D[1].[1] – [Management, Quality, Risk and Innovation Handbook]

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Executive Summary

This document is the first deliverable of TENACITY WP1 related to Project Management and Quality Assurance and more specifically it concerns, presents and analyses the overall project management, the quality assurance and plans regarding the risks and the innovation steps that will be followed during the lifecycle of the project. The Project Management Plan describes the project management procedures that apply to the TENACITy design, implementation and demonstration stages. The close following of, and coherence to the Project Management Plan is a joint responsibility of all project partners until the complete discharge of all obligations under the EC Grant Agreement (101074048) to ensure the quality of all project deliverables and the following of the coordination guidelines among partners during the project's tasks execution. The plan presented hereafter, consists of planned and systematic processes and steps to determine and ensure the achievement of the TENACITy quality objectives. Moreover, going to be used to verify that agreed procedures are in place and being adequately addressed, and in case of deviations, corrective actions are employed. To this end, this document identifies a list of Key Performance Indicators (KPIs) that will be used and continuously updated throughout the life of TENACITy in order to monitor the progress and also the quality of the work performed in the various executed tasks.

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List of Abbreviations

Term	Description
API	Advance Passenger Information
CA	Consortium Agreement
CSA	Coordination and Support Actions
DoA	Description of Action
EAB	Ethics Advisory Board
EC	European Commission
GA	General Assembly
IA	Innovation Actions
IPR	Intellectual Property Rights
KPI	Key Performance Indicator
MSCA	Marie Skłodowska-Curie Actions
PC	Project Coordinator
PCT	Project Coordination Team
PI	Principal Investigator

PMI	Project Management Institute
PNR	Passenger Name Record
QAS	Quality Assurance Supervisor
REA	Research Executive Agency
SAB	Security Advisory Board
SME	Small and medium-sized enterprise
TC	Technical Committee
TL	Task Leader
WP	Work Package
WPLs	Work Package Leaders

1 Introduction

1.1 Purpose of this document

The Project Management Plan documents the necessary structures and processes required to effectively manage project quality from project's commencement through delivery. It defines the project's management policies, procedures, criteria and areas of application, and roles, responsibilities, and authorities.

The purpose of this document is to provide the description of the procedures that will be applied along the project implementation stages. The Project Management Plan is the joint responsibility of all project partners until the complete discharge of all obligations under the EC grant agreement.

The Project Management Plan ensures the quality of all project deliverables and the proper coordination among partners during the execution of the tasks the project entails. In more detail, the Project Management Plan's objectives are:

- To ensure smooth project progress
- To develop documentation of the project progress in line with quality metrics, ethical and technical standards
- To detect early deviations from the project plan as set out in the DoA
- To initiate remedial action, if necessary, as soon as possible

The practices defined in this Project Management Plan will ensure that quality is built into the project's working processes. Therefore, it consists of planned and systematic activities to determine and ensure that the project objectives of TENACITy are met.

The project management plan will serve as the main reference for the project coordinator and all TENACITy partners on all TENACITy quality matters.

The TENACITy project will administer a non-conformance and corrective action program that will verify early detection and correction of deviations from the project plan. Non-conformance will be documented, and corrective actions will be applied. The Project Management Plan specifies that the project will monitor the corrective actions employed to verify that agreed procedures are in place and are being adequately implemented.

1.2 References and applicable documents

1.2.1 Reference documents

a. Project Management Institute (PMI) - http://www.pmi.org

b. Horizon Europe reference documents - https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=HORIZON

1.2.2 Applicable documents

The documents, which are applied in the present Project Management Plan handbook, are:

a. Grant Agreement, number: 101074048 — TENACITy — HORIZON-CL3-2021-FCT-01-01 - Terrorism and other forms of serious crime countered using travel intelligence

b. Consortium Agreement, version: 1.0 approved by partners

1.3 Structure of the document

The structure of this document is as follows:

- Section 2 presents the management structure of the TENACITy project together with the project bodies and the main roles
- Section 3 describes the TENACITy project management activities that will ensure the proper implementation of the project plan
- Section 4 outlines the quality reviewing activities that have been designed for the quality assurance of the project deliverables and of documents published by members of the TENACITy consortium
- Section 5 describes the configuration management activities that will take place within the TENACITy project for every product/ deliverable
- Section 6 presents in detail the Quality Attributes and the Key Performance Indicators (KPIs) that are set for the TENACITy project in order to assess the quality of the project results, as well as the Risk Management scheme

- Section 7 presents an analysis of the Innovation Management procedure
- Section 8 presents a detailed analysis of the workplan and work structure of the project, focusing on the allocation of effort among the consortium members

2 Project organisation and responsibilities

General Project Management in TENACITy is based on three major principles:

- Principle of an integrated project structure: Create an integrated project structure that incorporates technical, scientific, and partner coordination as well as issues of commonplace business operation
- Principle of leading-edge project management instruments: Apply internationally operated and state of the art management instruments and establish a strong research commitment of the entire team. The applied project methodology will be based on the methodology of the Project Management Institute (PMI)
- Principle of binding decision provisions and agreements upon all partners: Arrange decision-making to take place close to the relevant (responsible) level of execution, and elevate only if necessary. Provide reliable and trusted agreements to protect the intellectual properties of all partners

The purpose of these three major principles, is to create a project management approach that guarantees transparency and commitment to all engaged partners and thus facilitates an unobstructed and successful project evolution. It assures that TENACITy meets its entire objectives on time, on budget, and with the best possible quality results.

2.1 Project Management structure

The management structure of the TENACITy project is described as depicted in Figure 1.

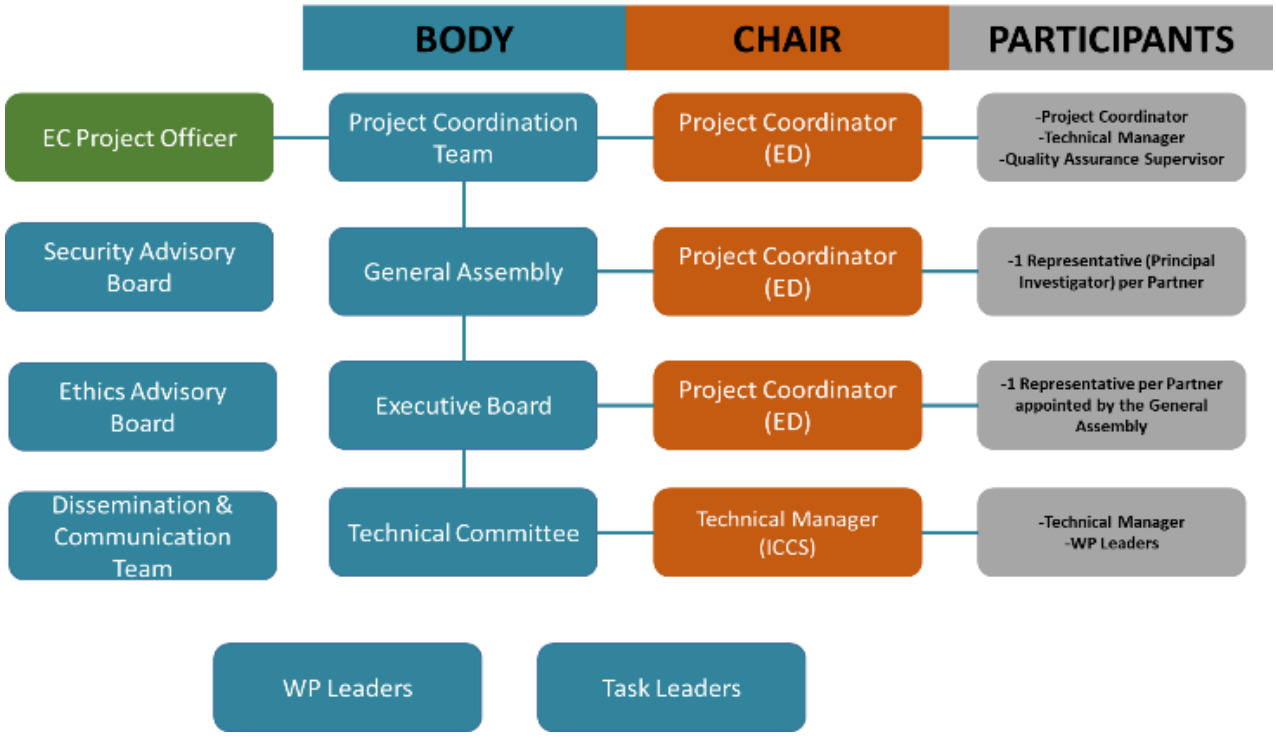

Figure 1 TENACITy Management Structure

2.1.1 Project Coordination Team

The Project Coordination Team is the ultimate body of the Consortium responsible for the planning, execution, and controlling of the project. It encompasses the following activities:

- Administration and scientific coordination activities & Quality Assurance
- Implementation of all action plans
- Establishing a budget and schedule-controlling system
- Handling of Intellectual Property issues
- Development and application of a communication and reporting culture
- Creation of efficient and effective team structures

It consists of the following roles: Project Coordinator (ED), Technical Manager (ICCS), Innovation, Dissemination & Exploitation Manager (IANUS), and the Quality Assurance Supervisor (ED). The main activities of each role are listed below:

Project Coordinator (PC) – The PC will act as the primary contact point for the European Commission and is responsible for the overall project coordination. This comprises reporting to the Commission on progress, changes in the project consortium or the project work plan as well receipt of feedback on the research results of each work package.

