

“National Excellence” Indicator


of a Democratic State

- Question no. 1 - Does the state need it ?
- Question no. 2 - Does the state know
how to measure it ?
- Question no. 3 - Does the state know
its “opportunities for
improvement” ?


National Excellence Indicator (N.E.I)

I₁ = **RRMC=Real Real Money per Capita**
= X/Y = "Excellence related Income" per Capita
= NIS (New Israeli Shekels) per Resident


I₂ = 5 Years Move Average compare to 1984




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Liron Sivan

Dr. Abraham Huli

"National Excellence" indicator of a Democratic State



The "National Excellence" Indicator of a Democratic State

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with a Culture of Quality and
Excellence**

July, 2008

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*See more explanations about the Indicator at the link:

<http://www.en.huli.co.il/BRPortal/br/P100.jsp>

**You can reach a current update of the indicator through the linguistic:
main Subject>"National Excellence">articles>"Last year excellence index"

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Dr.(D.B.A.) Abraham Huli

Life
Time
Money
Excellence
Quality

חיים
זמן
כסף
מצוינות
איכות



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National Excellence in Israel - The late prime minister Itzhak Rabin, Jerusalem theatre, April 1994



National Excellence Indicator (N.E.I.) and Quality of Life (Q.O.L.) in Israel as a democratic country - large presentation

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My quotes

National Excellence House

Essentially a "time tunnel," whose effect on those who pass through it, whether they are shoemakers, physicians, technologists, teachers, athletes, farmers, drivers, etc. is their commitment to do things better than before and thereby improve the national excellence and quality of life of a democratic country. My dream and vision is that every democratic country in the world will have its own National Excellence House

Cost Of Poor Quality

Cost Of Poor Quality* (COPQ) is a subset of "Cost of Lack of Organizational Excellence" (CLOE) which comprise the sum of all the funds and resources an organization wastes to repair and correct negative phenomena (faults, failures, defects, deviations and the like) that are encountered over time across all the range of the organization's activities

"Improvement Team"

A group of men / women who know how to present the data (facts) of a negative phenomenon (fault, failure, defect and the like) in an organization (commercial, public, social and the like) and that succeeds in reducing

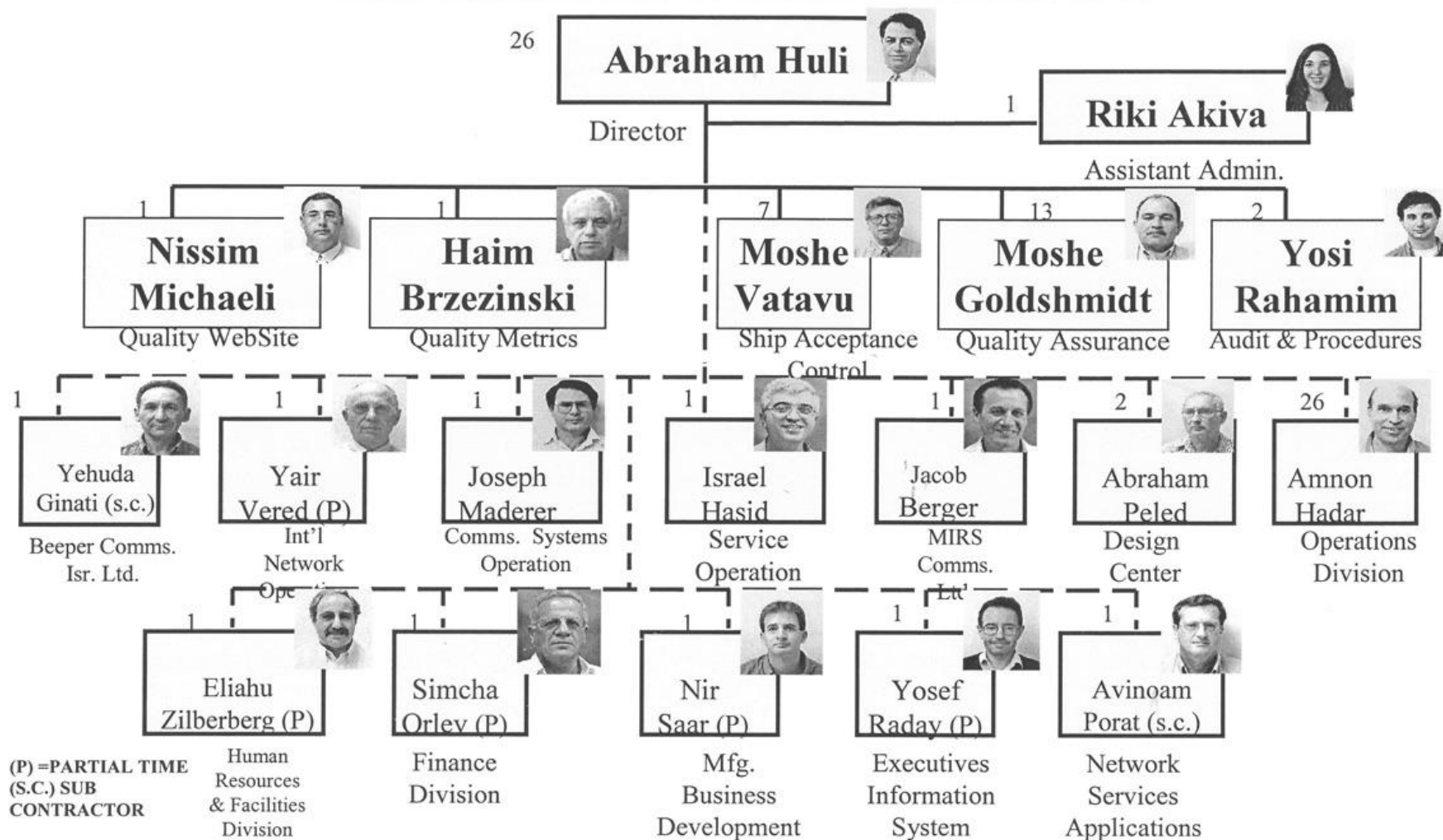
...cultures do not occur randomly. They occur because leaders spend time on them, set examples."

