



Twinning Fiche

Project title: Transformation of the National Statistical System Utilizing Big Data Methodologies

Beneficiary administration: The Israel Central Bureau of Statistic

Twinning Reference: IL 20 ENI ST 01 24

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EU-funded Project

TWINNING INSTRUMENT

1. Basic Information

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement¹ on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014² and Annex IV of the ACP-EU Partnership Agreement³, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁴. Those persons and goods are therefore eligible under this call.

All cooperation in Israel and/or with Israeli entities is subject to the requirements set out in the "Guidelines on the eligibility of Israeli entities and their activities in the territories occupied by Israel since June 1967 for grants, prizes and financial instruments funded by the EU from 2014 onwards", publication reference 2013/C-205/05, published on the OJEU C-205 dated 19.07.2013.

In the context of the war in Gaza and related travel and safety restrictions, flexibility arrangements shall be authorized by the Contracting Authority, pending endorsement of flexibility measures regarding Twinning contracts in Israel by the competent authority for the Twinning instrument in the European Commission. More specifically, those flexibility measures shall aim to support the identification of a RTA and of STEs, and facilitate the remote and/or EU-based implementation of Twinning projects as necessary. The approval of the applicability of these flexibility measures will be confirmed through a corrigendum.

1.1 Programme

ENI/2020/042-757 - "Support to ENP Action Plan 2020 Israel" – Direct Management

The European Union (EU)-Israel partnership underpins political relations and aims at strengthening economic performance, while fostering the Middle East Peace Process (MEPP) and regional cooperation, with regular dialogue on issues of common interest.

The European Neighbourhood Policy (ENP) applies to Israel although the country receives limited funding from the Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI – Global Europe) and previously from the European Neighbourhood Instrument (ENI), as it is a member of the Organisation for Economic Cooperation and Development (OECD). There is no multi-annual indicative programme for Israel. While a formal decision on the identification and adoption of new EU-Israel Partnership Priorities (PPs) in line with the revised ENP is pending, the EU-Israel ENP Action Plan⁵, adopted in 2005, has been

¹ Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

² Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

³ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

⁴ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

⁵ <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2005:233:0034:0051:EN:PDF>

extended until January 2025⁶ and constitutes the basis of the EU-Israel cooperation. For the first time in 10 years, the EU-Israel Association Council met in October 2022.

After more than three years of political instability, the advancement of a far-reaching judicial reform by the new government in January 2023 furthered the political turmoil and precipitated Israel into a deep domestic crisis. Then Hamas' attack on Israel on October 7th, 2023 led to a full-scaled war that is still ongoing at the time of writing, and for which the political, societal and human impacts are yet to be understood. Thanks to its strong resilience, and despite the heavy economic impact of the outbreak of war in the last quarter, the Israeli economy grew 2.0% in 2023, compared with 6.5% in 2022 but above an OECD average of 1.7%. The EU is, and for the near future is likely to remain, Israel's largest trading partner, currently representing 30% of Israel's total trade.

The bilateral allocation to Israel under previously the ENI and currently the NDICI/Global Europe Instrument has traditionally served the key objective of strengthening EU-Israel relations through approximation of Israeli norms and standards to the EU ones as well as promotion of institutional cooperation. Institutional Twinning and Technical Assistance and Information Exchange Instrument (TAIEX) are the main modalities used in ENI co-operation with Israel. Israel made use of TAIEX and Twinning instruments to increase legislative approximation in areas such as market regulation, statistics, agriculture policy, welfare services and, most recently, environment.

Actions financed by the EU have to reflect Israel's interest and capacity to implement the jointly agreed priorities and have to follow the rules set for institutional Twinning instrument on the "acquis communautaire".

1.2 Twinning Sector

ST

1.3 EU funded budget

1.5 million EUR

1.4 Sustainable Development Goals (SDGs)

This programme is relevant for the Agenda 2030 to which both the EU and Israel are committed. By improving knowledge and providing information for the measurement of SDGs indicators, the use of big data support general policy making and as such it will contribute to the advancement of all Sustainable Development Goals (SDGs). Furthermore, the action will contribute more specifically to:

- **SDG 10**, with goal to "Reduce inequality within and among countries" and target 10.1 "By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average" and indicator 10.1.1 "Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population". Our project will measure household expenditure and income through Big-Data methodologies.
- **SDG 12** to "ensure sustainable consumption and production patterns" is also relevant since its target 12.3 "By 2030, halve per capita global food waste at the retail and consumer levels

⁶ OJ L 147, 21.6.2000, p. 3.

and reduce food losses along production and supply chains, including post-harvest losses" is measured by indicator 12.3.1 (a) Food loss index and (b) food waste index which is calculated from the information that will be acquire through Big-Data methodologies.