The main management task of the PC is to ensure that the work packages and tasks achieve the expected results, and that the project makes adequate and timely progress toward achieving its objectives based on these results. For this, the PC will have to keep in close contact with the work package leaders to ensure that the intended deliverables are produced according to the planned schedule and delivered to the Commission and the project reviewers as required. The PC will convene and chair the regular technical meetings of the General Assembly. The responsibilities of the PC include mediation and dispute resolution in cases of conflict and application of contingency measures in cases of non-performance of a partner, failure to produce the necessary research results, recruiting failure, or resourcing problems.

Finally, the PC will be responsible for ensuring that the consortium agreement, including issues of intellectual property rights and any other legal documents are properly prepared and managed.

The Project Coordinator is the only official channel that interacts with the European Commission, on all issues related to the TENACITy project and consortium.

Technical Manager –This role will ensure that the technological objectives of the project are met. The Technical Manager will cooperate closely with the Work Package Leaders and support the PC in ensuring that the aforementioned objectives are met in a timely way and with high technical quality.

Innovation, Dissemination & Exploitation Manager – This role will ensure the management of the different stages of the innovation cycle. They are also responsible for the actions related to the dissemination of the project results during the course of the project, as well as the planned steps after the project's end.

Quality Assurance Supervisor (QAS) – The QAS will cooperate with the PC, with the responsibility to ensure that an effective Quality Plan is developed (also within this deliverable) and maintained/updated accordingly, and to ensure that the quality assurance function is being effectively executed. Each work package Leader will assume the role of Quality Controller and take responsibility within that work package for implementing and enforcing the quality control procedures defined in the Quality Plan. A number of Quality Assessors will be designated from the staff of the partners of the Consortium, to take responsibility for assessing quality. The Quality Assessors will conduct their reviews on a defined periodic basis, and will report their findings to the PC.

2.1.2 General Assembly

The General Assembly (GA) is the major decision-making body of the TENACITy project. It comprises one principal investigator (PI) from each project partner. The General Assembly will meet each half year. The purpose of the meetings is to discuss in detail the project's progress and to decide on and evaluate TENACITy's general technical directions on a regular basis. For this, the General Assembly will receive reports from each Work Package Leader and each Working Group

Leader. The General Assembly will decide whether the progress in each Work Package is acceptable, and if necessary, will make amendments to the work plan, shift resources, or initiate contingency actions. The General Assembly will further discuss and decide on the project finances, issues of intellectual property rights, and major disputes. In cases where the Project Coordinator feels the need to discuss urgent matters with the whole General Assembly, apart from the regular meetings (2 times per year), they will convene an additional electronic meeting of the General Assembly. Each member of the General Assembly has one vote, which may be made by proxy if necessary. Preferably, the General Assembly's decisions are taken by consensus. If this turns out to not be feasible, decisions will be taken by majority vote with the PC retaining the casting vote. The full list of the matters handled by the General Assembly and the detailed procedures for decision-making and voting are set out in the Consortium Agreement.

2.1.3 Executive Board

The Executive Board is the supervisory body for the execution of the Project, which shall report to and be accountable to the General Assembly. It consists of the representatives of the Parties appointed to it by the General Assembly. The Executive Board will meet every month. It is responsible to collect information regarding the progress of the project, oversee the execution of the project plan and propose modifications if needed. It decides on the technical roadmap of the project and on the selection of additional expertise (sub-contractors). It also advises the General Assembly for the re-allocation of the project tasks and budget in case of abolished tasks. Finally, it prepares meetings, proposes decisions and prepares the agenda for the General Assembly.

2.1.4 Technical Committee

In compliance with the decisions of the Project Coordination Team (PCT), the Technical Committee (TC) will ensure a strong consistency between the technical WPs. The TC will be responsible for the planning, execution and monitoring of the project, concerning technical issues. The TC will be chaired by the PC and the Technical Manager and will be responsible to review the results obtained in the work packages and assess whether these are of the expected quality. It will delegate decisions to the General Assembly only when major changes are posed in the project's evolution or when no consensus can be reached.

2.1.5 Work Package Leaders

As outlined in the work plan, for each work package a Work Package Leader has been allocated. All WPLs are senior / principal investigators of the project partners. The Work Package Leaders report directly to the Project Coordinator and are responsible for monitoring and reporting on progress within their work package and for the timely and adequate production of the deliverables.

2.1.6 Work Package Task Leaders

For each Task within a Work Package, a Task Leader (TL) is allocated as well. Task Leaders are responsible for the proper execution of work within their Task and also for organizing meetings of

the corresponding task teams, whenever it appears to be necessary to discuss the further progressing of work in the specific Work Package.

2.1.7 Ethics Advisory Board

The Ethics Advisory Board (EAB) undertakes project oversight duties and assists in efforts to prevent problems and propose possible solutions. The EAB has an obligation to help avoid public discomfort towards science and to alleviate concerns where they exist. Bearing in mind any ethical issues, starting at the conceptual level of the proposal, the EAB magnifies the quality of research, rises its likely social impact, and promotes research integrity. Therefore, the EAB will review operations throughout the project, helping to prepare for any future reflection on potential problems and how to address them.

2.1.8 Security Advisory Board

The Security Advisory Board (SAB) addresses any safety concerns that may arise in the project. Above all, the SAB reviews the level of sensitivity of the information contained in the deliverables prior to dissemination, especially with respect to the framework to be developed, in addition to the reviews of the Ethics Board. The SAB must carefully examine any partner's publication with distinct attention to procedures, documentation, and information they might deliver.

2.1.9 Dissemination and Communication Team

Due to the sensitive nature of some of the results produced by TENACITy, the dissemination and communication activities of the project will be carefully coordinated by the dissemination and communication Team. The roles of its members are the following:

- Dissemination and Communication Coordinator: Responsible for managing all communication and dissemination activities in the project
- Dissemination and Communication Committee: Responsible for approval of all communication and dissemination activities in the project
- Public Relations Officer: Responsible for implementation of dissemination and communication activities related to networking with other research projects, initiatives and public authorities and organisations
- Living Lab Coordinator: Responsible for the dissemination and communication activities in the Living Labs

Due to the sensitivity of the project's scope, to safeguard the efficiency, accuracy and suitability of communication content the Dissemination and Communication Committee is introduced. The committee is responsible for reviewing and certifying all dissemination and communication actions. The objective is dual. On the one hand, not to disclose information that might be

considered sensitive or private. On the other hand, to ensure that all communication content conforms to the imposed quality and ethics requirements as set in WP1 and WP9.

3 Collaboration among partners

Project and quality management activities will ensure the proper implementation of the project plan and the satisfaction of its objectives. The following paragraphs describe the plans and activities needed for the smooth and effective evolution of the project across its lifecycle.

3.1 Decision process

Decisions will normally be taken by the responsible team members, and organization bodies based on the description of work to be performed, as stated in the Contract, the Consortium Agreement, the Description of Action (DoA) and the Project Management Plan (as communicated regularly) and the individual Work Package or Task plans. In case there is a dispute between two or more team members, an escalation procedure must be followed, as presented below.

