

Project Progress Report

Applied SME Capability Center (Model Factory)

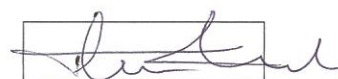
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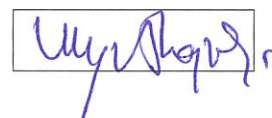
Acronyms and abbreviations

MoIT:	Ministry of Industry and Technology
MF:	Model Factory
SuTP:	Syrians under Temporary Protection
UNDP:	United Nations Development Programme

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For MoIT: Dr. Mustafa Kemal Akgül, Head of Department, DG for Industry and Productivity



Synopsis

Award No	00097599
Business Unit	TUR10
Award ID	Applied SME Capability Center (Model Factory)
Description	<p>Following the completion of the feasibility stage of the project which aimed to identify an appropriate business model, complete with a business plan and cost estimates for establishment of Applied SME Capability Centers, the first extension of the project was realized in the 4th reporting period. The extension included financial and substantial revision aiming operationalization of the first SME Capability Center in Ankara in collaboration with ASO and ASO 1st OIZ Management. Additionally, in this reporting period, KfW cost sharing agreement was signed which led to the second extension of the project document together with the Government's additional financial contribution. This extension covered addition of new activities (2,3,4 and 5) aiming establishment and operationalization of the SME Capability Centers in Kayseri, Konya, Bursa, addition of new services in Ankara and creation of new jobs for Syrians under temporary protection and host community members.</p> <p>"Improving Productivity in Manufacturing Industry" is one of the main objectives of the Government of Turkey as stated in the 10th National Development Plan. The project will contribute to the productivity-related objectives set forth in the national, regional and sectoral policy and strategy documents. SMEs (owners, managers and employers) can be trained on a wide variety of issues ranging from lean manufacturing to energy efficiency. The unique value proposition of such centers is that trainees can directly deploy their learnings at their manufacturing facilities. Thus, the Model Factories contributes to improving manufacturing capabilities of SMEs.</p>
Implementing Partner	Ministry of Industry and Technology (MoIT, DG for Industry and Productivity)
Award Period	Start Date: Dec 2015 End Date: June 2020
Total Award Amount	11.131.366,71 USD

Section 1: Project Risks and Issues

Updated Project Risks

Type	Date Identified	Description	Comment or Management Response	Critical Flag
ORGANIZATIONAL	Dec 2019	Trained staff members through ToT program, do not remain in their posts during the entire duration of the Project.	To increase the potential trainers, the project team will create a pool of expert.	N
STRATEGIC	Dec 2019	Delay in the finalization of the consultancy services that will be procured by Kayseri and Konya Model Factories may pose a risk in timely implementation of the project activities.	Ministry of Industry and Technology and the project team will take necessary actions to speed up the process.	N
STRATEGIC	Dec 2019	Lack of interest from local companies to participate program activities (within the scope of Job Creation Component)	Project team and MoIT will work closely to engage with business partners and ensure close cooperation. Project team will also carry out comprehensive awareness raising activities.	N
STRATEGIC	Dec 2019	Lack of interest from business owners to employ SuTPs and host community members (within the scope of job creation activities)	Project team and MoIT will work closely to engage with business partners and ensure close cooperation to have formal commitments. Project team and MoIT will also ensure close linkages with other ongoing 3RP initiatives to enable synergies and positive results.	N

Updated Project Issues

Type	Date Identified	Description	Solution Date	Comment or Management Response	Solution Flag
Strategic #1	2019	Protocols for Kayseri and Konya MF's were signed between the local stakeholders and MoIT.	N/A	Protocols have strategic importance that ensures the cooperation of the local partners and sustainability of the process.	High
Operational #1	2019	Key staff of Konya and Kayseri Model Factories were recruited by the local partners.	N/A	Directors of the Centers in Kayseri and Konya will be responsible for the technical, financial and organizational management of the centers.	High

