



Report of the State Comptroller of Israel | May 2025

Israel Land Authority

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# **Aspects of Public Service at the Israel Land Authority – Follow-up Audit**





## Aspects of Public Service at the Israel Land Authority – Follow-up Audit

### Background

The purpose of state authorities is to serve the public and their duty is to ensure that the service they provide is efficient, high quality and egalitarian. The Israel Land Authority (ILA), which is responsible for land management in Israel, is a state authority that interacts extensively with the public. One of its roles is to provide the services needed by land rights-holders for managing or exercising their rights.




Key Figures

<b>Approximately 125,000</b>	<b>7<sup>th</sup> place (out of 8 – one place before last)</b>	<b>Approximately 18% (9 out of 50)</b>	<b>Only 22 out of 70 (31%)</b>
Main service operations handled by ILA in 2023. The most common of them: approval, registration and transfer of land rights	ILA's ranking for quality of service provided to the public according to a survey of the Ombudsman in the State Comptroller's Office from November 2024. ILA's score was 65.5, and the average score of all bodies examined was 74.2	The percentage of standards for providing government services to the public that ILA has not yet implemented, out of the recommended standards for implementation by December 2024	The percentage of fully online services that can be performed online with ILA (in the personal area)
<b>85% and 27%</b>	<b>Approximately 17,900</b>	<b>Approximately 43% (6 out of 14)</b>	<b>Only 3</b>
The percentage of rights certificates generated fully online in 2024: for all ILA properties (approximately 64,440 out of approximately 75,620) and for agricultural estates (approximately 1,520 out of approximately 5,650)	Service operations performed by the National Call Center from January to June 2024	The percentage of service goals set for the National Service Center whose level of compliance cannot be assessed	The number of publicly available databases from ILA




## Audit Actions


 In 2021, the Office of the State Comptroller published an audit report on "Aspects of Public Service in the Israel Lands Authority" (the previous audit). Between March and September 2024, the Office of the State Comptroller conducted a follow-up audit of the Israel Lands Authority, examining its efforts to address the key deficiencies identified in the previous report (the follow-up audit). A supplementary audit was performed in the National Digital Agency.

## Key Findings




 **Service Strategy and Israel Lands Council's Involvement in ILA's Services to the Public** – The previous audit indicated that ILA had not implemented an organization-wide process to formulate a service strategy, nor had it defined such a strategy. The follow-up audit showed the deficiency was **rectified to a low extent**, as ILA has not finalized a comprehensive service strategy. It was noted that although ILA's Director presented an overview of ILA's digital service at the Council meetings in March and December 2021, but the Israel Lands Council (the Council), chaired by the Minister of Construction and Housing, has not engaged in discussions about ILA's public service since the previous audit and has not established an overarching strategy or policy on this matter.



 **Service Agreement and Service Delivery Times – SLA** – The previous audit highlighted that ILA had neither formulated nor published a service agreement. While ILA established a service level agreement (SLA) detailing the timelines for processing customer inquiries across all units, it has not released this information to the public, except for procedures performed at rapid service centers. The follow-up audit showed that **this deficiency has not been rectified**; Despite ILA completing the integration of new computer systems, an SLA and service agreement for its operations remain unpublished, with the exception of matters regarding procedures carried out at the National Service Center, in respect of which an SLA has already been published.



 **Online Forms** – The previous audit showed that only six (approximately 4%) out of 164 forms were available online and included a complete online processing option, with only two forms offering electronically signed confirmation, and six forms (approximately 4%), for the leasing public, were available for online submission through the website. The follow-up audit showed the deficiency was **rectified to a low extent**, revealing that of the 70 service operations available with ILA (comprising 163 forms, documents,



and deeds), only 22 (approximately 31%) could be completed fully online in the personal area.



**Development of Digital Services for the Agricultural Sector** – ILA data indicated that, as of 2024, only about 27% (approximately 1,520 out of 5,650) of rights approvals concerning agricultural estates were issued completely online comparatively to about 85% (approximately 64,440 out of 75,620) for rights approvals affecting all ILA properties which were issued completely online. It also indicated that by March 2024, ILA's computer systems contained data for only approximately 3,450 (10.5%) out of around 33,000 estates, resulting in the inability to issue a complete online certificate of rights for nearly 30,000 estates.



