EU Twinning Project
IS12/ENP-APFI/08

**Support to the Israeli Central Bureau of Statistics
in the development of National Accounts, Education Statistics,
Survey Methodology, ICBS Website and
Coordination of Israel National Statistical System**

Component C
Coordination of Israel
National Statistical System

Activity C.4
Cooperation with users and data providers

Implemented by:
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List of Abbreviations

DDI	Data Documentation Initiative
EU	European Union
GSBPM	Generic Statistical Business Process Model
MoU	Memorandum of Understanding
MS	Member State
NSI	National Statistics Institute
NSS	National Statistical System
ICBS	Israeli Central Bureau of Statistics
PUF	Public Use Files
SD	Statistics Denmark
SDC	Statistical Data Disclosure
SDMX	Statistical Data and Metadata Exchange
SIMS	Single Integrated Metadata Structure
ToR	Terms of Reference

1. General comments

This mission's program was very ambitious and was carried out successfully thanks to excellent preparation of the ICBS staff. The consultants would like to express their thanks to all officials and individuals met for the kind support and inspiring discussions during the stay in Israel which highly facilitated the work.

The views and observations stated in this report are those of the consultants, and do not necessarily correspond to the views of the EU or SD.

2. Activities during the mission

The program laid out in the ToR, cf. annex 1 and 2, was followed with full engagement from ICBR's top management. This included primarily:

- **User Focus Groups about metadata and access to micro data for research:**
  This was successful in bringing together many different kinds of users. They brought forward a broad range of important issues, which should be taken into account by ICBS in their future corporate strategy work. Many of the issues had to do with wishes for new or modified statistics. In this report, we shall only refer views leading towards measures of a cross-cutting nature.

- **Data providers' seminar:**
  This event brought together a number of data providers, mainly public authorities who were providing ICBS with administrative data as a source for official statistics, or could perhaps do that even more in future.

  The meetings were conducted in a good atmosphere of cooperation.

3. Recommendations for activities in the coming months

The following recommendations were presented and accepted by the ICBS management:

3.1 User oriented Metadata

Two useful focus group workshops were held with different segments of statistics users (for participant list, see annex 3) about their needs, wishes and satisfaction in relation to the metadata provided by ICBS. Whilst ICBS took an observing role the workshop was facilitated by the consultants and took the questions shown in separate annex 4.5 as point of departure.

The first workshop comprised so-called *"miners"*, i.e. experts making in-depth use of statistics – tabular as well as micro data – for research and analytical purposes. This workshop included a presentation of ICBS' practice and plans regarding access to micro data for research purposes (see separate annex C4.4). The second workshop comprised so-called "farmers", i.e. heavy users of statistics, who are not necessarily researchers.
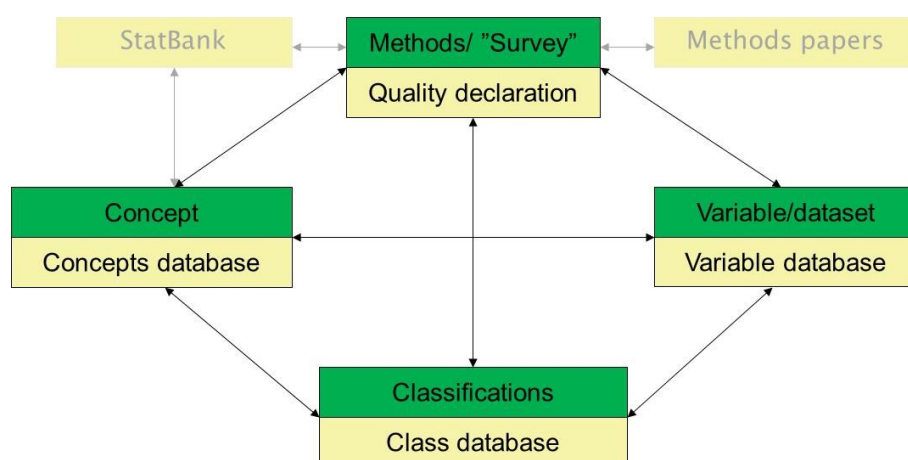
Generally, the discussions revealed a high level of satisfaction with the metadata provided on ICBS' website and the service provided by ICBS when contacted by users. Also, ICBS was generally acknowledged as a reliable information source and a trustworthy organization. However, also a number of important areas for improvements were addressed (some of which related to metadata and some which related more to the statistics itself), see also separate annex C4.6:

- *Awareness and use of metadata:*
  - Users do not use metadata very much - often they can find metadata in a publication (but then it is very difficult to find it again if needed).
  - It could be borne in mind that even some expert users have a relatively vague understanding of what 'good metadata' really is and thereby what they should expect from a producer of official statistics. This could call for a more current dialogue with users having particular interest and ideas in relation to metadata.

- *Accessibility:*
  - A clear piece of feedback from the users was that – although users should always be aware of sources of errors – *"the problem is not the quality (i.e. accuracy); it is the accessibility".*
  - Statistics in one subject is presented all over the website. It is not linked and presented together in one location.
  - Moreover, users prefer a single access portal to all official statistics, including those produced by other ministries.
  - Researchers avoid using the Research-Room since its infrastructures are not user-friendly, and the same goes for the present arrangement of remote access to micro-data. Users in the NSS would like to be able to work on micro-data from their own offices.
  - The statistical, technical and procedural limitations to accessibility actually have an impact on the analytical angles taken by some users in the sense that they sometimes conduct less ambitious analyses just to avoid the procedural and technical limitations.
  - For users working with very short deadlines (e.g. in the political process) it is crucial that the search function on ICBS' website will quickly lead the user to the relevant indicators and tables, using flexible definitions of variables and categories. An easily accessible and exhaustive list of indicators would be appreciated.
  - It was suggested to set a priorities order with regard to the presentation of search results.
  - The use of table generator should be expanded to include data from all topics and not only one survey. It will allow flexibility in defining content of tables.
  - If there are automatic tools to collapse categories and ensure confidentiality, then it would be preferable to have a limited file behind the table generator.
  - Users would like to have spatial data presented on maps and downloaded easily. It takes ICBS too long time to produce such data on maps on demand.
  - A solution should be found for Ministries whose researchers are not state workers but private consultants.

- *Missing metadata:*
  - When methods are changed there is a need for time series to be reconciled or breaks to be explained.
  - Some users, who are currently not (or only to a limited extent) using ICBS' data, were aware that an abundance of data are available, but need more concrete information about the actual content within their area of interest and the possibilities for accessing the statistical data.

- o Explanations regarding the statistics produced but not published are needed (e.g. metadata for micro data held by ICBS).
- o There was a general perception that ICBS' data are generally under-utilised – not least with regard to administrative data made available to ICBS.
- o More information about sources of information is needed since users trust ICBS surveys and less so the administrative data coming from other agencies. They expect ICBS to help understanding the differences between the statistics published on the same subject by ICBS, the NSS partner, OECD, etc.
- o At times, complex indicators presented are not easy to understand. Explanations are needed as well as the link to the "raw data" behind the indicators.
- o Users expect ICBS to explain the differences in figures published for the same variables by ICBS and by other official statistics producers. Harmonisation is asked for.
- o It was suggested to present statistics within a context to allow users to better understand sources of changes, like change of policy and regulation.
- o It was also suggested that once in a while (five years), ICBS will publish a more elaborated methodology paper related to each subject.
- o More information is needed for researchers in order to understand possibilities of records linkage and the implication with regard to timeliness.
- o Users would have liked to have explanations and guidance on how to use data and how to understand tables.

