



# **EU Twinning Project**

**IS12/ENP-APFI/o8**

**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  
**Strategic Planning and  
Coordination of Israel National Statistical System**

Activity C.1  
**Mission, vision and objectives  
for long-term strategy**

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FINAL VERSION



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## Other annexes produced for the mission (external to the report)

Annex C1.4	Recommendations - Power Point presentation for debriefing
Annex C1.5	The Concept of Strategic Planning (Power Point presentation)
Annex C1.6	The European Statistics Code of Practice (Power Point presentation)

## List of Abbreviations

BC	Beneficiary Country (Israel)
CBS	Central Bureau of Statistics (Israel)
CoP	European Statistics Code of Practice
GSBPM	Generic Statistics Business Process Model
ICBS	Israeli Central Bureau of Statistics
MS	Member State
NSI	National Statistics Institute
NSS	National Statistical System
QAF	European Statistics Quality Assurance Framework

## **1. General comments**

This mission report was prepared within the EU Twinning Project between the Israeli Central Bureau of Statistics and Statistics Denmark. It was the first mission to be devoted to component C: Mission, vision and objectives for the long run.

The objectives of the mission were:

- To identify missions, visions and objectives for the long term strategy
- To make recommendations for development of quality frameworks, strategic planning and its' monitoring.

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 Statistics Denmark.

## **2. Assessment and results**

During the mission the following activities took place, cf. *Terms of Reference (Annex 1)*:

- ICBS presented their current ideas concerning the future of official statistics, quality assessment in CBS, quality management in ICBS, and the ICBS mission, vision and principles
- MS presented the concept of strategic planning, quality frameworks, monitoring of strategy as well as the European Code of Practice, and a Danish survey among European NSIs about organization of official statistics.
- The organization of ICBS was presented
- Based on these presentations discussions on mission, vision and objectives with a focus on meeting the needs of users and suppliers of statistics and the culture of continuous improvements took place

### **2.1 Strategic Planning**

IBSC has developed a mission and vision statement, which has been published on the internet. In the process of defining the statements the employees were given the opportunity to give inputs. Many comments were received, but only from a small number of employees. The statements have been put on the internet, but have not been used in the planning of the work program and have therefore not been really adopted in the institution.

It is important to define the scope of the strategic planning. Shall it cover the whole statistical system or shall it be focused on CBS? In this discussion it is important to remember, that a strategy both are a way of communicating externally, but it is also an instrument to be used internally. One of the objectives in the European Code of Practice (CoP) is that the production should be as effective as possible. This is an objective, which will be a natural part of the strategy, and it will only be possible for CBS to make long-term goals in this area for themselves. Also for other quality dimensions it will be difficult to include other institutions in defining long term goals. Therefore the consultants recommend that the scope for the strategy is CBS.

In the development of the strategy it is important to include all stakeholders, which in this case are users of CBS statistics, data suppliers (e.g. administrative data), management in CBS and employees at CBS. The first step in the planning process is therefore to prepare a work process, where the top management decides when and how the stakeholders are included.

The next step is to decide the mission and vision statements – maybe CBS will decide to use the existing statements, but maybe especially the vision should be discussed in for example the management. After that the specific strategic areas shall be defined, and long-term objectives for these shall be decided. At last specific initiatives for each strategic area should be defined. These should be initiatives, which will move the organization step by step toward the long term goals.

After the strategy has been written it should be one of the fundamentals in the annual planning. It will be the frame for the decision of the next year's activities, and after the year has passed, the plans should be followed up in order to see if the goals have been achieved.

## ***2.2 Objectives in Strategy: Coordination of official statistics***

ICBS is covering all subjects in statistics, but other institutions are also producers of statistics. The National Bank of Israel is the most important other producer of statistics, and a MoU was signed in 2005. The ministries of Finance, Industry trade and labor, Education and Environment plus the National Insurance Institute are also producers of statistics. ICBS do not have the whole picture of the producers of statistics in Israel – they have a lot of cooperation concerning statistical input to CBS, but they have little cooperation concerning the quality of statistics produced in other bodies. This lack of coordination has led to problems in relation to international organizations.

The term official statistics is a brand which tells the users that the statistics presented are produced by an independent organization based on international standards and produced by scientific methods. But how is official statistics defined in practice? They should cover the main societal issues, and here a look at the EU practice could be helpful. A Danish survey among European NSIs about organization of official statistics in 2003 /2010 was presented and might be an inspiration for the delimitation. Official statistics will of course cover statistics produced in CBS, but it will also cover statistics produced in other bodies as for example financial statistics produced by the National Bank of Israel. However not all producers can be seen as part of Official Statistics in Israel.