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Operational #2	2019	Pilot implementation phase namely Learn & Transform Program of Ankara MF was completed in Dec 2019.	N/A	The launch event of the completion of the program is expected to be organized in January 2020.	High
Operational #3	2019	Considerable amount of the capacity building of ASO-SEM was realized and first vocational training program was launched.	N/A	This is a critical progress for the job creation targets for Ankara component. Vocational training programs combined with ISKUR support are expected to help the team to reach job creation targets.	High
Operational #4	2019	Working Groups were established in Konya and Kayseri for job creation activities.	N/A	Working group establishment is a critical step to coordinate the job creation activities and ensure the collaboration between related stakeholders. The working group meetings in target provinces were led and coordinated by UNDP and MoIT.	
Operational #5	2019	Entrepreneurship program was launched in Kayseri with the participation of SuTPs	N/A	This is another critical milestone for the project to reach its targets including establishment of new SMEs and awareness raising activities including networking, matchmaking and entrepreneurship trainings.	High

Section 2: Output 1 Progress

Project ID	00097599 - Applied SME Capability Center (Model Factory)
Description	Institutional Capabilities to Establish and Operationalize Applied SME Capability Centers (Model factory)
Implementing Partner	Ministry of Industry and Technology (MoIT, DG for Industry and Productivity)
Baseline	Activity 1, 2, 3, 5 No SME Capability Center (2019) Activity 4 1. Expansion of SME Capability Center services Operational 2. Innovation Network for Ankara Operational
Indicators	Activity 1, 2, 3, 5 1. Governance Structure

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	<ol style="list-style-type: none"> Physical Investments for the Center Training of Trainers Pilot Transformation Programs Training Materials <p>Activity 4</p> <ol style="list-style-type: none"> # of additional services lines on innovation become operational Physical investments Training materials/services guidelines # of additional SMEs have received business advisory and innovation services # of additional SMEs are newly established focusing on innovation set up by Syrians/Syrian-Turkish Joint ventures # of Syrians and Turkish host community members have benefitted from awareness raising activities Jobs created in relation to Resilience Program Interventions # of cooperation between startups and industrialist # of collaborations events for networking # of policy recommendation papers
2019 Targets	<p>Activity 1, 2, 3, 5</p> <ol style="list-style-type: none"> SME Capability Center Governance Structure Established Physical Establishment of SME Capability Center completed Selection of 10-12 Companies for transformation program Training Materials Communication Materials on pilot Schemes <p>Activity 4</p> <ol style="list-style-type: none"> SME Capability Center services lines extended Physical Establishment of SME Capability Center Completed Innovation network/platform for Ankara formulized Benchmarking reports from global best practices in innovation ecosystem
2019 Achievements as of Dec 31	<p>Activity 1</p> <ul style="list-style-type: none"> Learn & Transform Progra, which was launched in May 2019 was finalized in December 2019. In the scope of the program 8 firms from manufacturing sector received consultancy services for selected part of their production line and without any additional investment, the firms experienced productivity gains in only 6 months. The corporate entity for Ankara Model Factory was established and the establishment was published in trade registry gazette on 8 October 2019. A framework document that includes roadmap and main tasks (milestones) for establishment of other SME Capability Centers was prepared in coordination with MoIT. A draft cooperation protocol between Ankara and Konya SME Capability Center was prepared. <p>Activity 2</p>