3.2 Conflict resolution

In the course of the project the consortium will have to agree on and develop technical, scientific, and commercial ideas and specifications. Usually, an agreement will be reached first by informal contact, followed by official confirmation via electronic mail, letter, or agreed written minutes. For important issues, the agreement may take the form of a short report that needs to be signed by those responsible for decision-making. Non-technical factors such as resource allocation and contractual terms will also need to be agreed, and documented in writing. Individual Technical Leaders and Work Package Leaders will immediately inform the coordinator if potential conflict situations arise. Technical issues/conflicts within given contractual commitments that do not involve a change of contract, a change of budget and/or a change of resources/overall focus, will be discussed/solved on the WP level first. Decisions will be made by a majority vote of the Technical Leaders of all consortium members. If the decision being taken is unacceptable to partners found in the minority positions, the resolution of the conflict will be escalated according to the procedure summarised in the following steps:

- First, the implementation team - the team responsible for the delivery of a project plan task/activity- will inform the WP leader of the conflict that occurred

- The WP leader will organize the WP team meeting, and the issue will be discussed. In case of agreement, the team will inform the PC
- If no decision is taken, the WP leader will inform the Coordination team. The latter will contact the responsible persons and try to resolve the conflict

The Coordination Team will meet with the relevant parties in order to discuss the conflict. If no agreement occurs, the issue will go to the General Assembly, who will have the authority for the final decision. The final decision must be accepted by all parties.

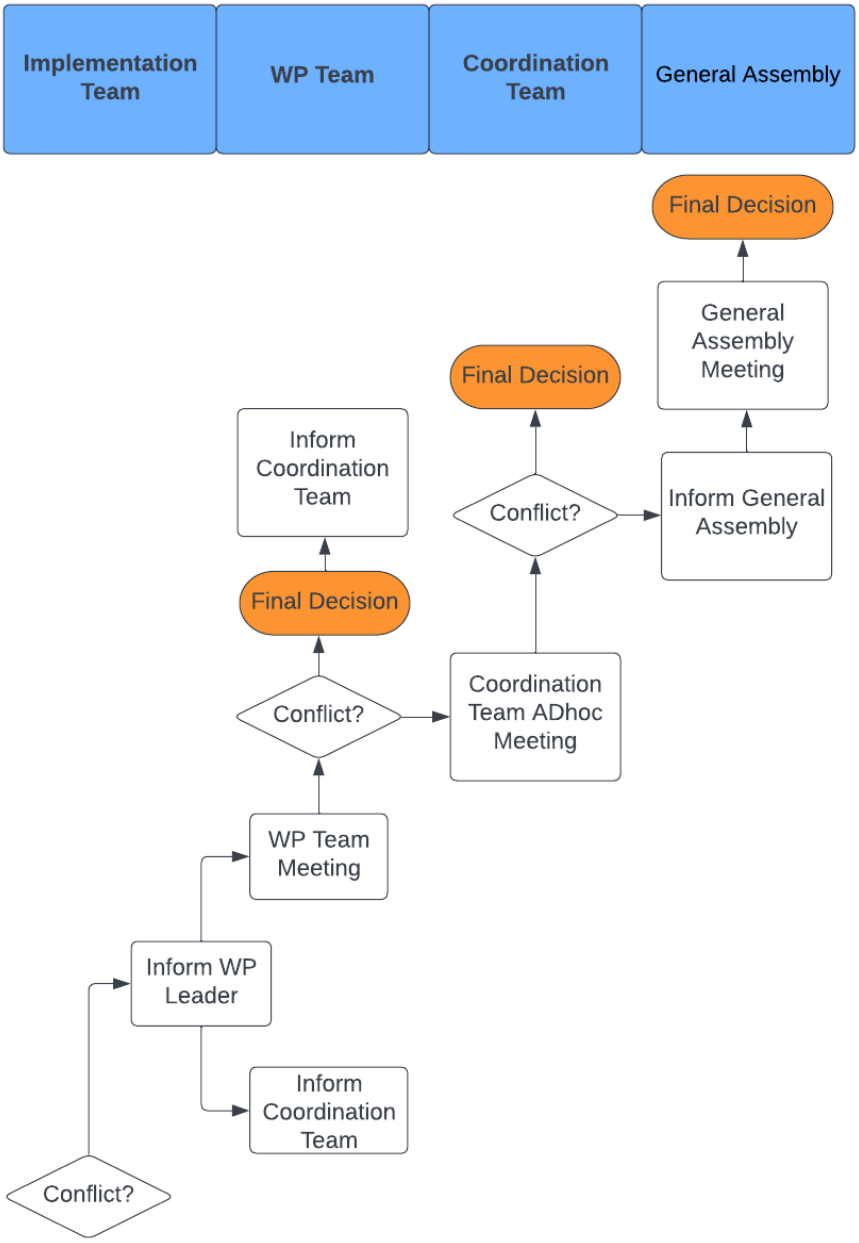

Figure 2 TENACITy Conflict Resolution Procedure

The decision scope at the task level is that all partners being involved in a task are eligible to contribute to a decision regarding that certain task; in case that a capable decision cannot be taken at that level, the issue must be forwarded to the WP leader who will act as mediator. The same procedure applies at the level of work packages, where resolution is first attempted via mediation helped by the project coordinator. The ultimate final decision for all unresolved conflicts will be made by the General Assembly.

The only exception, where the European Commission shall be consulted, is when the project coordinator brings forward arguments that a decision of the General Assembly may jeopardise the whole project, for example, by deviating from targets and outcomes expected by the European Commission. In this case, implementation will be delayed until feedback from the Commission is received. The project coordinator will be responsible for seeking advice from the Commission immediately after such a decision has been made.

In the case of persistent disputes, the consortium will inform the Project Manager, solicit the advice of reviewers and call for an extraordinary meeting. If it becomes necessary to involve the responsible EC Officer, a formal request for a meeting will be submitted.

3.3 Communication among partners

3.3.1 Information flow

Information flow within the Project will be ensured by:

- The exchange of internal technical and business documents
- Notification of relevant new publications in the literature, or by the standardising bodies
- Reports from external meetings
- Project online and physical meetings

All technical documentation generated by the project should be exchangeable in electronic format, according to the set of guidelines provided in section 5 of this document. The Quality Assurance Supervisor will enforce adherence to these guidelines.

Online meetings between working groups (e.g., on a WP level, task level, action level, etc.) will be recorded (in a written format) shared in an electronic format.

Exchange of information will mainly occur via e-mail and through the project's ProofHub platform where all partners will have secure and author rights to create/edit/review documents/news, etc.

Additionally, the EC will have reading rights to specific Wiki folders. This collaborative space includes:

- A project library with all baseline documents (DoW, Legal documents, CA, contract with EC, etc.), deliverables, WP documents, meeting minutes and presentations, reports, dissemination material, etc.
- Contacts: partner information & profiles
- Events and Calendar for important dates / milestones / deadlines.
- Project News

The Project Coordinator will be responsible for the structure and maintenance of the ProofHub platform.

Furthermore, selected information such as public deliverables, published papers, events and news will be disseminated through the project's public website: https://tenacity-project.eu.

Telephone and fax will be used for urgent needs only. Urgent correspondence over e-mail will be sent with a request for explicit acknowledge. Ordinary mail will be used for strictly formal correspondence, i.e., when executive signatures are required. Adherence to the agreed communications standards will be enforced by the Project Manager and the Quality Assurance Supervisor.

3.3.2 Meetings

The consortium has planned regular consortium meetings every six months, in order to review the progress of the various activities and to update the goals for the next short-term period according to the needs that have arisen. Additional meetings will be held in order to resolve any issues that may arise during the course of the project, or to facilitate the progress of a specific working group.

The following table summarises the planned timetable of the various project meetings.

Table 1 Planned timetable of project meetings

Project Body	Participants	Possible Meeting Objectives	Frequency
General Assembly	Representatives from all the partners	• Review and plan project work • Inclusion of a new Partner, substitution or exclusion of an existing Partner • Deciding upon all relevant administrative	Twice a year

		issues	
Executive Board	Representatives from all partners	• Review progress of the Project • Propose modifications • Advise General Assembly	Once a month
Technical Committee	• Technical Manager • WP Leaders	• Supervision of the project progress and time plans • Deciding upon all relevant technical issues • Conflict resolution	Within General Assembly Meetings
Coordination Team	• Project Coordinator • Technical Manager • Quality Assurance Supervisor	• Review and plan project work • Conflict resolution issues	Within General Assembly Meetings
WP Meetings	• WP Leader • Representatives from the partners' technical teams	• Monitoring WP progress • Specific technical scopes and transfer of knowledge	Whenever required

3.3.3 Measurement of Project Progress

3.3.3.1 Periodic progress report to EC

Periodic progress reports are extended reports to be submitted to the EC reporting the progress of the project; the PC is responsible for consolidating the input received by all consortium members. They should be submitted at the end of every reporting period and include the final report. The whole project management activity and information flow will be also supported by applications already developed by the project partners. They are extended reports including:

- Official costs statements, including all expenses in the period
- Detailed technical progress of the project per WP
- Reports on the problems encountered during the project
- Risk management results
- Key Performance Indicators (KPIs)

The periodic progress report will be based on the template provided by the EC [Periodic Report Template including Periodic Technical Report (parts A and B) and Periodic Financial Report, latest version].