There is a Public Council for Statistics with approx. 45 members representing both users and producers of statistics. This council should be the place for this coordination, but it has not been functioning well for a long time. For the moment there is no chairman. There are also a number of subcommittees for the specific statistical areas, and these are functioning well. The Public Council for Statistics should be used in future as a vehicle for enhanced coordination of the NSS.

Cooperation and coordination with other statistical producers should be part of the strategy for the coming years. An advice is to take a pragmatic approach. Contact authorities, seek mutual benefits and try to define standards in cooperation.

## ***2.3 Objectives in Strategy: Efficiency***

ISCB has approx. 650 employees and approx. additional 400 in the survey organization. Looking at the organization charts three things was observed: The core business of the ISCB, the subject matter statistical divisions, is only scarcely represented in the organogram, 'sister' statistics are performed in different parts of the organisation and two units are very big. One is the Survey department, and the other is the IT-unit.

One of the important subjects in a strategy should be to improve the effectiveness of the organization, and it seems therefore obvious that there should be some objectives concerning work processes in the institution.

One possibility is to look at standardization across fields, and here could GSBPM (Generic Business Process Model, adopted in many countries) be used as framework. Here IT should

be an enabler for this development. This subject has not been thoroughly discussed during the mission.

#### ***2.4 Objectives in Strategy: Quality framework***

ICBS practices quality assessment, and uses systematically two quality assessment frameworks, EFQM and DQAF. But the frameworks do not cover all statistics. DQAF covers economic and financial statistics, and EFQM covers statistics on a voluntary basis. It was decided ten years ago to apply the EFQM excellence model, and 9 units have experienced the self-assessment model up till now. A steering group is monitoring this initiative, and this has resulted in several general improvements initiatives.

Now CBS wants to introduce a general quality framework for the whole institution. Statistics Denmark has chosen to use European Code of Practice as our quality framework, and the fulfilment of this has been one of the main inputs in the Danish work with strategic planning. The quality dimensions in the code of practice are also used in the quality declarations for each statistics.

Our advice for this decision is not to be over-ambitious, and minimize the administrative burden. Place the responsibility of quality at the units producing the statistics, but develop common policies and tools where needed. Then decide on a framework, where EU Code of Practice and QAF are excellent candidates.

One of the common tools in the quality framework is quality declarations and other metadata. A general framework should be developed and implemented in the subject matter units. It is important to ensure that the framework is known and accepted in the institution. Therefore there could be arranged seminars and workshops to ensure internal acceptance and ownership.

The quality framework may be implemented in the process of strategic planning.

### **3. Conclusions and recommendations**

- The scope for the strategy is CBS.
- In the development of the strategy it is important to include all stakeholders, which in this case are users of CBS statistics, suppliers of data to CBS, management in CBS and employees at CBS.
- The first step in the planning process is therefore to prepare a work process, where the top management decides when and how the stakeholders are included.
- The Public Council for Statistics should be used in future as a vehicle for enhanced coordination of the NSS.
- Cooperation and coordination with other statistical producers should be part of the strategy for the coming years. Take a pragmatic approach. Contact authorities, seek mutual benefits and try to define standards in cooperation.
- When deciding upon a quality framework, do not get over-ambitious, but try to minimize the administrative burden.
- Place the responsibility of quality at the units producing the statistics, but develop common policies and tools where needed.
- EU Code of Practice and QAF are excellent candidates.
- A general framework regarding quality declarations and other metadata should be developed and implemented in the subject matter units. It is important to ensure that the framework is known and accepted in the institution. Therefore there could be arranged seminars and workshops to ensure internal acceptance and ownership.
- The quality framework may be implemented in the process of strategic planning.

### **4. Road map: work programme and time plan**

The next activity will either be the study visit C.2 to Statistics Denmark, possibly in August 2013, or the MS Expert mission C.3, possibly in November 2013.

The discussions during the next activity, probably the study visit which has a clear focus on strategic and other planning, will be continued in the light of the recommendations mentioned above. For the MS Expert mission C.3 it is recommended that CBS on beforehand

- produces a draft to a new or elaborated vision for CBS
- points out possible objectives for the CBS strategy with a particular focus on quality and efficiency
- has taken a management decision regarding the quality framework and tools

This work will be important for the discussions during C.3, and will ensure the necessary progress towards the mandatory results of the component.

## **Annex 1. Terms of Reference**

### **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.

### **Subject / purpose of the C.1 activity**

ICBS presents their current ideas as well as the concept paper on the future of official statistics; MS experts present the concept of strategic planning, quality frameworks, monitoring of strategy as well as the European Statistics Code of Practice; seminar with top management on defining mission, vision and objectives with a focus on meeting the needs of users and suppliers of statistics, and the culture of continuous improvement.

### **Expected output of the C.1 activity**

Mission report on identified mission, vision and objectives for the long-term strategy; recommendations for development of quality frameworks, strategic planning and its monitoring.



