

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## ISRAEL

13 July 2006

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries. For more information: [www.ifrc.org](http://www.ifrc.org)*

### In Brief

**Appeal No. MAAIL001**

**Programme Update no. 1**

**Period covered: January to June 2006**

**Appeal target 2006/2007: CHF 604,000 (USD 491,195 or EUR 386,635)**

**Appeal coverage 2006/2007: 33% [Click here for the interim financial report to date](#)**

**Related Emergency or Annual Appeals:**

**Israel Annual Appeal 2006/2007. For details, please go to the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual06/MAAIL001.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAAIL001.pdf)**

**Annual Appeals 2006/2007 for Middle East and North Africa region. For details please see the website at <http://www.ifrc.org/where/mena.asp>**

#### **Programme summary:**

The decision to open a Federation office in Israel was taken in 2000 as part of a programme to enhance operational cooperation between the Movement and Magen David Adom in Israel (MDA). It coincided with work on adoption of a Third Protocol additional to the Geneva Conventions of 1949, and MDA's status as a national society pending recognition as a national society by the International Committee of the Red Cross (ICRC) and admission to the Federation.

The Third Additional Protocol was adopted by governments at a Diplomatic Conference on 8 December 2005. The Statutes of the Movement were amended to take account of the Third Protocol emblem – the red crystal – by the International Conference of the Red Cross and Red Crescent on 22 June 2006. As a consequence of this successful outcome, the ICRC recognized MDA and it was admitted to membership of the Federation on 22 June 2006.

Since the Federation Israel office was opened in 2000, it has helped MDA strengthen relationships and programmes with other national societies and the Movement, supported MDA's efforts to build capacity in disaster response and preparedness, and promotion of humanitarian values, and to develop its role as auxiliary to authorities in the humanitarian field, helped MDA develop a sense of itself as a national society and part of the "Red Cross family", and provided advice and guidance to increase its understanding of the rules and procedures of the International Red Cross and Red Crescent Movement and to assist its development as a "well-functioning National Society".

During the first half of 2006, in the lead up to the June International Conference, the key priorities of the Federation Israel office were to support MDA in revising its statutes, to advise on the ten conditions of recognition, and to support the process of implementation of the Memorandum of Understanding between MDA and the Palestine Red Crescent Society (PRCS) signed by the two societies on 28 November 2005. The Federation Israel office worked

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closely with MDA and the Israel authorities, to assist MDA to implement recommendations of the ICRC/Federation Joint Statutes Commission. The Federation Representative in Israel attended the International Conference and other statutory meetings in Geneva in June 2006, providing advice and assistance to MDA's delegation throughout the meetings.

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*This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable.*

*For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>*

## Operational developments

The situation in Israel significantly affects the national society, MDA, the national provider of ambulance and blood services. Ongoing violence in Israel since the outbreak of the second Intifada in September 2000 has required MDA to be on a high level of alert, and has diverted significant resources to the response capacity required to cope with multi-casualty incidents, including suicide bombings.

In September 2005, the Swiss government began consultations on the modalities of the Diplomatic Conference for the draft Third Additional Protocol to the Geneva Conventions of 1949. In November 2005, MDA and PRCS reached agreement on a Memorandum of Understanding (MoU) concerning their operations and cooperation arrangements, in order to facilitate adoption of the Third Protocol and pave the way for membership of both societies in the Movement. The MoU and associated agreement on operational arrangements were signed by MDA and PRCS in Geneva on 28 November 2005, and meetings of the Liaison Committee established by the agreement began in December 2005. Since signing of the MoU, there have been eight meetings of the Liaison Committee and four progress assessment meetings, facilitated by the Swiss government which had been asked by the two national societies to monitor implementation of the MoU and report to the International Conference.

