official(s) in charge, Embassy of Japan in Egypt

*The JCC can invite other personnel as necessary.

MINUTES OF MEETING
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
CENTRAL AGENCY FOR PUBLIC MOBILIZATION AND STATISTICS
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR DEVELOPING STATISTICAL QUALITY SYSTEM AT
CAPMAS

The Detailed Planning Survey Team (hereinafter referred to as "the Team") of the "Project for developing system statistical quality at CAPMAS" (hereinafter referred to as "the Project") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Ryuichi TOMIZAWA, visited Egypt from August 23 to September 3, 2015.

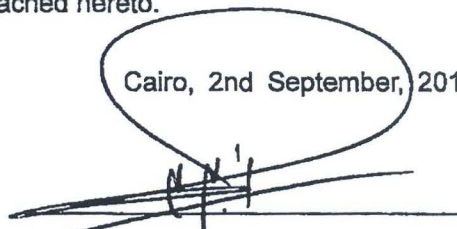
The Team had a series of meetings with Central Agency for Public Mobilization And Statistics (hereinafter referred to as "CAPMAS") for the purpose of working out the details of the Project including the desirable measures to be taken by both sides for the successful implementation of the Project.

As a result of the discussions, both sides reached a common understanding for matters referred to in the documents attached hereto.



Mr. Ryuichi TOMIZAWA
Deputy Director General
Industrial Development and Public
Policy Department
JICA

Cairo, 2nd September, 2015



Gen. Abo Bakr Elgendy
President
Central Agency for Public Mobilization
And Statistics
Egypt

Summary of Discussions

On the basis of the proposal of the Project, the two parties have discussed and agreed on the Project framework. The details of the agreed documents are attached as Annex I - VI. The major points of the Project framework that have been agreed upon are as follows:

I. BACKGROUND OF THE PROJECT

CAPMAS plays an important role in the implementation process of Egypt National Development Plan by producing and disseminating statistical data and information which should be helpful for policy makers to make decision and solve problems based on accurate data and information.

CAPMAS is the only governmental agency in charge of producing official statistics in all demographic, social and economic fields. Also, it is the official source in Egypt to supply the state agencies, universities, research centers and international organizations with data and statistics where many ministries, such as ministries of planning, ministry of labor and migration, ministry of trade, depend on it as a guide in implementation of national development plan. Additionally, many international organizations depend on CAPMAS data to determine the development requirements.

All these ministries and institutions depend on and use some important indicators and data produced by CAPMAS such as Household Income, Expenditure and Consumption Survey (HIECS) data, Labor force survey, Inflation rate, Price Statistics (ICP, CPI), population and establishment census data, economic census data, trade statistics, Tourism statistics...etc.

CAPMAS started the preparation for 2016 population & housing census. In this regard, CAPMAS needs to build and improve the capacity of CAPMAS staffs especially in two important departments as the following:

1. Quality control department with capacity of 20 person (most of the young and

middle age)

Its main job is to control and monitor the collecting and auditing data. Quality control process will help to determine and correct the mistakes in the data and different statistics providing users accurate data in a timely manner. However, there is no comprehensive plan to monitor all statistical processes such as questionnaire design, sampling, collecting data, respond to surveys forms, data entry, auditing, processing, analyzing data, dissemination and developing surveys to meet all these needs according to international standards.

2. Sampling department with capacity of 20 person (most of them young and middle age)

Designing a representative sample is considered the first and most important step in implementing any social economic survey that reflects the real society in specific areas. The selected sample should be accurate and good representative of the population and similar to whole society characteristics. CAPMAS intends to develop the current sampling department in order to face the challenges in creating master sample which is reliable in the coming survey to have high quality data.

II. THE PROJECT FRAMEWORK

Both sides discussed and adopted the summary of the Project as follows:

1. Project Title

Project for developing statistical quality system at CAPMAS

2. Project Duration

3 years from date of the first arrival of a Japanese expert in Egypt

3. Project Site(s) and Beneficiaries

(1) Project Site:

(a) Cairo region

(b) Other regions will be selected based on the consultation between JICA and CAPMAS, taking into account of the latest security situation in Egypt

and Security Guideline of JICA.

(2) Beneficiaries:

CAPMAS officials

4. Objectives of the Project

(1) Overall Goal

Policy relevance is enhanced with improved quality of statistical studies in Egypt.

