

Call: SMP-COSME-2021-TOURSME

(COVID-19 Recovery Through Sustainable Tourism Growth and SME Support)

Topic: SMP-COSME-2021-TOURSME-01

Type of Action: SMP-GFS

Proposal number: 101085925

Proposal acronym: SusRAT

Type of Model Grant Agreement: SMP Action Grant Budget-Based

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Application forms

Proposal ID **101085925**

Acronym **SusRAT**

1 - General information

Field(s) marked * are mandatory to fill.

Topic SMP-COSME-2021-TOURSME-01

Type of Action SMP-GFS

Call SMP-COSME-2021-TOURSME

Type of Model Grant Agreement SMP-AG

Acronym SusRAT

Proposal title Sustainable Capacity Development for Rural and Authentic Tourism

Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > " &

Duration in months 36

Free keywords sustainable tourism; local supply chains; capacity development; post-Covid recovery; rural tourism

Abstract

SusRAT: Sustainable Capacity Development for Rural and Authentic Tourism

The main aim of the SusRAT project is to increase the awareness and develop the capacity of the selected SMEs in the rural and authentic tourism sector in order to improve their environmental, financial and cultural sustainability as regards to-be-defined KPIs (such as annual revenue, profit, employment, carbon footprint, etc.). The objectives of SusRAT can be summarized as inclusion of at least 80 SMEs from at least 3 countries (at least 20 SMEs per relevant country) to the project; to increase the capabilities in such a manner that at least 80% of SMEs shall achieve ISO 14001, and 50% of them to achieve EMAS certification.

Awareness improvement activities will be based on proactive traditional and web/social media focused announcements and advertisements to be done by each Project Partner in collaboration with relevant local authorities such as municipalities, development agencies, tourism associations, etc. Furthermore, Local Cultural/Artistic/Sports Awareness Events will be organized and held in multiple locations by the project partners.

Capability improvement activities will be based on an Online Training/Mentorship Programme (OTMP) including (but not limited to) the topics such as Local Food Chains, Sustainable Gastronomy, Environmental Sustainability, Cultural Sustainability, Financial Sustainability, 14001 Quality Management System, Transition from 14001 to EMAS. The impact of OTMP will be evaluated via pre-and post-OTMP surveys to be applied to the relevant SMEs. The evaluation and assessment will be performed as regards to-be-defined KPIs.

The dissemination of the outcomes of the project will be achieved by a to-be-constructed Dissemination Roadmap (DR); afterwards, the DR will be published and announced via traditional and web/social media press releases followed by a Lessons Learned & Experience Sharing Project Closure Meeting.

Remaining characters 54

Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under any EU programme, including the current call?

☐ Yes ☒ No

Please give the proposal reference or contract number.

Previously submitted proposals should be with either 6 or 9 digits.

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Declarations

Field(s) marked * are mandatory to fill.

1) We declare to have the explicit consent of all applicants on their participation and on the content of this proposal. * ☒

2) We confirm that the information contained in this proposal is correct and complete and that none of the project activities have started before the proposal was submitted (unless explicitly authorised in the call conditions). ☒

3) We declare:
- to be fully compliant with the eligibility criteria set out in the call ☒
- not to be subject to any exclusion grounds under the [EU Financial Regulation 2018/1046](#)
- to have the financial and operational capacity to carry out the proposed project.

4) We acknowledge that all communication will be made through the Funding & Tenders Portal electronic exchange system and that access and use of this system is subject to the [Funding & Tenders Portal Terms and Conditions](#). ☒

5) We have read, understood and accepted the [Funding & Tenders Portal Terms & Conditions](#) and [Privacy Statement](#) that set out the conditions of use of the Portal and the scope, purposes, retention periods, etc. for the processing of personal data of all data subjects whose data we communicate for the purpose of the application, evaluation, award and subsequent management of our grant, prizes and contracts (including financial transactions and audits). ☒

The coordinator is only responsible for the information relating to their own organisation. Each applicant remains responsible for the information declared for their organisation. If the proposal is retained for EU funding, they will all be required to sign a declaration of honour.

False statements or incorrect information may lead to administrative sanctions under the EU Financial Regulation.

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

2 - Participants

List of participating organisations

#	Participating Organisation Legal Name	Country	Role	Action
1	KAPADOKYA UNIVERSITESI	TR	Coordinator	
2	GREEN EVOLUTION ANONYMI ETAIREIA YPIRESION PERIVALLONTOS-ENERGEIAS-OIKONOMIAS ANTHRAKA	EL	Partner	
3	AGENTIA PENTRU DEZVOLTARE REGIONALA CENTRU	RO	Partner	
4	FUNDACION CENTRO EUROPEO DE EMPRESAS E INNOVACION DE MURCIA	ES	Partner	
5	AHILER KALKINMA AJANSI	TR	Partner	
6	KAPADOKYA ALAN BASKANLIGI	TR	Partner	
7	INSTITUTE OF SCIENCE, EDUCATION AND INNOVATIONS	Bulgaria	Partner	

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **CAPPADOCIA UNIVERSITY**

Organisation data

PIC	Legal name
911524230	KAPADOKYA UNIVERSITESI

Short name: CAPPADOCIA UNIVERSITY

Address

Street	Mustafapaşa, Ürgüp
Town	Nevşehir
Postcode	50420
Country	Turkey
Webpage	www.kapadokya.edu.tr

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	unknown

SME Data

Based on the below details from the Participant Registry the organisation is **no** (small- and medium-sized enterprise) for the call.

SME self-declared status.....	unknown
SME self-assessment	unknown
SME validation sme	unknown

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **CAPPADOCIA UNIVERSITY**

Departments carrying out the proposed work

Department 1

Department name Center for Social and Strategic Research

☐ not applicable

☒ Same as proposing organisation's address

Street Mustafapaşa, Ürgüp

Town Nevşehir

Postcode 50420

Country Turkey

Links with other participants

Type of link	Participant

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **CAPPADOCIA UNIVERSITY**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Mr**

Gender

☐

Woman

☒

Man

☐

Non Binary

First name **Yunus Emre**

Last name **Karaman**

E-Mail **yunusemre.karaman@kapadokya.edu.tr**

Position in org. **Project Management Expert**

Department **KAPADOKYA UNIVERSITESI**

☒

Same as
organisation name

☒ Same as proposing organisation's address

Street **Mustafapaşa, Ürgüp**

Town **Nevşehir**

Post code **50420**

Country **Turkey**

Website **https://kapadokya.edu.tr/**

Phone **+903843535009**

Phone 2

+xxx xxxxxxxxx

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **GREEN EVOLUTION A.E.**

PIC	Legal name
953861432	GREEN EVOLUTION ANONYMI ETAIREIA YPIRESION PERIVALLONTOS-ENERGEIAS-OIKONOMIAS ANTHRAKA

Short name: GREEN EVOLUTION A.E.

Address

Street 20 KARNEADOU STR

Town ILIOUPOLI ATHINA

Postcode 163 46

Country Greece

Webpage www.green-evolution.eu

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	no
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Participant Registry the organisation is an SME (small- and medium-sized enterprise) for the call.

SME self-declared status.....	31/12/2017 - yes
SME self-assessment	31/12/2017 - yes
SME validation sme	13/03/2012 - yes

Application forms

Proposal ID **101085925**
Acronym **SusRAT**
Short name **GREEN EVOLUTION A.E.**

Departments carrying out the proposed work

No department involved

Department name *Name of the department/institute carrying out the work.*

☒ not applicable

☐ Same as proposing organisation's address

Street *Please enter street name and number.*

Town *Please enter the name of the town.*

Postcode *Area code.*

Country *Please select a country*

Links with other participants

Type of link	Participant

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **GREEN EVOLUTION A.E.**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Dr**

Gender ☐ Woman ☒ Man ☐ Non Binary

First name **Ioannis**

Last name **Pappas**

E-Mail **i.pappas@green-evolution.eu**

Position in org. **CEO**

Department **GREEN EVOLUTION ANONYMI ETAIREIA YPIRESION PERIVALLONTOS-ENERGEIAS-OI** ☒ Same as organisation name

☒ Same as proposing organisation's address

Street **20 KARNEADOU STR**

Town **ILIOUPOLI ATHINA** Post code **163 46**

Country **Greece**

Website **www.green-evolution.eu**

Phone **+302109942800** Phone 2 **+XXX XXXXXXXXX**

Other contact persons

First Name	Last Name	E-mail	Phone
Alexandros	Pantazaras	a.pantazaras@green-evolution.eu	+XXX XXXXXXXXX

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **THE REGIONAL DEVELOPMENT AGENCY ADR C**

PIC	Legal name
999550954	AGENTIA PENTRU DEZVOLTARE REGIONALA CENTRU

Short name: THE REGIONAL DEVELOPMENT AGENCY ADR CENTRU RDA CENTRU

Address

Street STRADA DECEBAL 12

Town ALBA IULIA

Postcode 510093

Country Romania

Webpage www.adrcentru.ro

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Participant Registry the organisation is no (small- and medium-sized enterprise) for the call.

SME self-declared status.....	unknown
SME self-assessment	unknown
SME validation sme	unknown

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **THE REGIONAL DEVELOPMENT AGENCY ADR C**

Departments carrying out the proposed work

Department 1

Department name Department for Regional Policies

☐ not applicable

☒ Same as proposing organisation's address

Street STRADA DECEBAL 12

Town ALBA IULIA

Postcode 510093

Country Romania

Links with other participants

Type of link	Participant

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **THE REGIONAL DEVELOPMENT AGENCY ADR C**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Ms**

Gender ☒ Woman ☐ Man ☐ Non Binary

First name **Andreea**

Last name **Potinteu**

E-Mail **andreea.potinteu@adrcentru.ro**

Position in org. **Head of Unit**

Department **Department for Regional Policies**

☐

Same as
organisation name

☒ Same as proposing organisation's address

Street **STRADA DECEBAL 12**

Town **ALBA IULIA**

Post code **510093**

Country **Romania**

Website **www.adrcentru.ro**

Phone **+40 258 401 276**

Phone 2 **+40 258 818 616**

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **CEEIM**

PIC	Legal name
970528457	FUNDACION CENTRO EUROPEO DE EMPRESAS E INNOVACION DE MURCIA

Short name: CEEIM

Address

Street CAMPUS UNIVERSITARIO

Town MURCIA

Postcode 30100

Country Spain

Webpage www.cceim.es

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status.....	12/11/2007 - no
SME self-assessment	unknown
SME validation sme	12/11/2007 - no

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **CEEIM**

Departments carrying out the proposed work

Department 1

Department name International Initiatives

☐ not applicable

☐ Same as proposing organisation's address

Street CAMPUS UNIVERSITARIO DE ESPINARDO, 7

Town Espinardo - Murcia

Postcode 30100

Country Spain

Links with other participants

Type of link	Participant

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **CEEIM**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Ms**

Gender ☒ Woman ☐ Man ☐ Non Binary

First name **Laure**

Last name **Raso**

E-Mail **laure.raso@ceeim.es**

Position in org. **Head of EU Projects**

Department **International Initiatives**

☐

Same as
organisation name

☐ Same as proposing organisation's address

Street **CAMPUS UNIVERSITARIO DE ESPINARDO, 7**

Town **Espinardo - Murcia**

Post code **30100**

Country **Spain**

Website *Please enter website*

Phone **+34968904808**

Phone 2 *+xxx xxxxxxxxx*

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **AHILER KALKINMA AJANSI**

PIC	Legal name
902332316	AHILER KALKINMA AJANSI

Short name: AHILER KALKINMA AJANSI

Address

Street CEVHER DUDAYEV MAH VATAN 42 MERKEZ

Town NEVSEHIR

Postcode 50100

Country Turkey

Webpage www.ahika.gov.tr

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status.....	20/01/2019 - no
SME self-assessment	unknown
SME validation sme	unknown

Application forms

Proposal ID **101085925**
Acronym **SusRAT**
Short name **AHILER KALKINMA AJANSI**

Departments carrying out the proposed work

Department 1

Department name Promotion and Public Relations Dept. / Ahiler Kalkınma Ajansı

☐ not applicable

☒ Same as proposing organisation's address

Street CEVHER DUDAYEV MAH VATAN 42 MERKEZ

Town NEVSEHIR

Postcode 50100

Country Turkey

Links with other participants

Type of link	Participant

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **AHILER KALKINMA AJANSI**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Mr**

Gender ☐ Woman ☒ Man ☐ Non Binary

First name **Mustafa**

Last name **Aydogan**

E-Mail **mustafaaydogan@ahika.gov.tr**

Position in org. **Head of Department**

Department **Promotion and Public Relations Dept. / Ahiler Kalkınma Ajansı**

☐ Same as organisation name

☒ Same as proposing organisation's address

Street **CEVHER DUDAYEV MAH VATAN 42 MERKEZ**

Town **NEVSEHIR**

Post code **50100**

Country **Turkey**

Website **www.ahika.gov.tr**

Phone **+905326281017**

Phone 2 **+xxx xxxxxxxxx**

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **KAPADOKYA ALAN BASKANLIGI**

PIC	Legal name
887173738	KAPADOKYA ALAN BASKANLIGI

Short name: KAPADOKYA ALAN BASKANLIGI

Address

Street Fatih Sultan Mehmet Mah. Ali Dirikoç Bulvarı No: 93

Town NEVSEHIR

Postcode 50100

Country Turkey

Webpage <https://kapadokyaalan.ktb.gov.tr/>

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status.....	01/03/2022 - no
SME self-assessment	unknown
SME validation sme	unknown

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **KAPADOKYA ALAN BASKANLIGI**

Departments carrying out the proposed work

Department 1

Department name Destination Management and Promotion Group

☐ not applicable

☒ Same as proposing organisation's address

Street Fatih Sultan Mehmet Mah. Ali Dirikoç Bu

Town NEVSEHIR

Postcode 50100

Country Turkey

Links with other participants

Type of link	Participant

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **KAPADOKYA ALAN BASKANLIGI**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Ms**

Gender ☒ Woman ☐ Man ☐ Non Binary

First name **Meryem**

Last name **Teberik**

E-Mail **meryem.teberik@ktb.gov.tr**

Position in org. **Head of Group**

Department **Destination Management and Promotion Group**

☐ Same as organisation name

☒ Same as proposing organisation's address

Street **Fatih Sultan Mehmet Mah. Ali Dirikoç Bulvarı No: 93 Nevşehir**

Town **NEVSEHIR**

Post code **50100**

Country **Turkey**

Website **https://kapadokyaalan.ktb.gov.tr/**

Phone **+905343925600**

Phone 2 **+xxx xxxxxxxxx**

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **ISEI**

PIC	Legal name
918054852	INSTITUTE OF SCIENCE, EDUCATION AND INNOVATIONS

Short name: ISEI

Address

Street 133 Tsarigradsko shosse, BIC-IZOT

Town Sofia

Postcode 1784

Country Bulgaria

Webpage

Specific Legal Statuses

Legal person yes

Public body no

Non-profit yes

International organisation no

Secondary or Higher education establishment no

Research organisation yes

SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status..... 04/11/2015 - no

SME self-assessment unknown

SME validation sme unknown

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **ISEI**

Departments carrying out the proposed work

No department involved

Department name *Name of the department/institute carrying out the work.*

☒ not applicable

☐ Same as proposing organisation's address

Street *Please enter street name and number.*

Town *Please enter the name of the town.*

Postcode *Area code.*

Country *Please select a country*

Links with other participants

Type of link	Participant

Application forms

Proposal ID **101085925**

Acronym **SusRAT**

Short name **ISEI**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title Ms

Gender ☒ Woman ☐ Man ☐ Non Binary

First name **Neviana**

Last name **Boumbarova**

E-Mail **intelekt@izotbg.net**

Position in org. Managing Director/Founder

Department INSTITUTE OF SCIENCE, EDUCATION AND INNOVATIONS



Same as
organisation name

☒ Same as proposing organisation's address

Street 133 Tsarigradsko shosse, BIC-IZOT

Town Sofia

Post code 1784

Country Bulgaria

Website *Please enter website*

Phone +359 898 207 751

Phone 2 +359 2 971 80 98

Application forms

Proposal ID 101085925

Acronym SusRAT

3 - Budget ?

No.	Name of beneficiary	Country	Role	Personnel costs - without volunteers/ EUR	Subcontracting costs/ EUR	Purchase costs - Travel and subsistence/ EUR	Purchase costs - Equipment/ EUR	Purchase costs - Other goods, works and services/ EUR	Financial support to third parties/ EUR	Indirect costs/ EUR	Total eligible costs/ EUR	Ineligible costs/ EUR	Total estimated project costs and contributions/ EUR	Funding rate	Maximum EU contribution to eligible costs/ EUR	Requested EU contribution to eligible costs/ EUR	Max grant amount/ EUR	Income generated by the project/ EUR	In kind contributions/ EUR	Financial contributions/ EUR	Own resources/ EUR	Total estimated project income/ EUR
									Special Funding rate 100													
1	Kapadokya Universitesi	TR	Coordinator	70 940	33 500	0	0	0	160 000	18 510.80	282 950.80	0	282 950.80	90	270 655.72	270 655.72	270 655.72	0.00	0.00	0.00	0.00	270 655.72
2	Green Evolution Anonymi Etairia Ypiresion Perivallontos-energias-oikonomias Anthraka	EL	Partner	73 340	13 500	0	0	0	120 000	14 478.80	221 318.80	0	221 318.80	90	211 186.92	211 186.92	211 186.92	0.00	0.00	0.00	0.00	211 186.92
3	Agentia Pentru Dezvoltare Regionala Centru	RO	Partner	70 940	13 500	0	0	0	160 000	17 110.80	261 550.80	0	261 550.80	90	251 395.72	251 395.72	251 395.72	0.00	0.00	0.00	0.00	251 395.72
4	Fundacion Centro Europeo De Empresas E Innovacion De Murcia	ES	Partner	70 940	13 500	0	0	0	80 000	11 510.80	175 950.80	0	175 950.80	90	166 355.71	166 355.71	166 355.71	0.00	0.00	0.00	0.00	166 355.71
5	Ahiler Kalkinma Ajansi	TR	Partner	0	0	0	0	0	0	0.00	0.00	0	0.00	90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6	Kapadokya Alan Baskanligi	TR	Partner	0	0	0	0	0	0	0.00	0.00	0	0.00	90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7	Institute Of Science, Education And Innovations	BG	Partner	73 340	13 500	0	0	0	120 000	14 478.80	221 318.80	0	221 318.80	90	211 186.92	211 186.92	211 186.92	0.00	0.00	0.00	0.00	211 186.92
	Total			359 500	87 500	0	0	0	640 000	76 090.00	1 163 090.00	0	1 163 090.00		1 110 780.99	1 110 780.99	1 110 780.99	0.00	0.00	0.00	0.00	1 110 780.99



Single Market Programme (SMP COSME)

Application Form

Technical Description (Part B)

(SMP COSME Standard)

Version 1.0
15 April 2021

Disclaimer

This document is aimed at informing applicants for EU funding. It serves only as an example. The actual web forms and templates are provided in the Funding & Tenders Portal Submission System (and may contain certain differences). The applications (including annexes and supporting documents) must be prepared and submitted online via the Portal.



TECHNICAL DESCRIPTION (PART B)

COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system.

Note: Please read carefully the conditions set out in the Call document (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.

PROJECT	
Project name:	Sustainable Capacity Development for Rural and Authentic Tourism
Project acronym:	SusRAT
Coordinator contact:	Assoc. Prof. Halil Burak Sakal, Kapadokya University

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PROJECT SUMMARY

Project summary

See Abstract (Application Form Part A).

SusRAT: Sustainable Capacity Development for Rural and Authentic Tourism

The main aim of the SusRAT project is to increase the awareness and develop the capacity of the selected SMEs in the rural tourism sector (classified as hotels and similar accommodation facilities; holiday and other short-stay accommodation facilities; camping grounds, recreational vehicle parks and trailer parks; travel agency and tour operator activities; other reservation service and related activities, etc.) in order to improve their environmental, financial and cultural sustainability as regards to-be-defined KPIs (such as annual revenue, profit, employment, carbon footprint, etc.). The objectives of SusRAT can be summarized as inclusion of at least 80 SMEs from at least 3 countries to the project; to increase the capabilities in such a manner that there will be at least 20% average improvement for the to-be-defined-KPIs; at least 80% of SMEs shall achieve ISO 14001, and 50% of them to achieve EMAS certification in a three-year time frame.

Awareness improvement activities will be based on proactive traditional and web/social media focused announcements and advertisements to be done by each Project Partner in collaboration with relevant local authorities such as municipalities, development agencies, tourism associations, etc. Furthermore, Local Cultural/Artistic/Sports Awareness Events will be organized and held in multiple locations by the project partners.

Capability improvement activities will be based on an Online Training/Mentorship Programme (OTMP) including (but not limited to) the topics such as Environmental Awareness, Local Food Chains, Sustainable Gastronomy, Environmental Sustainability, Cultural Sustainability, Financial Sustainability, 14001 Quality Management System, Transition from 14001 to EMAS. The impact of OTMP will be evaluated via pre-and post-OTMP surveys to be applied to the relevant SMEs. The evaluation and assessment will be performed as regards to-be-defined KPIs (such as the number of employees, annual turnover, annual profit, carbon footprint, digital readiness, etc.).

The dissemination of the outcomes of the project will be achieved by a to-be-constructed Dissemination Roadmap (DR); afterwards, the DR will be published and announced via traditional and web/social media press releases followed by a Lessons Learned & Experience Sharing Project Closure Meeting.

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

The COVID-19 pandemic has dramatically affected the tourism sector. Especially the lockdowns, travel restrictions and safety/health concerns suspended the continuity and growth of the tourism sector and touristic activities all around the World. Air travel, trade fairs, cultural events, hostelry/lodging, souvenir shops, car rentals, food industry etc. inevitably took their share from this global crisis. This has made the sustainability and even survivability of local small touristic businesses almost impossible. According to the statistics published by the United Nations World Tourism Organization (UNWTO), due to the COVID-19 pandemic, export revenues from tourism fell by \$910 billion to \$1.2 trillion in 2020; reducing the global GDP by 1.5% to 2.8%; putting 100 million jobs into risk. The main aim of the call is “to monitor the

sustainability performance of SMEs in the tourism sector, whilst boosting their awareness, development and capacity in the area of sustainable innovations". In addition to the local and continent-wide efforts trying to catalyze the tourism activities (such as vaccination campaigns, etc.) this call is aiming to increase the awareness and capacity of the tourism SMEs to foster sustainable tourism means.

In parallel to the well-defined and excellently-designed relevant call, the main aim of the SusRAT project is to increase the awareness and develop the capacity of the selected SMEs in the rural and authentic tourism sector in order to improve their environmental, financial and cultural sustainability as regards to-be-defined KPIs (such as annual revenue, profit, employment, carbon footprint, etc.).

For this purpose, the awareness improvement activities to be performed will be based on proactive traditional and web/social media focused announcements and advertisements to be done by each Project Partner in collaboration with relevant local authorities such as governorates, strict governorates, municipalities, development agencies, tourism associations, etc. Furthermore, Local Cultural/Artistic/Sports Awareness Events will be organized and held in multiple locations by the project partners.

Capability improvement activities will be based on an Online Training/Mentorship Programme (OTMP) including (but not limited to) the topics such as Environmental Awareness, Local Food Chains, Sustainable Gastronomy, Environmental Sustainability, Cultural Sustainability, Financial Sustainability, 14001 Quality Management System, Transition from 14001 to EMAS. The impact of OTMP will be evaluated via pre-and post-OTMP surveys to be applied to the relevant SMEs. The evaluation and assessment will be performed as regards to-be-defined KPIs.

The dissemination of the outcomes of the project will be achieved by a to-be-constructed Dissemination Roadmap (DR) Report; afterwards, the DR will be published and announced via traditional and web/social media press releases followed by a Lessons Learned & Experience Sharing Project Closure Meeting.

The objectives and hence the success criteria of SusRAT can be summarized as:

- at least 20% average improvement for the to-be-defined-KPIs (based on the difference between the Pre-Awareness and Post-Awareness Surveys to be executed before and after the OTMP, respectively)
- inclusion of at least 80 SMEs from at least 3 countries to the project;
- to increase the capabilities of SMEs in such a manner that:
 - o at least 80% of SMEs shall achieve ISO14001, and
 - o 50% of them to achieve EU Eco-Management and Audit Scheme (EMAS) certification.

In this manner, survivability and sustainability of local tourism sector businesses will be directly achieved by means of increased awareness, capability (to be measured via the improvements in the to-be-defined KPIs) throughout Trainings/Mentorships as well as the accreditation via ISO14001/EMAS. Additionally, the entourage (supply chains, value chains, other interrelated SMEs, etc.) of the selected SMEs will also benefit from the impacts of the project indirectly.

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

According to the statistics published by the United Nations World Tourism Organization (UNWTO), tourism is the third-largest export category (after fuels and chemicals) and is accounted 7% of the global trade (prior to the COVID-19 pandemic). For some countries, tourism can represent over 20% of their GDP, and it supports one in 10 jobs and provides livelihoods for many millions more in both developing and developed economies. Due to the COVID-19 pandemic, export revenues from tourism fell by \$910 billion to \$1.2 trillion in 2020; reducing the global GDP by 1.5% to 2.8%; putting 100 million jobs to risk. This means that especially local and small tourism SMEs suffer from the negative effects of the pandemic.

On the other hand, according to Sustainable Travel International, tourism is responsible for roughly 8% of the world's carbon emissions. From plane flights and boat rides to souvenirs and lodging, various activities contribute to tourism's carbon footprint. Almost half (49%) of this footprint is emitted by transport, 10% by food and beverages, 8% by services, 6% by lodging, which are directly related to the operations SMEs focused throughout the project. Considering the carbon footprint of food and beverages, services and lodging take almost ¼ of the whole carbon footprint of the tourism sector; awareness and capacity improvement throughout the SusRAT project will be considerably observable, especially guidance of the registered and selected SMEs to ISO14001/EMAS.

The objectives and hence the success criteria of SusRAT can be summarized as:

- at least 20% average improvement for the to-be-defined-KPIs (based on the difference between the Pre-Awareness and Post-Awareness Surveys to be executed before and after the OTMP, respectively); where these KPIs will be defined by considering the measures such as the number of employees, annual turnover, annual profit, carbon footprint, digital readiness,

- etc.
- inclusion of at least 80 SMEs from at least 3 countries to the project;
- to increase the capabilities of SMEs in such a manner that:
 - o at least 80% of SMEs shall achieve ISO14001, and
 - o 50% of them to achieve EU Eco-Management and Audit Scheme (EMAS) certification.

In this manner, survivability and sustainability of local tourism sector businesses will be directly achieved by means of increased awareness, capability (to be measured via the improvements in the to-be-defined KPIs) throughout Trainings/Mentorships as well as the accreditation via ISO14001/EMAS. Additionally, the entourage (supply chains, value chains, other interrelated SMEs, etc.) of the selected SMEs will also benefit from the impacts of the project indirectly.

1.3 Complementarity with other actions and innovation — European added value

Complementarity with other actions and innovation

According to the European Commission Strategic Plan 2020-2024 DG RESEARCH AND INNOVATION, the General objective 1 is referred to as A EUROPEAN GREEN DEAL; which addresses the following:

“..., reducing greenhouse gas emissions, adapting to climate change impacts, lowering energy consumption, switching to biobased materials and renewables, ..., sustainable production and consumption of food, ...”

Considering that our training/mentorship programme includes the topics such as Environmental Awareness, Local Food Chains, Sustainable Gastronomy, Environmental Sustainability, Cultural Sustainability, Financial Sustainability, 14001 Quality Management System, Transition from 14001 to EMAS; our project proposal will focus on and have direct impact on the mentioned topics in the quoted European Green Deal declaration.

Moreover, the EC Strategic Plan states the General objective 2: A EUROPE FIT FOR THE DIGITAL AGE having the Impact indicator 1: Innovative SMEs with the “Explanation: Percentage of small and medium-sized enterprises (SMEs) which introduced at least one product innovation or process innovation either new to the enterprise or new to their market.” To our belief, the impact of our project proposal coincides with the relevant aim; and indirectly will have an impact on the innovation of relevant SMEs.

Considering the partners and relevant participating SMEs, these impacts will be observed in 5 partner countries: Turkey, Bulgaria, Greece, Romania and Spain; which constitutes a widespread hinterland covering the Mediterranean, Aegean and the Black Sea.

Particularly, the partners' previous experiences gained at coinciding previous calls and projects will be utilized throughout the SusRAT project:

- Project ENI CBC MED SME4SMARTCITIES- *Mediterranean SMEs working together to make cities smarter* (<http://www.sme4smartcities.eu>): Training course already developed on Smart cities and some topics could fit in the training courses or as references for susRAT. Furthermore, the structure followed for the online course and mentoring services on the project platform could be a good basis to develop the structure of contents of SusRAT ones. SusRAT project partner CEEIM was the coordinator of this project.
- Project INTERREG EUROPE SUPER- Supporting eco-innovations towards international markets (<https://www.interregeurope.eu/super/>): this project is tackling the post COVID situation and impact among the Eco-innovative SMEs.. SusRAT project partner CEEIM is also a partner of this project.
- Project COSME CAST: www.castnetwork.eu. CAST stands for Creative Accelerators for Sustainable Tourism (completed by June 2021). SusRAT project partner CEEIM was also a partner of this project.

2. QUALITY

2.1 Concept and methodology

Concept and methodology

The project can be summarized as a “Increased Awareness & Capacity Development/Improvement” project. With those foci, in order **to increase the awareness** (not only the awareness of the selected SMEs but also to all local ecosystems), the following activities/work products/outcomes are planned:

- Design, implementation and deployment of the multilingual Project Web Site (English, Turkish, Bulgarian, Greek, Romanian, Spanish) including the SME Registration System
- Construction and administration of the professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)
- Preparation of the multilingual (English, Turkish, Bulgarian, Greek, Romanian, Spanish) contents professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)
- To construct, prepare and publish multilingual (English, Turkish, Bulgarian, Greek, Romanian, Spanish) posters, brochures and infographics of the project related material prior to relevant project activities where necessary
- Organization and execution of the Local Cultural/Artistic/Sports Awareness Events in Turkey, Bulgaria, Greece, Romania and Spain in collaborations with relevant local authorities such as governorates, strict governorates, municipalities, development agencies, tourism associations, etc.
- Preparation of the Dissemination Roadmap (DR) as part of the Project Closure Report; to be published and announced via traditional and web/social media press releases followed by a Lessons Learned & Experience Sharing Project Closure Meeting; which will be organized in Turkey with the participation of all partners and in collaboration with relevant local authorities such as governorates, strict governorates, municipalities, development agencies, tourism associations, etc.

Additionally, for **SME capability development** purposes, the following activities will be systematically performed:

- Concise definition of SME selection criteria
- Execution of the Online Training/Mentorship Programme (OTMP) including (but not limited to) the topics such as Environmental Awareness, Local Food Chains, Sustainable Gastronomy, Environmental Sustainability, Cultural Sustainability, Financial Sustainability, 14001 Quality Management System, Transition from 14001 to EMAS, which will be session-by-session recorded and published via the Project Web Site and the YouTube channel for permanent and sustainable benefit (to all unregistered but interested SMEs and individuals as well)
- Measurement and evaluation of the performance of the registered SMEs via the to-be-defined-KPIs by means of Pre and Post-Awareness Surveys before and after the OTMP; and direction/guidance of the corresponding SME according to the results
- Direction, help and guidance of the selected SMEs for application to ISO14001
- Direction, help and guidance of the selected SMEs for application to EU Eco-Management and Audit Scheme (EMAS)

In summary, awareness and capability development will be achieved by the appropriate tools and methods such as proactive Web/social media releases, Local Events, Training & Mentorship Programmes, Press Releases; as well as guidance to ISO14000 and EMAS accreditations.