The Third Additional Protocol was adopted on 8 December 2005 at the Diplomatic Conference of States party to the Geneva Conventions. The Protocol establishes a new emblem – the red crystal – which will take its place alongside the existing Geneva Conventions emblems of the red cross and red crescent. The Statutes of the Movement were amended to take account of the new emblem at the International Conference of the Red Cross and Red Crescent on 22 June 2006. As a consequence of this successful outcome, MDA was recognized by the ICRC and admitted to membership of the Federation on 22 June 2006.

## Health and care

### **Programme Goal:**

MDA will have the capacity to contribute its expertise in medical care and training to the Movement, deploy health professionals on missions with the Movement, and broaden its understanding of the Federation's approach and programmes in health and care in the community.

### **Programme Objective:**

Contribute to work of the Federation's Health Commission, collaborate with the Federation and national societies in the fields of blood safety and blood donor recruitment, build capacity in assessment of community vulnerability,

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develop cooperation projects with other national societies, and share expertise in emergency pre-hospital care and first aid training.

### **Progress/Achievements (activities implemented within this objective)**

MDA has a long history of providing effective medical services consisting of first aid services and training, and ambulance and blood services. With the development of ties between MDA and the Movement, the Federation has encouraged MDA to contribute to Movement work in the fields of health and care. MDA's Operations and Training Departments have contributed to EMS training in other national societies and MDA's Blood Services contributes its expertise on issues such as blood safety and volunteer recruitment. At the General Assembly of the Federation (Seoul, November 2005), the Director of MDA Blood Services was appointed to serve, in her personal capacity, in the Federation's Health and Community Services Commission.

In March 2006, the Director of MDA Blood Services chaired a session at the 10<sup>th</sup> International Colloquium on the Recruitment of Voluntary, Non-remunerated Blood Donors in Chile, and gave two lectures at Uruguay Red Cross (recruitment of blood donors and cord blood bank). The Federation, through technical experts in Geneva and its office in Israel, is looking at how to promote cooperation and exchange with MDA Blood Services, including the possibility of regional training sessions.

The Federation has continued to support MDA's integration into Movement activities and relief operations in the health sector by finding places for MDA delegates on Federation and National Society training courses such as the Basic Training Course (BTC), Emergency Response Unit (ERU), Field Assessment Coordination Team (FACT), and Field Team Leaders Workshop. In the first half of this year, MDA sent one person to a Water Sanitation ERU hosted by the Austrian Red Cross and two people to Regional Disaster Response Team training organized by the Budapest Regional Delegation.

As MDA learns more about the Movement, with the assistance of the Federation Israel office and through increased contacts and exchanges with sister national societies, MDA develops new activities and centres of interest going well beyond its traditional ambulance and blood service role (e.g., assistance to youth at risk, vaccination, psycho-social support, road safety and accident prevention). The Federation Israel office provides MDA with information on Federation policies and national society programmes in these spheres, and ensures that MDA has access to technical expertise from Federation and national society health experts.

Since 2004, MDA has undertaken a completely new activity of providing food parcels to needy families during the holiday period. MDA decided to take this step in view of the difficult economic situation in Israel, and needs observed by MDA staff and volunteers on ambulance duty. MDA is also looking at possible activities to promote road and playground safety. The Federation Israel office provides insight into activities of other national societies, and thus assists MDA's senior management which is interested in developing new activities in the humanitarian sphere. The Israel office will continue to help MDA organize exchanges, projects and training programmes with other national societies.

## **Disaster management**

### **Programme Goal:**

MDA will have a clearly defined role in Israel's national disaster response plan, with developed response capacity and activities in the field of disaster preparedness, and increased awareness of the national society's role in disaster management.

### **Programme Objective:**

Adopt long-term strategic plan for activities in disaster management, consistent with national disaster planning. Organize National Disaster Response Team training for MDA staff and volunteers, and representatives of relevant Israeli authorities.

### **Progress/Achievements (activities implemented within this objective)**

In line with its pledge to the International Red Cross Conference in December 2003, MDA is developing activities in disaster response and preparedness. The Federation Israel office ensures that MDA has access to Federation and national society training courses, and Federation technical support, including from the Federation's Regional

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Delegations in Ankara and Budapest. Over the last few years, over 30 MDA staff and volunteers have participated in training courses on the Movement's disaster management tools and assessment methodology: Regional Disaster Response Team (RDRT), Emergency Response Unit (ERU), Field Assessment and Cooperation Team (FACT).