- SDG 17 – Partnerships for the goals to “Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development”. Targets 17.18 and 17.19 focus on data, monitoring and accountability.

2. Objectives

2.1 Overall Objective

The overall objective of the action is to strengthen the national statistical information for improved policy formulation in Israel.

This will be achieved by enhancing the capabilities of the Israel Central Bureau of Statistics (ICBS) through the development of a high-impact big data strategy in collaboration with an EU partner. Additionally, it aims to lay the foundation for the Israeli Data Science Campus, while ensuring the protection of privacy and confidentiality.

2.2 Specific objective

Our specific objective is to improve the accuracy and granularity of statistical data by utilization of Big-Data methodologies, providing policymakers with up-to-date information to respond to emerging challenges while ensuring the protection of privacy and confidentiality.

The specific objective will be pursued through the achievement of outputs structured into four components (activity packages).

Component 1

Develop a Big Data strategy to collect essential information for official statistics from varied sources, including web scraping, mobile positioning data (MPD), scanner data, credit card transactions, and social media, with the goal of reducing dependence on traditional surveys.

Component 2

Establish a privacy and confidentiality protection framework in alignment with leading European Union regulations, ensuring data confidentiality and privacy via techniques such as anonymization and synthetic data generation, employing Privacy Enhancing Technologies (PETs).

Component 3

Develop an implementation plan for the Big Data strategy and PET framework: An effective implementation plan for a national statistical office's Big Data strategy and PET framework should include clear governance and management structures, address legal and ethical considerations, outline necessary technology and infrastructure upgrades, and detail a phased implementation approach with monitoring, evaluation, and continuous improvement mechanisms. Conceptualize a central training and R&D hub/entity offering specialized programs in modern data methodologies. It aims to leverage Big Data for statistical purposes while ensuring individual data privacy and security through PETs.

Component 4

Case Study: Conduct a case study to generate Household Budget and Expenditure statistics by integrating administrative records and Big Data. This will demonstrate the value of the Big Data strategy through a robust approach that bypasses traditional survey methodologies. This method is expected to offer accelerated data acquisition, substantial cost savings, and the potential to uncover more detailed insights.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The European Neighbourhood Policy (ENP) applies to Israel. There is no multi-annual indicative programme for Israel and cooperation is based on the EU-Israel ENP Action Plan.

The Twinning intervention builds on the political, economic, and social priorities jointly developed in the Action Plan and supports the ever-growing relationship between the EU and Israel based on shared values.

The project aims to modernize the ICBS by sharing knowledge with EU statistical bureaus, especially regarding the utilization of big data.

3. Description

3.1 Background and justification

In recent years, the landscape of data collection and analysis has undergone a significant transformation, driven by advancements in technology and the increasing availability of digital information. Traditional methods of data collection, such as surveys and censuses, are often time-consuming, resource-intensive, and may not always capture the full scope of a complex and dynamic society. As a result, there is a growing recognition among statistical agencies worldwide of the need to modernize their approaches to data collection and analysis to meet the demands of the 21st century.

Utilizing big data methodologies offers a promising solution to this challenge. Big data refers to the vast amount of data generated from various sources, including social media, sensors, mobile devices, and administrative records. By harnessing these diverse sources of information, statistical agencies can gain valuable insights into societal trends and dynamics in near real-time, enabling more informed decision-making and policy formulation.

The transformation of the national statistical system to incorporate big data methodologies is therefore essential to enhance the quality, timeliness, and relevance of statistical information. This transformation will enable statistical agencies to:

1. Improve the accuracy and granularity of statistical data.
2. Enhance the timeliness and frequency of data collection and dissemination, providing policymakers with up-to-date information to respond to emerging challenges.
3. Increase cost-effectiveness by reducing the reliance on expensive data collection methods.

Furthermore, the transformation to a big data-driven statistical system is in line with international best practices and standards. Organizations such as the United Nations and the European Union have recognized the potential of big data in improving official statistics and have called for its integration into national statistical systems (e.g.: European Training Foundation - Big Data for labour market intelligence; European data strategy, The future of Europe's data economy)

3.2 Ongoing reforms

The Israeli-Data lake reform at the ICBS – On May 2022, the Israeli government published Government Resolution 1440 to increase the use of government information for improving policy, promoting research, and enhancing government effectiveness. As part of this, a government data lake was established in the Central Bureau of Statistics (CBS) to support advanced data-driven policies. In collaboration with government ministries and through best-practice research, the ICBS data team designed the unified data infrastructure's architecture. This involved reviewing technologies for data warehouses, Extracting, Transforming and Loading (ETL) tools, orchestration tools, and data catalogue to support the infrastructure's various layers. Moreover, as part of this reform, a new advanced data portal for researchers was developed. The new portal enables remote access to anonymized microdata files while safeguarding privacy and confidentiality. Two important parts are missing in this reform: firstly, the ability to acquire data through modern "Big Data" methodologies, and secondly, the ability to ensure the privacy and confidentiality of the data.