(2) Project Purpose

Capacity of CAPMAS to effectively manage the Census 2016 and other statistical studies is strengthened.

(3) Outputs

1) Statistical planning, fieldwork and data processing are implemented effectively and with high quality using IT application.

2) The capacity on sampling method is improved in quality.

3) The post-enumeration survey is conducted properly in accordance with the international standards.

(4) The Project Activities, Process and Implementation Structure

These details are provided in Annex I (Tentative Project Design Matrix), Annex II (Tentative Plan of Operation), and Annex III (Tentative Implementation Structure of the Project).

(5) Evaluation Result of the Project

The Team evaluated the Project based on the development policies of Egypt and development needs in Egypt, on Japanese cooperation policies, and on appropriateness of the plan. As a result of the survey and a series of discussions with Egyptian side as shown in Annex V, the Team concluded that Project is appropriate to be implemented.

III. IMPLEMENTING STRUCTURE OF THE PROJECT

1. Implementation Structure

The Tentative Implementation Structure of the Project is given in the Annex III.

The roles and assignments of relevant organizations are as follows:

(1) CAPMAS

(a) Project Director

Mrs. Ghada Mostafa Abdalla, Under Secretary for President Office Affairs will be responsible for overall administration and implementation of the Project.

(b) Sub Project Director

Mrs. Hoda Mostafa Attia, Director General of International Cooperation Department will support the Project Director and substitute her in case of absence.

(c) Project Manager

Mr. Ahmed Kamal Abd El Aziz, CAPMAS President Advisor will be responsible for managerial and technical matters related to the Project.

(d) Sub Project Manager

Mrs. Yasmin Ahmed Mahmoud, International Cooperation Department will support the Project Manager and substitute him in case of absence.

(e) Relevant staff of CAPMAS will be assigned to be engaged in the daily activities of the Project.

(2) JICA Experts

The JICA Experts will give necessary technical guidance, advice and recommendations to CAPMAS on any matters pertaining to the implementation of the Project. JICA Experts will collect and analyze the needs of CAPMAS and prepare the training.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") chaired by a Project Director will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on

major issues that may arise during the implementation of the Project. The composition and functions of JCC is shown in the Annex IV. A list of proposed members of JCC is shown in the Annex IV.

IV. LOGISTIC ARRANGEMENTS

1. Work space for JICA expert (s)

CAPMAS agreed to provide the JICA experts with an adequate office space with enough furnishing, telephone lines and access to Internet that would be necessary in order to carry out the Project.

2. Counterpart budget

According to the government's procedures, CAPMAS will ensure sufficient allocation of counterpart budget required for the implementation of the Project activities. Remuneration and travel allowances (e.g. per-diem, accommodation and transport in site visits inside Egypt) are not provided to the counterpart personnel by JICA since it is not appropriate to subsidize such expenses to counterpart personnel from the viewpoint of sustainability of the outputs and outcomes from the Project.

V. SIGNING OF THE RECORD OF DISCUSSIONS AND THE MINUTES OF MEETING

Both sides prepared the draft R/D as attached in ANNEX VI. The draft R/D would be signed between JICA and the authorities concerned of Egypt.

Annex I	Tentative Project Design Matrix: PDM
Annex II	Tentative Plan of Operation (PO)
Annex III	Tentative Implementation Structure of the Project
Annex IV	Composition and Functions of Joint Coordinating Committee (JCC)
Annex V	Main Points Discussed
Annex VI	Draft Record of Discussions (Draft R/D)

3


PDM (Eng)

Project Design Matrix

Annex I

Project Title: Project for developing statistical quality system at CAPMAS

Implementing Agency: Central Agency for Public Mobilization and Statistics (CAPMAS)

Period of Project (tentative): December 2015- November 2018 (3 years)

