

PVS Gap Analysis Mission Report

Israel

Trade



Veterinary
Public Health



Animal Health



Veterinary
Laboratories



Management
of Veterinary
Services



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TABLE OF CONTENTS

Table of contents	<i>i</i>
List of acronyms, abbreviations and/or special terms	<i>iii</i>
Acknowledgement	<i>iv</i>
Executive Summary	1
Methodology of the PVS Gap Analysis mission	1
I The PVS Gap Analysis process	1
I.1 Background information.....	1
I.1.A Country details.....	1
I.1.B Current organisation of the Veterinary Services.....	5
I.1.C Description of entities or sites related to Veterinary Services activities	8
I.1.D Summary results of the OIE PVS evaluation.....	9
I.2 Methodology	12
I.2.A Organisation of the mission	12
I.2.B Estimation of resources needed	12
I.2.C Organisation of the report.....	14
II National and international priorities and expected levels of advancement	16
II.1 National priorities	16
II.2 Level of advancement.....	17
II.3 Impact and significance	18
PVS Gap Analysis	19
I Strengthening competencies for international trade	19
I.1 Strategy and activities	19
I.1.A Border security.....	19
I.1.B Animal identification.....	19
I.2 Human resources	20
I.3 Physical resources.....	21
I.4 Financial resources	21
II Strengthening competencies for veterinary public health	23
II.1 Strategy and activities.....	23
II.1.A Food safety	23
II.1.B Veterinary medicines and biologicals	24
II.1.C Animal feed safety	25
II.2 Human resources	25
II.3 Physical resources.....	27
II.4 Financial resources.....	27
III Strengthening competencies for animal health	29
III.1 Strategy and activities.....	30
III.2 Human resources	31
III.3 Physical resources.....	32
III.4 Financial resources.....	32
IV Strengthening competencies for veterinary laboratory diagnostics	35
IV.1 Strategy and activities.....	36
IV.2 Human resources	36
IV.3 Physical resources.....	36
IV.4 Financial resources.....	37

V	Strengthening competencies for general management and regulatory services	39
V.1	General organisation of the Veterinary Services	39
V.1.A	Technical independence	39
V.1.B	Coordination	40
V.1.C	Veterinary practice organisation and policy	41
V.1.D	Official delegation	41
V.2	Cross-cutting competencies of the VS	42
V.2.A	Qualification of VS staff	42
V.2.B	Implement an integrated IVSAH database	42
V.2.C	Communication and coordination	43
V.2.D	Consultation with stakeholders and joint programmes	43
V.2.E	Official representation	43
V.2.F	Update and implement legislation and regulation	43
V.3	Human resources	44
V.4	Physical resources	45
V.5	Financial resources	45
VI	Resources analysis	48
VI.1	Human resources analysis	49
VI.2	Physical resources analysis	49
VI.3	Financial resources analysis	50
VI.3.A	Operational funding	50
VI.3.B	Emergency funding	50
VI.3.C	Capital investment	50
VI.4	Profitability and sustainability	51
VI.4.A	Analysis related to national economy and budget	51
VI.4.B	Analysis of distribution per pillar	52
	Conclusion	55
	Appendices	57
	Appendix 1: Critical Competency Cards and corresponding Cost Estimation Cards	57
	Appendix 2: Glossary of terms	141
	Appendix 3: List of documents gathered in the PVS Gap Analysis mission	145
	Appendix 4: Timetable of the mission and sites/ facilities visited	147
	Appendix 5. List of persons met or interviewed	149

LIST OF ACRONYMS, ABBREVIATIONS AND/OR SPECIAL TERMS

AH	Animal health
AW	Animal welfare
BSE	Bovine spongiform encephalopathy
CVL	Central Veterinary Laboratory
CVO	Chief Veterinary Officer
DVO	District Veterinary Office
DVS	Director of Veterinary Services – Chief Veterinary Officer (CVO)
EAEVE	European Association of Establishments of Veterinary Education
FMD	Foot and Mouth Disease
GDP	Gross Domestic Product
Hacklait	Mutual Society for Clinical Veterinary Services and Livestock Insurance
HPAI	Highly Pathogenic Avian influenza
IDB	Israeli Dairy Board
ISRAC	Israeli Laboratory Accreditation Authority
IVMA	Israeli Veterinary Medical Association
IVSAH	Israeli Veterinary Services Animal Health [also as VS]
KVI	Kimron Veterinary Institute
MoA	Ministry of Agriculture and Rural Development
MoE	Ministry of Environment
MoF	Ministry of Finance
MoH	Ministry of Health
Mol	Ministry of the Interior
MOU	Memorandum of Understanding
OIE	World Organisation for Animal Health
OIE PVS	OIE Performance of Veterinary Services Evaluation Tool
PPR	Peste des petits ruminants
PIZUAH	Flora and Fauna Control Unit of MoA (enforcement)
RFID	Radio Frequency Identification
USD	United States Dollar
VS	Veterinary Service(s)
VPH	Veterinary Public Health
VSB	Veterinary Statutory Body (see OIE Code definition)

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EXECUTIVE SUMMARY

An OIE PVS Evaluation of the Israeli Veterinary Services (IVSAH) was implemented in 2011. Results demonstrated a high level of compliance with international standards in most domains, but also highlighted some inconsistencies and the need for improvements in institutional organisation and management.

In order to improve the level of compliance, IVSAH requested a PVS Gap Analysis mission that was conducted from 11th to 20th November 2013 by a team of OIE certified experts: Dr Julia Punderson as team leader, Dr Francisco D'Alessio, Dr Eric Fermet-Quinet and Dr Nadège Leboucq as technical experts.

Taking into account the national context and national priorities, the following proposals have been built in order to allow IVSAH to establish its strategic plan for the next five years:

1/ Clarify the mandate of IVSAH by law in order to avoid overlap with other public authorities (MoH, municipalities) and inconsistencies (breaks in the chain of command, lack of technical independence, double standard between export and national market inspection bodies) that hamper the efficacy and efficiency of VS activities related to animal health, animal welfare and veterinary public health for live animals and along the food chain (from 'farm to fork', or 'stable to table') as recommended by the OIE.

IVSAH mandate will be modified as such in the different VS domains to include:

- Food safety regulations and inspection up to the end of processing of any food of animal origin. This implies full IVSAH authority for authorisation of facilities and inspection of process and products. As a consequence:
 - MoH will remain in charge of authorisation of facilities and inspection of distribution sector (butcheries, shops, supermarkets and restaurants);
 - Slaughter inspectors will pass directly under IVSAH authority and management, and no longer be under municipalities or poultry board;
 - Aquatic sector (facilities, inspection and aquatic diseases) will be placed under IVSAH mandate;
- Feed safety regulations and inspection all along the chain from import, production to distribution and use at farm level.
- Animal health regulations, with more planning and inspection of related official animal health activities, and less emphasis on vaccination.

Finally, the OIE team strongly advised that animal welfare strictly remain under IVSAH mandate as it is intricately linked to animal health, trade and other IVSAH activities, under clear CVO leadership.

2/ Improve legal authority of IVSAH to:

- Develop clear regulations, procedures and controls to facilitate official delegation to private veterinarians of some official activities. This will entail developing a better understanding of the different possibilities and constraints in all aspects of implementation of official delegation (eg., legal issues, conflict of interest, technical independence, financial channels, supply controls, reporting, control and compliance, negotiation of programme requirements and fees, administration). This may require study abroad and international expertise.
- Establishing detailed external coordination procedures and data management with PIZUAH to allow IVSAH to analyse results on compliance and as a consequence modify regulations accordingly or work with stakeholders to improve compliance. Moreover preparation and modification of veterinary legislation should always be done in consultation with stakeholders and harmonised with international requirements.

- Wildlife- coordination with MoI will be improved.
- Analyse the needs and methods to improve regulation of the veterinary profession.

3/ Develop new strategies to apply to all animal production systems to improve their sustainability and compliance with relevant trade, veterinary public health or animal health standards.

IVSAH has clearly succeeded in mitigating most risks and improving status related to AH and VPH in the dominant intensive animal production for many years. However, in the next five years, there is a need to drastically improve:

- Prudent use of veterinary medicines in intensive production sectors;
- Biosecurity and sanitary status in intensive poultry production;
- AH status of non-intensive ruminants production systems, backyard and non-commercial holdings (eg. small ruminants, poultry); and,
- Number of small ruminants slaughtered under veterinary inspection to include risk considerations.

This will entail a complete shift of paradigm in IVSAH that has only been partially completed over the last two years: to concentrate activities on inspection related to VPH and AH (rather than vaccination) and to change the approach to non-intensive production systems.

If the first change will only require developing relevant in-house procedures, data management and continuing education; the second change will need the support of international expertise on research methods and on strategic/operational approaches.

Over the next five years, the main activities to be developed are:

- General: There is a clear need to develop a strategy to support improve IVSAH capacity in epidemiology and risk assessment to broadly support all activities and serve as the basis for decision making and analysis of programme effectiveness in AH, AW and VPH.
- in VPH:
 - Categorise the various facilities in order to differentiate and apply relevant food safety measures that insure the appropriate level of food safety.
 - Carry-out a feasibility study on new small-capacity slaughterhouses for small ruminants aiming at supplying local (e.g. Municipality) markets only.
 - Incorporate slaughter inspectors into the IVSAH staff.
 - Define slaughtering for self-consumption and ritual slaughter with detailed regulations.
 - Develop regulations, procedures and data management on veterinary medicine distribution and usage to develop targeted prudent use guidelines.
 - Carry-out cost benefit analysis on feed safety laboratory capacity.
 - Carry-out cost benefit analysis on animal health and food safety laboratory capacity.
- in AH:
 - On farm inspections carried out by IVSAH inspectors with relevant procedures and controls (e.g. develop capacity for inspection in the areas of AH, AW, feed safety, veterinary medicine usage).
 - Official vaccinations and testing of cattle implemented by private veterinarians under official delegation with cost recovery system ensuring technical independence with relevant financial analysis; however, until adequate private veterinary contact is developed for extensive small farmers these may be an exception.
 - Official vaccination and testing of small ruminants implemented free of charge by IVSAH staff to ensure reaching all production systems with special focus on establishing effective programmes for extensive and backyard

- production systems.
- Rabies vaccination of pets and stray animal population control implemented either by private veterinarians through official delegation or by municipal veterinarians with external coordination procedures.
- Cattle permanent individual RFID identification system will be modified to be comprehensive in all aspects; ear-tags paid for and applied by farmers, and data management under control of IVSAH to ensure lifelong traceability.
- An equivalent permanent individual identification system will be progressively tested and implemented in the small ruminant of intensive sector. For other small ruminants production systems, the current identification system will continue to be implemented by IVSAH free of charge. Progressively, different identification systems may be implemented and tied to different market access (e.g. individual permanent identification could be mandatory for milk sales or to access the nationwide meat market).
- in AW: Ensure that IVSAH maintains the mandate and develops comprehensive appropriate procedures for Animal Welfare activities to ensure that AW standards are incorporated in all IVSAH activities (eg., trade, VPH, AH, laboratory) and develop external coordination of AW activities throughout the country (eg., pets, stray animals, laboratory animals and wildlife).
- at KVI: The laboratory capacity was not evaluated as part of this mission; however, the need is clear to maintain the current high level of competence through participation in twinning and available relevant international networks.

4/ Modify organisation of IVSAH to improve management and ensure chain of command and technical independence to comply with international standards.

Organisation chart of IVSAH will be modified in order to reflect better the different domains and the functionality of the system.

Taking into account the geographical and logistic context of Israel, coordination of all activities can be made at central level, although the district offices will remain necessary for purpose of logistic organisation (conduct of field activities, data management, office, transport, telecommunication, cold chain, etc.).

The central level will be divided into 4 technical directorates (VPH, AH, Import/Export and KVI) that will be subdivided in relevant coordination divisions.

In addition, IVSAH will also include 6 cross-cutting units: administration, public relations, animal welfare, training, legal advisor and risk, epidemiology, data management unit. The later will require a specific attention and new resources including a unified data base system (identification, AH, VPH, laboratory, trade, administration).

Field activities will be implemented either by veterinary inspectors (IVSAH staff) or by private veterinarians under official delegation for routine official disease control and surveillance activities.

In the legal context of Israel, it is not possible to delegate slaughter inspection to private veterinarians. Although in the political and economic context of Israel there will be pressure not to increase positions within IVSAH even if non-permanent, the mission expresses its concern over any proposal to externalise slaughter inspection or to create a different authority for food safety. Both options will impact negatively technical independence and chain of command, and as a result will be less effective and less efficient.

5/ Stabilise resources of IVSAH without compromise with technical independence.

Proposed changes in mandate, legal power, organisational structure and strategies of IVSAH require a yearly budget of around 39 million USD.

Currently fees for vaccination and identification represent a significant amount of IVSAH income and challenge the technical independence of IVSAH. In the next five years, these activities will no longer provide significant income to IVSAH as they will mostly be delegated to private veterinarians or performed by IVSAH staff free of charge in targeted high-risk animal populations.

The salaries of slaughter inspectors (50 positions of veterinarians and 117 positions of veterinary para-professionals) will be supported by inspection fees paid to IVSAH. Currently, municipalities and poultry board pay inspectors directly, which hamper their technical independence. The existing levy for slaughter inspection for all mammals (7 USD each for the estimated 430 000 heads slaughtered annually) would not be enough to finance slaughter inspection although in the past it has not been easy to collect. In contrast, poultry slaughter inspection has been easy to control and to collect inspection fees: 0,05 USD per head of slaughtered poultry (estimated 200 million per year) would be enough to finance all slaughter inspection. The regularity of collection of inspection fees in other sectors will need to be addressed to provide adequate revenue for inspection.

The expanded mandate and new strategy/activities of IVSAH do not require substantial increases in human resources when considering that the slaughter inspectors transferred from municipal authorities or poultry board to IVSAH, are already employees paid by public resources.

In addition to annual budgets there is a need for an exceptional budget, estimated to total 15.7 million USD, for specific long term investments:

- Improve KVI infrastructure by building post-mortem facilities, BSL-3 FMD complex, and laboratory animal housing; estimated at 6.5 million USD.
- Provide PhD training for 5 KVI staff and 3 in epidemiology/risk analysis; estimated at 2.5 million USD.
- Special 5-year fund to initiate the Salmonella control programme in the poultry sector; estimated at 5 million USD.
- Updating and integration of databases; estimated at 1 million USD.
- International and national expertise; estimated at 650 000 USD.
- Government funding to support veterinary education in VPH and FSVM (food supply veterinary medicine).

Regular monitoring is recommended to take place every 3 to 5 years, to measure progress achieved overtime.

METHODOLOGY OF THE PVS GAP ANALYSIS MISSION

A PVS Gap Analysis mission facilitates the definition of a country's Veterinary Services' objectives in terms of compliance with OIE quality standards, suitably adapted to national constraints and priorities. The country PVS Gap Analysis report includes an indicative annual budget and one exceptional budget (for exceptional investments), when relevant, consolidated to propose an indicative 5 year budget for the Veterinary Services. In practice, this means:

- Defining, together with the Veterinary Services, and in accordance with national priorities and constraints, the expected result (i.e. level of advancement defined in the OIE PVS tool) at the end of the five-year period for the critical competencies of the OIE PVS tool which are relevant to the national context;
- Determining the activities to be carried out in order to achieve the expected results for the critical competencies of the OIE PVS Tool which are relevant to the national context of the country;
- Determining, with the help of information, data or interviews, the tasks and human, physical and financial resources required to implement these activities to enable the Veterinary Services to function appropriately.

I The PVS Gap Analysis process

I.1 Background information

Following a request to the OIE from its government, an Evaluation of the Veterinary Services of Israël using the OIE PVS Tool for the Evaluation of Performance of Veterinary Services, based on OIE international standards on quality of Veterinary Services¹, was conducted in October and November 2011 by a team of independent OIE certified experts.

In order to adequately understand the objectives of the country, as well as the figures presented in the PVS Gap Analysis report, it is important to have access to some key information from the country OIE PVS evaluation report and other sources.

I.1.A Country details

Geography

Israel is a small densely populated Mediterranean country with a land mass of a 20,330 sq. km (7,850 sq. mi.). Israel's human population of 7.6 million people is more than 90% urban with a workforce of 3 million; only 2.1% are involved in agriculture.

Geographically, Israel is divided into four regions: a narrow coastal plain along the Mediterranean Sea, containing many of Israel's major cities and agricultural land; inland mountain ranges; highlands; and the Negev Desert in the south. Two thirds of the land is semi-arid or desert. Agricultural land represents approximately 20% of the land area, 94% of which is state-owned; half of the arable land is irrigated.

Water resources are limited and the government has invested heavily in developing purification of sewage water (primarily for use in irrigation) and the desalination of sea water. The main source of fresh water is the Lake Kinneret (the Sea of Galilee).

Administration

The Israel Veterinary Services and Animal Health (IVSAH) is an independent unit within the Ministry of Agriculture and Rural Development. VS divides the country into

¹ Section 3 of the OIE Terrestrial Animal Health Code:
http://www.oie.int/index.php?id=169&L=0&htmfile=chapitre_1.3.1.htm

6 District Veterinary Offices (DVO): Afula (Gilboa), Akko, Beer Sheva, Kanot, Hadera and Rosh Pina. All the districts are under the supervision of the Chief Field Veterinary Services, located at IVSAH headquarters. These divisions are for VS purposes only and do not conform to other administrative or district structures used by MoA or municipal entities.

The Municipal Authorities also employs veterinarians, as municipal veterinary officers, who play a major role in food safety inspection and control of products of animal origin for domestic consumption. The municipal veterinarians also provide additional resources, as needed, for controls during outbreaks.

Agriculture

Agriculture played a vital role in the development of the Israeli economy since its founding in 1948. In the early years, Israeli agriculture was heavily supported by the government and now Israeli agriculture is highly productive with some of the highest yields in the world. Israeli dairy cattle are now the most productive in the world. Israel is practically self-sufficient in the production of milk, poultry and eggs but remains a net importer of other foods; currently Israel imports food products with a value over 1 billion USD annually.

Products of animal origin account for 6 of the top 8 agricultural commodities, including chicken meat, milk, beef, turkey meat and eggs [FAOSTAT 2009]. Livestock production relies almost completely on imported grains and is predominantly destined for the domestic market. Export of speciality products of animal origin, such as kosher poultry and milk products, accounts for only 2% of total agro-food exports.

Israeli agricultural production is characterized by the dominance of collective co-operative communities, principally the kibbutz and the moshav. Although privatization has increased recently, approximately 80% of agricultural output still comes from the kibbutz and moshav system. In animal agriculture, dairy farming is dominated by highly mechanized and intensely managed farms.

The Kibbutz and the Moshav co-operative system also includes mutual assurance / insurance systems, such as the Israel Cattle Breeders Association that provides members with mutual insurance, indemnity funds and a variety of support services, including comprehensive veterinary services provided by Hacklait. Hacklait is the dominant private provider of veterinary services in the intensive large animal sector.

The Israeli Dairy Board (IDB) is managed jointly by the Government of Israel (with representation from: the Ministry of Agriculture and Rural Development, Ministry of Health, Ministry of Finance and Ministry of Industry, Trade and Labour); major dairy processing companies; and, dairy farmers from the Israel Cattle Breeders Association, Israeli Farmers Federations and the Israeli Farmers Association. IDB provides laboratory support through its National Service of Udder Health and Milk Quality Laboratory and helps to set milk pricing and quota controls, establishes industry standards and supports relevant research. IDB also pays 60% of the costs of the national carcass incineration plant in Ein Hamifratz.

The rapidly developing poultry sector currently represents 18% of total agricultural production and 40% of animal production. Although the export of poultry products represents a significant portion of the agricultural export market, production is primarily for local consumption.

The Poultry and Egg Board, established in 1963, plays an important role in the poultry sector. The board is owned 51% by farmers and 49% by government. The board supports 2 cooperative poultry diagnostic laboratories and provides slaughterhouse inspection personnel.

In contrast to the highly structured dairy and poultry sectors, roughly half of the small ruminants (525,000 sheep and 90,000 goats) are found in a variety of less intensively organized production systems throughout the country.

Geographic features

Climatic and/or agro-ecological zones	Rainfall (mm/year)	Topography	Km2	%
Coastal plain	450-600	Total area	22 000	
Mountains	500-1000	Pasture land	5 000	
Desert	20-200	Arable land	3 000	
		Forest	1 000	
		Desert	13 000	
		Highlands		30

Source: IVSAH 2011 & 2013

Demographic data

Human population		Livestock households/farms [ruminants]	
Total number	8 000 000	Total number	3 850
Average density / km2	1.1 – 43.1	% intensive	60
% of urban	92	% agro-pastoral (mixed)	20
% of rural	8	% extensive	20

Source: IVSAH 2011 & 2013

Current livestock census data

Animals species	Total Number
Bovines*	432 000
Buffalo	300
Goats	90 000
Sheep	525 000
Pigs	200 000
Horses	10 000
Donkeys	20 000
Camels	11 000
Poultry	45 000 000
Rabbits	12 000
Bees	8 000 hives

Source: IVSAH 2013

*: estimated to be 38% intensive; 32% mixed & 30% extensive

Economic data

National GDP	255,782,000,000 USD
National budget	116,300,000,000 USD
Livestock GDP	3,280,000,000 USD
Economic value of livestock population	1,100,000,000 USD
Annual budget of the Veterinary Services	55,443,059 USD

Source: IVSAH 2013

Animal and animal product trade data

Animals and animal products	Average annual import	Average annual export
	Quantity	Quantity
Bovine	111 000	
Ovine	67 000	
Horses	149	39
Ornamental fish	3 500 000	
Breeding fish	17 100 000	
Dogs & cats	2 300	2282
Bovine semen	48 000 (units)	
Horse semen	1 400 (units)	
Swine semen	13 200 (units)	
Ornamental birds	43 400	62
Pigeons	1 860	
Rodents	24 000	11 000
Ducks	1 300	
Bumble bees		160 000 (units)
SPF eggs	1 760 000	
Table eggs	75 000 000	
Eggs (industry)	313 000	
Beef	62 219	
Mutton	1 850	
Geese	476	
Poultry meat		
Beef offal	2 100	
Fish products (tons)		839
Egg products (tons)		410
Milk products (tons)		1800
Milk powder (tons)		1600
Whey Milk (tons)		6350
Skins & hides (tons)	1 100	2 100
Feathers (tons)	245	
Hair & bristles (tons)	20	
Horns (tons)	25 000	
Pet food (tons)	33 000	1 540
Fish feed (tons)	345	1 400
Fats & oils (tons)	1 050	
Poultry meal (tons)	20 702	
Fish meal (tons)	3 700	
Poultry blood meal (tons)	2 000	
Milk replacer (tons)		
Blood & serum (liters)	23 000	
Honey, etc, (tons)	448	139200
VACCINES (thousand doses)		
Cattle	2942	
Small ruminants	3200	
Swine	642	
Poultry	110000	1000000
Equine	22	
Canine	234	
Feline	60	
Rabies	327	
Rabies, wildlife	308	

Source: IVSAH 2013

I.1.B Current organisation of the Veterinary Services

Central Level

The Israeli Veterinary Services and Animal Health (IVSAH or VS) is an independent unit within the Ministry of Agriculture and Rural Development (MoA) headed by the CVO (who is also the OIE Delegate). All 10 divisions of IVSAH, including the Kimron Veterinary Institute, report directly to the CVO. IVSAH currently employs a total of 287 employees; including: 102 veterinarians; 11 at the central level, 47 at KVI and 45 in the district offices; 65 persons with university degrees and 120 administrative/support staff.

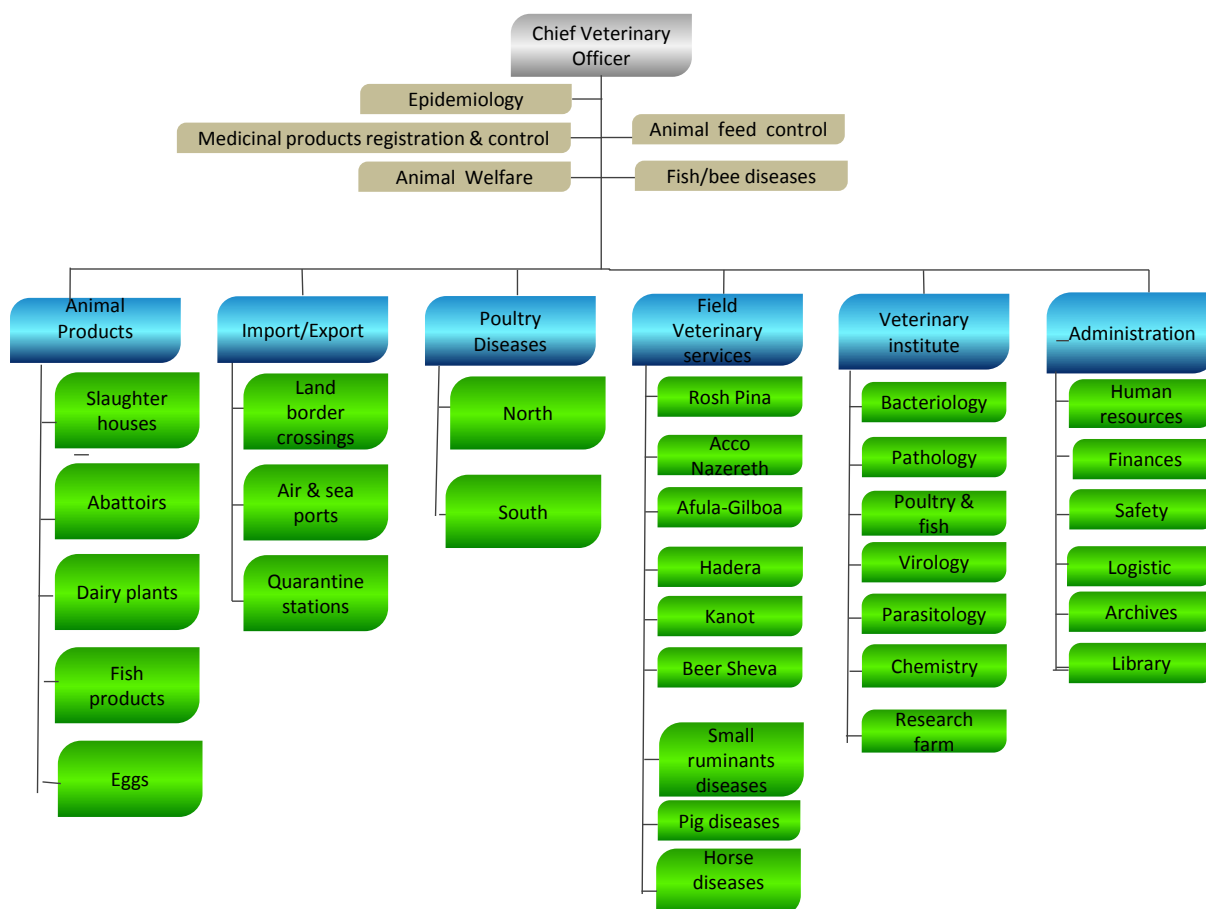
Municipal and Regional councils also employ approximately 200 veterinarians as municipal/regional veterinary officers, who play a major role in: slaughter inspection for domestic market (under the IVSAH regulations but MoH control); food safety of products of animal origin for domestic consumption (under the MoH regulation and oversight); and, in rabies vaccination of dogs and cats and stray animal population control. The municipal veterinarians also provide additional resources, as needed, for controls during outbreaks.

Enforcement is managed by the Flora and Fauna Control Unit (PIZUAH) within the MoA. IVSAH has very limited authority for enforcement- they can do some limited immediate seizures, but must rely on PIZUAH for any follow-up including applying fines and court appearances during which they never consult with IVSAH for technical support and never report outcomes. Long standing concern related to the poor level of interaction between IVSAH and the PIZUAH results from the lack of technical expertise within PIZUAH to properly do its work or share information about the enforcement actions taken.

PIZUAH is also responsible for border security management of all agricultural products and to manage movement restrictions during outbreaks and animal health emergencies. PIZUAH handles all investigations and prosecutions initiated by IVSAH and handles animal welfare, including welfare checks of animals for import and cases reported by the public (e.g., as cruelty to animals and horse welfare). International land crossings are under PIZUAH surveillance (3 with Jordan, 2 with Egypt and 6 crossings into territory under the Palestinian Authority). PIZUAH is staffed by 80 persons, none with veterinary or technical qualifications.

ORGANOGRAMME OF THE VS

Israel Veterinary Services & Animal Health



District Veterinary Office Network

IVSAH divides the country into 6 Veterinary District Offices (DVO): Afula (Gilboa), Akko, Beer Sheva, Kanot, Hadera and Rosh Pina, under the supervision of the Chief Field Veterinary Services, located in IVSAH headquarters. The divisions of the DVO are for VS purposes only and do not conform to other districts used by the MoA or municipal entities.

The districts were redrawn and consolidated about 5 years ago with the result that all of the facilities are relatively new, spacious and with new physical resources with the exception of Beer Sheeva where the facility is old and in need of renovation and updating.

There are 45 veterinarians in the DVO system; each DVO has a veterinarian serving as the District Director; 4 to 6 staff veterinarians; between 1 and 5 technical staff and a secretary.

The Director of each DVO is responsible for coordination and supervision of activities within their district. This also includes nominal capacity to supervise municipal veterinarians, who are directly under the MoH and the municipal or regional governments; however, there is no well-defined chain of command and delineation of shared or overlapping functions between the DVO and municipal veterinarians. Interaction between the DVO and the local municipal authorities is highly variable between districts and dependent more on personal interaction than established protocols.

DVO staffs are responsible for official vaccination campaigns, official identification, movement controls, epidemiology, disease control and eradication activities during outbreaks. With the exception of rabies vaccination, no official tasks have been delegated to private veterinarians.

The veterinary para-professionals working in the DVOs are generally classified as “inspectors”. Most are trained on the job although some have been trained for 1 to 2 years in agriculture schools. The inspectors do vaccination, sampling for surveillance and residue programmes, either on their own or under the supervision of the field veterinarians. The secretarial staff is responsible for data entry from these campaigns and issuing movement certificates.

Veterinary Research and Laboratory Services

The Kimron Veterinary Institute (KVI), the research and diagnostic arm of IVSAH, shares the MoA campus in Bet Dagan with IVSAH headquarters. The head of KVI reports directly to the CVO. KVI is divided into 5 divisions: pathology; parasitology; bacteriology; virology; and, poultry and fish diseases with a total of 17 laboratories. KVI is the national diagnostic laboratory. KVI serves as the National Reference Laboratories for residues, Rabies, Anthrax, Botulism, Brucellosis, avian influenza and animal mycoplasmas and is an OIE Reference Laboratory for Brucellosis (*Brucella abortus*).

Animal Health Programmes

The income generated by the identification, vaccination and diagnostic testing is an important source of revenue for VS providing approximately 40% of the operational funding for IVSAH; the remainder coming directly from the national budget.

Individual identification of all cattle, sheep and goats is mandatory and managed by the DVOs. The following vaccinations are mandatory in Israel and done on a fee-for-service basis: all cattle are vaccinated annually for FMD, all female cattle are vaccinated between 3 and 8 months of age for *Brucella abortus* (this will stop as of January 2014). Camels are vaccinated for FMD along the Gaza/Egypt border. Cattle are vaccinated against lumpy skin disease along the same border.