2.2 Consortium set-up

Consortium cooperation and division of roles (if applicable)

The consortium consists of the following parties from the following countries:

- Kapadokya University – Turkey: will be denoted as “KU (TUR)” from now on
- Ahiler Development Agency - Turkey as the Business Support Organisation: will be denoted as “ADA (TUR)” from now on
- Cappadocia Regional Destination Management Organization – Turkey as the Destination Management Organization: will be denoted as “CRDMO (TUR)” from now on
- Institute of Science, Education, and Innovations – Bulgaria (BGR): will be denoted as “ISEI (BGR)” from now on
- Green Evolution – Greece (GRC): will be denoted as “GE (GRE)” from now on
- RDA Centru – Romania (ROU): will be denoted as “RDAC (ROU)” from now on

- Fundación Centro Europeo de Empresas e Innovación de Murcia – Spain (ESP): will be denoted as CEEIM (ESP) from now on

The roles and responsibilities of each partner are enlisted as follows:

Kapadokya University – Turkey: KU (TUR)

- Announcement and advertisement of the project locally
- Finding and selection of relevant SMEs (minimum 20 SMEs)
- Coordination & participation to online Training/Mentorship Programme (as Trainer/Mentor)
- Coordination & participation to Key Performance Indicator (KPI) Definition activities
- Coordination & participation to Situation Analysis Survey Preparation
- Coordination & organization of Local Cultural/Artistic/Sports Awareness Event
- Coordination & participation to Project Outcome and Impact Analyses
- Coordination & participation to Preparation of the Roadmap for Dissemination of the Project
- Coordination & participation to Lessons Learned & Experience Sharing (Publication & Press Release)
- Budgetary coordination

Ahiler Development Agency - Turkey: ADA (TUR) [Business Support Organisation of the Consortium]

- Announcement and advertisement of the project locally
- Support for the selection and coordination of Turkish SMEs
- Support for the Local Cultural/Artistic/Sports Awareness Event

Cappadocia Regional Destination Management Organization – Turkey: CRDMO (TUR) [Destination Management Organization of the Consortium]

- Announcement and advertisement of the project locally
- Support for the selection and coordination of Turkish SMEs
- Support for the Local Cultural/Artistic/Sports Awareness Event

Institute of Science, Education, and Innovations – Bulgaria: ISEI (BGR)

- Announcement and advertisement of the project locally
- Finding and selection of relevant SMEs (minimum 15 SMEs)
- Participation to online Training/Mentorship Programme (as Trainer/Mentor)
- Participation to KPI Definition activities
- Participation to Situation Analysis Survey Preparation
- Coordination & organization of Local Cultural/Artistic/Sports Awareness Event
- Participation to Project Outcome and Impact Analyses
- Participation to Preparation of the Roadmap for Dissemination of the Project
- Participation to Lessons Learned & Experience Sharing (Publication & Press Release)

Green Evolution – Greece: GE (GRE)

- Announcement and advertisement of the project locally
- Finding and selection of relevant SMEs (minimum 15 SMEs)
- Participation to online Training/Mentorship Programme (as Trainer/Mentor)
- Participation to KPI Definition activities
- Participation to Situation Analysis Survey Preparation
- Coordination & organization of Local Cultural/Artistic/Sports Awareness Event
- Participation to Project Outcome and Impact Analyses
- Participation to Preparation of the Roadmap for Dissemination of the Project
- Participation to Lessons Learned & Experience Sharing (Publication & Press Release)

RDA Centru – Romania: RDAC (ROU)

- Announcement and advertisement of the project locally
- Finding and selection of relevant SMEs (minimum 20 SMEs)
- Participation to online Training/Mentorship Programme (as Trainer/Mentor)
- Participation to KPI Definition activities
- Participation to Situation Analysis Survey Preparation
- Coordination & organization of Local Cultural/Artistic/Sports Awareness Event
- Participation to Project Outcome and Impact Analyses
- Participation to Preparation of the Roadmap for Dissemination of the Project
- Participation to Lessons Learned & Experience Sharing (Publication & Press Release)

Fundacion Centro Europeo de Empresas e Innovacion de Murcia – Spain: CEEIM (ESP)

- Announcement and advertisement of the project locally
- Finding and selection of relevant SMEs (minimum 10 SMEs)
- Participation to online Training/Mentorship Programme (as Trainer/Mentor)
- Participation to KPI Definition activities

- Participation to Situation Analysis Survey Preparation
- Coordination & organization of Local Cultural/Artistic/Sports Awareness Event
- Participation to Project Outcome and Impact Analyses
- Participation to Preparation of the Roadmap for Dissemination of the Project
- Participation to Lessons Learned & Experience Sharing (Publication & Press Release)

2.3 Project teams, staff and experts

Project teams and staff		
Name and function	Organisation	Role/tasks/professional profile and expertise
Assoc. Prof. Halil Burak Sakal, PhD (M)	Kapadokya University	<p>Halil Burak Sakal holds a bachelor's degree in Business Administration, an MA and a Ph.D. in International Relations. He has 9 years of experience at the Central Bank of the Republic of Turkey as a Central Bank Specialist specializing on communications and strategic planning.</p> <p>His academic works and research interests include historical and contemporary economic, political, and environmental issues in the Eurasia region. In addition, he wrote papers on tourism competitiveness and sustainable tourism and is advising the Turkish Ministry of Culture and Tourism on sustainable tourism policies, tourism development, and the international competitiveness of the Turkish tourism sector. He is currently a project fellow at the World Economic Forum, Switzerland, in Data for Destinations project, that focuses on the role of sustainability and data management on tourism sustainability in the post-Covid period.</p> <p>He is the Vice-Dean of the Faculty of Economics, Administrative and Social Sciences at Cappadocia University. Sakal is the director of the Center for Social and Strategic Research of the Cappadocia University and the editor of the Cappadocia Journal of Area Studies. He lives and works in Cappadocia, the famous UNESCO cultural and natural heritage of Turkey.</p> <p>In the project he is participating as the project coordinator and team leader of the project team in Turkey, Kapadokya University. He will also work in the recruitment of SMEs, online Training/Mentorship Programme (as Trainer/Mentor), KPI Definition activities, Situation Analysis Survey Preparation, Coordination & organization of Local Cultural/Artistic/Sports Awareness Event, Project Outcome and Impact Analyses, Preparation of the Roadmap for Dissemination of the Project, Publication & Press Release.</p>
Assist. Prof. Duygu Bora, PhD (F)	Kapadokya University	<p>Duygu Bora was born on 26.09.1990 in Hatay-Antakya, Turkey. Between 2007 and 2012, She studied Tourism Management at Mustafa Kemal University, School of Tourism and Hotel Management. Then, in 2013, She started her master's degree in Nevşehir Hacı Bektaş Veli University, Institute of Social Sciences, Department of Tourism Management. The name of her master's thesis, which she presented in 2015 is "The effect of in-service training perception on the learning motivation of employees: Bodrum example". In 2016, She started her doctorate education in Nevşehir Hacı Bektaş Veli University, Institute of Social Sciences, Department of Tourism Management. As of the same year, she started to work as a lecturer in the Department of Restaurant and Catering Services at the Fırat University Sivrice Vocational School. As of November 2019, she completed her doctoral thesis. The title of her doctoral thesis is "The mediating role of psychological ownership in the relationship between autonomy and citizenship behaviour in organizations: Nevşehir hotel businesses example".</p> <p>As of 2020, She left Fırat University, where she worked for four years, and started to work in the Tourist Guidance master's program at Cappadocia University as an assistant professor. Since 2007, when she started her undergraduate education, she has held mid-level managerial positions in five- and seven-star hotels, first in the front office department and then in the housekeeping department, in</p>

		<p>destinations where the tourism sector is very dynamic in every summer season, such as Antalya and Bodrum. Based on her sectoral background, in her academic life, she focused and published on human resources practices such as management, organizational behaviour, education, career, organizational and managerial psychology such as organizational justice, psychological ownership, autonomy, and the effects of Y and Z generations on tourism. She is currently the head of the tourist guide department. She took part in the projects carried out by Cappadocia University in cooperation with the Ministry of Culture and Tourism, and she became a part of the preparation processes of the sustainability inventory, Konya destination master plan and Turkey master plan. In addition, she is the executive of a project called the integration of Cappadocia Region destinations in terms of tourism: Kayseri and Nevşehir Provinces. A large-scale workshop was held within the scope of the project, and the workshop final report and destination integration publication are currently being prepared.</p> <p>In the project she is participating in the selecting and recruitment of SMEs, online Training/Mentorship Programme (as Trainer/Mentor), KPI Definition activities, Situation Analysis Survey Preparation, Coordination & organization of Local Cultural/Artistic/Sports Awareness Event, Project Outcome and Impact Analyses, Preparation of the Roadmap for Dissemination of the Project, Publication & Press Release.</p>
Yunus Emre Karaman (M)	Kapadokya University	<p>Yunus Emre Karaman graduated from Erciyes University, Department of Business Administration in 2016. Between 2016-2020, he provided consultancy on the preparation and execution of R&D and investment projects.</p> <p>Since 2020, he has been responsible for the management of internal and external projects as a project specialist at Kapadokya University Technology Transfer and Project Management Office. He has been involved in the preparation and execution of many R&D and social responsibility projects.</p> <p>In the SusRAT Project, he will undertake the tasks of ensuring the coordination between the partners, monitoring the work packages and the budget.</p>
Neviana Boumbarova, (F)	Institute of Science, Education, and Innovations	<p>Neviana Boumbarova is currently the Managing Director/Founder of the foundation ISEI.</p> <p>She holds an MSc in Computer Technologies and an MSc in Economics with many years of experience as a research engineer. The primary technical skills and competencies are: transferring the clients' needs into the Project's requirements and multidisciplinary approaches for problem-solving. Additionally, she has professional experience in Consultancy, Project Management, Documentation Writing, Workshops Organization, and Staff Training are implemented for many years. Furthermore, she provides advisory services to SMEs – innovations, business cooperation, processes digitalization. She has good experience in EU projects as a project partner (FP6, FP7, H2020, COST) and as an expert evaluator (FP6, FP7, H2020, EUREKA, etc.). Her interests lie in sustainable tourism – responsible relation to the environment, tourism effectiveness through digitalization, adaptation to climate changes.</p> <p>In the project she is participating in the recruitment of SMEs, online Training/Mentorship Programme (as Trainer/Mentor), KPI Definition activities, Situation Analysis Survey Preparation, Coordination & organization of Local Cultural/Artistic/Sports Awareness Event, Project Outcome and Impact Analyses, Preparation of the Roadmap for Dissemination of the Project, Publication & Press Release.</p>
Assoc. Prof. Antoaneta Kaneva, PhD (F)	Institute of Science, Education, and Innovations	<p>Antoaneta Kaneva has a PhD in „Mechanics of the Deformable Solid Body”, Master in “Civil Engineering”, University of Architecture, Civil Engineering and Geodesy, Sofia.</p> <p>She is Associate Professor in National Institute of Geophysics, Geodesy and Geography. Additionally to her main scientific interests, she has a particular interest in tourism in mountain rural, economics, cultural heritage, national arts and their impression on the tourists. Furthermore, she has good teaching and organisational</p>

		<p>skills (conferences and exhibitions), analytical and presentation skills, and digital competencies.</p> <p>In the project she is participating in the recruitment of SMEs, online Training/Mentorship Programme (as Trainer/Mentor), KPI Definition activities, Situation Analysis Survey Preparation, Coordination & organization of Local Cultural/Artistic/Sports Awareness Event, Project Outcome and Impact Analyses, Preparation of the Roadmap for Dissemination of the Project; Publication & Press Release.</p>
Ioannis, Pappas (M) - Project Manager, SME owner	Green Evolution	<p>Dr Ioannis PAPPAS has a PhD in Mechanical Engineering, with a Bachelor Degree in Mechanical Engineering and Certified Passive House Designer. He is Senior Consultant in Carbon Finance and Energy Markets, a Coordinator / Manager for more than 23 National & EU Research Projects and has been a Research Fellow in Joint Research Centre for ENERGY, European Commission. Dr Ioannis Pappas was a Special Advisor on Energy (Renewable Energy Sources) and Carbon Finance for Greek Government, the Principal Administrator of Greek Green House Gas Registry for the Greek Government, and the Nominated Greek Representative as Expert for ITL Technical Issues, UNFCCC. Also, he was the Greek Administrator of International Transaction Log, UNFCCC and a Special Advisor on Emission Trading & EU Legislation TAIEX-EC, DG Enlargement. Dr Ioannis Pappas is a Co-Founder and CEO of Green Evolution, a unique Advising Company in Environment, Energy & Carbon Finance in Greece, a Co-Founder and Secretary of the Hellenic Passive House Institute, a Company offering advisory and lobbying services on the Passive House Standard in Building Sector, while he has been an active participant member of various international working groups (UNFCCC, CITL, ITL, CEN, TAIEX). He also executed the necessary engineering studies for RES Projects, like PV Stations, WIND Parks, Biomass to energy Stations. Dr Ioannis Pappas is also a Certified Energy Auditor by the Hellenic Republic, especially for buildings, cooling and heating systems, a Green Globe and Travelife Accredited Auditor for Green Tourism, a Certified Auditor of ISO 14001 Systems, a Certified Consultant of ISO 50001 Systems, a Certified Auditor of ISO 9001 Systems, a European Energy Manager (EUREM), a Third Party Surveyor of Energy Systems in Oil Industry and a Certified Infrared Thermographer, Level I. Dr Ioannis Pappas is the Co-founder of the Hellenic Passive House Institute and Secretary of the Board, but also he is member of the board of the Hellenic Green Building Council. Dr Ioannis Pappas participated in a number of Research projects as Researcher, the most important of which are 2002-2004/FP5 – CEC-GROWTH/VaFTeM, 1998-2003/FP5 – BRITE-EURAM/CERCO, 1999-2000/Greek-German Collaboration/The use of Ceramic Matrix Composites in High Efficiency Energy Systems, 1994-1998/CEC-BRITE-EURAM/Continuous Atmospheric in-line Aerosol CVD at Low Temperatures, 1993-1994/Greek-France Collaboration/Damage Characterization of Ceramic Matrix Composites using Experimental, Numerical and Non-Destructive Techniques, 1992-1994/CEC, BRITE-EURAM, Development and Characterization of Ceramic Matrix and Carbon/Carbon Composites. He is also Head Researcher on a COSME (2020) EU-funding project (ECO-TANDEM) on Sustainable Tourism. He is part of the Sustainable Cruise Peer Review Group for the study leading up to the Charter of good practices for sustainable cruise tourism set out by the European Commission and carried out by Deloitte and Ramboll, and the Head External Expert on a Destination Assessment System for Cruise under development by Deloitte.</p>
Alexandros, Pantazaras (M), Senior Researcher	Green Evolution	<p>Dr. Alexandros PANTAZARAS studied Physics in the National and Kapodistrian University of Athens, has an MSc (Distinction) in Sustainable Energy Technologies and Management from Brunel University and obtained his PhD in Energy and Environmental Quality in Buildings from the National University of Singapore. He has superior experience in Research and Development Projects' Management, in experimental and theoretical analysis. Especially, he has capabilities relating to material thermal properties evaluation,</p>

		bioclimatic studies in buildings and open spaces, experimental instrumentation and more. He is also Certified Passive House Designer and Leed Green Associate. Dr. Pantazaras has participated in National and European R&D, Innovation & Technology Exploitation projects as well as in projects for the Regional Development, and has been involved in the development of policies and initiatives on Innovation and Technology Exploitation and has actively functioned for such facilitation through the appropriate intellectual property management pathways. During the last years, his interests lie on facilitating the coupling of Business Development with the Climate Change and Environmental aspects of Sustainability (Organizational and Products Climate & Environmental Footprints) and Sustainable Buildings.
Ilias, Koutsaftikis (M), Junior Researcher	Green Evolution	Ilias KOUTSAFTIKIS has studied in the Wagenigen University & Research, obtaining a BSc in Tourism and a BSc Minor in Urban Environmental Management. He has previously worked for Green Destinations, where he was involved in the development of a climate action plan blueprint for destinations and a tool to support destinations in their sustainability path. His interests lie in the fields of responsible tourism, sustainability, the environment and urban studies.
Andreea Potinteu (F), Head of Unit: Business Environment Support and Investment Promotion	Regional Development Agency Centru	Ms. Andreea Potinteu is currently the Head of the Business Environment Support and Investment Promotion Unit, within the Regional Development Agency Centru and has an important experience in European projects and programs management (13 years). Since 2008 she was involved in the implementation of projects financed under different European Programs or Structural Funds: FP7, INTERREG IVC, Intelligent Energy Europe, South East Europe, and Sectorial Operational Program for Human Resources Development, Sectorial Operational Program Development of Administrative. The fields of the projects vary from renewable energy, business cooperation and sustainable development to human resources development, tourism, balneary tourism and health. Also from 2008, she acts as consultant on behalf of the Enterprise Europe Network host organization (Centru RDA), for implementation of EEN services in Macro-region 1 of Romania, together with the partners of BISNet Transylvania consortia. She is involved in providing advisory services for SME's, internationalization and innovation services, business cooperation services, drafting of business profiles, organization of company missions and brokerage events, provision of advisory services for SMEs.
Gabriela Tarau (F), Head of Unit: Project Development & Interregional Cooperation	Regional Development Agency Centru	Ms. Gabriela Tarau is an expert in environmental studies and has more than 10 years' experience in business consultancy activities, EU project writing and implementation, business development; advisory and consultancy services for SMEs. Since 2016 she is involved in providing advisory services for SME's, internationalization and innovation services, and business cooperation services. Also she has experience in drafting of environmental studies and she was also involved in drafting "Sustainable built environment" Priority of Centru RIS 3 and the Regional Development Plan 2021-2027- the chapter related to Environment, Energy efficiency and Climate Changes of Centru Region . She has relevant expertise in project writing and project management, including projects related to low carb economies (e.g. COLOR CIRCLE - COnnecting and empowering LOcal authorities with Research capacities to unlock the full potential of CIRCular economy, BIO4ECO - Sustainable regional bioenergy policies: a game changer etc.)
Emil Toma (M), Programs Expert/ Business Environment Support and	Regional Development Agency Centru	Mr. Emil Toma, expert in programs and projects implementation since February 2012, within the Department of Regional Policies. He was involved, as consultant within BISNet Transylvania project, in the implementation of Enterprise Europe Network services in Centru Region of Romania. His role is to interact with the company, analyse the type of services needed based on needs analysis

Investment Promotion Unit		(business review or other type of tools); propose interventions/services in order to improve the internationalization capacity of the company; organization of company mission, brokerage events; provide advisory services in order to enhance innovation and internationalization capacity of SMEs. Since February 2012 till present, he was involved in the implementation of several Interreg Europe projects and has expertise in project writing and project management. He developed skills in ICT and online communication tools, having experience in communication and promotion activities (5 years). Since 2019, he is the Communication Champion nominated by the Romanian consortia within the Enterprise Europe Network.
Dumitrița Burduf (F), Programs Expert/ Project Development & Interregional Cooperation	Regional Development Agency Centru	Ms. Dumitrița Burduf, expert in program and project implementation since November 2008, within the Department of Regional Policies. She was involved, as consultant within BISNet Transylvania project, in the implementation of Enterprise Europe Network services in Centru Region of Romania. Her role is to support the companies, analyze the type of services needed based on needs analysis (business review or other type of tools); propose interventions/services in order to improve the internationalization capacity of the companies; organization of company mission, brokerage events. Since 2009 till present, she was involved in the implementation of several Interreg Europe/DTP projects (related to tourism, balneary tourism, agro-food, etc.) and has expertise in project writing and project management.
Ignacio Uzquiza Cuellar (M) – Project Manager and Business Counselling	CEEIM	Business support for start-ups and SMEs, Training/Mentoring programmes Access to Funding, and Project management Graduated in Law and Business Administration with a Master's degree in ICADE Business School, Ignacio has extensive knowledge of accounting auditing, financial valuation and financial analysis in transactional environments. His area of advisory expertise covers all stages of corporate transactions. Since 2018, he develops his professional career as technical staff in Business counselling and Access to Funding and he also participates in various European projects focused on entrepreneurship support and SME development.
Pedro García Guillamón (M) – Head of Funding and Business counselling	CEEIM	Entrepreneurship and Business Support to start-ups and SMEs, Access to funding, Training/Mentoring. Pedro has been the head of Entrepreneurship Support and Funding access at CEEIM since 2008. He holds a degree in Administration and Business Management, and a Master MBA. Pedro has a vast experience (more than 15 years) in personalized business support to more than 100 companies, and risk analysis, support for funding search for technological business projects, collaboration to the launching and subsequent coordination of a red of more than 90 private investors and 80 global business projects of new creation, collaboration in the management of a co-investment vehicle, and he also participates in international projects focused on entrepreneurship and innovation.

Outside resources (subcontracting, seconded staff etc)

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).

If there is subcontracting, please also complete the table in section 4.

- Implementation of the Project Web site and SME Registration System will be outsourced to a professional company since this requires professional expertise and effort.
- For the Online Training and Mentorship Program, during syllabus/training material preparation as well execution of the training, some partners will need service from expert subcontractors.
- Throughout the guidance of SMEs to ISO 14001 / EMAS application process, some partners

will need service from expert subcontractors.

- Subcontractors (such as event organization and catering companies) are needed for the organization of Local Cultural/Artistic/Sports Awareness Event

2.4 Consortium management and decision-making

Consortium management and decision-making (if applicable)

For regular and periodical coordination/communication inside the consortium, bi-weekly online (Zoom, Google Meet, Microsoft Teams) meetings will be scheduled and organized with the participation of all partners. Prior to each meeting the meeting agenda will be prepared; and after each meeting, the Minutes of Meetings and updated Action Item Database and Issue & Risk Database will be shared among the partners.

The agenda of each regular / irregular will always include:

- Project Progress Evaluation - Earned Value Analysis Overview
- Action Item Database Evaluation
- Issue & Risk Database Evaluation

in addition to the items regarding the hot topics regarding the ongoing project activities.

The process of the meetings, formats of the meeting agendas, Minutes of Meetings, Action Item Database and Issue & Risk Database shall be formerly defined and published as annexes of the Project Management Plan at the end of the first month of the project.

Throughout these meetings, the decisions will be made by Majority Voting principle in which each partner's vote has equal importance. In case of any conflicts, these shall be resolved by the coordinator with the help of all partners.

2.5 Project management, quality assurance and monitoring and evaluation strategy

Project management, quality assurance and monitoring and evaluation strategy

Intra-Partners Communication and Progress Follow-Ups:

In order to monitor the project activities performed by the partners, Earned Value Analysis (EVA) will be performed via systematic evaluation and monitoring of the EVA metrics such as Schedule Performance Index – SPI, Cost Performance Index – CPI and Cost Schedule Index – CSI.

In order to define and track the inter-dependent activities of the partners, an Action Item Database will be defined and maintained systematically. Similarly, an Issue & Risk Database will also be defined and maintained systematically.

For regular and periodical coordination/communication bi-weekly online (Zoom, Google Meet, Microsoft Teams) meetings will be scheduled and organized with the participation of all partners. Prior to each meeting the meeting agenda will be prepared; and after each meeting, the Minutes of Meetings and updated Action Item Database and Issue & Risk Database will be shared among the partners. The decision making process will be relying on Majority Voting among the project partners.

The agenda of each regular / irregular will always include:

- Project Progress Evaluation - Earned Value Analysis Overview
- Action Item Database Evaluation
- Issue & Risk Database Evaluation

in addition to the items regarding the hot topics regarding the ongoing project activities.

The process of the meetings, formats of the meeting agendas, Minutes of Meetings, Action Item Database and Issue & Risk Database shall be formerly defined and published as annexes of the Project Management Plan at the end of the first month of the project.

SME Communication and Progress Follow-Ups:

For a qualified SME selection-tracking improvement mechanism, the following activities shall be performed:

- SME selection criteria will be defined and a selection & scoring checklist for evaluation of the applicant SMEs will be constructed and declared by all the partners by the end of the 4th month of the project; and these will be published at the project Web Site. The selection criteria of the SMEs shall be based on:
 - o Their NACE codes (for example such criteria set might be defined: “SMEs with the NACE codes 55.1. Hotels and similar accommodation facilities; 55.2. Holiday and other short-stay accommodation facilities; 55.3. Camping grounds, recreational vehicle parks and trailer parks; 79.1. Travel agency and tour operator activities; 79.1. Other reservation service and related activities shall be considered throughout the selection process”)
 - o Their locations (for example such criteria set might be defined: “Turkish SMEs located and operating in Nevşehir province; Bulgarian SMEs located and operating in relevant district(s), etc. shall be considered throughout the selection process”)
 - o Their structural foundations (for example such a criterion might be defined: “Sole traders will not be accepted but only SMEs in company-formation (limited, incorporation, general) shall be considered throughout the selection process”)
 - o Their foundation years (for example such a criterion might be defined: “SMEs founded 1 year prior to the initiation of the project shall be considered throughout the selection process”)
 - o Their employment rates (for example such a criterion might be defined: “SMEs employing more than 10 full-time staff shall be considered throughout the selection process”)
 - o etc. (these criteria and threshold values will be settled upon agreement of all project partners throughout the project; hence, the selected SMEs will be normalized to constitute a homogenous working group)
- After the selection process, inclusion of at least 80 SMEs from at least 3 countries (at least 20 SMEs per relevant country) to the project is aimed.
- Similarly, the Key Performance Indicators (KPIs) [for evaluation of the current status/situation of the participating SMEs throughout the project] will be defined and declared by all the partners by the end of the 3rd month of the project; and these will be published at the project Web Site.
- In light of the aforementioned KPI set, a survey will be prepared by all partners in order to interrogate/understand/evaluate the performances of the registered SMEs.
- For increased awareness and capacity development of the registered SMEs, an Online Training and Mentorship Programme (OTMP) will be executed. Approximately 168-hour lasting Online Training Programme (OTP) shall at least include the very important topics such as Environmental Awareness, Local Food Chains, Sustainable Gastronomy, Environmental Sustainability, Cultural Sustainability, Financial Sustainability, 14001 Quality Management System, Transition from 14001 to EMAS. The video sessions of the OTP shall be made available at the Project Web Site and YouTube Channel for permanent use to the project stakeholders and any other interested party (such as unregistered SMEs, other associations and individuals).
- Furthermore, the Online Mentorship Programme (OMP) shall be executed in such a manner that at least 20 hours per SME shall be spent. The video sessions of the OTP shall also be made available at the Project Web Site and YouTube Channel for permanent use to the project stakeholders and any other interested party (such as unregistered SMEs, other associations and individuals).
- The surveys based on the KPIs shall be applied to the registered SMEs; before and after the OTMP. For assessment and evaluation of the impact of the OTMP, improvement of each SME based on each KPI will be tracked. In the average, at least 20% improvement is aimed (average value over all SMEs and over all KPIs will be considered as a project success criterion; but each and every KPI for each and every SME shall be particularly assessed and evaluated by the associated local project partner).
- At least 80% of the registered SMEs shall be guided to achieve ISO14001, and at least 50% of them shall be guided to achieve EU Eco-Management and Audit Scheme (EMAS) certification/accreditation. The very nature of these certification and accreditation mechanisms

will guarantee the quality and the standardization of the project impacts and outcomes.

2.6 Cost effectiveness and financial management

Cost effectiveness and financial management *(n/a for pre-fixed Lump Sum Grants)*

In case of financial flow shortage, the financial needs of the project will be prioritized according to the urgency and criticality throughout the project. For optimal utilization of the resources, especially for outsourcing and subcontracting activities, at least 3 proposals shall be collected; and these will be assessed/evaluated both technically and financially. Priority will be given to the principle of most cost effective added value.

2.7 Risk management

Critical risks and risk management strategy

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Extension and/or expansion of COVID 19 pandemic	All	OTMP has already been designed to be online. Local Events shall be converted online, as well
2	Delay in website creation due to the company	2	There is a list of companies to select from and if the first selected doesn't do it, the next one can perform the activity.
3	Delay in the preparation of the website in the corresponding language by one of the beneficiaries	2	The coordinator performs regular meeting in order to be aware of the stage of preparation of the texts and if there is a significant delay the work can be outsourced to a interpreter.
4	Inability of one of the beneficiaries to ensure participation of specific number of SMEs	3	There are several initial discussions with the beneficiaries. They all are partners of the coordinator and the latter has previous experience working with them. They all have enough expertise, experience and contacts in the area and this is to high extent guarantee that the task can be fulfilled.
5	Delay in preparation and performance of surveys	4,5	Bi-weekly meetings and monitoring of the work of the beneficiaries is guarantee that a risk of this kind will be identified at early stage and will be managed.
6	Inappropriate methodology for training	6	The training methodology will be elaborated and approved by the coordinator and the beneficiaries to guarantee that the trainings will be performed the same way everywhere
7	Delay in the coordination/application of ISO 14001 / EMAS	7	Bi-weekly meetings and monitoring of the work of the beneficiaries is guarantee that a risk of this kind will be identified at early stage and will be managed. Furthermore, if beneficiaries need support for the coordination/application of ISO 14001/EMAS the coordinator or subcontractor may provide

			assistance.
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3. IMPACT

3.1 Impact and ambition

Impact and ambition — Progress beyond the state-of-the-art

Define the short, medium and long-term effects of the project.

Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?

Does the project aim to trigger change/innovation? If so, describe them and the degree of ambition (progress beyond the status quo/state-of-the-art).

Improved awareness of the SMEs shall be mainly driven by the OTMP including very important topics regarding sustainability; the improvements in capacities shall be measure via numerous KPIs; and selected SMEs will be guided for application to ISO14001/EMAS. All these shall be supported via web/social media releases in order to increase the visibility and dissemination.

How many SMEs, clusters and business network organisations, and business support organisations will receive support from the action?

Minimum 80 (20 from TUR; 15 from BGR; 15 from GRE; 20 from ROU; 10 from ESP)

How many business partnerships will be concluded by the supported companies at the end of the action?

Minimum 10 (2 from each participating country)

How many entrepreneurs will benefit from mentoring and mobility schemes, from the action (including young, new and female entrepreneurs, as well as other specific target groups)?

Minimum 20 (10 young; 10 female selected entrepreneurs)

Impact on non-EU countries

The major non-EU country which will benefit from the project outcomes will be Turkey. With participation of Turkish SMEs; their awareness will be increased, capacities will be developed, and selected ones shall be directed for application to ISO14001 and EMAS.

3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

As part of the communication strategy of the project and the strategy of dissemination of results website will be created. Furthermore, a Facebook page, Instagram page and LinkedIn page will be created. The project will be covered in the media by interviews of the participant of the beneficiaries and the SMEs.

It will also be presented to specialized organizations – such as Local Tourism Organizations, Wine Industry Organizations, Hotels and Restaurants Organizations, etc. The websites and social media pages of the beneficiaries will also be a platform for presentation of the project and its results.

Two press conferences for each of the beneficiaries will be performed – at the initial and at the final stage of the project.

3.3 Sustainability and continuation

Sustainability, long-term impact and continuation

The adoption of ISO 14001/EMAS will have a long term impact on the participating SMEs from each country.

Furthermore, the website and social media platforms will be maintained for 3 Years after the finalization of the project.

4. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

4.1 Work plan

Work plan

Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).

The main flow of the work plan can be summarized pictorially as in Figure 4.1.

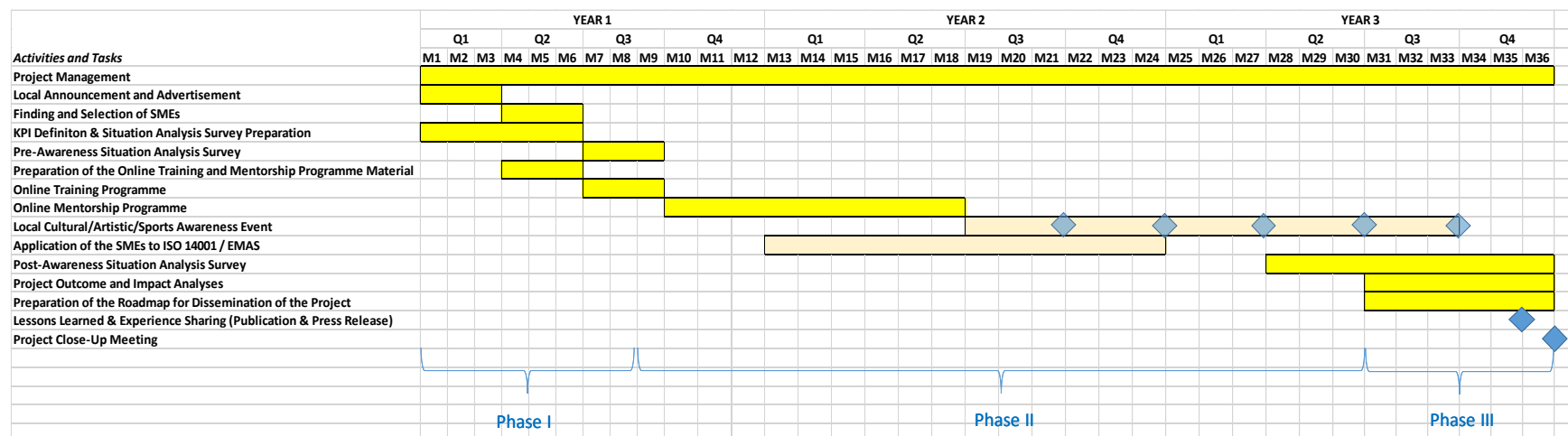


Figure 4.1. Work packages flow and general outline of the SusRAT project.