In the first quarter of 2006, MDA held its first-ever National Disaster Response Team (NDRT) training for MDA staff and volunteers, together with representatives of the Ministry of Health and the Home Front Command. This training was organized in close collaboration with the Federation Israel office and disaster management specialists from the Federation's Ankara and Budapest Regional Delegations and the Serbia and Montenegro Red Cross. The goal of MDA's NDRT training was to create a pool of staff and volunteers able to participate in a disaster response in Israel (as part of a national disaster response team), and able to contribute to training of other MDA staff and volunteers and to development and implementation of MDA's long-term strategy in disaster management.

During the period covered by this Programme Update, three MDA personnel (all RDRT-trained) went on mission as part of the Federation's RDRT in response to the floods in Romania, and three participated in RDRT and ERU training abroad. In May 2006, two MDA staff attended RDRT training in Macedonia organized by the Federation Regional Delegation in Budapest. In June, the Regional Delegation's Disaster Management Coordinator arranged for one of MDA's staff on mission with the RDRT in Romania to attend the Water Sanitation ERU organized by the Austrian Red Cross Society.

Access to Federation expertise in disaster management, and workshops with strong Movement participation, have assisted MDA to raise its profile and increase contacts with the authorities. Since 2004, MDA has had regular meetings with the Ministry of Health and the National Earthquake Steering Committee. This year MDA has also developed its relationship with the Ministry of Foreign Affairs Emergency Operations Situation Room, including through a Movement visit – MDA, Federation and ICRC – in May 2006.

As a consequence of its work with the Federation in the field of disaster management, MDA has re-examined its earthquake response capacity, and reformulated its approach in technical and human resource terms. MDA has developed a new EMS (emergency medical service) response in the event of earthquake which relies on a more community-based approach. In the period covered by this Programme Update, MDA has organized an earthquake drill in the Afula area; it will be organizing similar drills in other regions in the second half of the year. MDA is also making use of its RDRT and NRDT-trained staff in its continuing education programme, with these staff now carrying out training in earthquake preparedness for staff and volunteers in the regions.

In 2005, MDA started working on development of a long-term strategic plan for its activities in disaster response and preparedness, and the Federation is providing input on this through its Israel office, and Geneva and Budapest-based disaster management experts. Progress on the strategic plan has been slow, and it is expected that the NDRT which took place in March will provide a new impetus and interest for development and adoption of the plan. The Federation Israel office and MDA senior management have discussed how to progress on this, and have agreed that the next step in the process should be a visit from the Federation's regional disaster management coordinator based in Budapest in September 2006.

The Federation Israel office has worked to forge ties between MDA and Federation and national society experts in disaster management and psycho-social support and programming. These contacts – and the exchange of expertise and experiences involved – have led MDA to offer two new types of training course to staff and volunteers. MDA has developed a training module on earthquake preparedness and response for MDA staff and volunteers, and the general public, and a psycho-social support component in its orientation programme for employees. Both courses have been running since the beginning of 2005, and the Federation Israel office will continue to ensure MDA has access to Federation and national society expertise and input as these programmes develop. In addition, MDA's new first aid manual (due out in 2006) will include a chapter on earthquake preparedness.

## **Organizational development**

### **Programme Goal:**

MDA, as a well-functioning National Society as defined in Strategy 2010, increases its involvement in Movement activities. It both benefits from and contributes to Federation expertise and knowledge sharing in strategic

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planning, communications, fund-raising and delegate recruitment procedures to expand programme and service delivery in Israel, and contribute to international relief operations of the Movement.

### **Programme Objective:**

Analyse results of the NSSA, finalise review of MDA Statutes, attend Red Cross Fundraising Skillshare and look at ways to develop domestic fund-raising capacity, and raise MDA's profile through an active communications strategy.