3.3 Linked activities

ICBS has actively participated in the various phases of the MEDSTAT program. The MEDSTAT program, within the framework of EUROMED cooperation, was launched in 1996 (MEDSTAT I, 1996-2003), renewed in 2006 (MEDSTAT II, 2006-2009), followed by another renewal in 2010 (MEDSTAT III, 2010-2013), and subsequently in 2016 (MEDSTAT IV, 2016-2019). Now, it continues with MEDSTAT V, which has started in 2022 and is set to continue for a duration of four years. This project aimed at reinforcing State partners' capacity regarding statistical production as well as at harmonizing national standards of neighboring countries' statistics bureaus to European standards. Activities within this project included training of statisticians, technical assistance, exchange of good practices and support in data collection and dissemination; these activities focus on six thematic sectors: including agriculture, energy, migration, social statistics, transport, trade and balance of payments; and cross-cutting themes of training and dissemination.

The EU/Israel Action Plan⁷ stipulates several areas and issues requiring improved statistical underpinning, e.g. in relation to best practices on social problems of post-industrial societies, and sustainable development. In particular, the Action Plan lists Statistics as an area where increased awareness of EU and international statistical methods and possibilities for further harmonization could be achieved. ICBS has also made use of the short-term assistance tool, TAIEX (Technical Assistance and Information Exchange Instrument), for study visits, experts visit and workshops in specific areas.

Third, more generally, globalization is generating a growing need for data, for coordination of data production and for harmonization of statistics with internationally accepted standards. Since Israel became a member of the OECD in 2010, additional pressure is put on the ICBS to enhance and develop statistics and to harmonize existing information with the standards used by that organization.

⁷ http://ec.europa.eu/world/enp/pdf/action_plans/israel_enp_ap_final_en.pdf

3.4 List of applicable *Union acquis/standards/norms*

The project will be based on adhering to the following industry standards and norms: The Generic Statistical Business Process Model (GSBPM), the Code of Practice (COP), the Single Integrated Metadata Structure (SIMS), and other relevant guidelines to ensure the implementation of best practices and methodologies.

Furthermore, the objectives of the project are fully in line with the provisions of the future amendment of Regulation 223/2009 prompting the use of new data sources and when possible reducing the dependence of traditional surveys.

3.5 Components and results per component

Component 1 "Develop a Big Data strategy", is to be achieved by the realization of the following results/outputs:

- Output 1.1 A Comprehensive Data Inventory Catalogue: Identify and catalogue all potential Big Data sources for analytics.
- Output 1.2 A Technology and Infrastructure Plan: Outline the essential technology and infrastructure needed for scalable and secure analytics.
- Output 1.3 A selection of Analytics Tools: Choose the right analytical tools and procedures for effective Big Data processing and analysis.
- Output 1.4 Data Quality Management guidelines: Document processes to ensure Big Data's accuracy, timeliness, and relevance.

Component 2 "Establish a privacy and confidentiality protection framework", is to be achieved by the realization of the following results/outputs:

- Output 2.1 A Draft Literature Review and Compliance Document: Write a comprehensive document detailing how the framework aligns with data protection regulations like the General Data Protection Regulation (GDPR).
- Output 2.2 List of key PETs: Select privacy-enhancing technologies like data anonymization and encryption for use in data processes.
- Output 2.3 Data Access Control Policy: Develop and enforce stringent access control protocols to restrict data access to authorized personnel only.
- Output 2.4 An Incident Response Plan: Draft a detailed incident response plan to quickly and effectively address any data breaches or privacy incidents.

Component 3 "Develop an implementation plan for the Big Data strategy and PET framework", is to be achieved through the realization of the following results/outputs:

- Output 3.1 Definition of Governance and Management structures: formulate detailed documentation of governance frameworks and management roles crucial for supervising and implementing the strategy effectively.
- Output 3.2 An Outline of Legal and Ethical Frameworks: Develop guidelines that address legal and ethical considerations relevant to Big Data and privacy-enhancing technologies.
- Output 3.3 A Plan for Infrastructure Procurement: Specify the required technology and infrastructure upgrades to support Big Data analytics and PETs effectively.
- Output 3.4 Conceptualize a unique centre for Research, Development and Training offering specialized programs in modern data methodologies.