All sheep and goats are vaccinated annually for FMD, PPR and 3 times a year for sheep and goat pox. All female sheep and goats are vaccinated for *Brucella melitensis* between 2 and 6 months of age; the vaccine is provided for free. *Brucella melitensis* is a significant zoonotic disease in Israel infecting at least 100 people annually, primarily in the less intensive sectors.

All other vaccination of ruminants is done as needed or on request of the farmer. Some vaccinations have been handed over to private veterinarians such as enterotoxaemia. Anthrax vaccination is mandatory when an outbreak is confirmed.

I.1.C Description of entities or sites related to Veterinary Services activities

List of entities and sites	Terminology or names used in the country	Number of sites
GEOGRAPHICAL ZONES OF THE COUNTRY		
Agro-ecological zones	Coastal plain, mountains, desert, valleys	4
ADMINISTRATIVE ORGANISATION OF THE COUNTRY		
1st administrative level	National	1
2nd administrative level	Municipalities	251
3rd administrative level	Villages	1255
Urban entities	Cities	75
VETERINARY SERVICES ORGANISATION AND STRUCTURE		
Central (Federal/National) VS	IVSAH	1
Internal division of the central VS	Divisions	14
1st level of the VS		
Veterinary organisations (VSB, unions...)	IVMA. sector groups for pets and equine	3
FIELD ANIMAL HEALTH NETWORK		
Field level of the VS for animal health	District Veterinary Office	6
Private veterinary sector	Pet animal (894), ruminant (70), poultry (23), academic (43), pharmaceutical industry (64)	1,094
VETERINARY MEDICINES & BIOLOGICALS		
Production sector		0
Import and wholesale sector	Importers (20), distributors (11) and wholesalers (10)	41
Retail sector	Veterinary pharmacies	5
VETERINARY LABORATORIES		
National labs	KVI	1
Regional and local labs	Poultry Board (North & South), Milk Board	
Associated, accredited and other labs	National Service for Udder & Milk Quality (Milk Board) -MoH Laboratories -5 private laboratories (companion animals)	7
ANIMAL AND ANIMAL PRODUCTS MOVEMENT CONTROL		
Bordering countries	Lebanon, West Bank, Syria, Jordan, Egypt, Gaza	6
Airports and ports border posts	7 airports (1 international) + 3 seaports	10
Main terrestrial border posts	Nitzana, Taba, Allenby, Jordan River, Ytzak Rabin River	5
Minor terrestrial border posts	Gilboa (Jenin), Bak" a (Jericho), Shaar Efrain (Tul Karem), Bitunya (Ramallah), Tarkumia (Hevron), Karem Shalom (Gaza)	6
Quarantine stations for import	2 government; 2 private	4
Internal check points	Mobile	
Live animal markets		5
Zones, compartments, export quarantines		0
PUBLIC HEALTH INSPECTION OF ANIMALS AND ANIMAL PRODUCTS		
Export slaughterhouse	Poultry only	7
National market slaughterhouses	Poultry 25 [18 national market only, 7 for export and domestic], C+SR 14, Swine 3, Rabbit 1	36
Local market slaughterhouse	None approved	0
Slaughter areas/slabs/points		0
On farm or butcher's slaughtering sites		0
Processing sites (milk, meat, eggs, etc)	Export: Poultry meat 11, egg 4, milk 17, fish 2 Domestic: eggs 25, fish 7, [poultry meat & milk under MoH]	66
Retail outlets (butchers, shops, restaurants)	MoH	?
TRAINING AND RESEARCH ORGANISATIONS		
Veterinary university	Koret veterinary school	1
Veterinary paraprofessional schools	Magen David/Machon Magid	2
Veterinary research organisations	Kimron Institute, Weitzman Institute	2
STAKEHOLDERS' ORGANISATIONS		
Agricultural Chamber / room /organisation		0
National livestock farmers organisations	Poultry, honey, and dairy boards	3
Local (livestock) farmers organisations	Cattle 3; Small ruminants 3; Poultry 1; Fish 1; Bees 1	8
Other stakeholder organisations		
Consumers organisations	Israeli Consumer Council	1

1.1.D Summary results of the OIE PVS evaluation

Following a request to the OIE from its government, a PVS mission based on the outcomes of the OIE PVS report was conducted from 23 October to 4 November 2011 by a team of independent OIE certified experts: Dr Eric Fermet-Quinet as team leader and Dr Julia Punderson and Dr Jorge Armstrong as technical experts.

Human, physical and financial resources

Human, physical and financial resources of the IVSAH were globally satisfactory although an increase of staff is needed in epidemiology and VPH. There is a need to recruit new staff regularly into the public sector at central level to replace retiring staff and increase the level of expertise and staffing in epidemiology, veterinary public health, border security and traceability. However, for the last 5 years IVSAH was unable to renew positions in the public sector at central level or hire staff on a contractual basis.

Israel has approximately 1,800 active veterinarians: 300 in the public sector (100 in IVSAH, 200 employed as municipality veterinarians); 1,500 private sector veterinarians of which less than 150 work in animal production. The municipal veterinarians are employed directly by the municipalities to perform many of the inspection functions at the local level for the domestic food chain and other activities under the MoH mandate and not within the direct IVSAH chain of command.

Israel annually graduates approximately 50 to 55 veterinarians from the Koret School of Veterinary Medicine which is currently under the process of evaluation by the European Association of Establishments of Veterinary Education (EAEVE). An analysis of the overall number of veterinarians needed in Israel is needed to ensure that an excess of veterinarians does not result in a high level of unemployment or compromise the technical independence of the veterinary profession.

The chain of command is strong for all official animal health tasks implemented directly by IVSAH through its six District Veterinary Offices (DVO). The IVSAH chain of command should remain strong and be strengthened for slaughter inspection to address the deficiencies in food safety inspection for the national market.

Technical independence of IVSAH should serve as the basis for any future reform or reorganisation. Consideration to maintain core functions and enhance capacity in areas such as animal health, veterinary public health, border security and traceability, risk analysis and epidemiology, data management should be the foundation for any changes.

External coordination procedures are strong with customs, weak with Ministry of Health (MoH) and absent with the Ministry of Environment (MoE) (wildlife); although on the basis of personal initiative some interaction does occur.

Physical resources of the IVSAH are regularly maintained and generally adequate. However, transportation is lacking at central level for many VPH inspectors.

Resources are needed to: renovate the DVO facilities at Beer Sheva; the KVI post-mortem facility; and, complete the BL3 laboratory and laboratory animal housing.

The annual budget for IVSAH has been relatively stable for operational and emergency funding, as well as capital investment and should not be reduced. However, more than 40% of the funds are from the income of sale of vaccines and services which may impact technical independence.

Reforms are needed to target efficiency, improve outcomes, and develop stronger link to the less intensive sectors.

The IVSAH have well defined procedures and collect adequate data in most domains; however, there is no comprehensive data management with collation or review of the data collected.

Technical authority and capability

The Kimron Veterinary Institute (KVI) serves as both the central reference laboratory for all analysis and as a research centre providing a wide range of analyses with the relevant level of quality assurance. KVI should maintain its current level of activity and develop a mechanism to recruit staff on a contractual basis when funding is available. Activities of research and routine diagnostics should be balanced in order to maintain quality and respond to future needs. KVI serves as the lead technical innovation for VS, and should develop links with the veterinary faculty and other relevant institutions

At KVI the post-mortem and laboratory animal housing facilities should be updated and the BL3 facility should be completed.

Risk analysis is performed irregularly and is a weak point in IVSAH; currently no staff are trained or dedicated to this work. Risk analysis and epidemiology should be strengthened with additional staff and adequate training to provide support to the CVO and other divisions. This unit should also be in charge of developing, monitoring and evaluating the efficacy, efficiency and benefit of all official programmes.

Border security and import procedures are effective to protect the country with the limited number of entry points currently in use for animal and animal products. However, staffing is limited and Israel is importing an increasing number of live animals and products of animal origin.

Passive and active surveillance is possible through the network of veterinarians from IVSAH, industry boards and the private sector although no specific official programmes are implemented. Improved links with all production systems, including the less intensive sector and wildlife should be improved.

Early detection and rapid response contingency programmes are in place and implemented with efficacy for relevant diseases such as FMD, HPAI, and Newcastle.

Prevention, control and eradication programmes have been in place for decades for most animal diseases, but their efficacy, efficiency and cost/benefit is not analysed. These programmes are demotivating for field VS staff because they do not reach less intensive farmers and have not been successful in eradicating these diseases. Official delegation to private veterinarians for various animal health activities should be considered where relevant.

Slaughterhouse inspection is generally implemented by veterinarians employed by Municipalities or the Poultry Board; however, approximately 40% of ruminants are still slaughtered outside authorised premises. The division of slaughter inspection relies on the personal commitment of only one veterinarian, who is not supported by well-defined formal procedures and has to deal with veterinarians employed by the Municipalities without clearly defined supervision procedures.

Technical independence of municipal veterinarians should be strengthened, especially for slaughter inspection, possibly by IVSAH employing them directly. Strengthening official delegation to veterinarians employed by industry boards (eg., poultry and dairy) could be accomplished by establishing a formal contract between them and the VS. Inspection fees currently in place could be collected directly by the VS to pay inspectors at all sites to prevent conflicts of interest; this could also serve re-equilibrate the financing within IVSAH.

The division of animal products deals primarily with the export poultry and dairy sectors and is in charge of second level inspection (inspection of facilities and of the inspections made on site).

The inspection of products of animal origin in national distribution is done by Municipal veterinarians. Technically this is done under the authority of MoA but without direct supervision. Inspection of products of animal origin in distribution, retail and in restaurants is done by the same Municipal veterinarians under the authority of MoH. The MoH also provides its own inspectors in distribution facilities (including dairy facilities for national market) and restaurants.

Inspection standards for products of animal origin should be equivalent in the export and national markets. This will require IVSAH to develop second level inspection with clear official delegation and clarification of the role of MoH for inspection of products of animal origin in distribution and restaurants.

Control of veterinary medicines and biologicals is supported by strict legislation with responsibilities shared with MoH. Residues control programmes are implemented scientifically for dairy and poultry products based primarily on export requirements. However, only surveys without sanctions and investigations are applied to red meat, which is not exported.

The division in charge of veterinary medicines, biological and residues should be strengthened with additional staff and provided with vehicles to do the large number of inspections in their domain. This division should develop an analysis of the consumption of veterinary medicines and develop the appropriate controls for residues in red meat. The planned addition of animal feed inspection to the IVSAH workload will necessitate more resources.

Technical innovation is eased by the fact that KVI belongs to the VS and is supported by several committees with stakeholder involvement. Collaboration with the Koret Veterinary School has been difficult and minimal for many years and should be improved.

Animal identification has been in place for decades for cattle and small ruminants, primarily in the intensively managed sectors. Most of animals from less intensive productions systems are not identified. Data management is insufficient and does not provide for real traceability.

Traceability of products of animal origin has been started by some private industries but is not fully coordinated with the VS. Poultry products for domestic consumption are also subject to a traceability system. Dairy products have begun a private traceability system.

The animal identification and traceability system should be comprehensively reviewed and include plans for the development of traceability of animal products to ensure that the systems set up by the private industry comply with international requirements.

Animal welfare is well developed within IVSAH.

Interaction with stakeholders

Communication, consultation and joint programmes are well developed with the intensive sectors and implemented with relative ease based on the size of the country and relatively small number of stakeholders. However, IVSAH has difficulty reaching the less intensive sectors and smaller producers.

Specific communication tools, consultation approaches and joint programmes should be developed to engage the less intensive productions systems. This will require a change in paradigm for most of VS (both the IVSAH and the municipal veterinarians)

staff, but this could lead the Field Veterinary Services and the private veterinarians to work together to change the current routine and improve motivation in the field.

The IVSAH participate regularly in a variety of official international meetings.

Official delegation is effectively implemented for rabies vaccination. For inspection in the poultry and dairy sectors delegation exists without being formalised. Official delegation of all other animal health programmes currently implemented by Field Veterinary Services is discussed regularly but requires careful consideration in the national context where 80% of private veterinary service on dairy farms and for 50% of beef cattle are provided by a single entity owned by the farmers themselves. All changes should be done only if better effectiveness and efficiency can be achieved with the same level of technical independence.

Official delegation should be strengthened for all veterinarians employed by the two industry boards by signing clearly defined contracts.

There is no veterinary statutory body (VSB) in Israel and penalties are rarely applied. Registration and regulation of veterinarians is under the authority of MoA; however, registration is not regularly updated. IVMA is a voluntary association, notably in charge of recognition of specialists; however, the specialist certificate is delivered by IVSAH.

Access to markets

Veterinary legislation is comprehensive and adapted to the country context although many areas are in need of updating to be fully compliant with international standards.

IVSAH must rely on PIZUAH for enforcement which does not allow follow-up or analysis of compliance. There is a need to strengthen the legal power of the VS either by establishing very detailed external coordination procedures with the PIZUAH, or by getting back the power of prosecution directly in the VS.

Veterinary legislation is progressively being harmonised with international standards with the driving force of maintaining access to the European Union market. IVSAH develops sanitary agreements with trading partners taking into account international standards as much as possible.

Transparency is considered good by trading partners and OIE notification is regular. Transparency could be improved if programmes are re-designed to ensure that the VS reach all productions systems, even the less intensive to enhance the value of notification and quality of early detection.

Israel does not implement zoning, which appears appropriate based on the small size of the country; nor is compartmentalisation currently applied.

1.2 Methodology

1.2.A Organisation of the mission

Following a request to the OIE from its government, a PVS Gap Analysis mission based on the outcomes of the OIE PVS report was conducted from 11-20 November 2013 by a team of independent OIE certified experts: Dr Julia Punderson as team leader and Dr Eric Fermet-Quinet and Dr Francisco D'Alessio as technical experts and Dr. Nadège Leboucq as observer.

1.2.B Estimation of resources needed

A logical approach to estimating the budget for strengthening the Veterinary Services is used. This approach is as follows:

The Veterinary Services should have the financial resources sufficient to carry out essential tasks and duties, and be able to adapt to changes in health status. The budget for field activities for government staff and officially delegated private veterinarians must allow for planned activities, but should also support a flexible approach necessary to allow immediate responses when these are required. The amount of expenditure for each activity should be adjusted according to the national constraints, human resources (number and public/private split), priorities and trends in animal health and changes of animal health status.

The budget is developed for specific activities so that the desired level of advancement may be achieved as determined by the objectives, situation and characteristics of the country. The necessary tasks and resources required are identified and budgeted. Priorities are set out to provide assistance with the actual allocation of funds - these will need to be finalised by the Veterinary Services during operational planning.

The overall budget analysis (Chapter VI) synthesises the different budget lines: ongoing investment, salaries, repairs and maintenance, operations, etc. This budget analysis demonstrates the effectiveness of the PVS Gap Analysis, its sustainability and also allows incorporating the programme into the quality control policy of the Veterinary Services.

Notes

The international currency used in this report for the estimation of costs and the budget is, as indicated, either the new Israeli shekel (NIS) or the United States Dollar (USD) with an exchange rate of 3,5 NIS for 1 USD

In Israel, the amortisation rate of buildings/facilities, transport and equipment has been determined as such:

- 25 years for construction of building
- 25 years for renovation of building
- 5 years for cars and 4x4
- 10 years for cold chain equipment
- 5 years for laboratory equipment
- 5 years for telecommunication and computer equipment

Unit costs (estimates)			
1- Currencies			
Currency used for this report (USD or EUR)		Currency	Conversion rate (exchange rate)
National currency		USD	Number of NIS per USD
		NIS	3.5
2- Material investments			
		Supply cost / unit	
		Local currency	International currency
		Years of amortisation	
Buildings	Unit of surface (m ²) or (ft ²)	m ²	
	Maintenance cost per m ²	350	100
	Renovation cost per m ²	4200	1 200
	Building cost per m ²	7000	2 000
Transport (purchasing cost)			
	Motorbikes		
	Cars	122 500	35 000
	4x4 vehicles	192 500	55 000
Equipment set			
	Cost of Telecommunication set (scanner+fax+telephone+photocopier)	2 450	700
	Cost of office equipment set (base computer and necessary peripherals)	3 500	1 000
3- Non material expenditure			
Training			
Initial training (per student)			
	Veterinarians (DVM, BVSc) total training cost	560 000	160 000
	Veterinary paraprofessionals total training cost	21 000	6 000
Specialised training (short courses, certificates, Masters degree, PhD, etc.)			
	Accommodation per month	35 000	10 000
	Training fees per month	10 500	3 000
	Travel per month	5 250	1 500
	Cost of specialised training per month	50 750	14 500
Continuing education (daily cost per man on a basis of a group of 15 people)			
	Per diem 15 participants	6 825	1 950
	Room rental and educational tools per day		
	Daily cost for a national expert consultant	567	162
	Daily cost per trainee		141
National expertise (cost per day)			
	Daily fees	525	150
	Per diem	42	12
	Total cost per day and per expert	567	162
International expertise (cost per week)			
	Daily fees	1 750	500
	Per Diem	700	200
	Average cost of an international flight	5 250	1 500
	Total cost per week	22 400	6 400
4- Salaries (salaries, bonuses and social benefits) / year			
	Veterinarians	280 000	80 000
	Other university degree	175 000	50 000
	Veterinary para-professionals	175 000	50 000
	Support staff	105 000	30 000
5- Consumable resources			
Travel allowances			
	Per diem for technical staff	455	130
	Per diem for drivers	455	130
	Per diem for technical staff travelling abroad	875	250
	Average cost of an international flight	5 250	1 500
	Travel and per diem for one week abroad	11 375	3 250
Transport fees			
	Price of fuel (average between petrol, diesel or mixt) per unit	8	2
	Average number of km/miles per year		Unit
	Average distance per year by motorbike in		Unit
	Average distance per year by car in	15 000	km
	Average distance per year by 4x4 in	25 000	km
	Fuel consumption per 100 km/miles		Running (fuel + maintenance + insurance = consumption x 2)
	Km or mileage cost (motorbike)		
	Km or mileage cost (car)	10	0
	Km or mileage cost (4x4 vehicle)	15	1
6- National economic indicators			
GDP			Sources
	National GDP	255 782 000 000	
	Agriculture GDP	49 211 000 000	
	Livestock GDP	3 280 000 000	
	Total value of National Herd	1 100 000 000	
	Value of exported animals and animal products	23 000 000	
	Value of imported animals and animal products	33 000 000	
	Number of VLU	900 000	
Country budget			
	National Budget	116 300 000 000	
	Agriculture and Livestock Budget	351 000 000	
	Veterinary Services Current Budget	55 443 059	
	Current budget for salaries of public staff of VSs	16 500 000	
	Current operational budget		
	Current capital investment of VS		
	Current budget of VSs for Delegated Activities		

1.2.C Organisation of the report

The desired levels of advancement for each PVS critical competency were identified, recognising national priorities and constraints, in discussion with the Veterinary Services of Israel. A PVS Gap Analysis was then completed to facilitate their compliance with recognised international standards as determined by the OIE. The following chapters indicate the resources and activities necessary to strengthen the Veterinary Services. The chapters follow a logical order identifying priorities, recognising constraints and issues, assessing processes and resources necessary and providing a work-plan for improvement.

Chapter II.2 of the methodology part of this report sets out the levels of advancement to be reached as decided by the Veterinary Services in discussion with the PVS Gap Analysis mission team.

The first four chapters of the second part of this report set out the objectives to be achieved, taking into consideration in particular the need to strengthen the technical independence and coordination of the Veterinary Services.

- Chapter I sets the standards required for international trade in animals and animal products, establishing the levels of advancement required for exports if and as targeted by the national policy;
- Chapter II considers veterinary public health, including specifically food safety, veterinary medicines and biologicals;
- Chapter III addresses animal health issues, the core mission of any Veterinary Services;
- Chapter IV considers the capability and capacity of veterinary laboratories, as required by the three preceding chapters.

The place of zoonosis may vary depending on the organisation of the country's Veterinary Services either under Chapter II (Veterinary Public Health pillar) or under Chapter III (Animal Health pillar).

Chapter V makes recommendations on the general management of the Veterinary Services and the related regulatory services, including their public and private components, aiming at providing coordination and technical independence in line with OIE standards. Both the organisational structure of the national (public) Veterinary Services, including central and decentralised structures, and the role of private veterinary practitioners are defined. This chapter also identifies the reinforcement of cross-cutting skills (communication, legislation, education, etc.) required to run effective Veterinary Services in the country.

In order to assess its sustainability and coherence, chapter VI presents the aggregated costs identified for strengthening the Veterinary Services and its indicative analysis, including a breakdown per main budget lines (investments, operations, emergency) and sub-lines (salaries, items, etc.), and a comparison with GDP (national, agriculture and livestock), national budget (total, agriculture, Veterinary Services), value of national livestock and of imported and exported animal products.

II National and international priorities and expected levels of advancement

II.1 National priorities

The strengthening of the VS is based on carefully developed and agreed national priorities within the context of national constraints. National priorities are based on the current Vision of the Ministry of Agriculture and Rural Development document. Relevant strategic planning is already in existence and was taken into account to ensure that the PVS Gap Analysis is consistent with the broad national priorities and policies. This report provides a framework for the future development of VS structures to become more fully in compliance with international standards

Table n°1 - Table for listing national priorities

Category of priorities	National Priorities
Policy on livestock development (LD) and trade	LD1: Encourage and develop the agricultural and rural community, with emphasis on national priority regions and in minority villages LD2: Improve the economic conditions of the producer community and institute sustainable development practices for the development and advancement of agriculture LD3: Increase the export value of fresh and processed agricultural produce
Technical priorities in Veterinary Public Health (VPH)	VPH1: Ensuring fresh and quality food supply for the residents of Israel VPH2: Promote efficient and rational use of pesticides, veterinary medicinal products and feed additives
Technical priorities in Animal Health (AH)	AH1: Promote animal health and animal welfare AH2: Minimize risk to human health stemming from animals and their produce
Policy on organisational structure and management of the Veterinary Services (VS)	VS1: Provide better service and serving the public in an efficient and approachable manner and implement a culture of planning and performance control within the civil service VS2: Develop inter-ministry collaboration to support national government policy targets VS3: Institute regulatory systems for inspecting and supervising all stages of production and marketing of fresh food

Source: Vision of the Ministry of Agriculture and Rural Development

II.2 Level of advancement

Table n°2 - Levels of advancement

Critical competencies	Level of advancement	
	current	expected
I.1.A. Veterinarians and other professionals	4	4
I.1.B. Veterinary para-professionals and other technical personnel	3	4
I.2.A. Professional competencies of veterinarians	4	4
I.2.B. Competencies of veterinary para-professionals	2	2
I.3. Continuing education	2	4
I.4. Technical independence	4	5
I.5. Stability of structures and sustainability of policies	4	5
I.6.A. Internal coordination (chain of command)	4	4
I.6.B. External coordination	3	4
I.7. Physical resources	4	5
I.8. Operational funding	4	5
I.9. Emergency funding	4	5
I.10. Capital investment	4	4
I.11. Management of resources and operations	3	4
II.1.A. Access to veterinary laboratory diagnosis	N/A	5
II.1.B. Suitability of national laboratory infrastructures	5	5
II.2 Laboratory quality assurance	5	5
II.3 Risk analysis	2	5
II.4 Quarantine and border security	4	4
II.5.A. Passive epidemiological surveillance	3	4
II.5.B. Active epidemiological surveillance	4	4
II.6 Emergency response	4	4
II.7 Disease prevention, control and eradication	4	5
II.8.A. Regulation, authorisation and inspection of establishments	N/A	4
II.8.B. Ante and post mortem inspection	4	4
II.8.C. Inspection of collection, processing and distribution	2	4
II.9 Veterinary medicines and biologicals	4	4
II.10 Residue testing	3	4
II.11 Animal feed safety	N/A	4
II.12.A. Animal identification and movement control	3	4
II.12.B. Identification and traceability of products of animal origin	3	3
II.13 Animal welfare	4	4
III.1 Communication	4	5
III.2 Consultation with interested parties	3	5
III.3 Official representation	4	4
III.4 Accreditation / authorisation / delegation	3	5
II.5.A. Veterinary Statutory Body authority	1	2
II.5.B. Veterinary Statutory Body capacity	1	1
III.6 Participation of producers and other interested parties in joint programmes	4	5
IV.1 Preparation of legislation and regulations	4	5
IV.2 Implementation of legislation and regulations and compliance thereof	3	4
IV.3 International harmonisation	3	5
IV.4 International certification	5	5
IV.5 Equivalence and other types of sanitary agreements	4	4
IV.6 Transparency	4	4
IV.7 Zoning	1	1
IV.8 Compartmentalisation	1	1

II.3 Impact and significance

The experts and IVSAH then worked together, taking into account the national priorities (see Table 1) and the current levels of advancement and progress made since the OIE PVS mission report for each of the 47 critical competencies over the next five years.

As a general rule, IVSAH does not intend to embark into a quality assurance system (ISO 17020; EN 45004) within the next 5 years; this is why, the targeted level to reach the national priorities is often level 4, which provides for good compliance with OIE international standards on the quality of VS, without setting up a quality assurance management system.

The OIE expert team also underlines the limitations in the use of the financial tool of the PVS Gap Analysis in a country where the budget is already well defined, balanced and credible. Taken in total the aggregated costs should not be taken as a comprehensive budget. The costs projected for the various Critical Competencies are not intended to be taken as a substitute for the comprehensive budget process currently in place, but rather to highlight the areas of change and a brief scoping of the resources attributable to these functions without necessarily considering their source of funding.

PVS GAP ANALYSIS

I Strengthening competencies for international trade

The purpose of this section is to explain the proposed activities in the field of international trade development, for both imports and exports.

This includes the activities presented in Critical Competency Cards II-4, II-12, IV-4, IV-5, IV-6, IV-7 and IV-8. Links were made with the important cross-cutting competencies dealt with in the 5th pillar on management of Veterinary Services (e.g. chapter V.2 of the report) in the 2nd pillar on animal health or in the 3rd pillar on veterinary public health.

I.1 Strategy and activities

The national priorities for livestock development and trade are to encourage development of the agricultural and rural community with special emphasis on national priority regions and in minority villages to improve economic conditions and institute sustainable development practices for the development and advancement of agriculture and increase the export value of agricultural products.

I.1.A Border security

In the context of Israel, the strategy is to address the growing volume of imports going through one of the three seaports or the Ben Gurion Airport, continue to support their specialised export markets and develop capacity to apply appropriate feed safety controls for import inspection. IVSAH therefore need to ensure risk based allocation of resources and increase the number of permanent staff in sites where they are needed (eg., sea ports; airport) and increase collaboration externally with other competent authorities at borders (eg., customs, human health authorities) and internally with PIZUAH. Risk based targeted import inspection procedures need to be developed and supported by data management to increase efficiency.

Streamlining of export certification procedures and progressive dematerialisation of documentation will be accomplished by IVSAH Headquarters with enhanced data management system and improved coordinated border management, in particular with the customs (see Pillar 5 “Management of VS, including Regulatory Services”, CC I-6.B). This will both improve document integrity and ease the burden of review of documentation for import/export. Another important condition to export is to continue ensure total transparency of the animal health situation in Israel, through adequate notification and reporting to the OIE via the WAHIS/WAHID system.

I.1.B Animal identification

Animal identification and movement control is very tightly linked to the animal health programmes and therefore all related activities are covered under the AH pillar.

Over the next 5 years the animal identification systems will undergo several important changes to improve the capacity of IVSAH. Comprehensive changes to the system of information management and the capacity to link animal identification and animal health activities are necessary to support more efficient management of all IVSAH programmes and support the outcome based assessment of efficacy of programmes. The integrated cattle identification system will improve traceability of cattle and in the future serve as a platform to increase traceability of products of animal origin from ‘farm to fork’.

The availability and accuracy of the animal identification system is critical to facilitate any possible delegation of official activities such as official vaccination or other animal

health activities to accredited private veterinarians. Comprehensive information management is also critical for IVSAH to be able to monitor the implementation, effectiveness and efficiency of programmes and provide the data necessary for programme development and assessment.

Specifically for the next five years, the cattle identification system will be upgraded with individual permanent identification (RFID) and data management system linking identification with other IVSAH activities (eg., movements, vaccinations, testing, and laboratory information) and provide the platform for life-long animal traceability.

The strategy for small ruminants in intensive systems is to develop and progressively implement permanent individual identification and data management system on the model of the cattle identification system. For other small ruminant production systems, the current identification system will continue to be implemented by IVSAH free of charge during official vaccination activities. Progressively the different identification systems may be linked to different market access (e.g. individual permanent identification could be mandatory for milk sales or to access the nationwide meat market) as a way to promote the interest of producers in the system.

In both the cattle and intensively managed small ruminant sectors the strategy is that RFID ear tags are to be purchased and applied primarily by farmers with the data entry done by IVSAH district offices. In a future stage, this task could be given to accredited private veterinarians or farmers with appropriate database access (not discussed in this PVS Gap Analysis). For small ruminants in other production systems the current group identification system will remain in place and generally be done by IVSAH animal health staff during routine field activities (therefore, the workload related to animal identification has not been taken into account in this pillar but in the Animal Health Pillar).

Data management by IVSAH will be supported at the central level with comprehensive capacity to ensure relevant coordination and data sharing (eg., capacity to link identification, laboratory, movement controls) supported by animal identification and traceability data entry at district level (see Pillar 5 “Management of VS, including Regulatory Services”, CC I-11).

1.2 Human resources

The needed human resources at sea and air ports were proposed by IVSAH and could not be validate by the PVS Gap Analysis Experts on the basis of the number and type of consignments received per year and the activities and opening hours of each border post. They were identified to handle the increased volume of imports (14 veterinarians, 8 veterinary para-professionals and 5 support staff). One staff abroad (1 veterinarian with 30 weeks per year) have also been considered to do the necessary inspection and certification of exporters (97 000 USD per year) as it is managed today.

Considering the small size of the country, a number of activities mentioned here will be handled from IVSAH Headquarters and were considered and discussed, in the framework of the PVS Gap Analysis mission, under the management pillar (see CCI-6.A). In particular, this is the case for activities related to quarantine, animal identification and movement control, equivalence and sanitary agreements, and certification procedures

The cattle identification system will require manpower at different levels. The identification of animals is dealt together with the different field activities (see Animal Health Pillar). Specific support staff is calculated in this pillar to assure the data input and management at entry level, along with the cost of the ear tags. It is estimated at 6 (approximately one in each district) full time support staff to manage the identification of 400 000 animals per year. The ID database would be centrally managed as part of a unified IVSAH Database, discussed in the Management Pillar (CC I-11).

Estimated manpower for IVSAH Activities												
Number of working days per year per employee in the country										220.00		
Number of working hours per day per employee in the country										8.00		
PVS Critical competency	Categories of sites to inspect	Number of sites of this category	Number of days of work per year on site	Number of hours of work per day on site	Human resources							
					Veterinarians		Other university degree		Veterinary para-professionals		Support staff	
					on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time
TRADE.	Total Trade Inspection					15.07				8.52	11.86	
II-4.	Quarantine and border security					14.07				8.52	5.04	
	<i>Seaports (Haifa, Ashdod and Eilat)</i>	3.00	260.00	8.00	2.00	7.09			1.00	3.55	1.00	3.55
	<i>Ben Gurion Airport</i>	1.00	365.00	24.00	1.00	4.98			1.00	4.98	0.30	1.49
II-12.A	Animal identification and movement control											6.82
	<i>cattle</i>	400000.00	2.00	0.02							1.00	6.82
IV-5.	Equivalence and Sanitary agreements					1.00						
	<i>Inspection at country of origin</i>	1.00	220.00	8.00	1.00	1.00						

On top of these operational positions, a General Directorate of Import / Export will be based at central level (see Pillar V).