4 Quality review process within the TENACITy project

4.1 Reviews of hardware/software

Within the TENACITy project a number of control measures to manage, monitor and communicate the project activities and deliverables will be included. This section shall specify the quality control process for the review of the project products/deliverables. The controls and measures adopted to ensure the success of this process will also be described. The purpose of adopting controls is to ensure that the project:

- Produces the required outputs which meet the defined Acceptance Criteria (as described below)
- Follows the agreed schedule and in accordance with the resource and budget plans
- Maintains its viability and its focus on targeting the pre-set objectives as defined in the Grant Agreement

4.2 Reviews of documentation – Project Deliverables

Each project deliverable has been assigned to one leading responsible partner. This partner takes the responsibility that the deliverable is of high quality and delivered in a timely manner. The responsible partner assures that the content of a deliverable is consistent with the work performed by the team of partners working on the relevant tasks and that the relevant objectives are met.

Project documentation will be reviewed against the following criteria:

- Format of the document according to the document templates (see Appendixes)
- Consistency with previous relevant documentation (for example, technical specifications combined with the requirements definition)
- Identification and correction of typing mistakes, etc

- Technical quality: technical aspects of the documentation will be reviewed by the Technical Committee in order to ensure that the document meets the technical goals of the project, and that all technical information is advancing the current state-of-the-art and the recent technological research level.
- References (if applicable)
- Data protection and privacy
- Ethics and Security issues

The procedure and timeline for the review of project documentation (i.e., the project deliverables) are illustrated in the following paragraphs.

The partner responsible for preparing the deliverable drafts a “table of contents” (2 months before the deadline or earlier), assigns tasks to all involved partners and sets the respective deadlines. Involved partners provide their feedback within the deadlines and the responsible partner prepares the first draft of the document. This draft is sent to the entire consortium for comments and improvements/additions. The feedback period for project partners lasts five working days. Feedback is sent directly to the responsible partner, who revises the document and prepares the semi-final version (15 days before the deadline).

The Quality Control Process begins with the semi-final version of the deliverable being sent to the SAB, and at least two Internal Reviewers, who are not members of the authoring team but have expertise in relation to the deliverable, have been assigned in advance. In a case where the deliverable is produced with the collaboration of all the partners, then more than two Internal Reviewers will be assigned to cross read and peer review the complete version of the deliverable. The EAB, SAB and the internal reviewers send their comments to the partner responsible. This partner then improves the document based on their comments. In case the comments/suggestions cannot be realised, the reasons for this must be documented. If necessary (i.e., if there are too many comments on the first round), another round of comments from the Internal Reviewers takes place.

The version that is prepared is then submitted for a final round of comments by the entire consortium. If there are comments, the partner responsible addresses them appropriately and prepares the final version of the document, which is sent to the coordinator (7 days before the deadline).

The coordinator then submits the document to the EC.

4.3 Reviews of research papers

The following procedure has been established as an internal check of the quality of research papers and their relevance to the project:

- A summary of the paper (since the paper may not be completed prior to the submission date) should be sent to the Quality Assurance Supervisor and inform them about the author's intent to submit the paper
- The QAS will assign two internal reviewers as well as the SAB
- The QAS, the SAB, the EAB and the two internal reviewers will notify the authors of the paper within ten days in case they have objections about the quality and/or the relevance of the paper with the scope of the project. This period of ten days can be narrowed, depending on the time that the summary is initially received by the Quality Assurance Supervisor

5 Configuration management

Configuration Management deals with the identification and tracking of changes related to all project results, including the deliverables, documents, testing procedures, and any other related activity.

The Quality Assurance Supervisor will be responsible for the overall monitoring of all configuration management activities described in this section.

5.1 Document configuration management

Document configuration management will be ensured through the tracking of the versions of the various project documents:

- Deliverables (as stated in the deliverables list in the TENACITy GA)
- Meeting minutes
- Tests

Document versioning will be tracked through the monitoring of the Configuration Matrix, in which all versions of each document will be tracked.

5.1.1 Deliverables

Table 2 Deliverables Naming Conventions

Coding	TENACITy-[Deliverable Code]-v**A.BB**
A	S/N for major release of the deliverable (submission to the EC)
BB	S/N for updates during the preparation/ reviewing phase
Example	TENACITy -D1.1-v1.00 (for submission to the EC) TENACITy -D1.1-v0.90 (for internal updates and submission for internal review)

5.1.2 Meeting minutes

Table 3 Meeting Minutes Naming Conventions

Coding	TENACITy-[Name of Meeting]-Minutes-[Starting Date]-v**A.BB**
A	S/N for major release of the document
BB	S/N for updates during the preparation phase
Example	TENACITy-1st Plenary Meeting-Minutes-15Jan23-v1.00

5.1.3 Tests

Specific testing methodologies will be provided during the specific tasks allocated for this purpose. However, the following types of tests are already scheduled within the project description:

- Component tests: These tests are used to technically test operation and requirement conformation of elementary items of the system. The tests are under the responsibility of the developer of each individual HW and SW component
- Integration tests: These tests are under the responsibility of the integrator. These tests are used to ensure the compatibility and interoperability of different items, which contribute to overall system functionality
- Pilot usage tests: These are the end-users' large scale evaluations, combining the overall system functionality and the real-life situations
- These tests will be implemented following a specific Test Framework and Test Scenarios. It is the responsibility of the test organisation (depending on the type of the test) to provide the Test Scenarios and Test Cases to be included in the Component, Integration and Pilot Usage tests

Table 4 Scenario / Test Case Naming Conventions

Coding	TENACITy-YY-SN-v**A.BB**
YY	**TS**: Test scenario **TC**: Test case
SN	Serial Number

A	S/N for major release of the document
BB	S/N for updates during the preparation phase

5.2 Software configuration

The software components monitoring will be done using a software version configuration tool and code review tools (for quality and security) (e.g., Git, Maven, Jenkins, etc.) and a repository (e.g. Nexus), which will be installed on a central server. A feature-branch or git flow workflow will be adopted, ensuring that all necessary components of the TENACITy system will be available for the distributed development teams. Since the complete system consists of multiple sub-systems, there will be a development-friendly staging version of the complete system which will be possible to be deployed on a local machine (e.g., with dummy data) for developers to be able to test and extend their components. There will also be a production version (as stable as possible) of the complete system deployed on the cloud which will integrate with the hardware and software deployed in the pilots working with real data. At all times (development and pilot runs) a ticketing/issues system (e.g., Atlassian Jira ticketing system or Github issuing system, FusionForge) will be used by all partners for reporting and managing issues, bugs, etc.

5.2.1 Name space

The software components developed in the project will bear specific and unique names and versions. They will be compiled using Maven (when applicable) and their versioning will follow the Maven versioning scheme. The revision number and the designation “SNAPSHOT” are used for internal unofficial “working” builds.

Table 5 Software Components Naming Conventions

Coding	**org.TENACITy.GN[.MN]-V1.V2[.V3-SNAPSHOT]**
GN	Group name e.g. “daa” (document authenticity analytics)
MN	A dot delimited module name e.g. “resource-tracker.impl” or “resource-tracker.api”
V1	Major version number

V2	Minor version number
V3	Revision number
Example	org.tenacity.daa.resource-tracker.api-1.0 or org.tenacity.daa.resource-tracker.impl-0.9.12-SNAPSHOT

5.2.2 Change log

The changes introduced between versions of the components will be documented in a dedicated text file – the change log.

5.2.3 Releases

The stable releases comprise modules successfully undergone the integration tests. Their binaries will be stored in a Nexus repository and should be accompanied by a detailed documentation on both user and technical levels.

5.2.4 Unit-Testing

Software interfaces of all modules have to be described in detail (data type, data format, data size) before anything is coded. There should be an example case with dummy data where all of steps are detailed. This example case will be used for all partners to test their software contributions.

