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finanse edilmektedir

TURKEY in
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS.

Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Horizon Europe - *Session 3:*
Success stories, failure stories

General Info Day #3
Adamantios Koumpis
Gaziantep, 16 November 2021

Photo by Christian Lue on Unsplash

**REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY**

COMPETITIVE
SECTORS
PROGRAMME

TÜBİTAK

Some misconceptions about success…

- Being successful doesn't mean to be lucky

- If we are lucky, our good luck may sometime come to an end (and so will also our path to success…)

- In Instagram and TikTok times success is overvalued

- When we fail, there are *lots of things to learn*

- When we succeed, there is *not much to learn*: success cannot be replicated – at least easily

Success in the context of EU projects

- Success in the context of EU projects is pretty easy to define:
- You have to acquire projects
- this means…
- You have to be part of successful proposal schemes
- this means…
- You have to either write these proposals on your own or…
- be invited in other people's successful proposals

A case of the impostor syndrome…

- Within any successful proposal, there are usually one or two persons who **actually** wrote the proposal and…

- About ten to twenty people who shall **claim** that they wrote and won the proposal

- All of them will get probably promoted, possibly get increase in their salaries, acquire if available a permanent position, and also start wearing a golden 'winner's halo'

- Is there any problem with the above?

- They may simply not have an idea how their success happened

The core aspect in all EU projects is...

- Not about money

- Not about fame

- Not about vanity

- ***It is all about collaboration***

- I can testify this from my personal experience – I started back when the 3rd Framework Programme was running – with a 6.6 billion Euro budget

- Horizon2020 (8th FP) had available 80 billion Euro and

- Horizon Europe now (9th FP) has about 95 billion Euro

Money increased but…

- Also competition that is now fiercer than ever

- Death rates are high – same high is also a feeling of saving resources and not risking much or at all

- All in all: the timing for entering the field is both *good and bad*

An extra reason…

- Complexity incr~~eases~~
- Here some exa~~mples~~
- You can regard

Action Line Descriptions

I.1. Health

IST2001 - I.3.2   *Best practice and trials in administration systems*

<u>Objectives:</u>   To promote the dissemination, early exploitation and adoption by administrations, in the EU and Associated States, of well-founded, mature and established, but insufficiently deployed, methods and technologies that have been successfully developed under the FP4 Telematics Applications Programme.

<u>Focus:</u>

- Uptake by early adopters of up-to-date technologies and systems.
- Upgrading of the standard of existing systems, and the extension of these systems to related specifications.

The actions are expected to have a critical number of sites and appropriate industrial involvement. They should be of short duration (12-18 months). The consortia should also include the actors (e.g. public authorities) responsible for the full-scale deployment of the systems.

<u>Type of actions addressed</u>: Best Practice and Trials
<u>Links with WP2000</u>: New Action Line

HORIZON-CL4-2021-RESILIENCE-01-03: Identifying future availability of secondary raw materials (RIA)

Technology Readiness Level	Activities are expected to achieve TRL 3-5 by the end of the project – see General Annex B.

Expected Outcome: Projects are expected to contribute to the following outcomes:

Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution [...] million would allow these outcomes to be a[...] Nonetheless, this does not preclude submission and [...] requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 13.[...]
Type of Action	Research and Innovation Actions
Eligibility conditions	The conditions are described in General Ann[...] exceptions apply: If projects [...] and/or rel[...] Copernic[...] additional[...] In order t[...] strategic a[...] resilience [...] and strate[...] reduce cu[...] raw materials by boosting domestic production of [...] raw materials, participation to the topic is li[...] established in Member States, associated count[...] African Union Countries, and MERCOSUR, CAR[...] Community. Proposals including legal entities which are n[...] countries will be ineligible. The above exception is aligned with the Commu[...] Critical Raw Materials Resilience, on the nee[...] international partnerships on raw materials.

Actions should acquire new data on secondary raw materials via in situ sampling from different regions across the EU, collect existing data and present in a harmonised UNFC format. The action should build on and advance further the work of UNECE – UNFC expert group on Anthropogenic resources regarding the classification of secondary raw materials and the work of H2020 project PROSUM[66] regarding collection of data and information on secondary raw materials. The action should develop a proposal for EU statistics for secondary raw materials.

The action should focus on the following streams of secondary raw materials, with particular attention to critical raw materials: waste batteries, WEEE, mining waste, slags and ashes, and [...]