Output 3.5 A Phased Implementation Schedule: Create a detailed roadmap for phased strategy implementation, incorporating monitoring, evaluation, and mechanisms for continuous improvement.

Component 4 “Case Study: Conduct a case study to generate Household Budget and Expenditure statistics by integrating administrative records and Big Data”, is to be achieved through the realization of the following results/outputs:

Output 4.1 Data Collection Plan: Develop a detailed plan for collecting comprehensive household budget and expenditure data using Big Data sources integrated with administrative records.

Output 4.2 Data Analysis Protocol: Formulate a robust methodology for the analysis of combined data sets, ensuring accurate representation of household financial behaviours and trends.

Output 4.3 Validation and Refinement Process: Develop a systematic approach for extracting insights from the analysis results, comparing them against recognized standards, and continuously adjusting the methodology to improve the accuracy and quality of the outcomes.

Output 4.4 Case Study Report: Compile and publish a detailed case study report that highlights the methodology, findings, and the potential added value of using Big Data in generating household budget and expenditure statistics.

3.6 Means/input from the EU Member State Partner Administration

The proposals submitted by the Member State must be concise and focused on the strategy and methodology, as well as on an indicative timetable supporting them, the suggested administrative model, the quality of the expertise mobilised, the structure and administrative capacity of the Member State’s institutions. Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They should include sufficient details on the strategy and methodology to indicate the sequencing of activities and the main activities that will take place during the implementation of the project to ensure the achievement of general and specific objectives and mandatory results.

Twinning partners shall ensure a high and consistent visibility of the EU-funded Twinning project, in line with the provisions of the document “Communication and Visibility of EU Funded External Actions” available at:

[Communicating and raising EU visibility - Guidance for external actions - July 2022_0.pdf \(europa.eu\)](#)

Interested Member States must provide in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Adviser (RTA), as well as the CVs of the potentially appointed Component Leaders.

The Twinning project will be implemented through close cooperation between partners with a view to achieving the mandatory results in a sustainable manner.

The EU Member State(s) is/are invited to develop in their proposal the activities necessary to achieve the results set out in this fiche.

The proposed activities will be developed with Twinning partners in the preparation of the successive initial and rolling work plan every three months, bearing in mind that the final list of activities will be agreed with the Twinning partner.

Only the CVs of the Project Leader, the Resident Twinning Adviser and the component leaders must be included in the proposal.

3.6.1 Profile and tasks of the Project Leader

The Project Leader will be based in the Member State and will be responsible for the overall management of the project and the co-ordination of activities performed and ensures the overall quality of the services provided on site. He/she will have the overall responsibility for the implementation of all twinning activities.

The tasks and profile of the Project Leader:

- A university degree in statistics or economics or data science or another relevant discipline, or equivalent professional experience of 8 years
- Extensive experience in management of statistical projects;
- Knowledge of the EU Acquis on statistics;
- Good analytical and organizational skills;
- Experience in solving co-ordination and co-operation issues;
- Well-developed interpersonal skills as well as skills in mediation, and experience of working with the various levels of governments;
- English working language.

Tasks:

- Overall management and coordination of the implementation of the twinning project in cooperation with the Beneficiary Country (BC) Project Leader
- Ensure timely and effective implementation of the project and achievements of results
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed
- He/she will, together with the beneficiary PL, be responsible for the modification of the project work plan as deemed necessary during the life time of the project;
- Providing efficient leadership of the project;
- Together with beneficiary PL, will be responsible for interim, final reports and project reporting;
- Ensuring backstopping and financial management of the project;
- Participation in Steering Committee meetings and communicate with stakeholders.

3.6.2 Profile and tasks of the RTA

The relevant Member State institution will appoint a long-term Resident Twinning Advisor (RTA). A Member State participating in the Twinning project as Lead or as a junior partner can propose as a RTA, a person who retired from a public institution or a mandated body no more than three years before the date of circulation of the Twinning Fiche.

The Resident Twinning Advisor (RTA) will be based in Israel and will be responsible for carrying out the activities on site. In particular, the RTA will ensure the completion of planning and preparation, engage and supervise short term experts required for activities, ensure training and study visit performances and manage the individual components of activities according to specified budgetary and other targets. The RTA needs to be present in Israel for the entire duration of the project or otherwise agreed upon arrangement (with Video conferencing technologies) in which the RTA will be present most of the time. The RTA will recruit an RTA assistant.