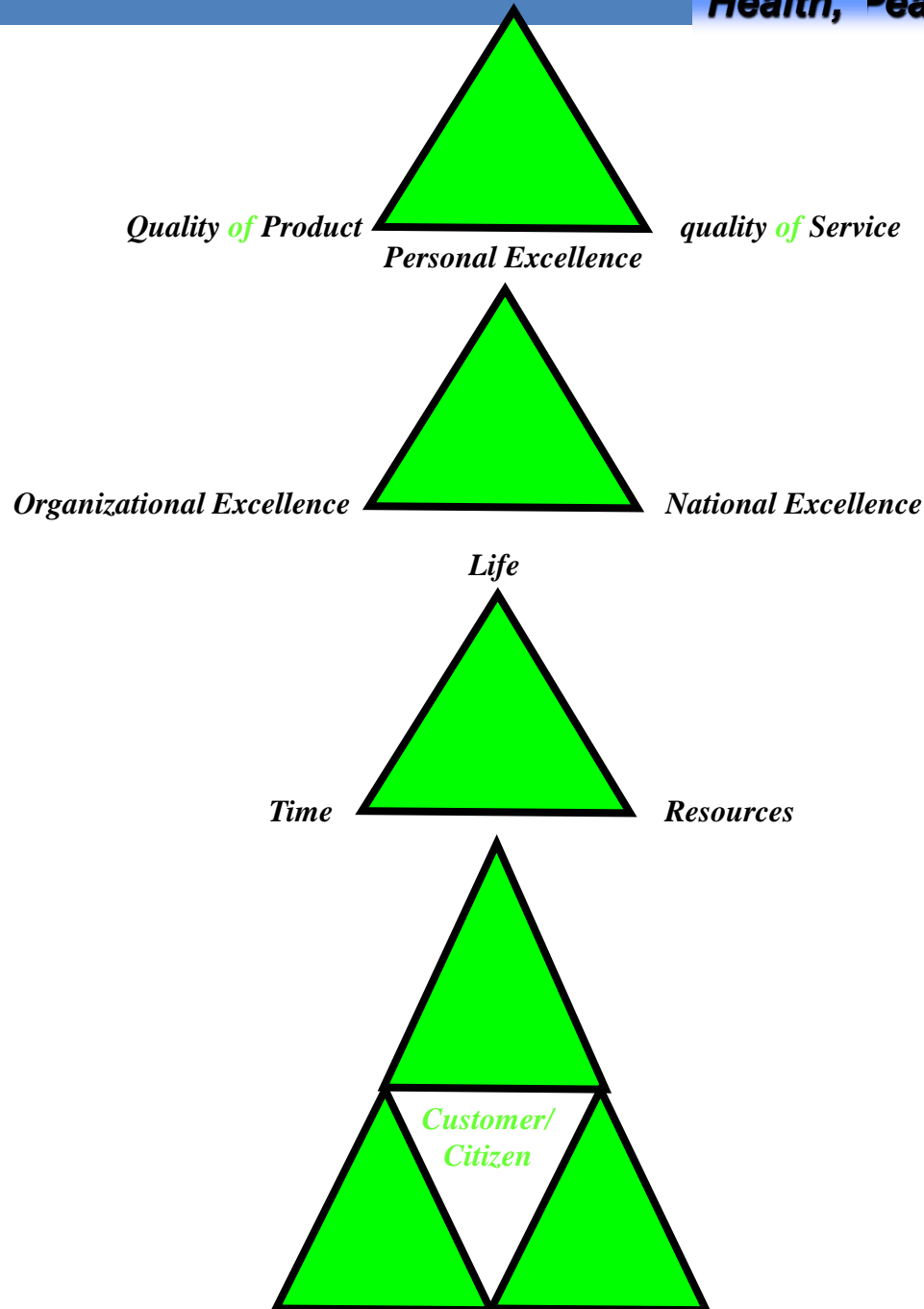
William J. Weisz

**“If you don’t set out to achieve perfection,
you probably aren’t going to achieve it”.**

Robert W. Galvin

MCIL QUALITY ORGANIZATION CHART







פקודת סימני המסחר (נוסח חדש), תשל"ב -
Trade Marks Ordinance (New Version) 1972



תעודת רישום
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זאת לתעודה כי הפרטים דלהלן נרשמו
בפנקס סימני המסחר

National Excellence for Quality of Life (N.E.Q.L.)

Trade Mark No. 163432 מספר סימן

Application Date 23.03.2003 תאריך הגשה Class 41 סוג

Professinal lectures in the field of
excellence and quality, included in
class 41.

הרצאות ומאמרים מקצועיים בנושאי מצוינות
ואיכות, הנכללים כולם בסוג 41.

ABRAHAM HULI
7/38 Hanagid St.
Rishon Lezion

אברהם חולי
רחוב הנגיד 7/38
ראשון לציון

Registration of this mark shall give no right to
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אלא בהרכב הסימן.

Publication Date 31.03.2004
Entry in Register 04.07.2004

תאריך פרסום
נרשם בפנקס

תעודה זו, כשהיא מוסמכת בחותם הלשכה, הינה אישור כי הסימן נרשם בפנקס סימני המסחר.
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ד"ר מאיר נועם, עו"ד ועו"פ,
רשם הפטנטים, המדגמים וסימני מסחר

40773 ל



פקודת סימני המסחר (נוסח חדש), תשל"ב -
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Total Excellence Leadership - Personal/Organizational/ National (T.E.L. - P/O/N)

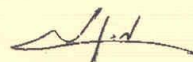
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Application Date	07.04.2003	תאריך הגשה
	Class	41
Professinal lectures in the field of excellence and quality, included in class 41.		סוג
		הרצאות ומאמרים מקצועיים בנושאי מצוינות ואיכות, הנכללים כולם בסוג 41.
ABRAHAM HULI 7/38 Hanagid St. Rishon Lezion		אברהם חולי רחוב הנגיד 7/38 ראשון לציון

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בנפרד, אלא בהרכב הסימן.

Publication Date	31.03.2004	תאריך פרסום
Entry in Register	04.07.2004	נרשם בפנקס

תעודה זו, כשהיא מוסמכת בחותם הלשכה, הינה אישור כי הסימן נרשם בפנקס סימני המסחר.
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בפנקס סימני המסחר

Cost of Lack of Organizational Excellence (C.L.O.E.)

Trade Mark No. 163738 מספר סימן

Application Date 07.04.2003 תאריך הגשה Class 41 סוג

Professional lectures in the field of
excellence and quality; included in
class 41.

הרצאות ומאמרים מקצועיים בנושאי מצוינות
ואיכות, הנכללים כולם בסוג 41.

ABRAHAM HULI
7/38 Hanagid St.
Rishon Lezion

אברהם חולי
רחוב הנגיד 7/38
ראשון לציון

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C,L,O,E, בנפרד, אלא בהרכב הסימן.

Publication Date 31.03.2004
Entry in Register 04.07.2004

תאריך פרסום
נרשם בפנקס

תעודה זו, כשהיא מוסמעת בחותם הלשכה, הינה אישור כי הסימן נרשם בפנקס סימני המסחר.
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ד"ר מאיר נועם, עו"ד ועו"פ,
רשם הפטנטים, המדגמים וסימני מסחר

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זאת לתעודה כי הפרטים דלהלן נרשמו
בפנקס סימני המסחר

Design For Maximum
Warranty Period
(D.F.M.W.P.)



Trade Mark No. 112888 מספר סימן

Application Date 09.06.97 תאריך הגשה Class 41 סוג

professional lectures in the field of
quality and customer satisfaction;
included in class 41.

הרצאות מקצועיות בנושא איכות ושביעות
רצון לקוחות; הכל נכלל בסוג 41.

ABRAHAM HULI
34 Hirshfeld St.
Rishon Lezion

אברהם חולי
רחוב הירשפלד 34
ראשון לציון

Registration of this mark shall give no right to
the exclusive use of the words DESIGN, FOR,
MAXIMUM, WARRENTY and PERIOD and
the letters D, F, M, W and P but in the
combination of the mark.

רישום סימן זה לא יתן זכות לשימוש ייחודי במילים
WARRANTY, MAXIMUM, FOR, DESIGN
ו-P, W, M, F, D ובאותיות P, W, M, F, D
בהרכב הסימן.

Publication Date 30.06.98
Entry in Register 13.10.98

תאריך פרסום
נרשם בפנקס

תעודה זו, כשהיא מוסבעת בחותם הלשכה, הינה אישור כי הסימן נרשם בפנקס סימני המסחר.
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משה ש. גולדברג

רשם סימנים

REGISTRAR OF TRADE MARKS



פקודת סימני המסחר (נוסח חדש), תשל"ב - 1972 Trade Marks Ordinance (New Version)

תעודת רישום
CERTIFICATE OF REGISTRATION

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זאת לתעודה כי הפרטים דלהלן נרשמו
בפנקס סימני המסחר

Customer Self
Actualization
(C.S.A.)



Trade Mark No. 112887 מספר סימן

Application Date 09.06.97 תאריך הגשה Class 41 סוג

professional lectures in the field of
quality and customer satisfaction;
included in class 41.

הרצאות מקצועיות בנושאי איכות ושיעור
רצון לקוחות; הכל נכלל בסוג 41.

AVRAHAM HULY
34 Hirshfeld St.
Rishon Lezion

אברהם חולי
רחוב הירשפלד 34
ראשון לציון

Registration of this mark shall give no right to
the exclusive use of the words CUSTOMER,
SELF and ACTUALIZATION and the letters
C, S and A but in the combination of the mark.

רישום סימן זה לא יתן זכות לשימוש ייחודי במילים
ACTUALIZATION ו-S, CUSTOMER
ו-A אלא בהרכב הסימן.

Publication Date 30.06.98 תאריך פרסום
Entry in Register 13.10.98 נרשם בפנקס

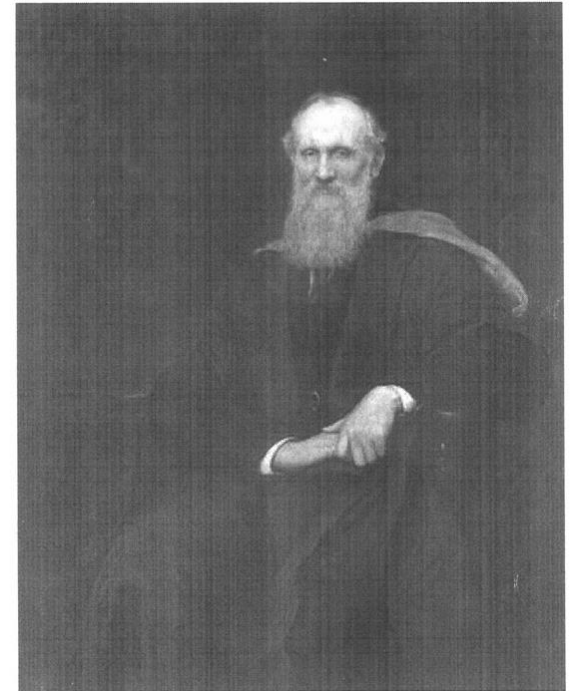
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מאשר

רשם סימני מסחר
REGISTRAR OF TRADE MARKS

"I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meagre and unsatisfactory kind; it may be the beginning of knowledge, but you have scarcely in your thoughts advanced to the state of *Science*, whatever the matter may be."