4.2 Work packages and activities

Work Package 1

Work Package 1: PROJECT MANAGEMENT AND COORDINATION					
<i>Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)</i>					
Duration:	M1 – M36	Lead Beneficiary:	KU (TUR)		
Objectives					
<ul style="list-style-type: none"> To monitor the project activities performed by the partners via Earned Value Analysis (by systematic evaluation and monitoring of Schedule Performance Index – SPI, Cost Performance Index – CPI, Cost Schedule Index – CSI) To define and maintain the Action Item Database To define and maintain the Issue & Risk Database To organize and execute via bi-weekly online (Zoom, Google Meet, Microsoft Teams) meetings; to construct the agendas, to execute the meetings, to share Minutes of Meetings and updated Action Item Database and Issue & Risk Database 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.1	Project Activities Monitoring	Monitoring of all project activities performed by the partners via Earned Value Analysis (by systematic evaluation and monitoring of Schedule Performance Index – SPI, Cost Performance Index – CPI, Cost Schedule Index – CSI), maintenance of the Action Item Database as well as the Issue & Risk Database	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE)	COO BEN BEN BEN BEN	No

			RDAC (ROU) CEEIM (ESP)	BEN BEN			
T1.2	Intra-Partners Coordination and Communication	<p>Coordination of the communication of all partners via bi-weekly online (Zoom, Google Meet, Microsoft Teams) meetings. The agenda will be constituted prior to each meeting; and it will always include:</p> <ul style="list-style-type: none"> - Project Progress Evaluation - Earned Value Analysis Overview - Action Item Database Evaluation - Issue & Risk Database Evaluation <p>in addition to the items regarding the hot topics regarding the ongoing project activities. After each meeting, Minutes of Meeting will be shared among the partners together with the updated Action Item Database and Issue & Risk Database</p>	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN BEN BEN	No		
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS1	Publishing of Project Management Plan	1	KU (TUR)	Publishing of Project Management Plan (including the formats of the Meeting Agendas; Minutes of Meetings; Action Item Database; Issue & Risk Database)	M1	Peer Review of the Project Management Plan	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Project Management Plan	1	KU(TUR)	R	PU	M1	Project Management Plan in English within the format as recommended in PMBoK

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

See detailed budget table (annex 1 to Part B).

Work Package 2**Work Package 2: LOCAL ANNOUNCEMENT AND ADVERTISEMENT***Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)*

Duration:	M1 – M3	Lead Beneficiary:	KU (TUR)
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Objectives

- To construct the multilingual Project Web Site including the SME Registration System
- To prepare the multilingual contents of the Project Web Site (in English, Turkish, Bulgarian, Greek, Romanian and Spanish)
- To construct, administrate and prepare the content professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)
- To construct, prepare and publish the posters, brochures of the project related material prior to relevant project activities where necessary
- To organize local webinars, online and face-to-face Q&A sessions in order to clarify the SME selection and other processes to be followed throughout the project

Activities (what, how, where) and division of work

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Local Announcement and	Management of the construction of the multilingual Project Web Site including the SME Registration System	KU (TUR) ADA (TUR)	COO BEN	Subcontracting to a Web Designer Company In-kind contributions by Nevşehir

	Advertisement (Turkey)	<p>Participation to preparation of the English contents of the Project Web Site; preparation of the Turkish contents</p> <p>To construct, administrate professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)</p> <p>Participation to preparation of the English/Turkish contents professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)</p> <p>To construct, prepare and publish the English/Turkish posters, brochures of the project related material prior to relevant project activities where necessary</p>	<p>CRDMO (TUR)</p> <p>ISEI (BGR)</p> <p>GE (GRE)</p> <p>RDAC (ROU)</p> <p>CEEIM (ESP)</p>	<p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	Governorate, Ürgüp District Governorate, Ürgüp Municipality, Nevşehir Province Tourism Directorate, KAPTİD (Kapadokya Touristic Hoteliers and Operators)
T2.2	Local Announcement and Advertisement (Bulgaria)	<p>Participation to preparation of the English contents of the Project Web Site; preparation of the Bulgarian contents</p> <p>Participation to preparation of the English/Bulgarian contents professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)</p> <p>To construct, prepare and publish the English/Bulgarian posters, brochures of the project related material prior to relevant project activities where necessary</p>	<p>ISEI (BGR)</p> <p>KU (TUR)</p> <p>GE (GRE)</p> <p>RDAC (ROU)</p> <p>CEEIM (ESP)</p>	<p>COO</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	In-kind contributions by the team of Institute of Science, Education, and Innovations, who are going to prepare the content in Bulgarian for the website.
T2.3	Local Announcement and Advertisement (Greece)	<p>Participation to preparation of the English contents of the Project Web Site; preparation of the Greek contents</p> <p>Participation to preparation of the English/Greek contents professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)</p> <p>To construct, prepare and publish the English/Bulgarian posters, brochures of the project related material prior to relevant project activities where necessary</p>	<p>GE (GRE)</p> <p>KU (TUR)</p> <p>ISEI (BGR)</p> <p>RDAC (ROU)</p> <p>CEEIM (ESP)</p>	<p>COO</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	In-kind contributions by City of Athens, City of Trikala, Municipality of Central Corfu and Region of Crete
T2.4	Local Announcement and Advertisement (Romania)	<p>Participation to preparation of the English contents of the Project Web Site; preparation of the Romanian contents</p> <p>Participation to preparation of the English/Romanian contents professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram)</p>	<p>RDAC (ROU)</p> <p>KU (TUR)</p> <p>ISEI (BGR)</p> <p>GE (GRE)</p>	<p>COO</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	In-kind contributions by the team of Regional Development Agency Centru who will prepare the English/ Romanian contents of the Project Web Site and for the professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook,

		To construct, prepare and publish the English/ Romanian posters, brochures of the project related material prior to relevant project activities where necessary	CEEIM (ESP)	BEN	Instagram). The team of RDAC will also construct and prepare the English/ Romanian posters, brochures of the project related material prior to relevant project activities where necessary. Printing services might be sub-contracted for flyers, posters or brochures
T2.5	Local Announcement and Advertisement (Spain)	Participation to preparation of the English contents of the Project Web Site; preparation of the Spanish contents Participation to preparation of the English/Spanish contents professional & social media web sites / accounts of the project (LinkedIn, YouTube, Facebook, Instagram) To construct, prepare and publish the English/ Spanish posters, brochures of the project related material prior to relevant project activities where necessary	CEEIM (ESP) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN	In-kind contributions by the local connections of CEEEIM; subcontracting might also be needed

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS2	Project Web Site Activation	2	KU (TUR)	Activation of the multilingual the Project Web Site (in English, Turkish, Bulgarian, Greek, Romanian and Spanish)		M2	Demonstration, Inspection of the Web Site
MS3	SME Registration System Activation	2	KU (TUR)	Activation of the SME Registration System		M3	Test of the Registration System (via creation of test accounts/profiles)
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	Project Web Site	2	KU (TUR)	DEC	PU	M2	Web Site (in English, Turkish, Bulgarian, Greek, Romanian and

							Spanish)
D2.2	SME Registration System	2	KU (TUR)	DEC	PU	M3	Web Based Registration System (in English, Turkish, Bulgarian, Greek, Romanian and Spanish)

Work Package 3

Work Package 3: FINDING AND SELECTION OF SMEs					
<i>Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)</i>					
Duration:	M4 – M6	Lead Beneficiary:	KU (TUR)		
Objectives					
<ul style="list-style-type: none"> To define the SMEs selection criteria; to construct and declare the selection & scoring checklist for evaluation of the applicant SMEs To coordinate with the local in-kind contributors in order to find and select the appropriate SMEs 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T3.1	Definition of SME Selection Criteria and Declaration of SME Selection/Scoring Checklist	Definition the SME selection criteria; construction and declaration the selection & scoring checklist for evaluation of the applicant SMEs	KU (TUR) ADA (TUR) CRDMO (TUR)	COO BEN BEN	No

			ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	BEN BEN BEN BEN	
T3.2	Finding and Selection of SMEs (Turkey)	Coordination with the local in-kind contributors in order to find and select the appropriate SMEs in Turkey	KU (TUR) ADA (TUR) CRDMO (TUR)	COO BEN BEN	In-kind contributions by Nevşehir Governorate, Ürgüp District Governorate, Ürgüp Municipality, Nevşehir Province Tourism Directorate, KAPTİD (Kapadokya Touristic Hoteliers and Operators)
T3.3	Finding and Selection of SMEs (Bulgaria)	Coordination with the local in-kind contributors in order to find and select the appropriate SMEs in Bulgaria	ISEI (BGR)	COO	The team of Institute of Science, Education, and Innovations already has database and contacts with relevant SMEs.
T3.4	Finding and Selection of SMEs (Greece)	Coordination with the local in-kind contributors in order to find and select the appropriate SMEs in Greece	GE (GRE)	COO	In-kind contributions by City of Athens, City of Trikala, Municipality of Central Corfu and Region of Crete
T3.5	Finding and Selection of SMEs (Romania)	Coordination with the local in-kind contributors in order to find and select the appropriate SMEs in Romania	RDAC (ROU)	COO	In-kind contributions by the team of Regional Development Agency Centru which will identify the relevant SMEs in the organisation's database. In-kind contributions by local and regional organisations such as: the 6 County Councils in Centru Region, the Romanian National Association of Rural, Ecological and Cultural Tourism, The Mountain Ecology Center, the Regional Balneological Tourism Cluster Transylvania, Sibiu County Tourism Association, Visit Mures Association and other relevant entities in the field.
T3.6	Finding and Selection of SMEs (Spain)	Coordination with the local in-kind contributors in order to find and select the	CEEIM (ESP)	COO	In-kind contributions by the local connections of CEEEIM; subcontracting

		appropriate SMEs in Spain				might also be required	
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS4	Declaration of the SME Selection & Scoring Checklist at the project Web Site	3	KU (TUR)	SME Selection & Scoring Checklist for evaluation of the applicant SMEs This declaration will be giving details on the Call(s) (to be implemented by the consortium) for the selection of the SMEs to be awarded financial support.	M4	Examination of Selection & Scoring criteria from the project Web Site	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Disseminat ion Level	Due Date (month number)	Description (including format and language)
D3.1	Call for tourism SMEs (eligibility and selection criteria explicitly stated and announced) – corresponding to one of the compulsory deliverables in the SMP-COSME-2021- TOURSME document	3	KU (TUR)	R, DEC	PU	M4	Multilingual (English, Turkish, Bulgarian, Greek, Romanian, Spanish)
D3.2	SME evaluation and selection process report –	3	KU (TUR)	R	PU	M6	English

	corresponding to one of the compulsory deliverables in the SMP-COSME-2021-TOURSME						
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Work Package 4

Work Package 4: KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION					
<i>Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)</i>					
Duration:	M1 – M6	Lead Beneficiary:	KU (TUR)		
Objectives					
<ul style="list-style-type: none"> To define the Key Performance Indicators (KPIs) in order to evaluate the current status/situation of the participating SMEs; To prepare of the survey to interrogate/understand/evaluate the relevant KPIs 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T4.1	KPI Definition & Situation Analysis Survey Preparation	Definition of Key Performance Indicators (KPIs) in order to evaluate the current status/situation of the participating SMEs; preparation of the survey to interrogate/understand/evaluate the relevant KPIs	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR)	COO BEN BEN BEN	No

				GE (GRE) RDAC (ROU) CEEIM (ESP)	BEN BEN BEN		
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS5	Declaration of KPIs	4	KU (TUR)	Declaration of Key Performance Indicators (KPIs) in order to evaluate the current status/situation of the participating SMEs		M3	Declaration of KPIs on the Project Web Site
MS6	Publishing of Situation Analysis Survey	4	KU (TUR)	Publishing of the survey to interrogate/understand/evaluate the relevant KPIs		M5	Survey available on the Project Web Site – SME Registration System
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D4.1	KPI List	4	KU (TUR)	R	PU	M3	English, Turkish, Bulgarian, Greek, Romanian and Spanish
D4.2	Situation Analysis Survey	4	KU (TUR)	R	PU	M5	English, Turkish, Bulgarian, Greek, Romanian and Spanish

Work Package 5**Work Package 5: PRE-AWARENESS SITUATION ANALYSIS SURVEY**

Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)					
Duration:		M7 – M9	Lead Beneficiary:		KU (TUR)
Objectives					
<ul style="list-style-type: none"> To execute the survey via the SME Registration System To evaluate and assess the awareness of the selected SMEs prior to the Online Training and Mentorship Programme 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T5.1	Pre-Awareness Situation Analysis Survey (Turkey)	To coordinate with the participant Turkish SMEs to complete the responses of the survey	KU (TUR) ADA (TUR) CRDMO (TUR) Turkish SMEs	COO BEN BEN OTHER	No
T5.2	Pre-Awareness Situation Analysis Survey (Bulgaria)	To coordinate with the participant Bulgarian SMEs to complete the responses of the survey	ISEI (BGR) Bulgarian SMEs	COO OTHER	No
T5.3	Pre-Awareness Situation Analysis Survey (Greece)	To coordinate with the participant Greek SMEs to complete the responses of the survey	GE (GRE) Greek SMEs	COO OTHER	No
T5.4	Pre-Awareness Situation Analysis Survey (Romania)	To coordinate with the participant Romanian SMEs to complete the responses of the survey	RDAC (ROU) Romanian SMEs	COO OTHER	No
T5.5	Pre-Awareness Situation Analysis Survey	To coordinate with the participant Spanish SMEs	CEEIM (ESP)	COO	No

	(Spain)	to complete the responses of the survey	Spanish SMEs	OTHER			
T5.6	Consolidation of Pre-Awareness Situation Analysis Surveys	To consolidate the responses of the survey to construct the SME Pre-Awareness Situation Report	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN BEN BEN	No		
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS7	Publication of SME Pre-Awareness Situation Report	5	KU (TUR)	SME Pre-Awareness Situation Report reflecting the status of the SMEs prior to the Online Training and Mentorship Programme	M9	Peer Review	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1	SME Pre-Awareness Situation Report	5	KU (TUR)	R	PU	M9	English; reflecting multi dimensional analysis results depending on the survey results (country-wide; general)
D5.2	Technical Progress Report (based on D5.1 and outcomes of other previous	5	KU (TUR)	R	PU	M12	English; reflecting multi dimensional analysis results depending on the survey results (country-wide; general)

	activities) – corresponding to one of the compulsory deliverables in the SMP-COSME-2021-TOURSME						
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Work Package 6

Work Package 6: EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP					
<i>Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)</i>					
Duration:	M4 – M18	Lead Beneficiary:	KU (TUR)		
Objectives					
<ul style="list-style-type: none"> To prepare content and syllabus of the trainings as well as the training material To execute the Online Training Programme (via a to-be-determined platform such as Zoom, Google Meet, Microsoft Teams, or equivalent) To execute the Online Mentorship Programme (via a to-be-determined platform such as Zoom, Google Meet, Microsoft Teams, or equivalent); to include 10 young; 10 female selected entrepreneurs (in addition to the selected SMEs) To record and publish all Training and Mentorship sessions for future references and reminding/reinforcement purposes 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	

T6.1	Preparation of the Content/Syllabus and Training Material of the OTMP	Preparation of the content and syllabus of the trainings as well as the training material	KU (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN	Will be additionally supported by expertise services from the subcontractors
T6.2	Execution of Online Training Programme – OTP	The training programme covering the following topics: - Environmental Awareness (18 – 24 hours) - Local Food Chains (18 – 24 hours) - Sustainable Gastronomy (18 – 24 hours) - Environmental Sustainability (18 – 24 hours) - Cultural Sustainability (18 – 24 hours) - Financial Sustainability (18 – 24 hours) - 14001 Quality Management System (18 – 24 hours) - Transition from 14001 to EMAS (18 – 24 hours)	KU (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN	Will be additionally supported by expertise services from the subcontractors
T6.3	Execution of Online Mentorship Programme – OMP	The mentorship programme covering the following topics: - Environmental Awareness - Local Food Chains - Sustainable Gastronomy - Environmental Sustainability - Cultural Sustainability - Financial Sustainability - 14001 Quality Management System - Transition from 14001 to EMAS as well as the improvement of the KPIs of SMEs	KU (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN	Will be additionally supported by expertise services from the subcontractors

Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS8	Completion of the Online Training Programme – OTP	1	KU (TUR)	Completion of the training programme covering the following topics: <ul style="list-style-type: none"> - Environmental Awareness (18 – 24 hours) - Local Food Chains (18 – 24 hours) - Sustainable Gastronomy (18 – 24 hours) - Environmental Sustainability (18 – 24 hours) - Cultural Sustainability (18 – 24 hours) - Financial Sustainability (18 – 24 hours) - 14001 Quality Management System (18 – 24 hours) - Transition from 14001 to EMAS (18 – 24 hours) 	M9	Examining the records of the online trainings
MS9	Completion of the Online Mentorship Programme – OMP	1	KU (TUR)	The mentorship programme covering the following topics: <ul style="list-style-type: none"> - Environmental Awareness - Local Food Chains - Sustainable Gastronomy - Environmental Sustainability - Cultural Sustainability - Financial Sustainability - 14001 Quality Management System - Transition from 14001 to EMAS 	M18	Examining the records of the online mentorship sessions

				as well as the improvement of the KPIs of SMEs			
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D6.1	Online Training Programme – OTP Sessions Video Recordings	6	KU (TUR)	DEC	PU	M9	Training session videos in English
D6.2	Online Mentorship Programme – OMP Sessions Video Recordings	6	KU (TUR)	DEC	PU	M18	Mentorship session videos in English

Work Package 7

Work Package 7: COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS				
<i>Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)</i>				
Duration:	M13 – M24	Lead Beneficiary:	KU (TUR)	
Objectives				
<ul style="list-style-type: none"> To direct, help and guide the selected SMEs for their application to ISO 14001 / EMAS 				
Activities (what, how, where) and division of work				
Task No	Task Name	Description	Participants	In-kind Contributions and Subcontracting

(continuous numbering linked to WP)			Name	Role (COO, BEN, AE, AP, OTHER)	(Yes/No and which)
T7.1	Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Turkey)	Direction, help and guidance of the selected Turkish SMEs for their application to ISO 14001 / EMAS	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN BEN BEN	In-kind contributions by Nevşehir Governorate, Ürgüp District Governorate, Ürgüp Municipality, Nevşehir Province Tourism Directorate, KAPTİD (Kapadokya Touristic Hoteliers and Operators)
T7.2	Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Bulgaria)	Direction, help and guidance of the selected Bulgarian SMEs for their application to ISO 14001 / EMAS	ISEI (BGR) KU (TUR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN	The team members from Institute of Science, Education, and Innovations will guide the SME alongside with subcontractor for consultation purposes
T7.3	Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Greece)	Direction, help and guidance of the selected Greek SMEs for their application to ISO 14001 / EMAS	GE (GRE) KU (TUR) ISEI (BGR) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN	In-kind contributions by City of Athens, City of Trikala, Municipality of Central Corfu and Region of Crete
T7.4	Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Romania)	Direction, help and guidance of the selected Romanian SMEs for their application to ISO 14001 / EMAS	RDAC (ROU) KU (TUR) ISEI (BGR) GE (GRE)	COO BEN BEN BEN	The Regional Development Agency Centru team will be supported by a subcontractor

			CEEIM (ESP)	BEN			
T7.5	Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Spain)	Direction, help and guidance of the selected Spanish SMEs for their application to ISO 14001 / EMAS	CEEIM (ESP) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN	Will be supported by expertise services from the subcontractor.		
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS10	Completion of the Application of SMEs to ISO 14001	1	KU (TUR)	Completion of the Application of SMEs to ISO 14001	24	Examining the Application Forms	
MS11	Completion of the Application of SMEs to EMAS	1	KU (TUR)	Completion of the Application of SMEs to EMAS	24	Examining the Application Forms	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
None							

Work Package 8**Work Package 8: ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT**

Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)					
Duration:		M19 – M33	Lead Beneficiary:		KU (TUR)
Objectives					
<ul style="list-style-type: none"> To organize the Local Cultural/Artistic/Sports Awareness Events to increase the bonds of the stakeholders, to increase the publicity of the project for dissemination and exploitation 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T8.1	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Turkey)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Turkey)	KU (TUR) ADA (TUR) CRDMO (TUR)	COO BEN BEN	In-kind contributions by Nevşehir Governorate, Ürgüp District Governorate, Ürgüp Municipality, Nevşehir Province Tourism Directorate, KAPTİD (Kapadokya Touristic Hoteliers and Operators) Catering and event organisation services will be subcontracted.
T8.2	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Bulgaria)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Bulgaria)	ISEI (BGR)	COO	The team members from Institute of Science, Education, and Innovations will guide the SME alongside with subcontractor for event organization and catering.
T8.3	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Greece)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Greece)	GE (GRE)	COO	In-kind contributions by City of Athens, City of Trikala, Municipality of Central Corfu and Region of Crete Catering and event organisation services will be

					subcontracted.	
T8.4	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Romania)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Romania)	RDAC (ROU)	COO	In-kind contributions by RDAC team which will plan and manage the thematic organisation of the Local Cultural/Artistic/Sports Awareness Event. Catering and event organisation services will be subcontracted.	
T8.5	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Spain)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Spain)	CEEIM (ESP)	COO	Catering and event organisation services will be subcontracted.	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS12	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Turkey)	8	KU (TUR)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Turkey)	M21	Videos, photos, etc. regarding the event
MS13	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Bulgaria)	8	ISEI (BGR)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Bulgaria)	M24	Videos, photos, etc. regarding the event
MS14	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Greece)	8	GE (GRE)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Greece)	M27	Videos, photos, etc. regarding the event
MS15	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Romania)	8	RDAC (ROU)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Romania)	M30	Videos, photos, etc. regarding the event
MS16	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Spain)	8	CEEIM (ESP)	Organization and Execution of the Local Cultural/Artistic/Sports Awareness Event (Spain)	M33	Videos, photos, etc. regarding the event

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
None							

Work Package 9

Work Package 9: POST-AWARENESS SITUATION ANALYSIS SURVEY					
<i>Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)</i>					
Duration:	M28 – M36	Lead Beneficiary:	KU (TUR)		
Objectives					
<ul style="list-style-type: none"> To execute the survey via the SME Registration System To evaluate and assess the awareness of the selected SMEs after the Online Training and Mentorship Programme and all other project activities 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T9.1	Post-Awareness Situation Analysis Survey (Turkey)	To coordinate with the participant Turkish SMEs to complete the responses of the survey	KU (TUR) ADA (TUR) CRDMO (TUR)	COO BEN BEN	No

			Turkish SMEs	OTHER		
T9.2	Post-Awareness Situation Analysis Survey (Bulgaria)	To coordinate with the participant Bulgarian SMEs to complete the responses of the survey	ISEI (BGR) Bulgarian SMEs	COO OTHER	No	
T9.3	Post-Awareness Situation Analysis Survey (Greece)	To coordinate with the participant Greek SMEs to complete the responses of the survey	GE (GRE) Greek SMEs	COO OTHER	No	
T9.4	Post-Awareness Situation Analysis Survey (Romania)	To coordinate with the participant Romanian SMEs to complete the responses of the survey	RDAC (ROU) Romanian SMEs	COO OTHER	No	
T9.5	Post-Awareness Situation Analysis Survey (Spain)	To coordinate with the participant Spanish SMEs to complete the responses of the survey	CEEIM (ESP) Spanish SMEs	COO OTHER	No	
T9.6	Consolidation of Post-Awareness Situation Analysis Surveys	Consolidation of the results	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN BEN BEN	No	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS17	Publication of SME Post-Awareness Situation Report	9	KU (TUR)	SME Post-Awareness Situation Report reflecting the status of the SMEs after the Online Training and Mentorship Programme and other project activities	M36	Peer Review

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D9.1	SME Post-Awareness Situation Report	9	KU (TUR)	R	PU	M36	English; reflecting multi dimensional analysis results depending on the survey results (country- wide; general) Before-After Analyses regarding the success and the impact of the project activities

Work Package 10

Work Package 10: PROJECT OUTCOME AND IMPACT ANALYSES					
<i>Ensure consistence with the detailed budget table (if applicable). (n/a for pre-fixed Lump Sum Grants)</i>					
Duration:	M31 – M36	Lead Beneficiary:	KU (TUR)		
Objectives.					
<ul style="list-style-type: none"> To perform the analyses regarding the project outcomes and impacts To identify the lessons learned and describe the affirmative/negative experiences To organize the Project Closure Meeting 					
Activities (what, how, where) and division of work					
Task No (continuous numbering linked to	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role	

WP)				(COO, BEN, AE, AP, OTHER)	
T10.1	Project Outcome and Impact Analyses	Performing the analyses regarding the project outcomes and impacts	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN BEN BEN	No
T10.2	Lessons Learned & Experience Sharing (Publication & Press Release) Activities	Identifying the lessons learned and describe the affirmative/negative experiences	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN BEN BEN	No
T10.3	Organization and Execution of the Project Closure Meeting	Organization and Execution of the Project Closure Meeting	KU (TUR) ADA (TUR) CRDMO (TUR) ISEI (BGR) GE (GRE) RDAC (ROU) CEEIM (ESP)	COO BEN BEN BEN BEN BEN BEN	In-kind contributions by Nevşehir Governorate, Ürgüp District Governorate, Ürgüp Municipality, Nevşehir Province Tourism Directorate, KAPTİD (Kapadokya Touristic Hoteliers and Operators)
Milestones and deliverables (outputs/outcomes)					

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS18	Project Closure Meeting	10	KU (TUR)	Execution of the Closure Meeting with the participation of all partners		M36	Videos, photos, etc. regarding the event Minutes of Meeting and Press Release
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D10.1	Dissemination Roadmap (DR) & Project Closure Report	10	KU (TUR)	R	PU	M36	Dissemination Roadmap (DR) & Project Closure Report in English to identify and capture the Impact Analysis Results as well as Lessons Learned and Experiences Gained
D10.2	Sustainability Characteristics of SMEs and Relevant Indicators Report - corresponding to one of the compulsory deliverables in the SMP-COSME-2021-TOURSME	10	KU (TUR)	R	PU	M36	Report discussing the Sustainability Characteristics of SMEs and Relevant Indicators

4.3 Timetable

	YEAR 1				YEAR 2				YEAR 3			
ACTIVITIES	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q

	1	2	3	4	1	2	3	4	1	2	3	4
WP 1 – PROJECT MANAGEMENT AND COORDINATION												
Task 1.1 – Project Activities Monitoring												
Task 1.2 – Intra-Partners Coordination and Communication												
WP 2 - LOCAL ANNOUNCEMENT AND ADVERTISEMENT												
Task 2.1 - Local Announcement and Advertisement (Turkey)												
Task 2.2 - Local Announcement and Advertisement (Bulgaria)												
Task 2.3 - Local Announcement and Advertisement (Greece)												
Task 2.4 - Local Announcement and Advertisement (Romania)												
Task 2.5 - Local Announcement and Advertisement (Spain)												
WP 3 - FINDING AND SELECTION OF SMEs												
Task 3.1 - Definition of SME Selection Criteria and Declaration of SME Selection/Scoring Checklist												
Task 3.2 - Finding and Selection of SMEs (Turkey)												
Task 3.3 - Finding and Selection of SMEs (Bulgaria)												
Task 3.4 - Finding and Selection of SMEs (Greece)												
Task 3.5 - Finding and Selection of SMEs (Romania)												
Task 3.6 - Finding and Selection of SMEs (Spain)												
WP 4 - KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION												

Task 4.1 - KPI Definition & Situation Analysis Survey Preparation																			
WP 5 - PRE-AWARENESS SITUATION ANALYSIS SURVEY																			
Task 5.1 - Pre-Awareness Situation Analysis Survey (Turkey)																			
Task 5.2 - Pre-Awareness Situation Analysis Survey (Bulgaria)																			
Task 5.3 - Pre-Awareness Situation Analysis Survey (Greece)																			
Task 5.4 - Pre-Awareness Situation Analysis Survey (Romania)																			
Task 5.5 - Pre-Awareness Situation Analysis Survey (Spain)																			
Task 5.6 - Consolidation of Pre-Awareness Situation Analysis Surveys																			
WP 6 - EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP																			
Task 6.1 - Preparation of the Content/Syllabus and Training Material of the OTMP																			
Task 6.2 - Execution of Online Training Programme – OTP																			
Task 6.3 - Execution of Online Mentorship Programme – OMP																			
WP 7 - COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS																			
Task 7.1 - Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Turkey)																			
Task 7.2 - Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Bulgaria)																			
Task 7.3 - Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Greece)																			
Task 7.4 - Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Romania)																			
Task 7.5 - Coordination/Direction of the Application of the SMEs to ISO 14001 / EMAS (Spain)																			

[illegible]

Task 10.3 - Organization and Execution of the Project Closure Meeting

4.4 Subcontracting

Subcontracting

Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).

Subcontracting — Subcontracting means the implementation of 'action tasks', i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.

Note: Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional.

Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of coordinator tasks).

Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)
WP2	S1.1	Web Designer	Design and construction of the multilingual Project Web Site including the SME Registration System	1500	Web site and registration system design require professional client-server programming capabilities	Proposals from at least 3 candidate companies will be evaluated technically/financially to obtain the optimal quality of service.
WP8	S1.2	Organization and Catering Companies	Organization and Catering Services for the Local Events	2500 (for each event at each country)	Such activities require professional client-server programming capabilities	Proposals from at least 3 candidate companies will be evaluated technically/financially to obtain the optimal quality of service.
Other issues: <i>If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.</i>			Not Applicable			

5. OTHER

5.1 Ethics

Ethics
Not applicable.

5.2 Security

Security
Not applicable.

6. DECLARATIONS

Double funding	
Information concerning other EU grants for this project ⚠ Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).	YES/NO
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc). If NO, explain and provide details.	YES
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc). If NO, explain and provide details.	YES

Financial support to third parties (if applicable)
<i>If in your project the maximum amount per third party will be more than the threshold amount set in the Call document, justify and explain why the higher amount is necessary in order to fulfil your project's objectives.</i>
Not Applicable

ANNEXES

LIST OF ANNEXES

Standard

Detailed budget table (annex 1 to Part B) — *mandatory (n/a for prefixed Lump Sum Grants)*
 CVs (annex 2 to Part B) — *mandatory (short outline), if required in the Call Document*
 Annual activity reports (annex 3 to Part B) — *mandatory, if required in the Call Document*
 List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call Document*

Special

Other annexes (annex 5 to Part B) — *mandatory, if required in the Call Document*

LIST OF PREVIOUS PROJECTS

List of previous projects <i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
CEEIM (ESP)	A_A.1.2_0355; SME4SMARTCITIES <i>Mediterranean SMEs working together to make cities smarter</i> (ENI CBC MED)		COO		http://www.sme4smartcities.eu https://www.enicbcmed.eu/projects/sme4smartcities
CEEIM (ESP)	PGI00014; SUPER (INTERREG EUROPE)		BEN		https://www.interreregurope.eu/super/
CEEIM (ESP)	N°806917 CAST – Creative accelerators for sustainable tourism (COSME)		BEN		http://www.castnetwork.eu

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	15.04.2021	Initial version (new MFF).

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)

Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	KU (TUR)
Participant PIC:	911524230

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ATTENTION: This table should be filled out one per participant (beneficiary, affiliated entity)

ATTENTION: This table may ONLY contain eligible costs (i.e. costs that comply with the eligibility rules of the grant agreement that is part of your call documents). At proposal stage and during grant preparation, it should contain estimated costs/income. Costs must be estimated in EUR.

ATTENTION! List each budgeted cost item ONLY once in this table, for the main WP.

ATTENTION! White cells mean that you are required to enter data. Blue cells are calculated automatically.