1.3 Physical resources

Necessary physical resources (eg., new buildings, communication equipment) may need to be allocated to ensure all staff are provided with adequate office space and resources. Office and telecommunication equipment is calculated based in the number of offices and not on the number of staff.

1.4 Financial resources

The sub-total for trade is approximately 2.5 million USD per year with and exceptional budget of 43 500 USD.

Annual allocations were made for eartags for extensive and backyard animals that would be provided free of charge (100 000 USD per year). An exceptional budget of 43 500 USD was included for training (3 months) in traceability to support the future development of a traceability system for products of animal origin.

Table n°3 - Sub-Total for strengthening competencies for international trade

SUB-TOTAL TRADE						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings ()		100				
<i>Maintenance cost per (m2)</i>		100	100	1	10 000	
<i>Renovation cost per (m2)</i>			1 200	25		
<i>Building cost per (m2)</i>			2 000	25		
Transport (Purchasing cost)						
<i>Motorbikes</i>						
<i>Cars</i>	1		35 000	5		
<i>4x4 vehicles</i>			55 000	5		
<i>Other specific vehicle for Trade*</i>						
<i>Other specific vehicle for Trade*</i>						
Telecommunication equipment set		11	700	5	1 540	
Office equipment set		13	1 000	5	2 600	
Other specific equipment						
<i>Other specific equipment for trade*</i>						
<i>Other specific equipment for trade*</i>						
Sub-total Material investments					14 140	
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		3,0	14 500			43 500
<i>Continuing education (man-days / year)</i>		-	141			
<i>National expertise (days/5 years)</i>		-	162			
<i>International expertise (weeks/5 years)</i>		-	6 400			
<i>Special funds (/ 5 years) for ...</i>						
Sub-total non material expenditure						43 500
Salaries / year						
Veterinarians	7,0	15,0	80 000		1 200 000	
Other university degree		-	50 000			
Veterinary para-professionals	3,0	8,0	50 000		400 000	
Support staff		11,0	30 000		330 000	
Sub-total Salaries					1 930 000	
Consumable resources / year						
Administration			20%		386 000	
Travel allowances						
<i>staff within the country (man-days) / year</i>		-	130			
<i>drivers within the country (man-days) / year</i>		-	130			
<i>staff abroad (man-weeks) / year</i>		30	3 250		97 500	
Transport fees						
<i>Km or miles Motorbikes / year</i>		-				
<i>Km or miles cars / year</i>		-	0,40			
<i>Km or miles 4x4 vehicle / year</i>		-	0,60			
<i>Other transport fees*</i>						
<i>Other transport fees*</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
<i>Other costs for trade*</i>					100 000	
<i>Other costs for trade*</i>						
Sub-total Consumable resources					583 500	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				2 527 640	43 500
Total in	NIS				8 846 740	152 250

II Strengthening competencies for veterinary public health

The purpose of this section is to explain the proposed activities in the field of food safety.

This chiefly includes the activities presented in the Critical Competency Cards II-8, II-9, II-10 and II-11. Links were made with the important cross-cutting competencies developed in the 5th pillar on management of Veterinary Services.

II.1 Strategy and activities

The national priorities for Veterinary Public is to ensure safe, fresh and quality food supply for all residents of Israel while promoting efficient and rational use of pesticides, veterinary medicinal products and feed additives.

Part of this strategy entails enhancing standards for the domestic market to become equivalent to the export standards. This will entail review of the current system and establishment of standards and upgrading inspection practices. This is best done by a single agency applying a single set of standards with greater transparency and technical independence, rather than by local authorities paid directly by the entities they inspect or under the authority of the local political structure.

II.1.A Food safety

The strategy for food safety is to develop a clearly define and comprehensive mandate in the area of inspection of animal and animal products as the best pathway to ensure the continuity and control continuum from 'farm to fork'. This strategy is in line with international standards and will provide the Israeli consumer with safe wholesome foods of animal origin in an environment of transparency and accountability. To this end, it will necessitate developing and implementing a comprehensive set of standards with continuity of supervision and controls to apply to domestic slaughter and processing of foods of animal origin.

This is a major undertaking that entails changes in legislation, regulation and inter-ministerial coordination, in addition to the need to increase IVSAH technical capacity and oversight. More specifically, this requires establishing IVSAH as the Competent Authority for inspection of all slaughter and processing establishments for both the export and domestic market. This represents approximately 50 slaughterhouses and 620 animal product establishments which will be under the supervision of technically qualified personnel under direct IVSAH control for inspection. Inspection responsibilities for distribution and retail establishments are to remain under the MoH mandate, for which external coordination will be reinforced (see CC I-6.B in the 5th Pillar).

The strategy is that IVSAH will perform all ante- and post-mortem inspection at slaughter, but also, as the Competent Authority, IVSAH will be responsible for setting and verifying the inspection requirements at slaughter according to a science- and risk-based approach. To this end, a full revision of the legislation will be required in order to achieve a comprehensive system reaching all scales of establishments and all different species, taking into account available international standards (eg., OIE Terrestrial Animal Health Code, CODEX Code of hygienic practice for meat).

A key point is to decrease the number of uncontrolled carcasses, primarily of small ruminants, and address the need to improve oversight and provide capacity for inspection. IVSAH should clearly define categories of small scale or temporary slaughter places (limited to local distribution) and delineate more clearly the relevant parameters for self-consumption. The strategy is to define the characteristics (eg., location, species, scale, times) and develop a framework to categorize them and apply relevant regulations and oversight (e.g. requirements for veterinary inspection,

specific responsibilities or training of owners, communication campaigns) based on the risks presented to both human and animal health.

To this end, IVSAH should analyse the utility of establishing several small ruminant slaughter facilities for local market with an estimated capacity of 100 head per day or less over the next 5 years. In addition to enhancing VPH for populations currently under-served, it will establish a platform for surveillance and address specific needs for targeted animal health programmes for populations currently not in regular contact with IVSAH field resources.

For the inspection of all processing of products of animal origin, IVSAH should clearly establish its mandate for all food of animal origin (eg., milk, eggs, fish and meat) up to the end of processing for both export and domestic market. IVSAH will establish regulations for risk based food quality and safety management systems, defining the responsibilities of the industry with regards to their implementation and self-control, and will direct the official inspections to approving food processing facilities and ensuring the proper implementation of the legislation and regulations in place, including when necessary the implementation of HACCP or other control procedures, in all facilities handling food of animal origin (regular inspections of the functioning of the establishments, whose frequency is to be established according to the risks).

For the purpose of technical independence in the area of inspection of animal and animal products for human consumption, it is important that all inspection personnel be under the direct control of IVSAH. This means that all veterinarians and veterinary para-professionals performing official inspection functions in slaughter houses and processing facilities within the IVSAH mandate are paid and supervised directly by government and not employed by municipalities or industry boards (eg., Poultry Board, Milk Board).

The mission expresses its concern over any proposal to externalise slaughter inspection or to create a separate authority for food safety inspection as both options have serious impacts on technical independence and chain of command, which are key fundamental principles for the quality of Veterinary Services according to the OIE standards (Article 3.1.2. of the Terrestrial Code) and essential for international recognition. Care should be taken to assure that inspection is independent of commercial interests and under the direct chain of command of IVSAH.

II.1.B Veterinary medicines and biologicals

The national priorities identify the need to promote efficient and rational use of pesticides, veterinary medicinal products and feed additives.

The strategy for the regulation of veterinary medicines and biologicals includes developing the capacity to monitor and analyse usage patterns of veterinary medicines as well as progressively building a pharmacovigilance system, in collaboration with MoH. IVSAH needs a better understanding of what is being used in the field to support the development of targeted residue monitoring and to aid in the development of prudent use guidelines and establish record keeping requirements for clinical veterinarians and farms, especially in the intensive sector where a high rate of use has been identified.

To ensure that necessary veterinary medicines and biologicals are available for changing national needs additional IVSAH expertise is needed. IVSAH needs to strengthen technical capacity to ensure that dossiers for the approval of new products are reviewed in a technically appropriate manner within appropriate timeframes and approved with appropriate controls regarding their distribution and utilisation. To ensure appropriate controls for the utilisation of veterinary medicines, IVSAH needs inspection authority in all places where veterinary medicines are distributed in conjunction with MoH for approximately 10 wholesalers, 15 distributors and 5

pharmacies. Regular inspections of the 800 veterinary clinics and around 3 800 farms should also be planned as an IVSAH function. The capacity for on-farm and clinic inspection will be developed as a field activity with strong central coordination (see CC I-6.B). Human resources for this activity are included in the Animal Health pillar.

As this is a shared competency with MoH, the strategy for inspection of facilities that import and distribute (eg., wholesalers, distributors and pharmacies) and use veterinary medicines will require continued reinforcement of external coordination.

The current residue programme will be expanded to include targeted risk-based residue testing of animal feeds developed in collaboration with the newly formed Animal Feed Safety Division. The residue programme needs to support enforcement action for violations and the capacity to develop residue prevention strategies based on investigation and pharmacovigilance.

II.1.C Animal feed safety

The strategy for the regulation of animal feeds is to control and ensure the traceability on animal feed production from “Farm to Fork” as a new competency within IVSAH. The Feed Control Division was created one year ago and has already benefitted from the SIVA EU twinning programme. The strategy is to ensure the same level of feed safety in both the export and domestic market and progressively implement controls at all levels (eg., import, feed manufactures, feed distributors, farm). The feed safety programme will also implement a comprehensive residue testing programme developed to address a broad range of contaminants (eg., dioxins, pesticides, mycotoxins, heavy metals, veterinary drugs, microbiologic contamination). IVSAH has specifically identified animal feeds as a major source of residues in animal and products of animal origin (eg. mycotoxins).

The feed residue testing is currently done abroad under contract. The strategy is to evaluate the residue programme and review if the testing capacity for some of the methods could be developed within KVI or other national laboratory or continue to be outsourced abroad.

The responsibilities of the new Feed Control Division include developing the programmes for the control of feeds for all animal species but focusing on food producing animals and establishing appropriate feed safety standards and responsibilities of feed manufactures. The strategy is to develop risk assessment to categorize establishments based on registration and mapping of facilities to set up a national control plan and implement inspection of Food Business Operators. Each year the 120 major animal feed producers will be fully audited once with 3 additional routine inspections; and each of the 330 feed distributors will be inspected each year. On-farm inspection will be developed and carried out by IVSAH personnel in the field taking advantage of the implementation of other activities at farm level. IVSAH will need to establish external coordination with PIZUAH for enforcement of the new feed Law once enacted (see CC I-6.B).

II.2 Human resources

A reorganization of the current human resources involved in veterinary public health inspection is a central point for the deployment of the proposed strategy. However, as this will result in the redefinition of the inspection requirements by IVSAH, the PVS Gap Analysis team cannot extensively elaborate on this within the context of this mission. Rather, this report provides a rough estimation of the human resources needed. This is an area in which consultation and expertise will be needed.

The clear definition of roles of the Competent Authorities, and moving the inspection capacity under the direct supervision of IVSAH for the parts of the chain under its mandate is essential to be more compliant with international standards, enhance technical independence

and assure the provision of inspection compliant with international standards for both the domestic and export markets.

Human resources estimates were made by IVSAH to cover the expanded activities and provide IVSAH with the capacity to perform:

- ante- and post-mortem inspection at slaughter for all domestic and export facilities, assuring the presence of at least 1 veterinarian and 1 veterinary para-professional in all slaughter facilities and more in export slaughterhouses if required by trading partners;
- regular inspections of processing facilities and food handling facilities with regard to their approval and functioning, including the implementation of HACCP procedures and food hygiene practices when required;
- inspection of veterinary medicines and biologicals; and,
- animal feed inspections.

Details of these calculations are provided in the table below. Staff for headquarters activities related to VPH is included and discussed under the Management pillar (see management pillar, CC I-6.A), and “on farm” inspections and sampling are considered together with the different field activities (see Animal Health Pillar). For residues testing, personnel are included at headquarters and resources for testing are included in the laboratory pillar.

At present, inspection at slaughter for all facilities within Israel is conducted by an estimated 50 veterinarians and 91 veterinary para-professionals, at 7 poultry slaughterhouses for export and national market, 18 poultry slaughterhouses for national markets, 14 slaughterhouses for ruminants and 3 for swine. Most of these inspectors are currently working either under municipalities or the poultry board and should be moved directly under IVSAH. This would represent an increase in IVSAH staff, but would not add additional employees for the Israeli government nor new recruitments.

Inspection of products in distribution and retail outlets are not considered here as an IVSAH function and will remain with MoH.

Programme management and operational coordination positions are included in Directorate of Public Health at central level (see Pillar V).

Estimated manpower for IVSAH Activities

Number of working days per year per employee in the country

220,00

Number of working hours per day per employee in the country

8,00

PVS Critical competency	Categories of sites to inspect	Number of sites of this category	Number of days of work per year on site	Number of hours of work per day on site	Human resources								
					Veterinarians		Other university degree		Veterinary para-professionals		Support staff		
					on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time	
VPH	Total VPH Inspection					61,34						116,97	
II-8.C	Animal products inspection					7,92							
	Meat processing												
	Poultry MEAT EXPORT	12,00	12,00	8,00	1,00	0,65							
	LOCAL MARKET MEAT	300,00	4,00	8,00	1,00	5,45							
	Dairy processing												
	EXPORT MILK	14,00	12,00	8,00	1,00	0,76							
	LOCAL MARKET MILK	140,00	4,00	2,00	1,00	0,64							
	Eggs processing												
	Eggs packaging units	22,00	4,00	2,00	1,00	0,10							
	Eggs processing (only export)	2,00	4,00	4,00	1,00	0,02							
	Fisheries or aquatic sectors												
	farms (table fish)	50,00	2,00	2,00	1,00	0,11							
	Packaging	7,00	2,00	2,00	1,00	0,02							
	processing plant (export)	2,00	2,00	2,00	1,00	0,00							
	Ornamental farms (health)	15,00	2,00	2,00	1,00	0,03							
	processing plant (local market)	50,00	2,00	2,00	1,00	0,11							
	Other food processing												
	By products	5,00	2,00	2,00	1,00	0,01							
	Distribution sector												
II-9	Veterinary medicines & biologicals Inspection					0,51							
	Vet Drugs wholesalers	10,00	4,00	4,00	1,00	0,09							
	Distributors	15,00	4,00	4,00	1,00	0,14							
	Pharmacies	5,00	1,00	2,00	1,00	0,01							
	Veterinary Clinics	800,00	0,30	2,00	1,00	0,27							
	Farms												
	Registration												
II-10	Residue testing												
II-11	Animal feed safety					2,42							
	Feed producers	120,00	5,00	6,00	1,00	2,05							
	Feed distributors	330,00	1,00	2,00	1,00	0,38							
	farms												
II-8.B	Ante & post mortem inspection					50,49						116,97	
	Poultry - Export slaughterhouse	8	260	10,0	1,00	11,82			5,00	59,09			
	Poultry - National Market slaughterhouse (industrial)	13	260	10,0	1,00	19,20			2,00	38,41			
	Poultry - Local slaughterhouse (municipality)	11	208	6,0	1,00	7,80			1,00	7,80			
	Ruminants - National slaughterhouses (Industrial)	3	260	10,0	1,00	4,43			1,00	4,43			
	Ruminants - Local slaughterhouses - (municipality)	7	156	5,0	1,00	3,10			1,00	3,10			
	National market slaughterhouses Pigs	3	208	5,0	1,00	1,77			1,00	1,77			
	New small Ruminants slaughterhouses	8,0	104,0	5,0	1,00	2,36			1,00	2,36			

II.3 Physical resources

A minimum of physical resources are needed for veterinary public health as slaughter and processing facilities are not considered part of IVSAH, with the exception of some vehicles needed to give access to facilities under inspection.

II.4 Financial resources

The total cost to implement VPH activities is 13.7 million USD per year.

The largest outlay in the area of VPH is for human resources mainly due to the incorporation of ante- and post-mortem inspectors under IVSAH. As previously stated, this staff is currently working under municipalities and should be reorganized to be supervised and paid directly by

IVSAH. This would represent an increase in IVSAH's budget, but would not mean more employees for the Israeli public sector.

However, the current system of inspection fees levied at slaughter on poultry alone will be adequate to pay for these resources.

An exceptional budget of 19 500 USD is allocated for expertise to help develop a system of classification and to develop inspection and authorisation standards for different categories of slaughtering establishments to assure an appropriate level of food safety inspection and consumer protection.

Table n°4 - Sub-Total for strengthening competencies for veterinary public health

SUB-TOTAL VETERINARY PUBLIC HEALTH						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings ()						
<i>Maintenance cost per (m2)</i>		-	100	1		
<i>Renovation cost per (m2)</i>		-	1,200	25		
<i>Building cost per (m2)</i>		-	2,000	25		
Transport (Purchasing cost)						
<i>Motorbikes</i>		-				
<i>Cars</i>	7	11	35,000	5	77,000	
<i>4x4 vehicles</i>		-	55,000	5		
<i>Other specific vehicle for Vet. Public Health*</i>						
<i>Other specific vehicle for Vet. Public Health*</i>						
Telecommunication equipment set		11	700	5	8,680	
Office equipment set		11	1,000	5	25,600	
Other specific equipment						
<i>Other equipment for Vet. Public Health*</i>						
<i>Other equipment for Vet. Public Health*</i>						
Sub-total Material investments					111,280	
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		-	14,500			
<i>Continuing education (man-days / year)</i>		-	141			
National expertise (days/5 years)		120.0	162			19,440
International expertise (weeks/5 years)		-	6,400			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						19,440
Salaries / year						
Veterinarians	8.0	62.0	80,000		4,960,000	
Other university degree		-	50,000			
Veterinary para-professionals		117.0	50,000		5,850,000	
Support staff		-	30,000			
Sub-total Salaries					10,810,000	
Consumable resources / year						
Administration			20%		2,162,000	
Travel allowances						
<i>staff within the country (man-days) / year</i>		-	130			
<i>drivers within the country (man-days) / year</i>		-	130			
<i>staff abroad (man-weeks) / year</i>		-	3,250			
Transport fees						
<i>Km or miles Motorbikes / year</i>						
<i>Km or miles cars / year</i>		165,000	0.40		66,000	
<i>Km or miles 4x4 vehicle / year</i>			0.60			
<i>Other transport fees*</i>						
<i>Other transport fees*</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
<i>Other costs for Vet. Public Health*</i>					600,000	
<i>Other costs for Vet. Public Health*</i>						
Sub-total Consumable resources					2,828,000	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				13,749,280	19,440
Total in	NIS				48,122,480	68,040

III Strengthening competencies for animal health

The purpose of this section is to explain the activities proposed in the field of animal health.

These activities are chiefly those presented in the Critical Competency Cards II-5, II-6; II-7 and II-13. Links were made with the important cross-cutting competencies dealt with in the 5th pillar on management of Veterinary Services (e.g. Chapter V.2 of the report).

III.1 Strategy and activities

The national priority in the area of Animal Health is to minimize risk to human health stemming from animals and their produce while promoting animal health and animal welfare.

IVSAH reach of animal populations is currently heterogeneous being more effective on intensively managed populations, where official programs are better implemented.

The strategy in the area of animal health is to change from IVSAH performing all official vaccination and identification activities to inspection and control activities based on the development of a programme to allow official delegation to accredited private veterinarians to perform some official activities for the intensively managed populations and to extend services to better include all animal production systems and increase outreach to improve compliance and increase the animal health status of all animal production systems in an effort to diminish the risks to national animal health. IVSAH will progressively develop new animal health programmes and ensure appropriate passive surveillance for non-commercial agriculture, backyards, hobby and non-intensive ruminant production systems farms based on risk evaluation.

IVSAH will progressively transfer all current official routine activities related to intensively managed cattle (eg., mandatory vaccination against FMD and other diseases, TB testing, and identification) to private veterinarians under official delegation. IVSAH will then be able to concentrate, for this population, on farm inspection and compliance with a new focus on the control of officially delegated activities, feed safety, animal welfare, veterinary medicines, control of export facilities and other relevant matters under IVSAH mandate.

This will necessitate the development of the legal authority for IVSAH to accredit properly qualified private veterinarians, and IVSAH will also need to develop a programme to monitor and manage all delegated activities. IVSAH will monitor and perform the necessary controls to evaluate compliance as well as assess the efficacy of vaccination. In this regard, consideration for the needed laboratory capacity or support should be taken into account as these programmes are developed and implemented.

IVSAH will then use their resources to strengthen services for targeted currently under-served animal populations. One will be the migratory herds of small ruminants in the south where *Brucella melitensis* continues to pose a threat to both animal and human health. Comprehensive services incorporating surveillance and vaccination for Brucella, FMD, and sheep-pox will be provided by IVSAH personnel for free with the hope that observable improvements in the health of the herds of owners will encourage further participation and pave the way for private veterinarians to take over many of these services in the future. Another targeted population will be the extensively managed beef herds in the Golan Heights, which have been identified as posing a risk for the spread and introduction of animal disease into the national herd, including FMD and lumpy skin disease. Due to the extensive nature of herd management there it is currently difficult to deliver services in an efficient manner and would not be attractive to private veterinarians to perform these services. Finally all the backyard production systems, which may represent an estimated 15 to 20% of small ruminants production throughout Israel, will be progressively recognised, identified and included in AH programmes.

Surveillance capacity for animal and zoonotic disease will be enhanced for both active and passive surveillance and this information used by IVSAH epidemiologist and risk assessors

to improve and more effectively target response and controls. Passive surveillance capacity will be enhanced by reaching all animal populations, with the presence of IVSAH inspectors in slaughter houses for systematic ante and post mortem inspection and reporting, and further supported with reinforced external coordination with the MoH for zoonotic diseases and with MoE for wildlife (see CC I.6.B).

A specific programme for Salmonella surveillance in the laying hen sector (table eggs) will be implemented. This will require considerable resources in the initial phase as it is anticipated to require intensive surveillance testing.

To improve the general biosecurity level of poultry farms, biosecurity measures will be incorporated into IVSAH programmes and progressively sanitary status and compliance will become factors for compensation especially in intensive commercial poultry production.

The aim of these disease controls programmes and new strategies is also to reduce the cost of compensation by increasing the effectiveness of disease controls.

In order for IVSAH to keep its mandate over animal welfare in a context where it is under challenge and could be transferred under MoE mandate, it is necessary for IVSAH to assert leadership in this domain through clear positions and integrating AW activities into all IVSAH domains (Trade, VPH, AH, Lab) related to animal production. Specific external coordination will be developed with municipalities to ensure relevant implementation of animal welfare regulations for pet animals and stray dog populations (see CC I-6.B).

Rabies vaccination of pets and stray animal population control will continue to be implemented either by private veterinarians or by municipal veterinarians with appropriately developed official delegation or external coordination procedures.

III.2 Human resources

Human resources in this pillar are estimated to implement field activities to be performed directly by IVSAH:

- Inspection of intensively managed poultry, cattle and pig farms,
- Vaccination and identification of all small ruminants, and extensively managed beef herds at the Golan Heights; and,
- Specific animal welfare inspections (case follow ups, etc).

Estimations are detailed in the table below.

A special fund was included in the exceptional budget for 13 additional veterinary para-professionals (highlighted in red in the below table) that would be needed to support IVSAH staff for the initial five years of the new salmonella programme for table eggs (laying hens) to do the on-farm sampling that will be a necessary and labour intensive part of the programme. After the initial phase the allocation of permanent IVSAH staff will be adequate for the various animal health programmes identified. The cost of each veterinary para-professional for the whole five-year period was estimated at 382 000 USD (50 000 USD salary for 5 years² + 1 4x4 vehicle at 55 000 USD + 15 000 USD per year for fuel consumption + 2 000 USD for equipment). (See CC II-7).

Staff for headquarters activities related to animal health is discussed under the Management pillar (eg., central management for poultry, field services management including swine and equine) (see CC I-6.A).

² These human resources have been considered under an exceptional budget since IVSAH and Israel government overall cannot hire additional full time employees. Considering that the work to be undertaken by the veterinary para-professionals will last only 5 years, it appeared reasonable not to consider them in the pool of permanent staff.

Estimated manpower for IVSAH Activities

Number of working days per year per employee in the country

220.00

Number of working hours per day per employee in the country

8.00

PVS Critical competency	Categories of sites to inspect	Number of sites of this category	Number of days of work per year on site	Number of hours of work per day on site	Human resources									
					Veterinarians		Other university degree		Veterinary para-professionals		Support staff			
					on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time		
AH	Total AH inspection				28.36					26.69				
II-7	Poultry				9.75					10.61				
	Broilers													
	<i>broilers</i>	720.00	2.00	4.00	0.50	1.64				0.50	1.64			
	Turkey													
	<i>Turkey</i>	150.00	2.00	4.00	0.50	0.34				0.50	0.34			
	Egg													
	<i>Layer</i>	1800.00	2.00	4.00	0.50	4.09				0.50	4.09			
	<i>Upgrade biosecurity + Salmo (future)</i>	1800.00	4.00	4.00	0.20	3.27				0.80	13.09			
	breeding													
	<i>Hatcheries</i>	30.00	12.00	2.00	1.00	0.41								
	<i>Breeders</i>	200.00	5.00	8.00						1.00	4.55			
II-7	Small ruminants				12.53					16.08				
	<i>Intensive flocks (200 heads per flocks)</i>	400.00	2.00	2.00	1.00	0.91				1.00	0.91			
	<i>Semi-intensive (200 heads per flock)</i>	500.00	2.00	3.00	1.00	1.70				1.00	1.70			
	<i>Extensive (200 per flock)</i>	1400.00	2.00	4.00	1.00	6.36				1.00	6.36			
	<i>Backyard (5 head per flock)</i>	25000.00	1.00	0.50	0.50	3.55				1.00	7.10			
II-7	Cattle				2.81									
	<i>Dairy</i>	850.00	1.00	3.00	1.00	1.45								
	<i>Beef grazing</i>	150.00	1.00	8.00	1.00	0.68								
	<i>feedlot</i>	300.00	1.00	2.00	1.00	0.34								
	<i>Extensive (Golan heights)</i>	200.00	1.00	3.00	1.00	0.34								
II-7	Other species				1.00									
	<i>Pigs</i>	20.00	2.00	2.00										
	<i>bee and minor species programs</i>	1.00	220.00	8.00	1.00	1.00								
	<i>Horse</i>													
II-13	Animal Welfare				2.27									
	<i>Inspection</i>	500.00	2.00	4.00	1.00	2.27								

III.3 Physical resources

Current allocations of office space and other physical resources are adequate and should be maintained. All IVSAH buildings have been included in the Management pillar (see CC 1-6.A).

III.4 Financial resources

In addition to human and physical resources, some specific costs and special funds have been included in this pillar.

- **Cost of small ruminant vaccination and identification, and vaccination of extensively managed cattle in the Golan Heights:**

1.5 million USD annually is allocated for the official vaccination programmes implemented by IVSAH field personnel free of charge to ensure coverage of targeted populations. In order to ensure cooperation of intensively managed small ruminants these services will be provided free of charge to the both the intensive and extensive population to ensure full coverage and enhanced compliance. IVSAH will allocate or develop additional resources in the south to access the extensively managed flocks (primarily small ruminants) and the extensively managed beef cattle (approximately 20 000 head) in the Golan Heights. Details are provided in the tables below.

Cost of vaccines for small ruminants (REV-1, PPR, Pox, FMD)							
Exchange rate NIS/USD	3.50			Small Ruminants Population	650000		
Calculation of total doses for PPR and Brucella (REV-1)							
	% of population	females/adults	birth rate	births	females born	Total vaccination	% of herd
Extensive	0.70	0.90	1.60	655,200	327,600	532,350	0.819
intensive	0.30	0.90	2.10	409,500	204,750		
Calculation of vaccination cost							
	Cost (NIS)	VAT	USD	doses per year	No of doses	Yearly cost	
FMD	2.29	1.2	0.79	1	650000	510,343	
PPR	0.98	1.2	0.34	0.81	526500	176,904	
pox	0.69	1.2	0.24	1	650000	153,771	
brucella	3.5	1.2	1.20	0.81	526500	631,800	
Total Vaccination cost						1,472,818	

Cost of vaccines for extensively bred cattle at Golan Heights (FMD, LSD)							
Exchange rate	3.50			Population	20000		
Calculation of vaccination cost							
	Cost (NIS)	VAT	USD	doses per year	No of doses	Yearly cost	
FMD	5.32	1.2	1.82	1	20000	36,480	
LSD	6.9	1.2	2.37	1	20000	47,314	
Total vaccination cost						83,794	

- **Cost of Vaccination of intensively managed cattle herds under official delegation:**

A lump sum of 5 million USD is included in the budget for the official delegation of FMD and Brucella vaccination in the intensively managed cattle (it should be noted that IVSAH plans to discontinue *B. abortus* vaccination of cattle in the near future). This figure, which equals the total tolls paid by owners in 2012 for these vaccinations, would allow IVSAH to cover the cost of vaccines (400 000 FMD doses), an overhead of 20%, and to pay private veterinarians 8 USD per vaccination (plus extra 3 USD if brucella vaccine is to be applied at the same time). The major consideration here will be the loss of IVSAH revenue from mandatory vaccination programmes that will become delegated. IVSAH has been very dependent on income from fees related to animal identification and vaccination and will need to ensure adequate financial resources remain available for the conduct of field activities. However, it is not within the scope of the PVS Gap Analysis mission to assess the appropriateness of the current cost recovery system in place although this does represent a challenge to the technical independence of IVSAH that this proposal intends to improve.

Present scenario									
		Number of vaccines in 2012	Vaccine cost in USD	Annual vaccine cost Cost	Vaccinations Tolls collected in 2012				
FMD	Cattle	275,000	2	501,600	4,617,607				
Brucellosis	Cattle	60,000	1	49,989	305,151				
Total Vaccination				551,589	4,922,758				
Proposed scenario									
		Number of vaccines in 2012	Vaccine cost in USD	Annual vaccine cost Cost	Cost to be paid to private vets per vaccination	Total payment to private vet.	total cost	IVSAH overhead 20%	TOTAL
FMD	Cattle	420,000	2	766,080	8	3,150,000	3,916,080	783,216	4,699,296
Brucellosis	Cattle	60,000	1	49,989	3	180,000	229,989	45,998	275,986
Total Vaccination				816,069		3,330,000	4,146,069	829,214	4,975,282

- **Salmonella control programme:**

The special fund for the new salmonella programme for table eggs (laying hens), covers only the additional manpower needed in the next five years as an exceptional budget item (5 million USD total). The cost of the analysis has not been considered in this report since the sample size, the sample frequency and the type of laboratory analysis to be carried out have not been totally defined yet. All other staff and materials are considered included in the rest of the resources accounted for other animal health activities.

- **Annual funds for rabies control and animal welfare programme in pet animals:**

A specific allocation of 1.6 million USD from the national budget currently exists for rabies vaccination and prevention activities to be conducted by municipal veterinarians and by MoE for wildlife. An additional national budget allocation of 1.6 million USD also exists for animal welfare promotion. Both of these funds, though coordinated by IVSAH, are not directly implemented by them and consequently were not discussed in depth during the mission. Both funds are included in the estimated annual costs for AH, and coordination activities considered as part of the Headquarter tasks (refer to management pillar).