The tasks of the RTA:

- Supervision and on-site coordination of all activities performed during the project lifetime;
- Supervision of short-term experts;
- Day-to-day advice to the staff of project beneficiary institution;
- Professional support for the project activities;
- Permanent contact with RTA counterpart;
- Monitoring project implementation and timely proposals for corrective measures;
- Contribution to preparation of reports under the project.

The profile of the RTA:

- A university degree in statistics, economics, business administration, data science studies or another relevant discipline, or equivalent professional experience of 8 years
- A minimum of 3 years professional experience of project and/or team management
- Knowledge of the EU Acquis on statistics
- Good analytical and organisational skills
- Well-developed interpersonal skills as well as skills in mediation, and experience of working with the various levels of governments
- Fluency in written and spoken English language.

Tasks:

- Coordinate and supervise the activities of all experts and ensure overall coordination within the project through steering the assignment of experts, training measures, conferences, internships, et cetera;
- Ensure timely and effective implementation of the project in accordance with the time schedule;
- Establish and maintain links with the beneficiary and all players involved in the implementation of the project and other related projects, in close coordination with the Project Leaders;
- Ensure day-to-day implementation of all project activities in the country;
- Ensure smooth correlation between activities, deadlines, and the envisioned results listed in the work plan;
- Set up monitoring mechanisms and prepare materials and documentation for regular monitoring and reporting;
- Nominate, mobilize and supervise the short-term experts in collaboration with the Project Leaders.

3.6.3 Profile and tasks of other short-term experts

The Twinning proposal should include a pool of short-term experts to ensure smooth implementation of the action in line with the proposed work plan. Short-term experts will advise the beneficiary administration on the methodologies that are most compatible with their needs and the objective of the action.

The Twinning Contract will elaborate as to the precise number, tasks and working days of short-term experts.

The proposed pool of short-term experts should cover the following range of expertise:

- In statistics or in economics or in data / computer science, or in cyber security, or privacy enhancing technologies including the legal aspects of these issues;
- Working knowledge of written and spoken English;
- Computer literacy;
- At least 5 years of professional experience in areas that are relevant for the project components to be covered;
- Ability to provide on-the-job transfer of practical know-how through participation in the implementation of project tasks;
- Proven experience as trainer of government officials (for training activities).

The pool of short-term experts' pool should include the following profiles and expertise:

1. Experts in the field of BIG DATA (related to components 1,3,4):

- Experience in data analysis
- Experience in machine learning,
- Experience in computer science
- Experience in Economic
- Experience in Statistics

2. Experts in the field of PET (related to component 2):

- Experience in data regulation
- Experience in confidentially,
- Experience in cyber security

3. Legal-institutional experts in EU MS state administrations dealing related to the 4 components.

- Significant work experience in privacy
- Knowledge in statistics work
- Experience in Big Data and data science methodologies

4. Budget

Maximum budget available for the Grant: 1.5 million Euro.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office)

The Implementing Agency which will be responsible for the tendering, contracting, and accounting of this Twinning project is the Delegation of the European Union to the State of Israel.

Contact person: Estelle Kadouch,
Programme Officer

Address: EU Delegation to the State of Israel
5-7 Shoham Street – Paz Tower, 16th fl.
Ramat Gan 5213603, Israel

E-mails: DELEGATION-ISRAEL-TWINNING@eeas.europa.eu

Phone: +972 3 600 0913

5.2 Institutional framework

The Israeli Central Bureau of Statistics (ICBS) was established shortly after the creation of the State of Israel, as an autonomous unit within the Prime Minister's Office. The ICBS is headed by the Government Statistician, who also serves as the Director of the CBS, with a Public Council for Statistics advising him.

ICBS will be responsible for the implementation of the project. Within ICBS, the International Relations and Statistical Coordination Department is in charge of coordinating the activities. Indirect project beneficiaries will be policy makers, data collectors, data users among which are: international organizations, the academic and research community and the public at large.

ICBS shall also ensure that appropriate personnel are made available to work with the EU Twinning partner. Counterparts for each activity will be appointed to facilitate implementation. Since one assumption in the Twinning project fiche is the capacity of ICBS to deal with certain concepts without foreign assistance, it is of paramount importance that these persons will be selected thoroughly with required skills to carry on the development efforts.