EU PROJECT BUDGET TABLE (PER PARTICIPANT) PROJECT COSTS

A. Personnel costs		Costs (actual costs)					Also working for other work packages? YES/NO and which WP	Description of project role/activities/responsibilities
		Type of rate (monthly/other)	Rate (amount)	Time (months/other of work on the action)	Total (EUR)			
			a	b	c = a * b			
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION							
A.1 Employees (or equivalent)								
Project managers	monthly	4,200.00	1.00	4,200.00				
Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00				
Other								
[category 1]	monthly	0.00	0.00	0.00				
[category 2]	monthly	0.00	0.00	0.00				
Total employees (or equivalent)				7,450.00				
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category	monthly	0.00	0.00	0.00				
Select a staff category	monthly	0.00	0.00	0.00				
Other								
[category 1]	monthly	0.00	0.00	0.00				
[category 2]	monthly	0.00	0.00	0.00				
Total natural persons under direct contract and seconded persons				0.00				
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00				
Total SME owners and natural person beneficiaries without salary				0.00				
A.5 Volunteers								
Volunteers	daily	0.00	0.00	0.00				
Total Volunteers				0.00				
A.6 [Category name]								
Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00				
Total other personnel costs A.6				0.00				
A.7 [Category name]								
Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00				
Total other personnel costs A.7				0.00				
Total personnel for this WP				7,450.00				
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT							
A.1 Employees (or equivalent)								
Project managers	monthly	4,200.00	0.60	2,520.00				
Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00				
Other								
[category 1]	monthly	0.00	0.00	0.00				
[category 2]	monthly	0.00	0.00	0.00				
Total employees (or equivalent)				4,470.00				
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category	monthly	0.00	0.00	0.00				
Select a staff category	monthly	0.00	0.00	0.00				
Other								
[category 1]	monthly	0.00	0.00	0.00				
[category 2]	monthly	0.00	0.00	0.00				
Total natural persons under direct contract and seconded persons				0.00				
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00				
Total SME owners and natural person beneficiaries without salary				0.00				
A.5 Volunteers								
Volunteers	daily	0.00	0.00	0.00				
Total Volunteers				0.00				
A.6 [Category name]								
Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00				
Total other personnel costs A.6				0.00				
A.7 [Category name]								
Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00				
Total other personnel costs A.7				0.00				
Total personnel for this WP				4,470.00				

WORK PACKAGE 3	FINDING AND SELECTION OF SMEs						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		

WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	0.60	2,520.00					
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				4,470.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Trainers/teachers	monthly	2,400.00	0.50	1,200.00					
	Trainers/teachers	monthly	2,400.00	0.50	1,200.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				2,400.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				6,870.00					
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					

WORK PACKAGE 9		POST-AWARENESS SITUATION ANALYSIS SURVEY						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
WORK PACKAGE 10		PROJECT OUTCOME AND IMPACT ANALYSES						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
Total personnel (all WPs)					70,940.00			
B. Subcontracting costs								
		Costs (actual costs)				Also used for other work packages? YES/NO and which WP	Description of subcontracted project tasks/activities	
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT	3,500.00				NO	PUBLISHING	
WORK PACKAGE 3	FINDING AND SELECTION OF SMEs	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT	10,000.00				NO	ORGANIZATION / CATERING	
WORK PACKAGE 9	POST-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 10	PROJECT OUTCOME AND IMPACT ANALYSES	20,000.00				NO	ORGANIZATION / CATERING	
Total subcontracting (all WPs)					33,500.00			

C. Purchase costs							
C.1 Travel and subsistence							
	Costs (actual costs)	Costs (unit cost)				Also part of other work packages? YES/NO and which WP	Description (e.g. international/not international; place of activity/destination;
		Amount per unit	Number of units	Total (EUR)			
				Total travel costs (all WPs)	0.00		
				Total accomodation (all WPs)	0.00		
				Total subsistence (all WPs)	0.00		
				Total travel and subsistence (all WPs)	0.00		
C.2 Equipment							
				Total equipment (all WPs)	0.00		
C.3 Other goods, works and services							
				Total goods, works and services (all WPs)	0.00		
E.3 Costs of ...							
ATTENTION! This budget category can only be used if explicitly allowed in the grant agreement							
				Total Other Costs (all WPs)	0.00		
				Total purchase costs (all WPs)	0.00		
D. Other cost categories							
D.1. Financial support to third parties							
Number of Third Parties		Support Per Third Party (EUR)					
20		8,000.00					
				Total D.1 (all WPs)	160,000.00		
C3. Other goods, works and services							
				Total D.2 (all WPs)	0.00		
D.1. Financial support to third parties							
				Total D.3 (all WPs)	0.00		
D.2 [Category name]							
				Total D.4 (all WPs)	0.00		
D.3 [Category name]							
				Total D.5 (all WPs)	0.00		
D.4 [Category name]							
				Total D.6 (all WPs)	0.00		
				Total other cost categories (all WPs)	160,000.00		
E. Indirect costs							
		Costs (flat-rate)					
ALL WORK PACKAGES	Total estimated direct costs (on which indirect cost flat-rate is based, see GA eligibility article)	264,440.00					
	Flat-rate (%)	7%					
	Total indirect costs	18,510.80					
		Total indirect costs		18,510.80			
G. Costs of ...							
	Costs				Also part of other work packages? YES/NO and which WP	Description of the tasks/activities	
	Amount per unit	Number of units	Total (EUR)				
Total costs of ... (all WPs)				0.00			
TOTAL COSTS PARTICIPANT					282,950.80		

PROJECT INCOME			
EU CONTRIBUTION (GRANT)			
		Amount (EUR)	
	Total costs	282,950.80	
	Single Funding rate (%)	0%	
	Multiple funding rates (%) =		
	Maximum EU contribution	253,996.00	
	Requested EU contribution	253,996.00	
EU CONTRIBUTION		253,996.00	
REVENUES AND CONTRIBUTIONS BY THIRD PARTIES			
Revenues			
Income generated by the action			
		Amount (EUR)	Description of the income (type of generated income and number of users, etc)
ALL WORK PACKAGES	Estimated income generated by the action	0.00	
	Total income generated by the action	0.00	
Revenues		0.00	
In-kind contributions by third parties			
In-kind contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose etc)
ALL WORK PACKAGES	Estimated in-kind contributions by third parties	0.00	
	Total in-kind contributions	0.00	
In-kind contributions		0.00	
Financial contributions by third parties			
Financial contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose, etc)
ALL WORK PACKAGES	Estimated financial contributions by third parties	0.00	
	Total financial contributions	0.00	
Financial contributions		0.00	
AL REVENUES AND CONTRIBUTIONS BY THIRD PARTIES		0.00	
OWN RESOURCES			
		Amount (EUR)	
	Own resources	28,954.80	
OWN RESOURCES		28,954.80	
TOTAL INCOME PARTICIPANT		282,950.80	

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)

Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	ISEI (BGR)
Participant PIC:	918054852

3.03.2021 23:54

ATTENTION: This table should be filled out one per participant (beneficiary, affiliated entity)

ATTENTION: This table may ONLY contain eligible costs (i.e. costs that comply with the eligibility rules of the grant agreement that is part of your call documents). At proposal stage and during grant preparation, it should contain estimated costs/income. Costs must be estimated in EUR.

ATTENTION! List each budgeted cost item ONLY once in this table, for the main WP.

ATTENTION! White cells mean that you are required to enter data. Blue cells are calculated automatically.

EU PROJECT BUDGET TABLE (PER PARTICIPANT)								
PROJECT COSTS								
A. Personnel costs								
		Costs (actual costs)				Also working for other work packages? YES/NO and which WP	Description of project role/activities/responsibilities	
		Type of rate (monthly/other)	Rate (amount)	Time (months/other of work on the action)				Total (EUR)
			a	b				c = a * b
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	1.00	4,200.00			
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				7,450.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				7,450.00			
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	0.60	2,520.00			
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				4,470.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				4,470.00			

WORK PACKAGE 3	FINDING AND SELECTION OF SMES						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		

WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	0.60	2,520.00					
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				4,470.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Trainers/teachers	monthly	2,400.00	1.00	2,400.00					
	Trainers/teachers	monthly	2,400.00	1.00	2,400.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				4,800.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				9,270.00					
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					

WORK PACKAGE 9		POST-AWARENESS SITUATION ANALYSIS SURVEY						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
WORK PACKAGE 10		PROJECT OUTCOME AND IMPACT ANALYSES						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
Total personnel (all WPs)					73,340.00			
B. Subcontracting costs								
		Costs (actual costs)				Also used for other work packages? YES/NO and which WP	Description of subcontracted project tasks/activities	
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT	3,500.00				NO	PUBLISHING	
WORK PACKAGE 3	FINDING AND SELECTION OF SMEs	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT	10,000.00				NO	ORGANIZATION / CATERING	
WORK PACKAGE 9	POST-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 10	PROJECT OUTCOME AND IMPACT ANALYSES	0.00				NOT APPLICABLE	NOT APPLICABLE	
Total subcontracting (all WPs)					13,500.00			

C. Purchase costs							
C.1 Travel and subsistence							
	Costs (actual costs)	Costs (unit cost)				Also part of other work packages? YES/NO and which WP	Description (e.g. international/not international; place of activity/destination;
		Amount per unit	Number of units	Total (EUR)			
				Total travel costs (all WPs)	0.00		
				Total accomodation (all WPs)	0.00		
				Total subsistence (all WPs)	0.00		
				Total travel and subsistence (all WPs)	0.00		
C.2 Equipment							
					Total equipment (all WPs)	0.00	
C.3 Other goods, works and services							
				Total goods, works and services (all WPs)	0.00		
E.3 Costs of ...							
ATTENTION! This budget category can only be used if explicitly allowed in the grant agreement							
				Total Other Costs (all WPs)	0.00		
				Total purchase costs (all WPs)	0.00		
D. Other cost categories							
D.1. Financial support to third parties							
Number of Third Parties							
Support Per Third Party (EUR)							
15							
8,000.00							
				Total D.1 (all WPs)	120,000.00		
C3. Other goods, works and services							
				Total D.2 (all WPs)	0.00		
D.1. Financial support to third parties							
				Total D.3 (all WPs)	0.00		
D.2 [Category name]							
				Total D.4 (all WPs)	0.00		
D.3 [Category name]							
				Total D.5 (all WPs)	0.00		
D.4 [Category name]							
				Total D.6 (all WPs)	0.00		
				Total other cost categories (all WPs)	120,000.00		
E. Indirect costs							
		Costs (flat-rate)					
ALL WORK PACKAGES	Total estimated direct costs (on which indirect cost flat-rate is based, see GA eligibility article)	206,840.00					
	Flat-rate (%)	7%					
	Total indirect costs	14,478.80					
		Total indirect costs		14,478.80			
G. Costs of ...							
	Costs				Also part of other work packages? YES/NO and which WP	Description of the tasks/activities	
	Amount per unit	Number of units	Total (EUR)				
				Total costs of ... (all WPs)	0.00		
					TOTAL COSTS PARTICIPANT	221,318.80	
PROJECT INCOME							
EU CONTRIBUTION (GRANT)							
	Amount (EUR)						
Total costs	221,318.80						
Single Funding rate (%)	0%						
Multiple funding rates (%) =							
Maximum EU contribution	198,156.00						
Requested EU contribution	198,156.00						
EU CONTRIBUTION		198,156.00					

REVENUES AND CONTRIBUTIONS BY THIRD PARTIES			
Revenues			
Income generated by the action			
		Amount (EUR)	Description of the income (type of generated income and number of users, etc)
ALL WORK PACKAGES	Estimated income generated by the action	0.00	
	Total income generated by the action	0.00	
	Revenues	0.00	
In-kind contributions by third parties			
In-kind contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose etc)
ALL WORK PACKAGES	Estimated in-kind contributions by third parties	0.00	
	Total in-kind contributions	0.00	
	In-kind contributions	0.00	
Financial contributions by third parties			
Financial contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose, etc)
ALL WORK PACKAGES	Estimated financial contributions by third parties	0.00	
	Total financial contributions	0.00	
	Financial contributions	0.00	
AL REVENUES AND CONTRIBUTIONS BY THIRD PARTIES		0.00	
OWN RESOURCES			
		Amount (EUR)	
	Own resources	23,162.80	
OWN RESOURCES		23,162.80	
TOTAL INCOME PARTICIPANT		221,318.80	

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)

Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	GE (GRE)
Participant PIC:	953861432

3.03.2021 23:54

ATTENTION: This table should be filled out one per participant (beneficiary, affiliated entity)

ATTENTION: This table may ONLY contain eligible costs (i.e. costs that comply with the eligibility rules of the grant agreement that is part of your call documents). At proposal stage and during grant preparation, it should contain estimated costs/income. Costs must be estimated in EUR.

ATTENTION! List each budgeted cost item ONLY once in this table, for the main WP.

ATTENTION! White cells mean that you are required to enter data. Blue cells are calculated automatically.

EU PROJECT BUDGET TABLE (PER PARTICIPANT)								
PROJECT COSTS								
A. Personnel costs								
		Costs (actual costs)					Also working for other work packages? YES/NO and which WP	Description of project role/activities/responsibilities
		Type of rate (monthly/other)	Rate (amount)	Time (months/other of work on the action)	Total (EUR)			
			a	b	c = a * b			
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	1.00	4,200.00			
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				7,450.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				7,450.00			
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	0.60	2,520.00			
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				4,470.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				4,470.00			

WORK PACKAGE 3	FINDING AND SELECTION OF SMEs						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		

WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	0.60	2,520.00					
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				4,470.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Trainers/teachers	monthly	2,400.00	1.00	2,400.00					
	Trainers/teachers	monthly	2,400.00	1.00	2,400.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				4,800.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				9,270.00					
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					

WORK PACKAGE 9		POST-AWARENESS SITUATION ANALYSIS SURVEY						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
WORK PACKAGE 10		PROJECT OUTCOME AND IMPACT ANALYSES						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
Total personnel (all WPs)					73,340.00			
B. Subcontracting costs								
		Costs (actual costs)				Also used for other work packages? YES/NO and which WP	Description of subcontracted project tasks/activities	
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT	3,500.00				NO	PUBLISHING	
WORK PACKAGE 3	FINDING AND SELECTION OF SMEs	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT	10,000.00				NO	ORGANIZATION / CATERING	
WORK PACKAGE 9	POST-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 10	PROJECT OUTCOME AND IMPACT ANALYSES	0.00				NOT APPLICABLE	NOT APPLICABLE	
Total subcontracting (all WPs)					13,500.00			

C. Purchase costs							
C.1 Travel and subsistence							
	Costs (actual costs)	Costs (unit cost)				Also part of other work packages? YES/NO and which WP	Description (e.g. international/not international; place of activity/destination;
		Amount per unit	Number of units	Total (EUR)			
				Total travel costs (all WPs)	0.00		
				Total accomodation (all WPs)	0.00		
				Total subsistence (all WPs)	0.00		
				Total travel and subsistence (all WPs)	0.00		
C.2 Equipment							
				Total equipment (all WPs)	0.00		
C.3 Other goods, works and services							
				Total goods, works and services (all WPs)	0.00		
E.3 Costs of ...							
ATTENTION! This budget category can only be used if explicitly allowed in the grant agreement							
				Total Other Costs (all WPs)	0.00		
				Total purchase costs (all WPs)	0.00		
D. Other cost categories							
D.1. Financial support to third parties							
Number of Third Parties		Support Per Third Party (EUR)					
	15	8,000.00					
				Total D.1 (all WPs)	120,000.00		
C3. Other goods, works and services							
				Total D.2 (all WPs)	0.00		
D.1. Financial support to third parties							
				Total D.3 (all WPs)	0.00		
D.2 [Category name]							
				Total D.4 (all WPs)	0.00		
D.3 [Category name]							
				Total D.5 (all WPs)	0.00		
D.4 [Category name]							
				Total D.6 (all WPs)	0.00		
				Total other cost categories (all WPs)	120,000.00		
E. Indirect costs							
		Costs (flat-rate)					
ALL WORK PACKAGES	Total estimated direct costs (on which indirect cost flat-rate is based, see GA eligibility article)	206,840.00					
	Flat-rate (%)	7%					
	Total indirect costs	14,478.80					
		Total indirect costs		14,478.80			
G. Costs of ...							
	Costs				Also part of other work packages? YES/NO and which WP	Description of the tasks/activities	
	Amount per unit	Number of units	Total (EUR)				
Total costs of ... (all WPs)				0.00			
TOTAL COSTS PARTICIPANT					221,318.80		

PROJECT INCOME			
EU CONTRIBUTION (GRANT)			
		Amount (EUR)	
	Total costs	221,318.80	
	Single Funding rate (%)	0%	
	Multiple funding rates (%) =		
	Maximum EU contribution	198,156.00	
	Requested EU contribution	198,156.00	
EU CONTRIBUTION		198,156.00	
REVENUES AND CONTRIBUTIONS BY THIRD PARTIES			
Revenues			
Income generated by the action			
		Amount (EUR)	Description of the income (type of generated income and number of users, etc)
ALL WORK PACKAGES	Estimated income generated by the action	0.00	
	Total income generated by the action	0.00	
Revenues		0.00	
In-kind contributions by third parties			
In-kind contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose etc)
ALL WORK PACKAGES	Estimated in-kind contributions by third parties	0.00	
	Total in-kind contributions	0.00	
In-kind contributions		0.00	
Financial contributions by third parties			
Financial contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose, etc)
ALL WORK PACKAGES	Estimated financial contributions by third parties	0.00	
	Total financial contributions	0.00	
Financial contributions		0.00	
AL REVENUES AND CONTRIBUTIONS BY THIRD PARTIES		0.00	
OWN RESOURCES			
		Amount (EUR)	
	Own resources	23,162.80	
OWN RESOURCES		23,162.80	
TOTAL INCOME PARTICIPANT		221,318.80	

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)

Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	RDAC (ROU)
Participant PIC:	999550954

3.03.2021 23:54

ATTENTION: This table should be filled out one per participant (beneficiary, affiliated entity)

ATTENTION: This table may ONLY contain eligible costs (i.e. costs that comply with the eligibility rules of the grant agreement that is part of your call documents). At proposal stage and during grant preparation, it should contain estimated costs/income. Costs must be estimated in EUR.

ATTENTION! List each budgeted cost item ONLY once in this table, for the main WP.

ATTENTION! White cells mean that you are required to enter data. Blue cells are calculated automatically.

EU PROJECT BUDGET TABLE (PER PARTICIPANT)								
PROJECT COSTS								
A. Personnel costs								
		Costs (actual costs)					Also working for other work packages? YES/NO and which WP	Description of project role/activities/responsibilities
		Type of rate (monthly/other)	Rate (amount)	Time (months/other of work on the action)	Total (EUR)			
			a	b	c = a * b			
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	1.00	4,200.00			
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				7,450.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				7,450.00			
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	0.60	2,520.00			
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				4,470.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				4,470.00			

WORK PACKAGE 3	FINDING AND SELECTION OF SMES						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		

WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	0.60	2,520.00					
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				4,470.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Trainers/teachers	monthly	1,200.00	1.00	1,200.00					
	Trainers/teachers	monthly	1,200.00	1.00	1,200.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				2,400.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				6,870.00					
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					

WORK PACKAGE 9		POST-AWARENESS SITUATION ANALYSIS SURVEY						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
WORK PACKAGE 10		PROJECT OUTCOME AND IMPACT ANALYSES						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
Total personnel (all WPs)					70,940.00			
B. Subcontracting costs								
		Costs (actual costs)				Also used for other work packages? YES/NO and which WP	Description of subcontracted project tasks/activities	
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT	3,500.00				NO	PUBLISHING	
WORK PACKAGE 3	FINDING AND SELECTION OF SMEs	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT	10,000.00				NO	ORGANIZATION / CATERING	
WORK PACKAGE 9	POST-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 10	PROJECT OUTCOME AND IMPACT ANALYSES	0.00				NOT APPLICABLE	NOT APPLICABLE	
Total subcontracting (all WPs)					13,500.00			

C. Purchase costs							
C.1 Travel and subsistence							
	Costs (actual costs)	Costs (unit cost)				Also part of other work packages? YES/NO and which WP	Description (e.g. international/not international; place of activity/destination;
		Amount per unit	Number of units	Total (EUR)			
				Total travel costs (all WPs)	0.00		
				Total accomodation (all WPs)	0.00		
				Total subsistence (all WPs)	0.00		
				Total travel and subsistence (all WPs)	0.00		
C.2 Equipment							
				Total equipment (all WPs)	0.00		
C.3 Other goods, works and services							
				Total goods, works and services (all WPs)	0.00		
E.3 Costs of ...							
ATTENTION! This budget category can only be used if explicitly allowed in the grant agreement							
				Total Other Costs (all WPs)	0.00		
				Total purchase costs (all WPs)	0.00		
D. Other cost categories							
D.1. Financial support to third parties							
Number of Third Parties		Support Per Third Party (EUR)					
20		8,000.00					
				Total D.1 (all WPs)	160,000.00		
C3. Other goods, works and services							
				Total D.2 (all WPs)	0.00		
D.1. Financial support to third parties							
				Total D.3 (all WPs)	0.00		
D.2 [Category name]							
				Total D.4 (all WPs)	0.00		
D.3 [Category name]							
				Total D.5 (all WPs)	0.00		
D.4 [Category name]							
				Total D.6 (all WPs)	0.00		
				Total other cost categories (all WPs)	160,000.00		
E. Indirect costs							
		Costs (flat-rate)					
ALL WORK PACKAGES	Total estimated direct costs (on which indirect cost flat-rate is based, see GA eligibility article)	244,440.00					
	Flat-rate (%)	7%					
	Total indirect costs	17,110.80					
		Total indirect costs		17,110.80			
G. Costs of ...							
	Costs				Also part of other work packages? YES/NO and which WP	Description of the tasks/activities	
	Amount per unit	Number of units	Total (EUR)				
Total costs of ... (all WPs)				0.00			
TOTAL COSTS PARTICIPANT					261,550.80		

PROJECT INCOME			
EU CONTRIBUTION (GRANT)			
	Amount (EUR)		
Total costs	261,550.80		
Single Funding rate (%)	0%		
Multiple funding rates (%) =			
Maximum EU contribution	235,996.00		
Requested EU contribution	235,996.00		
EU CONTRIBUTION		235,996.00	
REVENUES AND CONTRIBUTIONS BY THIRD PARTIES			
Revenues			
Income generated by the action			
	Amount (EUR)		Description of the income (type of generated income and number of users, etc)
ALL WORK PACKAGES	Estimated income generated by the action	0.00	
	Total income generated by the action	0.00	
Revenues		0.00	
In-kind contributions by third parties			
In-kind contributions by third parties			
	Amount (EUR)		Description of the contribution (type of contribution, donor, purpose etc)
ALL WORK PACKAGES	Estimated in-kind contributions by third parties	0.00	
	Total in-kind contributions	0.00	
In-kind contributions		0.00	
Financial contributions by third parties			
Financial contributions by third parties			
	Amount (EUR)		Description of the contribution (type of contribution, donor, purpose, etc)
ALL WORK PACKAGES	Estimated financial contributions by third parties	0.00	
	Total financial contributions	0.00	
Financial contributions		0.00	
AL REVENUES AND CONTRIBUTIONS BY THIRD PARTIES		0.00	
OWN RESOURCES			
	Amount (EUR)		
Own resources	25,554.80		
OWN RESOURCES		25,554.80	
TOTAL INCOME PARTICIPANT		261,550.80	

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)

Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	CEEIM (ESP)
Participant PIC:	970528457

3.03.2021 23:54

ATTENTION: This table should be filled out one per participant (beneficiary, affiliated entity)

ATTENTION: This table may ONLY contain eligible costs (i.e. costs that comply with the eligibility rules of the grant agreement that is part of your call documents). At proposal stage and during grant preparation, it should contain estimated costs/income. Costs must be estimated in EUR.

ATTENTION! List each budgeted cost item ONLY once in this table, for the main WP.

ATTENTION! White cells mean that you are required to enter data. Blue cells are calculated automatically.

EU PROJECT BUDGET TABLE (PER PARTICIPANT)								
PROJECT COSTS								
A. Personnel costs								
		Costs (actual costs)					Also working for other work packages? YES/NO and which WP	Description of project role/activities/responsibilities
		Type of rate (monthly/other)	Rate (amount)	Time (months/other of work on the action)	Total (EUR)			
			a	b	c = a * b			
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	1.00	4,200.00			
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				7,450.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				7,450.00			
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT							
	A.1 Employees (or equivalent)							
	Project managers	monthly	4,200.00	0.60	2,520.00			
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total employees (or equivalent)				4,470.00			
	A.2 + A.3 Natural persons under direct contract and seconded persons							
	Select a staff category	monthly	0.00	0.00	0.00			
	Select a staff category	monthly	0.00	0.00	0.00			
	Other							
	[category 1]	monthly	0.00	0.00	0.00			
	[category 2]	monthly	0.00	0.00	0.00			
	Total natural persons under direct contract and seconded persons				0.00			
	A.4 SME owners and natural person beneficiaries without salary							
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00			
	Total SME owners and natural person beneficiaries without salary				0.00			
	A.5 Volunteers							
	Volunteers	daily	0.00	0.00	0.00			
	Total Volunteers				0.00			
	A.6 [Category name]							
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.6				0.00			
	A.7 [Category name]							
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00			
	Total other personnel costs A.7				0.00			
	Total personnel for this WP				4,470.00			

WORK PACKAGE 3	FINDING AND SELECTION OF SMES						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY						
	A.1 Employees (or equivalent)						
	Project managers	monthly	4,200.00	1.00	4,200.00		
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total employees (or equivalent)				7,450.00		
	A.2 + A.3 Natural persons under direct contract and seconded persons						
	Select a staff category	monthly	0.00	0.00	0.00		
	Select a staff category	monthly	0.00	0.00	0.00		
	Other						
	[category 1]	monthly	0.00	0.00	0.00		
	[category 2]	monthly	0.00	0.00	0.00		
	Total natural persons under direct contract and seconded persons				0.00		
	A.4 SME owners and natural person beneficiaries without salary						
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00		
	Total SME owners and natural person beneficiaries without salary				0.00		
	A.5 Volunteers						
	Volunteers	daily	0.00	0.00	0.00		
	Total Volunteers				0.00		
	A.6 [Category name]						
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.6				0.00		
	A.7 [Category name]						
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00		
	Total other personnel costs A.7				0.00		
	Total personnel for this WP				7,450.00		

WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	0.60	2,520.00					
	Senior experts/advisors/researchers	monthly	3,250.00	0.60	1,950.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				4,470.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Trainers/teachers	monthly	1,200.00	1.00	1,200.00					
	Trainers/teachers	monthly	1,200.00	1.00	1,200.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				2,400.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				6,870.00					
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT									
	A.1 Employees (or equivalent)									
	Project managers	monthly	4,200.00	1.00	4,200.00					
	Senior experts/advisors/researchers	monthly	3,250.00	1.00	3,250.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total employees (or equivalent)				7,450.00					
	A.2 + A.3 Natural persons under direct contract and seconded persons									
	Select a staff category	monthly	0.00	0.00	0.00					
	Select a staff category	monthly	0.00	0.00	0.00					
	Other									
	[category 1]	monthly	0.00	0.00	0.00					
	[category 2]	monthly	0.00	0.00	0.00					
	Total natural persons under direct contract and seconded persons				0.00					
	A.4 SME owners and natural person beneficiaries without salary									
	SME owners/natural person beneficiaries without salary	daily	0.00	0.00	0.00					
	Total SME owners and natural person beneficiaries without salary				0.00					
	A.5 Volunteers									
	Volunteers	daily	0.00	0.00	0.00					
	Total Volunteers				0.00					
	A.6 [Category name]									
	Other personnel costs A.6	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.6				0.00					
	A.7 [Category name]									
	Other personnel costs A.7	Select a type of rate	0.00	0.00	0.00					
	Total other personnel costs A.7				0.00					
	Total personnel for this WP				7,450.00					

WORK PACKAGE 9		POST-AWARENESS SITUATION ANALYSIS SURVEY						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
WORK PACKAGE 10		PROJECT OUTCOME AND IMPACT ANALYSES						
A.1 Employees (or equivalent)								
Project managers		monthly	4,200.00	1.00	4,200.00			
Senior experts/advisors/researchers		monthly	3,250.00	1.00	3,250.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total employees (or equivalent)					7,450.00			
A.2 + A.3 Natural persons under direct contract and seconded persons								
Select a staff category		monthly	0.00	0.00	0.00			
Select a staff category		monthly	0.00	0.00	0.00			
Other								
[category 1]		monthly	0.00	0.00	0.00			
[category 2]		monthly	0.00	0.00	0.00			
Total natural persons under direct contract and seconded persons					0.00			
A.4 SME owners and natural person beneficiaries without salary								
SME owners/natural person beneficiaries without salary		daily	0.00	0.00	0.00			
Total SME owners and natural person beneficiaries without salary					0.00			
A.5 Volunteers								
Volunteers		daily	0.00	0.00	0.00			
Total Volunteers					0.00			
A.6 [Category name]								
Other personnel costs A.6		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.6					0.00			
A.7 [Category name]								
Other personnel costs A.7		Select a type of rate	0.00	0.00	0.00			
Total other personnel costs A.7					0.00			
Total personnel for this WP					7,450.00			
Total personnel (all WPs)					70,940.00			
B. Subcontracting costs								
		Costs (actual costs)				Also used for other work packages? YES/NO and which WP	Description of subcontracted project tasks/activities	
WORK PACKAGE 1	PROJECT MANAGEMENT AND COORDINATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 2	LOCAL ANNOUNCEMENT AND ADVERTISEMENT	3,500.00				NO	PUBLISHING	
WORK PACKAGE 3	FINDING AND SELECTION OF SMEs	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 4	KPI DEFINITION & SITUATION ANALYSIS SURVEY PREPARATION	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 5	PRE-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 6	EXECUTION OF ONLINE TRAINING AND MENTORSHIP PROGRAMME – OTMP	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 7	COORDINATION/DIRECTION OF THE APPLICATION OF THE SMES TO ISO 14001 / EMAS	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 8	ORGANIZATION AND EXECUTION OF THE LOCAL CULTURAL/ARTISTIC/SPORTS AWARENESS EVENT	10,000.00				NO	ORGANIZATION / CATERING	
WORK PACKAGE 9	POST-AWARENESS SITUATION ANALYSIS SURVEY	0.00				NOT APPLICABLE	NOT APPLICABLE	
WORK PACKAGE 10	PROJECT OUTCOME AND IMPACT ANALYSES	0.00				NOT APPLICABLE	NOT APPLICABLE	
Total subcontracting (all WPs)					13,500.00			

C. Purchase costs							
C.1 Travel and subsistence							
	Costs (actual costs)	Costs (unit cost)				Also part of other work packages? YES/NO and which WP	Description (e.g. international/not international; place of activity/destination;
		Amount per unit	Number of units	Total (EUR)			
				Total travel costs (all WPs)	0.00		
				Total accomodation (all WPs)	0.00		
				Total subsistence (all WPs)	0.00		
				Total travel and subsistence (all WPs)	0.00		
C.2 Equipment							
				Total equipment (all WPs)	0.00		
C.3 Other goods, works and services							
Total goods, works and services (all WPs)				0.00			
E.3 Costs of ...							
ATTENTION! This budget category can only be used if explicitly allowed in the grant agreement							
				Total Other Costs (all WPs)	0.00		
				Total purchase costs (all WPs)	0.00		
D. Other cost categories							
D.1. Financial support to third parties							
Number of Third Parties		Support Per Third Party (EUR)					
10		8,000.00					
				Total D.1 (all WPs)	80,000.00		
C3. Other goods, works and services							
				Total D.2 (all WPs)	0.00		
D.1. Financial support to third parties							
				Total D.3 (all WPs)	0.00		
D.2 [Category name]							
				Total D.4 (all WPs)	0.00		
D.3 [Category name]							
				Total D.5 (all WPs)	0.00		
D.4 [Category name]							
				Total D.6 (all WPs)	0.00		
				Total other cost categories (all WPs)	80,000.00		
E. Indirect costs							
		Costs (flat-rate)					
ALL WORK PACKAGES	Total estimated direct costs (on which indirect cost flat-rate is based, see GA eligibility article)	164,440.00					
	Flat-rate (%)	7%					
	Total indirect costs	11,510.80					
		Total indirect costs		11,510.80			
G. Costs of ...							
	Costs				Also part of other work packages? YES/NO and which WP	Description of the tasks/activities	
	Amount per unit	Number of units	Total (EUR)				
Total costs of ... (all WPs)				0.00			
TOTAL COSTS PARTICIPANT					175,950.80		
PROJECT INCOME							
EU CONTRIBUTION (GRANT)							
	Amount (EUR)						
Total costs	175,950.80						
Single Funding rate (%)	0%						
Multiple funding rates (%) =							
Maximum EU contribution	155,996.00						
Requested EU contribution	155,996.00						
EU CONTRIBUTION		155,996.00					

REVENUES AND CONTRIBUTIONS BY THIRD PARTIES			
Revenues			
Income generated by the action			
		Amount (EUR)	Description of the income (type of generated income and number of users, etc)
ALL WORK PACKAGES	Estimated income generated by the action	0.00	
	Total income generated by the action	0.00	
	Revenues	0.00	
In-kind contributions by third parties			
In-kind contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose etc)
ALL WORK PACKAGES	Estimated in-kind contributions by third parties	0.00	
	Total in-kind contributions	0.00	
	In-kind contributions	0.00	
Financial contributions by third parties			
Financial contributions by third parties			
		Amount (EUR)	Description of the contribution (type of contribution, donor, purpose, etc)
ALL WORK PACKAGES	Estimated financial contributions by third parties	0.00	
	Total financial contributions	0.00	
	Financial contributions	0.00	
AL REVENUES AND CONTRIBUTIONS BY THIRD PARTIES		0.00	
OWN RESOURCES			
		Amount (EUR)	
	Own resources	19,954.80	
OWN RESOURCES		19,954.80	
TOTAL INCOME PARTICIPANT		175,950.80	

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)																				
Project number:	SEP-210843019																			
Project acronym:	SusRAT																			
Participant short name:	KU (TUR)																			
Participant PIC:	911524230																			
CONSOLIDATED COSTS PER PARTICIPANT																				
COSTS																				
	A.1 Employees A.2 + A.3 Natural persons under direct contract and seconded persons	A.4 SME owners	A.5 Volunteers	A.6 [Category name]	A.7 [Category name]	B. Subcontracting costs	C. Purchase costs						D. Other cost categories						E. Indirect costs	Total
							C.1 Travel and subsistence	C.1 Travel	C.1 Accommodation	C.1 Subsistence	C.2 Equipment	C.3 Other goods, work and services	D.1 Financial support to third parties	D.2 [Category name]	D.3 [Category name]	D.4 [Category name]	D.5 [Category name]	D.6 [Category name]		
							a1 - a2	a3	a4	a5	a6	b	c1	c1a	c1b	c1c	c2	c3		
	70,940.00	0.00	0.00	0.00	0.00	33,500.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00	0.00	0.00	0.00	0.00	0.00	18,510.80	282,950.80

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)									
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Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	PU (BGR)
Participant PIC:	918054852