Table n°5 - Sub-Total for strengthening competencies for animal health

SUB-TOTAL ANIMAL HEALTH						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings ()						
Maintenance cost per (m2)		-	100	1		
Renovation cost per (m2)		-	1,200	25		
Building cost per (m2)		-	2,000	25		
Transport (Purchasing cost)						
Motorbikes		-				
Cars	59	62	35,000	5	434,000	
4x4 vehicles	10	10	55,000	5	110,000	
Other specific vehicles for Animal Health*						
Other specific vehicles for Animal Health*						
Telecommunication equipment set		37	700	5	5,180	
Office equipment set		72	1,000	5	14,400	
Other specific equipment						
Other equipment for Animal Health*						
Other equipment for Animal Health*						
Sub-total Material investments					563,580	
Non material expenditure						
Training						
Specialised training (man-months / 5 years)		-	14,500			
Continuing education (man-days / year)		-	141			
National expertise (days/5 years)		-	162			
International expertise (weeks/5 years)		-	6,400			
Special funds (/ 5 years) for ...						4,966,000
Sub-total non material expenditure						4,966,000
Salaries / year						
Veterinarians	39.0	29.0	80,000		2,320,000	
Other university degree		-	50,000			
Veterinary para-professionals	29.0	27.0	50,000		1,350,000	
Support staff		-	30,000			
Sub-total Salaries					3,670,000	
Consumable resources / year						
Administration			20%		734,000	
Travel allowances						
staff within the country (man-days) / year		-	130			
drivers within the country (man-days) / year		-	130			
staff abroad (man-weeks) / year		-	3,250			
Transport fees						
Km or miles Motorbikes / year						
Km or miles cars / year		930,000	0.40		372,000	
Km or miles 4x4 vehicle / year		250,000	0.60		150,000	
Other transport fees*						
Other transport fees*						
Specific costs						
Targeted specific communication		-				
Consultation (number of 1 day meetings)		-				
Kits / reagents / vaccines						
Other costs for Animal Health*					3,150,000	
Other costs for Animal Health*					1,600,000	
Sub-total Consumable resources					6,006,000	
Delegated activities / year						
					5,000,000	
Sub-total Delegated activities					5,000,000	
Total in	USD				15,239,580	4,966,000
Total in	NIS				53,338,530	17,381,000

IV Strengthening competencies for veterinary laboratory diagnostics

The purpose of this section is to explain the proposed activities in the field of veterinary laboratory diagnostic, with reference to Critical Competency Cards II-1.A, II-1.B and II-2.

The PVS Gap Analysis Expert Team was not able to assess the overall laboratory network during the mission. Therefore, the data used were those provided by IVSAH.

IV.1 Strategy and activities

The capacity and resources of the laboratory were not evaluated during this mission as the current level of function is very high and, with only minor exceptions, well resourced. KIV will need to ensure that technical competence is maintained through succession planning by supporting the advanced training in areas where retirement of current personnel will occur in the near future and leave gaps in available expertise.

Flexibility to provide the laboratory testing future IVSAH activities will need to include cost-benefit analysis of doing testing in-house or outsourcing of some testing.

An example is the new feed safety testing programme which is currently outsourcing the testing which will allow the programme to assess the needs as the programme develops and determine which tests and the number of assays are needed for the programme. Once the programme has been in place and reviewed, re-evaluation of the cost effectiveness of doing some or all the testing at KVI will be needed.

Another area impacting the laboratory is the strategy to move most of the resources and responsibilities for fish health and inspection into IVSAH.

In order to ensure excellence and efficiency on the long term, any reorganisation of IVSAH should potentially benefit from twining (EU) or specific OIE mission in order to take into account the national needs for laboratory analysis, including official accreditation of laboratories in the private sector or external coordination with laboratories of other public authorities. However, the analysis of the cost benefit of maintaining official reference laboratories compared to outsourcing of routine tests balanced against the needs during emergencies and outbreaks for timely results and capacity.

IV.2 Human resources

Overall human resources are currently adequate and should be maintained at the current high level of performance. In anticipation of pending retirements there is a need to support the development of additional expertise within the current professional staff to ensure smooth succession planning and continuation of necessary expertise. To this end allocations are made to develop 5 new PhD's or equivalent specialised training to replace 5 PhD's current working in KVI, this will entail support for 2 years in-country and 1 year abroad (budget includes salaries for 3 years and 1 year of training abroad including travel, per diem and tuition fees based on current annual salary 80 000 USD x 3 + 15 000 USD per month in travel, per diem and tuition x 12 months for specialised training abroad for a total of 420 000 USD per PhD for a total 2.1 million USD).

IV.3 Physical resources

The facilities of KVI should continue to be appropriately maintained.

In addition, resources to finalise rehabilitation of the post mortem building and completing the BSL-3 unit with associated resources for animal housing are included in the budget, as well as funds for the construction of facilities for the laboratory animals (6.5 million USD in total).

In the context of future IVSAH responsibilities there may be a need to relocate the fish laboratory to KIV as well as develop the capacity for feed safety testing. These were not included in the estimation of resources.

IV.4 Financial resources

Estimated annual financial resources include the amortisation of laboratory equipment (IVSAH estimates a total of 8.5 million USD to be amortized in 5 years, meaning 1.76 million USD annually assuming that equipment maintenance, including metrology, represents 20% of the purchasing price), laboratory consumables (IVSAH estimates as 3.5 million USD; one third of this is estimated to be for residue testing), and maintenance of current laboratory facilities (850 000 USD). With salaries (6 million USD) the total operational budget for the laboratory is 13.7 million USD.

No impact of new food safety activities or laboratory costs for vaccination controls was assessed in terms of increased cost of reagents and consumables. The calculation is automatically made for administrative overhead of 20%.

Table n°6 - Sub-Total for strengthening competencies for veterinary laboratory

SUB-TOTAL VETERINARY LABORATORIES						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings ()		8 500				
Maintenance cost per (m2)		8 500	100	1	850 000	
Renovation cost per (m2)		-	1 200	25		
Building cost per (m2)		-	2 000	25		
Transport (Purchasing cost)						
Motorbikes		-				
Cars	1	1	35 000	5	7 000	
4x4 vehicles		-	55 000	5		
Other specific vehicles for Vet. Laboratories*						
Other specific vehicles for Vet. Laboratories*						
Telecommunication equipment set		-	700	5		
Office equipment set		-	1 000	5		
Other specific equipment						
Other equipment for Vet. Laboratories*					328 000	6 560 000
Other equipment for Vet. Laboratories*					1 760 000	
Sub-total Material investments					2 945 000	6 560 000
Non material expenditure						
Training						
Specialised training (man-months / 5 years)		-	14 500			
Continuing education (man-days / year)		-	141			
National expertise (days/5 years)		-	162			
International expertise (weeks/5 years)		-	6 400			
Special funds (/ 5 years) for ...						2 100 000
Sub-total non material expenditure						2 100 000
Salaries / year						
Veterinarians	39,0	39,0	80 000		3 120 000	
Other university degree	12,0	12,0	50 000		600 000	
Veterinary para-professionals	40,0	40,0	50 000		2 000 000	
Support staff	12,0	12,0	30 000		360 000	
Sub-total Salaries					6 080 000	
Consumable resources / year						
Administration			20%		1 216 000	
Travel allowances						
staff within the country (man-days) / year		-	130			
drivers within the country (man-days) / year		-	130			
staff abroad (man-weeks) / year		-	3 250			
Transport fees						
Km or miles Motorbikes / year						
Km or miles cars / year		15 000	0,40		6 000	
Km or miles 4x4 vehicle / year			0,60			
Other transport fees*						
Other transport fees*						
Specific costs						
Targeted specific communication		-				
Consultation (number of 1 day meetings)		-				
Kits / reagents / vaccines		-				
Other costs for Vet. Laboratories*					3 500 000	
Other costs for Vet. Laboratories*						
Sub-total Consumable resources					4 722 000	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				13 747 000	8 660 000
Total in	NIS				48 114 500	30 310 000

V Strengthening competencies for general management and regulatory services

In this section, reference is made to the Critical Competency Cards I.2, I.3, I.4, I.5, I.6, I.11, II.3, III.1, III.2, III.3, III.4, III.5, III.6, IV.1, IV.2 and IV.3.

V.1 General organisation of the Veterinary Services

The national priority for policy, structure and management of the Veterinary Services (VS) are to provide better, more approachable and efficient public service within a culture of planning and performance control within the civil service, based on inter-ministry collaboration to fully support national government policy targets and institute a comprehensive, cohesive regulatory system to inspect all stages of production and marketing of foods of animal origin.

V.1.A Technical independence

Clarify the IVSAH legal mandate

Many of the strategic priorities identified by IVSAH support and ensure technical independence (see CC I-4) and rely on clarification of the IVSAH mandate and legal authority to avoid overlap with other public authorities (MoH, municipalities) and inconsistencies (breaks in the chain of command, lack of technical independence, double standard between export and national market inspection bodies) that hamper the efficacy and efficiency of current IVSAH activities in the area of veterinary public health all along the food chain (eg., from ‘farm to fork’, ‘farm to table’, ‘stable to table’) and animal health.

To achieve these strategic goals the IVSAH mandate will need to be modified to provide IVSAH with the full authority for food safety regulations and inspection up to the end of processing of any food of animal origin for both the domestic and export markets. This will entail clarification and coordination with MoH to ensure the consistency of interface of authority and ensure there are no gaps or inconsistencies.

As a consequence MoH will remain in charge of authorisation of facilities and inspection within the distribution sector (butcheries, shops, supermarkets and restaurants).

All slaughter inspectors will be placed directly under IVSAH authority, and no longer be under municipalities or industry board (eg., milk or poultry boards). Technical independence will also be improved under this system by having inspection fees paid directly to the government and inspectors directly supervised by IVSAH.

Other areas in which enhanced technical independence will be a consideration are the future role of IVSAH in the aquatic sector, feed safety and animal welfare.

Establish a Risk Assessment / Epidemiology / Data Management Unit

The need to provide comprehensive information management and support for IVSAH programme development was considered to be best served by developing a separate unit under the CVO. All functions with IVSAH need to be supported by relevant data and information management to inform decision making and programme development. These functions are also needed to evaluate the efficacy, effectiveness and perform cost-benefit analysis. The need to have the support of specialists in epidemiology and risk analysis is considered to be a central function applied across all disciplines within IVSAH and will be helpful in the coordination, assessment and integration of all activities.

This will require at least 2 veterinarians and 1 university degree as well as specialized training for them over the next 5 years.

V.1.B Coordination

Functional modification of the IVSAH organization chart

Several areas of significant change to the organisation of management and regulatory services were identified as strategic priorities by IVSAH to improve management and ensure chain of command and technical independence comply with international standards.

Several broad changes are proposed for the IVSAH organisation chart to improve functionality and grouping resources into four broad technical directorates for VPH, AH, Import/export and Laboratory. IVSAH will also have six cross-cutting units for administration, AW, training, legal advisor, public relations and risk assessment/epidemiology/data management. This last unit will specifically contain the unified database and information management system to integrate animal identification, AH, VPH, laboratory, trade and administrative information. This database will serve the technical directorates and serve as the information platform to plan, control, and assess the effectiveness of field activities (see CC I-11). Including the capacity for risk evaluation and epidemiology here will allow this expertise to be shared across the technical areas and to support the integration of all IVSAH activities (see CC II-3).

One of the most significant changes will be clarifying the IVSAH mandate, primarily in the area of VPH. This will require coordination and clarification of the respective roles and interface with MoH and municipal authorities to ensure effective control of officially delegated activities and ensure that a continuum of control is established from 'farm to fork'.

Clarifying the IVSAH mandate in VPH up to the end of processing with MoH retaining the responsibility for inspection and control of distribution will require strengthened external coordination and inclusion of resources within IVSAH.

Coordination of all activities from the central level is efficient in the geographical and logistical context of Israel with local coordination and execution. However, support staff based in district offices will remain necessary for data management (estimated one per district; total 6 support staff) at district level (eg, on-farm inspections for AH, AW, veterinary medicines, feed safety). District IVSAH offices will perform a wider range of activities and generally increase their technical capacity by replacing routine testing, ear tagging and vaccination tasks with oversight, inspection and coordination activities.

External coordination, especially with PIZUAH

To ensure an appropriate level of compliance and enforcement of IVSAH regulations it is critical to establish external coordination procedures and information exchange with PIZUAH. Although PIZUAH serves as the enforcement arm of the MoA, it does not provide information regarding case outcomes or interact with IVSAH for technical support in case management. This has a two-fold impact on the performance of IVSAH activities; there is no feedback on enforcement outcomes and no information is provided to allow IVSAH to analyse results and modify regulations accordingly or work with stakeholders to improve compliance.

External coordination will also need to be reinforced with other Ministries, including the MoH, MoE, and MoI, and municipalities to ensure effective implementation of activities in areas of shared interest including food safety, zoonosis, wildlife and pharmacovigilance.

Consultation with interested parties and the public for programmed development, preparation and modification of veterinary legislation and harmonisation with international requirements should always be done.

V.1.C Veterinary practice organisation and policy

The role of private veterinarians will also be impacted by the future work plan of ISVAH, as they will be progressively more involved in the performance of official activities under official delegation. Private veterinarians are also a key part of the national veterinary network, as they are one of the first lines of contact with animals and producers in the field. Later on they may also represent a valuable resource in the strategy of IVSAH to reach new populations and remote areas.

In this sense, private veterinarians are not only a vital part of the national veterinary services but also a key partner for the development and implementation of animal and public health programmes. This is why it is important to ensure a well-regulated profession with clear ethics and good practices for the whole veterinary domain.

The Israeli veterinary profession is evolving quickly, as is the countries livestock production and need for veterinarians; this will also require an evaluation of the governance of the profession to better meet the needs of the country. Although the majority of private veterinarians work with pets, the worldwide trend is to recognize the high level of competence of all veterinarians as necessary for public health (e.g; zoonosis, identification of emerging disease, veterinary medicine usage impacts and side-effects such as resistance).

Currently IVSAH does not see the necessity and the advantage to establish a Veterinary Statutory Body to ensure better regulations of the veterinary profession. Currently the MoA has the authority to license and regulate veterinarians and there are some regulatory and ethical standards in place. However, this mandate is neither compulsory nor is the registry of veterinarians kept current. As a consequence, there remains room for improvement of regulation and professional oversight that should be developed under more direct IVSAH authority.

V.1.D Official delegation

In particular, the strategy is for IVSAH to no longer rely on vaccinations to generate income but take on a larger role for the oversight and coordination of field activities. Developing the capacity to officially delegate some activities to the private sector will allow IVSAH to use their resources to more effectively monitor the implementation and integration of activities and enable allocation of resources to populations and areas posing the highest risk to the public and animal health of the country. This flexibility will allow IVSAH to better address emerging developments and direct resources to animal production systems that have previously been under-served or pose higher risks for the introduction and spread of disease. This will also facilitate the assignment of human resources that will be required to expand IVSAH's mandate in VPH taking into account the current constraints on hiring into the government.

However, there are a number of significant legal obstacles to overcome before this can be accomplished. First, IVSAH has to establish the legal authority to delegate activities to the private sector and establish the capacity for official oversight. Second, IVSAH will need to establish effective mechanisms to evaluate and ensure the compliance of veterinarians and animal owners. The integrated information management within IVSAH will be needed to support all facets of these activities. This capacity may benefit from studying functional examples abroad and seeking international expertise.

In addition, in the context of Israel where a single veterinary practice group is owned by farmers and employs a significant proportion of veterinary practitioners for

livestock, ensuring technical independence and transparency for official delegation will need to be carefully assessed to ensure full integrity and accountability.

There is also a need to improve regulation of the veterinary profession, especially in the specific context of delegation of official activities. IVSAH will need to establish specific controls to ensure their capacity to monitor performance and enforce compliance with programme requirements; in other words, when delegating any activity to the private sector, IVSAH will still be in control and remains responsible for the activities conducted.

Another important consideration is the need to ensure technical independence for all delegated activities and allow the animal owners to choose which private veterinarian to use. It will necessarily be the responsibility of the owners to have their animals officially vaccinated in full compliance with the programmes established by IVSAH but they should have the option to select which private veterinarian provides the service. Most owners will doubtless incorporate official services into their routine veterinary services. However, for others especially in the less intensive sectors this may be their first utilisation of private veterinary services and IVSAH may need to continue to provide services in areas of low animal density or where private veterinary services are less readily available.

IVSAH has also identified a strategy to provide services to animal production systems identified as at risk and underserved including the extensive small ruminants herds of the south, the backyard animal productions systems and the beef herds of the Golan Heights. Reallocation, thanks to the delegation to the private sector, of IVSAH veterinary resources from performing routine official vaccination in the intensive sector to this extensive sector will enable them to ensure the health status of these two populations and reinforce the IVSAH broader mission.

A variety of specific possibilities and constraints will need to be anticipated and addressed to support the implementation of official delegation including: legal framework; financial and supply controls; mechanisms for reporting, control and compliance; and, negotiation of programme requirements and fees. This will need to be developed in consultation with all interested parties in a transparent manner.

V.2 Cross-cutting competencies of the VS

V.2.A Qualification of VS staff

The current level of qualifications of the IVSAH staff appears adequate.

Changes in IVSAH mandate, strategies and activities require the development of a comprehensive IVSAH Continuing Education programme for all IVSAH veterinarians and veterinary paraprofessionals, as well as for private veterinarians where relevant, especially in the context of potential delegation of activities. To this end, IVSAH will assign relevant staff to be in charge of managing the Continuing Education programme and will ensure budget is available for its operation. As no plan is currently on place, it was estimated around 2 days per year and per staff (estimated 848 man-days / year).

V.2.B Implement an integrated IVSAH database

The information management resources needed to support IVSAH activities including the updated cattle identification system are critical to efficient management. The integrated database will be maintained as a cross-cutting administrative function to provide services to all directorates and management. The information will also be used to inform management decision and provide the necessary data to make evaluations of efficiency and efficacy of IVSAH activities and programmes. Evaluation of compliance and oversight of field programmes, including delegated activities,

require sound information management and availability of accurate and timely information.

V.2.C Communication and coordination

In combination with enhanced data management, the communication capacity within IVSAH should be enhanced to provide the tools needed by IVSAH to most effectively communicate changes to programmes and facilitate implementation. Support of MoA communication and capacity to respond rapidly and accurately to requests requires capable resources within IVSAH. Coordination of interaction with interested parties including commercial and non-commercial producers, minority populations and the general public needs to be both professional and productive.

Communication and coordination within IVSAH will need additional resources as they develop new AH and VPH strategies and activities (including official delegation). Communication and coordination will also be essential to promote joint management of some programmes with both the extensive and backyard sectors (e.g. developing consultation and farmers organisations) and the intensive sector (e.g. developing new official programs).

V.2.D Consultation with stakeholders and joint programmes

IVSAH will organise consultation with different intensive farmer organisations to develop new AH programmes (eg. BVD, veterinary medicine usage, AW, mastitis)

IVSAH will also develop a joint programme to target non-intensive animal production systems. As this will require developing new approaches and a better understanding of the population and risk factors, there is a need for the support of national and international expertise (estimated 12 months each).

V.2.E Official representation

IVSAH will continue to ensure the participation of relevant staff at regional and international meetings and regular participation of Israel Focal Points in OIE regional seminars (estimated 10 working-weeks/year). The decision making process for international travel approval should be under the direct control of the CVO.

V.2.F Update and implement legislation and regulation

In many areas and competencies within IVSAH the need to update legislation and regulation was clearly identified. In many cases the legislation has been drafted but has yet to complete the parliamentary approval process. Several of the significant changes identified will rely on updated legal authority, especially in areas of clarification of the IVSAH legal mandate and capacity for official delegation.

Currently all legal resources are within the MoA although considerable resources (eg., equivalent of 5 lawyers) are primarily involved with IVSAH issues. It was considered to be important to assure that these services be devoted to facilitating the legal and regulatory changes needed to advance the IVSAH mandate and ensure the capacity to implement appropriate regulation to support IVSAH activities with more coordination. To support this, five lawyers were reallocated to be directly under the CVO.

The possible delegation of some IVSAH activities to private veterinarians will need to be supported by a clear legal framework with detailed procedures and enforcement mechanisms. Without the authority or capacity to regulate the veterinary profession through a VSB or similar mechanism the capacity to regulate delegated activities may not be effective.

V.3 Human resources

Human resources identified in this section are focused on the management of the VS and include the resources to support the high level of specialisation. This level of performance is needed to ensure effective and efficient management of the IVSAH and provide better service in compliance with national goals to implement a culture of planning and performance control within the civil service (central level total of 25 veterinarians, 23 with other university degrees, 1 veterinary para-professional and 58 support staff).

In addition to the resources for central coordination of field activities and management, specific resources were allocated to develop capacity in risk assessment, communication and continuing education.

In the global analysis of IVSAH several critical areas were identified including providing risk assessment capacity across all areas of IVSAH to serve as the basis of decision making, enhance compliance within international standards and providing a transparent basis for programme development within IVSAH (2 veterinarians and 1 university degree position).

Another area of needed expertise includes legal support for the many updates to legislation, regulation and procedures identified across IVSAH (reallocation/repositioning of 5 lawyers from MoA to IVSAH).

In the areas of communication and continuing education resources are needed to enhance communication with interested parties in the development and implementation of IVSAH programmes and the upgrading of skills within IVSAH to implement new activities (1 veterinarian, 1 university degree and 1 support staff)

Estimated manpower for IVSAH Activities

Number of working days per year per employee in the country

220.00

Number of working hours per day per employee in the country

8.00

PVS Critical competency	Categories of sites to inspect	Number of sites of this category	Number of days of work per year on site	Number of hours of work per day on site	Human resources							
					Veterinarians		Other university degree		Veterinary para-professionals		Support staff	
					on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time	on site	total in equivalent full time
MGMT	Total Central Level				25.00		23.00		1.00		58.00	
	Chief Veterinary Office				5.00		17.00				46.00	
I-6.A	CVO				1.00						2.00	
I-6.A	Animal welfare unit				1.00						1.00	
IV-1	Legal Advisor unit						5.00				1.00	
III-1	Public relations unit						1.00				1.00	
I-3	training unit				1.00		1.00				1.00	
I-11 & II-3	Risk, Epidemiology and data management unit				2.00		5.00				2.00	
I-6.A	Administration unit						5.00				38.00	
1-6.A	General Directorates				20.00		6.00		1.00		12.00	
	Directorate of Veterinary Public Health				9.00		4.00				3.00	
	General Director of VPH				1.00						1.00	
	Coordination of Slaughter inspection (Read)				1.00							
	Coordination of poultry slaughter inspection				1.00							
	Coordination of food of animal origin control				1.00		1.00					
	Coordination of Medicinal products registration & control/ Residue coordination				3.00		2.00				1.00	
	Coordination of animal feed control				1.00		1.00				1.00	
	Coordination of aquatic animals programs and inspection				1.00							
	Directorate of Import/Export				1.00				1.00		2.00	
	General Director of Import & Export control				1.00				1.00		2.00	
	Directorate of Animal Health				10.00		2.00				7.00	
	General Director of Animal Health				1.00						1.00	
	Coordination Poultry diseases programs				3.00		1.00				4.00	
	Coordination Cattle disease programs				2.00						1.00	
	Coordination Small Ruminants disease programs				1.00							
	Coordination of Pig Disease programs				1.00							
	Coordination of Horse diseases programs				1.00							
	Coordination of Animal identification and farm registration				1.00		1.00				1.00	

V.4 Physical resources

Considering the good availability of office space at IVSAH headquarters, no additional physical resources were allocated.

V.5 Financial resources

The largest allocation in this area is for human resources. Other significant annual allocations for Continuing Education (120 000 USD) and travel abroad for official representation (32 000 USD).

An exceptional budget of 2 million USD was allocated for the unified IVSAH database (1 million USD supported by an annual budget of 500 000 USD per year for maintenance and processing and appropriate numbers of personnel for data input), advanced training in risk analysis (435 000 USD), training and expertise to develop the framework and programmes for accreditation/delegation (27 000 USD) and international and national expertise to develop relevant AH/VPH programmes to engage the extensive and backyard small ruminant sectors (578 000 USD).

Table n°7 - Sub-Total for strengthening general management & regulatory services

SUB-TOTAL MANAGEMENT OF VETERINARY SERVICES						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings ()		3,000				
<i>Maintenance cost per (m2)</i>		3,000	100	1	300,000	
<i>Renovation cost per (m2)</i>		-	1,200	25		
<i>Building cost per (m2)</i>		-	2,000	25		
Transport (Purchasing cost)						
<i>Motorbikes</i>		-				
<i>Cars</i>	8	8	35,000	5	56,000	
<i>4x4 vehicles</i>		-	55,000	5		
<i>Other specific vehicles for management of VS*</i>						
<i>Other specific vehicles for management of VS*</i>						
Telecommunication equipment set		106	700	5	14,840	
Office equipment set		106	1,000	5	21,200	
Other specific equipment						
<i>Other equipment for management of VS*</i>						
<i>Other equipment for management of VS*</i>						
Sub-total Material investments					392,040	
Non material expenditure						
Training						
<i>Initial training</i>						
<i>Specialised training (man-months / 5 years)</i>		31.0	14,500			449,500
<i>Continuing education (man-days / year)</i>		848.0	141		119,398	
National expertise (days/5 years)		1,200.0	162			194,400
International expertise (weeks/5 years)		62.0	6,400			396,800
Special funds (/ 5 years) for ...						1,000,000
Sub-total non material expenditure					119,398	2,040,700
Salaries / year						
Veterinarians	20.0	25.0	80,000		2,000,000	
Other university degree	8.0	23.0	50,000		1,150,000	
Veterinary para-professionals	1.0	1.0	50,000		50,000	
Support staff	62.0	58.0	30,000		1,740,000	
Sub-total Salaries					4,940,000	
Consumable resources / year						
Administration			20%		988,000	
Travel allowances						
<i>staff within the country (man-days) / year</i>		-	130			
<i>drivers within the country (man-days) / year</i>		-	130			
<i>staff abroad (man-weeks) / year</i>		10	3,250		32,500	
Transport fees						
<i>Km or miles Motorbikes / year</i>						
<i>Km or miles cars / year</i>		120,000	0.40		48,000	
<i>Km or miles 4x4 vehicle / year</i>			0.60			
<i>Other transport fees*</i>						
<i>Other transport fees*</i>						
Specific costs						
<i>Targeted specific communication</i>		1			25,000	
<i>Consultation (number of 1 day meetings)</i>		-				
<i>Kits / reagents / vaccines</i>		-				
<i>Other costs for VS management*</i>					500,000	
<i>Other costs for VS management*</i>						
Sub-total Consumable resources					1,593,500	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				7,044,938	2,040,700
Total in	NIS				24,657,284	7,142,450

VI Resources analysis

Table n°8 - Aggregated Costs

AGGREGATED COSTS									
Resources and Budget lines	Current Number	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget	Total budget for 5 years	% annual budget	% total budget for 5 years
Material investments									
Buildings ()	-	11,600							
Maintenance cost per (m2)	-	11,600	100	1	1,160,000		5,800,000	2.2%	2.1%
Renovation cost per (m2)	-	-	1,200	25					
Building cost per (m2)	-	-	2,000	25					
Transport (Purchasing cost)									
Motorbikes	-	-							
Cars	76	82	35,000	5	574,000		2,870,000	1.1%	1.0%
4x4 vehicles	10	10	55,000	5	110,000		550,000	0.2%	0.2%
Other vehicles									
Other vehicles									
Telecommunication equipment set	-	165	700	5	30,240		151,200	0.1%	0.1%
Office equipment set	-	202	1,000	5	63,800		319,000	0.1%	0.1%
Other specific equipment									
Other equipment					328,000	6,560,000	8,200,000	0.6%	3.0%
Other equipment					1,760,000		8,800,000	3.4%	3.2%
Sub-total Material investments					4,026,040	6,560,000	26,690,200	7.7%	9.6%
Non material expenditure									
Training									
Initial training									
Specialised training (man-months / 5 years)	-	34.0	14,500			493,000	493,000		0.2%
Continuing education (man-days / year)	-	848.0	141		119,398		596,992	0.2%	0.2%
National expertise (days/5 years)		1,320.0	162			213,840	213,840		0.1%
International expertise (weeks/5 years)		62.0	6,400			396,800	396,800		0.1%
Special funds						8,066,000	8,066,000		2.9%
Sub-total non material expenditure					119,398	9,169,640	9,766,632	0.2%	3.5%
Salaries / year									
Veterinarians	113.0	170.0	80,000		13,600,000		68,000,000	26.0%	24.5%
Other university degree	20.0	35.0	50,000		1,750,000		8,750,000	3.3%	3.2%
Veterinary para-professionals	73.0	193.0	50,000		9,650,000		48,250,000	18.4%	17.4%
Support staff	74.0	81.0	30,000		2,430,000		12,150,000	4.6%	4.4%
Sub-total Salaries					27,430,000		137,150,000	52.4%	49.5%
Consumable resources / year									
Administration			20%		5,486,000		27,430,000	10.5%	9.9%
Travel allowances									
staff within the country (man-days) / year	-	-	130						
drivers within the country (man-days) / year	-	-	130						
staff abroad (man-weeks) / year	-	40	3,250		130,000		650,000	0.2%	0.2%
Transport fees									
Km or miles Motorbikes / year									
Km or miles cars / year		1,230,000	0.40		492,000		2,460,000	0.9%	0.9%
Km or miles 4x4 vehicle / year		250,000	0.60		150,000		750,000	0.3%	0.3%
Other transport fees									
Other transport fees									
Specific costs									
Targeted specific communication	-	1			25,000		125,000	0.0%	0.0%
Consultation (number of 1 day meetings)	-	-							
Kits / reagents / vaccines	-	-							
Other costs					7,850,000		39,250,000	15.0%	14.2%
Other costs					1,600,000		8,000,000	3.1%	2.9%
Sub-total Consumable resources					15,733,000		78,665,000	30.1%	28.4%
Delegated activities / year									
Specific delegated activities					5,000,000		25,000,000	9.6%	9.0%
Other activities or global estimation									
Sub-total Delegated activities					5,000,000		25,000,000	9.6%	9.0%
Total in	USD				52,308,438	15,729,640	277,271,832	100%	100%
Total in	NIS				183,079,534	55,053,740	970,451,412		

VI.1 Human resources analysis

This analysis results in an increase in the numbers of IVSAH veterinarians and veterinary para-professionals primarily in the area of VPH and slaughter inspection. However, this does not represent a net increased number of government personnel as this will be accomplished primarily through the transfer of inspection personnel from the industry boards and municipalities into IVSAH. Regarding this increase, after accounting for the transfer of poultry board veterinarians currently performing slaughter inspection and the municipal veterinarians currently dedicated to slaughter inspection this will entail the repositioning very few additional municipal veterinarians to IVSAH for slaughter inspection. In terms of additional veterinary para-professionals, this represents an approximate ratio of 1 veterinary para-professionals per veterinarian for domestic slaughter facilities and the actual number of veterinary para-professionals currently employed in export slaughter house. Again, the salaries for these positions would be supported through the collection of government slaughter inspection fees.

Additional personnel are also added in the area of trade primarily to handle increased port traffic and data entry for animal identification. This increase in numbers of veterinarians and veterinary para-professionals is somewhat off-set by decreases in the number of personnel in the area of animal health as official vaccination activity is delegated to accredited private veterinarians and some official identification activities is delegated to animal owners.