Lord Kelvin, 1883



General Government Revenue Table

At current prices. Millions NIS (New Israeli Shekels)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015		
Total Revenue of the General Government Sector	242,979	252,549	245,910	252,438	266,014	291,886	305,579	304,336	296,524	327,229	350,772	363,948	391,934	411,476	435,058	סר"כ הכנסות המגזר הממשלתי	1+2
Current revenue	237,728	246,788	240,949	246,684	260,208	285,171	298,663	295,673	288,385	316,812	339,912	352,782	379,226	398,530	420,969	הכנסות שוטפות	1
	15,516	16,187	16,374	16,341	17,156	17,807	19,630	20,475	20,120	22,157	24,313	26,302	26,426	28,184	28,344	מכירות	
Property income	8,421	9,747	8,658	7,863	8,603	8,037	8,397	8,227	7,234	7,006	7,254	7,653	7,556	6,859	8,001	הכנסה מרכוש	1.1
Thereof: from the rest of the world	204	200	174	170	186	228	207	124	115	74	22	24	22	21	23	מזה: הכנסות מרביית מחו"ל	
Taxes	189,619	193,578	191,143	200,472	213,397	232,662	248,445	244,370	240,121	264,012	284,347	293,586	320,150	338,205	357,235	הכנסות ממסים	1.2
Taxes on production	80,077	87,581	89,732	93,949	99,390	103,618	111,274	113,510	119,314	131,417	139,327	144,327	155,368	166,266	170,503	מסים עקיפים	
Domestic	58,341	64,941	67,960	68,953	72,716	76,090	78,891	81,877	88,187	96,414	101,740	106,978	117,343	123,174	128,601	על ייצור מקומי	
Import	21,736	22,640	21,772	24,996	26,675	27,528	32,383	31,633	31,127	35,003	37,587	37,349	38,024	43,091	41,903	על יבוא	
Taxes on income and compulsory payments	79,838	74,618	69,136	73,552	79,409	92,933	99,262	90,415	79,581	87,252	96,261	98,963	111,419	115,810	127,185	מסים ישירים ותשלומי חובה	
National Insurance Contributions	29,704	31,378	32,275	32,971	34,597	36,111	37,909	40,445	41,227	45,343	48,759	50,296	53,364	56,130	59,547	הכנסות הביטוח הלאומי	
Imputed Social Contributions	6,607	6,925	6,553	6,794	6,716	7,026	6,926	7,520	7,570	7,929	8,253	8,476	8,730	8,515	8,527	תשלומי פנסיה זקופים	1.3
Current transfers	17,565	20,352	18,222	15,215	14,337	19,639	15,265	15,082	13,340	15,708	15,746	16,766	16,363	16,767	18,863	העברות שוטפות סה"כ	1.4
Transfers from Households and Private NPI's	1,073	1,105	1,070	1,247	1,300	1,385	1,425	1,755	1,672	1,799	1,764	1,948	2,097	2,144	2,220	העברות ממשקי בית וממלכ"ר פרטיים	
Transfers from the rest of the world	16,492	19,247	17,152	13,968	13,036	18,255	13,840	13,326	11,668	13,909	13,982	14,818	14,266	14,623	16,643	העברות מחו"ל סה"כ	
	14,331	16,406	14,450	10,997	10,507	14,891	10,600	10,004	8,410	10,366	10,600	11,900	10,944	11,099	12,909	העברות בינממשלתיות	
	11,252	13,570	12,316	9,412	9,392	14,380	10,600	10,004	8,410	10,366	10,600	11,900	10,944	11,099	12,909	מענק ביטחוני	
	3,079	2,836	2,134	1,585	1,115	511	0	0	0	0	0	0	0	0	0	סיוע אדח"י	
	2,161	2,841	2,702	2,971	2,529	3,364	3,240	3,322	3,258	3,543	3,381	2,918	3,321	3,524	3,734	העברות למסודות לאומיים ולמלכ"ר ציבורי	
Capital revenue	5,252	5,762	4,961	5,754	5,805	6,715	6,916	8,663	8,139	10,418	10,860	11,166	12,708	12,946	14,089	הכנסות ע"ח הון	2
Capital Taxes	1,115	995	946	1,531	1,727	1,977	2,368	2,505	2,485	3,525	3,879	3,380	3,745	3,509	3,709	מפי הון	
Capital transfers from the private sector	3,648	4,054	3,395	3,673	3,631	4,157	4,068	5,706	5,269	6,424	6,585	7,545	8,598	9,093	9,923	העברות הון ממקטור פרטי	
Capital transfers from the rest of the world	488	713	621	550	447	581	480	452	385	468	396	241	365	344	457	העברות הון מחו"ל	