The Israeli Twinning partner is responsible for the selection of participants for the study tours and trainees (in consultation with the EU partner) and shall ensure the staff is made available and released from their duties during their training/study tours. ICBS will provide appropriate training facilities properly equipped for all training activities foreseen and implemented in the course of this twinning project.

ICBS will be required to make available the necessary infra-structure for the MS partner to carry out its tasks. Office space and equipment, including access to computer, telephone, fax, etc, and the professional use of that equipment should be available to the RTA from day one of her/his arrival.

5.3 Counterparts in the Beneficiary administration

5.3.1 Contact person

Yoel Finkel - Associate National Statistician

E-mail address: yoel@cbs.gov.il

Phone: +972 2 659 2203

5.3.2 PL counterpart

Sigalit Mazeh - Director of International Relations and Statistical coordination department.

E-mail address: sigalit@cbs.gov.il

Phone: +972 2 659 2777

5.3.3 RTA counterpart

Maya Malach – Personal assistant to the National Statistician.

E-mail address: mayam@cbs.gov.il

Phone: +972 2 659 2203

6. Duration of the project

24 months

7. Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take

stock of the progress and achievements vis-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The project aims to assimilate effective work practices that contribute to the unit's day-to-day activities. The project will also provide the Commissioner's Unit with recommendations for further legal-institutional improvement and awareness tools, which may notably increase effectiveness and sustainability, provided the Unit receives adequate financial and political support.

Mostly, it is anticipated that the outcome of this intervention will generate long term impact to the beneficiary.

9. Cross-cutting issues (*equal opportunity, environment, climate etc...*)

The EU recently updated its 2014 Toolbox on the rights-based approach (RBA) thus renewing its commitment to adopt a human rights-based approach (HRBA) in all its external action. This conceptual approach is directed towards strengthening the capacity of rights holders to claim their rights. All Twinning light applications must be designed integrating a HRBA, including gender equality mainstreaming, and must clearly identify the national and international legal basis around which a proposal has been developed.

By supporting evidence-based policy making the Twinning project will also promote transparency, equal opportunities, etc.

The Twinning project will have to report against relevant quantitative and qualitative indicators.

10. Conditionality and sequencing

There are neither special factors nor external conditions pre-required to the launching of the project.

11. Indicators for performance measurement

The Mandatory Results targets are detailed in Annex C1a - Logical framework adapted.

During the implementation process, the project will issue quarterly reports according to the format provided for in the Twinning Manual and will report against the Mandatory Results targets and also related activity benchmarks / deliverables in accordance with the Work Plan. Each Quarterly Report produced jointly by the Twinning partners will include a brief analysis of the background, changes in the policy, legal and institutional environment and the assumptions formulated in the Logical Framework Matrix. In the last implementing quarter, the project will assess the level of contribution to the Outcome (Specific Objective).

Component 1 Develop a Big Data strategy

Indicator: The strategy document is fully developed and approved, detailing objectives, key action areas, and responsibilities for implementation

Output 1.1: A Comprehensive Data Inventory Catalogue is available

Indicator: Number of Big Data sources identified and catalogued

Indicator: Diversity of data types and sources included in the inventory.

Output 1.2: A Review of Technology and Infrastructure is available

Indicator: Completion of a detailed review of technology and infrastructure needs.

Output 1.3: A Review of Analytical Tools Advantages and Disadvantages is available

Indicator: Number of analytical tools and technologies evaluated.

Output 1.4: Data Quality Management Guidelines are adopted

Indicator: Establishment of data quality metrics (accuracy, completeness, timeliness, relevance).

Component 2 Establish a privacy and confidentiality protection framework

Indicator: Completion and Approval Rate: The comprehensive framework document is fully drafted, reviewed, and approved, detailing alignment with international data protection regulations

Output 2.1: A Draft Compliance Document is produced

Indicator: The document's completion and alignment with GDPR and other relevant data protection regulations are verified through an expert review.

Output 2.2: Review of Key PETs is carried out

Indicator: Number of privacy-enhancing technologies (PETs) identified and documented for implementation.

Output 2.3: Access Control Protocols are developed

Indicator: Number of data systems and applications for which access control protocols have been fully developed.

Output 2.4: An Incident Response Plan is developed

Indicator: Number of incident response simulations or drills conducted to validate the plan.

Component 3 Develop an implementation plan for the Big Data strategy and PET framework

Indicator: Implementation plan document is approved, covering governance, legal, technology, and implementation aspects.

Output 3.1: Governance and Management Structures are adopted

Indicator: Governance documentation with defined roles and oversight approved.

Output 3.2: Legal and Ethical Frameworks are endorsed

Indicator: Legal and ethical guidelines document completed and endorsed.