## Annex 2. Programme, 27-30 May 2013

Date	Place	Time	Event
Mon 27/5	ICBS	09:00	Welcoming remarks
		09:15	MS: Introduction to Component C
		09:30	BC: Future of official statistics – background paper
		10:00	Discussion
		10:30	Coffee break
		11:00	BC: Planning in ICBS
		11:15	MS: The concept of <b>Strategic</b> Planning
		12:00	Lunch break
		13:15	BC: Quality framework and practicing in ICBS
		13:30	MS: Quality frameworks
		14:30	Coffee break
		15:00	MS: European “Statistics Code of Practice”
		Tue 28/5	ICBS
10:30	Coffee break		
11:00	Report writing and preparation of Wednesday seminar		
12:00	Lunch break		
13:30	Opening Ceremony of the Twinning Project		
	Ministry of Foreign Affairs		
Wed 29/5	ICBS	09:00	BC: Vision, Mission and Guiding Principles of Action in ICBS
		09:30	Seminar: Defining Vision, Mission and Objectives in the long run
		10:30	Coffee break
		11:00	Seminar, <i>continued</i>
		12:00	Lunch break
		13:30	Preliminary definition of Vision, Mission and Objectives for ICBS
		14:45	Coffee break
		15:00	Preliminary recommendations for development of Quality Framework and its monitoring in ICBS
		15:45	Preliminary recommendations for Strategic Planning and its monitoring
Thu 30/5	ICBS	09:00	Discussion: Follow-up on Monday and Wednesday seminars – overview of the obtained results, and drafting a preliminary work plan based on the recommendations
		10:30	Coffee break
		11:00	Workshop, <i>continued</i>
		12:00	Lunch break
		13:15	Ad-hoc meetings and report writing
		14:45	Coffee break
		15:00	Debriefing with BC Project Leader. Recommendations, time plan and implied work programme for ICBS.

### **Annex 3. Persons met**

Danny Pfeffermann	Government Statistician and ICBS Director General
Yoel Finkel	Associate Government Statistician and Senior Director of Micro-economics
Merav Yiftach	Director of CPI Sector
Shifra Har	Senior Director, IT Dept
Shahar Katz	Deputy Director, IT Dept.
Tali Tal	Senior Director, Infrastructure-economics Dept.
Dmitri Romanov	Chief Scientist
Yosef Gidanian	Director, Education Department
Oz Shimony	Senior Director, Macroeconomics Dept.
Simcha Bar-Eliezer	Senior Director, Business economics Dept.
Avigail Levy	(Next) Senior Director, Business-economics Dept.
Louiza Burk	Senior Director, Statistical Methodology Dept.
Pnina Zadka	Deputy Director General and Senior Director of Demography & Census
Brian Negin	Legal Advisor
Yael Natan	Director, Dissemination, Communication and spokesman Sector
Mirit Cohen-Hochman	Content manager of the website
Galit Ben Aharaon	Manager of Quality and Excellence
Olivia Blum	Project Leader and Director of International Relations & Statistical Coordination Dept.
Batia Attali	RTA Counterpart, International Relations & Statistical Coordination Dept.
Tom Caplan	Economist, Government Statistician Office
Sigalit Mazeh	Scientific Editor of the Annual Abstract of Israel, International Relations & Statistical Coordination Dept.
Yotal Weiss	International Relations & Statistical Coordination Dept.
Nili Karshai Bibi	International Relations & Statistical Coordination Dept.
Anat Katz-Avram	International Relations & Statistical Coordination Dept.

# Annex 4: Debriefing on 30 May 2013

Mission debriefing 30 May 2013



**Main focus issues**

- Strategic planning
- Coordination
- Efficiency
- Quality framework

**Strategic planning**

- A strategy for the NSS or the NSI?
- Strategy vs. annual planning
- Mission, vision and guiding principles
- Further work on objectives and initiatives
- Starting the process
- Involving users and staff
- Follow-up

**Objectives in Strategy: Coordination of NSS**

- What are Official Statistics?
- Cover main statistical issues
- Inspiration from EU practice?
- Not all producers can be seen as OS
- Formal powers
- The Government Statistician & PSC
- The role of CGS
- Should be part of strategy
- Pragmatic approach
- Appoint authority
- Seek mutual benefits
- Use Public Council on Statistics
- Try to define standards

**Objectives in Strategy: Efficiency**

- Look at standardising processes across fields
- GBBPM as a framework?
- IT as an enabler
- Ensure close cooperation between "sister" statistics

**Objectives in Strategy: Quality framework**

- Beware of being over-ambitious
- Responsibility follows main organisation
- Decide on a framework
  - EU Code of Practice & GAF are excellent candidates
- Internal acceptance & ownership: seminars, workshops...
- Adopt and publish
- Implement
- Documentation & metadata