[...] n open formats [...] r publication.

[...] jects for cross-[...] s and share of [...] s. To this end [...] the appropriate

The action should also contribute to improving the awareness of relevant external stakeholders and the general public across the EU and in non-EU countries of project's partners about the importance of raw materials for society, the challenges related to their supply within the EU and about proposed solutions which could help to improve society's acceptance of and trust in sustainable raw materials production in the EU.

In this topic the integration of the gender dimension (sex and gender analysis) in research and innovation content is not a mandatory requirement.

Actions should be based on a common understanding of relevant terms and codes, and develop an understanding of anthropogenic resources and derive the needed aspects for classification of recovery projects and to develop criteria for a transparent, consistent and objective classification, needed to establish a comprehensive resource classification approach.

materials (potential, [...] ework Classification [...] 8[64]; [...] U secondary resource [...] factors, drivers and [...] nparison of different [...] nds should be linked [...] circular economy; [...] uture secondary raw [...] for EU institutions, [...] ng actions of the EU [...] foresight capacity by [...] and stock in the EU [...] ding by 2022. [...] l EU economy relies [...] utonomy and reduce [...] and secondary raw

[64] https://www.unece.org/energywelcome/areas-of-work/unfc-and-sustainable-resource-

So … what is to be done?

- Celebrate the many opportunities?

- Mourn for the high amount of information?

- Do both?

- Do nothing?

- …

Some *factual* findings

- Researchers and scientists face globally, *and parallel to their core research activities where excellence is sought*, increased pressure to successfully lead or participate in projects

- There is fierce competition with success rates of proposals falling dramatically down, while …

- The complexity of the funding instruments and the need for *acquiring a wide understanding* of issues related to impacts, research priorities in connection to wider national and transnational (e.g. EU-wide) policy aspects, increases

- Research management shall be concentrating increasing interest and resources in the years to come and set the stage for research managers as essential parts of a 'healthy research culture'

No better place for supporting arguments than some recent articles…

nature

CAREER FEATURE | 05 July 2021

'We're problem solvers': research administrators offer guidance to working scientists

Helping with grant applications, ensuring compliance and coordinating with funders is all part of the job.

Sara Reardon

Some anecdotal evidence on how things *actually* are...

- Stories from the trenches: Two examples

A Call of 2016..

work programme.

Clarity and pertinence of the objectives

The objectives are clearly stated and are fully in line with the terms of the call. The contribution to each challenge is precisely specified and credibly addressed. The objectives are well motivated by the results of a survey performed by the consortium indicating the lack of cybersecurity preparedness in local public administrations (LPAs).

Soundness of the concept, and credibility of the proposed methodology

The overall concept is very sound and well described. The approach is credible. Each component of the approach is clearly described and the challenges faced are appropriately identified. The approach takes due account of the multilingualism issue, which is an important obstacle to a Europe-wide cybersecurity solution. The proposed pilots are extensive and well described.

Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)

The proposal includes an analysis of the current state of the art in current projects in similar areas and in existing patents. The work mainly consists of integrating, in a novel way, several existing tools and approaches brought to the proposed project by the participants. This integration activity has the potential to develop new services and business models, and enable analysis of diverse types of data. This innovation potential is precisely identified in the proposal.

Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge

The proposed work brings together knowledge in ICT and linguistics. The gender dimension as it relates to the nature of cyber attacks is well addressed.

Criterion 2 - Impact

Score: 4.50 (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic

The proposed work has potential for significant impact in all three areas listed in the work programme, and this impact is clearly justified in the proposal.

Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society

The proposed work has potential to enhance innovation capacity by applying big data decision support algorithms to the automatic detection of cyber incidents, although the proposal does not explain fully how this impact will be achieved. There is also potential for the proposed work to have beneficial impact in strengthening the growth of companies in view of the numerous start-ups currently active in the area of cybersecurity.

Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage research data where relevant
- communicate the project activities to different target audiences

The exploitation plan is wide-ranging, convincing and detailed, and includes a market overview. It includes collaboration in a large number of countries and across application domains. The dissemination plan is in general well described, including measurable success criteria.

IPR and data management are well addressed.

Communication with relevant communities and initiatives is well addressed, and appropriate stakeholders have been identified. However, communication and dissemination activities are considered together in the proposal, and there is no adequate high-level communication strategy.