- *Use of data and missing data*
  - o There is a new trend of "Data journalism" in Israel, based on statistical data.
  - o ICBS data are trusted as official and reliable source of information, by the different users.
  - o ICBS statistics is also used to validate statistics produced in other agencies.
  - o Users of statistics, who are also producers, tend to use their own data first. Better accessibility of on-line statistics will probably affect this tendency.
  - o Regional statistics on a locality and on a neighbourhood level are mostly needed.
  - o There is a need for more statistics on social minority groups.
  - o A need was expressed for all data to be available in the data bank – and in a flexible way.
  - o Longer time series are needed in the on-line tables. Users prepare these series themselves and may not be aware of errors presented.
  - o There is also a need for tendency data.
  - o International comparisons are looked for and at times, the websites of the international organizations are used for that end. Users would have liked ICBS to accelerate the process of harmonization of statistics to allow for needed international comparisons.
  - o Public Use Files (PUFs), although limited because of confidentiality considerations, are well used by researchers and their students in the universities.
  - o Several users found it troublesome that their offices provide data to ICBS, but they are not able to get it back after editing or after adding information to the files. As for the PUF produced, the office should not be charged for their own data.
  - o In press releases, data behind the graphs are not always presented in the tables attached.

ICBS expressed clear appreciation of all the users' feedback and perceptions and added clarifying information on a number of the issues raised and some of ICBS' plans to improve its services. Some of the issues mentioned are already being dealt with – for instance in the 'Eckstein Committee 2'. Specifically with regard to metadata ICBS had the following strategic answers to the users' input:

- ICBS is building a new website that will answer several needs expressed with regard to accessibility and missing metadata.

- ICBS is preparing MoU's with partners, were some of data availability problems could be solved.

- We need a coherent system based on the "diamond" model (see below figure)

- Each piece of metadata should be captured only once, and reused for multiple purposes. This is to avoid double work, incoherence, and confusion of users.

Recommendations

1. ICBS should keep the momentum built in the focus groups and maintain focus groups in the long run. It is recommended to pinpoint key users and interact with them more often in order to make decisions based on users' needs.

2. The consultants' advice to ICBS is to not build a metadata system in-house: It will lead to considerable developments costs, delays and eternal maintenance.

3. It should rely on accepted international statistical standards: SDMX, DDI, GSBPM, SIMS. This will allow ICBS to communicate and share experience with other NSIs, and to switch to other systems also building on standards, should the need arise.

4. The consultants recommend using a standard commercial system, and they recommend Colectica because (see also separate annex 4.7):

- It is used by some good NSIs: New Zealand, Canada, Denmark; and more are planning to join, including Eurostat.

- This allows for help & sharing of knowledge among sister organisations.

- Metadata elements from NSIs are progressively being integrated (features that are of joint interest) and can be shared.

- It is provided by a competent company (Algenta) with high quality people.

- SD has had very good experience with implementing the system, highly cost-efficient.

5. ICBS' management should decide on the strategy for metadata, preferably including the platform, by 1 November 2014, so that it can be discussed during the next activity.

3.2 User oriented Statistical Database

Generally speaking, users were happy with ICBS products during the focus groups, cf. also above. Some messages from the users pointed towards rearranging parts of the services:

- It is difficult for users to locate the statistics they are looking for: Sometimes it is in a publication, sometimes in an Excel table, sometimes in a table builder
- Often users cannot have the time series they want, they have to put it together by copy-paste from several publications
- The break-down of categories is often insufficient or doesn't fit the purpose
- Often users have to call their good friends at the ICBS to get the statistics
- It is difficult to get statistics across domains
- Some users strongly appreciate a system like OECD.Stat and often go there even for Israeli statistics

In relation to these issues, ICBS replied:

- The new website is planned to address issues of reorganization of the data and their accessibility.
- We want to have a database where all statistics can be accessed in a flexible way
- We are working towards a long term strategy, aiming at giving users access to all statistics in the NSS, irrespective of who produces it, in an NSS hub. Such a hub could be more or less loosely connected or standardized across producers

Recommendations

1. As a key element of the strategy, ICBS should make a plan for building a fully-fledged, all-inclusive statistical dissemination database, and to implement this by end-2015; this is absolutely feasible:
   - To reach this goal, ICBS should initially list all multi-dimensional cubes by topic, across the whole range of subject matter domains, taking into account confidentiality considerations.
   - Next, ICBS should prioritize the domains, implementing the most important domains first
   - In this phase the database would probably be limited to statistics of the ICBS

2. The consultants would not recommend relying on a home-grown systems solution. Instead, we would recommend to use a standard tool that has proven successful elsewhere, for much the same reasons as stated above for metadata:
   - Maintenance
   - It will be further developed according to new trends and needs, e.g. access from mobile devices
   - You can be sure it works
   - Millions of users elsewhere love it – are Israeli users different?
   - ICBS can be a member of an international community of professionals who support one another