Project Site: Cairo, Egypt

Version 0

Dated: 02/September/2016

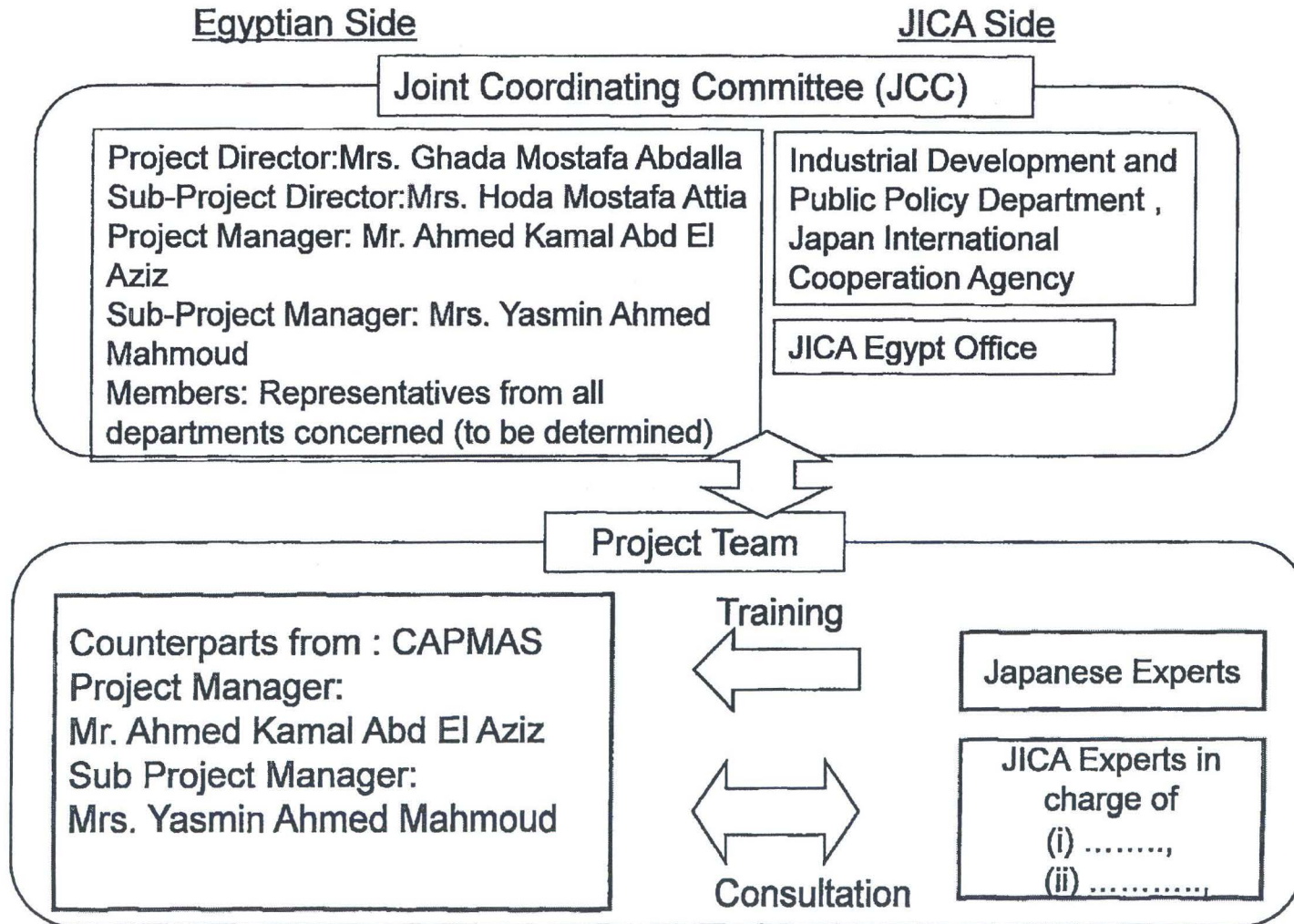
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Policy relevance is enhanced with improved quality of statistical studies in Egypt.</p>	<p>1. The Census result with improved quality is utilized for policy making by the concerned ministries and relevant agencies in Egypt within 3 years of project completion.</p> <p>2. The result of the Census 2016 with improved quality is utilized for other statistical studies undertaken by CAPMAS within 3 years of project completion.</p>	<p>1. CAPMAS internal references 2. CAPMAS internal references</p>	
<p>Project Purpose Capacity of CAPMAS to effectively manage the Census 2016 and other statistical studies is strengthened.</p>	<p>1. Guideline/manuals on Census management (e.g., data processing, E-Census, utilization of tablet devices, sampling, post-enumeration survey) is updated /improved.</p>	<p>1. CAPMAS internal references</p>	<p>- Policy makers understand the significance of statistical information. - The trained counterpart staff play an active role in the organization.</p>
<p>Outputs</p> <p>1. Statistical planning, fieldwork and data processing are implemented effectively and with high quality using IT application.</p> <p>2. The capacity on sampling method is improved in quality.</p> <p>3. The post-enumeration survey is conducted properly in accordance with the international standards.</p>	<p>1-1. No. of advice and training conducted.</p> <p>1-2. The trainees are satisfied with the training.</p> <p>1-3. Application of the advice and training for statistical planning, fieldwork and data processing.</p> <p>2-1. No. of trainings conducted</p> <p>2-2. The level of understanding of CAPMAS staff on Japan's practice on sampling methods for statistical studies increases.</p> <p>2-3. The level of understanding of CAPMAS staff on the improved master sampling method is improved.</p> <p>3-1. No. of advice and training conducted</p> <p>3-2. The level of understanding of CAPMAS staff on the practice of post-enumeration survey increases.</p> <p>3-3. Application of the advice and training for conducting the post-enumeration survey for the Census 2016.</p>	<p>1-1. Project references 1-2. Project references 1-3. Project references 2-1. Project reference 2-2. Project reference 3-1. Project references 3-2. Project references 3-3. Project references</p>	<p>- The trained counterpart staff play an active role in the organization. - Sufficient budget and staff is allocated for CAPMAS - Public support and cooperate with the data collection for the Census.</p>