All software of TENACITy consortium should undergo unit testing to ensure software quality and flawless components. This is mandatory for the acceptance of any software contribution, as well as the results of the test.

5.2.5 Database-Files

Database files should be modified in specific feature-branch or git flow workflow, where partners are responsible for their tables. There should be specific files containing the tables without data (database schema), and others with dummy data for testing.

5.2.6 Logging

All software contributions should have two different logs: functional logs and security logs. Their format should be readily accessible for monitoring, especially the security logs. Functional logs should be managed separately from security logs. A common logging framework should be used by the TENACITy consortium.

5.2.7 Configuration files

All configuration files should be readily accessible for modification, and they will contain all data that can be modified according to the software environment and that is needed for software execution.

6 Quality attributes and key performance indicators – Risk Management

6.1 Quality attributes

Several qualitative attributes will be used to assess the quality of the project results, in general terms, based on the nature of the TENACITy project and the characteristics of its various tasks, as well as the context of the use of the project results.

The quality is also addressed by assuring the compliance of all the project activities to the quality criteria of the development process. The main attributes that address this need are:

- (Planning) accuracy
- Correctness (functionality, performance, interoperability)
- Conformity to requirements and defined methodologies
- Acceptance and redundancy
- Efficiency and effectiveness

All these attributes will play an important role in the measurement of the project Key Performance Indicators (KPIs) described in the following section.

6.2 Key performance indicators

Monitoring of the progress of the project objectives will be done by the technical manager through Key Performance Indicators (KPIs).

KPIs will be monitored twice a year and will be presented in the Periodic Management Report. The following metrics will be used as the starting point.

Table 6 Key Performance Indicators

WP – Activities	Performance Indicator	Framework for Metrics	Target Values
WP3, WP7	1. Travel Intelligence Governance Framework application blueprints	1.1: TENACITy Travel Intelligence Governance Framework in the form of technical architecture, legal/ ethical/ societal guidelines, roadmap and recommendations	1 Framework
		1.2: blueprints based on the use-cases and demonstrators	>5 blueprints
		1.3: Participation of experts covering the multi-disciplinary approach for technical, legal and ethical, societal, operational dimensions	Minimum of one expert representing each discipline
WP2, WP5, WP6	2. Reference TENACITy Open Architecture for the facilitation of the Travel Intelligence Framework	2.1: 1 Open Architecture to implement the TENACITy Framework	1 Architecture
		2.2: Interfacing/ integration of legacy systems from countries (PNR/API, ETIAS, EES, databases)	>10 legacy systems, 4 countries
		2.3: Incorporation of Privacy by Design and Protection by Design principles	Proven implementation of the relevant non-functional requirements (constraints)defined at the reference architecture design
WP2, WP5, WP6	3. Suite of Digital Tools for an efficient law enforcement capacity based on travel intelligence	3.1: Integration of new digital tools and technologies	5 new digital tools and technologies
		3.2: Integration of interoperability building blocks and technologies for data quality, anonymization and increase of information accuracy and reliability	100% successful integration of components
WP4, WP8	4. Living Lab as a virtual lab for the continuous interaction of stakeholders on data, practices, technology demonstrations	4.1: 1 Living Lab that will offer the infrastructure for the technologies' demonstration, historical and anonymized datasets collection, stakeholder virtual forum for practices/	1 Living lab

		ideas exchange, workshops and hackathons, etc.	
		4.2: hackathons and workshops dedicated to data usage and technologies demonstration	>3 hackathons and workshops
WP4, WP8	5. Training Curricula and platform for systematic training of practitioners	5.1: Training platform based on open source software	1 Training platform
		5.2: sets of training curricula	>2 sets
WP3, WP8	6. Policy and regulation recommendations with focus on identification of travel behaviour and unknown threats, to sensitise security authorities	6.1: Recommendations aligned with all involved stakeholders to be validated through interactive formats such as interviews, focus groups or workshops	>= 1 workshop and/or interview session where validated results will be demonstrated to stakeholders and initiate a debate
		6.2: A Guidelines documents as a roadmap	1 roadmap
		6.3: targeted meetings with policy makers	6 meetings
		6.4: thematic workshops, interviews, focus groups with stakeholders	>2
WP3, WP7	7. Recommendations on how to disseminate TENACITy amongst both potential end users and citizens to encourage uptake of the solution beyond the lifecycle of the project	7.1: Recommendations on key messages, relevant benefits to be communicated; channels to be used	Project communication campaign to reach all targeted (identified) audiences
		7.2: A document for end users wishing to promote trust amongst citizens in new processes implemented as a result of TENACITy which will deliver clear guidelines on what to communicate to engender appeal, trust and engagement with the various citizen groups.	1 document
WP2, WP7	8. Travel Intelligence Governance Framework validated blueprints	8.1: Demonstrators in real-world conditions	4
		8.2: Virtual exercise covering the full value chain	1

		8.3: Compliance with ethical and legal requirements to be validated through ethical monitoring and reporting	>5
		8.4: Validated blueprints of the TENACITy Framework	1 report will all validation results
WP2, WP8	9. TENACITy knowledge sharing activity, to promote results, bringing them closer to market, ensuring dialogue with potential funders/ customers	9.1: Liaison with European projects and initiatives	>20
		9.2: Liaison with stakeholders networks through a dedicated activity in the workplan	>2 networks
		9.3: Delivery of Exploitation and Dissemination Strategy	2 versions (early and final) of a business plan
WP5, WP6, WP7, WP8	10. Overall "efficiency index" target for the TENACITy proposal (in respect to the performance of the existing solutions when estimated through the pilot cases)	10.1: 0 no efficiency – 100 full efficiencies	40%
WP8	11. Number of LEA Agencies and stakeholders involved / connected to the project	11.1: From MS and associated countries (incl GRC and AEGEAIR)	>5
WP2, WP7	12. Defined Use Cases (not necessarily conducted)	12.1: Quantity	>5
WP2, WP8	13. Expand the systems potential users pool	13.1: National LEAs, as well as customs, visa and judicial authorities are users of these systems	>8
WP2, WP5, WP6	14. Number of legacy or EU-wide systems that can be interconnected to the TENACITy solution	14.1: National and EU – wide	> 3 national, 2 EU-Wide
WP2, WP7, WP8	15. "Usage index" of the TENACITy solution	15.1: Number of LEAs Agencies consulting the systems, without considering not to do it for speedup reasons	>5
WP7, WP8	16. Committees of security practitioners and invited policy makers for shaping / tuning regulation	16.1: Number of committees and policy makers	>5
WP4, WP7, WP8	17. Thematic events, workshops, interviews, focus groups with stakeholders and policy makers involved in national legal and	17.1: Number of events, workshops, interviews and focus groups	>2

	regulation frameworks		
WP3, WP8	18. Targeted meetings with policy makers, regulation bodies and Agencies at EU and International level	18.1: Number of meetings	>2
WP2, WP7	19. Validated blueprints derived (not necessarily piloted)	19.1: Number of blueprints	>10
WP3, WP7	20. "Acceptance index" (assessing the trust amongst citizen groups in new processes implemented by TENACITy)	20.1: can be measured with interactive formats with all involved stakeholders (0 no acceptance – 100 full acceptance)	>70
WP8	22. Activities accompanied with reports announcements, photos, news and links to downloads, etc. A proactive approach by an overall editorial plan, including the website, mailings, to set special articles and interviews and keep up an interesting up-to-date content during the whole project	22.1: Number of activities	1 Frequently updated
WP8	23. Strictly authorised discussions and exchanges with online communities (e.g., LinkedIn, Twitter)	23.1: Number of discussions	>50
WP8	24. Electronic/ hard copies of the project brochure giving an overview of the project, its challenges and expected impacts, in different languages to reach audiences in different countries	24.1: Number of electronic / hard copies	8
WP8	25. A set of posters/ banners to exhibit at partners' premises and at events	25.1: Number of posters / banners	> 4
WP8	26. Project Presentation, containing basic information about the project (activities, objectives, partnerships, events)	26.1: Number of presentations	1
WP8	27. A set of videos, describing the use-cases demonstration of TENACITy, their scope and the TENACITy technologies tested and evaluated	27.1: Number of videos	>=4

WP8	28. Production of infographics to show the results in a clear and simple way.	28.1: Number of infographics	6
WP8	29. A Final Publishable Report to summarise the project's objectives, activities, and achievements	29.1: Number of reports	1
WP8	30. Tailor-made articles and interviews for publications and other targeted media channels (e.g. EC newsletters, specialised national magazines etc.)	30.1: Number of articles	>=5
WP8	31. Periodic newsletters development, publication, and distribution to all the participating partners, conference attendees, website visitors, and other perceived stakeholders / interested parties	31.1: Number of newsletters	>4, periodical
WP8	32. Press releases to specialised and general media channels at key project milestones	32.1: Number of press releases	>=2
WP8	33. Invited talks in workshops and international events of reference as to communicate the project experimentation platform and solutions	33.1: Number of talks	On invite
WP8	34. Market Uptake Launch-Event, with guided presentation of selected results	34.1: Number of events	>=1
WP8	35. Exhibition stands in the industry innovation events/fairs	35.1: Number of stands	>5
WP8	36. Publication in highly ranked international journals and magazines	36.1 Number of publications	>15
WP8	37. Contributions in international peer-reviewed conferences	37.1: Number of contributions	>8

6.3 Risk management

Risk Management will address any risks that the project may face. The risks will be constantly assessed and evaluated throughout the whole project duration.