CONSOLIDATED COSTS PER PARTICIPANT	
COSTS	

A.1 Employees A.2 + A.3 National persons under direct contract and seconded persons	A.4 SHE owners	A.5 Volunteers	A.6 [Category name]	A.7 [Category name]	B. Subcontracting costs	C. Purchase costs							D. Other cost categories						E. Indirect costs	Total
						C.1 Travel and subsistence	C.1 Travel	C.1 Accommodation	C.1 Subsistence	C.2 Equipment	C.3 Other goods, work and services	D.1 Financial support to third party	D.2 [Category name]	D.3 [Category name]	D.4 [Category name]	D.5 [Category name]	D.6 [Category name]			
a1 + a2	a3	a4	a5	a6	b	c1	c1a	c1b	c1c	c1d	c2	c3	d1	d2	d3	d4	d5	d6	e = (b+c1+c2 + (a4 + a5 + a6 + a7 + a8 + a9 + a10 + a11 + a12 + a13 + a14 + a15 + a16 + a17 + a18 + a19 + a20 + a21 + a22 + a23 + a24 + a25 + a26 + a27 + a28 + a29 + a30 + a31 + a32 + a33 + a34 + a35 + a36 + a37 + a38 + a39 + a40 + a41 + a42 + a43 + a44 + a45 + a46 + a47 + a48 + a49 + a50 + a51 + a52 + a53 + a54 + a55 + a56 + a57 + a58 + a59 + a60 + a61 + a62 + a63 + a64 + a65 + a66 + a67 + a68 + a69 + a70 + a71 + a72 + a73 + a74 + a75 + a76 + a77 + a78 + a79 + a80 + a81 + a82 + a83 + a84 + a85 + a86 + a87 + a88 + a89 + a90 + a91 + a92 + a93 + a94 + a95 + a96 + a97 + a98 + a99 + a100 + a101 + a102 + a103 + a104 + a105 + a106 + a107 + a108 + a109 + a110 + a111 + a112 + a113 + a114 + a115 + a116 + a117 + a118 + a119 + a120 + a121 + a122 + a123 + a124 + a125 + a126 + a127 + a128 + a129 + a130 + a131 + a132 + a133 + a134 + a135 + a136 + a137 + a138 + a139 + a140 + a141 + a142 + a143 + a144 + a145 + a146 + a147 + a148 + a149 + a150 + a151 + a152 + a153 + a154 + a155 + a156 + a157 + a158 + a159 + a160 + a161 + a162 + a163 + a164 + a165 + a166 + a167 + a168 + a169 + a170 + a171 + a172 + a173 + a174 + a175 + a176 + a177 + a178 + a179 + a180 + a181 + a182 + a183 + a184 + a185 + a186 + a187 + a188 + a189 + a190 + a191 + a192 + a193 + a194 + a195 + a196 + a197 + a198 + a199 + a200 + a201 + a202 + a203 + a204 + a205 + a206 + a207 + a208 + a209 + a210 + a211 + a212 + a213 + a214 + a215 + a216 + a217 + a218 + a219 + a220 + a221 + a222 + a223 + a224 + a225 + a226 + a227 + a228 + a229 + a230 + a231 + a232 + a233 + a234 + a235 + a236 + a237 + a238 + a239 + a240 + a241 + a242 + a243 + a244 + a245 + a246 + a247 + a248 + a249 + a250 + a251 + a252 + a253 + a254 + a255 + a256 + a257 + a258 + a259 + a260 + a261 + a262 + a263 + a264 + a265 + a266 + a267 + a268 + a269 + a270 + a271 + a272 + a273 + a274 + a275 + a276 + a277 + a278 + a279 + a280 + a281 + a282 + a283 + a284 + a285 + a286 + a287 + a288 + a289 + a290 + a291 + a292 + a293 + a294 + a295 + a296 + a297 + a298 + a299 + a300 + a301 + a302 + a303 + a304 + a305 + a306 + a307 + a308 + a309 + a310 + a311 + a312 + a313 + a314 + a315 + a316 + a317 + a318 + a319 + a320 + a321 + a322 + a323 + a324 + a325 + a326 + a327 + a328 + a329 + a330 + a331 + a332 + a333 + a334 + a335 + a336 + a337 + a338 + a339 + a340 + a341 + a342 + a343 + a344 + a345 + a346 + a347 + a348 + a349 + a350 + a351 + a352 + a353 + a354 + a355 + a356 + a357 + a358 + a359 + a360 + a361 + a362 + a363 + a364 + a365 + a366 + a367 + a368 + a369 + a370 + a371 + a372 + a373 + a374 + a375 + a376 + a377 + a378 + a379 + a380 + a381 + a382 + a383 + a384 + a385 + a386 + a387 + a388 + a389 + a390 + a391 + a392 + a393 + a394 + a395 + a396 + a397 + a398 + a399 + a400 + a401 + a402 + a403 + a404 + a405 + a406 + a407 + a408 + a409 + a410 + a411 + a412 + a413 + a414 + a415 + a416 + a417 + a418 + a419 + a420 + a421 + a422 + a423 + a424 + a425 + a426 + a427 + a428 + a429 + a430 + a431 + a432 + a433 + a434 + a435 + a436 + a437 + a438 + a439 + a440 + a441 + a442 + a443 + a444 + a445 + a446 + a447 + a448 + a449 + a450 + a451 + a452 + a453 + a454 + a455 + a456 + a457 + a458 + a459 + a460 + a461 + a462 + a463 + a464 + a465 + a466 + a467 + a468 + a469 + a470 + a471 + a472 + a473 + a474 + a475 + a476 + a477 + a478 + a479 + a480 + a481 + a482 + a483 + a484 + a485 + a486 + a487 + a488 + a489 + a490 + a491 + a492 + a493 + a494 + a495 + a496 + a497 + a498 + a499 + a500 + a501 + a502 + a503 + a504 + a505 + a506 + a507 + a508 + a509 + a510 + a511 + a512 + a513 + a514 + a515 + a516 + a517 + a518 + a519 + a520 + a521 + a522 + a523 + a524 + a525 + a526 + a527 + a528 + a529 + a530 + a531 + a532 + a533 + a534 + a535 + a536 + a537 + a538 + a539 + a540 + a541 + a542 + a543 + a544 + a545 + a546 + a547 + a548 + a549 + a550 + a551 + a552 + a553 + a554 + a555 + a556 + a557 + a558 + a559 + a560 + a561 + a562 + a563 + a564 + a565 + a566 + a567 + a568 + a569 + a570 + a571 + a572 + a573 + a574 + a575 + a576 + a577 + a578 + a579 + a580 + a581 + a582 + a583 + a584 + a585 + a586 + a587 + a588 + a589 + a590 + a591 + a592 + a593 + a594 + a595 + a596 + a597 + a598 + a599 + a600 + a601 + a602 + a603 + a604 + a605 + a606 + a607 + a608 + a609 + a610 + a611 + a612 + a613 + a614 + a615 + a616 + a617 + a618 + a619 + a620 + a621 + a622 + a623 + a624 + a625 + a626 + a627 + a628 + a629 + a630 + a631 + a632 + a633 + a634 + a635 + a636 + a637 + a638 + a639 + a640 + a641 + a642 + a643 + a644 + a645 + a646 + a647 + a648 + a649 + a650 + a651 + a652 + a653 + a654 + a655 + a656 + a657 + a658 + a659 + a660 + a661 + a662 + a663 + a664 + a665 + a666 + a667 + a668 + a669 + a670 + a671 + a672 + a673 + a674 + a675 + a676 + a677 + a678 + a679 + a680 + a681 + a682 + a683 + a684 + a685 + a686 + a687 + a688 + a689 + a690 + a691 + a692 + a693 + a694 + a695 + a696 + a697 + a698 + a699 + a700 + a701 + a702 + a703 + a704 + a705 + a706 + a707 + a708 + a709 + a710 + a711 + a712 + a713 + a714 + a715 + a716 + a717 + a718 + a719 + a720 + a721 + a722 + a723 + a724 + a725 + a726 + a727 + a728 + a729 + a730 + a731 + a732 + a733 + a734 + a735 + a736 + a737 + a738 + a739 + a740 + a741 + a742 + a743 + a744 + a745 + a746 + a747 + a748 + a749 + a750 + a751 + a752 + a753 + a754 + a755 + a756 + a757 + a758 + a759 + a760 + a761 + a762 + a763 + a764 + a765 + a766 + a767 + a768 + a769 + a770 + a771 + a772 + a773 + a774 + a775 + a776 + a777 + a778 + a779 + a780 + a781 + a782 + a783 + a784 + a785 + a786 + a787 + a788 + a789 + a790 + a791 + a792 + a793 + a794 + a795 + a796 + a797 + a798 + a799 + a800 + a801 + a802 + a803 + a804 + a805 + a806 + a807 + a808 + a809 + a810 + a811 + a812 + a813 + a814 + a815 + a816 + a817 + a818 + a819 + a820 + a821 + a822 + a823 + a824 + a825 + a826 + a827 + a828 + a829 + a830 + a831 + a832 + a833 + a834 + a835 + a836 + a837 + a838 + a839 + a840 + a841 + a842 + a843 + a844 + a845 + a846 + a847 + a848 + a849 + a850 + a851 + a852 + a853 + a854 + a855 + a856 + a857 + a858 + a859 + a860 + a861 + a862 + a863 + a864 + a865 + a866 + a867 + a868 + a869 + a870 + a871 + a872 + a873 + a874 + a875 + a876 + a877 + a878 + a879 + a880 + a881 + a882 + a883 + a884 + a885 + a886 + a887 + a888 + a889 + a890 + a891 + a892 + a893 + a894 + a895 + a896 + a897 + a898 + a899 + a900 + a901 + a902 + a903 + a904 + a905 + a906 + a907 + a908 + a909 + a910 + a911 + a912 + a913 + a914 + a915 + a916 + a917 + a918 + a919 + a920 + a921 + a922 + a923 + a924 + a925 + a926 + a927 + a928 + a929 + a930 + a931 + a932 + a933 + a934 + a935 + a936 + a937 + a938 + a939 + a940 + a941 + a942 + a943 + a944 + a945 + a946 + a947 + a948 + a949 + a950 + a951 + a952 + a953 + a954 + a955 + a956 + a957 + a958 + a959 + a960 + a961 + a962 + a963 + a964 + a965 + a966 + a967 + a968 + a969 + a970 + a971 + a972 + a973 + a974 + a975 + a976 + a977 + a978 + a979 + a980 + a981 + a982 + a983 + a984 + a985 + a986 + a987 + a988 + a989 + a990 + a991 + a992 + a993 + a994 + a995 + a996 + a997 + a998 + a999 + a1000 + a1001 + a1002 + a1003 + a1004 + a1005 + a1006 + a1007 + a1008 + a1009 + a1010 + a1011 + a1012 + a1013 + a1014 + a1015 + a1016 + a1017 + a1018 + a1019 + a1020 + a1021 + a1022 + a1023 + a1024 + a1025 + a1026 + a1027 + a1028 + a1029 + a1030 + a1031 + a1032 + a1033 + a1034 + a1035 + a1036 + a1037 + a1038 + a1039 + a1040 + a1041 + a1042 + a1043 + a1044 + a1045 + a1046 + a1047 + a1048 + a1049 + a1050 + a1051 + a1052 + a1053 + a1054 + a1055 + a1056 + a1057 + a1058 + a1059 + a1060 + a1061 + a1062 + a1063 + a1064 + a1065 + a1066 + a1067 + a1068 + a1069 + a1070 + a1071 + a1072 + a1073 + a1074 + a1075 + a1076 + a1077 + a1078 + a1079 + a1080 + a1081 + a1082 + a1083 + a1084 + a1085 + a1086 + a1087 + a1088 + a1089 + a1090 + a1091 + a1092 + a1093 + a1094 + a1095 + a1096 + a1097 + a1098 + a1099 + a1100 + a1101 + a1102 + a1103 + a1104 + a1105 + a1106 + a1107 + a1108 + a1109 + a1110 + a1111 + a1112 + a1113 + a1114 + a1115 + a1116 + a1117 + a1118 + a1119 + a1120 + a1121 + a1122 + a1123 + a1124 + a1125 + a1126 + a1127 + a1128 + a1129 + a1130 + a1131 + a1132 + a1133 + a1134 + a1135 + a1136 + a1137 + a1138 + a1139 + a1140 + a1141 + a1142 + a1143 + a1144 + a1145 + a1146 + a1147 + a1148 + a1149 + a1150 + a1151 + a1152 + a1153 + a1154 + a1155 + a1156 + a1157 + a1158 + a1159 + a1160 + a1161 + a1162 + a1163 + a1164 + a1165 + a1166 + a1167 + a1168 + a1169 + a1170 + a1171 + a1172 + a1173 + a1174 + a1175 + a1176 + a1177 + a1178 + a1179 + a1180 + a1181 + a1182 + a1183 + a1184 + a1185 + a1186 + a1187 + a1188 + a1189 + a1190 + a1191 + a1192 + a1193 + a1194 + a1195 + a1196 + a1197 + a1198 + a1199 + a1200 + a1201 + a1202 + a1203 + a1204 + a1205 + a1206 + a1207 + a1208 + a1209 + a1210 + a1211 + a1212 + a1213 + a1214 + a1215 + a1216 + a1217 + a1218 + a1219 + a1220 + a1221 + a1222 + a1223 + a1224 + a1225 + a1226 + a1227 + a1228 + a1229 + a1230 + a1231 + a1232 + a1233 + a1234 + a1235 + a1236 + a1237 + a1238 + a1239 + a1240 + a1241 + a1242 + a1243 + a1244 + a1245 + a1246 + a1247 + a1248 + a1249 + a1250 + a1251 + a1252 + a1253 + a1254 + a1255 + a1256 + a1257 + a1258 + a1259 + a1260 + a1261 + a1262 + a1263 + a1264 + a1265 + a1266 + a1267 + a1268 + a1269 + a1270 + a1271 + a1272 + a1273 + a1274 + a1275 + a1276 + a1277 + a1278 + a1279 + a1280 + a1281 + a1282 + a1283 + a1284 + a1285 + a1286 + a1287 + a1288 + a1289 + a1290 + a1291 + a1292 + a1293 + a1294 + a1295 + a1296 + a1297 + a1298 + a1299 + a1300 + a1301 + a1302 + a1303 + a1304 + a1305 + a1306 + a1307 + a1308 + a1309 + a1310 + a1311 + a1312 + a1313 + a1314 + a1315 + a1316 + a1317 + a1318 + a1319 + a1320 + a1321 + a1322 + a1323 + a1324 + a1325 + a1326 + a1327 + a1328 + a1329 + a1330 + a1331 + a1332 + a1333 + a1334 + a1335 + a1336 + a1337 + a1338 + a1339 + a1340 + a1341 + a1342 + a1343 + a1344 + a1345 + a1346 + a1347 + a1348 + a1349 + a1350 + a1351 + a1352 + a1353 + a1354 + a1355 + a1356 + a1357 + a1358 + a1359 + a1360 + a1361 + a1362 + a1363 + a1364 + a1365 + a1366 + a1367 + a1368 + a1369 + a1370 + a1371 + a1372 + a1373 + a1374 + a1375 + a1376 + a1377 + a1378 + a1379 + a1380 + a1381 + a1382 + a1383 + a1384 + a1385 + a1386 + a1387 + a1388 + a1389 + a1390 + a1391 + a1392 + a1393 + a1394 + a1395 + a1396 + a1397 + a1398 + a1399 + a1400 + a1401 + a1402 + a1403 + a1404 + a1405 + a1406 + a1407 + a1408 + a1409 + a1410 + a1411 + a1412 + a1413 + a1414 + a1415 + a1416 + a1417 + a1418 + a1419 + a1420 + a1421 + a1422 + a1423 + a1424 + a1425 + a1426 + a1427 + a1428 + a1429 + a1430 + a1431 + a1432 + a1433 + a1434 + a1435 + a1436 + a1437 + a1438 + a1439 + a1440 + a1441 + a1442 + a1443 + a1444 + a1445 + a1446 + a1447 + a1448 + a1449 + a1450 + a1451 + a1452 + a1453 + a1454 + a1455 + a1456 + a1457 + a1458 + a1459 + a1460 + a1461 + a1462 + a1463 + a1464 + a1465 + a1466 + a1467 + a1468 + a1469 + a1470 + a1471 + a1472 + a1473 + a1474 + a1475 + a1476 + a1477 + a1478 + a1479 + a1480 + a1481 + a1482 + a1483 + a1484 + a1485 + a1486 + a1487 + a1488 + a1489 + a1490 + a1491 + a1492 + a1493 + a1494 + a1495 + a1496 + a1497 + a1498 + a1499 + a1500 + a1501 + a1502 + a1503 + a1504 + a1505 + a1506 + a1507 + a1508 + a1509 + a1510 + a1511 + a1512 + a1513 + a1514 + a1515 + a1516 + a1517 + a1518 + a1519 + a1520 + a1521 + a1522 + a1523 + a1524 + a1525 + a1526 + a1527 + a1528 + a1529 + a1530 + a1531 + a1532 + a1533 + a1534 + a1535 + a1536 + a1537 + a1538 + a1539 + a1540 + a1541 + a1542 + a1543 + a1544 + a1545 + a1546 + a1547 + a1548 + a1549 + a1550 + a1551 + a1552 + a1553 + a1554 + a1555 + a1556 + a1557 + a1558 + a1559 + a1560 + a1561 + a1562 + a1563 + a1564 + a1565 + a1566 + a1567 + a1568 + a1569 + a1570 + a1571 + a1572 + a1573 + a1574 + a1575 + a1576 + a1577 + a1578 + a1579 + a1580 + a1581 + a1582 + a1583 + a1584 + a1585 + a1586 + a1587 + a1588 + a1589 + a1590 + a1591 + a1592 + a1593 + a1594 + a1595 + a1596 + a1597 + a1598 + a1599 + a1600 + a1601 + a1602 + a1603 + a1604 + a1605 + a1606 + a1607 + a1608 + a1609 + a1610 + a1611 + a1612 + a1613 + a1614 + a1615 + a1616 + a1617 + a1618 + a1619 + a1620 + a1621 + a1622 + a1623 + a1624 + a1625 + a1626 + a1627 + a1628 + a1629 + a1630 + a1631 + a1632 + a1633 + a1634 + a1635 + a1636 + a1637 + a1638 + a1639 + a1640 + a1641 + a1642 + a1643 + a1644 + a1645 + a1646 + a1647 + a1648 + a1649 + a1650 + a1651 + a1652 + a1653 + a1654 + a1655 + a1656 + a1657 + a1658 + a1659 + a1660 + a1661 + a1662 + a1663 + a1664 + a1665 + a1666 + a1667 + a1668 + a1669 + a1670 + a1671 + a1672 + a1673 + a1674 + a1675 + a1676 + a1677 + a1678 + a1679 + a1680 + a1681 + a1682 + a1683 + a1684 + a1685 + a1686 + a1687 + a1688 + a1689 + a1690 + a1691 + a1692 + a1693 + a1694 + a1695 + a1696 + a1697 + a1698 + a1699 + a1700 + a1701 + a1702 + a1703 + a1704 + a1705 + a1706 + a1707 + a1708 + a1709 + a1710 + a1711 + a1712 + a1713 + a1714 + a1715 + a1716 + a1717 + a1718 + a1719 + a1720 + a1721 + a1722 + a1723 + a1724 + a1725 + a1726 + a1727 + a1728 + a1729 + a1730 + a1731 + a1732 + a1733 + a1734 + a1735 + a1736 + a1737 + a1738 + a1739 + a1740 + a1741 + a1742 + a1743 + a1744 + a1745 + a1746 + a1747 + a1748 + a1749 + a1750 + a1751 + a1752 + a1753 + a1754 + a1755 + a1756 + a1757 + a1758 + a1759 + a1760 + a1761 + a1762 + a1763 + a1764 + a1765 + a1766 + a1767 + a1768 + a1769 + a1770 + a1771 + a1772 + a1773 + a1774 + a1775 + a1776 + a1777 + a1778 + a1779 + a1780 + a1781 + a1782 + a1783 + a1784 + a1785 + a1786 + a1787 + a1788 + a1789 + a1790 + a1791 + a1792 + a1793 + a1794 + a1795 + a1796 + a1797 + a1798 + a1799 + a1800 + a1801 + a1802 + a1803 + a1804 + a1805 + a1806 + a1807 + a1808 + a1809 + a1810 + a1811 + a1812 + a1813 + a1814 + a1815 + a1816 + a1817 + a1818 + a1819 + a1820 + a1821 + a1822 + a1823 + a1824 + a1825 + a1826 + a1827 + a1828 + a1829 + a1830 + a1831 + a1832 + a1833 + a1834 + a1835 + a1836 + a1837 + a1838 + a1839 + a1840 + a1841 + a1842 + a1843 + a1844 + a1845 + a1846 + a1847 + a1848 + a1849 + a1850 + a1851 + a1852 + a1853 + a1854 + a1855 + a1856 + a1857 + a1858 + a1859 + a1860 + a1861 + a1862 + a1863 + a1864 + a1865 + a1866 + a1867 + a1868 + a1869 + a1870 + a1871 + a1872 + a1873 + a1874 + a1875 + a1876 + a1877 + a1878 + a1879 + a1880 + a1881 + a1882 + a1883 + a1884 + a1885 + a1886 + a1887 + a1888 + a1889 + a1890 + a1891 + a1892 + a1893 + a1894 + a1895 + a1896 + a1897 + a1898 + a1899 + a1900 + a1901 + a1902 + a1903 + a1904 + a1905 + a1906 + a1907 + a1908 + a1909 + a1910 + a1911 + a1912 + a1913 + a1914 + a1915 + a1916 + a1917 + a1918 + a1919 + a1920 + a1921 + a1922 + a1923 + a1924 + a1925 + a1926 + a1927 + a1928 + a1929 + a1930 + a1931 + a1932 + a1933 + a1934 + a1935 + a1936 + a1937 + a1938 + a1939 + a1940 + a1941 + a1942 + a1943 + a1944 + a1945 + a1946 + a1947 + a1948 + a1949 + a1950 + a1951 + a1952 + a1953 + a1954 + a1955 + a1956 + a1957 + a1958 + a1959 + a1960 + a1961 + a1962 + a1963 + a1964 + a1965 + a1966 + a1967 + a1968 + a1969 + a1970 + a1971 + a1972 + a1973 + a1974 + a1975 + a1976 + a1977 + a1978 + a1979 + a1980 + a1981 + a1982 + a1983 + a1984 + a1985 + a1986 + a1987 + a1988 + a1989 + a1990 + a1991 + a1992 + a1993 + a1994 + a1995 + a1996 + a1997 + a1998 + a1999 + a2000 + a2001 + a2002 + a2003 + a2004 + a2005 + a2006 + a2007 + a2008 + a2009 + a2010 + a2011 + a2012 + a2013 + a2014 + a2015 + a2016 + a2017 + a2018 + a2019 + a2020 + a2021 + a2022 + a2023 + a2024 + a2025 + a2026 + a2027 + a2028 + a2029 + a2030 + a2031 + a2032 + a2033 + a2034 + a2035 + a2036 + a2037 + a2038 + a2039 + a2040 + a2041 + a2042 + a2043 + a2044 + a2045 + a2046 + a2047 + a2048 + a2049 + a2050 + a2051 + a2052 + a2053 + a2054 + a2055 + a2056 + a2057 + a2058 + a2059 + a2060 + a2061 + a2062 + a2063 + a2064 + a2065 + a2066 + a2067 + a2068 + a2069 + a2070 + a2071 + a2072 + a2073 + a2074 + a2075 + a2076 + a2077 + a2078 + a2079 + a2080 + a2081 + a2082 + a2083 + a2084 + a2085 + a2086 + a2087 + a2088 + a2089 + a2090 + a2091 + a2092 + a2093 + a2094 + a2095 + a2096 + a2097 + a2098 + a2099 + a2100 + a2101 + a2102 + a2103 + a2104 + a2105 + a2106 + a2107 + a2108 + a2109 + a2110 + a2111 + a2112 + a2113 + a2114 + a2115 + a2116 + a2117 + a2118 + a2119 + a2120 + a2121 + a2122 + a2123 + a2124 + a2125 + a2126 + a2127 + a2128 + a2129 + a2130 + a2131 + a2132 + a2133 + a2134 + a2135 + a2136 + a2137 + a2138 + a2139 + a2140 + a2141 + a2142 + a2143 + a2144 + a2145 + a2146 + a2147 + a2148 + a2149 + a2150 + a2151 + a2152 + a2153 + a2154 + a2155 + a2156 + a2157 + a2158 + a2159 + a2160 + a2161 + a2162 + a2163 + a2164 + a2	

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)									
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Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	PU (BGR)
Participant PIC:	999848259

A.1 Employees A.2 + A.3 National persons under direct contract and seconded persons	A.4 SME owners	A.5 Volunteers	A.6 [Category name]	A.7 [Category name]	B. Subcontracting costs	C. Purchase costs						D. Other cost categories						E. Indirect costs	Total
						C.1 Travel and subsistence	C.1 Travel	C.1 Accommodation	C.2 Subsistence	C.2 Equipment	C.3 Other govt work and services	D.1 Financial support to third parties	D.2 [Category name]	D.3 [Category name]	D.4 [Category name]	D.5 [Category name]	D.6 [Category name]		
a1 + a2	a3	a4	a5	a6	b	c1	c1a	c1b	c1c	c2	c3	d1	d2	d3	d4	d5	d6	n = flat-rate * (a1 + a2 + a3 + a4 + a5 + a6 + c1a + c1b + c1c + c2 + c3 + d1 + d2 + d3 + d4 + d5 + d6)	
73,340.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00		0.00	0.00	0.00	120,000.00	0.00			0.00	0.00	14,478.80	221,318.80

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)																				
Project number:	SEP-210843019																			
Project acronym:	SusRAT																			
Participant short name:	PU (BGR)																			
Participant PIC:	999848259																			
CONSOLIDATED COSTS PER PARTICIPANT																				
COSTS																				
	A.1 Employees A.2 + A.3 Natural persons under direct contract and seconded persons	A.4 SME owners	A.5 Volunteers	A.6 [Category name]	A.7 [Category name]	B. Subcontracting costs	C. Purchase costs					D. Other cost categories						E. Indirect costs	Total	
							C.1 Travel and subsistence	C.1 Travel	C.1 Accommodation	C.1 Subsistence	C.2 Equipment	C.3 Other goods, work and services	D.1 Financial support to third parties	D.2 [Category name]	D.3 [Category name]	D.4 [Category name]	D.5 [Category name]			D.6 [Category name]
							a1 + a2	a3	a4	a5	a6	b	c1	c1a	c1b	c1c	c2			c3
	70,940.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00	0.00	0.00	0.00	0.00	0.00	17,110.80	261,550.80

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)

Project number:	SEP-210843019
Project acronym:	SusRAT
Participant short name:	PU (BGR)
Participant PIC:	999848259

CONSOLIDATED COSTS PER PARTICIPANT	
COSTS	

	A.1 Employees A.2 + A.3 Natural persons under direct contract and seconded persons	A.4 SHE owners	A.5 Volunteers	A.6 [Category name]	A.7 [Category name]	B. Subcontracting costs	C. Purchase costs						D. Other cost categories						E. Indirect costs	Total
							C.1 Travel and subsistence	C.1 Travel	C.1 Accommodation	C.1 Subsistence	C.2 Equipment	C.3 Other goods and services	D.1 Financial support to third parties	D.2 [Category name]	D.3 [Category name]	D.4 [Category name]	D.5 [Category name]	D.6 [Category name]		
	a1 + a2	a3	a4	a5	a6	b	c1	c2a	c2b	c2c	c2d	c3	d1	d2	d3	d4	d5	d6	e = flat-rate * (a1 + a2 + a3 + a4 + b) + c1 + c2a + c2b + c2c + c2d + d1 + d2 + d3 + d4 + d5 + d6	
	70,940.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	80,000.00	0.00	0.00	0.00	0.00	0.00	11,510.80	175,950.80

EU GRANTS DETAILED BUDGET TABLE (ACTION GRANTS)																				
Project number:		SEP-210843019																		
Project acronym:		SusRAT																		
CONSOLIDATED COSTS PER PARTICIPANT																				
PROJECT COSTS PER WORK PACKAGE																				
	A.1 Employees A.2 + A.3 Natural persons under direct contract and seconded	A.4 SME owners	A.5 Volunteers	A.4 SME owners without salary and natural person beneficiaries	A.5 Volunteers	B. Subcontracting costs	C.1 Travel and subsistence	C.1 Travel	C.1 Accommodation	C.1 Subsistence	C.2 Equipment	C.3 Other goods, work and services	D.1 Financial support to third parties	C3. Other goods, work and services	D.1. Financial support to third parties	D.2 [Category name]	D.3 [Category name]	D.4 [Category name]	E. Indirect costs	Total
	a1 + a2	a3	a4	a5	a6	b	c1	c1a	c1b	c1c	c2	c3	d1	d2	d3	d4	d5	d6	$e = \text{flat-rate} * (a1 + a2 + a3 + a4 + a5 + b + c1 + c1a + c1b + c1c + c2 + c3 + d1 + d2 + d3 + d4 + d5 + d6)$	
PARTICIPANT KU (TUS)																				
TOTAL COSTS PARTICIPANT (Proposed Share)	70,940.00	0.00	0.00	0.00	0.00	33,500.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00	0.00	0.00	0.00	0.00	0.00	18,510.80	282,950.80
TOTAL COSTS PARTICIPANT (Grant Preparation Share)	70,940.00	0.00	0.00	0.00	0.00	33,500.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00	0.00	0.00	0.00	0.00	0.00	18,510.80	282,950.80
PARTICIPANT ISEI (BGR)																				
TOTAL COSTS PARTICIPANT (Proposed Share)	73,340.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00	0.00	0.00	0.00	0.00	0.00	14,478.80	221,318.80
TOTAL COSTS PARTICIPANT (Grant Preparation Share)	73,340.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00	0.00	0.00	0.00	0.00	0.00	14,478.80	221,318.80
PARTICIPANT GE (GRE)																				
TOTAL COSTS PARTICIPANT (Proposed Share)	73,340.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00	0.00	0.00	0.00	0.00	0.00	14,478.80	221,318.80
TOTAL COSTS PARTICIPANT (Grant Preparation Share)	73,340.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00	0.00	0.00	0.00	0.00	0.00	14,478.80	221,318.80
PARTICIPANT BOAC (DOU)																				
TOTAL COSTS PARTICIPANT (Proposed Share)	70,940.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00	0.00	0.00	0.00	0.00	0.00	17,110.80	261,550.80
TOTAL COSTS PARTICIPANT (Grant Preparation Share)	70,940.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	160,000.00	0.00	0.00	0.00	0.00	0.00	17,110.80	261,550.80
PARTICIPANT CEEIM (ESP)																				
TOTAL COSTS PARTICIPANT (Proposed Share)	70,940.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	80,000.00	0.00	0.00	0.00	0.00	0.00	11,510.80	175,950.80
TOTAL COSTS PARTICIPANT (Grant Preparation Share)	70,940.00	0.00	0.00	0.00	0.00	13,500.00	0.00	0.00	0.00	0.00	0.00	0.00	80,000.00	0.00	0.00	0.00	0.00	0.00	11,510.80	175,950.80
TOTAL COSTS ALL PARTICIPANTS (Proposed Share)	359,500.00	0.00	0.00	0.00	0.00	87,500.00	0.00	0.00	0.00	0.00	0.00	0.00	640,000.00	0.00	0.00	0.00	0.00	0.00	76,090.00	1,163,090.00
TOTAL COSTS ALL PARTICIPANTS (Grant Preparation Share)	359,500.00	0.00	0.00	0.00	0.00	87,500.00	0.00	0.00	0.00	0.00	0.00	0.00	640,000.00	0.00	0.00	0.00	0.00	0.00	76,090.00	1,163,090.00



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About me:

My academic works and research interests include historical and contemporary political, environmental, and energy issues of the former Soviet Union, especially the Caucasus and Central Asia. I have worked in fieldworks and projects on the political economy of water, electricity, and natural resources, sustainable and competitive tourism development, and strategic planning.

WORK EXPERIENCE

1 MAR 2018 – CURRENT – Nevşehir, Turkey
PROFESSOR – CAPPADOCIA UNIVERSITY

Burak is an Associate Professor at the Faculty of Economics, Administrative and Social Sciences, Department of Political Science and International Relations since March 2018.

19 NOV 2009 – 1 MAR 2018 – Ankara, Turkey
SPECIALIST – CENTRAL BANK OF THE REPUBLIC OF TURKEY

Burak worked at the Central Bank of the Republic of Turkey as a Central Bank Specialist on communications and strategic planning.

1 JUN 2021 – CURRENT – New York, United States
PROJECT FELLOW – WORLD ECONOMIC FORUM

Burak works in Data for Destinations Project as a fellow. The outcome of the project is the publication of a policy paper known as "White Paper" on the relationship between sustainability and competitiveness with a special focus on Turkey.

DEC 2019 – CURRENT – Nevşehir, Turkey
EDITOR-IN-CHIEF – CAPPADOCIA JOURNAL OF AREA STUDIES

Cappadocia Journal of Area Studies (CJAS) is a peer-reviewed academic journal published semi-annually by Cappadocia University, Center for Social and Strategic Research. *CJAS* publishes fully open access scholarly material and data and is indexed by DOAJ.