3. We specifically recommend to reconsider using PC-AXIS as the foundation for a future user-oriented database because:

   - There is a huge community of 50 agencies world-wide
   - PX-Web has proven to be easy to implement and fill with content
   - It supports all kinds of useful outputs: e.g. all standard file formats, maps and graphs; all of these can easily be used by even a lay user
   - It is being extended according to prioritized needs from statistical agencies world-wide
   - It cooperates with Colectica (if that is what ICBS will be going for in the metadata arena, cf, above)

4. Regarding the NSS hub uniting official statistics from all national sources: This is a great vision which should be pursued. In the shorter term, it will probably have to be loosely coupled, and in this phase ICBS should build a database that gives coordinated access to all of ICBS statistics, and refer to this database through the hub. In the longer term, ICBS should strive to get as many other statistics producers as possible to make also their statistics accessible through the common database for the benefit of users, who would then enjoy the ability to have many statistics available in a common platform.

3.3 Input to a data provider policy

During activity D.6 survey based data collection from enterprises was discussed with special emphasis on measuring and reducing the reporting burden. During this activity reception and statistical usage of administrative data, including cooperation with owners of administrative data, was discussed during a data providers' seminar. The seminar brought together a number of important data providers, mainly public authorities, but also some large private companies (for participants, see annex 3) who were providing ICBS with administrative data as a source for official statistics, or could perhaps do that even more in future.

The seminar was opened with speeches by the Government Statistician of Israel, Mr Danny Pfeffermann, and by the EU ambassador to Israel, Mr Lars Faaborg Andersen, who both underlined the benefits for Israeli statistics from a successful completion of the twinning project and a strengthened cooperation between ICBS and other public authorities.

At the seminar different public authorities who are data suppliers, statistics users and statistics producers, presented their tasks related to collection and processing of data – for policy or statistical purposes.

   - They stressed the objectives of serving the population and the Israeli society by providing data.
   - They also informed about their relations and cooperation with ICBS, and about having MoU or working toward MoU with ICBS.
   - They welcomed the twinning project as an additional facilitator between data suppliers and ICBS.
   - As part of the NSS, they wondered about having systematic and standardized methods of data collection across the NSS.

ICBS on its part invited the other public authorities to share their data in order to utilize them for official statistics production. ICBS presented its principles and practice for data security and statistical disclosure control guaranteeing the confidentiality of citizens and enterprises.

The consultants presented the main characteristics, preconditions, benefits and typical challenges associated with a register based statistical system (see separate annex C4.8). Also the

cooperation between SD and its providers of administrative data – as defined in SD's data provider policy - was described. Finally, SD's aspirations for improved service and data validation in relation to the largest private enterprises – the 'key accounts' – were sketched.

Recommendations

Within the framework of its coming long term strategy the ICBS is recommended to prepare the following before 1 November 2014:

- Develop a draft data provider policy and a draft plan for the communication of the policy to data providers and other stakeholders. (The data provider policy could perhaps use the ten point summary version of SD's data provider policy for inspiration.)
- Identify priority areas for new or extended use of administrative data and draft a plan for bilateral discussions with the relevant data owners, and draft MoUs with two data suppliers.

3.4 Access to micro data for research

During the focus group sessions the ICBS presented its different solutions for access to micro data for research purposes (see separate annex C4.4 and C4.9). Users expressed a strong need for simpler and more efficient access to micro data. Against that background ICBS presented their ongoing considerations and work within the Eckstein2 Committee to simplify legal/administrative procedures and improve their statistical services provided in the framework of the 'Data Research Centres'.

Recommendation
- The consultants see these initiatives as steps in the right direction and recommend ICBS to implement these improvements – especially the data research centres - as soon as possible.

3.5 Preparation of a multi-annual strategy for ICBS:

ICBS presented the state of play regarding its preparation of a multi-annual strategy, cf. the mandatory result (see also the ToR in annex 1). A full day seminar for the management group had been held in August 2014 with a view to generate and discuss draft proposals for long-term corporate objectives.