### **Progress/Achievements (activities implemented within this objective)**

Throughout 2005, the Federation Israel office provided expertise and advice to MDA on revision of its statutes and on the ten conditions of recognition for a national society. The key priority of the Federation Israel office this year was to support MDA in finalizing this process – to bring MDA's statutes in line with Movement requirements before the International Red Cross and Red Crescent Conference in June.

The Federation Representative in Israel is a lawyer by training with considerable experience working with national society statutes and the ICRC/Federation Joint Commission for National Society Statutes. The Joint Statutes Commission visited MDA in June 2005 and March 2006, and made clear recommendations as to the amendments required to MDA's statutes in order for it to meet the ten conditions of recognition. The Federation Israel office worked closely with MDA's Chairman, its National Council, and its lawyers on revision of MDA's statutes. The Federation Israel also worked with the Israel authorities – Ministries of Health, Foreign Affairs, and Justice, and the Prime Minister's Office – to ensure that MDA's statutes were amended and these amendments communicated to the Federation and the ICRC in Geneva before the International Conference.

## **Humanitarian values**

### **Programme Goal:**

MDA's programmes for dissemination of IHL are, as appropriate, linked to new programmes for the dissemination of humanitarian values and the Movement's Fundamental Principles. The programmes raise awareness of the principles and values commitments of the Federation and the Movement's fundamental principles among MDA volunteers and staff, vulnerable communities and the wider public.

### **Programme Objective:**

In cooperation with the ICRC, establish a dissemination unit and/or recruit a Principles and Values officer to organize activities and programmes to raise awareness of IHL, the Movement and the fundamental principles, develop and/or translate new Hebrew-language dissemination materials, and participate in relevant Movement courses.

### **Progress/Achievements (activities implemented within this objective)**

Since 2003, all MDA training courses (staff and volunteers) include a component on international humanitarian law (IHL), the Movement and the fundamental principles. With the assistance of the Federation Israel office, in 2005, MDA has included a section on the Red Cross Movement and cooperation with the Movement in its new website (<http://www.mdais.org>).

The Federation course materials "Principles to Action", translated into Hebrew by the Federation Israel office in 2004, provided a useful resource in preparation of MDA's website. The materials have also been shared with MDA's Chairman, International Department and Volunteer Activity Department, and integration of these materials in MDA training courses remains a priority.

The Federation Israel office and the ICRC have been encouraging MDA to establish a dissemination unit for some time, and funding support for this is available from the ICRC. Although MDA has not yet established such a unit, it continues to steadily expand dissemination activities with young people, including through international youth exchanges bringing together young people (18-25) from Red Cross and Red Crescent Societies and MDA in Israel. In the period covered by this Programme Update, MDA has been working on preparations for its third youth exchange, which will take place in September 2006. The theme of this year's exchange is "Protecting Human Dignity: Youth Activities for the Future".

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In 2005, MDA amended its Statutes to reduce the age for youth membership from 15 to 13. MDA is now looking at how to involve this group in its activities, teaching about human dignity, helping each other and the community. The Federation will support MDA in these efforts through its office in Tel Aviv and its Youth Officer in Geneva.

The Federation Representative provides briefings on the Movement to all MDA staff and volunteers leaving for mission with the International Red Cross Movement or as part of a MDA relief delegation abroad, as well as for MDA delegates to Movement training courses or seminars. The Federation Israel office continues to support MDA with advice on Movement principles, values and style, and how best to incorporate these into MDA's website and publications.

Since the Diplomatic Conference and adoption of the Third Additional Protocol in December 2005, the Federation Israel office has raised with senior management at MDA the importance of expanding dissemination programmes in 2006 as MDA moved towards full membership of the Movement. Now that MDA has been recognized by the ICRC and admitted to the Federation, a key priority of the Federation Israel office is to work with MDA to ensure that all MDA staff and volunteers receive training on the Movement and MDA's entry to the Movement. The Federation Israel office has discussed this with MDA and the ICRC, and has offered to support this process using the services of a local strategic consultancy firm with expertise in change management and course development and delivery.

