



COMP-ECO

PROJECT DELIVERABLE

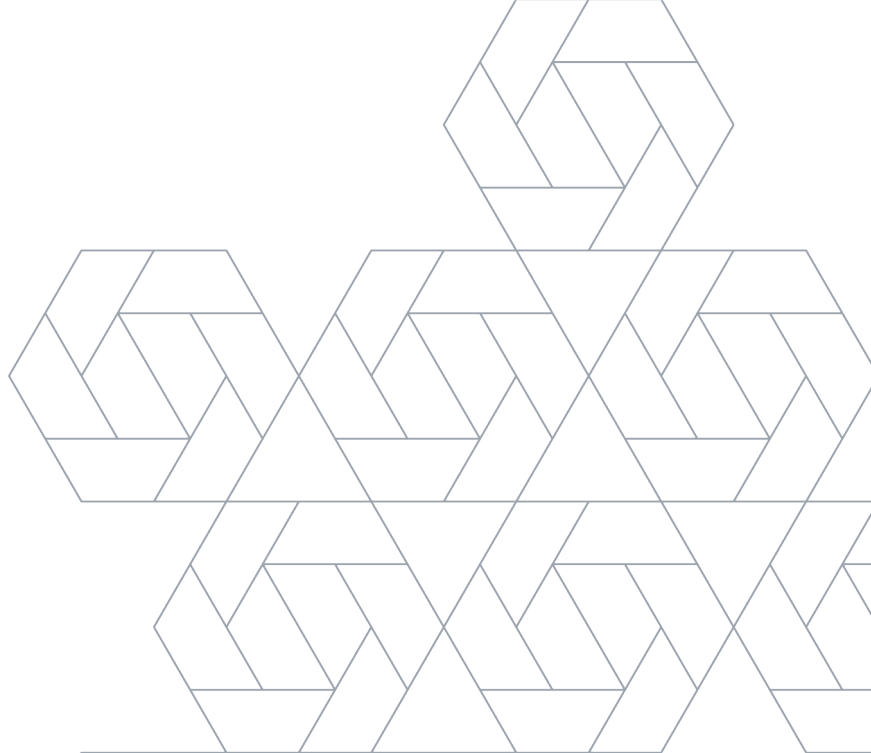
D6.1 QUALITY ASSURANCE AND RISK MANAGEMENT PLAN

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1. INTRODUCTION

1.1. ABOUT THE COMP-ECO PROJECT

The COMP-ECO project is aiming at improving the research excellence of the Polish Mazovia region-based ecosystem in the field of Fibre-Reinforced Polymer (FRP) multifunctional composites and smart structures. The ecosystem is formed by 3 organizations: Technology Partners Foundation (TPF), Air Force Institute of Technology (AFIT) and Warsaw University of Technology (WUT). These 3 Polish partners will be supported by two leading EU universities: Delft University of Technology from the Netherlands and Technische Universität Dresden from Germany.

For 3 years the COMP-ECO partners jointly implement exploratory research work to develop a technology for a permanent on-line non-destructive quality assessment of composite structures. For this purpose, 2 possible innovative sensing capabilities are being developed: (1) self-diagnostics capabilities through the introduction of electroconductive carbon nano tubes in the composite's matrix during the manufacturing process and (2) self-sensing capability through embedding PZT sensors, encapsulated in a thermoplastic fibrous material (veils), in the composite structure.

In addition to the research work, the project will organize technical workshops aimed on raising the research profile of Mazovian composite community, and management and administrative training workshops to strengthen research management capacities and administrative skills of the Polish partners' administrative staff.

The COMP-ECO activities will establish and strengthen a regional competence hub formed by TPF, AFIT and WUT, whose increased science and innovation capacities will lead to more ambitious collaboration with top EU research organisations and industry, higher participation in Horizon Europe, and a more attractive educational offer for students and young researchers.

1.2. SCOPE OF THIS DELIVERABLE

This deliverable presents a detailed plan of the COMP-ECO project consortium to ensure proper effective quality management of the Project, both in terms of quality of the deliverables and successful implementation of WPs and tasks. In addition, it outlines the procedures for identifying and handling risks and causes of project deviations.

The plan is elaborated based on:

1. The internal quality assurance and risk management practices that have already been adopted by the TU Dresden and TPF in the several previous EU-funded projects, with successful results, and are updating them continuously; and

2. The PM2 Project Management Methodology Guide 3.0.1 developed by the European Commission under the Centre of Excellence in Project Management (CoEPM2).

This deliverable has several goals:

- Secure the reliability and consistency of the project activities and results with regard to the WP plan.
- Ensure the deliverables are developed according to high quality standards.
- Determine the appropriate project controls are in place by gathering and analyzing project data with regard to the data management plan to ensure the high quality of the deliverables and confirm they are being implemented throughout the duration of the project.
- Enable the evaluation of the effectiveness of the implemented project controls, by continuous feedback and reporting from partners and throughout the project trying to optimise project strategies for better future results.
- Measure progress and development of the project deliverables, by specifying in advance the duration of each procedure in the project, arranging constant meetings and maintaining communication with the partners.

This document is a key reference for the Quality & Risk Manager (Q&RM), the Project Coordinator and all consortium members.

The present document consists of the four separate sections:

- Section 1: introducing the target of the project, as well as the goal of this deliverable
- Section 2: presenting the key roles for Quality Assurance organisation and their duties
- Section 3: explaining the quality control plan and procedures followed in the project
- Section 4: presenting the risk management strategies

2. PROJECT ORGANISATION AND ROLES

All the consortium partners have mutual and equal responsibility to produce high quality deliverables and project outcomes. The key participant in ensuring the quality of the project deliverables is the Quality and Risk Manager (QRM), responsible for quality assurance and control. A core project team (PCT) may be established around the QRM, with a complementary and supporting role in the quality assurance tasks.