Risk Management will be the responsibility of the Coordination Team. Timely awareness of and reaction to potential problems will be crucial for risk management effectiveness. In the event of technological changes, the Coordination Team supported by the Technical Committee will task one or more WP Leaders to investigate the development and to advise the Coordination Team on appropriate actions.

The Project Coordinator will ensure the communication of the risks to the project teams and develop project staff awareness of risk management. Risks and risk strategy plans along all types of project risks will be continuously reported on the Periodic Activity Reports. The methodology for risk management consists of four steps:

- Identification: Identification of areas of potential risk
- Quantification: Assessment of the probability of events and examination of consequences associated with their occurrence
- Response: Methods to reduce or control the risk
- Control and report: Documentation of lessons learned

Within the TENACITy DoA, specific risks have already been identified and are considered as the baseline considerations of the project's Risk Management. It is certain that during the project evolution, further risks will arise and will be identified, requiring, in many cases, immediate solutions. To this respect mitigation strategies and corrective actions should be foreseen early enough.

7 Innovation Management

Innovation management is the process of identifying and capitalizing on the best ideas and translating them into successful and innovative solutions. Using the user requirements, ideas will be proposed for the new technologies that will be developed during the TENACITy project. These ideas (i.e. design blueprints of novel technologies) will be transformed into concepts (i.e. holistic framework for the effective fight of terrorism and cross-border crime) in order to further assess their validity. The concepts that meet the objectives of the project will be the ones that will be further refined and transformed into final components of the TENACITy framework.

To maximise the impact of the project, the Innovation, Dissemination & Exploitation Manager will cooperate closely with the WP leaders in order to:

- Assure that the proposed solutions will have the user requirements in mind
- Assure that ideas from all the contributors will not go uncaptured
- Assure that the ideas and concepts that are captured are sufficiently defined and understood
- Assess the ability to transform the ideas into solutions in the time frame of the project
- Assure that the ideas provide complete, rather than only partial solutions to the users' requirements
- Verify that the ideas can be transformed into solutions using the resources of the project

The Innovation Management procedure will include the tracking down of the project's results, assisting the participants in evaluating their contribution and outcomes, and finally the coordination with the Communication and Dissemination campaign, as set out in Deliverable 8.1, to assure that the proposed TENACITy innovations will be communicated to the targeted audiences and the wider public. At the same time, the procedure will include the highly important task of the IPR management. All issues will be documented in the Yearly Exploitation and Dissemination Reports.

8 Conclusions

The Project Management Plan outlines the quality management mechanisms and provides guidance to TENACITy communication and reporting procedures.

APPENDIX A. DELIVERABLE TEMPLATE

D[X].[Y] – [DELIVERABLE TITLE]

Editor(s): [ORG], [ORG] ...

Contributors: [ORG], [ORG] ...

Reviewed by: [ORG], [ORG] …

Quality Review by: [ORG]

Official Submission Date: [YYYY-MM-DD]

Actual Submission Date: [YYYY-MM-DD]

Dissemination Level: [Public/Sensitive/EU-R]

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Current page (with version history and reviews overview) is meant to be deleted before submission of deliverable

Version History

Version	Date	Comments
ToC	YYYY.MM.DD	Initial table of contents
0.1	YYYY.MM.DD	Initial content
…	…	…
1.0	YYYY.MM.DD	Final version

Reviews Overview

REVIEWER 1: [Name, Organisation, Email]	
Deliverable is:	Fully Accepted / Accepted with minor revisions / Rejected unless modified as suggested / Fully Rejected
Comments/Suggestions/ Recommendations/Issues	

REVIEWER 2: [Name, Organisation, Email]	
Deliverable is:	Fully Accepted / Accepted with minor revisions / Rejected unless modified as suggested / Fully Rejected
Comments/Suggestions/ Recommendations/Issues	

SAB	
Deliverable is:	Fully Accepted / Accepted with minor revisions / Rejected unless modified as suggested / Fully Rejected
Comments/Suggestions/ Recommendations/Issues	

EAB	
Deliverable is:	Fully Accepted / Accepted with minor revisions / Rejected unless modified as suggested / Fully Rejected
Comments/Suggestions/ Recommendations/Issues	

Executive Summary

{The executive summary summarises the key points of the report. States the purpose of the report, highlights the major points of the report, and describes any results, conclusions, or recommendations from the report}

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List of Abbreviations

Term	Description
API	Advance Passenger Information
PNR	Passenger Name Record

1 Introduction

{The following sections are the proposed sections to be included in the deliverable's introduction}

1.1 Description of Activities

1.2 Structure of the Deliverable

1.3 Relationship With Other Deliverables and Tasks

2 {Guidelines & Notes}

- All template content in square brackets (e..g. [X]) should be replaced with the appropriate text
- All template content/sections in curly brackets (e..g. {X}) should be deleted
- Information to fill out in the cover page:
  - Deliverable number and title (also to be filled out in the document header)
  - List of editors: The person(s) responsible for the production of the deliverable (content, formatting, review and compilation of contributions etc)
  - List of contributors: The person(s) that contributed content/information for the production of the deliverable
  - List of reviewers: The persons that reviewed the deliverable according to the project quality assurance plan
  - Quality reviewer: The person that made the final review of the deliverable before submission
- The third page includes versioning and reviews outcome information useful during the deliverable's production. It should be deleted before deliverable submission.
- List of abbreviations should be alphabetical
- Page Breaks before chapters (Heading 1 styles) are intentional (Except table of figures, abbreviations list etc.).
- Images and figures should be formatted with style "Figure".
- Caption of figures/images should be placed below the figure, while table captions should be placed above the table.
- Listings of items should be formatted with style "List Paragraph" (Example in section 3.1.1.1.1)
- The template includes 2 additional optional lists with special purpose (Info and Warning) meant to generally have only one item/paragraph

- The document contains the TENACITy colour theme: https://coolors.co/222d3a-5e8c61-1f7ab4-fbc626-f4f4f5
- For simplicity, in the template, references (bibliography) are supposed to be listed in the References chapter with each item styled with style "Ref Item" (includes automatic numbering). To reference an item simply insert a cross reference in the text by referencing the "paragraph number" of the corresponding "numbered item".
- Alternatively, for handling the references/bibliography, the Microsoft Word build-in bibliography component can be used.
- In case a deliverable leader wants to use 3rd-party bibliography plugins (even if free) should first coordinate with potential contributors in the deliverable.
- Chapter 3 includes some sample of the proposed formatting for TENACITy deliverables as well as the proposed referencing approach for document items.

3 {Sample Level 1 Title}

3.1 Sample Level 2 Title

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

3.1.1 Sample Level 3 Title

The TENACITy conceptual architecture is presented in Figure 1.