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Activities	Inputs	Important Assumption
<p>1-1 Assess on the training need of CAPMAS staff.</p> <p>1-2 Share on Japan's experience and provide advice on statistical planning, fieldwork and data processing.</p> <p>1-3 Provide training for efficient implementation of statistical planning, fieldwork and data processing (Eg. data entry/loading and cleaning)</p> <p>1-4 Provide advice and training on E-Census system</p> <p>1-5 Provide advice on work management for implementing the Census 2016.</p> <p>2-1 Provide advice and training on sampling method.</p> <p>2-2 Support on improving sampling methods for the Census 2016. (Eg. designing, sample selection and application)</p>	<p>Egyptian Side</p> <p>The Egyptian Side will provide resources as follows.</p> <p>a. Human resources that may consist of</p> <p>(i) Project Director (Under Secretary for President Office Affairs, CAPMAS);</p> <p>(ii) Sub-Project Director (Director General of International Cooperation Department, CAPMAS);</p> <p>(iii) Project Manager (CAPMAS President Advisor);</p> <p>(iv) Sub-Project Manager (International Cooperation Department)</p> <p>b. Experts in statistics in Egypt</p> <p>c. Office space for resident advisor, if necessary</p> <p>d. Supporting fund for CAPMAS staff to assist the project implementation (based on needs)</p> <p>e. Contact with Egyptian government and foreign counterparts</p>	<p>- The trained counterpart staff play an active role in the organization.</p> <p>- Sufficient budget and staff is allocated for CAPMAS</p>
<p>3-1 Provide advice and training on post-enumeration survey.</p> <p>3-2 Support on implementing post-enumeration survey by CAPMAS for the Census 2016.</p>	<p>Japanese Side</p> <p>The Japanese side will provide resources as follows.</p> <p>a. Long Term Expert (Project Coordinator (Work Management / Quality Control))</p> <p>b. Short Term Expert: (IT(Data Processing), Post Enumeration Survey (Processing/Matching) etc.)</p> <p>c. Study Visit / Country-Focused Training</p> <p>d. Seminar / Workshop / Training</p> <p>e. Equipment</p> <p>f. A part of the operational costs for implementing activities (Ex. Costs for experts activities)</p>	<p><Pre-conditions></p> <p>- The Census for 2016 is conducted with no major change in the schedule.</p> <p>- The organization of CAPMAS is not reformed/rearranged that may affect the project activities.</p> <p>- The security condition of Egypt is not deteriorated.</p>

Project Implementation Structure (tentative)



Composition and Functions of Joint Coordinating Committee (JCC)

The Joint Coordinating Committee (hereinafter referred to as "JCC") will be formed and its meetings will be held at least once a year for the smooth implementation of the Project. The prospective functions and members of the JCC are as follows.