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	<ul style="list-style-type: none"> - Staff mobilization process of Bursa MF was completed. - Deployment of the machinery and equipment of the lean line was finalized. Digitalization of the machine line is ongoing. - Preparations for the Pilot Implementation Program was finalized. - First phase of the Pilot Implementation Program was implemented for two firms from manufacturing sector. The Program will continue in 2020. <p>Activity 3</p> <ul style="list-style-type: none"> - The Protocol for the establishment of Kayseri SME Capability Center among Kayseri Chamber of Industry, Kayseri Chamber of Commerce, Abdullah Gül University and MoIT was signed on 24 June 2019. - Recruitment of the director and the key staff of Kayseri SME Capability Center were completed. - In line with the common program started within the coordination of MoIT, director and staff of the Center attended training programs on lean transformation provided by the Lean Institute. - The selection of the sample product that will be used in trainings was completed. Technical specifications of machinery and equipment was also identified accordingly. Preorders for machinery and equipment were given. - First and second Working Group meeting was held in Kayseri for Job Creation Component on 19.06.2019 and 12.11.2019 respectively. - Entrepreneurship program was started in cooperation with Başkent University-BEDAM. In the scope of basic lean trainings, 123 trainees attended to the program and 66 of these trainees were Syrians under Temporary Protection. Following this program, 77 trainees attended to the advance entrepreneurship program where 35 of them were Syrians under Temporary Protection. - The Joint Steering Committee Meeting including the two components of the "Employment and Skills Development Program" funded by KfW was held on 12.12.2019. <p>Activity 4</p> <ul style="list-style-type: none"> - Installation of digital use cases and digital based high-tech production line are ongoing. - Within the scope of KfW Job Creation Component, a cooperation protocol was signed between ASO-SEM and Ministry of Industry and Technology to determine the capacity development needs and job creation commitments of ASOSEM in July. - Procurement of machinery and equipment required for the capacity building of ASO-SEM is ongoing. - Vocational trainings were started at ASOSEM. In the first wave, 124 trainees attended to the program and 30 of them were Syrians under Temporary Protection. - A feasibility analysis for the establishment of an innovation network is ongoing. <p>Activity 5</p> <ul style="list-style-type: none"> - The Protocol for the establishment of Konya Model Factory among Konya Chamber of Commerce, Konya Chamber of Industry, Konya Organized Industry Zone and Ministry of Industry and Technology was signed on 29 August 2019. - Recruitment of the director and the key staff of Kayseri SME Capability Center were completed.
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	<ul style="list-style-type: none"> - In line with the common program started within the coordination of MoIT, director and staff of the Center attended training programs on lean transformation provided by the Lean Institute. - The selection of the sample product that will be used in trainings was completed. Technical specifications of machinery and equipment was also identified accordingly. Preorders for machinery and equipment were given. - Working Group for Job Creation Component in Konya was established. The project team met with the key stakeholders to discuss the upcoming activities.
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Section 3: Activity Performance

Activity 1	
Description	Activity 1 is composed of 3 sub-activities that will collectively enhance operationalization of the first Applied Capability Center (aka MF) in Ankara.

Sub-activity 1.1

Purpose	Establishment of Applied SME Capability Center	
Planned Actions	As per the project document sub-activity 1.1 is composed of the following actions: 1.1.1 Finalization of Governance Structure 1.1.2 Completion of Physical Investments (refurbishment & machinery) 1.1.3 Mobilization of staff 1.1.4 Inauguration of the center.	
Progress	During the reporting period: 1.1.1 Completed. 1.1.2 Completed. 1.1.3 Completed. 1.1.4 Completed.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Shortlist of provinces & target sectors	Shortlist of provinces & target sectors	Completed in April 2017
Needs assessment report	Needs assessment report	Completed in April 2017
Feasibility Report	Feasibility Report	Completed in April 2017
Material Inspection and Receiving	Material Inspection and Receiving Report	Completed in May 2018

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Competitive Recruitment	Notices on UNDP Websites	Completed in March 2019
Physical Investment Requirements Report	Physical Investment Requirements Report	Completed in December 2017
Engineering and Construction Projects and Drawings	Engineering and Construction Projects and Drawings	Completed in December 2017
Completion of Engineering Construction	Implementation of Engineering and Construction Projects	Completed in April 2018
Operationalization of the Center	Opening Ceremony of MF	Completed in December 2018

Sub-activity 1.2

Purpose	Pilot Implementation	
Planned Actions	<p>As per the project document sub-activity 1.2 is composed of the following actions:</p> <p>1.2.1 Delivery of awareness raising programs</p> <p>1.2.2 Identification of Pilot SMEs</p> <p>1.2.3 Delivery of Train the Trainers Program</p> <p>1.2.4 Implementation of Learn and Transform Programs in selected companies</p>	
Progress	<p>During the reporting period:</p> <p>1.2.1 Continued.</p> <p>1.2.2 Completed.</p> <p>1.2.3 Completed.</p> <p>1.2.4 Completed.</p>	
Quality Criteria	Quality Method	Quality Assessment Due Date
Good practice analysis report and international study visits report	Good practice analysis report and international study visits report	Completed in March 2018
Model Factory Design Report	Model Factory Design Report	Completed in April 2017
CBA and Scenario Analysis Report	CBA and Scenario Analysis Report	Completed in April 2017
Training and ToT Curricula (2 or 3 topics)	Training and ToT Curricula (2 or 3 topics)	Completed in November 2018
Training simulation (1 topic)	Training simulation (1 topic)	Completed in January 2019
Diagnosis Study for Pilot SME selection	Diagnosis Study	Completed in June 2019

