



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 C1.1
**Additional activity on strategic planning
in relation to the first SCM**

Implemented by:

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Jerusalem
9-10 September 2013

FINAL VERSION



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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 Twinning Project between the Israeli Central Bureau of Statistics and Statistics Denmark. It was an additional mission organized in relation to the first meeting of the Steering Committee. The mission was devoted to the topic of “Mission, vision and objectives for long run strategy” within Component C of the project.

The objectives of the mission were:

- To review progress of ICBS work on missions, visions and objectives for the long term strategy
- To make recommendations for development of strategic planning.

The views and observations stated in this report are those of the consultant and do not necessarily correspond to the views of Statistics Denmark.

2. Conclusions and recommendations

The strategy group had prepared an “Initial Framework for Strategic Objectives” (August 2013). This is seen as a good starting point.

The MS Expert recommends that work continues on the basis of that document, and that work is intensified in the period towards the next mission in the component, which will take place in November 2013. At that time, it is hoped that a fuller document will be ready for discussion, reflecting the direction in which the management wishes the ICBS to develop in the coming 5+ years. Main long term objectives and initiatives seen fit to reach them should be described.

The MS Expert recommends that a small project organisation is set up:

1. One member of the very top management should take the lead of the project and should be responsible for driving the process.
2. A small Strategic Group consisting of around. 4 members from top management should be established. This group should meet regularly to ensure and review progress.
3. The Strategic Group should define in a little more detail the strategic objectives and possible actions, taking as a point of departure the present document with the amendments agreed during the mission
4. One person, the “analyst”, should have the role of seeking input using a bottom-up approach, using the document from the previous point as a basis. This analyst would have meetings with team leaders and selected staff from strategy areas. The analyst would digest the interviews and take the results of these consultations back to the Strategy Group.

During the mission and in the preceding Steering Committee meeting on 9 September, there was some discussion of the planned tender on the creation of the ICBS web site. This is supposed to be launched very soon, and the winner of the tender will have the task of making the whole new web site during the period 2013-14. Although the MS Expert did not have opportunity to study the tender documents and procedures, he cannot help express his concerns with this plan. It seems to be premature and in some conflict with the Twinning Project, since the web site should reflect the overall strategies of the ICBS and therefore be very much guided by the top management and the way the ICBS wishes to see itself. The MS Expert also recommends that such a process be very much driven in-house. It should not be seen as a technical project but as a project of content and identity of ICBS.

Annex 1. Terms of Reference

The primary purpose of the activity is the SC meeting and general discussions of the project's progress so far. Besides, a seminar for the management of ICBS on the concept of strategic planning will be organized as follow-up to the C.1 activity and as part of the preparations for the next activities within component C.

Annex 2. Programme, 9-10 September 2013

Date	Place	Time	Event
Mon 9/9	ICBS	09:00	Preparations for SC meeting
		10:00	SC meeting
		13:15	Seminar on strategic planning for the CBS management
		16:00	End of seminar
Tue 10/9	ICBS	09:00	
		13:15	Follow-up on SCM and other general issues

Annex 3. Persons met

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.