Taxes Table

At current prices. Millions NIS (New Israeli Shekels)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
סך כולל	187,950	190,734	194,573	192,089	202,003	215,124	234,639	250,813	246,875	242,606	267,537	288,226	296,966	323,895	341,714	360,944	GRAND TOTAL
מסים על הכנסה, תשלומים																	TAXES ON INCOME, NATIONAL
לביטוח הלאומי ומסים שוטפים																	INSURANCE CONTRIBUTION AND
אחרים - סך הכל	103,992	106,982	103,614	99,251	103,225	109,895	124,628	131,948	126,120	116,841	127,101	138,838	144,367	158,828	165,509	177,882	OTHER CURRENT TAXES - TOTAL
1. מסים על הכנסה ומסים																	1. TAXES ON INCOME AND OTHER
שוטפים אחרים - סך הכל	76,427	77,278	72,236	66,976	70,254	75,298	88,516	94,039	85,675	75,615	81,758	90,079	94,071	105,464	109,379	118,335	CURRENT TAXES - TOTAL
1.1 מ הכנסה - סך הכל	73,264	73,901	68,260	63,261	65,291	71,041	84,083	89,324	80,913	71,058	76,354	84,759	88,590	99,643	103,495	111,655	1.1 Income tax - Total
שכר (A)	45,278	48,662	46,618	41,520	39,886	40,108	42,483	45,507	43,215	39,141	40,172	42,817	43,415	46,856	50,746	53,915	Wages(A)
חברות	16,714	15,215	13,323	12,773	16,256	19,868	27,254	28,012	23,930	18,906	21,189	26,205	24,905	34,403	32,824	32,552	Companies
עצמאים	9,475	8,617	7,212	6,779	5,831	6,954	9,122	10,919	10,194	8,431	8,055	9,049	10,115	10,853	12,656	16,783	Self-employed
יכיויים אחרים במקור	1,797	1,407	1,107	2,189	3,318	4,111	5,224	4,886	3,574	4,580	6,938	6,688	10,155	7,531	7,269	8,405	Other deductions at source
1.2 אגרות, היטלים וקנסות	3,163	3,378	3,977	3,715	4,963	4,258	4,433	4,715	4,763	4,556	5,404	5,320	5,481	5,821	5,884	6,680	1.2 Fees, levies and fines
2. תשלומים לביטוח הלאומי																	2. NATIONAL INSURANCE
סך הכל	27,565	29,704	31,378	32,275	32,971	34,597	36,111	37,909	40,445	41,227	45,343	48,759	50,296	53,364	56,130	59,547	CONTRIBUTIONS - TOTAL
2.1 שכר - סך הכל	16,315	17,618	18,796	19,723	19,989	20,962	21,541	22,233	23,319	23,520	26,148	28,312	29,132	31,238	32,918	35,127	2.1 Wages - Total
מזה: ע"ח העובד	8,133	8,782	8,889	9,536	9,695	10,283	11,891	12,273	13,129	13,242	14,721	15,508	15,818	16,213	16,755	17,880	Thereof: By Employees
ע"ח המעביד (B)	8,182	8,835	9,908	10,187	10,294	10,679	9,650	9,960	10,190	10,278	11,427	12,805	13,313	15,026	16,163	17,247	By Employers(B)
2.2 אחר	1,488	1,533	1,699	1,701	1,672	1,783	2,012	2,220	2,550	2,712	2,905	3,033	3,047	3,204	3,421	3,639	2.2 Other
2.3 מס בריאות	9,762	10,553	10,883	10,851	11,310	11,852	12,558	13,456	14,576	14,994	16,290	17,414	18,118	18,922	19,790	20,781	2.3 Health tax
3. מסים על ייצור																	3. TAXES ON DOMESTIC
מקומי - סך הכל	56,684	58,341	64,941	67,960	68,953	72,716	76,090	78,891	81,877	88,187	96,414	101,740	106,978	117,343	123,174	128,601	PRODUCTION - TOTAL
מס ערך מוסף	27,638	29,446	33,406	34,127	32,974	34,024	35,657	37,116	40,196	43,000	47,342	50,603	53,056	61,173	64,990	68,282	Value added tax
מסים על הוצאות שכר	6,850	7,150	8,450	8,840	9,440	9,920	9,900	9,920	9,950	9,570	10,260	10,850	11,530	12,274	12,967	13,745	Wages' tax
מע"מ מ"מלכ"ר	4,260	4,660	5,940	6,130	6,590	6,720	6,610	6,580	7,000	7,250	7,650	8,050	8,550	9,012	9,980	10,266	Non-profits' tax
מע"מ שכר פיננסי	1,340	1,290	1,210	1,460	1,500	1,750	1,890	1,840	1,850	2,020	2,310	2,450	2,580	2,870	2,606	3,060	Financial compensation tax
מס מעסיקים	1,250	1,200	1,300	1,250	1,350	1,450	1,400	1,500	400	300	300	350	400	392	381	419	Employers' tax
מע"מ רווחים פיננסיים	1,287	1,186	673	1,794	1,572	2,041	2,659	2,198	759	1,757	1,924	1,431	2,149	2,236	2,133	2,116	Financial gains tax
מס קנייה	662	384	404	371	372	436	396	287	233	229	291	307	305	457	394	450	Purchase tax
מס טבק, בלז																	Excises on tobacco and cement
מלט ומס בולים	1,932	1,771	1,819	1,795	1,794	1,559	825	800	745	784	840	799	818	804	739	634	and stamp tax
מס דלק	5,666	5,701	6,739	7,286	7,919	8,755	10,097	10,590	11,852	12,714	14,637	15,118	15,628	15,876	16,362	17,007	Fuel tax
מס רכוש	442	180	161	139	138	322	101	52	53	45	48	82	57	59	95	44	Property tax
מסים אחרים (C)	811	847	750	838	861	1,006	968	1,026	1,126	1,260	1,341	1,583	1,592	1,792	1,872	2,017	Other taxes(C)
מסים שנגבו ע"י הרשויות																	Local authorities
המקומיות	11,397	11,677	12,539	12,771	13,883	14,653	15,487	16,903	17,663	18,828	19,731	20,966	21,843	22,673	23,621	24,306	taxes
4. מסים על יבוא - סך הכל	22,993	21,736	22,640	21,772	24,996	26,675	27,528	32,383	31,633	31,127	35,003	37,587	37,349	38,024	43,091	41,903	4. TAXES ON IMPORTS - TOTAL
4.1 יבוא אזרחי - סך הכל	21,594	20,066	20,486	19,924	23,407	24,876	25,481	30,648	30,062	29,726	33,472	35,985	35,470	36,031	40,833	39,657	4.1 CIVILIAN IMPORTS - TOTAL
מס ערך מוסף	10,865	9,995	10,333	9,859	11,642	12,424	12,792	15,254	15,100	14,953	16,784	18,151	17,981	18,483	20,715	20,465	Value added tax
מכס והיטלים	1,320	1,252	1,284	1,273	1,493	1,657	1,775	2,094	2,245	2,271	2,542	2,752	2,404	2,172	2,624	2,701	Customs and levies
מס קנייה ואחרים	9,409	8,819	8,869	8,792	10,272	10,795	10,914	13,300	12,717	12,502	14,146	15,082	15,085	15,376	17,494	16,491	Purchase and other taxes
4.2 יבוא ביטחוני	1,399	1,670	2,154	1,848	1,589	1,799	2,047	1,735	1,571	1,401	1,531	1,602	1,879	1,993	2,258	2,245	4.2 DEFENCE IMPORTS
5. מס בד"ל (מסים שוטפים אחרים)	3,045	2,560	2,382	2,159	3,298	4,111	4,417	5,223	4,740	3,966	5,494	6,182	4,892	5,955	6,431	8,850	5. Tax on real assets(Other current taxes)
מס שבח	1,207	979	891	744	1,172	1,634	1,653	2,203	2,347	1,757	2,454	3,075	2,104	2,557	2,704	3,794	Betterment tax
מס רכישה ומס מכירה	2,178	1,830	1,739	1,648	2,463	2,884	3,189	3,488	3,162	2,937	4,051	4,147	3,724	4,532	4,979	6,755	Property purchase tax and Sales tax
בניית קרן פיצויים	340	249	248	233	337	407	425	468	769	728	1,011	1,040	936	1,134	1,252	1,699	
6. מס הון (רשויות מקומיות)	1,236	1,115	995	946	1,531	1,727	1,977	2,368	2,505	2,485	3,525	3,879	3,380	3,745	3,509	3,709	Capital Taxes (local authorities)

The indicator “I” does **not include incomes such as:**

1. Loans
2. Donations
3. Government Bonds

Conversion Table of current prices to real prices

Real Price	Inflation	Nominal Price (Millions)	Year
168	2145	360,944	2015
158	2158	341,714	2014
151	2149	323,895	2013
140	2115	296,966	2012
139	2081	288,226	2011
133	2011	267,537	2010
124	1958	242,606	2009
130	1895	246,875	2008
138	1812	250,813	2007
130	1803	234,639	2006
122	1765	215,124	2005
116	1742	202,003	2004
110	1749	192,089	2003
112	1737	194,573	2002
116	1644	190,734	2001
116	1626	187,950	2000
103	1608	165,544	1999
99	1529	151,126	1998
97	1450	140,195	1997
92	1330	122,536	1996
90	1195	107,251	1995
85	1086	92,233	1994
77	967	74,897	1993
74	872	64,071	1992
68	779	52,717	1991
63	654	41,323	1990
60	558	33,684	1989
66	464	30,615	1988
65	399	26,096	1987
62	333	20,701	1986
56	225	12,630	1985
51	56	2,829	1984
59	12	687	1983
54	5	260	1982
51	2	110	1981
47	1	47	1980