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Final Report for Learn and Transform Program	Implementation Report	Completed in December 2019
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Sub-activity 1.3

Purpose	Sustainability and Exit Strategy	
Planned Actions	<p>As per the project document sub-activity 1.3 is composed of the following actions:</p> <p>1.3.1 Development of a follow up performance plan after pilot programs</p> <p>1.3.2 Identification of additional service lines</p> <p>1.3.3 Preparation of a sustainability strategy</p>	
Progress	<p>During the reporting period:</p> <p>1.3.1 Ongoing</p> <p>1.3.2 Completed.</p> <p>1.3.3 Ongoing</p>	
Quality Criteria	Quality Method	Quality Assessment Due Date
Model factory business plan	Model factory business plan	Completed in March 2018
Sustainability Strategy	Ankara MF Sustainability Strategy	March 2020
Finalization of the exit strategy	Exit strategy report	June 2020
Establishment of the corporate entity	Trade Registry Gazette	Completed in October 2019

Activity 2	
Description	Activity 2 is composed of 3 sub-activities that will collectively enhance operationalization of the first Applied Capability Center (aka MF) in Bursa.

Sub-activity 2.1

Purpose	Establishment of Applied SME Capability Center
Planned Actions	<p>As per the project document sub-activity 2.1 is composed of the following actions:</p> <p>2.1.1 Finalization of Governance Structure</p> <p>2.1.2 Completion of Physical Investments (refurbishment & machinery)</p> <p>2.1.3 Mobilization of staff</p> <p>2.1.4 Inauguration of the center.</p>
Progress	<p>During the reporting period:</p> <p>2.1.1 Completed.</p> <p>2.1.2 Completed.</p>

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	2.1.3 Completed.	2.1.4 Completed.
Quality Criteria	Quality Method	Quality Assessment Due Date
Operationalization of the Center	Opening Ceremony of MF	Completed in March 2018

Sub-activity 2.2

Purpose	Pilot Implementation	
Planned Actions	<p>As per the project document sub-activity 2.2 is composed of the following actions:</p> <p>2.2.1 Delivery of awareness raising programs</p> <p>2.2.2 Identification of Pilot SMEs</p> <p>2.2.3 Delivery of Train the Trainers Program</p> <p>2.2.4 Implementation of Learn and Transform Programs in selected companies</p>	
Progress	<p>During the reporting period:</p> <p>2.2.1 Ongoing.</p> <p>2.2.2 Ongoing.</p> <p>2.2.3 Completed.</p> <p>2.2.4 Ongoing.</p>	
Quality Criteria	Quality Method	Quality Assessment Due Date
Training and ToT Curricula	Training and ToT Curricula	Completed in March 2019
Training simulation	Training simulation	Completed in May 2019
Diagnosis Study for Pilot SME selection	Diagnosis Study	Completed in June 2019
Final Report for Pilot Program	Implementation Report	June 2020

Sub-activity 2.3

Purpose	Sustainability and Exit Strategy
Planned Actions	<p>As per the project document sub-activity 2.3 is composed of the following actions:</p> <p>2.3.1 Development of a follow up performance plan after pilot programs</p> <p>2.3.2 Identification of additional service lines</p> <p>2.3.3 Preparation of a sustainability strategy</p>



Progress	During the reporting period: 2.3.1 Not Started 2.3.2 Ongoing. 2.3.3 Not Started.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Finalization of the exit strategy	Exit strategy report	June 2020

Activity 3	
Description	Activity 3 is composed of 4 sub-activities that will collectively enhance operationalization of the first Applied Capability Center (aka MF) in Kayseri and creation of new jobs.