At the central level, allocations are made for additional positions for two veterinarians in the areas of risk assessment and epidemiology and for one veterinarian for Continuing Education and management. Additional university degree personnel are primarily allocated as legal advisors (5), resource management (4), Continuing Education (1), risk analysis (1) and communication (1). The legal advisors do not represent net hiring of government positions but are transferred from the central MoA to work exclusively on IVSAH topics.

The decreased number of veterinarians for animal health is predicated on developing the capacity to authorise and officially delegate some official activities (eg., animal identification and some official vaccination) to accredited private veterinarians. The veterinarians (29) and veterinary para-professionals (27) remaining in the District Veterinary Offices are tasked with oversight of the private accredited veterinarians in the areas of post-vaccination control and on-farm inspections. The DVO will focus their resources on the nomadic, extensively managed and backyard populations to increase compliance with mandatory vaccination and outbreak prevention.

Total estimation of the staffing required for the Veterinary Services														
	Trade		Veterinary Public Health		Animal health		Veterinary laboratories		Delegated activities		General management		Total	
	Current	Required	Current	Required	Current	Required	Current	Required	Current	Required	Current	Required	Current	Required
Veterinarians	7	15	8	62	39	29	39	39			20	25	113	170
Other university degree							12	12			8	23	20	35
Veterinary para-professionals	3	8		117	29	27	40	40			1	1	73	193
Support staff		11					12	12			62	58	74	81
TOTAL	10	34	8	179	68	56	103	103			91	107	280	479

VI.2 Physical resources analysis

Physical resources currently available are generally adequate and should continue to be maintained. The need for some additional transportation was identified, primarily to support VPH and AH activities. Laboratory equipment and consumables were allocated at the current level, as that appears to be adequate but may need adjustment if many changes are made in their realm of service (eg, if feed safety testing is moved to KVI or IVSAH takes over responsibility for fish disease).

Exceptional allocations were included for KVI to renovate the post mortem building and complete the BSL-3 unit with associated resources for animal housing.

Total estimation of physical resources required for the Veterinary Services												
	Trade		Veterinary Public Health		Animal health		Veterinary laboratories		General management		Total	
	Current	Required	Current	Required	Current	Required	Current	Required	Current	Required	Current	Required
Buildings ()		100						8,500		3,000		11,600
Maintenance cost per (m2)		100						8500		3,000		11,600
Renovation cost per (m2)		-										
Building cost per (m2)		-										
Transport (Purchasing cost)												
Motorbikes		-										
Cars	1	-	7	11	59	62	1	1	8	8	76	82
4x4 vehicles		-			10	10					10	10
Other		-										
Other		-										
Telecommunication equipment set		11		9		37					106	163
Office equipment set		13		9		72					106	200
Other specific equipment in (ref. currency)								2,088,000				2,088,000

VI.3 Financial resources analysis

Many of IVSAH services are currently provided on a cost recovery basis, nevertheless it is not the scope of a PVS Gap Analysis to analyse the source of the funding but to focus on the cost of the official VS activities.

The aggregated costs from the PVS Gap Analysis are very close to the current annual budget when the exceptional budget is factored in. This is in spite of the major proposed changes in IVSAH activities. Human resources represent over half of the aggregated costs in this analysis. Consumables including administrative overhead represent 33% of the annual budget followed by material investments 7.6% of the annual budget. The 5 million USD in annual delegated activities (eg., cattle FMD vaccination) represents 10% of the total budget.. In addition, the funds provided in the national budget for Animal Welfare (1.6 million USD) and rabies control (1.6 million USD) were included in the total although the role of IVSAH is primarily oversight.

VI.3.A Operational funding

Salaries are the major category of operation funding.

	Trade	Veterinary Public Health	Animal Health	Veterinary laboratories	General management	Total operational budget	%
Salaries							
Veterinarians	1,200,000	4,960,000	2,320,000	3,120,000	2,000,000	13,600,000	28.17
Other university degree				600,000	1,150,000	1,750,000	3.62
Veterinary para-professionals	400,000	5,850,000	1,350,000	2,000,000	50,000	9,650,000	19.99
Support staff	330,000			360,000	1,740,000	2,430,000	5.03
Continuing education					119,398	119,398	0.25
Sub-total human resources	1,930,000	10,810,000	3,670,000	6,080,000	5,059,398	27,549,398	57.06
Administration	386,000	2,162,000	734,000	1,216,000	988,000	5,486,000	11.36
Travel allowances	97,500				32,500	130,000	0.27
Transport fees		66,000	522,000	6,000	48,000	642,000	1.33
Specific costs							
Communication					25,000	25,000	0.05
Consultation							
Specific kits /reagents / vaccines							
Other	100,000	600,000	3,150,000	3,500,000	500,000	7,850,000	16.26
Other			1,600,000			1,600,000	3.31
Sub-total consumable resources	583,500	2,828,000	6,006,000	4,722,000	1,593,500	15,733,000	32.59
Sub-total delegated activities			5,000,000			5,000,000	10.36
TOTAL OPERATIONAL BUDGET	2,513,500	13,638,000	14,676,000	10,802,000	6,652,898	48,282,398	100.00

VI.3.B Emergency funding

No funds were allocated to emergency response as funds are generally provided directly from the MoA.

VI.3.C Capital investment

The capital investment costs are 74% for material investments primarily for buildings and transportation. Exceptional funds represent the remaining portion of this allocation primarily for and are allocated for additional training and national and international expertise needed to support the development of new IVSAH activities.

Over the next 5 years, 7 million USD were allocated in several special funds. These include: 5 million USD for the salmonella programme in laying hens; 2 million USD for advanced training of laboratory personnel to assure maintaining essential skills in the face of pending retirements; and, 1 million USD for the integrated IVSAH database. The remaining 1.1 million USD is allocated for specialised training and access to international and national expertise.

Analysis of capital investment required for the Veterinary Services (CC I.10)													
	Trade		Veterinary Public Health		Animal Health		Veterinary laboratories		General management		Total capital investment		% over 5 years
	Annual	Exceptional	Annual	Exceptional	Annual	Exceptional	Annual	Exceptional	Annual	Exceptional	Annual	Exceptional	
Buildings	10,000						850,000		300,000		1,160,000		16.17
Transport			77,000		544,000		7,000		56,000		684,000		9.54
Telecommunication equipment set	1,540		8,680		5,180				14,840		30,240		0.42
Office equipment set	2,600		25,600		14,400				21,200		63,800		0.89
Other specific equipment							2,088,000	6,560,000			2,088,000	6,560,000	47.41
Sub-total Material investment	14,140		111,280		563,580		2,945,000	6,560,000	392,040		4,026,040	6,560,000	74.43
Initial training													
Specialised training		43,500								449,500		493,000	1.37
National expertise				19,440						194,400		213,840	0.60
International expertise										396,800		396,800	1.11
Special funds						4,966,000		2,100,000		1,000,000		8,066,000	22.49
Sub-total Material expenditure		43,500		19,440		4,966,000		2,100,000		2,040,700		9,169,640	25.57
TOTAL CAPITAL INVESTMENT	14,140	43,500	111,280	19,440	563,580	4,966,000	2,945,000	8,660,000	392,040	2,040,700	4,026,040	15,729,640	100.00

VI.4 Profitability and sustainability

VI.4.A Analysis related to national economy and budget

The aggregated costs remain at 0.02% of the national GDP, 0.11% of the agricultural GDP. Including the exceptional budget the ratios and annual budgets remain essentially the same. The evolution of these changes will take time and there may necessarily be some additional costs associated with the transition and implementation that do not appear in these estimations. The main feature is the remarkable consistency between the current and projected which supports the feasibility and sustainability of these proposed changes. Although the legal and regulatory changes that must be first implemented may appear daunting, the final outcome will allow IVSAH to provide a more professional level of service and provide the Israeli public with a comprehensive system of veterinary public health ensuring the nation consistent quality of foods of animal origin while safeguarding the health of the national herd.

Importance of the budget in national economy and livestock economy

	<i>Current budget of the VS (ref. currency)</i>	<i>Annual budget of the PVS Gap analysis (ref. currency)</i>
Annual amount	55,443,059	52,308,438
Budget of VS / National GDP	0.02%	0.02%
Budget of VS / Agriculture GDP	0.11%	0.11%
Budget of VS / Livestock GDP	1.69%	1.59%
Budget of VS / Total value of national herd products	5.04%	4.76%
products	241.06%	227.43%
products	168.01%	158.51%
Budget of VS / VLU	6160.34%	5812.05%
Budget of VS / National budget (current)	0.05%	0.04%
Budget of VS / Agriculture and Livestock budget (current)	15.80%	14.90%

Livestock GDP / National GDP	1.28%
Livestock GDP / Agriculture GDP	6.67%
Livestock GDP / Total value of national herd	298.18%

Evolution of the budget to strengthen the VS

	<i>Current budget of the VS (ref. currency)</i>	<i>Annual budget of the PVS Gap analysis (ref. currency)</i>
Evolution of the budget for staff of the public VS		
Current budget for salaries of public staff of the VS	16,500,000	27,430,000
Current budget for salaries of public staff of the VS / budget of the VS	29.76%	52.44%
Evolution of the operational budget		
Operational budget		48,282,398
Operational budget / Budget of the VS		92.30%
Operational budget / Public staff of the VS		100798
Evolution of the capital investment		
Capital investment		4,026,040
Capital investment / Budget of the VS		
Capital investment / Public staff of the VS		
Evolution of the budget for delegated activities		
Delegated activities budget		5,000,000
Delegated activities budget / Budget of the VS		9.56%

VI.4.B Analysis of distribution per pillar

For this analysis including investment expenditures, exceptional and operational expenditures, by pillar is as follows:

- Animal health: 29%;
- Diagnostic laboratory maintenance and operational activities: 26%
- Veterinary public health: 26%
- General management and regulatory services: 14%
- Trade: 5%;

This is consistent with the goals and priorities of IVSAH and the animal health challenges. It must also be considered that much of the expense associated with the laboratory is in support of VPH (consumables for residue testing represent approximately one-third of the consumable budget) and AH programmes.

ANNUAL BUDGET PER PILLAR						
Resources and Budget lines	Trade	Veterinary Public Health	Animal health	Veterinary laboratories	General management	Total
Material investments						
Sub-total Material investments	14,140	111,280	563,580	2,945,000	392,040	4,026,040
%	0.4%	2.8%	14.0%	73.1%	9.7%	100%
Non material expenditure						
Sub-total non material expenditure	-	-	-	-	119,398	119,398
%					100.0%	100%
Salaries / year						
Sub-total Salaries	1,930,000	10,810,000	3,670,000	6,080,000	4,940,000	27,430,000
%	7.0%	39.4%	13.4%	22.2%	18.0%	100%
Consumable resources / year						
Sub-total Consumable resources	583,500	2,828,000	6,006,000	472,200	1,593,500	15,733,000
%	3.7%	18.0%	38.2%	30.0%	10.1%	100%
Delegated activities / year						
Sub-total Delegated activities	-	-	5,000,000	-	-	5,000,000
%			100.0%			100%
Total in USD	2,527,640	13,749,280	15,239,580	13,747,000	7,044,938	52,308,438
%	4.8%	26.3%	29.1%	26.3%	13.5%	100%
Total in NIS	8,846,740	48,122,480	53,338,530	48,114,500	24,657,284	183,079,534

TOTAL BUDGET (5 annual budgets + exceptional budget) PER PILLAR						
	Trade	Veterinary Public Health	Animal health	Veterinary laboratories	General management	Total
Material investments						
Sub-total Material investments	70,700	556,400	2,817,900	21,285,000	1,960,200	26,690,200
%	0.3%	2.1%	10.6%	79.7%	7.3%	100%
Non material expenditure						
Sub-total non material expenditure	43,500	19,440	4,966,000	2,100,000	2,637,692	9,766,632
%	0.4%	0.2%	50.8%	21.5%	27.0%	100%
Salaries / year						
Sub-total salaries	9,650,000	54,050,000	18,350,000	30,400,000	24,700,000	137,150,000
%	7.0%	39.4%	13.4%	22.2%	18.0%	100%
Consumable resources / year						
Sub-total Consumable resources	2,917,500	14,140,000	30,030,000	23,610,000	7,967,500	78,665,000
%	3.7%	18.0%	38.2%	30.0%	10.1%	100%
Delegated activities / year						
Sub-total Delegated activities	-	-	25,000,000	-	-	25,000,000
%			100.0%			100%
Total in USD	12,681,700	68,765,840	81,163,900	77,395,000	37,265,392	277,271,832
%	5%	25%	29%	28%	13%	100%
Total in NIS	44,385,950	240,680,440	284,073,650	270,882,500	130,428,872	970,451,412

CONCLUSION

Using the PVS Gap Analysis methodology with the full participation of IVSAH, the team identified national VS priorities, targeted advancements in the critical competencies, and developed cost estimates for the Israeli VS to more fully align themselves with international standards.

IVSAH has acted on many of the recommendations found in the 2011 OIE PVS Evaluation. In addition, strategies for change were discussed and hurdles identified. In this regard, the PVS Gap Analysis team's understanding is that many of the proposed strategies will involve working beyond the 5 year window of the template. Nonetheless the strategies proposed are indicative of resources needed for their full implementation following resolution and clarification of legal authority and mandate.

The resources allocated in the individual pillars are only an estimation to simulate the resources associated with the specific critical competencies within the context of the PVS Gap Analysis tool. The total aggregation is not intended as a substitute for the comprehensive budget process; rather it is indented to provide context for the strategies developed to move IVSAH toward full compliance with international standards and ensure the capacity to achieve the appropriate level of service and professionalism. In this context, the aggregated costs approximate their current budget of 55 million USD with as 52 million USD recurring annually with the 15 million USD exceptional 5 year budget.

In addition, the 5 pillars of VS competency were assessed:

For international trade, the focus is on sustaining access to markets including the very demanding EU and US markets by improving the animal identification system and traceability system. Updating the identification system is on-going and will benefit from better integration of the various IVSAH databases.

Regarding the veterinary public health pillar, the priority is to improve food safety inspection in all sectors to provide domestic consumers with products of the same standard as the ones produced for international trade. This will require providing IVSAH with the legal authority for inspection for all sectors of production and processing while the MoH will retain responsibility for distribution and retail. This will require changes to the legal authority under which IVSAH operates and the transfer of positions currently under municipal supervision to IVSAH. The benefits are two-fold; this will establish a direct chain of command for inspection; and, allow IVSAH to apply a consistent and higher level of technical expertise to the inspection of animals and animal products based on international standards. IVSAH will apply consistent national standards of inspection and apply an appropriate standard of control for facilities of all sizes as determined by scientifically supportable risk evaluation.

This is consistent with the Vision of the Ministry of Agriculture and Rural Development to ensure the quality food supply for the residents of Israel with a regulatory system for all stages of production and marketing of fresh food with the support of inter-ministry collaboration. IVSAH will also support the Vision to promote efficient and rational use of veterinary medicinal products and feed additives.

Within the animal health pillar, IVSAH has identified the need to provide services to the less intensive sectors targeted to address the risk as part of the Vision of the Ministry of Agriculture and Rural Development to encourage and develop the agricultural and rural community, with emphasis on national priority regions and in minority villages and help institute sustainable agricultural development practices.

For the veterinary laboratory, this will entail ensuring that the quality of service and expertise are preserved and adequate funding is continued. Resources to renovate the post-mortem facility and complete the BL-3 facility and animal housing are needed to provide the capacity

to work with the FMD virus and other important pathogens. The capacity to perform cost benefit analysis of feed safety, animal health and food safety laboratory capacity needed to be developed to assure the most effective allocation of resources and appropriate use of outsourcing.

The final pillar of general management and regulatory services, several cross cutting priorities were identified that underpin the capacity of the IVSAH to address change, provide the services and allocate resources in the most cost efficient and effective manner. To do this IVSAH needs to have the legal resources to update legislation and regulation and clarify their mandate. The capacity for risk evaluation, epidemiology, and comprehensive data management so that activities and policies are based on scientifically sound decision making risk assessment and strong communication and interaction with all interested parties.

This is consistent with the Vision of the Ministry of Agriculture and Rural Development to provide better public service in an efficient and approachable manner and implement a culture of planning and performance control within the civil service.

To accomplish these goals and to focus the resources of IVSAH will need to develop and implement a comprehensive stepwise strategy supported by the necessary legal and regulatory changes. Given the current high level of technical capability within IVSAH and their commitment to addressing the future these changes should be within their capacity to achieve to better serve the Israeli consumer and all sectors of the agricultural community.

APPENDICES

Appendix 1: Critical Competency Cards and corresponding Cost Estimation Cards

A. Critical Competencies for International Trade

Trade 1 – II-4. Quarantine and border security

1. Definition of this PVS Critical Competency

The authority and capability of the VS to prevent the entry and spread of diseases and other hazards of animals and animal products.

2. Desired Level of Advancement (DLA)

1. The VS cannot apply any type of quarantine or border security procedures for animals or animal products with their neighbouring countries or trading partners.

2. The VS can establish and apply quarantine and border security procedures; however, these are generally based neither on international standards nor on a risk analysis.

3. The VS can establish and apply quarantine and border security procedures based on international standards, but the procedures do not systematically address illegal activities³ relating to the import of animals and animal products.

4. The VS can establish and apply quarantine and border security procedures which systematically address legal pathways and illegal activities.

5. The VS work with their neighbouring countries and trading partners to establish, apply and audit quarantine and border security procedures which systematically address all risks identified.

3. Strategy to reach the Desired Level of Advancement (if relevant)

In the context of growing import (including feed import inspection recently assigned to the VS), the strategy is to ensure that IVSAH can address imports and illegal introductions, based on increased risk assessment and the reorganisation of the inspection.

4. Activities to implement (chronological)

		<ul style="list-style-type: none"> - Reinforce the risk assessment (see CC II.3) and update import certification procedures (including dematerialisation of documentation when relevant): assign 1 veterinarian at central VS level (see CC I.6.A), - Increase the number of permanent staff in sites where they are needed : assign 14 veterinarians, 8 veterinary para-professionals, 5 secretaries to sea ports and airport (see the VS activities tool copied in the report for the working assumptions) - Assign border inspection (land crossing; quarantines) and illegal movement tracking as part of IVSAH field inspectors activities (on a case by case basis), - Increase collaboration with customs, human health authorities, etc. at borders (see CC I.6.B), and - Increase coordination with PIZUAH for enforcement (see CC IV.2).
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	- Ensure Continuing education for all staff involved in border security, especially for field inspectors
	III.1 Communication	
	I.11. Management of resources and operations	<ul style="list-style-type: none"> - Ensure that field inspectors involved are integrated in relevant management procedures - Improve / develop supporting information management system to facilitate targeted risk-based inspection procedures
	III.3. Official representation	

5. Objectively verifiable indicators

- Border security and coordinated border management procedures
- IVSAH organogram
- Job descriptions
- Meeting minutes (with Customs, MoH, etc)

³ Illegal activities include attempts to gain entry for animals or animal products other than through legal entry points and/or using certification and/or other procedures not meeting the country's requirements.

TRADE - 1					
CC: II-4. Quarantine and border security					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()	100				
<i>Maintenance cost per (m2)</i>	100	100	1	10 000	
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	4	700	5	560	
Office equipment set	6	1 000	5	1 200	
Other specific equipment					
Sub-total Material investments				11 760	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for study tour					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	14,0	80 000		1 120 000	
Other university degree		50 000			
Veterinary para-professionals	8,0	50 000		400 000	
Support staff	5,0	30 000		150 000	
Sub-total Salaries				1 670 000	
Consumable resources / year					
Administration		20%		334 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				334 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			2 015 760	
Total in	NIS			7 055 160	

Trade 2 – II-12. Identification and traceability

A. Animal identification and movement control

1. Definition of this PVS Critical Competency

The authority and capability of the VS, normally in coordination with producers and other interested parties, to identify animals under their mandate and trace their history, location and distribution for the purpose of animals disease control, food safety, or trade or any other legal requirements under the VS/OIE mandate.

2. Desired Level of Advancement (DLA)

1. The VS do not have the authority or the capability to identify animals or control their movements.
2. The VS can identify some animals and control some movements, using traditional methods and/or actions designed and implemented to deal with a specific problem (e.g. to prevent robbery).
3. The VS implement procedures for animal identification and movement control for specific animal subpopulations as required for disease control, in accordance with relevant international standards.
- 4. The VS implement all relevant animal identification and movement control procedures, in accordance with relevant international standards.**
5. The VS carry out periodic audits of the effectiveness of their identification and movement control systems.

3. Strategy to reach the Desired Level of Advancement (if relevant)

The overall strategy is to improve animal identification for control purposes, linked to a data management system. This includes for the next five years:

- For cattle: upgrade the individual permanent identification and data management system for all cattle from visual metal ear tag to RF ID;
- For small ruminants in intensive systems: develop and implement individual permanent identification and data management system on the model of the cattle identification system (RFID ear tags bought by the farmers, ear tagging done by the farmers and data entry done by IVSAH and farmers). This will become progressively compulsory to provide sheep and goat products to the national and export markets (not necessary to supply local market).
- For small ruminants in other systems: the current identification system will remain in place with plastic ear tags provided free of charge; ear tagging done by IVSAH animal health staff without the recording of individual animals.

After the next 5 years, the functionality of the identification system for small ruminants in intensive flocks will be fully validated and farmers of other production systems will be encouraged to enter the system.

On-farm inspection will be organized by IVSAH animal health staff (as a part time activities combined with other AH and AW activities) to check compliance.

Coordination with the industry will also be needed for other species: pigs; poultry; horses.

4. Activities to implement (chronological)

Specific activities	<ul style="list-style-type: none"> - Ensure that enough staff (estimated 6 support staff, for 2 minutes per year and per animal) is available at district level for identification data entry (cattle and intensive small ruminants) - Identify small ruminants in backyards and extensive systems (estimated 500 000 animals) 	
Activities linked to cross-cutting competencies	III.2 Consultation	- Implement proper consultation (in particular with small holders) to ensure compliance
	IV.1, 2, 3. Legislation	<ul style="list-style-type: none"> - Ensure the secondary legislation for mandatory identification of cattle and small ruminants is enacted and implemented - Ensure that legislation for official delegation is enacted and implemented (see CC IV.1 and CC III.4)
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	- Establish relevant data management for the registry and management of animal identification. Unified IVSAH database would be handled at IVSAH headquarters.
III.3. Official representation		

5. Objectively verifiable indicators

- ID database records
- Legal frameworks

TRADE - 2					
CC: II-12. Identification and traceability					
A. Animal identification and movement control					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
<i>truc</i>					
Telecommunication equipment set	6	700	5	840	
Office equipment set	6	1 000	5	1 200	
Other specific equipment					
Sub-total Material investments				2 040	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians		80 000			
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff	6,0	30 000		180 000	
Sub-total Salaries				180 000	
Consumable resources / year					
Administration		20%		36 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
<i>Ear tag for extensive and backyard SR</i>	500 000	0,20		100 000	
Sub-total Consumable resources				136 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			318 040	
Total in	NIS			1 113 140	

Trade 3 – II-12. Identification and traceability

B. Identification and traceability of products of animal origin

1. Definition of this PVS Critical Competency		
<p><i>The authority and capability of the VS, normally in coordination with producers and other interested parties, to identify and trace products of animal origin for the purpose of food safety, animal health or trade.</i></p>		
2. Desired Level of Advancement (DLA)		
1. The VS do not have the authority or the capability to identify or trace products of animal origin.		
2. The VS can identify and trace some products of animal origin to deal with a specific problem (e.g. products originating from farms affected by a disease outbreak).		
3. The VS have implemented procedures to identify and trace some products of animal origin for food safety, animal health and trade purposes, in accordance with relevant international standards.		
4. The VS have implemented national programmes enabling them the identification and tracing of all products of animal origin, in accordance with relevant international standards.		
5. The VS periodically audit the effectiveness of their identification and traceability procedures.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
<p>Traceability of products has not identified as a priority by the IVSAH so far. Depending on requirements of importing countries and future consumer demands, IVSAH will develop the proper legal and management system and will establish external coordination with MoH to ensure that the traceability of products is ensured from 'farm to fork'. The implementation of a comprehensive identification system in cattle will ease the traceability of products on the long term (after the next 5 years). Work with industry to coordinate efforts for traceability of milk, poultry, and fish products</p>		
4. Activities to implement (chronological)		
Specific activities	- Ensure IVSAH capacity in the area of traceability of animal products (estimate 3 man/months specialised training over the next 5 years)	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	- Organise consultation with MoH, industry and consumers to ensure that IVSAH is prepared to lead developments in this field, especially with regards to the 'farm to fork' mandate of the IVSAH
	<i>IV.1, 2, 3. Legislation</i>	- Develop the relevant legislation for the traceability of animal products, as needed
	<i>I.3. Continuing Education</i>	- Include traceability of products as part of the IVSAH Continuing Education programme, when needed
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	- Establish relevant data management for the traceability of animal products
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Legal frameworks - Records of specialized training on traceability of animal products 		

TRADE - 3					
CC: II-12. Identification and traceability					
B. Identification and traceability of products of animal origin					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set		700	5		
Office equipment set		1 000	5		
Other specific equipment					
Sub-total Material investments					
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>	3,0	14 500			43 500
<i>Continuing education (man-days / year)</i>		141			
<i>National expertise (days/5 years)</i>		162			
<i>International expertise (weeks/5 years)</i>		6 400			
<i>Special funds (/ 5 years) for ...</i>					
Sub-total non material expenditure					43 500
Salaries / year					
Veterinarians		80 000			
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries					
Consumable resources / year					
Administration		20%			
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources					
Delegated activities / year					
Sub-total Delegated activities					
Total in		USD			43 500
Total in		NIS			152 250

Trade 4 – IV-4. International certification⁴

1. Definition of this PVS Critical Competency		
<i>The authority and capability of the VS to certify animals, animal products, services and processes under their mandate, in accordance with the national legislation and regulations, and international standards.</i>		
2. Desired Level of Advancement (DLA)		
1. The VS have neither the authority nor the capability to certify animals, animal products, services or processes.		
2. The VS have the authority to certify certain animals, animal products, services and processes, but are not always in compliance with the national legislation and regulations and international standards.		
3. The VS develop and carry out certification programmes for certain animals, animal products, services and processes under their mandate in compliance with international standards.		
4. The VS develop and carry out all relevant certification programmes for any animals, animal products, services and processes under their mandate in compliance with international standards.		
5. The VS carry out audits of their certification programmes, in order to maintain national and international confidence in their system.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
The Strategy is to ensure IVSAH continuing capacity for export certification, adjusting to the needs as they arise.		
4. Activities to implement (chronological)		
Specific activities	- Revise procedures to streamline export certification (greater involvement of IVSAH inspectors in charge of inspecting the facilities for export in the certification process).	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	- Establish relevant data management for export certification and dematerialisation of documentation
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Export procedures - Export data records - Inspection reports - Audit reports - Register/ database of certificates 		

⁴ Certification procedures should be based on relevant OIE and Codex Alimentarius standards.

Trade 5 – IV-5. Equivalence and other types of sanitary agreements

1. Definition of this PVS Critical Competency

The authority and capability of the VS to negotiate, implement and maintain equivalence and other types of sanitary agreements with trading partners.

2. Desired Level of Advancement (DLA)

1. The VS have neither the authority nor the capability to negotiate or approve equivalence or other types of sanitary agreements with other countries.
2. The VS have the authority to negotiate and approve equivalence and other types of sanitary agreements with trading partners, but no such agreements have been implemented.
3. The VS have implemented equivalence and other types of sanitary agreements with trading partners on selected animals, animal products and processes.

4. The VS actively pursue the development, implementation and maintenance of equivalence and other types of sanitary agreements with trading partners on all matters relevant to animals, animal products and processes under their mandate.

5. The VS actively work with interested parties and take account of developments in international standards, in pursuing equivalence and other types of sanitary agreements with trading partners.

3. Strategy to reach the Desired Level of Advancement (if relevant)

4. Activities to implement (chronological)

		<ul style="list-style-type: none"> - Assign 1 veterinarian for inspection of meat (and other animal products) exporters in the country of origin - Ensure regular inspection of meat (and other animal products) exporters in the country of origin (estimated 30 weeks abroad / year for the veterinarian in charge)
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	- Ensure Continuing education for the veterinarian involved
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	

5. Objectively verifiable indicators

- VS organisational chart
- Inspection reports
- New sanitary agreements

TRADE - 5					
CC: IV-5. Equivalence and other types of sanitary agreements					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	1	700	5	140	
Office equipment set	1	1 000	5	200	
Other specific equipment					
Sub-total Material investments				340	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	1,0	80 000		80 000	
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries				80 000	
Consumable resources / year					
Administration		20%		16 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>	30	3 250		97 500	
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				113 500	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			193 840	
Total in	NIS			678 440	

Trade 6 – IV-6. Transparency

1. Definition of this PVS Critical Competency		
The authority and capability of the VS to notify the OIE of its sanitary status and other relevant matters (and to notify the WTO SPS Committee where applicable), in accordance with established procedures.		
2. Desired Level of Advancement (DLA)		
1. The VS do not notify.		
2. The VS occasionally notify.		
3. The VS notify in compliance with the procedures established by these organisations.		
4. The VS regularly inform interested parties of changes in their regulations and decisions on the control of relevant diseases and of the country's sanitary status, and of changes in the regulations and sanitary status of other countries.		
5. The VS, in cooperation with their interested parties, carry out audits of their transparency procedures.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
The reinforcement of epidemiologic surveillance (see CC II.5), early detection (see CC II.6) and control programmes (see CC II.7) - in particular in the backyard and extensive systems -, as well as improved data management system (see CC I.11) will support notification.		
4. Activities to implement (chronological)		
	Specific activities	- develop contacts and programmes to interact with identified backyard and extensive management systems
Activities linked to cross-cutting competencies	III.2 Consultation	- Organise regular meetings with the professional organisations (see CC III.2)
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	- Continue to support OIE national Focal Point capacity for notification, including participation in OIE regional focal point seminars
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Notification procedures - Semi-annual and annual reports transmitted to the OIE as well as immediate notifications - Participation of national focal points in OIE regional seminars on disease notification 		

Trade 7 – IV-7. Zoning

1. Definition of this PVS Critical Competency	
<i>The authority and capability of the VS to establish and maintain disease free zones, as necessary and in accordance with the criteria established by the OIE (and by the WTO SPS Agreement where applicable).</i>	
2. Desired Level of Advancement (DLA)	
1. The VS cannot establish disease free zones.	
2. As necessary, the VS can identify animal sub-populations with distinct health status suitable for zoning.	
3. The VS have implemented biosecurity measures that enable it to establish and maintain disease free zones for selected animals and animal products, as necessary.	
4. The VS collaborate with producers and other interested parties to define responsibilities and execute actions that enable it to establish and maintain disease free zones for selected animals and animal products, as necessary.	
5. The VS can demonstrate the scientific basis for any disease free zones and can gain recognition by trading partners that they meet the criteria established by the OIE (and by the WTO SPS Agreement where applicable).	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
Zoning is not relevant in the current context of Israel	
4. Activities to implement (chronological)	
	Specific activities
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	

Trade 8 – IV-8. Compartmentalisation

1. Definition of this PVS Critical Competency

The authority and capability of the VS to establish and maintain disease free compartments as necessary and in accordance with the criteria established by the OIE (and by the WTO SPS Agreement where applicable).

2. Desired Level of Advancement (DLA)

1. The VS cannot establish disease free compartments.

2. As necessary, the VS can identify animal sub-populations with a distinct health status suitable for compartmentalisation.