## **Coordination, Cooperation and Strategic Partnerships**

### **Programme Goal:**

MDA participates actively in international and regional meetings of the Movement, strengthens its bilateral relationships with individual national societies, and deploys staff on mission with the Movement.

### **Programme Objective:**

MDA creates a pool of personnel qualified for deployment in national society ERUs, or for ICRC or Federation delegate positions, and MDA staff and volunteers participate in regional, technical and experts' meetings and training courses.

### **Progress/Achievements (activities implemented within this objective)**

In December 2005, after years of work by the Movement, and after convocation of the Diplomatic Conference by the Swiss government as Depositary of the Geneva Conventions, a comprehensive and lasting solution to the question of the emblem was achieved in the form of the Third Protocol Additional to the Geneva Conventions. The International Red Cross and Red Crescent Conference was convened in June 2006, to bring the Movement Statutes in line with the Third Protocol, paving the way for MDA's recognition by the ICRC and admission by the General Assembly of the Federation.

The key priorities for the Federation Israel office in the first half of 2006 were to support MDA in making its application for recognition and admission, to advise on the conditions of recognition and the amendments required to bring MDA's Statutes in line with Movement requirements, and to support the process of implementation of the Memorandum of Understanding (MoU) between MDA and PRCS and associated operational arrangements.

In the first half of 2006, the Federation Israel office supported MDA in preparing its application for recognition and admission. The Federation Israel office also worked closely with the ICRC/Federation Joint Commission on National Society Statutes (Joint Statutes Commission), MDA, MDA's lawyers, and the Israel authorities to ensure MDA's Statutes were amended to assure its independence and explicitly state its commitment to the Fundamental Principles of the Movement. The Federation office assisted in preparations for the Joint Statutes Commission visit to Israel in March 2006, in explaining the Joint Statutes Commission's recommendations to MDA and the Israel authorities, and working to give effect to these recommendations.

MDA's application for recognition and admission was submitted to the ICRC and the Federation in April 2006. The amendments to MDA's Statutes were finalized and transmitted to the ICRC and the Federation in June 2006.

During the period covered by this Programme Update, the Federation Representatives in Tel Aviv and Ramallah have continued to support the process of implementation of the MoU and associated operational arrangements.

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This has included attendance at Liaison Committee Meetings between the two national societies and Progress Assessment Meetings facilitated by the Swiss Government.

The Federation Israel office assisted MDA in the lead up to and during the Federation General Assembly, Council of Delegates, and 29th International Red Cross and Red Crescent Conference in June 2006, and the Federation Representative in Israel accompanied MDA's delegation to these statutory meetings, providing advice and support throughout the meetings.

The Federation works to integrate MDA into Movement activities, seeks and promotes contacts and opportunities for exchange, supports MDA in its efforts to develop and strengthen its relationships with other national societies, and assists MDA in preparations for international and regional meetings. The Federation Representative in Israel also works to ensure that MDA has increased access to regional activities of the Federation and national societies. In the first half of this year, two MDA staff attended RDRT training in Macedonia organized by the Federation Regional Delegation in Budapest, and one attended the Water Sanitation ERU organized by the Austrian Red Cross Society. Three MDA personnel went on mission as part of the Federation's RDRT in response to the floods in Romania.

The Federation Israel office also supports MDA in its efforts to increase ties with the Movement, giving practical assistance and advice on programme/project development, access to Federation and national society expertise from around the world, and opportunities for MDA to share its expertise with other national societies. MDA has hosted annual international youth exchanges with the Movement since 2004. The Federation Israel office helped with programme ideas and development for the 2004 and 2005 youth exchanges. With two years' experience under its belt, MDA needs less Federation support for this year's youth exchange, and the Federation Israel office is playing more of an advisory role in preparations.