Criterion 3 - Quality and efficiency of the implementation

Score: 4.50 (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables

In general the work plan is clear, balanced and coherent, and the structure of work packages is appropriate. The proposal does not clearly explain why the development of the core elements in tasks T3.1 to T3.7 is finished before the requirements analysis is finished. Resources are appropriately allocated.

Appropriateness of the management structures and procedures, including risk and innovation management

Management structure and procedures are appropriate, efficient and well described. A clear strategy for the communication within the consortium is identified. Innovation management is adequately addressed. A risk analysis is provided, with appropriate mitigation actions. However, technical risks are not analysed in sufficient detail.

Complementarity of the participants and extent to which the consortium as a whole brings together the necessary expertise

The participants complement one another very well, and the consortium includes all the necessary expertise to achieve the objectives of the proposal. The consortium includes particularly strong expertise in cybersecurity and in legal matters.

Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role

Tasks are appropriately allocated. All participants have a valid role and adequate resources.

Scope of the proposal

A year before.

Clarity and pertinence of the objectives

The objectives are pertinent to the call. However, they lack clarity and they are not coherent. In particular, the proposal contains general statements regarding each element of the overall framework. In addition, it is not explained how the targeted results will be integrated into overall work.

Credibility of the proposed approach

The approach, which is based on existing technologies and methodologies, is of limited credibility. In particular, elements of the approach, such as work pattern analysis, are not adequately explained. This is a weakness.

Soundness of the concept, including trans-disciplinary considerations, where relevant

The concept is sound.
Trans-disciplinary considerations are evident, such as in the role of biometry.

Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art (e.g. ground breaking objectives, novel concepts and approaches)

The work is ambitious and has innovation potential.
However, the proposal does not go sufficiently beyond the state of the art. For example, the proposal has a lengthy description of the current state of the art of the technologies adopted by the security industry, but some relevant areas, such as security awareness, are not well described.

Criterion 2 - Impact

Score: **3.50** (Threshold: 3/5.00 , Weight: 100.00%)
Note: The following aspects will be taken into account, to the extent to which the outputs of the project should contribute at the European and/or International level:
The expected impacts listed in the work programme under the relevant topic

The proposal identifies the relevant expected impacts listed in the work programme and clearly describes how it will achieve them. However, the claim for this achievement is not sufficiently substantiated.

Enhancing innovation capacity and integration of new knowledge

The proposal is clear as to how it will enhance innovation and the integration of new knowledge.

Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets and where relevant, by delivering such innovations to the markets

The proposed project will strengthen the competitiveness of the consortium partners. However, the proposal is less clear how it will encourage the growth of companies outside of the consortium.

Any other environmental and socially important impacts

No relevant environmental and socially important elements are explicitly addressed by the proposal.

Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project, and to manage research data where relevant

The proposed measures to disseminate and communicate the results of the project are generic.
The commercialisation and exploitation of the project's results are well described. In particular, the Skandia framework is discussed as well as the individual exploitation interests for the consortium members.
IPR management will be addressed in the Consortium Agreement. The proposed creation of an umbrella company for Intellectual Property resources is a positive element.

Criterion 3 - Quality and efficiency of the implementation

Score: **3.00** (Threshold: 3/5.00 , Weight: 100.00%)
Note: The following aspects will be taken into account:
Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

The work plan is clear, coherent and effective. The individual work packages and associated tasks are appropriately detailed. However, there are some inconsistencies in individual work packages, for example the name of WP7 appears differently in the work package description and the PERT chart (Figure 3.1.7)
The allocations of tasks and resources are adequate.

Complementarity of the participants within the consortium (when relevant)

The consortium is well balanced, has the required expertise and has good complementarity.

Appropriateness of the management structures and procedures, including risk and innovation management

The management structure is clearly described and is appropriate.
The management procedures are adequate. However, innovation management is not sufficiently described.
Risk analysis, which focuses mainly on the phases of work, is adequate. However, the assessment of general project risks is not sufficiently elaborated.

Scope of the proposal

Status: **Yes**
Comments (in case the proposal is out of scope)
Not provided

Operational Capacity

Status: **Operational Capacity: Yes**

What happened?

- There have been changes and improvements in all aspects: the core idea, the consortium, the proposal

- Did they justify the change in the score from 9.00 to 14.00?

- Hmmm…

What happened?