**Determining Services to Reduce Information Requests from the Public (via the Transfer of Information Between Agencies)** – The previous audit indicated that ILA had not identified which services are intended to minimize the information and documentation required from the public for receipt of service, nor had it set goals for reducing these requirements. The follow-up audit indicated that the deficiency was **rectified to a low extent**. ILA has worked to establish interfaces with other governmental entities for information transfer, yet the public is still asked to provide certain documents, and ILA had not yet established interfaces with the several agencies.



**Handling Public Inquiries** – The previous audit indicated that ILA had not updated or published its procedure for handling public inquiries on its website. The follow-up audit found the deficiency was **rectified to a low extent**, as ILA had not updated this procedure or published it to the public. However, ILA reported that to enhance efficiency in this field, it is developing a system for handling complaints in conjunction with its customer relationship management system.



**Measuring Compliance with SERVICE Goals (SLA) set for the National Call Center** – As of the audit completion date, ILA lacked a technological tool to reliably assess the degree of compliance with SLA targets at the service center, which operates under an approximately NIS 20 million annual contract to serve tens of thousands of customers each year.








**The Government Services and Information – Gov.il** – The previous audit indicated that ILA had not yet initiated the transition of its website to the government services and information website. **The follow-up audit confirmed that this deficiency has been fully rectified**, as ILA's website has now been integrated into this website.

**Mapping of Information and Authorizations** – The previous audit indicated that ILA had not supplemented the missing data in the service mapping file submitted to the National Digital Agency in 2019. **The follow-up audit found that this deficiency has**



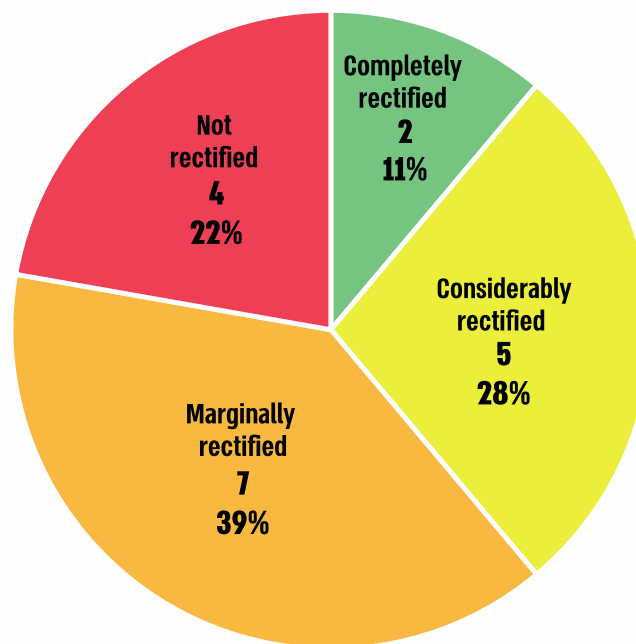
**been fully rectified.** In March 2022, ILA finalized the mapping of the authorizations required by the public to access its services. However, it is important to note that to effectively implement the "Ask Once" policy, it is also essential to establish the necessary interfaces with other government entities required to obtain authorizations pertinent to ILA's services, such as certificates for military reserve duty.

## Key Recommendations

-  ILA is advised to finalize the development of a comprehensive service strategy for the organization and to establish a service charter that includes a service statement and Service Level Agreements (SLAs) for all procedures conducted by units.
-  It is recommended that the Minister of Construction and Housing, chairman of the Israel Lands Council, facilitate regular discussions within the Council regarding public service and outline a comprehensive policy on this matter.
-  It is recommended that ILA accelerate efforts to enhance its digital services. This includes completing the creation of online forms for all feasible services and collaborating with the National Digital Agency to expand interfaces with relevant government entities, thereby promoting the government's "Ask Once" policy and increasing the availability of online forms issued by them, which are required by ILA.
-  ILA is recommended to accelerate the registration and enhancement of land use data within its information systems. This advancement will enable the provision of online services and reduce processing times within the agricultural sector. Furthermore, ILA should establish and publicly publish SLAs for all operations within the agricultural sector, particularly for those functions that already have defined SLAs within the urban sector, and implement measures to monitor compliance.
-  Additionally, ILA must take action to regulate the monitoring and handling of complaints, which includes updating and publicizing procedures related to complaint handling and their response times. ILA should also include in its reports to the Council an account of public complaints received, as mandated by its public inquiry procedure.