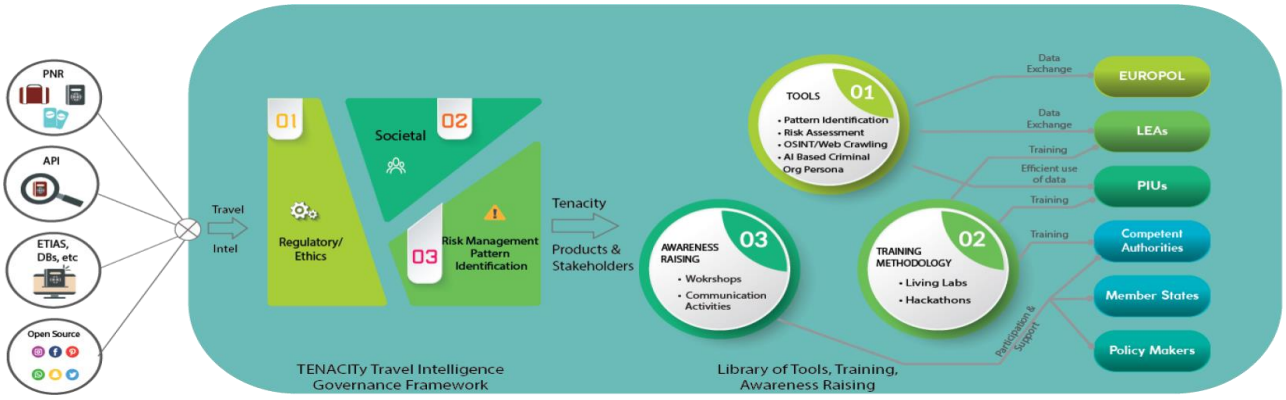


Figure 1. The TENACITy Conceptual Architecture

Figure 2 depicts the TENACITy icon.

Figure 2. The TENACITy Icon

3.1.1.1 Sample Level 4 Title

A selection of table templates (Table 1, Table 2 and Table 3) – captions on top of table.

Table 1. Sample Table Caption 1

Header Item 1	Header Item 2	Header Item 3	Header Item 4
Content	Content	Content	Content
Content	Content	Content	Content

Table 2. Sample Table Caption 2

	Jan	Feb	Mar
WP1	X	X	X
WP2	X	X	X
WP3	X	X	X
WP4	X	X	X

Table 3. Sample Table Caption 3

	Component 1	Component 2
UC1		
UC2		
UC3		

3.1.1.1.1 Sample Level 5 Title

Example of a list of items (style: List Paragraph):

- Item 1
  - Item 1.1
    - Item 1.1.1
      - Item 1.1.1.1
    - Item 1.1.2
  - Item 1.2
  - Item 1.3
- Item 2
  - Item 2.1
- Item 3

Besides the normal lists, the template includes 2 additional optional lists with special purpose meant to generally have only one item/paragraph:

The info list:

This is some text with special informational context

The warning/important list:

This is some text with special significant context

3.2 Sample text with references to document items

The introduction for the template can be found in chapter 1. Chapter 2 contains some guidelines while chapter 3 includes some sample images (e.g. Figure) and tables (e.g. Table).

In the references (chapter 4) there is an article (sample item) 0 on Interoperability of EU information systems for security, border and migration management.

Template lists are presented in section 3.1.1.1.1.

4 References

Frequently asked questions - Interoperability of EU information systems for security, border and migration management, European Commission, 12/12/2017. Accessed October 5, 2022, URI: https://ec.europa.eu/commission/presscorner/detail/en/MEMO_17_5241.

ANNEX I: [TITLE]

TENACITy

Travelling Intelligence Against Crime and Terrorism

APPENDIX B. MEETING AGENDA TEMPLATE

Meeting Agenda

Terrorism and other forms of serious crime countered using travel intelligence

This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101074048

Title of the Meeting (e.g. TENACITy Kick-off Meeting)

Day 1 (e.g. Mon, Nov 9th)

The aim of the first day is to .....

Start time–end time e.g. 14:00–14:15	**Arrival & Coffee**	
e.g. 14:15–14:30	**Welcome and Greetings**	Host

e.g. 14:30–15:15	**Name of Session 1 (time e.g., 45')** **…….**	Responsible Organisation and presenter
e.g. 15:15–16:30	**Name of Session 2 (time e.g., 1h 15')** **……**	Responsible Organisation and presenter
e.g. 16:30–16:45	Coffee Break	
e.g. 16:45–18:15	**Name of Session 3 (time e.g., 1h 15')** **…….**	Responsible Organisation and presenter
e.g. 18:15	**End of meeting**	

Day 2 (e.g. Tues, Nov. 10th)

The aim of the second day is to ……

Start time–end time *e.g. 09:00–09:15*	*Arrival & Coffee*	
e.g. 09:15–11:00	**Name of Session 1 (time e.g., 2h 45')** …….	Responsible Organisation and presenter
e.g., 11:00–12:15	**Name of Session 2 (time e.g., 1h 15')** **……**	Responsible Organisation and presenter
e.g. 12:15-13:30	*Lunch Break*	
e.g. 13:30–15:30	**Name of Session 3 (time e.g., 2h 00')** …….	Responsible Organisation and presenter
e.g. 15:30-15:45	*Coffee break*	

e.g. 15:45–18:15	**Name of Session 4 (time e.g., 2h 30')** …….	Responsible Organisation and presenter
e.g. 18:15	**End of meeting**	

Participants List – Meeting details

Organisation	**Participant**
Meeting Details:	*Venue :* *Date : DD/MM – DD/MM YYYY* *Address:* *Tel/fax:* *Email:*

APPENDIX C. MEETING MINUTES TEMPLATE

Minutes of [Title] Meeting, [Location], [Date]			
Distribution Security:	[Public/Confidential]	**Status – Version:**	[A.BB]
Editor:	[Name Surname (Organization)]		

Participants List – Meeting details

Organisation	Participant	1st Day (Date)	2nd Day (Date)
ED	[Name Surname]	X	X
		X	X
		X	X
HP		X	X
		X	X
		X	X
LUH		X	X
		X	X
		X	X
……..		X	X
		X	X
Meeting Details:	Venue Name: Venue Address:		

Discussion

Day 1

Title of Session

[Session Information -(responsible organisation and presenter)]

Issues discussed:

[Issue 1]

Conclusions:

[Conclusion 1]

Day 2

Title of Session

[Session Information -(responsible organisation and presenter)]

Issues discussed:

[Issue 1]

Conclusions:

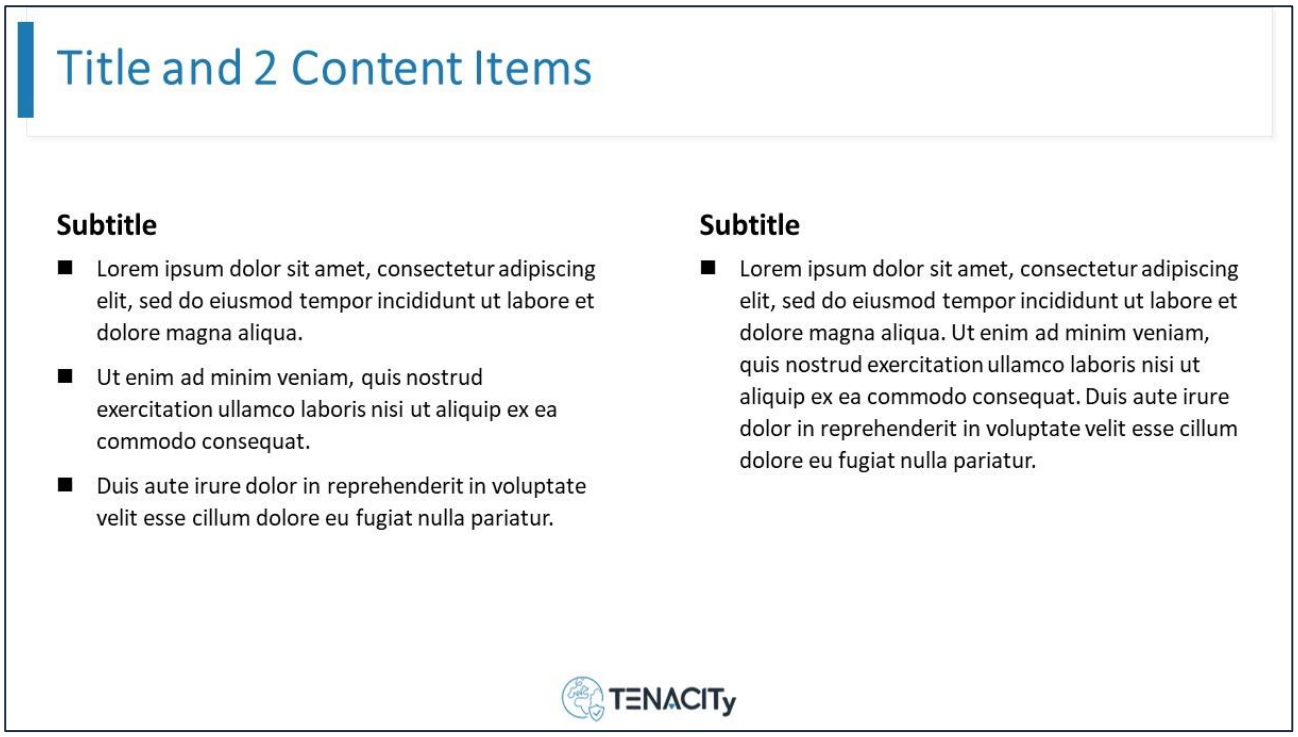
[Conclusion 1]