- A more convincing story? A better consortium? A change in the evaluators' attitudes? Lobbying? Politics?

- All of the above?

- None of the above?

- Noone knows!

Hope for the b̲...   t...)

Some times things g

innovation.

Associated with document Ref. Ares(2018)3666687 - 10/07/2018

Extensive dissemination and communication activities are described to promote the project results, showing good phasing and KPIs. The identified publications will enable good knowledge transfer/sharing between partners. IPR issues are also sufficiently addressed.

However, the communications plan is insufficiently ambitious, while the approach to targeting citizens is unsatisfactorily elaborated.

Criterion 3 - Quality and efficiency of the implementation

Score: 3.50 (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables

The work plan reflects well the overall objectives and outputs achievable showing the interaction between governance, data as evidence, design and participatory approaches, blockchain, deployment, outreach to users. The identified tasks are clearly mapped to the identified objectives.

The distribution of deliverables and tasks across the project lifecycle is largely well thought through. Nevertheless, an overly long interval between some milestones limits effective tracking.

Appropriateness of the management structures and procedures, including risk and innovation management

The project management structures, decision making boards, approach to collaboration and procedures for tracking are sound for this kind of project.

The innovation management approach is appropriate.

On the other hand, the risk management approach has a few shortcomings. For example, technological risks of blockchain lack explicit analysis, and the approach to mitigation is insufficiently proactive.

Complementarity of the participants and extent to which the consortium as a whole brings together the necessary expertise

The project shows a high degree of complementarity of academic, SME, other private companies and public sector partners, as well as it demonstrates good geographical distribution.

Many partners have extensive experience in EU projects and software development, which is positive.

The interdisciplinarity and cross-sector skills are highly relevant to successfully implement the objectives of the project, but with some reservation about the small number of industrial partners and insufficient evidence of credentials in blockchain innovation.

Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role

While all partners make a substantial contribution to achieve the goals, having one partner leading a whole WP, including all the tasks and deliverables, shows imbalance in the key responsibilities between the partners. This is a substantial shortcoming, because reliance on a single partner for a WP shows the misallocation of expertise, which jeopardises the whole execution.

Resources are adequate to implement the actions, and cost breakdown is well justified.

Scope of the proposal

Status: Yes

Comments (in case the proposal is out of scope)

Not provided

Operational Capacity

Status: Operational Capacity: Yes

If No, please list the concerned partner(s), the reasons for the rejection, and the requested amount.

Not provided

Exceptional funding of third country participants/international organisations

A third country participant/international organisation not listed in General Annex A to the Main Work Programme may exceptionally receive funding if their participation is essential for carrying out the project (for instance due to outstanding expertise, access to unique know-how, access to research infrastructure, access to particular geographical environments, possibility to involve key partners in emerging markets, access to data, etc.). (For more information, see the Online Manual.)

Based on the information provided in the proposal, I consider that the following participant(s)/international organisation(s) that requested funding should exceptionally be funded:
(Please list the Name and acronym of the applicant, Reasons for exceptional funding and the Requested grant amount.)

Not provided

Based on the information provided in the proposal, I consider that the following participant(s)/international organisation(s) that requested funding should NOT be funded:
(Please list the Name and acronym of the applicant, Reasons for exceptional funding and the Requested grant amount.)

Not provided

Use of human embryonic stem cells (hESC)

322613/BEST-10/07/2018-14:45:34   3/4 | 4

Here comes t

1 **Poor.** The criterion is inadequately addressed, or there are serious inherent weaknesses.

2 **Fair.** The proposal broadly addresses the criterion, but there are significant weaknesses.

3 **Good.** The proposal addresses the criterion well, but a number of shortcomings are present.

4 **Very good.** The proposal addresses the criterion very well, but a small number of shortcomings are present.

5 **Excellent.** The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Criterion 1 - Excellence

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:
Clarity and pertinence of the objectives
Soundness of the concept, and credibility of the proposed methodology
Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)
Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge and gender dimension in research and innovation content

The proposal targets sub-topic B.

The proposal presented the objectives in a clear manner. However, they were not quantified adequately.
Furthermore, some of the objectives of the call text were not sufficiently detailed e.g.forensics, penetration testing not covered.

The concept is not well described e.g. using a permission based blockchain structure is not sufficiently justified.