Sub-activity 3.1

Purpose	Establishment of Applied SME Capability Center	
Planned Actions	As per the project document sub-activity 3.1 is composed of the following actions: 3.1.1 Finalization of Governance Structure 3.1.2 Completion of Physical Investments (refurbishment & machinery) 3.1.3 Mobilization of staff 3.1.4 Inauguration of the center.	
Progress	During the reporting period: 3.1.1 Ongoing. 3.1.2 Ongoing. 3.1.3 Completed. 3.1.4 Ongoing..	
Quality Criteria	Quality Method	Quality Assessment Due Date
Operationalization of the Center	Opening ceremony	March 2020

Sub-activity 3.2

Purpose	Pilot Implementation
Planned Actions	As per the project document sub-activity 3.2 is composed of the following actions: 3.2.1 Delivery of awareness raising programs

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	3.2.2 Identification of Pilot SMEs 3.2.3 Delivery of Training of the Trainers Program 3.2.4 Implementation of Pilot Programs in selected companies	
Progress	During the reporting period: 3.2.1 Not started. 3.2.2 Not started. 3.2.3 Started. 3.2.4 Not started	
Quality Criteria	Quality Method	Quality Assessment Due Date
Training and ToT Curricula	Training and ToT Curricula	March 2020
Training simulation	Training simulation	March 2020
Diagnosis Study for Pilot SME selection	Diagnosis Study	March 2020
Final Report for Pilot Program Program	Implementation Report	June 2020

Sub-activity 3.3

Purpose	Sustainability and Exit Strategy	
Planned Actions	As per the project document sub-activity 3.3 is composed of the following actions: 3.3.1 Development of a follow up performance plan after pilot programs 3.3.2 Identification of additional service lines 3.3.3 Preparation of a sustainability strategy	
Progress	During the reporting period: 3.3.1 Not started. 3.3.2 Ongoing. 3.3.3 Not started.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Finalization of the exit strategy	Exit strategy report	June 2020

Sub-activity 3.4

Purpose	Job Creation	
Planned Actions	Sub-activity 3.4 is composed of the following actions: 3.4.1. Formation of the working group 3.4.2. Delivery of Entrepreneurship Trainings 3.4.3. Provision of Incubation Program 3.4.4. Launching of matchmaking activities and consultancy services 3.4.5. Launching of craftsman trainings	
Progress	During the reporting period: 3.4.1. Completed. 3.4.2. Completed. 3.4.3. Not started. 3.4.4. Ongoing. 3.4.5. Not started.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Number of jobs created	Verification through ISKUR registration system	June 2020

Activity 4	
Description	Activity 4 is composed of 4 sub-activities that will support the expansion of Ankara Applied Capability Center (aka MF) services and capacity development of ASO-SEM for job creation.

Sub-activity 4.1

Purpose	Assessment on alternative service lines	
Planned Actions	As per the project document sub-activity 4.1 is composed of the following actions: 4.1.1 Finalization of services lines 4.1.2 Completion of required physical investments (refurbishment & machinery)	
Progress	During the reporting period: 4.1.1 Ongoing. 4.1.2 Ongoing.	
Quality Criteria	Quality Method	Quality Assessment Due Date

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Digital Transformation Use Case Scenarios	Detailed Digital Transformation Use Case Scenarios	Completed in July 2018.
Contractual Arrangement for Digital Transformation	Pre-Contract and Contract	Completed in June 2019.
Installation of Machinery and Equipment of Digital Transformation Service Line	Material Inspection and Receiving Report	March 2020.

Sub-activity 4.2

Purpose	Implementation	
Planned Actions	As per the project document sub-activity 4.2 is composed of the following actions: 4.2.1 Delivery of awareness raising programs/outreach of services 4.2.2 Delivery of Services 4.2.3 Delivery of Capacity Building Programs	
Progress	During the reporting period: 4.2.1 Not started. 4.2.2 Not started. 4.2.3 Not started	
Quality Criteria	Quality Method	Quality Assessment Due Date
Number of digital transformation services provided	Reports including the results and outputs of the services provided	June 2019.

Sub-activity 4.3

Purpose	Sustainability and Exit Strategy	
Planned Actions	As per the project document sub-activity 4.3 is composed of the following actions: 4.3.1 Development of a follow up performance plan after pilot programs 4.3.2 Identification of additional service lines	
Progress	During the reporting period: 4.3.1 Not Started. 4.3.2 Not Started.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Finalization of the exit strategy	Exit strategy report	June 2019.