Output 3.3: A Plan for Technology and Infrastructure Procurement is approved

Indicator: Development and approval of a detailed procurement plan for technology and infrastructure, specifying the requirements, timelines, and budget estimates to support Big Data analytics and PETs.

Output 3.4: A concept for a unique centre for research, development and training in official statistics is adopted

Indicator: Completion and ratification of a Centre initiation documents

Output 3.5: A Phased Implementation Schedule is adopted

Indicator: Completion and ratification of a phased implementation schedule, including specific milestones, monitoring and evaluation points, and mechanisms for iterative improvements throughout the strategy's deployment.

Indicator: Completion and ratification of necessary budget and resources tables

Component 4 Conduct a case study to generate Household Budget and Expenditure statistics by integrating administrative records and Big Data

Indicator: Case Study Report Approved, covering all the methodological recommendations of the case study.

Output 4.1: Data Collection Plan is implemented

Indicator: Evidence of data collection activities initiated as per the plan, including the integration of Big Data sources with administrative records, with a progress tracking mechanism in place.

Output 4.2: Data Analysis Protocol is implemented

Indicator: Active use of the formulated data analysis protocol in the processing and analysis of the combined data sets, with interim reports indicating adherence to the established methodology.

Output 4.3: Validation and Refinement Process are adopted

Indicator: Documentation of regular validation checks performed against established benchmarks based on findings, aiming for continuous improvement in data analysis accuracy and insight quality.

Output 4.4: Case Study Report is published

Indicator: Progress updates on the case study report development, including preliminary findings, presentations and stakeholder feedback incorporation, leading towards the final publication.

12. Facilities available

The RTA will be located at the office of the ICBS

Among the facilities available to host the RTA are offices and computers, as well as communication and transport, when needed.

Whenever translation and/or interpretation services might be necessary for the implementation of activities (for instance translation of guidelines, etc.), such costs will be budgeted under the relevant budget heading (see Section 6.2.8 of the Twinning Manual).

ANNEX TO PROJECT FICHE

1. The Simplified Logical framework matrix

Simplified logical framework matrix

	Results chain	Indicators (at least one indicator per expected result)	Baseline (values and years)	Targets (values and years)	Sources of verification	Risks	Assumptions (external to project)
Impact (OO)	Strengthened national statistical information for improved policy formulation in Israel	The volume and rate of core official statistics produced using Big Data increased.	Year 2024, minimum use of Big Data official Statistics. The current use is in 2 cases.	Year 2027, substantial use of Big Data official Statistics. More than 5 cases.	1. Project report 2. Official publication on ICBS web-site	1. Data quality - Biases and inaccuracies in data. 2. Lack of cooperation with stake holders	1. Availability of apt resources 2. Enabling organizational environment
Outcome (SO)	Improved accuracy and granularity of statistical data by utilizing Big-Data methodologies, providing policymakers with up-to-date information to respond to emerging challenges while ensuring the protection of privacy and confidentiality	Official statistics will be enhanced and produced more efficiently. New statistics with higher granularity and improved accuracy will be generated.	Year 2024, current data published by the Israeli CBS.	In the year 2027, two new official statistical publications will be created utilizing big data, and one official statistics process will be enhanced, becoming more efficient through the use of big data.	1. Project report 2. Official publication on ICBS web-site	1. Budget constraints are slowing down the full implementation of the strategy. 2. There is a lack of cooperation with stakeholders. 3. Technological challenges and disruptions pose obstacles.	Enabling organizational environment