The proposed methodology is credible however there are some weaknesses, the number and location of the pilots was not consistent throughout the proposal and how they plan to implement attack-defence graphs.

The proposal presents a weak state of the art e.g. insufficient detail on which cryptographic mechanisms will be used to guarantee privacy.

Additionally, the state of the art does not consider other relevant research in this domain adequately e.g. TREsPASS project or others.
How the proposal plans to advance the state of the art is not sufficiently innovative.

The proposed application area and consortia configuration is good and includes public administrations from several countries, and real CSIRTs involved.
There are many partners with different background and disciplines.

The proposal has considered stakeholder knowledge however the pilots have not considered the users and services adequately.
Gender has been considered sufficiently.

Criterion 2 - Impact

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic
Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society
Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage research data where relevant
- communicate the project activities to different target audiences

There was no clear link between impact and the objectives and results.

Market analysis and identification of business opportunities are insufficiently addressed. Thus innovation capacity is unclear and the economic impact is not credible.

The exploitation plan is presented, however it lacks detail and quantification for individual plans.

The dissemination plan is not sufficiently focused on relevant targets e.g. broad list of possible publication activities not linked to appropriate target groups.

The communication plan is adequate, however, some activities were not sufficiently described (e.g. specific standardisation bodies).

The main principles of IPR management are appropriately discussed.
The proposal includes an appropriate plan to manage it's research data.

Criterion 3 - Quality and efficiency of the implementation

Score: **1.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with

Again the question: What happened?

- There have been changes and improvements in all aspects: the core idea, the consortium, the proposal

- But how did it ended up in a change of the score from 10.50 to 6.50?

- Hmmm…

And a m

Gender dimension is adequately taken into account.

Criterion 2 - Impact

Score: **4.00** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic
Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society
Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage research data where relevant
- communicate the project activities to different target audiences

The proposal focuses on the Healthcare domain, and provides a useful analysis of the Surgical Robotics market. It addresses well the expected impact defined in the work programme, and related to the Call.

The proposal addresses well some additional impacts, in particular the development of new safety critical applications, possibility of growth for the EU companies, a redefinition of human robot interaction and innovations in VR-based training.

The management of IPR is well described.

Dissemination strategy is considered with a standard approach. However it is not adequately planned concerning the contribution to the common pool of knowledge.

Communication actions are not described in sufficient details, and left to be defined at the beginning of the project.

The exploitation strategy is based on the individual participants' exploitation plans, which are detailed and focused on the specific product coming from the project results. The proposal identifies the surgical robot manufacturers as the targets for the exploitation of the project results. However, the proposed business strategy is not convincing. There is no clear path to engage other industry stakeholders (specifically SMEs) to produce more and better healthcare robots using their new AI approaches.

A solid innovation strategy necessary to bridge the gap to the market is not presented.

Criterion 3 - Quality and efficiency of the implementation

Score: **3.50** (Threshold: 3/5.00 , Weight: -)
The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables
Appropriateness of the management structures and procedures, including risk and innovation management

TURKEY in
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

Take away messages

- Both success and failures are part of the game, same as they are part of our lives

- One needs to engineer them, dedicating systematic resources

- This needs time – a considerable amount of personal time away from family

- One may not learn everything within a General Information Day **– but it is a start!**

- One should not rely on learning by being taught – **it needs hands-on practice**

- And above all: one needs to get networked with other people in Turkey and all over Europe

Take away messages (cont'd) BYON: Build your own network!

- Independently on your position within the scientific, research or business domains

- Try build long-lasting relationships with peers but also with other persons with complementary profiles

- It is impossible to mobilise on specialised resources when one may never has cared to consider investing on them

- Don't forget: a team needs time to be built – and can easily break apart

- Usually in a network you may contribute in the beginning, and then learn to acquire leading roles, but this is not always the case!

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Take away messages (cont'd) BYON: Build your own ecosystem!

- One doesn't need only same-minded people with identical profiles

- It is important to understand the value different people or organisations can bring to you

- It is also important to understand the need for consistency and continuity:

- Noone would build a network or an ecosystem for using it only once

- These are assets that one builds and usually outlive us

- Sometimes results of an effort of today may be visible after ten years

For follow-up questions contact me at:

- adamantios.koumpis@gmail.com

Q&A

Time to ask your
questions!

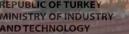Teşekkür ederim!

Thank you!

Contact:

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