Action Points

S/N	WP	DATE	DESCRIPTION	ORG/PERSON IN CHARGE	DEADLINE

APPENDIX D. PRESENTATION TEMPLATE


Slide Title
Item 1
Item 2
Item 3
Sub-item 3.1
Sub-Item 3.2
TENACITy


Title and 2 Content Items
Subtitle
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.
Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.
Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
Subtitle
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TENACITy

Title and 3 Content Items

Subtitle

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.
- Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.
- Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

Subtitle

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

Subtitle

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

TENACITy

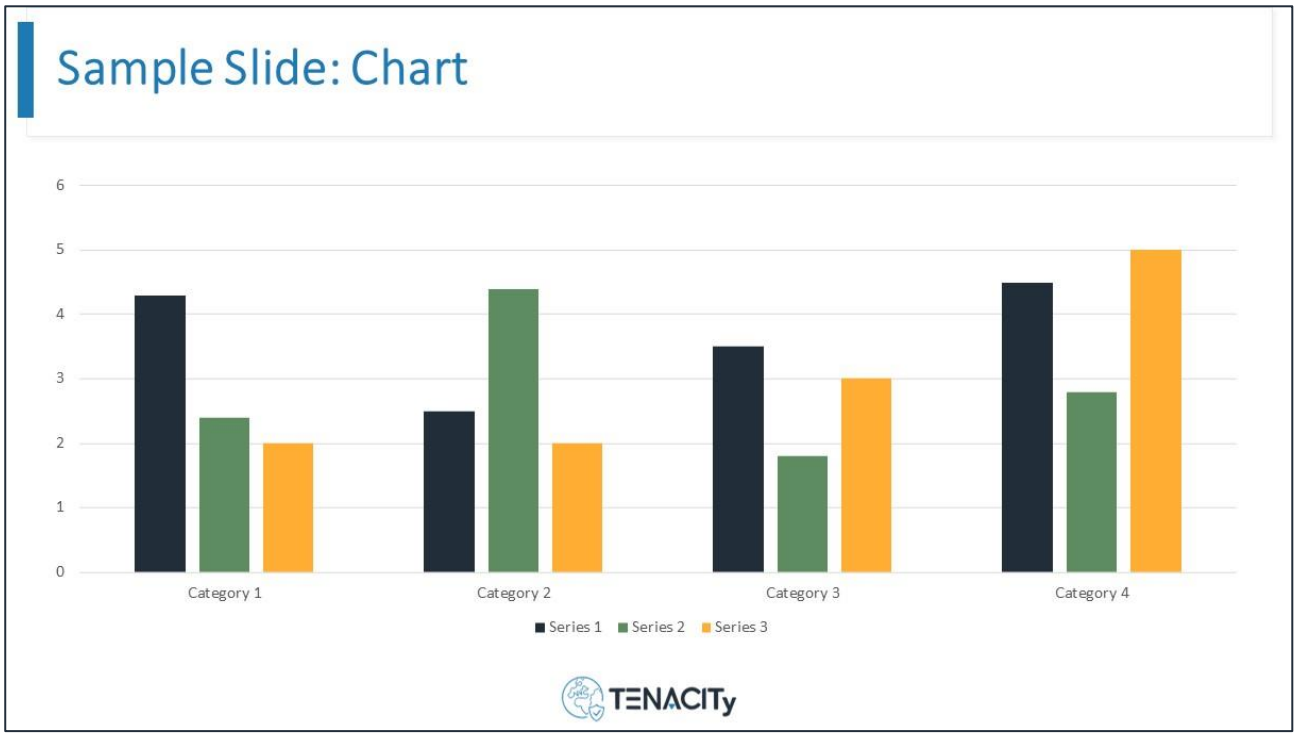
Agenda

- Topic one
- Topic two
- Topic three
- Topic four

TENACITy

TENACITy


Topic/Section Title
Topic/Section Subtitle
TENACITy


Sample Slide: Chart
6
5
4
3
2
1
0
Category 1
Category 2
Category 3
Category 4
Series 1
Series 2
Series 3
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Sample Slide: Table

	Category 1	Category 2	Category 3	Category 4	Category 5
Item 1	4.5	2.3	1.7	5	1
Item 2	3.2	5.1	4.4	3	1.1
Item 3	2.1	1.7	2.5	2.8	3.4
Item 4	1.1	1.9	2.8	3.4	4.1
Item 5	4.5	6.7	4.3	6.5	1
Item 6	4.5	2.2	1.7	7	2.2

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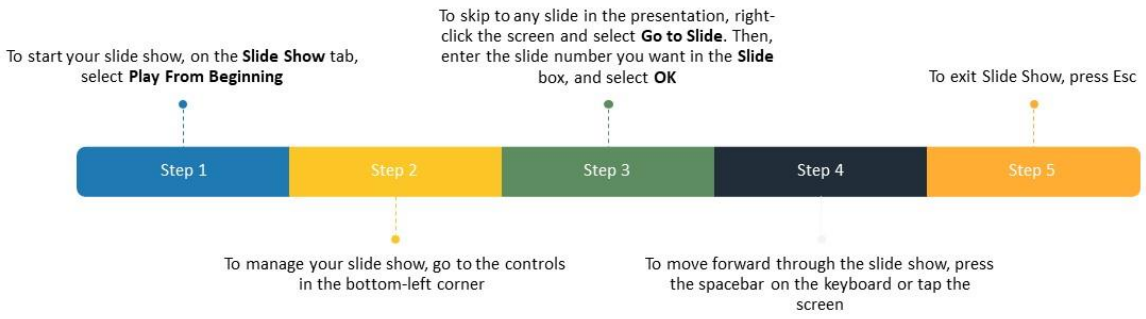
Sample Slide: Timeline



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Sample Slide: Process

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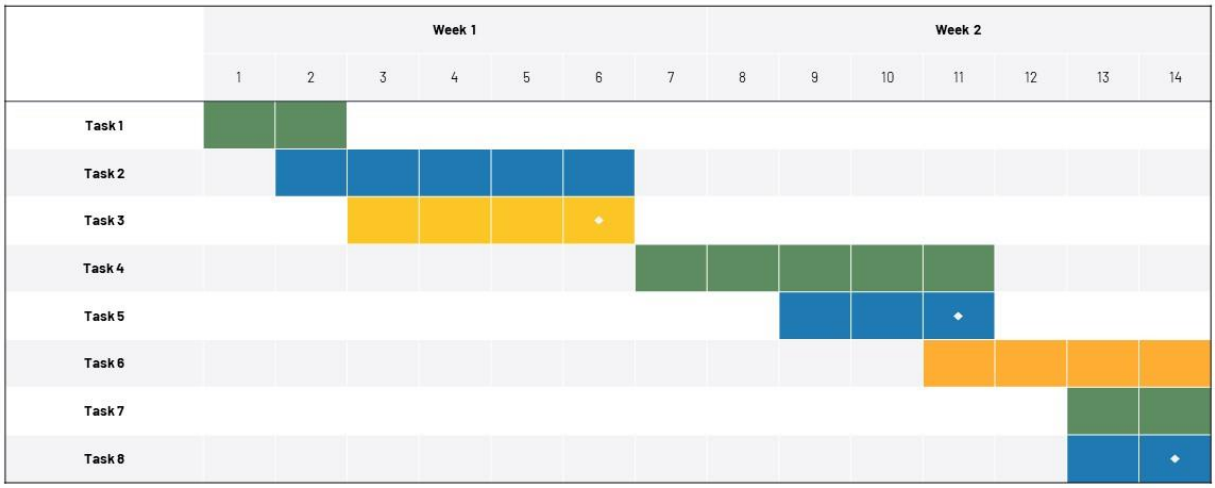
Sample Slide: GANTT Chart



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Thank you
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Organisation
Contact Details
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