The Federation Israel office maintains relations with the Israel Ministry of Foreign Affairs and other relevant government agencies to keep them up-to-date about work of the Federation Secretariat and the Federation Israel office with MDA, and on the Federation's work more generally. In the period covered by this Programme Update, in the lead up to the International Conference and with the focus on amendment of MDA's Statutes, the Federation Israel office has been in close contact not only with the Ministry of Foreign Affairs, but also with the Ministries of Health and Justice, as well as the Office of the Prime Minister. The Federation Israel office has also raised with the Ministry of Foreign Affairs the desirability of regularizing its support to MDA and its operations in-country by entering into a status agreement with the Israel authorities.

The Federation appreciates the contribution of donors, who have supported the cooperation between MDA and the Movement in 2006.

**[Interim financial report below; click here to return to the title page and contact information.](#)**

# International Federation of Red Cross and Red Crescent Societies

MAAIL001 - ISRAEL

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/6
Budget Timeframe	2006/1-2007/12
Appeal	MAAIL 001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget					604'663	604'663
B. Opening Balance					-644	-644
<b>Income</b>						
<u>Cash contributions</u>						
American Red Cross					90'848	90'848
British Red Cross					27'360	27'360
DFID Partnership					24'946	24'946
Netherlands Red Cross					23'670	23'670
Norwegian Red Cross					19'500	19'500
<b>C1. Cash contributions</b>					<b>186'324</b>	<b>186'324</b>
<u>Outstanding pledges (Revalued)</u>						
Swedish Red Cross					16'842	16'842
<b>C2. Outstanding pledges (Revalued)</b>					<b>16'842</b>	<b>16'842</b>
C. Total Income = SUM(C1..C6)					203'166	203'166
D. Total Funding = B + C					202'522	202'522

## II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance					-644	-644
C. Income					203'166	203'166
E. Expenditure					-114'320	-114'320
F. Closing Balance = (B + C + E)					88'202	88'202

International Federation of Red Cross and Red Crescent Societies

MAAIL001 - ISRAEL

Interim financial report

Selected Parameters		
Reporting Timeframe		2006/1-2006/6
Budget Timeframe		2006/1-2007/12
Appeal		MAAIL 001
Budget		APPEAL

All figures are in Swiss Francs (CHF)

### III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A							B	A - B
<b>BUDGET (C)</b>						604'663	604'663	
<b>Land, vehicles &amp; equipment</b>								
Computers & Telecom						2'475	2'475	-2'475
<b>Total Land, vehicles &amp; equipment</b>						2'475	2'475	-2'475
<b>Transport &amp; Storage</b>								
Transport & Vehicle Costs	41'700					7'248	7'248	34'452
<b>Total Transport &amp; Storage</b>	<b>41'700</b>					<b>7'248</b>	<b>7'248</b>	<b>34'452</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	204'000					37'504	37'504	166'496
Delegate Benefits	124'000					25'327	25'327	98'673
National Staff	60'000					15'363	15'363	44'637
Consultants	22'400					2'259	2'259	20'141
<b>Total Personnel Expenditures</b>	<b>410'400</b>					<b>80'452</b>	<b>80'452</b>	<b>329'948</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	59'600							59'600
<b>Total Workshops &amp; Training</b>	<b>59'600</b>							<b>59'600</b>
<b>General Expenditure</b>								
Travel	20'000					8'075	8'075	11'925
Information & Public Relation	4'800					218	218	4'582
Office Costs	2'400					246	246	2'154
Communications	20'700					7'407	7'407	13'293
Financial Charges	5'760					1'711	1'711	4'049
<b>Total General Expenditure</b>	<b>53'660</b>					<b>17'658</b>	<b>17'658</b>	<b>36'002</b>
<b>Program Support</b>								
Program Support	39'303					6'486	6'486	32'817
<b>Total Program Support</b>	<b>39'303</b>					<b>6'486</b>	<b>6'486</b>	<b>32'817</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>604'663</b>					<b>114'320</b>	<b>114'320</b>	<b>490'343</b>
<b>VARIANCE (C - D)</b>						<b>490'343</b>	<b>490'343</b>	