3. The VS ensure that biosecurity measures to be implemented enable it to establish and maintain disease free compartments for selected animals and animal products, as necessary.

4. The VS collaborate with producers and other interested parties to define responsibilities and execute actions that enable it to establish and maintain disease free compartments for selected animals and animal products, as necessary.

5. The VS can demonstrate the scientific basis for any disease free compartments and can gain recognition by other countries that they meet the criteria established by the OIE (and by the WTO SPS Agreement where applicable).

3. Strategy to reach the Desired Level of Advancement (if relevant)

Compartmentalisation is not considered as a priority for the next 5 years

4. Activities to implement (chronological)

Specific activities	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>

5. Objectively verifiable indicators

B. Critical Competencies for Veterinary Public Health

VPH 1 – II-8. Food safety

A. Regulation, authorisation and inspection of establishments for production, processing and distribution of food of animal origin

1. Definition of this PVS Critical Competency

The authority and capability of the VS to establish and enforce sanitary standards for establishments that produce, process and distribute food of animal origin.

2. Desired Level of Advancement (DLA)

1. Regulation, authorisation and inspection of relevant establishments are generally not undertaken in conformity with international standards.
2. Regulation, authorisation and inspection of relevant establishments are undertaken in conformity with international standards in some of the major or selected premises (e.g. only at export premises).
3. Regulation, authorisation and inspection of relevant establishments are undertaken in conformity with international standards in all premises supplying throughout the national market.

4. Regulation, authorisation and inspection of relevant establishments (and coordination, as required) are undertaken in conformity with international standards for premises supplying the national and local markets.

5. Regulation, authorisation and inspection of relevant establishments (and coordination, as required) are undertaken in conformity with international standards at all premises (including on-farm establishments).

3. Strategy to reach the Desired Level of Advancement (if relevant)

The Strategy is to expand IVSAH current mandate to include all slaughtering and processing establishments, both for export and domestic market (distribution establishments remaining under the MoH mandate, including through municipality veterinarians). In order to decrease the uncontrolled slaughtering (sheep mainly), IVSAH will revise regulations and evaluate different categories of slaughtering establishments to assure an appropriate level of food safety and consumer protection for all categories based on risk factors such as slaughter volume, species and distribution area. IVSAH will also clearly define what is slaughter for self-consumption (authorized category of persons; locations; species; number at a given time and on a given period) and develop relevant regulations (e.g. no veterinary inspection, specific training to the owner, etc). This work will be performed by the staff position at central level (see Pillar 5)

External coordination between IVSAH and MoH will be strengthened to ensure that distribution establishment authorization procedures are established according to international standards, to respect the continuum from 'farm to fork'.

4. Activities to implement (chronological)

Specific activities		<ul style="list-style-type: none"> - Categorise and register all slaughtering and processing establishments (See Pillar V) - Conduct a need assessment for additional small ruminant slaughter facilities for local market (estimated need for 8 small ruminant slaughter facilities for less than 100 head / day over the next 5 years) (estimated 6 months of national expertise)
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	<ul style="list-style-type: none"> - Update legislation to include slaughter and process inspection as part of IVSAH mandate (See Pillar V) - Establish regulations and procedures for categorization of establishments (See Pillar V)
	<i>I.3. Continuing Education</i>	
	<i>III.1 Communication</i>	
	<i>I.11 .Management of resources and operations</i>	<ul style="list-style-type: none"> - Establish relevant data management for registry and inspection of slaughtering and processing establishments
	<i>III.3. Official representation</i>	

5. Objectively verifiable indicators

- Establishment categorization procedures
- Coordination procedures with MoH
- Study on slaughter facility needs

VETERINARY PUBLIC HEALTH - 1					
CC: II-8. Food safety					
A. Regulation, autorisation and inspection of establishments					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set		700	5		
Office equipment set		1 000	5		
Other specific equipment					
Sub-total Material investments					
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)	120,0	162			19 440
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
19 440					
Salaries / year					
Veterinarians		80 000			
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries					
Consumable resources / year					
Administration		20%			
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources					
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD				19 440
Total in	NIS				68 040

VPH 2 – II-8. Food safety

B. Ante and post mortem inspection at abattoirs and associated premises (e.g. meat boning / cutting establishments and rendering plants)

1. Definition of this PVS Critical Competency

The authority and capability of the VS to implement and manage the inspection of animals destined for slaughter at abattoirs and associated premises, including for assuring meat hygiene and for the collection of information relevant to livestock diseases and zoonoses.

2. Desired Level of Advancement (DLA)

1. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are generally not undertaken in conformity with international standards.

2. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards only at export premises.

3. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards for export premises and for major abattoirs producing meat for distribution throughout the national market.

4. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards for export premises and for all abattoirs producing meat for distribution in the national and local markets.

5. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards at all premises (including family and on farm slaughtering) and are subject to periodic audit of effectiveness.

3. Strategy to reach the Desired Level of Advancement (if relevant)

For the purpose of technical independence, the inspectors working in the slaughterhouses should be paid directly by IVSAH (and no longer by municipalities or the Poultry Board) and under CVO authority. IVSAH should collect the inspection fees and use this funding to finance inspectors either as civil servants or contracted inspectors.

The Strategy is also to decrease the number of uncontrolled carcasses through the legal definition of slaughter for self-consumption (see CC II-8.A) and increased awareness, notably during implementation of joint programmes (see CC. III-6).

4. Activities to implement (chronological)

	Specific activities	- Appoint approx. 50 veterinarians and 117 veterinary paraprofessionals in the existing different slaughter houses and adjust their number according to slaughtering activities and number of establishments (expected 8 new small ruminant slaughter houses for local market) – see the VS activities tool copied in the report for the working assumptions.
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	- Ensure continuing education of all relevant staff involved in slaughter inspection
	III.1 Communication	
	I.11 .Management of resources and operations	- Ensure integration of data collected during ante and post mortem inspection (zoonoses, residue, etc) into IVSAH data management system
	III.3. Official representation	

5. Objectively verifiable indicators

- Recruitment procedures for slaughter house inspectors
- Job descriptions in slaughter houses
- Slaughter fee management procedures
- Human Resource data records for slaughter houses
- Non conformity inspection reports
- Procedures for slaughter for self-consumption
- IVSAH Annual report of activity

VETERINARY PUBLIC HEALTH - 2					
CC: II-8. Food safety					
B. Ante and post mortem inspection at abattoirs and associated premises					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1,200	25		
<i>Building cost per (m2)</i>		2,000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35,000	5		
<i>4x4 vehicles</i>		55,000	5		
Telecommunication equipment set	51	700	5	7,140	
Office equipment set	117	1,000	5	23,400	
Other specific equipment					
Sub-total Material investments				30,540	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14,500			
<i>Continuing education (man-days / year)</i>		141			
<i>National expertise (days/5 years)</i>		162			
<i>International expertise (weeks/5 years)</i>		6,400			
<i>Special funds (/ 5 years) for ...</i>					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	51.0	80,000		4,080,000	
Other university degree		50,000			
Veterinary para-professionals	117.0	50,000		5,850,000	
Support staff		30,000			
Sub-total Salaries				9,930,000	
Consumable resources / year					
Administration		20%		1,986,000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3,250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0.40			
<i>Km or miles 4x4 vehicle / year</i>		0.60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				1,986,000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			11,946,540	
Total in	NIS			41,812,890	

VPH 3 – II-8. Food safety

C. Inspection of collection, processing and distribution of products of animal origin

1. Definition of this PVS Critical Competency

The authority and capability of the VS to implement manage and coordinate food safety measures on collection, processing and distribution of products of animals, including programmes for the prevention of specific food-borne zoonoses and general food safety programmes.

2. Desired Level of Advancement (DLA)

1. Implementation, management and coordination (as appropriate) are generally not undertaken in conformity with international standards.

2. Implementation, management and coordination (as appropriate) are generally undertaken in conformity with international standards only for export purposes.

3. Implementation, management and coordination (as appropriate) are generally undertaken in conformity with international standards only for export purposes and for products that are distributed throughout the national market.

4. Implementation, management and coordination (as appropriate) are generally undertaken in conformity with international standards only for export purposes and for products that are distributed throughout the national and local markets.

5. Implementation, management and coordination (as appropriate) are undertaken in full conformity with international standards for products at all levels of distribution (including on farm establishments)

3. Strategy to reach the Desired Level of Advancement (if relevant)

IVSAH should establish clearly its mandate to include inspection of all processing of products of animal origin (eg., milk, eggs, fish and meat) up to the end of processing. IVSAH will establish regulations on risk based food quality and safety management systems, defining the responsibilities of the industry with regards to their implementation and self-control, and will direct the official inspections to approving food processing facilities, providing guidance for the food business operators, and assuring the implementation of HACCP procedures and food hygiene practices in all food handling facilities (sporadic inspection). Inspection of products in distribution and retail outlets will remain with MoH. Strong external coordination will need to be established with MoH to ensure consistent and continuous inspection systems to 'farm to fork' (to be done by the central level – See Pillar V) .

4. Activities to implement (chronological)

	Specific activities	<ul style="list-style-type: none"> - Categorize the establishments and define a subsequent frequency of inspection according to each category (See Pillar V for the staff positioned at central level) - Assign and equip 8 veterinary inspectors for food processing inspection (see the VS activities tool copied in the report for the working assumptions) - Define and implement a comprehensive inspection programme, linked to the categorisation of establishments (estimated 120 000 Km/year)
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	<ul style="list-style-type: none"> - Legislation should be updated to include all processing of products of animal origin under IVSAH mandate (see also CC II-8.A) - Establish a MOU between IVSAH and MoH (see CC I-6.B)
	I.3. Continuing Education	<ul style="list-style-type: none"> - Ensure continuing education of all relevant staff involved in food processing establishments
	III.1 Communication	
	I.11. Management of resources and operations	<ul style="list-style-type: none"> - Ensure integration of data collected during the inspection of processing facilities into IVSAH data management system - Ensure compatibility and connectivity between the ISVAH and MoH data management systems for traceability purposes
	III.3. Official representation	

5. Objectively verifiable indicators

- Legal framework
- External coordination procedures with MoH
- Planning for processing establishment inspections
- Inspection reports
- IVSAH Annual report of activity

VETERINARY PUBLIC HEALTH - 3					
CC: II-8. Food safety					
C. Inspection of collection, processing and distribution of products of animal origin					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	8	35 000	5	56 000	
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	8	700	5	1 120	
Office equipment set	8	1 000	5	1 600	
Other specific equipment					
Sub-total Material investments				58 720	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
<i>National expertise (days/5 years)</i>		162			
<i>International expertise (weeks/5 years)</i>		6 400			
<i>Special funds (/ 5 years) for ...</i>					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	8,0	80 000		640 000	
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries				640 000	
Consumable resources / year					
Administration		20%		128 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	120 000	0,40		48 000	
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				176 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			874 720	
Total in	NIS			3 061 520	

VPH 4 – II-9. Veterinary medicines and biologicals

1. Definition of this PVS Critical Competency

The authority and capability of the VS to regulate veterinary medicines and veterinary biological, in order to ensure their responsible and prudent use, i.e. the marketing authorisation, registration, import, manufacture, quality control, export, labelling, advertising, distribution, sale (includes dispensing) and use (includes prescribing) of these products.

2. Desired Level of Advancement (DLA)

1. The VS cannot regulate veterinary medicines and veterinary biologicals.
2. The VS have some capability to exercise regulatory and administrative control over veterinary medicines and veterinary biological in order to ensure their responsible and prudent use.
3. The VS exercise effective regulatory and administrative control for most aspects related to the control over veterinary medicines and veterinary biological in order to ensure their responsible and prudent use.

4. The VS exercise comprehensive and effective regulatory and administrative control of veterinary medicines and veterinary biologicals.

5. The control systems are regularly audited, tested and updated when necessary.

3. Strategy to reach the Desired Level of Advancement (if relevant)

IVSAH will ensure the prudent and responsible delivery and usage of the veterinary medicines by veterinarians and farmers. For this purpose, a monitoring system to analyse the use of veterinary medicines, including the antimicrobial resistance and pharmacovigilance will be put in place and the inspection programme will be reinforced (at farm level, in veterinary clinics and wholesalers). IVSAH will need to gain administrative entry authority for all places where veterinary medicines are distributed and used (currently only MoH inspectors have).

Veterinary biological and chemical product registration by IVSAH (registration of veterinary drugs are carried out by MoH) will be facilitated through reinforced human resources in IVSAH central and improved external coordination with MoH.

4. Activities to implement (chronological)

Specific activities	<ul style="list-style-type: none"> - Review product dossiers to register vaccines and chemicals - Assign 1 veterinarian for field inspection (estimated 15 000 km/year) - Assign 2 veterinarians, 2 other university degrees, and 1 support staff for management activities (see CC I-6.A – Pillar V) 	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	<ul style="list-style-type: none"> - Update legislation to require record keeping by veterinarians and at farm level - Develop a MOU between IVSAH and MoH for the registration of veterinary medicines
	<i>I.3. Continuing Education</i>	<ul style="list-style-type: none"> - Ensure continuing education of all relevant staff involved in the control of veterinary medicine
	<i>III.1 Communication</i>	<ul style="list-style-type: none"> - Develop awareness campaigns for the prudent use of veterinary medicines (not included in the budget)
	<i>I.11. Management of resources and operations</i>	<ul style="list-style-type: none"> - Establish relevant data management for registry of veterinary medicine and biologicals - Establish relevant data management for the prudent use of veterinary medicines (includes inspection of establishments)
	<i>III.3. Official representation</i>	<ul style="list-style-type: none"> - Strengthen active participation in OIE and Codex related meetings

5. Objectively verifiable indicators

- Legal framework
- Registration procedures and records
- Awareness campaign (materials) on the prudent use of antimicrobials
- Inspection reports (farms, wholesalers, etc)

VETERINARY PUBLIC HEALTH - 4					
CC: II-9. Veterinary medicines and biologicals					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	1	35 000	5	7 000	
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	1	700	5	140	
Office equipment set	1	1 000	5	200	
Other specific equipment					
Sub-total Material investments				7 340	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	1,0	80 000		80 000	
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries				80 000	
Consumable resources / year					
Administration		20%		16 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	15 000	0,40		6 000	
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				22 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			109 340	
Total in	NIS			382 690	

VPH 5 – II-10. Residue testing

1. Definition of this PVS Critical Competency

The capability of the VS to undertake residue testing programmes for veterinary medicines (e.g. antimicrobials and hormones), chemicals, pesticides, radionuclides, metals, etc.

2. Desired Level of Advancement (DLA)

1. No residue testing programme for animal products exists in the country.
2. Some residue testing programme is performed but only for selected animal products for export.
3. A comprehensive residue testing programme is performed for all animal products for export and some for domestic consumption.
- 4. A comprehensive residue testing programme is performed for all animal products for export and domestic consumption.**

5. The residue testing programme is subject to routine quality assurance and regular evaluation.

3. Strategy to reach the Desired Level of Advancement (if relevant)

The strategy is to implement the same level of food safety for products intended for export and the domestic market. Since animal feed recently fell under the mandate of IVSAH (see CC II.10) the annual residue testing programme will need to incorporate animal feed. Residue sampling will be implemented by AH and VPH inspectors during routine activities and therefore do not need additional financial resources (resources for laboratory testing is included in CC II-1.B).

4. Activities to implement (chronological)

	Specific activities	- Ensure laboratory capacity is appropriate to deal with the number of samples (approx. 300 samples / year) (see Laboratory Pillar)
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	- Ensure that draft legislation/regulation is enacted and implemented
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	- Establish relevant data management for residue testing
	III.3. Official representation	

5. Objectively verifiable indicators

- Annual residue testing plans
- Laboratory analysis reports

VPH 6 – II-11. Animal feed safety

1. Definition of this PVS Critical Competency

The authority and capability of the VS to regulate animal feed safety e.g. processing, handling, storage, distribution and use of both commercial and on-farm produced animal feed and feed ingredients.

2. Desired Level of Advancement (DLA)

1. The VS cannot regulate animal feed safety.
2. The VS have some capability to exercise regulatory and administrative control over animal feed safety.
3. The VS exercise regulatory and administrative control for most aspects of animal feed safety.

4. The VS exercise comprehensive and effective regulatory and administrative control of animal feed safety.

5. The control systems are regularly audited, tested and updated when necessary.

3. Strategy to reach the Desired Level of Advancement (if relevant)

The strategy is to control feed for all animals, focusing on food producing animals, and ensure the traceability on animal feed production from Farm to Fork, in the context of the new Feed Law (still to be enacted). External coordination with PIZUAH will be reinforced to enforce the new Feed Law.

4. Activities to implement (chronological)

Specific activities	<ul style="list-style-type: none"> - Develop risk assessment and categorization of establishment (HR considered in Pillar V) - Register and map establishments (HR considered in Pillar V) - Set up a national inspection plan on the following basis: 1 full auditing / year + 3 routine inspection / year in each of the 120 feed producers, and 1 routine inspection / year in the 330 feed distributors. This represents 2 FTE veterinarian and an estimated 30 000 km/year. - Ensure that the budget for feed safety testing is relevant (estimated 400 USD x 1500 samples = 600 000 USD) - Conduct a cost benefit analysis (outsourcing sampling to be compared of the establishment of a feed safety unit in KVI) (not included in the budget) - Build a Rapid Alert System for Feed & food safety (not costed in this report) 	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	<ul style="list-style-type: none"> - Finalize and implement the new 'Feed Law' (See Pillar V) - Develop regulation and procedures for feed inspection at farm level (8000), to be implemented by IVSAH animal health inspectors
	<i>I.3. Continuing Education</i>	<ul style="list-style-type: none"> - Ensure continuing education of all relevant staff involved in feed safety
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	<ul style="list-style-type: none"> - Establish relevant data management for feed safety
	<i>III.3. Official representation</i>	

5. Objectively verifiable indicators

- Feed safety inspection programme
- Legal framework
- Registry and mapping of establishments
- Report on the cost/benefit analysis for an in-KVI feed safety unit

VETERINARY PUBLIC HEALTH - 6					
CC: II-11. Animal feed safety					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1,200	25		
<i>Building cost per (m2)</i>		2,000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	2	35,000	5	14,000	
<i>4x4 vehicles</i>		55,000	5		
Telecommunication equipment set	2	700	5	280	
Office equipment set	2	1,000	5	400	
Other specific equipment					
Sub-total Material investments				14,680	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14,500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6,400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	2.0	80,000		160,000	
Other university degree		50,000			
Veterinary para-professionals		50,000			
Support staff		30,000			
Sub-total Salaries				160,000	
Consumable resources / year					
Administration		20%		32,000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3,250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	30,000	0.40		12,000	
<i>Km or miles 4x4 vehicle / year</i>		0.60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
<i>Feed Laboratory analyses</i>	1,500	400.00		600,000	
Sub-total Consumable resources				644,000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			818,680	
Total in	NIS			2,865,380	

C. Critical Competencies for Animal Health

AH 1 – II-5. Epidemiological surveillance and early detection

A. Passive epidemiological surveillance

1. Definition of this PVS Critical Competency

The authority and capability of the VS to determine, verify and report on the sanitary status of the animal populations, including wildlife, under their mandate.

2. Desired Level of Advancement (DLA)

1. The VS have no passive surveillance programme.

2. The VS conduct passive surveillance for some relevant diseases and have the capacity to produce national reports on some diseases.

3. The VS conduct passive surveillance in compliance with OIE standards for some relevant diseases at the national level through appropriate networks in the field, whereby samples from suspect cases are collected and sent for laboratory diagnosis with evidence of correct results obtained. The VS have a basic national disease reporting system.

4. The VS conduct passive surveillance and report at the national level in compliance with OIE standards for most relevant diseases. Producers and other interested parties are aware of and comply with their obligation to report the suspicion and occurrence of notifiable diseases to the VS.

5. The VS regularly report to producers and other interested parties and the international community (where applicable) on the findings of passive surveillance programmes.

3. Strategy to reach the Desired Level of Advancement (if relevant)

The passive surveillance capacity will be enhanced by:

- (i) The presence of IVSAH inspectors in slaughter houses for systematic ante and post mortem inspection (see CC II-8B)
- (ii) The targeting of extensively managed livestock (see CC II-7)
- (iii) The reinforcement of external coordination with the Minister of Environment for wildlife

4. Activities to implement (chronological)

Specific activities		
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	

5. Objectively verifiable indicators

- Slaughter houses inspection and laboratory reports
- Coordination procedures and meeting reports between IVSAH and MoE (including hunters)
- Field veterinary network (distribution of licensed private veterinarians)

AH 2 – II-5. Epidemiological surveillance and early detection

B. Active epidemiological surveillance

1. Definition of this PVS Critical Competency		
<i>The authority and capability of the VS to determine, verify and report on the sanitary status of the animal populations, including wildlife, under their mandate.</i>		
2. Desired Level of Advancement (DLA)		
1. The VS have no active surveillance programme.		
2. The VS conduct active surveillance for some relevant diseases (of economic and zoonotic importance) but apply it only in a part of susceptible populations and/or do not update it regularly.		
3. The VS conduct active surveillance in compliance with scientific principles and OIE standards for some relevant diseases and apply it to all susceptible populations but do not update it regularly.		
4. The VS conduct active surveillance in compliance with scientific principles and OIE standards for some relevant diseases, apply it to all susceptible populations, update it regularly and report the results systematically.		
5. The VS conduct active surveillance for most or all relevant diseases and apply it to all susceptible populations. The surveillance programmes are evaluated and meet the country's OIE obligations.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
4. Activities to implement (chronological)		
Specific activities	Active surveillance capacity will be enhanced: <ul style="list-style-type: none"> - For salmonella in the laying hens sector (see CC II-7); - For <i>Brucella melitensis</i> in the backyard and extensive small ruminant sector (see CC II-7) The cost of testing is not estimated in this budget (see Laboratory pillar).	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Salmonella lab diagnosis reports - Brucella lab diagnosis reports 		

AH 3 – II-6. Emergency response

1. Definition of this PVS Critical Competency

The authority and capability of the VS to respond rapidly to a sanitary emergency (such as a significant disease outbreak or food safety emergency).

2. Desired Level of Advancement (DLA)

1. The VS have no field network or established procedure to determine whether a sanitary emergency exists or the authority to declare such an emergency and respond appropriately.

2. The VS have a field network and an established procedure to determine whether or not a sanitary emergency exists, but lack the necessary legal and financial support to respond appropriately.

3. The VS have the legal framework and financial support to respond rapidly to sanitary emergencies, but the response is not coordinated through a chain of command. They may have national contingency plans for some exotic diseases but they are not updated / tested.

4. The VS have an established procedure to make timely decisions on whether or not a sanitary emergency exists. The VS have the legal framework and financial support to respond rapidly to sanitary emergencies through a chain of command. They have national contingency plans for some exotic diseases that are regularly updated / tested.

5. The VS have national contingency plans for all diseases of concern; including coordinated actions with relevant Competent Authorities, all producers and other interested parties through a chain of command. These are regularly updated, tested and audited.

3. Strategy to reach the Desired Level of Advancement (if relevant)

IVSAH will pursue its current activities but will link progressively the level of compensation with the level of biosecurity of farms, especially in the poultry sector. The aim of the disease control programmes and new strategies is also to reduce the cost of compensation by increasing the effectiveness of disease controls (see CC II-7).

4. Activities to implement (chronological)

Specific activities	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>

5. Objectively verifiable indicators

- Compensation procedures
- Financial reports
- Contingency plans

AH 4 – II-7. Disease prevention, control and eradication

1. Definition of this PVS Critical Competency

The authority and capability of the VS to actively perform actions to prevent, control or eradicate OIE listed diseases and/or to demonstrate that the country or a zone are free of relevant diseases.

2. Desired Level of Advancement (DLA)

1. The VS have no authority or capability to prevent, control or eradicate animal diseases.
2. The VS implement prevention, control or eradication programmes for some diseases and/or in some areas with little or no scientific evaluation of their efficacy and efficiency.
3. The VS implement prevention, control or eradication programmes for some diseases and/or in some areas with scientific evaluation of their efficacy and efficiency.
4. The VS implement prevention, control or eradication programmes for all relevant diseases but with scientific evaluation of their efficacy and efficiency of some programmes.
- 5. The VS implement prevention, control or eradication programmes for all relevant diseases with scientific evaluation of their efficacy and efficiency consistent with relevant OIE international standards.**

3. Strategy to reach the Desired Level of Advancement (if relevant)

IVSAH will progressively transfer all official routine activities related to cattle (eg., TB testing, vaccination) to private veterinarians under official delegation (under cost recovery); however, given the extensive nature of the system, IVSAH animal health inspectors will develop and implement more intensive outreach with FMD vaccination in the grazing beef sector in Golan and border area with Lebanon.

In addition, IVSAH will concentrate on routine farm inspection (for all species), the implementation of the new biosecurity upgrading / salmonella programme (special fund), specific rabies activities and vaccinations of small ruminants (brucellosis, S&G pox, PPR and FMD) in extensive and backyard systems.

As a result, the scope of farm inspection will include, in addition to AH *sensu stricto*, control of officially delegated AH activities and identification, feed safety, AW, veterinary medicines, ad hoc border inspection and other relevant matters under IVSAH mandate. All these activities will require approx. 27 veterinarians and 27 veterinary para-professionals (see AH pillar).

4. Activities to implement (chronological)

		<ul style="list-style-type: none"> - Develop official delegation procedures for implementation of routine cattle official activities by private veterinarians, including controls by IVSAH (post vaccination, etc) - Implement yearly official vaccinations on all small ruminants (FMD and S&G Pox estimated 650 000 doses, Brucellosis and PPR only on young females estimated 560 000 doses) - Implement the new biosecurity upgrading / salmonella programme ((13 temporary animal health field inspectors specifically dedicated to the task for 5 years only = special fund). - Implement FMD and LSD vaccination for grazing beef cattle in northern Israel (20 000 heads) - Implement specific rabies programme (1.6 M USD special fund), in coordination with municipalities - Implement all farms inspections (see AH pillar)
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	- Develop detailed procedures for the official delegation of some AH activities to private veterinarians (see CC III.4)
	I.3. Continuing Education	- Ensure relevant continuing education for field staff, including private veterinarians if necessary
	III.1 Communication	
	I.11. Management of resources and operations	- Ensure that the data management system includes all AH official activities
	III.3. Official representation	

5. Objectively verifiable indicators

- Delegation procedures to the private sector
- Vaccination programme for small ruminants in extensive and backyard systems
- Vaccination programme for beef cattle in northern Israel
- Farm inspection reports
- External coordination procedures with Mol/municipalities for programmes in pets (AH and AW)
- IVSAH Annual report of activity

ANIMAL HEALTH - 4					
CC: II-7. Disease prevention, control and eradication					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1,200	25		
<i>Building cost per (m2)</i>		2,000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	60	35,000	5	420,000	
<i>4x4 vehicles</i>	10	55,000	5	110,000	
Telecommunication equipment set	35	700	5	4,900	
Office equipment set	70	1,000	5	14,000	
Other specific equipment					
Sub-total Material investments				548,900	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14,500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6,400			
Special funds (/ 5 years) for upgrade & salm	13	382,000			4,966,000
Sub-total non material expenditure					4,966,000
Salaries / year					
Veterinarians	27.0	80,000		2,160,000	
Other university degree		50,000			
Veterinary para-professionals	27.0	50,000		1,350,000	
Support staff		30,000			
Sub-total Salaries				3,510,000	
Consumable resources / year					
Administration		20%		702,000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3,250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	900,000	0.40		360,000	
<i>Km or miles 4x4 vehicle / year</i>	250,000	0.60		150,000	
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
<i>vaccines Sheep & Goats + Cattle at Golan H.</i>	1	1,550,000.00		1,550,000	
<i>Rabies control fund</i>	1	1,600,000.00		1,600,000	
Sub-total Consumable resources				4,362,000	
Delegated activities / year					
<i>Cattle vaccination (FMD & Brucellosis)</i>	1	5,000,000.00		5,000,000	
Sub-total Delegated activities				5,000,000	
Total in	USD			13,420,900	4,966,000
Total in	NIS			46,973,150	17,381,000

AH 5 – II-13. Animal welfare

1. Definition of this PVS Critical Competency		
The authority and capability of the VS to implement the animal welfare standards of the OIE as published in the Terrestrial Code.		
2. Desired Level of Advancement (DLA)		
1. There is no national legislation on animal welfare.		
2. There is national animal welfare legislation for some sectors.		
3. In conformity with OIE standards, animal welfare is implemented for some sectors (e.g. for the export sector).		
4. Animal welfare is implemented in conformity with all relevant OIE standards.		
5. Animal welfare is implemented in conformity with all relevant OIE standards and programmes are subjected to regular audits.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
In order for IVSAH to keep its mandate over animal welfare in a context where it is challenged and could be transferred under MoE mandate, it is necessary to be visible on this domain through clear positions and combined activities in most domains of intervention (Trade, VPH, AH, Lab) related to live animals. Specific external coordination will be developed with municipalities to ensure relevant implementation of animal welfare regulations in the pet sector.		
4. Activities to implement (chronological)		
Specific activities	<ul style="list-style-type: none"> - Assign 2 veterinarians to implement animal welfare inspection activities - Design and implement a comprehensive AW inspection programme (estimated 30 000 km/year) - Oversee and implement specific AW promotion activities (1,6 M USD special fund) - Establish relevant external coordination procedures with MoI and municipalities - Ensure enough staff at central level for complaints management and design programmes (see CC I.6.A) 	
Activities linked to cross-cutting competencies	III.2 Consultation	- Organise regular consultation with AW associations to improve compliance
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	- Ensure continuing education of all relevant staff involved in AW
	III.1 Communication	- Develop communication about AW to advertise mandate of IVSAH in the public
	I.11. Management of resources and operations	
	III.3. Official representation	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - IVSAH organisational chart - External coordination procedures with MoI/municipalities for AW programmes in pets - Complaints management procedures - Number of AW complaints and follow up reports - AW inspection reports - IVSAH Annual report of activity 		

ANIMAL HEALTH - 5					
CC: II-13. Animal Welfare					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	2	35 000	5	14 000	
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	2	700	5	280	
Office equipment set	2	1 000	5	400	
Other specific equipment					
Sub-total Material investments				14 680	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	2,0	80 000		160 000	
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries				160 000	
Consumable resources / year					
Administration		20%		32 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	30 000	0,40		12 000	
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
<i>AW fund</i>	1	1 600 000,00		1 600 000	
Sub-total Consumable resources				1 644 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			1 818 680	
Total in	NIS			6 365 380	

D. Critical Competencies for Laboratory

LAB 1 – II-1. Veterinary laboratory diagnosis

A. Access to veterinary laboratory diagnosis

1. Definition of this PVS Critical Competency

The authority and capability of the VS to have access to laboratory diagnosis in order to identify and record pathogenic agents, including those relevant for public health, that can adversely affect animals and animal products.

2. Desired Level of Advancement (DLA)

1. Disease diagnosis is almost always conducted by clinical means only, with no access to and use of a laboratory to obtain a correct diagnosis.
2. For major zoonoses and diseases of national economic importance, the VS have access to and use a laboratory to obtain a correct diagnosis.
3. For other zoonoses and diseases present in the country, the VS have access to and use a laboratory to obtain a correct diagnosis.
4. For diseases of zoonotic or economic importance not present in the country, but known to exist in the region and/or that could enter the country, the VS have access to and use a laboratory to obtain a correct diagnosis.