The process was inspired by the strategies developed by NSIs in New Zealand, Australia and the United Kingdom. With the aim of preparing an outward-oriented strategy the seminar had focused on the ten topics below, where the draft objectives/priorities are listed. For each objective a number of concrete actions are defined.

- The national statistical system (NSS):
  1. Efficiency - Coordination of the NSS, including legislation:
  2. Quality – Branding, standards, transparency
  3. Coverage – Strengthening the activity of the Public Council for Statistics, Cooperation in Israel and abroad
  4. Effectiveness – Strengthening dissemination means, relevance and timeliness.
- Dissemination:
  1. Dissemination of reliable, updated, clear and user-friendly information, according to international standards.
  2. ICBS website to be the main dissemination path.

3. All disseminated information and services, rendered to all customers, will be provided from one dissemination centre
4. Strengthened involvement of users, vis-à-vis the statistics provided and their accessibility.
5. Disseminating user-oriented statistics, on different levels, in different online modes and means,
6. One dissemination platform for the whole NSS ('one stop shop')

- Metadata:
  1. Adoption of international standards
  2. Building and maintaining a central statistical metadata system (SMS)
  3. Documentation of users' needs and f users' satisfaction (with metadata)
  4. Harmonization and standardization, using metadata
  5. Production and management of products metadata
  6. Production and management of metadata on statistical activities

- Future census
  1. Development and implementation of new methodology for integrated rolling/extending census

- Statistical development
  1. Implementation of advanced methodologies
  2. Improving the reliability of statistical estimates – measuring, reporting, improvement processes
  3. Reducing response burden on households and businesses
  4. Strengthen competencies of ICBS staff regarding statistical concepts

- Quality
  1. Commitment to quality: Elaboration of a quality policy and adoption of international standards of quality frameworks
  2. Coherence and comparability: Implementation of quality assessment and quality management tools
  3. Transparency: Evaluation and quality reporting on processes and products in ICBS
  4. Coordination and comparability: Evaluation and quality reporting on processes and products in the NSS

- Efficiency
  1. Operational efficiency: Elaboration of a policy for prioritization
  2. Economic efficiency: Improvement of the procurement procedures and management
  3. Economic efficiency: Better identification of user needs
  4. Marketing efficiency: Management of statistical initiatives and of a system aiming to identify users' needs

- Relations with data suppliers
  1. Institutionalisation of the involvement/cooperation with data suppliers
  2. Increased usage of administrative data
  3. Reduction of the response burden in Business surveys
  4. Reduction of response burden in households surveys

- International involvement
  1. Quality: Improving quality by adopting international statistical standards and guidelines
  2. Benefit: Increased synergetic outputs via international cooperation
  3. Efficiency: Influence international statistical development in priority areas

The separate contributions for each topic will now be consolidated into a joint draft version. It was noted that the topics are not mutually exclusive, and hence that there is some degree of overlap between objectives regarding for instance 'metadata', 'quality' and 'dissemination' and between 'statistical development' and 'relations with data suppliers'. This is not a problem, but it should be ensured that objectives are not contradictory.

During the presentation of the topics the consultants recommended ICBS to consider including 'Staff and management of the ICBS' as an additional strategic topic, which could for instance be subject to corporate objectives about competence building, knowledge sharing and perhaps also internal mobility.

It was also mentioned that efficiency can include also physical resources.

It was discussed which statistical 'flagship projects' ICBS could envisage in the coming years in addition to the population and housing census, cf. topic 4. It was envisaged that subjects like 'beyond GDP', 'quality of life' and 'sustainability' (cf. e.g. the Stieglitz report) would gain increasing attention, but probably not to the extent that it would materialize into concrete action in the coming strategy period.

Also it was briefly discussed whether 'IT' could preferably constitute its own strategic topic, cf. e.g. the objectives regarding digitalization and standardization of processes and IT, but it was generally agreed that IT should not be 'considered in isolation' but should rather be a facilitator of corporate business objectives mentioned in the strategy.