Based on 1980 normalized inflation

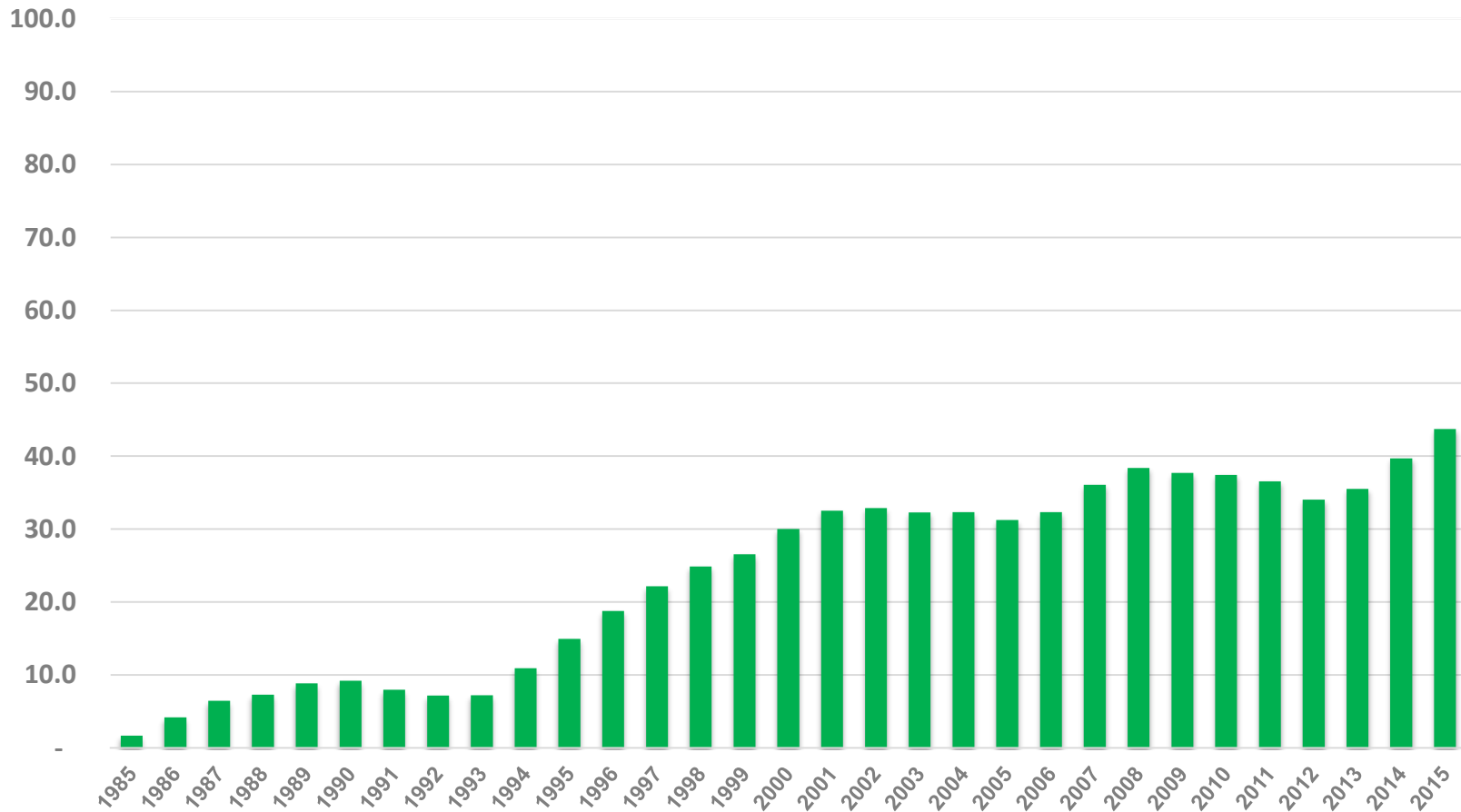
Changes calculations table

of 5 years moving average of real income per capita. Related to 1984

Percent change		Income per resident (NIS)		Residents (Millions)		Incomes (Millions)		
<i>5 year % gap compared to 1984</i>	<i>5 year % change from 1984</i>	<i>5 year</i>	<i>Annual</i>	<i>5 year average</i>	<i>Average annual</i>	<i>5 year</i>	<i>Annual</i>	<i>Year</i>
56.3	43.7	18,713	20,048	40.400	8.380	756	168	2015
60.3	39.7	18,189	19,280	39.643	8.215	721	158	2014
64.5	35.5	17,645	18,718	38.913	8.052	687	151	2013
66.0	34.0	17,453	17,565	38.169	7.993	666	140	2012
63.4	36.6	17,780	17,848	37.356	7.760	664	139	2011
62.6	37.4	17,894	17,455	36.649	7.623	656	133	2010
62.3	37.7	17,929	16,557	35.956	7.485	645	124	2009
61.6	38.4	18,015	17,826	35.341	7.308	637	130	2008
63.9	36.1	17,716	19,277	34.781	7.180	616	138	2007
67.7	32.3	17,229	18,451	34.232	7.053	590	130	2006
68.8	31.2	17,088	17,589	33.688	6.930	576	122	2005
67.7	32.3	17,228	16,878	33.047	6.870	569	116	2004
67.7	32.3	17,222	16,273	32.303	6.748	556	110	2003
67.1	32.9	17,299	16,892	31.525	6.631	545	112	2002
67.5	32.5	17,252	17,820	30.723	6.509	530	116	2001
70.0	30.0	16,929	18,376	29.899	6.289	506	116	2000
73.5	26.5	16,474	16,805	29.155	6.125	480	103	1999
75.1	24.9	16,261	16,556	28.429	5.971	462	99	1998
77.8	22.2	15,905	16,588	27.720	5.829	441	97	1997
81.2	18.8	15,462	16,203	27.014	5.685	418	92	1996
85.1	14.9	14,966	16,180	26.278	5.545	393	90	1995
89.1	10.9	14,442	15,725	25.394	5.399	367	85	1994
92.8	7.2	13,959	14,721	24.512	5.261	342	77	1993
92.8	7.2	13,955	14,347	23.693	5.124	331	74	1992
92.0	8.0	14,058	13,681	22.938	4.949	322	68	1991
90.8	9.2	14,217	13,554	22.288	4.660	317	63	1990
91.1	8.9	14,173	13,352	21.861	4.518	310	60	1989
92.7	7.3	13,970	14,844	21.502	4.442	300	66	1988
93.5	6.5	13,862	14,952	21.136	4.369	293	65	1987
95.8	4.2	13,564	14,447	20.796	4.299	282	62	1986
98.3	1.7	13,241	13,262	20.445	4.233	271	56	1985
		13,020	12,232	20.090	4.159	262	51	1984
		13,226	14,361	15.931	4.076	211	59	1983
		12,835	13,508	11.855	4.029	152	54	1982
		12,489	12,851	7.826	3.948	98	51	1981
		12,121	12,121	3.878	3.878	47	47	1980

Chart of the % Improvement

of the 5 years moving average of real income per capita. Related to 1984



Quality of Life

citizens survey

[Link to citizens survey 2003 \(example\)](#)

By observing the table it can be noticed that there is a common trend between the two indicators:

- when the results of the "excellence indicator" (the economic indicator) are higher, so are the results of the "quality of life indicator" (the social indicator).
- When there is a decline in the economic indicator, it is also expressed in the social indicator, i.e.: the satisfaction of the residents decreases.

http://www.cbs.gov.il/www/publications/tec21_e.pdf

From: amichai@mof.gov.il
Sent: 14 October 2013 13:24
To: Abraham Huli
Subject: **Fiscal Data-Base**

Here's a short description of the duties of the economics and knowledge management department in the chief economist's division.

The department is active in several areas among which are the following:

Erecting the infrastructure needed for decision making for the macro economic policy of Israel; by creating tools for decision making, research projects, professional reviews and international comparisons, data analyses and presenting trends, and providing various research services to the Minister of the Treasury, the General Manager of the Ministry and, as needed, to various departments in the Ministry.

Managing economic information in the Ministry of the Treasury while securing, managing, storing and distributing information on issues of macro economy, ongoing reviews of developments, conducting economic research projects and strengthening the ties of the Ministry of the Treasury with the academic world.

Supporting governmental fund acquisitions in capital markets in Israel and the world including preparing State of Israel prospectuses and during meetings with credit rating agencies.

Leading in providing international information in macro economics and managing the Ministries web site in English, maintaining ongoing contact with consuls abroad jointly with the Ministry of Economics and the Foreign Office, participating in organizing conferences and distributing publications marketing the State of Israel in the international arena to strengthen image and attract investors.

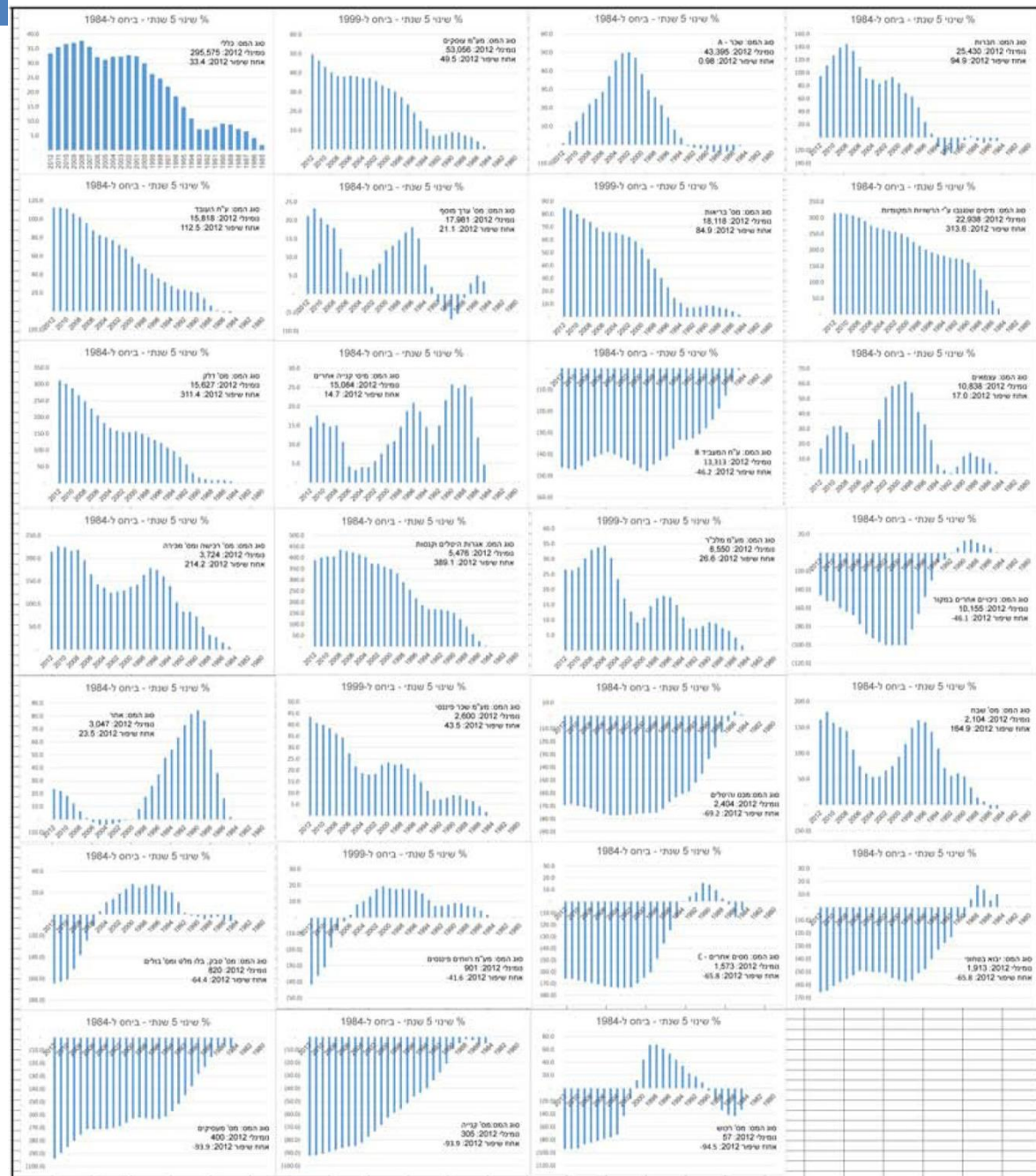
Responsible for the links of the State of Israel and the Ministry with international macro economic institutions (the International Monetary Fund, G-20, OECD)

Data bases including the parameters that you send to us are central performance tools in performing the department's duties.