5. In the case of new and emerging diseases in the region or world, the VS have access to and use a network of national or international reference laboratories (e.g. an OIE Reference Laboratory) to obtain a correct diagnosis.

3. Strategy to reach the Desired Level of Advancement (if relevant)

Strategy is to maintain the current high level of performance and access to laboratory services within IVSAH

4. Activities to implement (chronological)

Specific activities		
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	

5. Objectively verifiable indicators

- Sample shipment procedures
- OIE reference laboratory reports

LAB 2 – II-1. Veterinary laboratory diagnosis

B. Suitability of national laboratory infrastructures

1. Definition of this PVS Critical Competency

The sustainability, effectiveness and efficiency of the national (public and private) laboratory infrastructures to service the needs of the VS.

2. Desired Level of Advancement (DLA)

1. The national laboratory infrastructure does not meet the need of the VS.
2. The national laboratory infrastructure meets partially the needs of the VS, but is not entirely sustainable, as organisational deficiencies with regard to the effective and efficient management of resources and infrastructure (including maintenance) are apparent.
3. The national laboratory infrastructure generally meets the needs of the VS. Resources and organisation appear to be managed effectively and efficiently, but their regular funding is inadequate to support a sustainable and regularly maintained infrastructure.
4. The national laboratory infrastructure generally meets the needs of the VS and is subject to timely maintenance programmes but needs new investments in certain aspects (e.g. accessibility to laboratories, number or type of analyses).

5. The national laboratory infrastructure meets the needs of the VS, and is sustainable and regularly audited.

3. Strategy to reach the Desired Level of Advancement (if relevant)

KVI will maintain and develop its capacity where relevant (KVI assessment was not within the scope of the PVS Gap Analysis mission).

In the near future, it may be appropriate to conduct an analysis on the suitability of the laboratory network to the national needs, also considering if activities could be transferred to private laboratories, while keeping sufficient capacity and high level of expertise in KVI, ensuring its sustainability on the long term.

4. Activities to implement (chronological)

		<ul style="list-style-type: none"> - Finalise post mortem building and BSL3 unit with exceptional budget funding - Build a new animal laboratory housing - Analyse cost benefit to develop a feed safety unit (instead of outsourcing) - Ensure specialised training of 5 veterinarians (PhD) over the next five years to prepare for the retirement of other staff and maintain critical laboratory expertise
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	

5. Objectively verifiable indicators

- Number of serological analysis (active and passive surveillance)
- Non conformity management procedures
- KVI building maps
- Report on cost-benefit analysis for KVI in house feed unit

VETERINARY LABORATORIES - 2					
CC: II-1.B Suitability of the national veterinary network					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()	8 500				
<i>Maintenance cost per (m2)</i>	8 500	100	1	850 000	
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	1	35 000	5	7 000	
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set		700	5		
Office equipment set		1 000	5		
Other specific equipment					
<i>n, P3 Animal Housing, lab animal facilities</i>	1	8 200 000	25	328 000	6 560 000
<i>Laboratory equipment</i>	1	8 800 000	5	1 760 000	
Sub-total Material investments				2 945 000	6 560 000
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for training of new s	5	420 000			2 100 000
Sub-total non material expenditure					2 100 000
Salaries / year					
Veterinarians	39,0	80 000		3 120 000	
Other university degree	12,0	50 000		600 000	
Veterinary para-professionals	40,0	50 000		2 000 000	
Support staff	12,0	30 000		360 000	
Sub-total Salaries				6 080 000	
Consumable resources / year					
Administration		20%		1 216 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	15 000	0,40		6 000	
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
<i>KVI yearly consumables expenditures</i>	1	3 500 000,00		3 500 000	
Sub-total Consumable resources				4 722 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			13 747 000	8 660 000
Total in	NIS			48 114 500	30 310 000

LAB 3 – II-2. Laboratory quality assurance

1. Definition of this PVS Critical Competency

The quality of laboratories (that conduct diagnosis testing or analysis for chemical residues, antimicrobial residues, toxins, or tests for biological efficacy, etc.) as measured by the use of formal QA systems including, but not limited to, participation in relevant proficiency testing programmes.

2. Desired Level of Advancement (DLA)

1. No laboratories used by the public sector VS are using formal QA systems.

2. Some laboratories used by the public sector VS are using formal QA systems.

3. All laboratories used by the public sector VS are using formal QA systems.

4. All the laboratories used by the public sector VS and most or all private laboratories are using formal QA systems.

5. All the laboratories used by the public sector VS and most or all private laboratories are using formal QA programmes that meet OIE, ISO 17025, or equivalent QA standard guidelines.

3. Strategy to reach the Desired Level of Advancement (if relevant)

KVI will maintain its advanced level of competence, notably through participation in twinning programmes and international networking.

4. Activities to implement (chronological)

Specific activities	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>

5. Objectively verifiable indicators

- AQ SOPs and manual
- KVI Annual reports of activity
- Metrology reports

E. Critical Competencies for Management of Veterinary Services
General Competencies

MVS – I-4. Technical independence

1. Definition of this PVS Critical Competency	
<i>The capability of the VS to carry out their duties with autonomy and free from commercial, financial, hierarchical and political influences that may affect technical decisions in a manner contrary to the provisions of the OIE (and of the WTO SPS Agreement where applicable).</i>	
2. Desired Level of Advancement (DLA)	
1. The technical decisions made by the VS are generally not based on scientific considerations.	
2. The technical decisions take into account the scientific evidence, but are routinely modified to conform to non-scientific considerations.	
3. The technical decisions are based on scientific evidence but are subject to review and possible modification based on non-scientific considerations.	
4. The technical decisions are made and implemented in general accordance with the country's OIE obligations (and with the country's WTO SPS Agreement obligations where applicable).	
5. The technical decisions are based only on scientific evidence and are not changed to meet non-scientific considerations.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
The current plan is developed to reach level 5 and be fully compliant with OIE international standards. In particular, IVSAH will no longer rely on vaccination and animal identification to generate income and the programme of activities implemented will be defined on a risk-based analysis.	
4. Activities to implement (chronological)	
	Specific activities - Develop risk assessment (see CC II.3)
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i> - Update legislation to reinforce IVSAH mandate (slaughter inspection, processing plants, etc)
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.1.1. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	
- Budget / income sources	
- Risk analysis assessment conducted	

MVS – I-5. Stability of structures and sustainability of policies

1. Definition of this PVS Critical Competency	
<i>The capability of the VS structure and/or leadership to implement and sustain policies over time.</i>	
2. Desired Level of Advancement (DLA)	
1. Substantial changes to the organisational structure and/or leadership of the public sector of the VS frequently occur (e.g. annually) resulting in lack of sustainability of policies.	
2. Sustainability of policies is affected by changes in the political leadership and/or the structure and leadership of the VS.	
3. Sustainability of policies is not affected or slightly affected by changes in the political leadership and/or the structure and leadership of the VS.	
4. Policies are sustained over time through national strategic plans and frameworks and are not affected by changes in the political leadership and/or the structure and leadership of VS.	
5. Policies are sustained over time and the structure and leadership of the VS are stable. Modifications are based on an evaluation process, with positive effects on the sustainability of policies.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
4. Activities to implement (chronological)	
Specific activities	- Undertake monitoring and evaluation mission to assess progress if relevant
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	
- OIE PVS follow up reports	

MVS – I-6. Coordination capability of the Veterinary Services

A. Internal coordination (chain of command)

1. Definition of this PVS Critical Competency	
<i>The capability of the VS to coordinate its resources and activities (public and private sectors) with a clear chain of command, from the central level (the Chief Veterinary Officer) to the field level of the VS in order to implement all national activities relevant for the Codes (i.e. surveillance, disease control and eradication, food safety and early detection and rapid response programmes).</i>	
2. Desired Level of Advancement (DLA)	
1. There is no formal internal coordination and the chain of command is not clear.	
2. There are internal coordination mechanisms for some activities but the chain of command is not clear.	
3. There are internal coordination mechanisms and a clear and effective chain of command for some activities.	
4. There are internal coordination mechanisms and a clear and effective chain of command at the national level for most activities.	
5. There are internal coordination mechanisms and a clear and effective chain of command for all activities and these are periodically reviewed / audited and updated.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
Coordination of all activities will be made at central level taking into account the geographical and logistical context of Israel. However, support staff based in district offices will remain useful for data management (estimated 6 support staff).	
4. Activities to implement (chronological)	
Specific activities	See proposed functional repartition of staff in pillar "management".
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	
<ul style="list-style-type: none"> - IVSAH organisational chart - Job descriptions - Chain of command procedures (emergency and routine) 	

MANAGEMENT OF VETERINARY SERVICES - General competencies					
CC: I-6.A. Coordination capability of the Veterinary Services: Internal coordination (chain of command)					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()	3 000				
<i>Maintenance cost per (m2)</i>	3 000	100	1	300 000	
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	8	35 000	5	56 000	
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	86	700	5	12 040	
Office equipment set	86	1 000	5	17 200	
Other specific equipment					
Sub-total Material investments				385 240	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	21,0	80 000		1 680 000	
Other university degree	11,0	50 000		550 000	
Veterinary para-professionals	1,0	50 000		50 000	
Support staff	53,0	30 000		1 590 000	
Sub-total Salaries				3 870 000	
Consumable resources / year					
Administration		20%		774 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	120 000	0,40		48 000	
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				822 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			5 077 240	
Total in	NIS			17 770 340	

MANAGEMENT OF VETERINARY SERVICES - General competencies					
CC: I-6.A. Coordination capability of the Veterinary Services: Internal coordination (chain of command)					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()	3 000				
<i>Maintenance cost per (m2)</i>	3 000	100	1	300 000	
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>	8	35 000	5	56 000	
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	86	700	5	12 040	
Office equipment set	86	1 000	5	17 200	
Other specific equipment					
Sub-total Material investments				385 240	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians	21,0	80 000		1 680 000	
Other university degree	11,0	50 000		550 000	
Veterinary para-professionals	1,0	50 000		50 000	
Support staff	53,0	30 000		1 590 000	
Sub-total Salaries				3 870 000	
Consumable resources / year					
Administration		20%		774 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>	120 000	0,40		48 000	
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				822 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			5 077 240	
Total in	NIS			17 770 340	

MVS – I-6. Coordination capability of the Veterinary Services

B. External coordination

1. Definition of this PVS Critical Competency		
<p><i>The capability of the VS to coordinate its resources and activities (public and private sectors) at all levels with other relevant authorities as appropriate, in order to implement all national activities relevant for OIE Codes (i.e. surveillance, disease control and eradication, food safety and early detection and rapid response programmes).</i></p> <p><i>Relevant authorities include other ministries and competent authorities, national agencies and decentralised institutions.</i></p>		
2. Desired Level of Advancement (DLA)		
1. There is no external coordination.		
2. There are informal external coordination mechanisms for some activities, but the procedures are not clear and/or external coordination occurs irregularly.		
3. There are formal external coordination mechanisms with clearly described procedures or agreements for some activities and/or sectors		
4. There are formal external coordination mechanisms with clearly described procedures or agreements at the national level for most activities, and these are uniformly implemented throughout the country.		
5. There are national external coordination mechanisms for all activities and these are periodically reviewed and updated.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
<p>By clarifying its mandate included up to processed food of animal origin, IVSAH will be in a better position to develop relevant external coordination, especially with MoH and Mol/municipalities</p> <p>Enforcement of legislation and better compliance will require strengthening external coordination with PIZUAH</p>		
4. Activities to implement (chronological)		
Specific activities	<p>Develop relevant procedures and data management for external coordination in the following aspects:</p> <ul style="list-style-type: none"> - Enforcement of legislation with PIZUAH - Wildlife and animal disease surveillance with MoE - Rabies and population control of pets/stray animals with Mol and municipal veterinarians - Control and traceability along the food chain with MoH /municipalities (in charge of distribution and restaurants) - Zoonoses control and monitoring with MoH 	
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	Ensure that IVSAH database and management is connectable with MoH, Mol, where relevant
	III.3. Official representation	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - External coordination procedures (with MoH, Mol, MoE) - Coordination meeting reports - Annual reports of activity (PIZUAH, MoE, Mol, MoH) 		

MVS – II-3. Risk analysis

1. Definition of this PVS Critical Competency		
<i>The authority and capability of the VS to base its risk management measures on risk assessment.</i>		
2. Desired Level of Advancement (DLA)		
1. Risk management measures are not usually supported by risk assessment.		
2. The VS compile and maintain data but do not have the capability to carry out risk analysis. Some risk management measures are based on risk assessment.		
3. The VS compile and maintain data and have the capability to carry out risk analysis. The majority of risk management measures are based on risk assessment.		
4. The VS conduct risk analysis in compliance with relevant OIE standards, and base their risk management measures on the outcomes of risk assessment.		
5. The VS are consistent in basing sanitary measures on risk assessment, and in communicating their procedures and outcomes internationally, meeting all their OIE obligations (including WTO SPS Agreement obligations where applicable).		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
IVSAH will base its activity on risk assessment, where relevant		
4. Activities to implement (chronological)		
Specific activities	<ul style="list-style-type: none"> - Establish a risk assessment, epidemiology and data management unit, under CVO - Assign 2 veterinarians and 1 university degree in the newly established unit - Ensure specialized training for 3 staff over the next 5 years (estimated 30 man/months) 	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	- Ensure continuing education for all relevant staff involved in risk assessment
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	- Ensure relevant data management for risk analysis
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - IVSAH organisational chart - Job description for RA unit staff - Budget line for RA unit - Risk Assessments made and used in technical ISVAH departments 		

MANAGEMENT OF VETERINARY SERVICES - General competencies					
CC: II-3. Risk analysis					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	3	700	5	420	
Office equipment set	3	1 000	5	600	
Other specific equipment					
Sub-total Material investments				1 020	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>	30,0	14 500			435 000
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					435 000
Salaries / year					
Veterinarians	2,0	80 000		160 000	
Other university degree	1,0	50 000		50 000	
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries				210 000	
Consumable resources / year					
Administration		20%		42 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				42 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			253 020	435 000
Total in	NIS			885 570	1 522 500

MVS – III-4. Accreditation / authorisation / delegation

1. Definition of this PVS Critical Competency		
<i>The authority and capability of the public sector of the VS to accredit / authorise / delegate the private sector (e.g. private veterinarians and laboratories), to carry out official tasks on its behalf.</i>		
2. Desired Level of Advancement (DLA)		
1. The public sector of the VS has neither the authority nor the capability to accredit / authorise / delegate the private sector to carry out official tasks.		
2. The public sector of the VS has the authority and capability to accredit / authorise / delegate to the private sector, but there are no current accreditation / authorisation / delegation activities.		
3. The public sector of the VS develops accreditation / authorisation / delegation programmes for certain tasks, but these are not routinely reviewed.		
4. The public sector of the VS develops and implements accreditation / authorisation / delegation programmes, and these are routinely reviewed.		
5. The public sector of the VS carries out audits of its accreditation / authorisation / delegation programmes, in order to maintain the trust of their trading partners and stakeholders.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
The strategy is to develop the capacity over the next five years to delegate many activities related to official vaccinations to accredited private veterinarians with IVSAH supervision and legal control. IVSAH need to develop a mechanism for oversight and institute appropriate control measure and review capacity, this will include review of current legislation and regulation and development of updated authority as needed. .		
4. Activities to implement (chronological)		
Specific activities	<ul style="list-style-type: none"> - Improve understanding of requirements for official delegation (and its legal and technical implications/constraints) in the context of Israel (1 man month specialized study tour for an IVSAH staff and 2 weeks of international expertise) - Develop detailed procedures for any official activity delegated to private veterinarians (service negotiation of fixed rates; list of 'authorized' veterinarians, reporting obligations, etc), including control of compliance by IVSAH - Ensure that municipal veterinarians are officially accredited by IVSAH whenever implementing official activities such as rabies vaccination 	
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	- Develop/reinforce relevant regulations if necessary (notably based on the outcomes of the international expertise)
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	- Ensure that data management includes delegated activities to private veterinarians
	III.3. Official representation	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Study tour report - International expert report - Legal framework - Register of delegated veterinarians with measures of compliance and enforcement actions - Contracts - post vaccination control (serological analysis) 		

MANAGEMENT OF VETERINARY SERVICES - General competencies					
CC: III-4. Accreditation / Authorisation / Delegation					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set		700	5		
Office equipment set		1 000	5		
Other specific equipment					
Sub-total Material investments					
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>	1,0	14 500			14 500
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)	2,0	6 400			12 800
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					27 300
Salaries / year					
Veterinarians		80 000			
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries					
Consumable resources / year					
Administration		20%			
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources					
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD				27 300
Total in	NIS				95 550

MVS – III-5. Veterinary Statutory Body (VSB)

A. VSB authority

1. Definition of this PVS Critical Competency	
<i>The VSB is an autonomous regulatory body for veterinarians and veterinary para-professionals. Its role is defined in the Terrestrial Code.</i>	
2. Desired Level of Advancement (DLA)	
1. There is no legislation establishing a VSB.	
2. The VSB regulates veterinarians only within certain sectors of the veterinary profession and/or does not systematically apply disciplinary measures.	
3. The VSB regulates veterinarians in all relevant sectors of the veterinary profession and applies disciplinary measures.	
4. The VSB regulates functions and competencies of veterinarians in all relevant sectors and veterinary para-professionals according to needs	
5. The VSB regulates and applies disciplinary measures to veterinarians and veterinary para-professionals in all sectors throughout the country.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
In the context of increased official delegation of IVSAH activities to private veterinarians, there is a need to analyse the need to improve the regulation of veterinary profession and create a VSB. This would notably allow to better adapt the number of veterinary students (and veterinary para-professionals) to the needs of the country	
4. Activities to implement (chronological)	
Specific activities	Develop criteria for private veterinarians to perform delegated activities
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	
<ul style="list-style-type: none"> - rates of veterinarians employment - licensing / registration procedures of veterinarians (and veterinary paraprofessionals) 	

MVS – III-5. Veterinary Statutory Body (VSB)

B. VSB capacity

1. Definition of this PVS Critical Competency		
<i>The capacity of the VSB to implement its functions and objectives in conformity with OIE standards.</i>		
2. Desired Level of Advancement (DLA)		
1. The VSB has no capacity to implement its functions and objectives.		
2. The VSB has the functional capacity to implement its main objectives.		
3. The VSB is an independent representative organisation with the functional capacity to implement all of its objectives.		
4. The VSB has a transparent process of decision making and conforms to OIE standards.		
5. The financial and institutional management of the VSB is submitted to external auditing.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
4. Activities to implement (chronological)		
Specific activities		
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		

MVS – III-6. Participation of producers and other interested parties in joint programmes

1. Definition of this PVS Critical Competency		
<p><i>The capability of the VS and producers and interested parties to formulate and implement joint programmes in regard to animal health and food safety.</i></p> <p><i>This competency includes collaboration with relevant authorities, including other ministries and Competent Authorities, national agencies and decentralised institutions that share authority or have mutual interest in relevant areas.</i></p>		
2. Desired Level of Advancement (DLA)		
1. Producers and other interested parties only comply and do not actively participate in programmes.		
2. Producers and other interested parties are informed of programmes and assist the VS to deliver the programmes in the field.		
3. Producers and other interested parties are trained to participate in programmes and advise of needed improvements, and participate in early detection of diseases.		
4. Representatives of producers and other interested parties negotiate with the VS on the organisation and delivery of programmes.		
5. Producers and other interested parties are formally organised to participate in developing programmes in close collaboration with the VS.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
New AH strategies (including official delegation for cattle and focus on all small ruminants production systems) will imply a dramatic shift in the approach of IVSAH to promote joint management, especially with the extensive and backyard sectors (e.g. developing consultation and farmers organisations) and with the intensive sector (e.g. developing new official programmes)		
4. Activities to implement (chronological)		
Specific activities	<ul style="list-style-type: none"> - Develop relevant AH/VPH approach and programmes in extensive and backyard small ruminants sectors (estimated 12 months international expertise + 12 months national expertise over 5 years) 	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	<ul style="list-style-type: none"> - Organise consultation with different intensive farmers organisation based on possible need to develop new AH programmes (eg. BVD, veterinary medicine usage, AW, mastitis, B/S) (see CC III.2)
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	<ul style="list-style-type: none"> - Develop specific training for staff involved in these programmes
	<i>III.1 Communication</i>	<ul style="list-style-type: none"> - Develop specific communication tools for extensive and backyard small ruminants systems (1 annual campaign estimated 25 000 USD)
	<i>I.11. Management of resources and operations</i>	<ul style="list-style-type: none"> - Ensure that data management includes all activities related to joint programmes
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - International and national expert reports - Vaccination programme for small ruminants in extensive and backyards systems - Communication material - Stakeholder meeting reports 		

MANAGEMENT OF VETERINARY SERVICES - General competencies					
CC: III-6. Participation of producers and other interested parties in joint programmes					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set		700	5		
Office equipment set		1 000	5		
Other specific equipment					
Sub-total Material investments					
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)	1 200,0	162			194 400
International expertise (weeks/5 years)	60,0	6 400			384 000
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					578 400
Salaries / year					
Veterinarians		80 000			
Other university degree		50 000			
Veterinary para-professionals		50 000			
Support staff		30 000			
Sub-total Salaries					
Consumable resources / year					
Administration		20%			
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>	1	25 000,00		25 000	
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				25 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			25 000	578 400
Total in	NIS			87 500	2 024 400

E. Critical Competencies for Management of Veterinary Services
Cross-cutting issues

MVS – I-2. Competencies of veterinarians and veterinary para-professionals

A. Professional competencies of veterinarians including the OIE Day 1 competencies

1. Definition of this PVS Critical Competency	
<i>The capability of the VS to efficiently carry out their veterinary and technical functions; measured by the qualifications of their personnel in veterinary and technical positions.</i>	
2. Desired Level of Advancement (DLA)	
1. The veterinarians' practices, knowledge and attitudes are of a variable standard that usually allow for elementary clinical and administrative activities of the VS.	
2. The veterinarians' practices, knowledge and attitudes are of a uniform standard that usually allow for accurate and appropriate clinical and administrative activities of the VS.	
3. The veterinarians' practices, knowledge and attitudes usually allow undertaking all professional/technical activities of the VS (e.g. epidemiological surveillance, early warning, public health, etc.).	
4. The veterinarians' practices, knowledge and attitudes usually allow undertaking specialized activities as may be needed by the VS.	
5. The veterinarians' practices, knowledge and attitudes are subject to regular updating, or international harmonisation, or evaluation.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
The 5 year strategy is to improve regular collaboration with the Koret Veterinary School and to develop a master's degree programme in VPH.	
4. Activities to implement (chronological)	
	Specific activities
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	
<ul style="list-style-type: none"> - Core curriculum of veterinarians - Meeting reports (between IVSAH and KVS) - VPH Master programme - VPH master students (number) 	

MVS – I-2. Competencies of veterinarians and veterinary para-professionals

B. Competencies of veterinary para-professionals

1. Definition of this PVS Critical Competency	
<i>The capability of the VS to efficiently carry out their veterinary and technical functions; measured by the qualifications of their personnel in veterinary and technical positions.</i>	
2. Desired Level of Advancement (DLA)	
1. The majority of veterinary para-professionals have no formal entry-level training.	
2. The training of veterinary para-professionals is of a very variable standard and allows the development of only basic competencies.	
3. The training of veterinary para-professionals is of a uniform standard that allows the development of only basic specific competencies.	
4. The training of veterinary para-professionals is of a uniform standard that allows the development of some advanced competencies (e.g. meat inspection).	
5. The training of veterinary para-professionals is of a uniform standard and is subject to regular evaluation and/or updating.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
In the current context of Israel with an oversupply of veterinarians and relative rate of unemployment, technical positions that are usually relevant for veterinary paraprofessionals (eg., permanent meat inspection in slaughter houses) will probably be filled by veterinarians until an improved regulation of the veterinary profession can be put in place (see CC III-5.A). As a consequence, there is no need to recruit veterinary paraprofessionals (and move to level 3).	
4. Activities to implement (chronological)	
	Specific activities
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	
- Core curriculum of veterinary paraprofessionals	

MVS – I-3. Continuing education

1. Definition of this PVS Critical Competency		
<i>The capability of the VS to maintain and improve the competence of their personnel in terms of relevant information and understanding; measured in terms of the implementation of a relevant training programme.</i>		
2. Desired Level of Advancement (DLA)		
1. The VS have no access to continuing veterinary, professional or technical CE.		
2. The VS have access to CE (internal and/or external programmes) on an irregular basis but it does not take into account needs, or new information or understanding.		
3. The VS have access to CE that is reviewed annually and updated as necessary, but it is implemented only for some categories of the relevant personnel.		
4. The VS have access to CE that is reviewed annually and updated as necessary, and it is implemented for all categories of the relevant personnel.		
5. The VS have up-to-date CE that is implemented for all relevant personnel and is submitted to periodic evaluation of effectiveness.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
Changes in IVSAH mandate, strategies and approaches, and activities impose the development of comprehensive IVSAH Continuing Education programme for all IVSAH veterinarians (and paraprofessionals) as well as for private veterinarians where relevant (especially in the context of potential delegation of activities to accredited private veterinarians).		
4. Tasks to implement (chronological)		
Specific tasks	<ul style="list-style-type: none"> - Ensure budget is available for around 2 days per year and per staff (estimated 848 man-days / year) - Assign relevant staff for management of Continuing Education programme (1 veterinarian, 1 university degree, 1 support staff) 	
Tasks linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	-
	III.3. Official representation	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - IVSAH continuing education programme - IVSAH staff individual evaluation reports - Budget line for continuing education - Job descriptions 		

MANAGEMENT OF VETERINARY SERVICES - Cross-cutting issues					
CC: I-3. Continuing education					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	3	700	5	420	
Office equipment set	3	1 000	5	600	
Other specific equipment					
Sub-total Material investments				1 020	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>	848,0	141		119 398	
<i>National expertise (days/5 years)</i>		162			
<i>International expertise (weeks/5 years)</i>		6 400			
<i>Special funds (/ 5 years) for ...</i>					
Sub-total non material expenditure				119 398	
Salaries / year					
Veterinarians	1,0	80 000		80 000	
Other university degree	1,0	50 000		50 000	
Veterinary para-professionals		50 000			
Support staff	1,0	30 000		30 000	
Sub-total Salaries				160 000	
Consumable resources / year					
Administration		20%		32 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				32 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			312 418	
Total in	NIS			1 093 464	

Total of continuing education programmes budgeted elsewhere

141

MVS – I-11. Management of resources and operations

1. Definition of this PVS Critical Competency

The capability of the VS to document and manage their resources and operations in order to analyse, plan and improve both efficiency and effectiveness.

2. Desired Level of Advancement (DLA)

1. The VS do not have adequate records or documented procedures to allow appropriate management of resources and operations.

2. The VS have adequate records and/or documented procedures, but do not use these for management, analysis, control or planning.

3. The VS have adequate records, documentation, and management systems and use these to a limited extent for the control of efficiency and effectiveness.

4. The VS regularly analyse records and documented procedures to improve efficiency and effectiveness.

5. The VS have fully effective management systems, which are regularly audited and permit a proactive continuous improvement of efficiency and effectiveness.

3. Strategy to reach the Desired Level of Advancement (if relevant)

IVSAH needs to build a unified data management system for all data units/programmes from AH, VPH, Trade, Laboratory and Animal ID, with GIS for the registration of farms and all other establishments where inspection is carried out. Compatibility and ability to share information with external data management systems be will ensured, when relevant for external coordination (MoH, MoE, MoI, MoF).

The data base will be managed from IVSAH at central level, in the newly established unit for Epidemiology, Risk Assessment and Data Management, under CVO authority.

4. Activities to implement (chronological)

Specific activities	<ul style="list-style-type: none"> - (Re)design IVSAH data management system (special fund estimated to 1 000 000 USD) - Assign 4 University Degrees and 2 support staff to the data management/epidemiology/RA unit - Ensure the proper and sustainable management of the database (running costs = 500 000 USD)
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Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	

5. Objectively verifiable indicators

- Database technical specifications
- Job descriptions
- Database reports

MANAGEMENT OF VETERINARY SERVICES - Cross-cutting issues					
CC: I-11. Management of resources and operations					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1,200	25		
<i>Building cost per (m2)</i>		2,000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35,000	5		
<i>4x4 vehicles</i>		55,000	5		
Telecommunication equipment set	6	700	5	840	
Office equipment set	6	1,000	5	1,200	
Other specific equipment					
Sub-total Material investments				2,040	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14,500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6,400			
Special funds (/ 5 years) for unified database	1	1,000,000			1,000,000
Sub-total non material expenditure					1,000,000
Salaries / year					
Veterinarians		80,000			
Other university degree	4.0	50,000		200,000	
Veterinary para-professionals		50,000			
Support staff	2.0	30,000		60,000	
Sub-total Salaries				260,000	
Consumable resources / year					
Administration		20%		52,000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3,250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0.40			
<i>Km or miles 4x4 vehicle / year</i>		0.60			
Specific costs					
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
<i>Running cost IVSAH Databases</i>	1	500,000.00		500,000	
Sub-total Consumable resources				552,000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			814,040	1,000,000
Total in	NIS			2,849,140	3,500,000

MVS – III-1. Communication

1. Definition of this PVS Critical Competency

The capability of the VS to keep interested parties informed, in a transparent, effective and timely manner, of VS activities and programmes, and of developments in animal health and food safety.

This competency includes collaboration with relevant authorities, including other ministries and Competent Authorities, national agencies and decentralised institutions that share authority or have mutual interest in relevant areas.

2. Desired Level of Advancement (DLA)

1. The VS have no mechanism in place to inform interested parties of VS activities and programmes.

2. The VS have informal communication mechanisms.

3. The VS maintain an official contact point for communications but it is not always up-to-date in providing information.

4. The VS contact point for communications provides up-to-date information, accessible via the Internet and other appropriate channels, on activities and programmes.

5. The VS have a well-developed communication plan, and actively and regularly circulate information to interested parties.

3. Strategy to reach the Desired Level of Advancement (if relevant)

Taking into account the challenge of Animal Welfare and to address other changes in IVSAH strategy and activities, there is a need to create an 'in-house' IVSAH Communication unit, under CVO authority, and develop a comprehensive communication programme.

4. Activities to implement (chronological)

Specific activities	<ul style="list-style-type: none"> - Establish IVSAH Communication unit (1 other university degree and 1 support staff) - Assign 1 university degree and 1 support staff to the Communication unit 	
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	<ul style="list-style-type: none"> - Ensure continuing education of all relevant staff involved in communication
	III.1 Communication	<ul style="list-style-type: none"> - Develop specific communication tools for extensive and backyard production systems (see CC III.6) - Develop awareness campaigns for the prudent use of veterinary medicines (see CC II.9)
	I.11. Management of resources and operations	
	III.3. Official representation	

5. Objectively verifiable indicators

- IVSAH organisational chart
- Job descriptions
- Communication materials

MANAGEMENT OF VETERINARY SERVICES - Cross-cutting issues					
CC: III-1. Communication					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	2	700	5	280	
Office equipment set	2	1 000	5	400	
Other specific equipment					
Sub-total Material investments				680	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
<i>National expertise (days/5 years)</i>		162			
<i>International expertise (weeks/5 years)</i>		6 400			
<i>Special funds (/ 5 years) for ...</i>					
Sub-total non material expenditure					
Salaries / year					
Veterinarians		80 000			
Other university degree	1,0	50 000		50 000	
Veterinary para-professionals		50 000			
Support staff	1,0	30 000		30 000	
Sub-total Salaries				80 000	
Consumable resources / year					
Administration		20%		16 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>General communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				16 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			96 680	
Total in	NIS			338 380	

Total of communications programmes budgeted elsewhere	25 000
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MVS – III-2. Consultation with stakeholders

1. Definition of this PVS Critical Competency

The capability of the VS to consult effectively with interested parties on VS activities and programmes, and on developments in animal health and food safety.