**Breakdown of the Deficiencies that Arose in the Previous Audit and were Examined in the Current Audit, by Degree of Rectification**







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## Summary

In light of technological advancements that facilitate the enhancement and development of tools and processes within public service, governmental agencies are compelled to undertake measures aimed at improving existing services and developing new, advanced services.

A previous audit indicated that numerous services provided by the Israel Land Authority required enhancement. The findings of this follow-up report indicate that approximately 40% of the identified deficiencies have been rectified completely or to a significant extent. Examples include the identification of gaps between the recommended standards for government service delivery to the public and the current state within ILA, efforts to accommodate individuals with disabilities, and the training of employees for this purpose. However, around 60% of the deficiencies identified in the previous audit remain unaddressed or have seen only minor corrections. These include the incomplete formulation of a service strategy, the lack of a published service charter and Service Level Agreement (SLA) for all operations, a limited number of fully online services, and unresolved issues related to the handling of public complaints. Furthermore, the Israel Lands Council, chaired by the Minister of Construction and Housing, has not engaged in discussions regarding the overarching issue of public service within ILA, nor has it established a comprehensive strategy or policy on this matter.





The Israel Land Authority is urged to take corrective action regarding the unresolved deficiencies to ensure the delivery of advanced, efficient services that better meet the needs of the public. It is recommended that the Minister of Construction and Housing, chairing the Israel Lands Council, initiate periodic discussions within the Council on the topic of public service designed to develop a comprehensive policy framework and oversee its implementation.



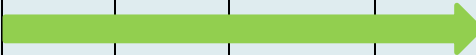


### The Degree of Rectification of the Key Deficiencies Revealed in the Previous Report

The Audit Chapter	The Audited Body	The Deficiency Noted in the Previous Audit	The Extent of Deficiencies Rectification Noted in the Follow-Up Audit			
			Not Rectified	Slightly Rectified	Significantly Rectified	Fully Rectified
Determining a service strategy	The Israel Land Authority	ILA did not carry out an organization-wide process to formulate a service strategy and did not define its service strategy				
Setting standards regarding the manner in which the service is provided to the public at ILA	The Israel Land Authority	ILA did not map the gaps between the recommended standards for providing government services to the public recommended by the Service Improvement Unit and the actual situation at ILA				



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			Not Rectified	Slightly Rectified	Significantly Rectified	Fully Rectified
Service Level Agreement and Service Delivery Times – SLA	The Israel Land Authority	ILA did not formulate or publish a service agreement. It established an SLA for all procedures it performs in all of its units, but did not publish it to the public, except for procedures performed at the express service centers				
Israel Lands Council involvement in the issue of ILA's services to the public	The Israel Lands Council	The Israel Lands Council did not discuss the general issue of public service at ILA, nor did it outline a comprehensive strategy or policy on the subject.				
Online forms	The Israel Land Authority	Few of the online forms used by ILA were fully functional				
The government services and information website – Gov.il	The Israel Land Authority	ILA has not yet taken action to promote the transition of its website to the government services and information website				



The Audit Chapter	The Audited Body	The Deficiency Noted in the Previous Audit	The Extent of Deficiencies Rectification Noted in the Follow-Up Audit			
			Not Rectified	Slightly Rectified	Significantly Rectified	Fully Rectified
Mapping information and authorizations	The Israel Land Authority	ILA has not yet supplemented the missing data in the service mapping file that it transferred to the National Data Agency in 2019.				
						
Determining services designed to reduce demands on the public	The Israel Land Authority	ILA work plans do not indicate for which services there will be a reduction in the information and documents required. It did not set goals for reducing the scope of information and approvals required from the public in order to receive services.				
						
Making databases accessible to the public	The Israel Land Authority	Only three ILA databases were published on the government databases website.				
						
Reporting to the Council regarding public complaints	The Israel Land Authority	ILA did not include in its reports to the Council a summary regarding the public complaints submitted to it.				
			