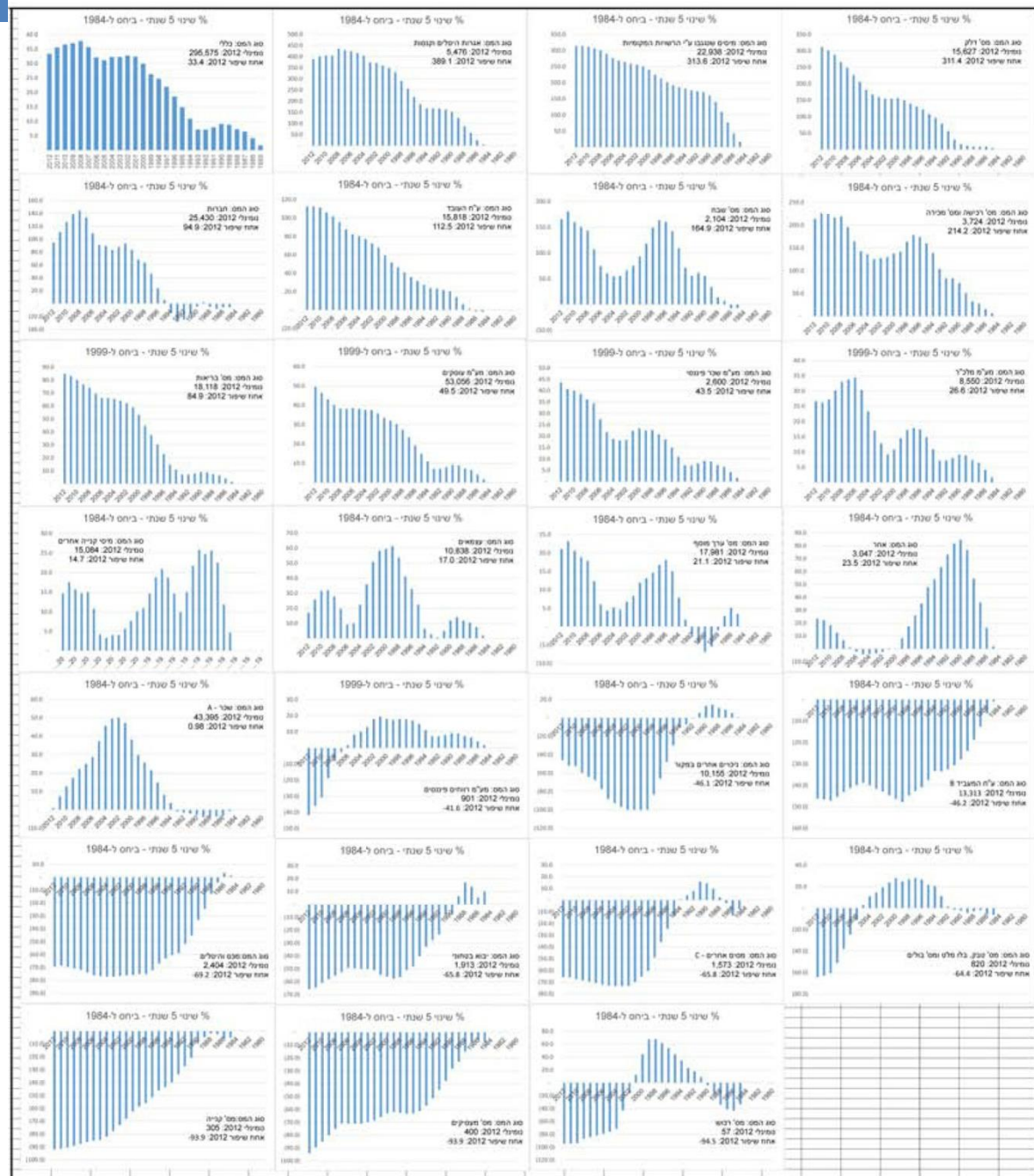
Respectfully,
Amichai Fishler

Treasury Economics and Research

Pareto of the 26 tax type by diminishing nominal price



Pareto of the 26 tax type by diminishing % improvement



Priorities pareto to create improving teams

	Nominal 2012	% Improvement	
Direct			
Indirect			
employers' tax - domestic production	53,056	18.6	X
wages (A) - income & current taxes	43,395	0.97	XXX
companies - income & current taxes	25,430	94.9	
taxes collected by local authorities	22,938	313.6	
health tax - national insurance contribution	18,118	35.1	X
value added tax - civilian imports	17,981	21.1	XX
thereof: by employees - national insurance contribution	15,818	112.5	
fuel tax	15,627	311.4	
purchase and other taxes - civilian imports	15,084	14.7	XX
by employers (B) - national insurance contribution	13,313	-46.2	XXXX
self employed - income & current taxes	10,838	17.1	XX
other deductions at source - income & current taxes	10,155	-46.1	XXXX
non profits' tax - domestic production	8,550	13.4	XX
fees, levies and fines	5,476	389.1	
property purchase & sales - capital taxes	3,724	214.2	
other - national insurance contribution	3,047	23.5	X
financial compensation tax - domestic production	2,600	21.2	X
customs and levies - civilian imports	2,404	-69.2	XX
betterment tax - capital taxes	2,104	164.9	
defence imports taxes	1,913	-65.8	X
other taxes (C) -domestic production	1,573	-65.8	X
financial gains tax - domestic production	901	-62.4	
excises on tobacco & cement & stamp tax	820	-64.4	
employers' tax - domestic production	400	-93.9	
purchase tax - domestic production	350	-91.9	
property tax - domestic production	57	-94.5	
total direct	145,590		
total indirect	150,082		
Grand Total	295,672		

	% Improvement	Nominal 2012	
Direct			
Indirect			
fees, levies and fines	389.1	5,476	
taxes collected by local authorities	313.6	22,938	
fuel tax	311.4	15,627	
property purchase & sales - capital taxes	214.2	3,724	
betterment tax - capital taxes	164.9	2,104	
thereof: by employees - national insurance contribution	112.5	15,818	
companies - income & current taxes	94.9	25,430	
health tax - national insurance contribution	35.1	18,118	X
other - national insurance contribution	23.5	3,047	X
financial compensation tax - domestic production	21.2	2,600	X
value added tax -civilian imports	21.1	17,981	XX
employers' tax - domestic production	18.6	53,056	X
self employed - income & current taxes	17.1	10,838	XX
purchase and other taxes - civilian imports	14.7	15,084	XX
non profits' tax - domestic production	13.4	8,550	XX
wages (A) - income & current taxes	0.97	43,395	XXX
other deductions at source - income & current taxes	-46.1	10,155	XXXX
by employers (B) - national insurance contribution	-46.2	13,313	XXXX
financial gains tax - domestic production	-62.4	901	
excises on tobacco & cement & stamp tax	-64.4	820	
defence imports taxes	-65.8	1,913	X
other taxes (C) -domestic production	-65.8	1,573	X
customs and levies - civilian imports	-69.2	2,404	XX
purchase tax - domestic production	-91.9	350	
employers' tax - domestic production	-93.9	400	
property tax - domestic production	-94.5	57	
total direct		145,590	
total indirect		150,082	
Grand Total		295,672	