With the approach taken (i.e. 10 topics with 3-4 strategic objectives, which again comprise a number of activities) the multi-annual strategy will end up with many corporate initiatives. Against that background, the consultants recommended to condensate a limited set of 'core corporate values' which should characterize all decisions and efforts. They could for instance take as point departure:

 User orientation
 Impartiality and objectivity
 Commitment to quality
 Internal and external cooperation
 Standardized digital processes

Finally, it was discussed how the middle managers and other staff of ICBS could be involved in the elaboration of the multi-annual strategy and how the 'buy-in' could be ensured. The consultants recommended initiating (and encouraging) 'local discussions' in each of the divisions of the joint draft version of the strategy document with the possibility to provide feedback and proposals. Also it was suggested to present the final strategy at a joint meeting for all staff and to give all staff members the task and the time to become familiar with the corporate strategy.

Recommendations

It was agreed that ICBS should conduct the following actions before 1 November 2014:

- The integrated/joint draft long-term strategy document should be discussed internally in ICBS with the view to generate input from units and buy-in from staff members.

- A document for integrated long-term (multi-annual) and short term (annual) planning should be prepared.

Annex 1. Terms of Reference

EU Twinning Project
IS12/ENP-APFI/08

Support to the Israeli Central Bureau of Statistics in the development of
National Accounts, Education Statistics, Survey Methodology, ICBS Website and Co-
ordination of Israel National Statistical System

Component C
Coordination of Israel National Statistical System

Mandatory result of the component
Establishment of a long-term strategic plan for Israeli official statistics.
Establishment of a system and procedures for long- and short term planning.
Enhancement of ICBS engagement in the National Statistical System.

Activity C.4
Cooperation with users and data providers

Terms of Reference

Subject / purpose of the C.4 activity
- Discussions on how to deal with users of statistics and their different needs.
- Conduction of users' meeting.
- Presentation and discussion on how to develop Memorandum of Understandings with public authorities on sharing data.

Expected output of the C.4 activity
Mission report with recommendation on:
- How to deal with users' needs *and*
- Improvement of cooperation with public data providers

MS participants
Mr Lars Thygesen, Director, Sales and Marketing, Statistics Denmark (*MS Project Leader*)
Mr Søren Schiønning Andersen, Head of External Economy Division, Statistics Denmark

Annex 2. Programme: 8-11 September 2014

Date	Time	Event
Mon 8/9	10:00	Preparation of focus group meetings
	12:30	Lunch
	14:00	*Users of statistics - focus group 1: Researchers from academia and ministries etc.* 1. ICBS: Metadata oriented presentation of CBS old/new website 2. ICBS: Microdata's availability for researchers 3. Statistics Denmark: Classical metadata model (the diamond) 4. Discussion What documentation and metadata is needed for users ? (*moderators: Lars Thygesen and Søren Schiønning Andersen*)
Tue 9/9	10:00	*User of statistics - focus group 2: Journalists, regional planners etc.* 1. ICBS: Metadata oriented presentation of CBS website 2. Statistics Denmark: Classical metadata model (the diamond) 3. Discussion: What documentation and metadata is needed for users (*moderators: Lars Thygesen and Søren Schiønning Andersen*)
	12:30	Lunch

	14:00	Metadata session with ICBS management
		1. Choosing the right Statistical Metadata System (SMS)
		  o Statistics Denmark: how flexible a system is desirable with respect to the applied standards (DDI, SDMX); Why "Colectica", and what are the risks related to a particular choice of SMS?
		  o Discussion: What does ICBS expect from an SMS
		    o *More efficient production system (time saving mechanism)?*
		    o *Quality improvements?*
		    o *Strengthening the role of ICBS in the NSS?*
		2. Follow-up on focus groups: working on the ICBS strategies taking into account the output from the focus groups' meetings

Wed 10/9	10:00	Meeting with data suppliers – improvement of cooperation with data suppliers
		• Welcome speeches
		  o *Danny Pfeffermann, Government Statistician, ICBS*
		  o *Lars Faaborg-Andersen, Head of EU Delegation to Israel*
		  o *Lars Thygesen, Director, Statistics Denmark*
		• Data confidentiality tools
		  o *Ahmad Hleihel, ICBS*
		• Data suppliers' perspective
		  o *Sinaia Netanyahu, Ministry of Environmental Protection*
		  o *Liran Kalif, Bank of Israel*
		  o *Sivan Lehavi, Ministry of Interior*
		• An example of a data supplier policy
		  o *Søren Schiønning Andersen, Statistics Denmark*
		• Discussion: *What are the Israeli data suppliers' needs with respect to a data supplier policy?*