1) Functions

- (a) To approve the Annual Plan of Operation to be formulated in accordance with the R/D
- (b) To review overall progress and achievement of the Project
- (c) To monitor and evaluate the implementation of the Project
- (d) To examine major issues arising from or in connection with the Project
- (e) To work out the modification of the PDM and the PO as necessary
- (f) To recommend and request necessary actions to the organizations concerned

2) Members

(a) Chairperson

Mrs. Ghada Mostafa Abdalla, Under Secretary for President Office Affairs,
CAPMAS (Project Director)

(b) Members:

<Egyptian Side>

CAPMAS

Mrs. Hoda Mostafa Attia, Director General of International Cooperation
Department (Sub- Project Director)

Mr. Ahmed Kamal Abd El Aziz, CAPMAS President Advisor (Project Manager)

Mrs. Yasmin Ahmed Mahmoud, International Cooperation Department (Sub-
Project Manager)

Official(s) in charge from the following division/department (tentative):

Central Administration for CAPMAS President Office Affairs

International Cooperation Department

Quality Control Department

Demographic Statistical and Censuses Sector

Central Administration of Census

General Administration of Population Censuses

General Administration of Classifications and Samples
Population and Social Studies Center
Information Technology Sector

<Japanese Side>

Representative(s), JICA Egypt Office

Officer(s) in charge, JICA Egypt Office

Expert(s) of the Project

Official(s) in charge, Embassy of Japan in Egypt

*The JCC can invite other personnel as necessary.

MAIN POINTS DISCUSSED

1. Output on quality control

CAPMAS requested to add a separate output regarding quality control in the design of PDM while the Team explained that the elements of quality control were already incorporated with the drafted outputs and activities in PDM. CAPMAS agreed to the explanation by the Team.

2. Long-term expert

Regarding the dispatching of long-term expert, CAPMAS requested that the expert need to be qualified in the field of quality control in statistics. The Team expressed concern to find a suitable personnel in the specified field and suggested that the relevant expertise on quality control would be available not only in statistics but also in business such as manufacturing field. CAPMAS agreed to select the expert qualified in the field of comprehensive quality control.

3. Equipment

CAPMAS indicated that tablets and vehicles for the surveys in the rural regions were their priority in the equipment requested for JICA under the Project. The Team agreed that the utilization of tablet devices would be relevant in relation to Output 1 and will consider the request depending upon the budget availability in JICA. Meanwhile, the Team expressed that the provision of vehicles were less strongly associated with the drafted project activities while CAPMAS stressed its importance for the operation. The Team will consider the request with the conditions that 1) the operation and maintenance (O&M) cost shall be covered by CAPMAS, 2) the vehicles shall be utilized not only for the Census 2016 but also for other statistical studies undertaken by CAPMAS and 3) the vehicles shall not be used other than for the purpose of the surveys in the rural regions. The possibility of JICA's support on the vehicles will also be depending on the availability of the budget and procurement policy in JICA.

4. Project evaluation of training activities

Regarding the Project evaluation of the JICA about training activities under the Project, CAPMAS requested that the JICA experts and trainers shall set clear objectives when conducting training for CAPMAS staff and consider how the

ANNEX V

training participants apply the outcome of training to their work. The Team agreed to the request by CAPMAS.

5. Indicator on master sampling method

CAPMAS requested to add an objectively verifiable indicator described as 2-3 in PDM: The level of understanding of CAPMAS staff on the improved master sampling method is improved. The Team agreed to the request with a condition that the indicator shall be reviewed, reflecting the appropriateness of the indicator for the Project after the commencement of the Project.

6. Project sites

CAPMAS mentioned that the Census itself will cover the entire region of Egypt, and CAPMAS requested to include the neighboring areas of Cairo as a project site in order to improve the quality of Census work in the regions. The Team presented the concern about the security situation of the remote regions of Egypt. CAPMAS stated that it will consider the security of JICA experts as most important and take necessary measures.

Both sides agreed that the Project sites are as follows:

- (a) Cairo Region
- (b) Other regions will be selected based on the consultation between JICA and CAPMAS taking into account of the latest security situation in Egypt and Security Guideline of JICA.

7. Assignment of human resources

CAPMAS proposed to assign a Sub-Project Director and Sub-Project Manager in addition to the Project Director and Project Manager. The Sub-Project Director and Sub-Project Manager will support the Project Director and the Project Manager respectively and substitute them in case of absence. The Team agreed to proposal by CAPMAS.