Population of Israel in the 49 largest statistical regions

End of 2012,
Rounded off to tens



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Name of Locality	Population	Statistical Region Code	Locality Code
Total	7,984,460		
All the Remaining	7,370,450		
Jerusalem	34,840	2112	3000
Jerusalem	29,090	2511	3000
Jerusalem	24,120	2613	3000
Jerusalem	23,570	2312	3000
Jerusalem	22,810	2211	3000
Jerusalem	21,890	2711	3000
Jerusalem	19,050	2611	3000
Netanya	18,200	115	7400
Jerusalem	17,110	2411	3000
Jerusalem	16,850	2111	3000
Modi'in Illit	15,500	4	3797
Jerusalem	15,070	2212	3000
Jerusalem	15,040	2811	3000
Betar Illit	14,540	6	3780
Jerusalem	14,220	2311	3000
Jerusalem	13,740	1622	3000
Jerusalem	12,940	2612	3000
Gedara	12,790	4	2550
Petah Tiqwa	11,900	121	7900
Ashdod	11,690	211	70
Jerusalem	11,330	2911	3000

Cont. Population of Israel in the 49 largest statistical regions

End of 2012,
Rounded off to tens



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Modi'in -	11,230	24	1200
Be'er Sheva	10,860	645	9000
Petah Tiqwa	10,090	211	7900
Modi'in -	10,010	23	1200
Giva'at Shmuel	9,730	4	681
Gan Yavneh	9,650	2	166
Modi'in Illit	9,480	2	3797
Kefar Saba	9,290	22	6900
Ashdod	9,110	422	70
Modi'in Illit	9,020	7	3797
Tel Aviv-Yafo	8,440	113	5000
Jerusalem	8,230	824	3000
Holon	8,100	416	6600
Bet Shemesh	8,080	32	2610
Kefar Yona	8,070	3	168
Kefar Yona	8,000	1	168
Nazareth	7,830	32	7300
Netanya	7,770	114	7400
Nazareth	7,760	35	7300
Ashdod	7,650	212	70
Be'er Sheva	7,610	415	9000
Netanya	7,560	352	7400
Hadera	7,420	41	6500
Bet Shemesh	7,410	26	2610
Petah Tiqwa	7,360	115	7900
Modi'in -	7,330	21	1200
Rahat	7,320	3	1161
Rahat	7,280	4	1161

Population of Israel by

Population groups and Religion

End of 2012,
Rounded off to tens

Population Groups/Religion	Total
Total*	7,984,460
Jews and Others**	6,337,300
Arabs***	1,647,150
Thereof:	
Jews	5,999,550
Moslems	1,387,540
Christians-Arabs	126,400
Christians-Others	31,950
Druze	131,460
Unclassified	305,800

* Including about 1,750 Lebanese that do not appear in the breakdown.

** Including Jews, non-Arab Christians and persons unclassified by religion.

*** Including Moslems, Arab-Christians, Druze, and Lebanese.



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Population of Israel by age group

End of 2012, Rounded off to tens

	Population
Total	7,984,460
0-18	2,748,040
19-24	715,050
25-54	2,963,790
55-67	908,150
68-79	424,600
80-89	187,430
90+	37,410



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Population of Israel by sex

End of 2012,
Rounded off to tens

Sex	Total
Total	7,984,460
Men	3,953,410
Women	4,031,050

Population of persons aged 15 and over, by marital status and sex

End of 2012,
Rounded off to tens

Marital Status	Sex		Total
	Women	Men	
Total	2,883,620	2,749,920	5,633,540
Unmarried	801,690	960,390	1,762,080
Married	1,580,570	1,572,310	3,152,870
Divorced	257,890	165,600	423,500
Widowed	243,470	51,630	295,090



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Population of immigrants by period of immigration

End of 2012,
Rounded off to tens

Period of Immigration	Population
Total	1,834,530
Before 1948	44,410
1948-60	344,310
1961-71	192,090
1972-79	109,490
1980-89	105,170
1990-2000	766,100
2001-2010	229,180
2011-2012	43,790



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Population of Israel in the 29 largest localities

End of 2012,
Rounded off to tens



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Locality Name	Population	Locality Code
Total	7,984,460	
Jerusalem	815,310	3000
Tel Aviv-Yafo	414,560	5000
Haifa	272,180	4000
Rishon LeZiyyon	235,120	8300
Ashdod	214,890	70
Petah Tiqwa	213,900	7900
Be'er Sheva	197,270	9000
Netanya	192,160	7400
Holon	185,310	6600
Bene Beraq	168,770	6100
Ramat Gan	148,400	8600
Bat Yam	129,440	6200
Rehovot	120,930	8400
Ashkelon	120,040	7100
Bet Shemesh	89,800	2610
Herzliyya	89,230	6400
Kefar Saba	89,220	6900
Hadera	84,070	6500
Modi'in - Makkabbim - Re'ut*	82,920	1200
Nazareth	73,950	7300
Lod	71,060	7000
Ra'annana	69,150	8700
Ramla	68,020	8500
Rahat	56,940	1161
Giv'atayim	55,700	6300
Modi'in Illit	55,490	3797
Nahariyya	52,950	9100
Qiryat Atta	52,710	6800
Hod HaSharon	51,030	9700
All the Remaining	3,513,940	כל השאר

Population of Jews and others, by country of birth

End of 2012,
Rounded off to tens



Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Name of Country	Population
Total	6,337,300
Israel	4,502,770
USSR (former)	862,400
Morocco	147,660
Canada and USA	99,000
Romania	86,980
Ethiopia	84,600
Iraq	58,530
Iran	47,420
Poland	44,940
France	44,200
Algeria and Tunisia	41,570
Argentina	36,770
Rest of Latin America	32,450
Rest of Europe	31,030
Yemen	26,260
Germany and Austria	24,540
Turkey	24,140
United Kingdom	22,990
Czech Republic, Slovakia and Hungary	18,850
India and Pakistan	17,820
Egypt	17,060
Bulgaria and Greece	16,420
Libya	14,670
Rest of Africa	14,330
Syria and Lebanon	10,050
Rest of Asia	9,850

Population of Jews and others born in Israel, by father's country of birth

End of 2012,
Rounded off to tens

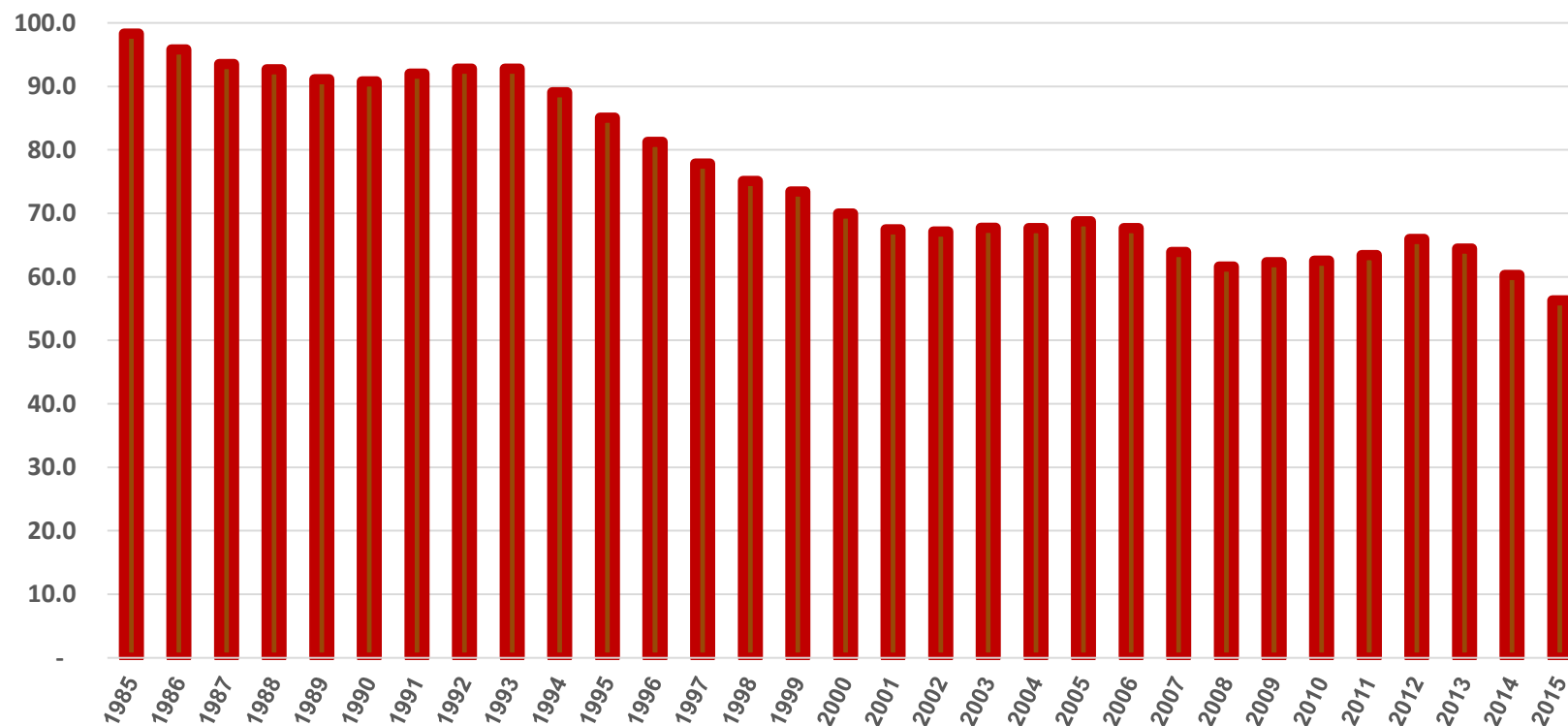


Note: In making use of the data,
please take into account that smaller
numbers have less reliability and more
of a chance of error.