DEC 2018 – CURRENT – Nevşehir, Turkey
DIRECTOR – CENTER FOR SOCIAL AND STRATEGIC STUDIES

The Social and Strategic Studies Center of the Cappadocia University was established in 2018 to conduct interdisciplinary research on strategic fields and to offer long-term policy recommendations.

● EDUCATION AND TRAINING

15 SEP 2012 – 21 MAR 2018 – Orta Doğu Teknik Üniversitesi, Cankaya, Ankara, Turkey
PHD – Middle East Technical University

www.metu.edu.tr

15 SEP 2007 – 27 SEP 2010 – İhsan Doğramacı Bilkent Üniversitesi, Üniversiteler Mahallesi Cankaya, Ankara, Turkey
MASTER OF ARTS IN INTERNATIONAL RELATIONS – Bilkent University

www.bilkent.edu.tr

15 SEP 2003 – 15 JUN 2007 – Ankara Üniversitesi Siyasal Bilgiler Fakültesi, Cebeci Cankaya, Ankara, Turkey
BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION – Ankara University

www.ankara.edu.tr

● PUBLICATIONS

Participatory Attitudes and Electoral Behavior of Young People: The Cases of Turkey and Bulgaria

Acta Politologica, vol. 13, no. 3

https://doi.org/10.14712/1803-8220/2_2021 – 2021

This research explores and compares basic indicators regarding the participation of young people in political processes in Turkey and Bulgaria between 2011 and 2016. The data used are derived from the Comparative Study of Electoral Systems database. The results of the secondary processing of the quantitative data are comparatively analyzed. This paper shows that the youth of Turkey and Bulgaria had some similarities regarding their attitudes toward civic participation but also significant differences. The economic performances of governments shown to be a factor regarding support for ruling parties. However, in the case of Bulgaria, other factors played more significant roles in this respect during the examined period.

International competitiveness of Turkish tourism industry: An overview of Turkey in the Travel and Tourism Competitiveness Report of the World Economic Forum

Cappadocia Journal of Area Studies, vol. 3, no. 1

<http://dx.doi.org/10.38154/cjas.2> – 2021

The tourism strategy of Turkey for the year 2023 focuses on sustainable tourism and international competitiveness of the Turkish tourism industry among other policy objectives such as promotion, transportation infrastructure, employment in the tourism sector, product diversification, new source markets, accommodation capacity and quality. In 2017, Turkey ranked 44th in the Travel and Tourism Competitiveness Index (TTCI) compiled by the World Economic Forum. Although Turkey improved to rank 43rd in 2019, the current position of Turkey in the TTCI does not reflect international tourism demand for Turkey, which ranks 6th among all national destinations globally. Increasing Turkey's competitiveness in international tourism especially in the Mediterranean Basin will help Turkey reach its 2023 tourism goals. Based on the data and rankings in the 2019 version of the TTCI, this study analyzes Turkey's tourism competitiveness and presents findings for the development of the competitiveness of the Turkish tourism industry.

The History of the Civil War in Tajikistan: Iraj Bashiri, Boston, MA: Academic Studies Press, 2020, 336pp., \$119.00 h/b.

Europe-Asia Studies, vol. 73, no. 7

<https://doi.org/10.1080/09668136.2021.1951018> – 2020

Hakikat Sonrası: Siyaset, Felsefe, Medya, Uluslararası İlişkiler, Publisher: Nika

<https://nikayayinevi.com.tr/productinfo.php?pids=68&padi=hakikat-sonrasi-siyaset-felsefe-medya-uluslararasi-iliskiler&#productCapa> – 2020

Teknolojik ve bilimsel ilerlemeler ile birlikte doğaya karşı mücadelelerinde üstünlük elde eden toplumlar, on dokuzuncu yüzyılın sonlarından itibaren büyük ve artan bir iştahla büyük nehirlerin sularını devasa tarım projeleri için uçsuz bucaksız tarlalara yönlendirilmeye ve elektrik enerjisi üretmek için baraj göllerinde biriktirmeye başladılar. Günümüzde mevcut barajların büyük çoğunluğu, tarımsal üretimi desteklemeye yönelik sulama amaçlı projelere hizmet vermektedir. Yapılan tahminler tarımsal faaliyetin dünya genelinde tatlı su kaynaklarının ortalama yüzde 70'ini kullandığına işaret etmektedir (FAO 2016; World Bank 2017). Tatlı suyun birincil kaynağı ise akarsulardır. Yeryüzündeki 300'e yakın akarsu havzasının iki veya daha fazla ülke tarafından paylaşılmakta olduğu, dünya nüfusunun yaklaşık yüzde 42'sinin sınır aşan nehir havzalarında yaşadığı (GEF/TWAP 2016) göz önünde bulundurulduğunda su ve gıda konusunun uluslararası boyutu olan ve büyük bir insan nüfusunu ilgilendiren önemli bir konu olduğu değerlendirilebilir. Buradan hareketle, su ve tarımsal üretim ile ilgili şeffaf, güncel ve doğru verilerin üretilmesinin, siyaset kurumunun bu konularda izlediği ve izleyeceği politikalar üzerinde belirleyici olduğunu öne sürmek yanlış olmayacaktır. Diğer taraftan doğal çevre ve insan hayatı üzerinde kritik öneme sahip olan su, gıda, tarım konularının ve bu konularla ilgili verilerin geçmişte ve günümüzde siyasi amaçlarla kullanıldığı, bu durumun ise geri dönülmez neticeler doğurduğu örneklerle rastlanmaktadır.

Tourism Development in Post-Soviet Nations. From Communism to Capitalism Susan L. Slocum & Valeria Klitsounova (eds), Cham: Palgrave Macmillan, 2020, xviii + 226pp., £99.99 h/b.

Europe-Asia Studies, vol. 72, no. 10

<https://doi.org/10.1080/09668136.2020.1847884> – 2020

Turkey's renewable energy trade relations with Europe: The role of institutions and the energy market

Energy & Environment, vol. 32, no. 7

<https://doi.org/10.1177/0958305X20977298> – 2020

Globally, the level of electricity grid interconnectedness between neighboring countries varies depending on the level of regional cooperation enabled by institutions. As suggested by previous research, in transboundary river basins, this variation affects the environment and the management of transboundary waters. In regions where all electricity utilities are connected and function at a synchronized frequency, and where integrated electricity market mechanisms function, the stress on the shared water resources tends to be less. Turkey shares river basins and power transmission lines in Europe both with the members of the European Union (EU) and with non-member states. The aim of this paper is to contribute to the literature on the geopolitics of renewable energy by comparing the level of Turkey's electricity trade integrity with its EU-member European neighbors and with its non-EU-member neighbors and discuss the potential impacts of the transboundary electricity trade on the environment and the shared water resources. The main argument in this paper is that the higher level of electricity trade between Turkey and its EU-member neighbors is facilitated and boosted by Turkey's membership to the European Network of Transmission System Operators for Electricity (ENTSO-E). The higher level of electricity interconnection leads to a higher level of cooperation in water and environment issues in the shared river basins between Turkey and Europe through the facilitating role of established institutions.

Management of Transboundary Rivers: Regional Electricity Trade in the Aral and the Kura-Araks River Basins

Bilig, vol. 95

<https://doi.org/10.12995/bilig.9510> – 2020

Transboundary river basin management problems have been on top of the agenda of Central Asian politics, especially after the dissolution of the Soviet Union. This issue area has been given priority in the global political-environmental debates since the emergence of the Aral Sea problem during the Soviet era. In contrast, the environmental issues regarding the Kura-Araks river basin were relatively less discussed in the literature and thus have been paid less attention in the global political -environmental debates. This paper compares the environmental and economic issue areas of the water management and hydroelectricity generation in the Kura-Araks river basin and the Aral Sea basin and recommends solutions based on dyad-level regional electricity trade schemes based on regional cooperation models.

Küresel Politikalar ve Bölgesel Dönüşümler, Publisher: Nobel Akademik Yayıncılık

https://www.nobelyayin.com/kuresel-politikalar-ve-bolgesel-donusumler_16289.html – 2020

Bağımsızlığın ardından geçen çeyrek asırda Merkezî Asya siyaseti ile ilgili en belirleyici unsur, bu ülkelerde demokratik yollardan rejim ve iktidar değişikliklerinin sık gerçekleşmiyor olmasıydı. 1990'larda Tacikistan bağımsızlık sonrası dönemde yaşadığı iç savaş sırasında hızlı bir siyasi dönüşüm sürecinin ardından kırılgan bir istikrara kavuşmuştu. 2000'li yılların ortalarına gelindiğinde Kırgızistan'da yaşanan iki devrim hem rejimi hem de devlet başkanlarını değiştirmişti. 2010'lu yıllarda ise, Türkmenistan ve Özbekistan'da iktidar değişimleri, mevcut devlet başkanının vefatlarının ardından, kapalı bir sistem içinde gerçekleşmiş, Kazakistan'da ise mevcut devlet başkanı hayattayken iktidarı kendi rızası ile kendine yakın gördüğü bir siyasetçiye devretmişti. Bu bölüm, Merkezî Asya'da bağımsızlıktan sonraki 30 yıl içinde gerçekleşen iktidar değişikliklerinin süreç ve yöntemlerini, liderlik yapılarını analiz ederek tarihsel bağlam içinde incelemektedir. Bu bölümde öne sürülen temel düşünce, Merkezî Asya'da yaşanan iktidar değişikliklerinin her birinin kendisinden önce yaşanan değişim süreçlerinden etkilendiğidir. Bu etkilenmeler sonucunda bölge ülkelerindeki iktidar değişim süreçlerinde farklı yaklaşımlar ve yöntemler denendiği ve benimsendiği görülmektedir.

English School approach to the Turkish National Struggle: Expansion of International Society and the Revolt against the West

TYB Akademi, vol. 27

<https://www.tyb.org.tr/milli-mucadeleye-ingiliz-okulu-yaklasimi-uluslararası-toplumun-genislemesi-ve-batiya--41947h.htm> – 2019

The Turkish national struggle (1919-1923), a crucial milestone in Turkish history, has been a widely covered topic in the literature. The existing literature assesses the subject from particular aspects such as the historical, economic, humanitarian, and military-strategic dimensions of the Turkish national struggle. On the other hand, the Turkish national struggle was not scrutinized with respect to international politics and within the framework of the theories of International Relations discipline. This article evaluates the Turkish national struggle from the point of view of the English International Relations School and its conceptualizations of the expansion of the international society and the revolt against the West. According to the scholars of the English School, the Turkish national struggle is among crucial turning points in world history if one considers the process of the expansion of the international society. The aim of this article is to answer the research question: What role did the Turkish national struggle play in the process of acceptance of Turkey to the international society as a nation-state.

Türkiye-Rusya İlişkilerinde Enerji

Cappadocia University Press, ISBN: 978-605-80721-0-7

<https://hdl.handle.net/20.500.12695/193> – 2019

Bu çalışma, 26-28 Eylül 2018 tarihleri arasında Kapadokya Üniversitesinin Mustafapaşa yerleşkesinde Ankara Politikalar Merkezi (APM), Rusya Stratejik Araştırmalar Enstitüsü (Ros- siyskiy İnstitut Strategičeskih İssledovaniy – RiSi) ve Kapadokya Üniversitesi (KÜN) işbirliği ile gerçekleştirilen çalıştayın notlarının derlenmesi ile hazırlanmıştır. Çalıştay, Türkiye ile Rusya arasındaki ilişkiler çerçevesinde, Türkiye, Rusya ve Ortadoğu'da enerji alanında işbirlikleri, sorun alanları, güncel meseleler ve geleceğe dair değerlendirmeler üzerine kurulu konuşma ve sunumlardan oluşmuştur. Özellikle son yıllarda, Arap Baharını takip eden süreçte Türkiye'yi de içine alan ve Rusya dâhil dünyadaki tüm ülkeleri ilgilendiren Ortadoğu bölgesinde yaşanan gelişmeler, siyasi krizler ve savaşlar, bu bölgede enerji meselelerinin önemini artırdı. Bölgenin geleceğinin belirlenmesinde, Rusya ve Türkiye arasında yaşanan diplomatik ve siyasi krizlerin ardından hızla gelişen ikili ilişkilerin ve iş birliği ortamının etkisinin büyük olacağı şüphesizdir.

Declining Global Energy Prices and Challenges for the Sustainability of Azerbaijan's Development and Energy Policy

Study Series on Public Policy Issues, Publisher: Eurasia Partnership Foundation

http://crrc.az/wp-content/uploads/2014/12/StudySeriesOnPublicPolicyIssues_EPF_CRRCAz_Baku2018.pdf – 2018

This paper is based on the research question of whether the energy-dependent structure of Azerbaijan's economy is sustainable and resilient enough to cope with the challenges of declining global energy prices, following on from the global economic crisis in 2008-10. The paper focuses on the volatility of oil prices, as well as the 'resource curse' and the 'rentier state' theoretical approaches, and investigates the impacts of oil dependency on the sustainable economic development of the Azerbaijani economy. In this paper, statistical data is combined with qualitative research methods in order to seek a satisfying answer to the research question and to suggest policy recommendations.

Perceptions, vol. 22, no. 1

http://sam.gov.tr/pdf/perceptions/Volume-XXII/Spring-2017/4_perceptions_Spring-20171-49-90-1.pdf – 2017

After the collapse of the Soviet Union, Uzbekistan chose an original path of economic development policy. Known as the Uzbek model, these policies helped the Uzbek economy survive at least two economic crises over the last two decades. In terms of various macroeconomic indicators, the Uzbek economy outperformed similar countries. This paper divides the post-independence economic policies of the Uzbek leadership into three periods according to various definitive characteristics, and argues that the original path of the Uzbek model has been one of the key factors for the performance of the Uzbek economy. Over the last 25 years, the main motivation behind the occasional changes in the political and economic preferences of the Uzbek leadership has been the pursuit of independence. In its quarter century of economic policies, Uzbekistan's economy has achieved considerable success and has had various opportunities. It is a matter of policy choices to translate this promising outlook into solid and sustainable economic growth.

Development of Hydropower Sector and Its Impact on Energy-Environment Nexus in Central Asia

Eurasian Research Institute (ERI), ISBN: 978-601-7805-11-1

<https://www.eurasian-research.org/publication/development-of-hydropower-sector-and-its-impact-on-energy-environment-nexus-in-central-asia/> – 2017

This report is the final outcome of a comprehensive desk study and a field research on the environment and energy nexus in Central Asia. This final report seeks to produce recommendations based on experiences and needs of the people of the region, supported by a fieldwork and in cooperation with the partners from inside the region. This report is composed of seven sections. After the first introductory section, the second section summarizes the scope and objective, and the third puts the research question and the methodology. The fourth section gives a summary of the approaches in the literature that assess environment and energy issues, including the nexus approach, and the interrelationship between the nexus and politics and economics. The fifth section outlines the major problems in Central Asia that can be assessed through the lenses of environment-energy nexus. Then, the sixth section explores the main approaches to address these problems on three levels, which are state-level, regional level, and international level. Finally, the seventh section provides a short conclusion and some policy recommendations for the stakeholders.

Hydroelectricity Aspect of the Uzbek – Kyrgyz Water Dispute in the Syr Darya Basin

Energy and Diplomacy, vol. 3

<https://www.academia.edu/20072978/>

[Hydroelectricity Aspect of the Uzbek Kyrgyz Water Dispute in the Syr Darya Basin](#) – 2015

Hydroelectricity has always been a challenging issue for Central Asia since independence. Especially high amounts of water demand for the traditional cotton production in Uzbekistan has long made water one of the most valuable yet disputable natural resources in the region, along with hydrocarbon resources. This paper deals with the hydroelectricity in the Naryn River basin, shared by Kyrgyzstan and Uzbekistan, and argues that the current status of the Soviet era electricity institutions, such as the Central Asian Power System, and infrastructure do not fully meet the demand of the basin countries, neither in terms of electricity, nor in terms of irrigation. Although the hydroelectricity-irrigation dispute can be technically solved by the completion of the Kambarata-1 project on the upper Naryn basin, mutual trust and cooperation among the basin countries are vital for a sustainable, effective and integrated energy system and market to be established in the region. Especially for the economic development of Kyrgyzstan, the accomplishment of the planned hydroelectricity projects and exporting electricity to the high-demand markets like China, Afghanistan and Pakistan in the south and east besides Central Asia is an important alternative. The support of third parties, such as the US or China is essential in this process.

Natural resource policies and standard of living in Kazakhstan

Central Asian Survey, vol. 34, no. 2

<https://doi.org/10.1080/02634937.2014.987970> – 2015

This paper evaluates Kazakhstan's natural resource policies and their impact on the standard of living of the Kazakhstan population within the framework of three determinative factors: globalization and international markets; Soviet legacy and 'resource nationalism'; and Nursultan Nazarbayev and his authoritarian leadership. It argues that natural resource policies of Kazakhstan failed to improve the living standards of the majority of people in Kazakhstan, especially the poor and those living in oil-producing and rural areas, despite increasing oil prices and revenues. The argument will be supported with an analysis of Kazakhstan's oil wealth distribution in light of global initiatives as well as with evidence derived from official reports and statistical data to find out whether Nazarbayev's widely discussed 'resource nationalism' is 'nationalistic' enough to favour the whole nation.

Publisher: Ötüken Neşriyat, ISBN: 978-975-437-981-5

<https://www.otuken.com.tr/halil-burak-sakal-baska-bir-dunya-savasi> – 2013

Birinci Dünya Savaşı'nın ardından yaşanan Şubat ve Ekim devrimleri, Rus İmparatorluğu yönetiminde yaşayan halklara kendi topraklarının yönetiminde söz sahibi olma umudu vermişti. Devrimlerin heyecanıyla 1920'lerde halklarının özgürlüğü ve kendi kaderini tayin hakkı için çaba sarf eden Türkistan aydınlarının Stalin iktidarında yirmi yıldan kısa bir süre zarfında tamamen yok edilmesi ile birlikte, Türkistan halklarının umutları kısa zamanda boşa çıkmış oldu. Ancak bu hayal kırıklığı, birçok Türkistanlı için sadece sonun başlangıcıydı. Türkistan'ın kaderi, Sovyetler Birliği'nde Stalin'in, Almanya'da ise ırkçı Nazi partisi lideri Hitler'in iktidarı tamamen ele geçirmesiyle şekillenecek, Avrupa'da savaşın fitilini ateşleyen Alman ordularının yönünü doğuya çevirmesi, bölge halkı üzerine kara bir bulut gibi çökecektir. Zira 1941 yazında milyonlarca Türkistanlı, vatanlarından ayrılarak binlerce kilometre ötedeki Sovyet topraklarını savunmak üzere, Hitler'in ordularına karşı ön cephede savaşa sürülecek, ancak bunlardan büyük çoğunluğu -tek bir kurşun bile atmadan- Almanlara esir düşecektir. Milyonlarca Türkistanlının toplandığı Alman savaş esiri kampları, insanlık dışı şartlardan dolayı savaş esiri Türkistanlılar için bir ölüm kalım mücadelesine, Stalin'in tasfiyelerinden kurtularak Avrupa'ya kaçabilen bir avuç Türkistanlı aydın için Almanlarla işbirliği yaparak rejimden rövanş almak üzere örgütlenme şansına, Doğu Cephesi'nde insan gücüne ihtiyaç duyan Alman subaylar için ücretsiz vasıfsız işgücüne, ırkçı Nazi ideolojisine kapılmamayı başaran az sayıda Alman siyasetçi ve bürokrat için ise savaş esiri Türkistanlılarla başlayarak tüm Merkezi Asya'ya yayılması hayal edilen, Rusya'daki Bolşevik rejimini çökertecek çapta bir silahlı isyan için fırsata dönüşmüştür. Almanya, İkinci Dünya Savaşı'ndan mağlubiyetle ayrılmıştır. Ancak savaşın bilinmeyen mağlubu, Kızıl Orduda, savaş esiri kamplarında ve Alman saflarında, kimseyle ideolojik husumeti olmayan milyonlarca evladını yok yere yitiren Türkistan olacaktır.

Think-Tanks and Economic Decision-Making in Turkey

Think-Tanks in Eurasia, Publisher: Nobel Academic Publishing

https://www.nobelyayin.com/think-tanks-in-eurasia_3651.html – 2013

CONFERENCES AND SEMINARS

25 NOV 2021 – 25 NOV 2021 – Plovdiv, Bulgaria

Sustainable Recovery of Tourism in Turkey in the post- Covid era

Globally, travel and tourism sector were hit hard by the impacts of the Covid-19 restrictions and lockdowns. In Turkey, the total contribution of travel and tourism to the GDP was more than halved in 2020 as compared to the previous year. While the sudden stop in 2020 had a negative impact on the sector, it created a unique opportunity to redesign a more resilient long-term tourism strategy. Based on multi-stakeholder cooperation, Turkish tourism authorities build the post-Covid recovery strategy on competitiveness and sustainability while aiming at increasing the income generated from tourism activities. This conference paper analyzes Turkey's post-Covid sustainable tourism strategy from the perspective of changing consumer behaviors, pre-and post-Covid tourism demand, and the impact of sustainability on tourism competitiveness.

1 JUL 2021 – 3 JUL 2021 – Nevşehir, Turkey

Turkey's role in the South Caucasus: regional politics, environment, and shared water resources

Turkey's rising importance in the South Caucasus regional politics since the collapse of the Soviet Union has been subject to numerous studies in the literature. The 2020 Nagorno-Karabakh war in which Turkey supported Azerbaijan intensified the debates about regional integration and political rivalries in the region. In the changing geopolitical setting in the South Caucasus, where Turkey's political weight tends to increase, Turkey's regional environmental policies contradict its cooperation and friendly relations with the regional states, especially with Georgia and Azerbaijan. Taking a recent hydropower development project in the Kura-Araks river basin initiated by the government of Turkey as a case study, this study intends to review Turkey's environmental policies in the region in connection with its political ties with the regional countries. Scrutinizing Turkey's environmental policies within the broader conceptual framework of hydrohegemony, this paper finds some signs of Turkey exerting its soft power distributively by exploiting the current and historical issue-linkages and benefit-sharing options. As this paper aims to show, the intention to act like a hydrohegemon in the South Caucasus will negatively impact Turkey's leadership position in regional cooperation and strategic partnerships with the riparians in the Kura-Araks River Basin, especially Azerbaijan and Georgia.

Energy and environment in Turkish-Bulgarian relations

This paper focuses on the changing role of energy and environment in the relations between Turkey and Bulgaria since the second half of the 2010s. The energy ties between the two countries strengthened since then after reaching at least two important milestones. The first is the Turk Stream natural gas pipeline and the second is the synchronous integration of Turkey's electricity grid to the EU power transmission network. These two important developments necessitated Turkey's energy laws to be in harmony with the EU regulations. On the other hand, Turkey's environmental policies are not in total harmony with the EU policies and rules. According to the Turkey 2020 Report of the European Commission, Turkey's alignment to the EU Water Framework Directive is not complete and transboundary consultations on water issues were still at an early stage. This conference paper compares the three aspects of Turkey's energy and environment relations with Bulgaria, i.e., natural gas trade, electricity trade, transboundary rivers. The paper investigates the perceptions and opinions of the people, politicians, media, civil society, and political parties about energy trade and transboundary water issues, and focuses on the key laws, regulations, documents, and reports of the energy and environment regulators. The paper argues that the high level of integration in the sphere of energy trade (natural gas and electricity) will have spillover impacts on Turkey's relations with Bulgaria in the environmental sphere during the process of Turkey's EU accession.

14 JUN 2019 – 18 JUN 2019 – Hohai University, Nanjing, China

Interbasin water transfer in the Çoruh and Kura-Araks river basins in the South Caucasus: An assessment of transboundary and local impacts

The literature on inter-basin water transfers (IBWT) draws attention to environmental, social, hydrological, engineering, and management challenges for water transfer projects in various parts of the globe. Based on established criteria for IBWT in the literature, this paper evaluates the local and transboundary impacts of the Kura-Çoruh transfer project in the northeast of Turkey.

<https://uwaterloo.ca/water-institute/events/8th-international-conference-water-resources-and-environment>

28 SEP 2018 – Cappadocia University, Mustafapaşa, Ürgüp, Nevşehir, Turkey

Türk Akımı ve Mavi Akım'ın Türkiye Ekonomisine Etkileri

<https://dx.doi.org/10.35250/sks.02.2019.01.10>

2 MAY 2019 – 3 MAY 2019 – Cappadocia University, Mustafapaşa, Ürgüp, Nevşehir, Turkey

Turkey's energy relations with Europe: The role of transboundary water management and electricity trade

Turkey shares river basins and power transmission lines with its neighbors: both with the members of the European Union (EU) and non-member states. Turkey is a candidate for the full membership to the EU. In this process, Turkey's energy and transboundary river basin policies are of great importance. The river basins shared with the EU are subject to EU water framework. Turkey's position on shared rivers are decisive here. Similarly, Turkey's energy policy and electricity trade directly concerns the EU energy policy. The aim of this paper is to compare Turkey's energy and water relations with its European neighbors. The main argument is that Turkey's water and energy policies are directly influenced by its member status to the EU. Turkey has developed a more sophisticated energy relationship with the EU member neighbors than with the non-EU European neighbors. As compared to its energy relations, Turkey's water policy remains less developed.

APR 2016 – Tashkent, Uzbekistan

"Socialist Rivers" and the Environmental History of Central Asia during the Cold War

The political and environmental histories of the Soviet Union follow similar patterns with occasional exceptions among which Soviet plans on the Central Asian environment are of special importance. Reflecting a nexus from Leninist plans to Stalinist giant dreams, huge environmental projects always remained on the agenda of Soviet Central Asia. This paper tries to demonstrate this pattern with the additional ideological dimension that led Soviet leaders and planners assume, often mistakenly, that they would simply be able to redesign the agro-economic environment of Central Asia for the sake of rapid development. Especially in the 1950s and 1960s, American scientists maintained an interest in these Soviet plans from a standpoint of the Cold War rivalry. This paper follows the path of critically engaging with the official data, as well as analysing legal acts, speeches of party officials and their publications, especially on the agricultural aspect of Soviet economic plans.

HONOURS AND AWARDS

MAY 2021

Professional Certificate in Sustainable Tourism – Global Sustainable Tourism Council

PROJECTS

1 JUN 2021 – CURRENT

Data for Destinations: Turkey White Paper

SEP 2018 – CURRENT

Turkey Tourism Master Plan

Bu proje, T.C. Kültür ve Turizm Bakanlığı ve Kapadokya Üniversitesinin oluşturduğu ortak bir çalışma grubu ile yürütülmüş olan Turizm 2023: Türkiye Turizm Ana Planı'nın güncellenmesine yönelik çalışmaları içermektedir. Projenin çıktıları, Türkiye turizmi için turist sayısı ve turizm geliri başta olmak üzere birçok alanda belirlenen hedeflerin ve bu hedeflere ulaşmada izlenecek stratejilerin yer aldığı politika belgesinin Covid-19 salgının etkileri, sürdürülebilir turizm ve Türkiye turizminin rekabetçiliği odaklarında güncellenmesinden ibaret olacaktır. Güncel politika belgesinde, dünya ve Türkiye turizminin genel bir analizi yapılarak 2024 yılı için güncellenmiş turist sayısı ve gelir tahminlerine yer verilmektedir. Bundan başka belgede, turist sayısı ve gelir hedeflerine nasıl ulaşılacağını gösteren temel politikalar ve bu politikalara bağlı alt hedeflere yer verilmektedir.

DEC 2021

Vita Plus

LANGUAGE SKILLS

Mother tongue(s): **TURKISH**

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C2	C2	C1	C1	C2
GERMAN	C1	C1	B2	B2	C1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

DIGITAL SKILLS

Microsoft Word | Microsoft Excel | Microsoft Powerpoint | Microsoft Office | Zoom | Skype | Outlook | LinkedIn | Power Point | Social Media | Organizational and planning skills | Written and Verbal skills

● NETWORKS AND MEMBERSHIPS

2018 – CURRENT

Central Eurasian Studies Society

United States

The mission of the Central Eurasian Studies Society (CESS) is to facilitate communication and interaction among scholars of the Central Eurasia region, and in doing so to promote high standards of scholarship and instruction about the Central Eurasia region, promote cooperation among people and organizations concerned with the scholarly study of Central Eurasia, promote general knowledge of and public interest in Central Eurasia.

<https://www.centraleurasia.org/>

DEC 2021 – CURRENT

Nevşehir Province Promotion and Development Council

Nevşehir, Turkey

JUN 2018 – CURRENT

Cappadocia University Publishing Council

Nevşehir

JUN 2018 – CURRENT

Cappadocia University Scientific Research Projects Council

Nevşehir

● MANAGEMENT AND LEADERSHIP SKILLS

Vice-Dean, Faculty of Economics, Administrative and Social Sciences

● DRIVING LICENCE

Driving Licence: B

DR. DUYGU BORA

Phone 0 546 241 70 97
Address Cappadocia University, Nevşehir Ürgüp
Email duygu.bora@kapadokya.edu.tr



Date of birth : 26.09.1990
Place of birth : Hatay / ANTAKYA
Nationality : T.C.
Marital status : Married

EDUCATION STATUS:

- 2015-2019 **Nevşehir University (Tourism Management Department - PhD)**
 Thesis Title: The Mediating Role of Psychological Ownership in the Relationship between Autonomy and Citizenship Behavior in Organizations: The Case of Nevşehir Hotel Management
- 2013-2015 **Nevşehir University (Tourism Management Department - Master's)**
 Thesis Title: The Effect of Perception of In-Service Training on Employees' Motivation to Learn: Bodrum Example
- 2011(January-July) **Universita Degli Dell Sannio– ITALY**
 Erasmus Programme
- 2007- 2012 **Mustafa Kemal University**
 Tourism and Hospitality Management
- 2003- 2006 **Serinyol high school**
 Normal highschool
- 1996–2002 **Serinyol Elementary School**
 Primary education

FOREIGN LANGUAGES: ENGLISH YDS:65, YÖKDİL:75

SECTORAL EXPERIENCES:

- 2020-continue: **Cappadocia University-Graduate Education Research Institute**
 Assistant Professor - Tourist Guidance MSc without Thesis
- 2016-2020: **Firat University- Sivrice Vocational School**
 Lecturer-Department of Restaurant and Catering Services
- 2014 (June-September): **Mivara Luxury Resort & Spa-Boutique Hotel /Bodrum-Gundogan**
 Housekeeping Department-Housekeeping Assistant

2013 (June-September):	
2012 (June-September):	<u>Kefaluka Resort Hotel ***** / Bodrum-Akyarlar</u>
2011 (June-September):	Housekeeping Department-Floor Chief
2010 (June-September):	<u>Camelot Hotel- Boutique Hotel / Bodrum-Akyarlar</u>
	Front Office-Receptionist
2009 (June-September):	<u>Delta Beach Hotel **** / Bodrum-Yalıkavak</u>
	Housekeeping Department-Floor Chief
2008 (June-September)	<u>Attaleia Shine Hotel ***** / Antalya-Belek</u>
	Housekeeping Department-Maid

ADMINISTRATIVE DUTIES

2021

Member of the Board of Directors CAPPADOCIA UNIVERSITY/CAPPADOCIA STUDIES IMPLEMENTATION AND RESEARCH CENTER

2020

Head of Department CAPPADOCIA UNIVERSITY/GRADUATE EDUCATION, TEACHING AND RESEARCH INSTITUTE/TOURIST GUIDANCE (MA) (NO THESIS) (DISTANCE EDUCATION)

2019

DEPARTMENT VICE PRESIDENT FIRAT UNIVERSITY/SIVRICE VOCATIONAL SCHOOL/HOTEL, RESTAURANT AND CATERING SERVICES DEPARTMENT/TOURISM AND HOTEL MANAGEMENT PR.

2016

INTERNSHIP COMMISSION MEMBERSHIP FIRAT UNIVERSITY/SIVRICE VOCATIONAL SCHOOL/HOTEL, RESTAURANT AND CATERING SERVICES DEPARTMENT/TOURISM AND HOTEL MANAGEMENT PR.

2016

DISTANCE EDUCATION COORDINATORY FIRAT UNIVERSITY/SIVRICE VOCATIONAL SCHOOL/HOTEL, RESTAURANT AND CATERING SERVICES DEPARTMENT/TOURISM AND HOTEL MANAGEMENT PR.

CERTIFICATES AND DOCUMENTS FROM EDUCATIONAL INSTITUTIONS:

- * Diction and Fine Speech Presentation NLP 2011 Marginal Education.
- * Italian Certificate
- * Secretarial Certificate

ACADEMIC WORKS

- BORA DUYGU, BORA BURAK (2021). A FIELD RESEARCH ON DETERMINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND PSYCHOLOGICAL OWNERSHIP. The Journal of International Social Sciences, 14(78), 12-23.
- MAHMUTOGULLARI DUYGU, SAHIN RIVER NILUFER (2018). The Effect of In-Service Training Perception on Employees' Motivation to Learn: The Case of Bodrum. Selcuk University Journal of Social Sciences Institute (39), 44-55. (Control No: 4382451).