	12:30	Lunch-meeting with Danny Pfeffermann
	14:00	Follow-up on morning session – working on data supplier policy (as input to work on ICBS strategy)
	15:30	End of day 3
Thu 11/9	09:00	The general ICBS strategy – discussion of procedures related to short and long term planning
	12:00	Debriefing
	13:30	End of meeting

Annex 3. Persons met

A. EU Delegation

Last Name	First Name	
Faaborg-Andersen	Lars	Head of EU Delegation to Israel
Lorion	Sebastien	Attaché, EIDHR & Twinning
Eyal	Inbar	Economic and Trade Affairs Manager

B. Ministry of Foreign Affaires

Last Name	First Name	
Nezer	David	EU Cooperation Programmes

C. ICBS top and middle management

D. Focus Group 1: Researchers

Last Name	First Name	Organization
Bar-Gera	Hillel	Ben Gurion University
Bendlak	Jacque	National Insurance Institute
Fux	Noa	Manufacturers Association of Israel
Glickman	Hagit	Authority for Measurement and Evaluation, Ministry of Education
Hakimi	Idit	Bureau of the Chief Scientist. Ministry of Public Security
Kimhi	Ayal	Taub Center, Hebrew University
Rosenman	Daniel	Bank of Israel
Vurgan	Yuval	Research and Information Center, Knesset Israel

E. Focus Group 2: Heavy Users

Last Name	First Name	Organization
Amsterdamski	Shaul	Calcalist
Ben-Aharon	Nir	Ministry of Economy
Ben-Simhon	Miri	Ministry of Social Affairs and Social Services
Chachashvili-Bolotin	Svetlana	Municipality of Ashdod
Falah	Raef	Ministry of Agriculture and Rural Development
Galor	Naomi	Tel-Aviv University
Haklai	Ziona	Ministry of Health
Kupfer	Hana	Ministry of Economy
Masbend	Ariela	Ministry of Construction and Housing
Milrad	Itamar	Research and Information Center, Knesset Israel
Ophir	Michal	Planning and Budgeting Committee in the Higher Education Council
Pahima	Erez	Ministry of Education
Shabat	Yossi	Ministry of Construction and Housing
Sheer	Nava Y.	Bimkom - Planners for Planning Rights
Shroitman	Tamar	Municipality of Holon
Zadik	Ami	Research and Information Center, Knesset Israel
Zitter	Nachum	National Library

F. Data Suppliers

Last name	First name	Organization
Abrahams Granot	Merav	Population and Immigration Authority
Ben Simhon	Miri	Ministry of social Affairs and Social Services
Elbaz	Livnat	IBM
Haklai	Ziona	Ministry of Health
Grinstein Decker	Inbar	Ministry of Agriculture and Rural Development
Kahani	Adi	Ministry of Education
Kalif[1]	Liran	Bank of Israel
Lehavi[1]	Sivan	Ministry of Interior
Levy-Mazlum	Daniel	Ministry of Education
Meron	Jill	Ministry of Health
Mogerman	Marina	The Ministry of National Infrastructures, Energy and Water Resources
Mor Kimchi	Mili	Microsoft
Nagar	Guy	Ministry of Public Security
Netanyahu[1]	Sinaia	Ministry of Environmental Protection
Peleg	Kobi	Gertner Institute
Shabat	Yossi	Ministry of Construction and Housing
Shreiber	Shoshana	Ministry of Education
Yacov	Yuval	IBM
Yehiel	Hadas	Intel
Yehoshua	Nahum	The Ministry of National Infrastructures, Energy and Water Resources
Zaken	Rachel	The Ministry of National Infrastructures, Energy and Water Resources
Ziv	Arnona	Gertner Institute
Zitter	Nachum	National Library

[1]*Speakers*