Sub activity 4.4

Purpose	Capacity Building of ASO-SEM	
Planned Actions	Sub-activity 4.4 is composed of the following actions: 4.4.1 Development of Business Plan for Capacity Building 4.4.2 Installation of Machinery and Equipment for Ateliers 4.4.3 Provision of Vocational Trainings	
Progress	During the reporting period: 4.4.1 Completed. 4.4.2 Ongoing. 4.4.3 Ongoing.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Business Plan	Business Plan and Timetable	Completed in March 2019
Sustainability of the Action	Cooperation Protocol with MoIT	Completed in June 2019
Machinery and Equipment Requirement Report	Business Plan	Completed in March 2019
Installation of Machinery and Equipment	Material Inspection and Receiving Report	December 2019.

Sub activity 4.5

Purpose	Feasibility study for the establishment of an innovation network/platform in Ankara	
Planned Actions	Sub-activity 4.5 is composed of the following actions: 4.5.1 Analysis of the current innovation ecosystem 4.5.2 Feasibility of establishment of an innovation network or platform in Ankara	
Progress	During the reporting period: 4.5.1 Ongoing 4.5.2 Not started.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Innovation platform/network model	Feasibility study	June 2020

Activity 5	
Description	Activity 5 is composed of 4 sub-activities that will collectively enhance operationalization of the first Applied Capability Center (aka MF) in Konya and creation of new jobs.

Sub-activity 5.1

Purpose	Establishment of Applied SME Capability Center	
Planned Actions	As per the project document sub-activity 5.1 is composed of the following actions: 5.1.1 Finalization of Governance Structure 5.1.2 Completion of Physical Investments (refurbishment & machinery 5.1.3 Mobilization of staff 5.1.4 Inauguration of the center.	
Progress	During the reporting period: 5.1.1 Completed. 5.1.2 Ongoing. 5.1.3 Completed. 5.1.4 Not started.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Operationalization of the Center	Opening ceremony	March 2020

Sub-activity 5.2

Purpose	Pilot Implementation	
Planned Actions	As per the project document sub-activity 5.2 is composed of the following actions: 5.2.1 Delivery of awareness raising programs 5.2.2 Identification of Pilot SMEs 5.2.3 Delivery of Train the Trainers Program 5.2.4 Implementation of Learn and Transform Programs in selected companies	
Progress	During the reporting period: 5.2.1 Not started. 5.2.2 Not started. 5.2.3 Started. 5.2.4 Not started	
Quality Criteria	Quality Method	Quality Assessment Due Date

Training and ToT Curricula	Training and ToT Curricula	March 2020
Training simulation	Training simulation	March 2020
Diagnosis Study for Pilot SME selection	Diagnosis Study	March 2020
Final Report for Pilot Program Program	Implementation Report	June 2020

Sub-activity 5.3

Purpose	Sustainability and Exit Strategy	
Planned Actions	<p>As per the project document sub-activity 5.3 is composed of the following actions:</p> <p>5.3.1 Development of a follow up performance plan after pilot programs</p> <p>5.3.2 Identification of additional service lines</p> <p>5.3.3 Preparation of a sustainability strategy</p>	
Progress	<p>During the reporting period:</p> <p>5.3.1 Not Started.</p> <p>5.3.2 Ongoing.</p> <p>5.3.3 Not Started.</p>	
Quality Criteria	Quality Method	Quality Assessment Due Date
Finalization of the exit strategy	Exit strategy report	June 2020

Sub-activity 5.4

Purpose	Job Creation	
Planned Actions	<p>Sub-activity 5.4 is composed of the following actions:</p> <p>5.4.1 Formation of the working group</p> <p>5.4.2 Delivery of the entrepreneurship trainings</p> <p>5.4.3 Provision of the incubation program</p> <p>5.4.4 Launching of matchmaking activities and consultancy services</p> <p>5.4.5 Launching of the craftsman trainings</p>	
Progress	<p>During the reporting period:</p> <p>5.4.1 Completed.</p> <p>5.4.2 Not started.</p> <p>5.4.3 Not started.</p>	

	5.4.4 Ongoing. 5.4.5 Not started.	
Quality Criteria	Quality Method	Quality Assessment Due Date
Number of jobs created	Verification through ISKUR registration system	June 2020

Section 4: Budget and Financial Progress

Fiscal Year	Fund	Donor	Responsible Party	Budget of the reporting year (\$)	Encumbrances (\$)	Expenditure (\$)	Balance (\$)
2019	30000 30071 30072 30073	10283 00244	1981 4133	3.271.367,71		3.074.610,7	196.757,01

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