- TOURISM AND CAREER, Chapter name:(CAREER OBSTACLES IN TOURISM ENTERPRISES) (2021)., BORA DUYGU, SAHİN PERÇİN NİLÜFER, DETAY PUBLISHING, Editor: ALTINTAŞ, VOLKAN; YUMUK, YURDANUR, Number of Edition:1, Number of Pages 198, ISBN:9786052544907, Turkish (Scientific Book), (Publication No: 7352817).
- IDENTITY OF A PLACE ON THE PLATE, Name of the Chapter:(HARPUT KÖFTE) (2019)., MAHMUTOGULLARI DUYGU, DETAY Publishing, Editor: DR. MELAHAT YILDIRIM HAIR, DR. SAMET ÇEVİK, Number of Editions:1, Number of Pages 524, ISBN:978-605-254-179-1, Turkish (Scientific Book), (Publication Number: 6103567)
- CURRENT SUBJECTS AND TENDENCIES IN TOURISM, Title of the Chapter:(EFFECT OF THE GEN Y ON THE TOURISM INDUSTRY) (2018)., SAHİN PERÇİN NİLÜFER, MAHMUTOGULLARI DUYGU, DETAIL PUBLISHING, Editor:SULE AYDIN, SBİM MUSTAFA BOZ Number 424, Page Issue: 1 : 978-605-254-042-8, Turkish(Scientific Book), (Publication No: 4531354). HUMAN RESOURCES MANAGEMENT AND APPLICATIONS IN TOURISM ENTERPRISES, Chapter name:(EDUCATION AND DEVELOPMENT) (2016).,
- Aydın Sule, MAHMUTOGULLARI DUYGU, Beta, Editor:Nilüfer Sahin Perçin, Berrin Güzel, Sule Aydın Tükeltürk, Number of Publications:1, Number of Pages 561, ISBN:978-605-333-597-9, Turkish(Scientific Book), (Publication No: 4383968).
- BORA DUYGU (2021). The Effect of Job Autonomy on Psychological Ownership in Hotel Business. The Conference on Managing Tourism Across Continents, 132-134., Doi: 10.5038/9781955833011 (Abstract/Oral Presentation) (Publication No:7094661)
- MAHMUTOGULLARI DUYGU, BORA BURAK (2018). THE EFFECT OF THE RELATIONSHIP OF GENERATION Y AND Z WITH TECHNOLOGY ON TOURISM. VII. NATIONAL III. INTERNATIONAL EASTERN MEDITERRANEAN TOURISM SYMPOSIUM "TECHNOLOGY AND INNOVATION IN TOURISM", 926-936. (Full Text Paper/Oral Presentation) (Publication No:4384167)
- Determination of the Inventory for the Sustainability Performance of Turkey's Tourism and Suggestions for Increasing the Sustainability Performance, scientific research project supported by Higher Education Institutions, Researcher: DUYGU BORA, 01/03/2021 - 31/05/2021 (ULUSAL)
- 2024 Turkey Tourism Master Plan, Other public institutions (excluding Higher Education Institutions), Researcher: DUYGU BORA, , 30/01/2021 (Continuing) (ULUSAL)
- Tourism Integration of Cappadocia Region Destinations: Kayseri and Nevşehir Provinces, a scientific research project supported by Higher Education Institutions, Executive: DUYGU BORA

Yunus Emre Karaman

Doğum tarihi: 08/01/1994 | Cinsiyet: Erkek | Vatandaşlık: Türkmen

📞 Mobile: (+90) 5532846231 Work: (+90) 5380974274

✉ Email adresi: yunusemre.karaman@kapadokya.edu.tr

📍 Home: Güzelyurt Mah. Merve Sok. Uçar Apt. No: 15, D: 1, Merkez/NEVŞEHİR, Nevşehir, Türkiye Work: Mustapaşa Köyü, Kapadokya Üniversitesi Kurumsal İletişim ve Öğrenci Koordinatörlüğü Binası, Ürgüp/Nevşehir, Nevşehir, Türkiye

İŞ DENEYİMİ

Proje Danışmanı

Biratlı Ar-Ge Bioteknoloji
11/02/2018 – 19/10/2018

📍 Adana, Türkiye

Ar-ge ve yatırım projelerine yönelik danışmanlık hizmeti verilmiştir. Fon sağlayan kurumlara yönelik projeler hazırlanmış ve kabul edilen projeler yürütülmüştür.

Proje Danışmanı

Kompetan Ar-Ge Danışmanlık
08/11/2018 – 08/11/2019

📍 Nevşehir, Türkiye

Kapadokya Teknoloji Geliştirme Bölgesi'nde kurduğum firmada kobilere yönelik ar-ge ve yatırım projesi danışmanlığı hizmeti verdim. Proje hibesi sağlayan kuruluşların çağrılarına yönelik olarak projeler hazırladım ve onaylananların yürütülmesine destek oldum

Proje Uzmanı

Kapadokya Üniversitesi
02/03/2020 – Mevcut durum

📍 Nevşehir, Türkiye

Teknoloji Transfer ve Proje Yönetim Ofisi'nde iç ve dış kaynaklı ar-ge ve sosyal sorumluluk projelerinin hazırlanması ve yürütülmesi işlerini yürüttüm. Verilen diğer idari görevleri yerine getirdim.

EĞİTİM VE STAJ

Erciyes Üniversitesi

İşletme Lisans Eğitimi
15/09/2011 – 19/07/2016

📍 Erciyes Üniversitesi Kampüsü, Talas/KAYSERİ, Kayseri, Türkiye

DİL BECERİLERİ

Anadili(leri)

türkçe

Diğer dil(ler)

İngilizce

Dinleme

● ● ● ● ● ○

C1

Okuma

● ● ● ● ● ○

C1

Konuşmalı Etkileşim

● ● ● ● ○ ○

B2

Konuşma Üretimi

● ● ● ● ○ ○

B2

Yazma

● ● ● ● ● ○

C1

DİJİTAL BECERİLER

Diğer

MS Word

MS Excell

MS Powerpoint

Outlook

Windows 10

MS OFFCE

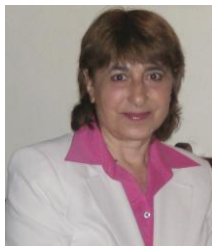
Zoom

R Programlama

Python(Orta)

Skype

Europass Curriculum Vitae



Personal information

First name(s) / Surname(s)

Neviana Boumbarova

Address(es)

distr. Mladost-1A, bl.557-1, app.8, 1729, Sofia, Bulgaria

Telephone(s)

Fixed: (00359) 2 971 80 98

Mobile: +359 898 207 751

E-mail

Professional address: intelect@izotbg.net

Nationality

Bulgarian

Date of birth

30.03.1952

Gender

Female

Occupational field

Partner in EU funded projects

Work experience

Profile - engineering and design of innovative industrial and energy technologies with an understanding of their economic and market fundamentals

Permanent Positions

Dates

From September 1992 to December 2021

Occupation or position held

Managing Director / Founder

Main activities and responsibilities

General Management, Projects Management, Technical Management, Financial Management, People and resources management, Innovation Management, Consultancy, IP Rights Management

Name and address of employer

TEAM INTELLECT – Neviana Boumbarova, sole proprietorship (legal person)
133 Tsarigradsko shosse, BIC-IZOT, building 1, 1784 Sofia, Bulgaria

Type of business or sector

Main activity: R&D in ICT sector – innovative products / services / processes;
Specific experience: 1) Measurements, Standardisation; 2) Advanced Materials; 3) Data Identification (Sensors & Wireless Communication), 4) New Technologies in Water Management, Sports, Agriculture, Food, Energy; Innovations Management

Dates

From September 1975 to September 1992

Occupation or position held

Research Scientist and Developer

Main activities and responsibilities

Research for new measurement methods; Development of innovative measurement equipment

Name and address of employer

CENTRAL INSTITUTE OF COMPUTER TECHNOLOGIES,
133 Tsarigradsko shosse, BIC-IZOT, 1784 Sofia, Bulgaria

Type of business or sector

IT sector; Materials for Magnetic Heads & Magnetic Disks; Tools for Measurements; Quality control; Technical Standards Preparing

Contract Works

Dates

From April 2006 January 2022

Occupation or position held

Expert-Evaluator

Main activities and responsibilities

Proposal Evaluator, Rapporteur

Name and address of employer

European Research Agency (ERA), EASME, Bulgarian Ministry of Economics (Sofia);
EMPIR (UK); EUREKA Secretariat (Brussels)

Type of business or sector

Evaluation of great number of project proposals; Rapporteur

Dates

From April 2012 to November 2017

Occupation or position held

Consultant-Project Proposals Development, the "Competitiveness" Program

Main activities and responsibilities	Eligibility Evaluation, Proposal Writing, Budget Calculation, Support during Evaluation; 3 projects submitted, 3 projects funded (100% success)
Name and address of employer	Companies UNIKEN, POINT-L, DIAS, ISL, ALVEST, Cluster "Green Energy" -Sofia, Bulgaria
Type of business or sector	Consultancy
Education and training	
Dates	From September 2001 to August 2005
Title of qualification awarded	Masters degree in Economics
Principal subjects/occupational skills covered	Financial Analysis; Auditing-Planning, Reporting; Marketing; Insurance
Name and type of organisation providing education and training	Tsenov Academy of Economics, Svishtov, Bulgaria
Dates	From September 1970 to August 1975
Title of qualification awarded	Masters degree in Engineering – Computer Science
Principal subjects/occupational skills covered	Mathematics; Physics; Electrical Engineering; Materials in Electronics; Computers Architecture – Hardware & Software; Projects writing-solving technical problems
Name and type of organisation providing education and training	Technical University, Sofia, Bulgaria
Personal skills and competences	
Mother tongue(s)	Bulgarian
Other language(s)	English (level B2), Russian (level B2), Swedish (level A1)
Organisational skills and competences	Goal oriented; Self-driven individual; Good experience in Projects and Team Management
Technical skills and competences	Transferring the clients' needs into project's requirements and multidisciplinary approaches application
Special Interest	Environment Monitoring; Economics in rural areas

Alexandros Pantazaras

Building/Environmental Physicist

apantazaras@gmail.com | +30 6976683075 | Papaflessa 21, Ag. Dimitrios, Greece | Date of birth: April 13, 1983 | Nationality: Greek | Gender: Male

PERSONAL STATEMENT

My education and work experience have offered me a spherical view of the complex subject of sustainability. I have dabbled both in the narrow technical details and in the broader societal and economical aspects of bringing about a sustainable future. Thus I am able to operate on different levels, from field work to number crunching to knowledge dissemination. I am motivated by a strong ethical imperative to do my part in promoting sustainability, energy efficiency and environmental conservation.

EMPLOYMENT HISTORY

11/2019-present: R&D Director – Green Evolution SA – Athens, Greece

- *Supporting role in the GSTC Destination Assessments of Athens, Corfu and Heraklion*
- *Participated in National and European R&D, Innovation & Technology Exploitation projects as well as in projects for Regional Development*
- *Microclimatic simulation of resorts in the islands of Folegandros and Santorini, Greece*
- *Sustainability consultancy services for hotels and tourism businesses*
- *Sustainability training provision and support for tourism professionals (as part of the ECO-TANDEM European Project)*
- *Sustainability consultancy services for waterpark owner (technology proposals, energy efficiency and sustainable resource management)*
- *Energy audits and environmental reports for public and private entities*
- *Research and development in sustainable technologies and solutions*

06/2019-09/2019: Freelance Researcher

Projects involved in: ZERO-PLUS (on behalf of NKUA)

- *Verification of U-values of building envelope*

02/2018-09/2018: Consulting Engineer – SenSING Pte Ltd. – Singapore

- *Development of algorithms for sensor network applications*

05/2011-10/2013: Researcher – National and Kapodistrian University of Athens, Group of Building Environmental Studies – Athens, Greece

- *Participation in BRIDGE, BUILD UP, IDES-EDU and MARIE European projects*
- *Measurement and certification of thermal and optical properties of building materials.*
- *Bioclimatic studies and audits of buildings and urban spaces of varying scale*

- *Preparation of educational material for e-learning courses*

03/2009-09/2009: Project Assistant - National and Kapodistrian University of Athens, Group of Building Environmental Studies – Athens, Greece

- *Assistance in environmental measurements and report writing*
- *Organisation and classification of experimental equipment*

EDUCATION

- 01/2014 – 01/2018: National University of Singapore, Singapore, **PhD (Dept. of Building, School of Design and Environment)**

Thesis title: “Balancing indoor air quality and energy consumption of air-conditioned spaces through CO₂ and occupancy modelling”

- 09/2009-10/2010: Brunel University, UK, **MSc in Sustainable Energy Technologies and Management, Distinction**

Dissertation title: “Night sky cooling coupled with phase change material thermal storage”

- 09/2001-10/2007: National and Kapodistrian University of Athens, Greece, **BSc in Physics** (Specialised in Environmental Physics and Meteorology), **Grade: 6.6/10**

Dissertation title: “Study of the optical properties of binders for the construction of cool paints”

KEY SKILLS

Technical Skills

- Building Energy Simulation using PHPP, Energy Plus, Sketch Up and Open Studio
- Microclimatic Simulation using Envimet
- Experienced user of sensors/equipment to measure environmental quality and material thermal and optical properties
- Proficient user of Microsoft Windows and Microsoft Office applications, including Word, Excel and PowerPoint

Project Management, Analytical & Problem solving

- Experienced with tendering and procurement process for environmental sensors and smart meters
- Advanced mathematical skills and solid scientific base due to a Physics Degree background

Personal Skills

- Enhanced flexibility and communication skills due to years spent working in international projects and living abroad
- Able to quickly integrate myself in a team and maintain good relations with all co-workers

ADDITIONAL CERTIFICATIONS:

- Passive House Designer
- LEED Green Associate

LANGUAGE SKILLS:

Fluent in Greek and English. Some knowledge of German and Spanish.

ADDITIONAL EXPERIENCE:

02/2008 – 02/2009: Completed military service.

08/2004 – 09/2004: Volunteer in the 2004 Athens Olympic Games.

PUBLICATIONS:

International Refereed Journals:

A. Pantazaras, M. Santamouris, S.E. Lee, M.N. Assimakopoulos (2018) A decision tool to balance indoor air quality and energy consumption: A case study. *Energy and Buildings*, 165, 246-258.

J. Yang, **A. Pantazaras**, K. A. Chaturvedi, A. K. Chandran, M. Santamouris, K. W. Tham, S. E. Lee (2018) Comparison of different occupancy counting methods for single system-single zone applications. *Energy and Buildings*, 172, 221-234.

M.S. Zuraimi, **A. Pantazaras**, K.A. Chaturvedi, J.J. Yang, K.W. Tham, S.E. Lee (2017) Predicting occupancy counts using physical and statistical CO₂-based modeling methodologies. *Building and Environment*, 123, 517-528

A. Pantazaras, S.E. Lee, M. Santamouris, J. Yang (2016) Predicting the CO₂ levels in buildings using deterministic and identified models. *Energy and Buildings*, 127, 774-785.

J. Yang, **A. Pantazaras**, S. E. Lee, M. Santamouris (2016) Retrofitting solutions for two different occupancy levels of educational buildings in tropics. *International Journal of Sustainable Energy*, 37, 81-95.

E. Mastrapostoli, T. Karlessi, **A. Pantazaras**, D. Kolokotsa, K. Gobakis, M. Santamouris (2014) On the cooling potential of cool roofs in cold climates: Use of cool fluorocarbon coatings to enhance the optical properties and the energy performance of industrial buildings, In *Energy and Buildings*, 69, 2014, 417-425.

Book Chapters:

Kolokotsa D., Yang J., **Pantazaras A.** (2019) Energy Efficiency and Conservation Consideration for the Design of Buildings for Hot and Humid Regions. In: Enteria N., Awbi H., Santamouris M. (eds) *Building in Hot and Humid Regions*. Springer, Singapore

International Conference Participations:

A. Pantazaras, M. Santamouris, S.E. Lee (2017) Dynamic CO₂ and occupancy modelling for predictive control. World Sustainable Built Environment Conference, Hong Kong.

J. Yang, **A. Pantazaras**, A. K. Chandran, S. E. Lee, M. Santamouris, K. W. Tham, L. Wong (2017) Development and comparison of four different occupancy counting and estimation solutions. ASHRAE Annual Conference, Long Beach, California, USA.

M.N. Assimakopoulos, N. Barmparesos, **A. Pantazaras**, T. Karlessi, S.E. Lee (2017) On the comparison of occupancy in relation to energy consumption and indoor environmental quality: a case study. Ninth KES International Conference on Sustainability in Energy and Buildings, Chania, Greece.

A. Kamilaris, D.T.H. Ngan, **A. Pantazaras**, B. Kalluri, S.N. Kondepudi, K.W. Tham (2014) Good practices in the use of ICT equipment for electricity savings at a university campus. International Green Computing Conference, Dallas, Texas, USA.

A. Synnefa, **A. Pantazaras**, M. Santamouris, E. Bozonnet, M. Doya, M. Zinzi, A. Muscio, A. Libbra, C. Ferrari, V. Coccia, F. Rossi, D. Kolokotsa (2013) Interlaboratory comparison of cool roofing material measurement methods. Proceedings of the 34th AIVC - 3rd TightVent - 2nd Cool Roofs - 1st Venticool Conference, 25-26 September, Athens.

Andreea Potinteu

Date of birth: 13/07/1983 | **Nationality:** Romanian | **Gender** Female | (+40) 0744582475 |

andreea.potinteu@adrcentru.ro | 3 Tulnicului Street, 510066, Alba Iulia, Romania

● APPLY FOR

Project manager

● WORK EXPERIENCE

04/2019 – CURRENT – Alba Iulia, Romania

HEAD UNIT IN THE BUSINESS ENVIRONMENT SUPPORT AND INVESTMENT PROMOTION OFFICE/ REGIONAL POLITICS DEPARTMENT – REGIONAL DEVELOPMENT AGENCY CENTRU

Organization of the PSC and working groups; overall management and coordination of project activities; monitoring and evaluation of the progress of the project;
Experience in European projects and programs management Consultant for internationalization services (10 years).
Experience in drafting of business profiles, organization of company missions and brokerage events, provision of advisory services for SMEs.

09/2008 – 03/2019 – Alba Iulia, Romania

PROGRAMS EXPERT IN THE SERVICE FOR EXTERNAL COOPERATION/ REGIONAL PROGRAMS AND PROJECTS DEVELOPMENT, REGIONAL POLITICS DEPARTMENT – REGIONAL DEVELOPMENT AGENCY CENTRU

Development and management of projects which aim the institutional development of Centru RDA and the development of regional policies in Centru Region; Implementation of ongoing project managed by the Regional Politics Department-Service for External Cooperation/Regional Programs and Projects Development; Promotion of regional economic potential among European actors interested in developing entrepreneurial initiatives in Centre Region; Support for potential applicants/beneficiaries under priority axes of ROP 2014-2020; Maintenance and development of external partnerships with other regions and European institutions outside Centru Region; Elaboration of studies, analysis and regional strategies.

07/2011 – 06/2012 – Alba Iulia, Romania

PROJECT MANAGER – PROJECT: “THE PROFESSIONAL QUALIFICATION - A CHANCE FOR THE FUTURE”/ POSDRU/ 108/2.3./G/80410 – ELEN RELIEF SOCIETY

Organizing and coordinating project activities with the purpose of obtaining the proposed results; Organizing and coordinating human, financial and material resources involved in the project; Organizing and conducting professional formation activities foreseen in the project; Periodic reporting on the project state of implementation and analysis of results.

10/2006 – 09/2008 – Alba Iulia, Romania

ECONOMIST EXPERT IN INTERNATIONAL ECONOMIC RELATIONS – MANCOM CENTRU LTD

Research and documentation of financing opportunities at governmental level and the level of the Operational Programs available in Romania for the PERIOD OF 2007-2013;
Consultancy for foreign investors on their investment possibilities in Romania.

● EDUCATION AND TRAINING

11/2009 – 12/2009 – Alba Iulia, Ministry of Labor, Family and Equal Opportunities; Ministry of Educati, Alba Iulia, Romania

FORMATIVE – PROFESSIONAL FORMATION – SC Scudetto SRL

Preparation of professional formation, Professional Formation Activities, Marketing and Programs, Evaluation of participants

11/2008 – 11/2008 Ministry of Labor, Family and Equal Opportunities; Ministry of Education, Research and Youth
QUALITY MANAGEMENT SYSTEMS MANAGER – “AS 2001 ALBA IULIA” Association

10/2008 – 10/2008 – Ministry of Labor, Family and Equal Opportunities; Ministry of Education, Research and Youth,
Alba Iulia, Romania
HUMAN RESOURCES MANAGER – “AS 2001 ALBA IULIA” Association

10/2006 – 07/2008 – Cluj Napoca, Romania
MASTER DEGREE - THE FIELD OF INTERNATIONAL RELATIONS AND EUROPEAN STUDIES, EUROPEAN AFFAIRS AND PROJECT MANAGEMENT – Babeş-Bolyai University, Faculty of European Studies

10/2003 – 07/2007 – Cluj Napoca, Romania
GRADUATION DEGREE: ECONOMIST, MARKETING SPECIALIZATION – Babeş-Bolyai University, Faculty of Economics

10/2002 – 07/2007 – Cluj Napoca, Romania
GRADUATION DEGREE: ECONOMIST, INTERNATIONAL ECONOMIC RELATIONS SPECIALIZATION – Babeş-Bolyai University, Faculty of Economics

07/2006 – 07/2006
QUALITY MANAGEMENT SISTEMS SPECIALIST - ISO 9001/2000 QUALITY MANAGEMENT – Rheinlald TÜV România

04/2006 – 04/2006
CERTIFIED EUROPEAN PROJECT MANAGER - CONTRACT MANAGEMENT AND PLANNING, E-WORKING AND TEAM MANAGEMENT, STANDARDS – Leonardo Da Vinci, EU Project Manager Consortium

04/2005 – 04/2005
CERTIFIED PERSONAL DEVELOPMENT - PERSONAL BRANDING, CORPORATE RESPONSIBILITY, MARKETING – AIESE C Cluj-Napoca

10/2004 – 02/2005
CAMBRIDGE BUSINESS ENGLISH CERTIFICATE PREPARATION COURSE – Lingua Center, Cluj-Napoca

● LANGUAGE SKILLS

Mother tongue(s): ROMANIAN

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C2	C1	C1	B2	C1
ITALIAN	B2	B1	B1	B1	B1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● DIGITAL SKILLS

ECDL Complete Certificate - 7 Modules | PC Operator | IBM Statistical Package for the Social Sciences (SPSS) - Utilizator Independent | Microsoft Office, Microsoft Word, Microsoft Excel, Outlook, Facebook, Google

● PROJECTS

Experience in implementing European and national funded projects

- Information Officer – Program: CIP/EIP Services in support of business and innovation/ Project: *BISNet Transylvania: Business and Innovation Support Network For SME's in Transylvania*;
- Information Officer – Program: FP7/ Regions of Knowledge/ Project: RenERg EuReg: *Renewable energy resources - a solution for a sustainable development of two European Regions*;
- Project Assistant Financially Responsible – Program: Interreg IV C/ Project: Development of interregional financial assistance to SMEs and on-grant instruments;
- Analysis Expert – Program: Interreg IV C/ Project: Declining, Ageing and Regional Transformation
- Financial Assistant – Program: Operational Program for Administrative Capacity Development/ Project: Increasing the capacity of local and county public administration staff to provide quality public services and contribute to the sustainable development of Centru Region;
- Responsible for the relation with employers – Program: Sectoral Operational Program for Human Resources Development/ Project: The practice – a first step in your career.

● ORGANISATIONAL SKILLS

Organisational skills and competences

Well organized, work good in both individual and team projects;

Ability to complete tasks and projects in time if they depend on deadlines

- Organizer of MeWa Recycling Anlagen expositional stall, Eco Life Exposition, Expo Transilvania, Cluj-Napoca, August 2006;
- Organizer of “Branding NGOs” training, Babeş-Bolyai University, Faculty of European Studies, February 2007;
- Organizer of several expositional stalls, conferences, workshops and seminars during the period of employment;

Dumitruta Burduf

Date of birth: 26/10/1983 | **Nationality:** Romanian | **Gender** Female | (+40) 0741127124 |

dumitruta.burduf@adrcentru.ro | Decebal 12, 510093, Alba Iulia, Romania

● APPLY FOR

SME Feedback advisor within BISNet Transylvania Consortium

I started working as a business consultant in the BISNet Transylvania consortium, part of Enterprise Europe Network, in 2009. Since then I have had multiple roles in the network, including SME Feedback contact person.

As an SME Feedback advisor, my core tasks include:

- Coordination of the SME Feedback activities within the BISNet Transylvania Consortium;
- Informing the Consortium Partners about the newly Public Consultations launched by the European Commission and published on the [Single Market - SME Feedback sub-group](#);
- Dissemination of the newly launched consultations to the relevant enterprises/organisations in Centru Region, dissemination of the related questionnaires, and if needed collection and encoding of the responses received via the EU Survey Platform/other tools.
- Provision of advisory services on EU policies, actions, and legislation (SMEs feedback): events, training, and tailored services in the framework of SME consultations launched through the Network.

● WORK EXPERIENCE

10/2008 – CURRENT – Alba Iulia, Romania

PROGRAMS EXPERT WITHIN THE REGIONAL POLICIES DEPARTMENT – REGIONAL DEVELOPMENT AGENCY CENTRU

- Implementation of projects undertaken by the Regional Policies Department – Projects Development and Interregional Partnerships Office;
- Development of partnerships with regional institutions belonging to the EU Member States;
- Development of sectoral strategies, action plans, regional studies, and regional development projects;
- Identifies new Programmes and funding sources in order to develop projects within the Agency;
- Identifies external partners for developing projects together;
- Member of the following project implementation teams: InnovaSPA and RAMSAT (Interreg Europe).

As an Network advisor within the Enterprise Europe Network Office within RDA Centru, the following tasks have been delivered:

- Provide business advice to the SMEs on European legislation and business internationalisation services;
- Provide support to the SMEs in order to register and attend international matchmaking events, fairs and exhibitions;
- Coordination of SME Feedback activities within the Consortium; dissemination of the Public Consultations launched by the European Commission, dissemination of the related questionnaires, collection and encoding the responses;
- Organisation of international events: brokerage events and company missions dedicated to companies.

11/2006 – 05/2008 – Cluj Napoca

SECRETARY TREASURER – BT ASIGURĂRI TRANSILVANIA SA

- Administrative and secretarial activities, public relations, insurance.

● EDUCATION AND TRAINING

22/11/2009 – 07/12/2009 – Alba Iulia

TRAINER – SC Scudetto SRL, Alba Iulia

01/10/2002 – 31/07/2006 – Cluj-Napoca, Romania

DEGREE IN LEGAL SCIENCES – “Dimitrie Cantemir Christian University”, Bucharest, Faculty of Law Cluj-Napoca

30/09/2019 – 03/10/2019 – Brasov

INNOVATION MANAGER – ICEBERG CONSULTING SRL

● LANGUAGE SKILLS

Mother tongue(s): ROMANIAN

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C1	C1	C1	C1	C1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● DIGITAL SKILLS

Microsoft Word | Outlook | Microsoft Powerpoint | Google Drive | Microsoft Office | Zoom | Microsoft Excel | Facebook | Instagram | Skype | Internet user | Twitter | Google Docs | Organizational and planning skills | Good listener and communicator | Motivated | Creativity | Gmail | WhatsApp | Team-work oriented | Written and Verbal skills

● DRIVING LICENCE

Driving Licence: B



Emil Vasile TOMA

Date of birth: 22/09/1987 | **Nationality:** Romanian | **Gender:** Male | (+40) 0741127124 |

emil.toma@adrcentru.ro | <https://www.linkedin.com/in/emil-toma-00a0b5122/> |

Decebal 12, 510093, Alba Iulia, Romania

● APPLY FOR

Communication advisor

I started to work as a business consultant in **BISNet Transylvania consortium**, part of **Enterprise Europe Network** in 2012. Since then I had multiple roles in the network. I was a business consultant and my main activities were drafting businesses profiles, organise company mission and brokerage events, offer advice for access to finance, organization of regional, national and international events. Starting with 2015 as an evolution in the network, I started to be trained as assistance in enhancing the innovation management capacities of SMEs. My tasks were supporting clients in gaining a competitive edge by better innovation management. So I conducted innovation IMP³rove Academy audits: Innovation Management Assessment & Digital Innovation Quotient.

In 2019 I was nominated by the Romanian consortium as **Communication Champion**. This nomination came as I was involved in the national communication team from BISNet Transylvania consortium and as the abilities that I gained as an entrepreneur, being the CEO for a small company that has the main activity building custom software and helping other companies in establishing an online presence.

As a Communication Champion, my core tasks include:

- Providing input to and validating the Network's messages and visual identity;
- Sharing, learning, disseminating and encouraging uptake of best practices among other Communication Champions and Network partners in their home countries;
- Coordinating and reporting on national campaigns and European campaigns;
- Coordinating the Romanian consortiums in applying the network messages, visual identity and common campaigns;
- Creating content for social media posts, management of consortium and national website and social media accounts.

● WORK EXPERIENCE

15/02/2012 – CURRENT – Alba Iulia, Romania

PROGRAMS EXPERT IN THE BUSINESS ENVIRONMENT SUPPORT AND INVESTMENT PROMOTION SERVICE OFFICE WITHIN RDA CENTRU – REGIONAL DEVELOPMENT AGENCY CENTRU

Development and implementation of the inter-regional project at the Regional Development Agency Centru. Developing sustainable partnerships with European institutions and other local authorities of the member states. Informing local authorities of the Centru Region regarding the EU policies and the activities of the European institutions.

Activities related to the implementation of regional projects:

Ongoing projects:

BISNet Transylvania, Project funded by EC through the Competitiveness and Innovation Framework Programme, as a consultant since 2012;

InnoCap Transylvania, expert in enhancing Innovation Management Capacities of SMEs, since 2015;

E-MOB – assistant manager, management activities, communication activities and registration of costs within the project. E-MOB stands for Integrated actions towards enhanced e-mobility in European Regions and aims at enhancing e-mobility solutions in regional passenger transport systems through coordinated policy learning and planning. Financed by Interreg Europe.

Projects completed:

Practica – primul pas pentru cariera ta! - collecting data and information for the post-insertion study, regarding the impact of the practice made by the students inside the companies.

I4Food – communication activities, data collection, participation in the organization of events;

DIFASS – communication activities, data collection, participation in the organization of events;

GRISIPLUS – communication activities, data collection, participation in the organization of events;

ID WOOD – project assistant, financial officer, activities regarding the registration of costs within the project.

Beyond EDP – assistant manager, management activities, communication activities and registration of costs within the project. The Beyond EDP project aims to strengthen the entrepreneurial discovery process in Europe, boosting the Regional Innovation smart specialization strategy (RIS3, in short) adopted by Europe in 2014.

www.adrcentru.ro | Decebal 12, 510093, Alba Iulia, Romania

09/04/2017 – CURRENT – Alba Iulia
CEO & FOUNDER – TOMAX WEB SRL

We bring a personal and effective approach to every project we work on, which is why our clients love us and why they keep coming back. The most impressive websites and app experiences are rooted in smart design, embody clear vision, and are backed by the right technology.

www.tomaxweb.ro

<https://www.youtube.com/watch?v=lqduFMnvXHI>

● **EDUCATION AND TRAINING**

2017 – Germany
INTRODUCTION TO INNOVATION MANAGEMENT – IMP³rove Academy

Skills:

- Holistic approach to innovation management services;
- Innovation strategy as direction-setting;
- Innovation culture as organizations' basis for innovation management;
- Seamless innovation life-cycle management: Time-to-Profit;
- Enabling Factors: Management for superior innovation;
- Achieving superior results: Business impact from innovation management.

2016 – Germany
ACTION PLAN DEVELOPMENT - IMP³ROVE – IMP³rove Academy

Skills:

- Applying a fact-driven approach to identify areas for improvement in the enterprise's innovation management capabilities;
- Developing hypotheses, conclusions and recommendations for the enterprise;
- Developing and communicating an action plan for the enterprise.

2015 – Germany
INTRODUCTION TO THE IMP³ROVE APPROACH – IMP³rove Academy

Skills:

- The holistic IMP³rove Approach to innovation management;
- The IMP³rove Approach and benchmarking process;
- The IMP³rove Platform and services for professional support providers;
- Preparing for a successful IMP³rove Feedback Workshop with clients.

2015 – Spain
INNOVATION ADVISERS TRAINING – Instituto Tecnológico de Canarias

Skills:

- Advisory services in energy efficiency, climate and environmental issues;
- Business innovation model and business innovation roadmap;
- Developing and communicating an action plan for the enterprise.

2009 – 2011 – Cluj-Napoca, Romania

SPECIALIST IN THE MANAGEMENT AND EVALUATION OF PROJECTS – "Babeş-Bolyai" University from Cluj-Napoca, Faculty of Economics and Business Administration

Master degree - Management and evaluation of projects

Studied subjects: The project cycle management, Institutions and instruments for financing projects, Accounting financial management of the projects, Accounting and management control of the projects, Financial audit of the projects, Regional development and territory planning.