This competency includes collaboration with relevant authorities, including other ministries and Competent Authorities, national agencies and decentralised institutions that share authority or have mutual interest in relevant areas.

2. Desired Level of Advancement (DLA)

1. The VS have no mechanisms for consultation with interested parties.

2. The VS maintain informal channels of consultation with interested parties.

3. The VS maintain a formal consultation mechanism with interested parties.

4. The VS regularly hold workshops and meetings with interested parties.

5. The VS actively consult with and solicit feedback from interested parties regarding proposed and current activities and programmes, developments in animal health and food safety, interventions at the OIE (Codex Alimentarius Commission and WTO SPS Committee where applicable), and ways to improve their activities.

3. Strategy to reach the Desired Level of Advancement (if relevant)

IVSAH will organise consultation with different intensive farmer organisations based on possible needs to develop new AH programmes (eg. BVD, veterinary medicine usage, AW, mastitis, etc). In addition, AH activities targeted at extensive small ruminant systems (vaccination and identification programmes) will allow more regular consultations with the targeted communities, to progressively include them as part of any IVSAH usual activity.

4. Activities to implement (chronological)

Specific activities	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>

5. Objectively verifiable indicators

- Stakeholder meeting reports

MVS – III-3. Official representation

1. Definition of this PVS Critical Competency		
<i>The capability of the VS to regularly and actively participate in, coordinate and provide follow up on relevant meetings of regional and international organisations including the OIE (and Codex Alimentarius Commission and WTO SPS Committee where applicable).</i>		
2. Desired Level of Advancement (DLA)		
1. The VS do not participate in or follow up on relevant meetings of regional or international organisations.		
2. The VS sporadically participate in relevant meetings and/or make limited contribution.		
3. The VS actively participate ⁵ in the majority of relevant meetings.		
4. The VS consult with stakeholders and take into consideration their opinions in providing papers and making interventions in relevant meetings.		
5. The VS consult with stakeholders to ensure that strategic issues are identified, to provide leadership and to ensure coordination among national delegations as part of their participation in relevant meetings.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
IVSAH will ensure the participation of relevant staff in regional and international meetings. The decision making process for international travel approval will need to belong to the CVO.		
4. Activities to implement (chronological)		
Specific activities	<ul style="list-style-type: none"> - Ensure sufficient budget (estimated 10 working-weeks/year) - Ensure regular participation of Israel Focal Points in OIE regional seminars 	
Activities linked to cross-cutting competencies	III.2 Consultation	- Discuss with relevant stakeholders matters of international and regional interest
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Stakeholder meeting reports - Back to office Reports and follow up actions 		

⁵ Active participation refers to preparation in advance of, and contributing during the meeting in question, including exploring common solutions and generating proposals and compromises for possible adoption.

MANAGEMENT OF VETERINARY SERVICES - Cross-cutting issues					
CC: III-3. Official representation					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1,200	25		
<i>Building cost per (m2)</i>		2,000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35,000	5		
<i>4x4 vehicles</i>		55,000	5		
Telecommunication equipment set		700	5		
Office equipment set		1,000	5		
Other specific equipment					
Sub-total Material investments					
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14,500			
<i>Continuing education (man-days / year)</i>		141			
<i>National expertise (days/5 years)</i>		162			
<i>International expertise (weeks/5 years)</i>		6,400			
<i>Special funds (/ 5 years) for ...</i>					
Sub-total non material expenditure					
Salaries / year					
Veterinarians		80,000			
Other university degree		50,000			
Veterinary para-professionals		50,000			
Support staff		30,000			
Sub-total Salaries					
Consumable resources / year					
Administration		20%			
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>	10	3,250		32,500	
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0.40			
<i>Km or miles 4x4 vehicle / year</i>		0.60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				32,500	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			32,500	
Total in	NIS			113,750	

Total for official representations budgeted elsewhere	30	3,250	97,500
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MVS – IV-1. Preparation of legislation and regulations

1. Definition of this PVS Critical Competency

The authority and capability of the VS to actively participate in the preparation of national legislation and regulations in domains that are under their mandate, in order to guarantee its quality with respect to principles of legal drafting and legal issues (internal quality) and its accessibility, acceptability, and technical, social and economical applicability (external quality).

This competency includes collaboration with relevant authorities, including other ministries and Competent Authorities, national agencies and decentralised institutions that share authority or have mutual interest in relevant areas.

2. Desired Level of Advancement (DLA)

1. The VS have neither the authority nor the capability to participate in the preparation of national legislation and regulations, which result in legislation that is lacking or is outdated or of poor quality in most fields of VS activity.
2. The VS have the authority and the capability to participate in the preparation of national legislation and regulations and can largely ensure their internal quality, but the legislation and regulations are often lacking in external quality.
3. The VS have the authority and the capability to participate in the preparation of national legislation and regulations with adequate internal and external quality in some fields of activity, but lack formal methodology to develop adequate national legislation and regulations regularly in all domains.
4. The VS have the authority and the capability to participate in the preparation of national legislation and regulations with a relevant formal methodology to ensure adequate internal and external quality, involving participation of interested parties in most fields of activity.
5. The VS regularly evaluate and update their legislation and regulations to maintain relevance to evolving national and international contexts.

3. Strategy to reach the Desired Level of Advancement (if relevant)

In the context of the revision of IVSAH mandate and subsequent important updating of the current veterinary legislation, it may be more appropriate for IVSAH to have its own in-house Legal Unit, under direct CVO authority.

4. Activities to implement (chronological)

Specific activities	- Establish a new IVSAH Legal Unit under CVO authority - Assign 5 legal advisors and 1 support staff to the Legal Unit	
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	- Review legislation according the new mandate of IVSAH (see Pillars AH and VPH) - Ensure international harmonisation on a regular basis (see CC IV.3)
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	

5. Objectively verifiable indicators

- IVSAH organisational chart
- Job descriptions

MANAGEMENT OF VETERINARY SERVICES - Cross-cutting issues					
CC: IV-1. Preparation of legislation and regulations					
Resources and Budget lines	Required Number	Unit Cost	Years of amortisation	Annual Budget	Exceptional Budget
Material investments					
Buildings ()					
<i>Maintenance cost per (m2)</i>		100	1		
<i>Renovation cost per (m2)</i>		1 200	25		
<i>Building cost per (m2)</i>		2 000	25		
Transport (Purchasing cost)					
<i>Motorbikes</i>					
<i>Cars</i>		35 000	5		
<i>4x4 vehicles</i>		55 000	5		
Telecommunication equipment set	6	700	5	840	
Office equipment set	6	1 000	5	1 200	
Other specific equipment					
Sub-total Material investments				2 040	
Non material expenditure					
Training					
<i>Specialised training (man-months / 5 years)</i>		14 500			
<i>Continuing education (man-days / year)</i>		141			
National expertise (days/5 years)		162			
International expertise (weeks/5 years)		6 400			
Special funds (/ 5 years) for ...					
Sub-total non material expenditure					
Salaries / year					
Veterinarians		80 000			
Other university degree	5,0	50 000		250 000	
Veterinary para-professionals		50 000			
Support staff	1,0	30 000		30 000	
Sub-total Salaries				280 000	
Consumable resources / year					
Administration		20%		56 000	
Travel allowances					
<i>staff within the country (man-days) / year</i>		130			
<i>drivers within the country (man-days) / year</i>		130			
<i>staff abroad (man-weeks) / year</i>		3 250			
Transport fees					
<i>Km or miles Motorbikes / year</i>					
<i>Km or miles cars / year</i>		0,40			
<i>Km or miles 4x4 vehicle / year</i>		0,60			
Specific costs					
<i>Targeted specific communication</i>					
<i>Consultation (number of 1 day meetings)</i>					
<i>Kits / reagents / vaccines</i>					
Sub-total Consumable resources				56 000	
Delegated activities / year					
Sub-total Delegated activities					
Total in	USD			338 040	
Total in	NIS			1 183 140	

MVS – IV-2. Implementation of legislation and regulations and compliance thereof

1. Definition of this PVS Critical Competency													
<i>The authority and capability of the VS to ensure compliance with legislation and regulations under the VS mandate.</i>													
2. Desired Level of Advancement (DLA)													
1. The VS have no or very limited programmes or activities to ensure compliance with relevant legislation and regulations.													
2. The VS implement a programme or activities comprising inspection and verification of compliance with legislation and regulations and recording instances of non-compliance, but generally cannot or do not take further action in most relevant fields of activity.													
3. Veterinary legislation is generally implemented. As required, the VS have a power to take legal action / initiate prosecution in instance of non-compliance in most relevant fields of activity.													
4. Veterinary legislation is implemented in all domains of veterinary competence and the VS work with stakeholders to minimise instances of non-compliance.													
5. The compliance programme is regularly subjected to audit by the VS or external agencies.													
3. Strategy to reach the Desired Level of Advancement (if relevant)													
IVSAH should have the legal authority and powers (access to premises, suspension, retention, seizure, etc) through the primary legislation to intervene in all fields where they are mandated, including for veterinary medicines. External coordination should be reinforced with the PIZUAH.													
4. Activities to implement (chronological)													
Specific activities	<ul style="list-style-type: none"> - Ensure that IVSAH staff have adequate administrative and enforcement authority - Establish detailed external coordination procedures (including data management, reporting obligations, etc) between IVSAH and PIZUAH - Ensure regular training of PIZUAH staff in charge of veterinary activities 												
Activities linked to cross-cutting competencies	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;"><i>III.2 Consultation</i></td> <td></td> </tr> <tr> <td><i>IV.1, 2, 3. Legislation</i></td> <td>- Provide legal provision for administrative 'police' authority for relevant IVSAH staff</td> </tr> <tr> <td><i>I.3. Continuing Education</i></td> <td></td> </tr> <tr> <td><i>III.1 Communication</i></td> <td></td> </tr> <tr> <td><i>I.11. Management of resources and operations</i></td> <td></td> </tr> <tr> <td><i>III.3. Official representation</i></td> <td></td> </tr> </table>	<i>III.2 Consultation</i>		<i>IV.1, 2, 3. Legislation</i>	- Provide legal provision for administrative 'police' authority for relevant IVSAH staff	<i>I.3. Continuing Education</i>		<i>III.1 Communication</i>		<i>I.11. Management of resources and operations</i>		<i>III.3. Official representation</i>	
<i>III.2 Consultation</i>													
<i>IV.1, 2, 3. Legislation</i>	- Provide legal provision for administrative 'police' authority for relevant IVSAH staff												
<i>I.3. Continuing Education</i>													
<i>III.1 Communication</i>													
<i>I.11. Management of resources and operations</i>													
<i>III.3. Official representation</i>													
5. Objectively verifiable indicators													
<ul style="list-style-type: none"> - Legal framework - External coordination procedures with PIZUAH - Annual reports of enforcement activities including fines and penalties 													

MVS – IV-3. International harmonisation

1. Definition of this PVS Critical Competency		
<p><i>The authority and capability of the VS to be active in the international harmonisation of regulations and sanitary measures and to ensure that the national legislation and regulations under their mandate take account of relevant international standards, as appropriate.</i></p>		
2. Desired Level of Advancement (DLA)		
1. National legislation, regulations and sanitary measures under the mandate of the VS do not take account of international standards.		
2. The VS are aware of gaps, inconsistencies or non-conformities in national legislation, regulations and sanitary measures as compared to international standards, but do not have the capability or authority to rectify the problems.		
3. The VS monitor the establishment of new and revised international standards, and periodically review national legislation, regulations and sanitary measures with the aim of harmonising them, as appropriate, with international standards, but do not actively comment on the draft standards of relevant intergovernmental organisations.		
4. The VS are active in reviewing and commenting on the draft standards of relevant intergovernmental organisations.		
5. The VS actively and regularly participate at the international level in the formulation, negotiation and adoption of international standards ⁶ , and use the standards to harmonise national legislation, regulations and sanitary measures.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
The CVO, supported with its national Focal Points (8), should be involved in the OIE (and other relevant organisations) standard setting process (travels included in CC III-3).		
4. Activities to implement (chronological)		
Specific activities	- Provide comments on OIE draft chapters	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	- Organisation consultation with interested parties on these draft chapters, whenever needed
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	
	<i>III.3. Official representation</i>	- Ensure participation of CVO and national Focal Points in relevant regional and international meetings
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Back to office Reports - List of comments provided annually (twice /year) to the OIE and other SSOs - Legal framework (updated) 		

⁶ A country could be active in international standard setting without actively pursuing national changes. The importance of this element is to promote national change.

F. Critical Competencies for Resources and Budget Analysis

I-1. Professional and technical staffing of the Veterinary Services.

A. Veterinary and other professionals (university qualifications)

1. Definition of this PVS Critical Competency	
<i>The appropriate staffing of the VS to allow for veterinary and technical functions to be undertaken efficiently and effectively.</i>	
2. Desired Level of Advancement (DLA)	
1. The majority of veterinary and other professional positions are not occupied by appropriately qualified personnel.	
2. The majority of veterinary and other professional positions are occupied by appropriately qualified personnel at central and state / provincial levels.	
3. The majority of veterinary and other professional positions are occupied by appropriately qualified personnel at local (field) level.	
4. There is a systematic approach to defining job descriptions and formal appointment procedures for veterinarians and other professionals.	
5. There are effective management procedures for performance assessment of veterinarians and other professionals.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
(see proposed Organisation Chart and positions)	
4. Activities to implement (chronological)	
	Specific activities
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>
	<i>IV.1, 2, 3. Legislation</i>
	<i>I.3. Continuing Education</i>
	<i>III.1 Communication</i>
	<i>I.11. Management of resources and operations</i>
	<i>III.3. Official representation</i>
5. Objectively verifiable indicators	
<ul style="list-style-type: none"> - IVSAH organisational staff - Detailed job descriptions 	

I-1. Professional and technical staffing of the Veterinary Services.

B. Veterinary para-professionals and other technical personnel

1. Definition of this PVS Critical Competency	
<i>The appropriate staffing of the VS to allow for veterinary and technical functions to be undertaken efficiently and effectively.</i>	
2. Desired Level of Advancement (DLA)	
1. The majority of technical positions are not occupied by personnel holding appropriate qualifications.	
2. The majority of technical positions at central and state / provincial levels are occupied by personnel holding appropriate qualifications.	
3. The majority of technical positions at local (field) level are occupied by personnel holding appropriate qualifications.	
4. The majority of technical positions are effectively supervised on a regular basis.	
5. There are effective management procedures for formal appointment and performance assessment of veterinary para-professionals.	
3. Strategy to reach the Desired Level of Advancement (if relevant)	
There are currently few veterinary para-professionals in the public and private sector (see also CC I-2.B). They should all operate under supervision of a veterinarian.	
4. Activities to implement (chronological)	
Specific activities	
Activities linked to cross-cutting competencies	III.2 Consultation
	IV.1, 2, 3. Legislation
	I.3. Continuing Education
	III.1 Communication
	I.11. Management of resources and operations
	III.3. Official representation
5. Objectively verifiable indicators	
<ul style="list-style-type: none"> - IVSAH organisational staff - Detailed job descriptions 	

I-7. Physical resources

1. Definition of this PVS Critical Competency		
<i>The access of the VS to relevant physical resources including buildings, transport, telecommunications, cold chain, and other relevant equipment (e.g. computers).</i>		
2. Desired Level of Advancement (DLA)		
1. The VS have no or unsuitable physical resources at almost all levels and maintenance of existing infrastructure is poor or non-existent.		
2. The VS have suitable physical resources at national (central) level and at some regional levels, and maintenance and replacement of obsolete items occurs only occasionally.		
3. The VS have suitable physical resources at national, regional and some local levels and maintenance and replacement of obsolete items occurs only occasionally.		
4. The VS have suitable physical resources at all levels and these are regularly maintained.		
5. The VS have suitable physical resources at all levels (national, sub-national and local levels) and these are regularly maintained and updated as more advanced and sophisticated items become available.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
Additional cars, equipment and facilities should be provided to IVSAH to carry out their routine and emergency activities.		
4. Activities to implement (chronological)		
Specific activities	<ul style="list-style-type: none"> - Purchase new vehicles - Renovate/Build new premises (BSL-3, laboratory animal housing, etc) for KVI (see Lab Pillar) - Equip all relevant staff with computers and telecommunication equipment 	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	<ul style="list-style-type: none"> - Ensure visibility of the geographical and logistical distribution of all physical resources for the purpose of efficiency
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Register of physical resources - Budget lines for maintenance / purchase of equipment / buildings 		

I-8. Operational funding

1. Definition of this PVS Critical Competency		
<i>The ability of the VS to access financial resources adequate for their continued operations, independent of political pressure.</i>		
2. Desired Level of Advancement (DLA)		
1. Funding for the VS is neither stable nor clearly defined but depends on resources allocated irregularly.		
2. Funding for the VS is clearly defined and regular, but is inadequate for their required base operations (i.e. disease surveillance, early detection and rapid response and veterinary public health)		
3. Funding for the VS is clearly defined and regular, and is adequate for their base operations, but there is no provision for new or expanded operations.		
4. Funding for new or expanded operations is on a case-by-case basis, not always based on risk analysis and/or cost benefit analysis.		
5. Funding for all aspects of VS activities is adequate; all funding is provided under full transparency and allows for full technical independence, based on risk analysis and/or cost benefit analysis.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
IVSAH funding should come through national budget and inspection tolls (especially to finance slaughter inspection). To ensure technical independence, activity-based incomes (eg., vaccination fees) should no longer be a source of funding (see CC I.4).		
4. Activities to implement (chronological)		
Specific activities	<ul style="list-style-type: none"> - Define clear financial procedures - Develop cost benefit analysis of operations 	
Activities linked to cross-cutting competencies	III.2 Consultation	
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	Ensure visibility of the geographical and logistical distribution of all operational resources for the purpose of efficiency
	III.3. Official representation	
5. Objectively verifiable indicators		
<ul style="list-style-type: none"> - Annual budget reports - Financial procedures and reports (procurement, disbursement, etc) 		

I-9. Emergency funding

1. Definition of this PVS Critical Competency		
<i>The capability of the VS to access extraordinary financial resources in order to respond to emergency situations or emerging issues; measured by the ease of which contingency and compensatory funding (i.e. arrangements for compensation of producers in emergency situations) can be made available when required.</i>		
2. Desired Level of Advancement (DLA)		
1. No funding arrangements exist and there is no provision for emergency financial resources.		
2. Funding arrangements with limited resources have been established, but these are inadequate for expected emergency situations (including emerging issues).		
3. Funding arrangements with limited resources have been established; additional resources for emergencies may be approved but approval is through a political process.		
4. Funding arrangements with adequate resources have been established, but in an emergency situation, their operation must be agreed through a non-political process on a case-by-case basis.		
5. Funding arrangements with adequate resources have been established and their rules of operation documented and agreed with interested parties.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
IVSAH will progressively link the level of compensation with the level of biosecurity of farms, especially in the poultry sector.		
4. Activities to implement (chronological)		
Specific activities	- Define clear compensation procedures	
Activities linked to cross-cutting competencies	III.2 Consultation	- Organise regular consultation with interested parties (see III.2)
	IV.1, 2, 3. Legislation	
	I.3. Continuing Education	
	III.1 Communication	
	I.11. Management of resources and operations	
	III.3. Official representation	
5. Objectively verifiable indicators		
- Compensation procedures		

I-10. Capital investment

1. Definition of this PVS Critical Competency		
<i>The capability of the VS to access funding for basic and additional investments (material and non material) that lead to a sustained improvement in the VS operational infrastructure.</i>		
2. Desired Level of Advancement (DLA)		
1. There is no capability to establish, maintain or improve the operational infrastructure of the VS.		
2. The VS occasionally develops proposals and secures funding for the establishment, maintenance or improvement of operational infrastructure but this is normally through extraordinary allocations.		
3. The VS regularly secures funding for maintenance and improvements of operational infrastructure, through allocations from the national budget or from other sources, but there are constraints on the use of these allocations.		
4. The VS routinely secures adequate funding for the necessary maintenance and improvement in operational infrastructure.		
5. The VS systematically secures adequate funding for the necessary improvements in operational infrastructure, including with participation from interested parties as required.		
3. Strategy to reach the Desired Level of Advancement (if relevant)		
Exceptional investments for the next 5 years will include the purchase of vehicles and equipment, the building/renovation of premises, specialized training, national and international expertise and special short-term programmes (salmonella, database).		
4. Activities to implement (chronological)		
Specific activities	- provide exceptional investment budget over the next 5 years (see pillar Management) estimated 15 million USD	
Activities linked to cross-cutting competencies	<i>III.2 Consultation</i>	
	<i>IV.1, 2, 3. Legislation</i>	
	<i>I.3. Continuing Education</i>	
	<i>III.1 Communication</i>	
	<i>I.11. Management of resources and operations</i>	- Ensure visibility of the geographical and logistical distribution of all infrastructures for the purpose of efficiency
	<i>III.3. Official representation</i>	
5. Objectively verifiable indicators		
- Register of physical resources		

Appendix 2: Glossary of terms

Terms defined in the Terrestrial Code that are used in this publication are reprinted here for ease of reference. Moreover, several key terms used in this document have also been defined.

Activities

means the general actions enabling the expected result for the critical competencies to be achieved, according to the defined national priorities. These activities may be related to general recommendations contained in the OIE PVS Evaluation report of the country.

Border post

means any airport, or any port, railway station or road check-point open to international trade of commodities, where import veterinary inspections can be performed.

Compartment

means an animal subpopulation contained in one or more establishments under a common biosecurity management system with a distinct health status with respect to a specific disease or specific diseases for which required surveillance, control and biosecurity measures have been applied for the purposes of international trade.

Competent Authority

means the Veterinary Authority or other Governmental Authority of a Member, having the responsibility and competence for ensuring or supervising the implementation of animal health and welfare measures, international veterinary certification and other standards and recommendations in the Terrestrial Code and the Aquatic Animal Health Code in the whole territory.

Critical competencies

means the individual sub-components of the four fundamental components of the OIE PVS Tool: I Human, Physical and Financial Resources; II Technical Authority and Capability; III Interaction with Stakeholders; and IV Access to Markets.

Decentralisation

means transfer (authority) from central to local government

Deconcentration

means the system in which the administration of a region is executed by local authority subject to a central authority

Emerging disease

means a new infection or infestation resulting from the evolution or change of an existing pathogenic agent, a known infection or infestation spreading to a new geographic area or population, or a previously unrecognised pathogenic agent or disease diagnosed for the first time and which has a significant impact on animal or public health.

Equivalence of sanitary measures

means the state wherein the sanitary measure(s) proposed by the exporting country as an alternative to those of the importing country, achieve(s) the same level of protection.

Expected results

means the level of advancement of a critical competency that the Veterinary Services of the country are aiming to reach. This level of advancement is chosen by the Veterinary Services and the experts at the start of the mission. A critical competency corresponds to a requirement in terms of OIE standards for the organisation and competence of the Veterinary Services. The level of advancement corresponds to the extent to which this requirement has been met and is measured using the OIE PVS indicators

International veterinary certificate

means a certificate, issued in conformity with the provisions of Chapter 5.2., describing the animal health and/or public health requirements which are fulfilled by the exported commodities.

Laboratory

means a properly equipped institution staffed by technically competent personnel under the control of a specialist in veterinary diagnostic methods, who is responsible for the validity of the results. The Veterinary Authority approves and monitors such laboratories with regard to the diagnostic tests required for international trade.

National priorities

Each country has its own national priorities regarding livestock, veterinary public health and animal health, as well as on structuring policies regarding Veterinary Services. These priorities are taken into account during the PVS Gap Analysis mission.

Notifiable disease

means a disease listed by the Veterinary Authority, and that, as soon as detected or suspected, must be brought to the attention of this Authority, in accordance with national regulations.

Objectively verifiable indicators

means evidence on which to measure the advancement of the activities included in the programme

Official control programme

means a programme which is approved, and managed or supervised by the Veterinary Authority of a country for the purpose of controlling a vector, pathogen or disease by specific measures applied throughout that country, or within a zone or compartment of that country.

Official Veterinarian

means a veterinarian authorised by the Veterinary Authority of the country to perform certain designated official tasks associated with animal health and/or public health and inspections of commodities and, when appropriate, to certify in conformity with the provisions of Chapters 5.1. and 5.2. of the Terrestrial Code.

Official veterinary control

means the operations whereby the Veterinary Services, knowing the location of the animals and after taking appropriate actions to identify their owner or responsible keeper, are able to apply appropriate animal health measures, as required. This does not exclude other responsibilities of the Veterinary Services e.g. food safety.

OIE PVS indicators

means evidences on which to determine objectively the level of advancement of the Veterinary Services for each critical competency, as defined in the OIE PVS Tool.

PVS Gap Analysis

means the determination of the activities and resources needed to sustainably strengthen Veterinary Services, in order to achieve the expected results for the relevant critical competencies of the PVS Tool which are relevant to the national context.

Risk analysis

means the process composed of hazard identification, risk assessment, risk management and risk communication.

Sanitary measure

means a measure, such as those described in various Chapters of the Terrestrial Code, destined to protect animal or human health or life within the territory of the OIE Member from risks arising from the entry, establishment and/or spread of a hazard.

Surveillance

means the systematic ongoing collection, collation, and analysis of information related to animal health and the timely dissemination of information so that action can be taken.

Task

means the detailed sub-component of an activity

Terrestrial Code

means the OIE Terrestrial Animal Health Code.

Veterinarian

means a person with appropriate education, registered or licensed by the relevant veterinary statutory body of a country to practice veterinary medicine/science in that country.

Veterinary Authority

means the Governmental Authority of an OIE Member, comprising veterinarians, other professionals and para-professionals, having the responsibility and competence for ensuring or supervising the implementation of animal health and welfare measures, international veterinary certification and other standards and recommendations in the Terrestrial Code in the whole territory.

Veterinary para-professional

means a person who, for the purposes of the Terrestrial Code, is authorised by the veterinary statutory body to carry out certain designated tasks (dependent upon the category of veterinary para-professional) in a territory, and delegated to them under the responsibility and direction of a veterinarian. The tasks for each category of veterinary para-professional should be defined by the veterinary statutory body depending on qualifications and training, and according to need.

Veterinary Services

means the governmental and non-governmental organisations that implement animal health and welfare measures and other standards and recommendations in the Terrestrial and Aquatic Codes in the territory. The Veterinary Services are under the overall control and direction of the Veterinary Authority. Private sector organisations,

veterinarians, veterinary paraprofessionals or aquatic animal health professionals are normally accredited or approved by the Veterinary Authority to deliver the delegated functions.

Veterinary statutory body

means an autonomous regulatory body for veterinarians and veterinary paraprofessionals.

VLU

means “Veterinary Livestock Unit”. This is a livestock unit used to quantify veterinary activities for a given animal population, calculated by establishing equivalence between species using a coefficient. The number of VLUs in a country is calculated as being equivalent to the number of cattle + 0.1 x the number of small ruminants + 0.5 x the number of horses and dromedaries + 0.3 x the number of donkeys + 0.2 x the number of pigs + 0.01 x the number of poultry. This unit is different from the Livestock Standard Unit (LSU), which determines the equivalence between species according to their production potential.

Appendix 3: List of documents gathered in the PVS Gap Analysis mission

E = Electronic version

H = Hard copy version

P= Digital picture

Ref	Title
	PRE-MISSION DOCUMENTS
	<i>Information requested, dated 8 November 2013 x</i>
	MISSION DOCUMENTS
	<i>EU Twinning Project Report, dated 13 July 2013: Strengthening of Israeli Veterinary Inspection Authorities for Animal Health and Livestock Production</i>
	<i>Feed control division</i>
	<i>Control of Animal Products</i>
	<i>Proposed organisation chart, dated November 2013</i>
	<i>Israel Veterinary Medical Association, dated 13 November 2013</i>
	<i>IVSAH Poultry Health Services</i>
	<i>Appendix 1 & 2: vaccination instructions for beef cattle and small ruminants</i>

Appendix 4: Timetable of the mission and sites/ facilities visited

Day (D)	Purpose of the meeting	Participants
D1 morning	Opening meeting	CVO & OIE Delegate, heads of departments
D1	Definition of the national priorities and the levels of advancement	IVSAH management board
D2	Laboratory (KVI) Trade	Heads of Directorates
D3	Technical meeting on Veterinary Public Health Manpower, Management, Budget, Administration	Heads of relevant departments and Chief of Administration
	VSB	IVMA and CVO
	Animal health and field services Animal Welfare	Heads of Departments
D4	VPH topics, includes veterinary medicines and residues Training and research	Heads of Departments
D5	General Management; cross cutting topics	Heads of Departments
D6 and D7	First synthesis of findings by the team of experts	The experts
D8	Legal and regulatory review Plenary meeting for the preliminary presentation of the proposed objectives and activities Mol	OIE Delegate and heads of all technical departments Mol veterinarian
D9	Collection of additional information & finalisation of the PVS Gap Analysis.	The experts
D10	Final meeting	OIE Delegate, heads of relevant departments

Appendix 5. List of persons met or interviewed

NAME	POSITION	LOCATION
Dr. Nadav Galon,	CVO	IVSAH HQ, Beit Dagan
Dr. Michel Bellaiche	KVI, Head	
Dr. Boris Yakobson,	KVI	
Dr. Aniela Gilboa		
Dr. Dganit Ben-Dov	Animal Welfare	
Dr. Mohammed Abd-El Khalig	Slaughterhouse Chief	
Dr. Michael Firt		
Dr. Michal Gantz		
Mr. Opher Offen	Deputy Director (Administration)	
Dr. Pnina Oren	Animal Feed Safety	
Dr. Pozzi Shaul		
Dr. Zvia Mildenberg	Equine health	
Dr. Roni Ozeri	Field Services	
Dr. Shlomo Garazi	Import/Export	
Dr. Shmuel Zamir	Head, Small Ruminants	
Dr. Shimon Perk	Poultry Health	
Dr. Amnon Inbal	Poultry Health	
Dr. Samuel Perl	KVI	
Dr. Daniel Elad	KVI	
Dr. Avishai Lublin	KVI	
Dr. Alex Markovitz	KVI	
Dr. Orly Friedgut	KVI	
Dr. Mario Yankeveich	Import/export	
Dr. Daniel Fingold	VPH/Animal Products	
Dr. Zvi Ben Or	VPH/Animal Products	
Dr. Valiana Mathanes	VPH/Animal Products	
Dr. Shira Angel	VPH/Animal Products	
Dr. Romi Berman	VPH/Animal Products	
Dr. David Shitrit	VPH/Animal Products	
Dr. Michal Chaninovich	VPH/Animal Products	
Dr. Elis Gross	District Veterinarian	
Dr. Eriz Lubrania	Veterinary Medicines	
Dr. Yuval Hadani	Director, Akko DVO	
Dr. Zvika Benor	Export Animal Products	
Efrat Aviani	MoA Legal Advisor, Adv	
Dr. Roni King	Mol, Wildlife veterinarian	
Dr. Itzhak Samina	IVMA	
Prof. Shimon Harush	Koret Veterinary School	
Prof Nahum Shpigel	Koret Veterinary School	