ANNEX VI

RECORD OF DISCUSSIONS
ON
PROJECT FOR DEVELOPING STATISTICAL QUALITY SYSTEM
AT CAMPAS
IN
EGYPT
AGREED UPON BETWEEN
AUTHORITIES CONCERNED OF GOVERNMENT OF THE ARAB
REPUBLIC OF EGYPT
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Cairo, [date]

XXX XXX
Chief Representative
JICA Egypt Office

Mr. XXXX
XXXXXX
Central Administration for Public
Mobilization and Statistics
The Arab Republic of Egypt



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Based on the minutes of meetings on the Detailed Planning Survey on the "Project for Developing Statistical Quality System at CAPMAS" (hereinafter referred to as "the Project") signed on 2nd, September between Central Agency for Public Mobilization and Statistics (hereinafter referred to as "CAPMAS") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with CAPMAS and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that CAPMAS, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of Egypt.

The Project will be implemented within the framework of Colombo Plan Technical Cooperation scheme between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Egypt (hereinafter referred to as "GOE").

Appendix 1: Project Description

Appendix 2: Main Points Discussed

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Preparatory Survey on the Project signed on 2nd, September (Annex 5).

I. BACKGROUND

CAPMAS plays an important role in the implementation process of Egypt National Development Plan by producing and disseminating statistical data and information which should be helpful for policy makers to make decision and solve problems based on accurate data and information.

CAPMAS is the only governmental agency in charge of producing official statistics in all demographic, social and economic fields. Also, it is the official source in Egypt to supply the state agencies, universities, research centers and international organizations with data and statistics where many ministries, such as ministries of planning, ministry of labor and migration, ministry of trade, depend on it as a guide in implementation of national development plan. Additionally, many international organizations depend on CAPMAS data to determine the development requirements.

All these ministries and institutions depend on and use some important indicators and data produced by CAPMAS such as Household Income, Expenditure and Consumption Survey (HIECS) data, Labor force survey, Inflation rate, Price Statistics (ICP, CPI), population and establishment census data, economic census data, trade statistics, Tourism statistics...etc.

CAPMAS started the preparation for 2016 population & housing census. In this regard, CAPMAS needs to build and improve the capacity of CAPMAS staffs especially in two important departments as the following:

1. Quality control department with capacity of 20 person (most of the young and

middle age)

Its main job is to control and monitor the collecting and auditing data. Quality control process will help to determine and correct the mistakes in the data and different statistics providing users accurate data in a timely manner. However, there is no comprehensive plan to monitor all statistical processes such as questionnaire design, sampling, collecting data, respond to surveys forms, data entry, auditing, processing, analyzing data, dissemination and developing surveys to meet all these needs according to international standards.

2. Sampling department with capacity of 20 person (most of them young and middle age)

Designing a representative sample is considered the first and most important step in implementing any social economic survey that reflects the real society in specific areas. The selected sample should be accurate and good representative of the population and similar to whole society characteristics. CAPMAS intends to develop the current sampling department in order to face the challenges in creating master sample which is reliable in the coming survey to have high quality data.

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Project Design Matrix: PDM (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Title of the Project

Project for Developing Statistical Quality System at CAPMAS

2. Overall Goal

Policy relevance is enhanced with improved quality of statistical studies in Egypt.

3. Project Purpose

Capacity of CAPMAS to effectively manage the Census for 2016 and other statistical studies is strengthened.

4. Outputs

- 1) Statistical planning, fieldwork and data processing are implemented effectively and with high quality using IT application.
- 2) The capacity on sampling method is improved in quality.
- 3) The post-enumeration survey is conducted properly in accordance with the international standards.

5. Activities

As Annex 1 (PDM).

6. Input

(1) Input by JICA

The JICA experts will give necessary technical guidance, advice and recommendations to CAPMAS on any matters pertaining to the implementation of the Project.

(a) Dispatch of Experts

[Long-term]

- Project Coordinator (Work Management / Quality Control)

[Short-term Experts]

- IT(Data Processing), Post Enumeration Survey (Processing/Matching) etc.

(b) Training

- Local Trainings/Workshops/Seminar
- Trainings in Japan (Country-focused training/Study visit/Long-term training)

Input other than indicated above will be determined through mutual consultations between JICA and CAPMAS during the implementation of the Project, as necessary.