Skills:

- In depth knowledge of the management cycle of the projects in view for efficient use of resources;
- Skill of planning, evaluation, implementation and monitoring of projects financed from different sources;
- Skills in financial audit of projects through the application of the standards in the field.

EQF level 7 | <http://www.ubbcluj.ro/>

2006 – 2009 – Cluj-Napoca, Romania

EXPERT IN INTERNATIONAL RELATIONS AND EUROPEAN STUDIES – "Babeş-Bolyai" University of Cluj-Napoca, Faculty of European Studies

Bachelor degree - International Relations and European Studies

Studied subjects: European construction, Rationale and research methods, Modern political thought, European economic integration, Theory and conflict negotiation, Management of the European projects, Analysis of international relations.

Skills:

- Skills and abilities to write, to evolve and to ensure management of the European projects and other funding, including international funding.
- Programmatic economic and legal skills competences, regarding communications – establishment and consolidating databases with specific in sub-regional and regional cooperation field.

EQF level 6 | <http://www.ubbcluj.ro>

2002 – 2006 – Alba Iulia, Romania

TECHNICIAN IN FINANCIAL AND COMMERCIAL ACTIVITIES – "Dionisie Pop Marţian" Economic College

Skills:

- Perform accounting work of moderate complexity;
- Use of financial and fiscal techniques;
- Compliance with accounting and financial legislation.

EQF level 5

● **LANGUAGE SKILLS**

Mother tongue(s): ROMANIAN

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C1	C1	C1	C1	C1
ITALIAN	A2	A2	A2	A2	A1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● **DIGITAL SKILLS**

Microsoft Office | Microsoft Word | Microsoft Excel | Microsoft Powerpoint | Outlook | Social Media | Zoom | Skype | Google Docs | Google Drive | Power Point | Internet user | Organizational and planning skills

● **ORGANISATIONAL SKILLS**

Organisational skills

- organized, abilities to work in individual projects and in team projects;
- able to finish a project in time if the project request a deadline

● **COMMUNICATION AND INTERPERSONAL SKILLS**

Communication and interpersonal skills

Good communication skills gained through my experience as a communication expert and a speaker in different workshops organised by the Regional Development Agency Centru as a partner in several European projects.

● **JOB-RELATED SKILLS**

Job-related skills

- good understanding of European projects / capacity to implement projects according to the rules and guidelines of the financing program
- well organised – capable of organising events / campaigns / company missions / training courses

● **OTHER SKILLS**

Other skills

- capacity to work under pressure;
- capacity to finalize tasks on time;
- capacity to analyse, synthetize and manage large amounts of data.

● **DRIVING LICENCE**

Driving Licence: AM

Driving Licence: B1

Driving Licence: B



Gabriela Tarau

Date of birth: 19/11/1984 | **Nationality:** Romanian | **Gender:** Female |

(+40) 0766213764 | gabriela.tarau@adrcentru.com |

7, Marcus Aurelius, TOL1, 510137, ALBA IULIA, Romania

● TARGETED ENTERPRISE EUROPE NETWORK PROJECT POSITION

Network Advisor; Access to finance reference person

● WORK EXPERIENCE

01/04/2021 – CURRENT – Alba Iulia, Romania

HEAD OF PROJECT DEVELOPMENT & INTERREGIONAL COOPERATION OFFICE – REGIONAL DEVELOPMENT AGENCY CENTRU

Coordination the Project Development & Interregional Cooperation Office

Drafting applications and direct involvement in the RDA Centru's implementation teams of interregional cooperation projects / other EU funded projects

Direct involvement in drafting ROP 2021-2027 – energy efficiency and green infrastructure related actions

Monitor, assess, and identify suitable funding sources for the organisation's/regional stakeholders project proposals;

Promotion of the existing EU funding programmes, reaching out to stakeholders, and support partnership

development among suitable organisations in order to access funding

Consultant within RDA Centru's Enterprise Europe Network Office (**BISNet Transylvania Project**):

- assessment of the companies' needs and offers during company visits/preparatory; answers to questions from business;
- identifying suitable business opportunities for the RO12 SMEs, drafting Eols and business offer/request profiles and dissemination via Enterprise Europe Network database;
- advisory services on European programs and access to finance;
- active participation in the Intelligent Energy Sector Group
- organizing events/B2B meetings according to the RO12 SMEs needs (company missions, info events)
- promotion of the Network's services and activities among regional stakeholders and support creation of new partnerships/collaborations

06/2016 – 31/03/2021 – Alba Iulia, Romania

PROGRAMS EXPERT – REGIONAL DEVELOPMENT AGENCY CENTRU

Participating in the management team for implementation of interregional cooperation projects / other EU funded projects.

Consultant within RDA Centru's Enterprise Europe Network Office (**BISNet Transylvania Project**):

- assessment of the companies' needs and offers during company visits/preparatory; answers to questions from business;
- identifying suitable business opportunities for the RO12 SMEs, drafting Eols and business offer/request profiles and dissemination via Enterprise Europe Network database;
- advisory services on European programs and access to finance;
- active participation in the Intelligent Energy Sector Group
- organizing events/B2B meetings according to the RO12 SMEs needs (company missions, info events)
- promotion of the Network's services and activities among regional stakeholders and support creation of new partnerships/collaborations

Direct involvement in drafting applications for RDA Centru

Direct involvement in drafting RIS3 Centru and PDR Centru

08/2014 – 08/2015 – Bucharest, Romania

EXPERT WITHIN THE PUBLICATIONS DEPARTMENT OF NATIONAL RURAL DEVELOPMENT NETWORK – ROMANIAN NATIONAL RURAL NETWORK SUPPORT UNIT (IDEL S.L),

Selection, monitoring, and evaluation of innovative and good practices projects submitted at the national level and inter-territorial and transnational cooperation projects under the NRDP Programme 2007-2013;

Drafting the good practices publications and the thematic publications. Animate rural stakeholders and NRDN members in order to ensure information exchange and exchange of good practices and ideas, cooperation between all members of the Network.

01/2013 – 05/2016 – Bucuresti, Romania

PROGRAMS DEVELOPMENT MANAGER – SC ORIGAMI CONSULTING SOLUTIONS SRL

Project management - elaboration, application writing and project implementation - for EU/governmental funded projects and environmental consultancy services:

- Preparing the applications and support documents (feasibility studies, business plans, marketing plans, preparing administrative files etc.) for over 20 projects in order to obtain funding under the European Economic Area Mechanism, EU/Governmental Programmes, and EU Operational Programmes managed at national level;
- Implementation of over 10 projects under the National Rural Development Programme 2007 - 2013 and the Regional Operational Programme 2007 -2013 Priority Axes 3 and 4, respectively: the preparation of progress reports, assistance in preparing the necessary documentation for public procurement, preparation and submitting the a pre / advance payment and /reimbursement applications, ensuring proper monitoring and implementation of projects and preparation of documents necessary for the MA etc.
- Environmental consultancy and specific assistance for public and private activities;
- Preparing the documentation necessary for obtaining the specific studies / environmental permits for various fields for over 20 projects;

Activities related to public procurement procedures (analysing the public procurement documents published, verifying the eligibility of the company, identification of the related resources (experts, certifications, similar experience) according to ToRs requirements, preparing the offers for tender participation: qualification dossier, technical offers and maintaining the communication with the financial department in order to prepare the financial offers; monitoring open tenders for projects of interest (elaboration of answers for clarification requests received from the evaluation commissions, drafting complaints, specific documents related to tender validity extension and guarantees for tender participation);

04/2010 – 01/2013 – Bucuresti, Romania

ENVIRONMENTAL AND MANAGEMENT SYSTEMS MANAGER – DACIA TRADING AND CONSULTING

Project management (project planning, organizing and submitting applications for obtaining grants, elaboration of feasibility studies, preparation of administrative documents and filing the required documentation for obtaining permits / approvals / consents necessary for projects submission) for projects subject to funding under the National Rural Development Programme 2007 - 2013: M125. "Improving and developing infrastructure related to the development and adaptation of agriculture and forestry"; M121 "Modernization of agricultural holdings" M123 "Adding value to agricultural and forestry" M313 "Encouraging tourism activities" and M312 "Support for creation and development of micro-enterprises";

Project management (project planning, organizing and submitting applications for obtaining grants, elaboration of feasibility studies, preparation of administrative documents and filing the required documentation for obtaining permits / approvals / consents necessary for projects submission) for 14 projects subject to funding from governmental funds (Environment Fund Administration, under the Programme aimed at protecting water resources, integrated water supply, wastewater treatment and sewage treatment plants)

Project management and project implementation activities within the Regional Operational Programme 2007-2013; Environmental consultancy for private and public sector, including: studies assessing the environmental impact of the activities, plans for waste management, drafting documentation required for obtaining permits / agreements in all phases of implementation (design, execution and authorization for the conduct of) studies comparative studies on BAT / BREF for projects producing renewable energy through cogeneration;

Preparing technical proposals/offers for participation in tenders for waste management projects, and management of water.

02/2009 – 03/2010 – Bucuresti, Romania

BIOLOGIST – DAYAN ECOTEHNIC SRL

Consultancy activities in the field of environmental protection:

Technical support for public and private entities in the field of environmental protection and the legislation applied for each entity;

Preparing the necessary documents for obtaining the environmental agreements in the design, implementation and operational phases, the environmental authorization for a variety of activities: vegetable oils factory, biodiesel plant, concrete plant, MCH etc.

Preparing the necessary documents for obtaining the permits for water management and waste water management for private companies;

Environmental impact assessments, biodiversity studies, adequate evaluation studies and risk management plans and management plans;

Staff training on how to achieve all the requirements imposed by environmental and water management permits;

08/2008 – 01/2009 – Bucharest, Romania

CHIEF OF GENERAL COMMISSIONER CHAMBER AT THE NATIONAL ENVIRONMENTAL GUARD – GARDA NAȚIONALĂ DE MEDIU/NATIONAL ENVIRONMENTAL GUARD

General administrative activities and provide general / administration support to General Commissioner

● EDUCATION AND TRAINING

09/2019

INOVATIVE AND SUSTENABILE URBAN DEVELOPMENT EXPERT

09/2019

INNOVATION MANAGEMENT CERTIFICATE

06/2018

N-ZEB TRAINING PROGRAMME: TAILOR-MADE SKILLS AND COMPETENCES ON NEARLY ZERO ENERGY BUILDINGS: LEGAL FRAMEWORK AND CONCEPTS FOR DECISION MAKERS

04/2014

PUBLIC PROCUREMENT CERTIFICATE

11/2011

TRAINER CERTIFICATE

07/2011

PROJECT MANAGEMENT CERTIFICATE

Defining the project scope, project-specific requests, planning, management of resources and costs, public procurement, risk management, team management, communication management, and quality management

04/04/2010

ENVIRONMENTAL AND MANAGEMENT SYSTEMS MANAGER CERTIFICATE – ISO 14001

10/2004 – 06/2008 – Timisoara, Romania

UNIVERSITY DEGREE IN ECOLOGY AND ENVIRONMENTAL PROTECTION;: ISCED 5A – West University of Timisoara, Faculty of Chemistry, Biology and Geography, www.cbg.uvt.ro

● LANGUAGE SKILLS

Mother tongue(s): ROMANIAN

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLEZA	C2	C2	C1	C1	C1
FRENCH	B2	B1	B1	A2	B1
SPANIOLA	B2	B1	B1	B1	B1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● **DIGITAL SKILLS**

Microsoft Office | Microsoft PowerPoint | Microsoft Excel | Microsoft Word | Zoom | Google Drive | Navigare Internet | Social Media | Cisco Webex | Ability to learn quickly, listen and communicate with others, correctly and motivated | Proficient communication; ability to present and portray ideas as well as convince others | Microsoft Powerpoint | Written and Verbal skills



Europass Curriculum Vitae



Personal information

Surname(s) / First name(s)	Ioannis Z. PAPPAS, MENG MECH. ENG., PH.D., Eur.E.M., CEA
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Telephone(s)	Work +30 2109942800 Mobile +30 6974 701842
E-mail	ioannis@gstcouncil.org
Nationality	Greek
Date of birth	18/09/1973
Gender	Male

Summary

- GSTC Director, Mediterranean Region, **Global Sustainable Tourism Council - GSTC** (2018 -)
- Member of the Board of **Global Sustainable Tourism Council - GSTC** (2016 -)
- Treasurer, Member of ExCo, DWG, ISG of **Global Sustainable Tourism Council - GSTC** (2017 -)
- Country (GREECE) Representative for **Global Sustainable Tourism Council - GSTC** (2015 -)
- Accredited Trainer for **Global Sustainable Tourism Council - GSTC** (2016 -)
- Accredited Sustainable Destinations Assessor, **Global Sustainable Tourism Council - GSTC** (2018 -)
- Approved Sustainable Destinations Assessor, **Green Destinations** (2017 -)
- Sustainable Tourism Manager, **Jean Monnet European Centre of Excellence** (2015 -)
- Accredited **Trainer of Passive House Standard** (2013 -)
- Certified European Energy Manager, **EUREM** (2009 -)
- Project Manager for Sustainable Tourism Projects, Foundation, **PM4SD** (2016-)
- Travelife **Approved Independent Auditor for Green Tourism** (2013 -)
- Green Globe **Certified Auditor for Green Tourism** (2012 -)
- Head Auditor of **Hikers Friendly Certification Scheme** (2017 -)
- **Certified Energy Auditor** (by the Association of Energy Engineers), (2018 -)
- **Certified Energy Auditor** (Greece / Reg. Num. 425 / B Level - Buildings, Heating, Cooling) (2011 -)
- Consultant on **Buildings Sustainability** (2007 -)
- Accredited GHG Verifier for **Airport Carbon Accreditation** (2015 - 2017)
- Principal Administrator of Greek GHG Registry, **Greek Government** (2005-2007)
- Greek Administrator of International Transaction Log, **UNFCCC** (2005-2007)
- Operation Trading Account Holder of Green Evolution SA in **Greek GHH Registry & Markit Registry** (2010 -)
- Senior Advisor in **Carbon Finance and Carbon Credits Portfolio Management** (2009 -)
- Senior Consultant for **EU-ETS / INDUSTRY, AVIATION & SHIPPING** Sectors (2009 -)
- **GHG Management and Reporting** - Expert based on ISO 14064 Systems (2009 -)
- Certified Auditor of **ISO 9001 & 14001** Systems (2004 -)
- Certified **Infrared Thermographer**, Level I, Infraspersion Institute, (2012 -)
- Third Party Surveyor of **Energy Systems in Oil Industry** (2003 -)
- Special Advisor on Energy and RES, **NCESD, Greek Government** (2005-2007)
- Research Fellow in Joint Research Centre of the **European Commission** (2001-2003)
- **Coordinator / Manager** for more than 21 National & EU Research Projects (2001-2016)

Specific Services & Audits Experience

- **Destinations Assessments** based on GSTC Destination Criteria : One in Middle East
- **Destination Tourism Strategy** : Consulting services on Sustainable Tourism Pillar for one Destination in Middle East
- **Hotels' Audits on Sustainable Tourism Standards** in the last 5 years : Over 70 Units, 6 International Chains and over 5700 Keys
- **Training Services for Sustainable Tourism** : Over 40 professionals, all over the globe, for GSTC Criteria and over 8 Auditors Training in Certification Bodies
- **Advisory Services for preparation on Sustainable Tourism Certification** in the last 5 years : more than 5 Hotel Chains
- **Energy Audits in buildings** in the last 8 years : more than 500.000 m2, in more than 200 buildings, with average energy savings over 30%, based on energy efficiency proposals (Schools, Museums, Town Halls, Offices, Homes, etc.)
- **Energy Retrofit Consulting and Dynamic Simulation of Buildings** in the last 8 years : more than 350.000 m2, in more than 120 projects
- **Thermographic examination of buildings** in the last 8 years : more than 12.000 m2, in more than 45 buildings
- **Issuing of Energy Performance Certificates** according to Greek Regulation of Building Energy Efficiency (KENAK) in the last 8 years : more than 40
- **Studies on the use of Renewables of Electrical and Thermal Energy** for the last 8 years : more than 15 projects in buildings and open public spaces
- **Consulting and Dynamic Simulation of Bioclimatic upgrading of open spaces** in the last 8 years : more than 750.000 m2, in more than 25 projects
- **Thermographic examination of open spaces** in the last 8 years : more than 60.000 m2, in more than 10 project
- **Advisory Services for Energy Efficiency and Renewables** Implementation in Hotels in the last 5 years : Over 35 Units and more than 3000 Keys

Work experience

Dates	09/2015 – today
Occupation or position held	GSTC Director, Europe and Middle East Areas Member of the Board / Treasurer / Member of ExCo, DWG, ISG / Country Rep / Trainer
Main activities and responsibilities	Responsible for Sustainable Tourism Standards and Certification. Representative for Greece and South East Europe, Director of Destinations Program in Europe and Middle East, Trainer, Member of several internal groups.
Name and address of employer	Global Sustainable Tourism Council , Washington DC, US
Type of business or sector	Private Sector, Public Sector, SME, Research Institutes, Universities
Dates	08/2015 – 09/2017
Occupation or position held	Co-Founder, Member of the Board / Treasurer
Main activities and responsibilities	Responsible for Sustainable Buildings and Sustainable Tourism Standards and Certification. Start-up and European Funds issues Coordination of the Sustainable Building Council of Greece.
Name and address of employer	Sustainable Building Council Greece , 13 Kritis St, GR, Athens, Greece
Type of business or sector	Private Sector, Public Sector, SME, Research Institutes, Universities
Dates	04/2012 – today
Occupation or position held	Co-Founder and Secretary
Main activities and responsibilities	Start-up and European Funds issues Coordination of the Hellenic Passive House Institute, a Company offering advisory and lobbying services on the Passive House Standard in Building Sector. Responsible for the following thematic areas : <ul style="list-style-type: none"> • Delivery of seminars for engineers <i>interested in the Passive House standard</i> • Focal-point for information and know-how on the production of passive house systems • Support for implementation and/or certification of Passive House projects in the Greek area
Name and address of employer	Hellenic Passive House Institute , 13 Kritis St, GR-14231, N. Ionia, Athens, Greece
Type of business or sector	Private Sector, Public Sector, SME, Research Institutes, Universities

Dates	05/2009 – Today
Occupation or position held	Co-Founder and CEO
Main activities and responsibilities	<p>Date to date running of Green Evolution, a Company offering advisory services on environment, energy and carbon finance. Responsible for the following thematic areas :</p> <ul style="list-style-type: none"> • Sustainable Tourism, Training and Consulting • ETS-EU & Carbon Assets Management • GHG Management Expert & MARKIT Registry Account Operator • Bioclimatic Dynamic Modeling and Upgrade of Open Spaces • Energy Audits, Energy Dynamic Modeling, Energy Manager and Retrofit in Buildings • International Policy and Market Development in Climate Change • Green Business Financial Solutions and Services • Clean Energy Solutions, Including RES, Energy Efficiency, New Technologies, Energy Auditing, (Accredited European Energy Manager - EUREM)
Name and address of employer	Green Evolution S.A. , 20 Karneadou Str, GR-16346, Ilioupolis, Athens, Greece
Type of business or sector	Private Sector, Public Sector, SME, Research Institutes, Universities
Dates	09/2005 – 09/2007
Occupation or position held	Special Advisor in Energy and Renewable Energy Sources
Main activities and responsibilities	<p>Co-ordination of energy and environment indicators and reporting to measure the progress of Greece in environmental integration of the energy sector</p> <p>Analysis and Review on policy, research and technological development in the field of energy and environment, especially in Renewable Energy Sector, for the Greek Government and the Ministry of Environment</p> <p>Principal Administrator of Greek Registry on GHG Emissions (CITL), Greek Administrator of International Transaction Log (ITL) and Nominated Greek Representative as Expert for ITL Technical Issues (three Technical Committees)</p> <p>Development contacts, networking and cooperation with relevant international organisations (European Commission, DG Transport and Energy, DG Environment, JRC, NGOs)</p> <p>Co-ordination and Project(s) management and Dissemination of activities</p>
Name and address of employer	National Center for the Environment and Sustainable Development of GREECE , Villa Kazouli, Kifissias Avenue & G. Lambraki 1, GR-145 61, Kifissia, Athens, Greece
Type of business or sector	Government Institution, Environment, GHG Emission Registry of Greece
Dates	01/2004 – present
Occupation or position held	Energy Policy and Environmental Solutions Expert on European Funds
Main activities and responsibilities	Consultant on Energy Policy, Environmental Projects and Technological Solutions in the Field of European Strategy and Project Management.
Name and address of employer	ECOFYS BV, Utrecht, The Netherlands ELLAKTOR S.A. (ELTEX ANEMOS SA, TERPANDROS SA), Athens, Greece ERKAT SA, Athens, Greece, ATOM DYNAMIC SA, Athens, Greece
Type of business or sector	Private Sector
Dates	08/2001 – 07/2003
Occupation or position held	Post-Doctoral Research Fellow in Advanced Energy Applications
Main activities and responsibilities	<p>Co-ordination and Project(s) Management of Research Projects (energy, advance materials)</p> <p>Unit Sector Quality officer</p> <p>Member of European Standardization Scientific Committee (CEN)</p> <p>Non-destructive Testing Expert</p>
Name and address of employer	Joint Research Centre of the European Commission , Institute for Energy (DG-JRC, IE) Westerduinweg 3, NL-1755 LE, Petten, The Netherlands
Type of business or sector	Research Institute

Education and training

Dates	08/2001-07/2003
Title of qualification awarded	Post-Doc in Mechanical Engineering / Advanced Energy Applications
Principal subjects/occupational skills covered	Gas Turbines Technology in Energy Generation, Advanced Materials
Name and type of organisation providing education and training	Joint Research Centre of the European Commission, Institute for Energy, Petten, The Netherlands
Dates	01/1997-08/2001
Title of qualification awarded	PhD in Mechanical and Aeronautical Engineering
Principal subjects/occupational skills covered	Advanced Materials in Energy Applications, Probabilistic Analysis and Stochastic Modeling, Reliability Methodologies, Non-destructive methods, Numerical modeling, Pattern recognition analysis methods
Name and type of organisation providing education and training	University of Patras, Department of Mechanical and Aeronautical Engineering, Greece
Dates	09/1991-08/1996
Title of qualification awarded	Diploma in Mechanical and Aeronautical Engineering
Principal subjects/occupational skills covered	5year Diploma with 62 courses and one (1) major and one (1) minor thesis project Fields of specialization: advanced materials, non destructive testing, bioengineering, energy
Name and type of organisation providing education and training	University of Patras, Department of Mechanical and Aeronautical Engineering, Greece

Personal skills and competences

Mother tongue(s) **Greek**
Other languages

Self-assessment <i>European level (*)</i>	Understanding				Speaking				Writing	
	Listening		Reading		Spoken interaction		Spoken production			
English	C1	Proficient user	C2	Proficient user	C2	Proficient user	C1	Proficient user	C2	Proficient user
Italian	B2	Independent user	B2	Independent user	B1	Basic user	A2	Basic user	B1	Basic user

Studying and Working Experience in Multicultural Environment

- Dr Pappas has been an active participant member of various international working groups (UNFCCC, CITL, ITL, CEN, TAIEX), committees, and of a management board.
- He has also spent two years for applied Post-Doc abroad (in Petten, NL), in a truly multilingual, multicultural environment.
- He thus has developed the ability to effectively contribute to the various assigned tasks, in such environments

ORGANIZATIONS

- Member of the Board, **Global Sustainable Tourism Council**, GSTC (2016 -)
- Co-Founder and Member of the Board, **Sustainable Building Council of Greece**, SBCG (2015 -)
- Co-Founder and Member of the Board, **Hellenic Start Up Association**, HAS (2014 -)
- Co-Founder and Member of the Board, **Hellenic Passive House Institute**, HPHI (2013 -)
- Co-Founder, CEO and Member of the Board, **GREEN EVOLUTION SA** (2009 -)
- Co-Founder, **Hellenic Ecotourism Society** (2015 -)
- Nominated Greek Representative as Expert for ITL Technical Issues, **UNFCCC** (2005-2007)
- Special Advisor on Emission Trading & EU Legislation **TAIEX-EC, DG Enlargement** (2006-2008)
- Member of **Technical Chamber of Greece**, TEE (1996 -)

Technical skills and competences

- 2018 : Training Course and Certification on Energy Audits (Certified Energy Auditor), the Association of Energy Engineers, Athens, Greece
- 2015 : Training Course and Diploma in Sustainable Tourism Management, Jean Monnet European Centre of Excellence, University of Athens, Greece
- 2014 : Training Course for TRAVELIFE Auditors, Travelife, Athens, Greece
- 2013 : Training Course BD+C 251 - UNDERSTANDING THE BUILDING DESIGN + CONSTRUCTION LEED RATING SYSTEMS, USGBC, Athens, Greece.
- 2009-2012 : Advance Training in European Energy Directives in Building Sector, Building Energy Auditing and Energy Efficiency Solutions in Building Sector, Technical Chamber of Greece, Athens, Greece.
- 2007-2008 : EUREM – Attendance of extensive training on Energy Applications for the European Energy Manager, **German-Hellenic Chamber of Industry and Commerce, Center of Renewable Energy Resources of Greece.**
- 2006 : Attendance of Extensive Training on Buildings Design based on Energy Efficiency and Alternative Waste Management, National Center for Public Administration and Local Government, Greece.
- 2005-2008 : Special Advisor on Emission Trading and European Legislation & Energy and Renewable Energy Sources for TAIEX, European Commission, DG Enlargement.
- 2003 : Advance Training Course on ISO 9000 : 2000 Auditor Transition for Quality Professionals (Cert. Num. 23173), by BSI Business Solutions.
- 2001 : Attendance of extensive training on Stochastic Mechanics Methods and Structural Reliability and Stochastic Load Modeling, DCAMM, Technical University of Denmark.

Computer skills and competences

Proficient user of

- MS Office and MS Project
- Windows XP/ NT / VISTA / 7
- SPSS, Origin, Corel Draw, Paint shop Pro and Photoshop CS2
- Autocad, CADWORX, CEASAR, NOESIS, PHPP

Other Skills and Competences	<ul style="list-style-type: none"> ▪ Scientific Associate in Research and Development Projects, National Observatory of Athens ▪ Scientific Associate in Projects on Environment and Renewable Energy Sources, University of the Aegean, Dep. of Environment, Greece ▪ Scientific Associate in Aeronautics and Energy Issues, University of Patras, Dep. of Mech Eng & Aeronautics, Patras, Greece ▪ Member of Elaboration Study Group for the New Greek Sustainable Development Strategy and Review of the Older Greek Strategy, <i>Responsible for Energy, Sustainable Transportation, Research and Development</i> ▪ Expert on Non Destructive Techniques, NET/TG2–Neutron Techniques Standardization for Structural Integrity of Institute for Energy, DG JRC, The Netherlands (2003-2006) ▪ Technical and Scientific Advisor of Small – Medium Enterprises ▪ Total Quality Management & Auditing / Power Industry Surveyor (Refinery Units) ▪ Provisional Auditor on Environmental Management Systems of ISO 14001:1996 ▪ Auditor on Quality Management Systems of ISO 9001:2008 ▪ Member of seven (7) Technical Associations, three (3) related with Energy & Environmental Sector ▪ Attendance of Advance Training Seminar on SMEs Management, AKMI KEK, 2005, Greece ▪ JRC Entrepreneurship Curriculum 2002 for potential entrepreneurs preparation, JRC-ISPRA, ERAIE Unit, European Commission, 2002, Italy ▪ Advance Training Course on ISO 10011-1 (<i>IRCA A 12396</i>, Cert. Num. 207), EUCAT S.A., 1998, Greece ▪ Course on ISO 9000 : 2000 Auditor Transition for Quality Professionals (Cert. Num. 23173), BSI Business Solutions Ltd, 2003, The Netherlands
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Organizational skills and competences

Dr Pappas has been involved in many kind of Works :

- Research work (lead researcher)
- Project Management and Team Mentoring (Consulting Companies, European Institutes)
- Organization, operation and administration of services
- Design and Operation of Quality Systems
- Consulting in business exploitation of innovation & research results and financing
- He has also good negotiating attitude and skills, as a strong team player

Driving license

Category B car license, EU Countries

Category A motorbike, EU Countries

Additional Information

- Graduation with Honours, First in Class 1996, Mechanical and Aeronautical Engineering Dep.
- Nominated by the Greek Hellenic Ministry of Defense at the 'Distinguished scientists' body
- Two (2) national awards for academic performance
- Published One (1) Invited Paper, One (1) Chapter in Book, Fourteen (14) Referred Journal Papers, Thirteen (13) Refereed Papers in Conf. Proceedings, four (4) papers in Scientific Magazines
- Twenty one (21) Invited Oral Presentations, Thirteen (13) Oral Presentations and Twenty five (25) Participations
- Reviewer of three (3) International Scientific Journals
- Seven (7) lectures in International Forums/ workshops

Ilias Koutsaftikis

Tourism and Sustainability Researcher & Consultant

CONTACT



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Athens, Greece



www.linkedin.com/in/iliaskoutsaftikis

SKILLS

Tourism & Sustainability

Research skills

Critical thinking

Problem-Solving thinking

Flexibility

Project Management

LANGUAGES

English (Advanced – BSc in English)

Greek (Native)

CERTIFICATES (COURSERA)

Sustainable Business Change Agent

Specialization (100 hours) | University of Colorado (2021)

Social Entrepreneurship

Specialization (50 hours) | Copenhagen Business School (2021)

Social Media Marketing

4 Courses (100 hours) | Facebook (2021)

Hotel Management

3 Courses (40 hours) | ESSEC Business School (2021)

Exploring our Responses to Climate Change

Specialization (20 h.) | University of Colorado (2020)

ABOUT ME

A sustainability and tourism professional, working on sustainability research and reporting in the tourism sector, with a focus on tourist destinations. As a tourism professional and a passionate traveler, I see travelling as a tool for achieving environmental and economic sustainability, inclusive development and community well-being. My professional skills and interests lie in the fields of tourism, sustainability, environment and urban studies.

EXPERIENCE

10/2021-
present

Sustainability Researcher

Green Evolution (Greece)

Tourism sustainability research and reporting with an emphasis on destinations.

03/2021-
09/2021

Destination Sustainability and Climate Action

Green Destinations (Netherlands) | Internship - remote

Involved in the development of: a) a climate action plan blueprint for destinations and b) a tool to support destinations in their sustainability path.

09/2016-
06/2018

Waiter

Rhodos Grieks Specialiteiten Restaurant (Breda, Netherlands)

2008 -
2015

Outdoor Advertiser/ Flyer Team Manager

Oscar - outdoor advertising (Athens, Greece)

EDUCATION

2020

Bachelor of Science (BSc) in Tourism

Wageningen University & Research (Netherlands)

Holistic understanding of tourism and the interrelationships between tourism, the economy, society and the environment. GPA: 7.43

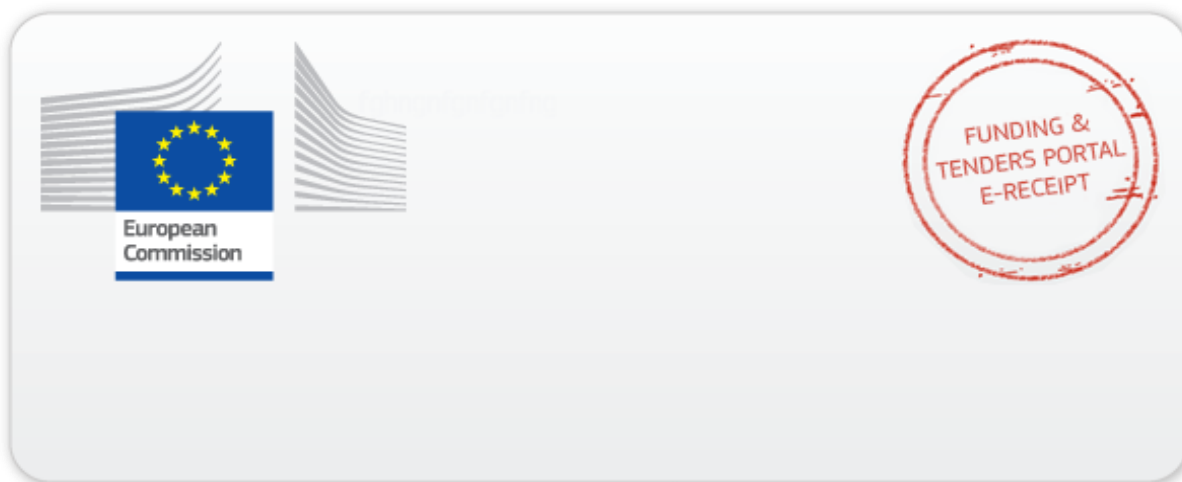
- Research throughout my study on tourism sustainable development, the tourist experience, tourism products, impacts of tourism and destination marketing and management.
- Thesis topics: Sustainability, Sustainable tourism, Ecotourism.

2018

BSc Minor in Urban Environmental Management

Wageningen University & Research (Netherlands)

Introduction to the core disciplines (Technologies, Policy, Management, Urban Planning) and issues of Urban Environmental Management.



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