	Results chain	Indicators (at least one indicator per expected result)	Baseline (values and years)	Targets (values and years)	Sources of verification	Risks	Assumptions (external to project)
Output 1	<p>A Big Data strategy for statistics is adopted</p> <p>Output 1.1: A Comprehensive Data Inventory Catalogue is available</p> <p>Output 1.2: A Review of Technology and Infrastructure is available</p> <p>Output 1.3: A Review of Analytical Tools Advantages and Disadvantages is available</p> <p>Output 1.4: Data Quality Management Guidelines are adopted</p>	<p>The strategy document is fully developed and approved, detailing objectives, key action areas, and responsibilities for implementation.</p> <ul style="list-style-type: none"> - Inventory produced - Number of Big Data sources identified and catalogued - Diversity of data types and sources included in the inventory - Number of analytical tools and technologies evaluated - Data quality metrics are established (accuracy, completeness, timeliness, relevance) 	Year 2024, no national/organizational strategy.	<p>Year 2027, National Big Data strategy for official statistics approved, published and advertised in the media.</p> <p>Intermediary targets to be adopted during inception phase.</p>	<p>1. Official publication on ICBS web-site.</p> <p>2. Major inaugural conference to launch the new Big Data strategy with all the relevant stake holders.</p>	<p>1. Lack of cooperation with stake holders and/or the Public Council of Statistics.</p>	<p>1. Availability of apt resources</p> <p>2. Enabling organizational environment</p>
Output 2	<p>A privacy and confidentiality protection framework are established</p> <p>Output 2.1: a draft compliance document is produced</p> <p>Output 2.2: a review of key PETs is carried out</p> <p>Output 2.3: access control protocols are developed</p> <p>Output 2.4: an incident response plan is developed</p>	<p>The comprehensive framework document is fully drafted, reviewed, and approved, detailing alignment with international data protection regulations.</p> <ul style="list-style-type: none"> - Experts' report review of compliance is available - Number of privacy-enhancing technologies identified and documented - Number of protocols developed - Number of simulations drills carried out 	Year 2024, basic framework for privacy and confidentiality.	<p>Year 2027, new modern comprehensive frame for privacy and confidentiality published and approved nationally.</p> <p>Intermediary targets to be adopted during inception phase.</p>	<p>1. Official publication on ICBS web-site.</p> <p>2. Major inaugural conference to launch the new Big Data strategy with all the relevant stake holders.</p>	<p>1. Too many limitations that will prevent efficient use of the data.</p> <p>2. Lack of approval or support with the national cyber directorate and / or the Privacy Protection Authority.</p>	<p>1. Availability of apt resources</p> <p>2. Enabling organizational environment</p>

	Results chain	Indicators (at least one indicator per expected result)	Baseline (values and years)	Targets (values and years)	Sources of verification	Risks	Assumptions (external to project)
Output 3	<p>An implementation plan for the Big Data strategy and PET framework is developed</p> <p>Output 3.1: Governance and management structures are adopted</p> <p>Output 3.2: Legal and ethical frameworks are endorsed</p> <p>Output 3.3: a plan for technology and infrastructure procurement is approved</p> <p>Output 3.4: A concept for a unique centre for research, development and training in official statistics is adopted</p> <p>Output 3.5: a phased implementation schedule is adopted</p>	<p>Implementation plan document is approved, covering governance, legal, technology, and implementation aspects.</p> <ul style="list-style-type: none"> - Recommendations for governance structures developed - Legal and ethical guidelines developed - Report with procurement plan developed - Concept for R&D&T centre submitted - Report with proposed implementation plan and resources needs submitted - Ratification of resources 	<p>Year 2024, no organizational plan for adaptation of Big Data and PET framework. Sporadic activities in Big Data applications by ICBS individuals.</p>	<p>Year 2027, Plan approved, published and implemented by relevant authorities according to the time table (Gantt chart).</p> <p>Intermediary targets to be adopted during inception phase.</p>	<ul style="list-style-type: none"> 1. Periodical implementation meetings with meeting notes published on the ICBS web-site. 2. Inauguration of the centre for Research, Development and Training in Official Statistics. 	<ul style="list-style-type: none"> 1. Plan will be outdated by the time of implementation due to exponential change in technology. 2. Lack of cooperation with stake holders and/or the Public Council of Statistics. 	<ul style="list-style-type: none"> 1. Availability of apt resources 2. Enabling organizational environment

	Results chain	Indicators (at least one indicator per expected result)	Baseline (values and years)	Targets (values and years)	Sources of verification	Risks	Assumptions (external to project)
Output 4	Case Study: Conduct a case study to generate Household Budget and Expenditure statistics by integrating administrative records and Big Data Output 4.1: a data collection plan is implemented Output 4.2: a data analysis protocol is implemented Output 4.3: validation and validation processes are adopted Output 4.4: a case study report is published	Case Study Report Approved, covering all the methodological recommendations of the case study - Evidence of data collection - Tracking mechanism in place - Interim reports on use of protocols - Reports on validation checks are available - Progress reports are submitted	Year 2024, Data is collected by traditional survey methods (face-to-face or phone)	Year 2027, Approved methods for producing Household Budget and Expenditure Statistics using Big Data. Initiation of production using the new methodology. Intermediary targets to be adopted during inception phase.	1. Project report 2. Official publication on ICBS web-site	1. Failure to deliver quality data 2. Infeasibility due to lack of Big Data and Administrative files sources. 3. Lack of cooperation with privately held data owners.	1. Availability of manpower with needed skills. 2. Availability of apt resources 3. Enabling organizational environment