(2) Input by CAPMAS

CAPMAS will take necessary measures to provide at its own expense:

(a) Human resources that may consist of

- (i) Project Director (Under Secretary for President Office Affairs);

- (ii) Sub Project Director (Director General of International Cooperation Department);
- (iii) Project Manager (CAPMAS President Advisor);
- (iv) Sub Project Manager(International Cooperation Department);
- (b) Experts in statistics in Egypt;
- (c) Credentials or identification cards;
- (d) Office space for resident advisor, if necessary
- (e) Supporting fund for CAPMAS staff to assist the project implementation (based on needs)
- (f) Contact with Egyptian government and foreign counterparts

7. Implementation Structure

The Implementation Structure of the Project is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

(1) CAPMAS

(a) Project Director

Mrs. Ghada Mostafa Abdalla, Under Secretary for President Office Affairs will be responsible for overall administration and implementation of the Project.

(b) Sub Project Director

Mrs. Hoda Mostafa Attia, Director General of International Cooperation Department will substitute for the Project Director in case of absence.

(c) Project Manager

Mr. Ahmed Kamal Abd El Aziz, CAPMAS President Advisor will be responsible for the managerial and technical matters of the Project.

(d) Sub Project Manager

Mrs. Yasmin Ahmed Mahmoud, International Cooperation Department will substitute for the Project Manager in case of absence.

(e) Relevant staff of CAPMAS will be assigned to be engaged in the daily activities of the Project.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to CAPMAS on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") chaired by a Project Director will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct evaluation of the Project, and exchange opinions on major issues that may arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4.

8. Project Site(s) and Beneficiaries

(1) Project Site:

(a) Cairo region

(b) Other regions will be selected based on the consultation between JICA and CAPMAS, taking into account of the latest security situation in Egypt and Security Guideline of JICA.

(2) Beneficiaries:

CAPMAS officials

9. Duration

Three (3) years from the date of the first arrival of a Japanese expert in Egypt

10. Environmental and Social Considerations

CAPMAS agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF CAPMAS

1. CAPMAS will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Egyptian nationals as a result of Japanese technical cooperation contributes to the economic and social development of Egypt and the knowledge and experience acquired by the personnel of Egypt through training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-6 (1) (a) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or International organizations performing similar missions in Egypt.

2. Government of Egypt will take necessary measures according to Agreement on Technical Cooperation between the Government of Japan and the Government of the Arab Republic of Egypt to:

- (1) provide security-related information as well as measures to ensure the safety of the JICA experts;
- (2) permit the JICA experts to enter, leave and sojourn in Egypt for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees;
- (3) exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project;
- (4) exempt the JICA experts from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project; and
- (5) meet taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project.

3. CAPMAS will bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims

arise from gross negligence or willful misconduct on the part of the JICA experts.

IV. MONITORING AND EVALUATION

JICA and the CAPMAS will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the Project Design Matrix (PDM) and Plan of Operation (PO). The Monitoring Sheets shall be reviewed every six (6) months.

Also, Project Completion Report shall be drawn up one or two month before the termination of the Project.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The CAPMAS is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, CAPMAS will take appropriate measures to make the Project widely known to the people of Egypt.

VI. MISCONDUCT

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, CAPMAS and relevant organizations shall provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of the Egypt.

CAPMAS and relevant organizations shall not, unfairly or unfavorably treat the person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

VII. MUTUAL CONSULTATION

JICA and CAPMAS will consult each other whenever any major issues arise in

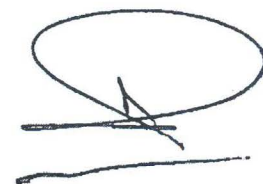
the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and CAPMAS.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Project Design Matrix:PDM
- Annex 2 Tentative Plan of Operation
- Annex 3 Implementation Structure of the Project
- Annex 4 Composition and Functions of Joint Coordinating Committee
- Annex 5 Minutes of Meetings on the Detailed Planning Survey



MAIN POINTS DISCUSSED

1. Output on quality control

CAPMAS requested to add a separate output regarding quality control in the design of PDM while the Team explained that the elements of quality control were already incorporated with the drafted outputs and activities in PDM. CAPMAS agreed to the explanation by the Team.

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training participants apply the outcomes of training to their work. The Team agreed to the request by CAPMAS.

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