Name of Country	Population
Total	4,502,770
Israel	2,509,460
Morocco	342,130
USSR (former)	302,030
Iraq	172,710
Poland	150,740
Romania	127,610
Yemen	111,030
Iran	93,830
Algeria and Tunisia	91,850
Canada and USA	72,550
Libya	53,400
Turkey	52,790
Germany and Austria	50,830
Ethiopia	46,830
Czech Republic, Slovakia and Hungary	44,850
Egypt	38,910
Bulgaria and Greece	32,640
Rest of Europe	31,990
France	30,710
India and Pakistan	29,840
Argentina	27,790
Syria and Lebanon	25,030
United Kingdom	21,890
Latin America	18,810
Rest of Asia	11,780
Rest of Africa	10,760

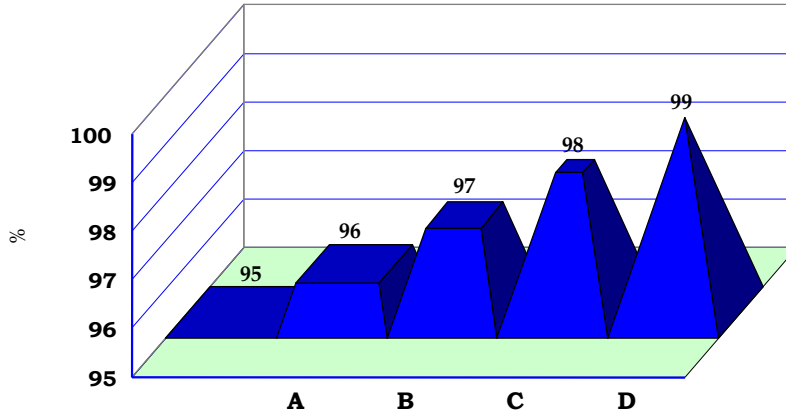
Chart of the % gap

of the 5 years moving average of real income per capita. Related to 1984.



Lack Excellence Vs. Excellence

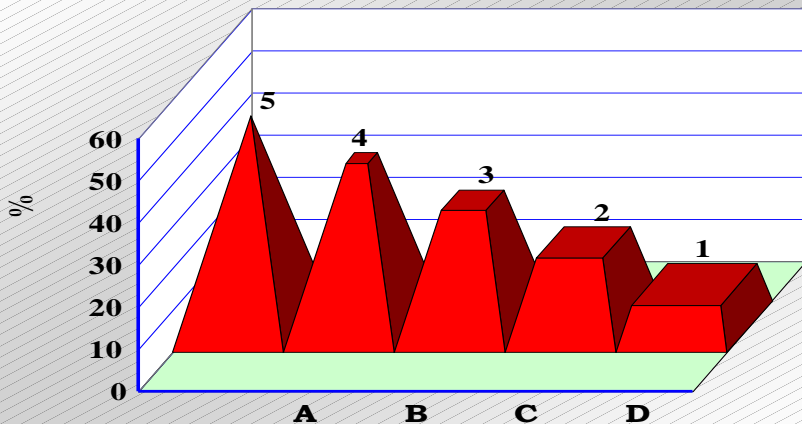
Excellence



% Increase / Improve

$$\begin{aligned} A(\%) &= (96-95)/95 * 100 = 1.0526\% \\ B(\%) &= (97-96)/96 * 100 = 1.0417\% \\ C(\%) &= (98-97)/97 * 100 = 1.0309\% \\ D(\%) &= (99-98)/98 * 100 = 1.0204\% \end{aligned}$$

Lack of Excellence



% Decrease / Reduce

$$\begin{aligned} A(\%) &= (5-4) / 5 * 100 = 20\% \\ B(\%) &= (4-3) / 4 * 100 = 25\% \\ C(\%) &= (3-2) / 3 * 100 = 33.3\% \\ D(\%) &= (2-1) / 2 * 100 = 50\% \end{aligned}$$

How To Achieve Aggressive Goals

PREVENTION CULTURE

BY IMPROVEMENT OF :

PROCESSES

&
METHODS

&
TOOLS

&
PERSONAL EXCELLENCE

&
ORGANIZATIONAL EXCELLENCE

&
NATIONAL EXCELLENCE

⋮

TEAM WORK

Quality Is Our “M”(Mother) Tongue (Language)

SYSTEMATIC APPROCH TO PROBLEM SOLVING: “THE TEN COMMANDMENTS“

- 1. PROBLEM IDENTIFICATION & TEAM SET UP**
 - 2. PROBLEM DEFINITION WITH CUSTOMER INPUTS**
 - 3. DATA COLLECTION**
 - 4. DATA PROCESSING**
 - 5. PROBLEM ANALYSIS**
 - 6. IDEAS (ALTERNATIVES) FOR SOLUTION**
 - 7. EVALUATION AND SELECTION OF THE REFERED SOLUTION**
 - 8. PLANNING OF IMPLEMENTATION**
 - 9. IMPLEMENTATION AND CUSTOMER FEEDBACK**
 - 10. INSTITUTIONALIZATION AND CONTROL**
-
- ❖ PREPARING TEAM PRESENTATION TO TOP MANAGEMENT**

Excellence

Excellence is defined as outstanding practice in managing the organization and achieving results, all based on a set of 8 fundamental concepts.

Organizational Excellence

Organizational excellence is achieved by integrating various approaches, such as quality management principles along with cost management, and eliminating barriers of communication.

EFQM'S Vision (for Europe):

A world in which organizations in Europe excel.

EFQM'S Mission (for EFQM):

To be the driving force for sustainable excellence in organizations in Europe.

EFQM'S Values:

We, as the Members and employees of the EFQM

- Strive for organizational excellence

Objectives of change:

- To amplify and improve the dimensions of the positive phenomenon / success – what **has been** done.
- To reduce and minimize the dimensions of a negative phenomenon / failure – what **should be** done.

Every organization, commercial or public, and human being – during all his life, conducts a broad range of activities on a daily basis. The goods and services, provided by organization or mankind, reach a wide spectrum of intended recipients; him/herself, employees, customers, suppliers, communities and more.

Measuring the results of those activities is prerequisite to knowing if they were successful and to what degree. Measurement alone is not enough to provide the knowledge of whether more could be achieved. Two main activities are recommended:

1. Analyzing the reasons underlying **faults, failures, deficiencies and other manifestations** of why greater success was not achieved.
2. Planning **improvement and preventive actions**, based both on **successes** of others in similar circumstances and with the hope that they also measure their successes and publish them, so that others may learn.

To summarize and conclude:

- Background
- Data
- Population: 8.4 Million
- Money: 114 billion US dollars
- Time: 31 years
- **Improvement: 43.7%**

examples of life quality improvement:

- number / percentage of population travelling abroad
- number / percentage of children participating in educational programs
- Number / percentage of automobiles per resident / family

**Based on the model shown here today,
it is possible to estimate that:**

"The quality of life of Israelis **has improved during the past 31 years
(1984 – 2015) by 43.7% !!!"**



**“The Race for Excellence
has no Finish Line”**

**I recommend and encourage you,
to initiate a similar process –
as I presented you here today,
in order to develop a
“National Excellence & Quality of Life”
Indicator, also in your country!!!**

Thank You



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Questions???
Answers!!!

- 1. Gross domestic product (GDP)**
- 2. Net domestic product (NDP)**
- 3. Gross national income (GNI)**
- 4. Net national income (NNI)**
- 5. Primary incomes (PI)**

The term: Gross domestic product (GDP)

Other names: GDP at market prices, Gross domestic product, GDP

Subject: National Accounts

Definition:

The **sum** of the gross values added of all resident producers (output **less** intermediate consumption), **plus** any taxes **less** subsidies on products not already included in the value of output. GDP is also derived as the **sum** of expenditure on final consumption **plus** gross capital formation **plus** exports **less** imports. In addition GDP is derived as **sum** of primary incomes distributed by resident producer units: compensation of employees **plus** gross operating surplus **plus** gross mixed incomes **plus** taxes **less** subsidies on both production and imports.