The **Quality and Risk Manager**, of the project is Georgios Tzortzinis (Dresden).

This person, responsible for ensuring the quality aspect of the project, carries out the following tasks:

- Identifies, develops, implements and manages the quality standards and parameters according to the needs and goals of the project, acting as a focal point for quality issues and a link between the partners.
- Oversees the development, implementation and preservation of a system of quality testing, evaluating the project's deliverables and development processes.
- Maintains the quality assurance procedures with the support of a representative from each partner.
- Ensures the activities and reports are completed to an adequate quality for each element of the project.
- Identifies and analyses issues, defects, and other problems arising during the project, recommending solutions to these issues.

While the **Technology Partners Foundation** represented by Project Coordinator Michal Towpik (michal.towpik@technologypartners.pl) and Project Administrative Manager Anna Zmiiowska (anna.zmiiowska@technologypartners.pl) are responsible for:

- Monitoring and auditing the project activities for conformance with the project plans, in particular performing milestones, reviews and submission of deliverables.
- Organizing regular progress meetings with all WP Leaders and responsible team members
- Initiating actions to prevent the occurrence of any non-conformity.

All **WP Leaders** should assist the QRM and Coordinator and shall therefore ensure:

- To hold responsibility for the quality of their work
- To adequately comply with quality assurance procedures, and
- To be in constant communication with the QRM and the Project Coordinator, informing them immediately for any problems related to assurance.

3. PROJECT QUALITY CONTROL

The quality assurance procedures should provide the solid ground for successful, timely and quality implementation of the project activities. The quality management procedures defined in this deliverable form a common standard to be applied and followed throughout the entire project lifetime. Therefore, the main purpose of this report is to define a consistent set of procedures, processes and guidelines in order to ensure high quality standards of the project outcomes. The quality assurance procedures defined in this document focus on:

- **Performance management:** Assessing the progress of the work on a regular basis
- **Internal Communication Management:** Managing the interaction between partners during the work execution
- **Documents / deliverables management:** Defining how and when the documentation and the deliverables have to be exchanged by the partners and submitted to the European Commission

3.1. PERFORMANCE MANAGEMENT

Performance management is about the management of partner's performance in relation to the project milestones and objectives. The key tool to monitor the project progress and how performance is deviating from the plan, is the project Key Performance Indicators (KPIs). These are defined already within the Grant Agreement.

The project indicators will be continuously monitored throughout the project progress and will be evaluated at a frequent basis. The **monthly online progress meetings are organized by the Coordinator**, in which the Work Package Leaders and respective team members briefly report the progress to ensure the early identification of deviations from the planned KPIs including delays or early finishes and their implications on the overall progress.

The KPIs set by COMP-ECO in the Grand Agreement define its level of ambition, help to monitor progress throughout implementation and allow saying at the end of the project whether the objectives have been achieved.

All KPIs are quantified in order to be able to measure results and outputs objectively, but they need to be completed by qualitative aspects as well.

The tables below depict the main project's KPIs to meet the project objectives and the envisioned expected impact, as they have been defined within the Grand Agreement. Table 1 includes the description of the indicators, the target value which describes ... and the linked WPs. Additionally, the pre-identified milestones included in the table below will be carefully monitored (Table 2).

Table 1: WP related project KPIs with target value

#	Indicator	Target
WP1 - Objective 1. Conduct joint exploratory research on multifunctional composites and smart structures		
1.1	Demonstrator of a composite aerospace structure	1
1.2	No of publications in open access scientific journals	≥ 6
1.3	No of Relevant conference presentations	≥ 8
1.4	No of Polish researchers involved in collaborative research with top EU universities	≥ 18 (43,5 MMs)
1.5	Number of Top EU researchers involved in COMP-ECO collaborative research	≥ 4 (12 MMs)
1.6	Number of consultations with SIAB	≥ 5
1.7	Industrial Implementation Roadmap for Multifunctional Composites and Smart Structures (D5.3)	1
1.8	No industrial organisations (SMEs, corporates, clusters) involved in Project activities.	≥ 8

WP2 - Objective 2. Create sustainable networks between senior researchers and align Partners' research strategies

2.1	No of future Polish technology area leaders on temporary positions at DELFT and DRESDEN	9
2.2	Number of inter-connected researchers in the field of multifunctional FRP composites and smart structures from NL-DE-PL	≥ 30
2.3	Partners' long-term strategy for joint research and co-operation in the field of multifunctional composites and smart structures (D2.2).	1

WP3 - Objective 3. Provide state-of-the-art training to young researchers

3.1	Total number of Polish researchers participating in a dedicated development programme aimed at expanding their research skills in the Project field	≥ 20
3.2	Number of Polish early-stage researchers participating in a dedicated development programme aimed at expanding their research skills in the Project field	≥ 10
3.3	Thematic technical workshops (DESIGN, PRODUCTION, TESTING and SUSTAINABILITY) composed of 11 courses	4
3.4	Externships of young researchers at DELFT and DRESDEN	10
3.5	% of Early stage researchers accounting of all Project participants.	≥ 50%

WP4 - Objective 4. Strengthen Polish research management capacities and administrative skills

4.1	Number of comprehensive research management and administration workshops	5
4.2	Number of research and administration staff attending comprehensive research management and administration workshops	≥ 22

WP5 - Objective 5. Raising the Polish Partners' research profile

5.1	Joint scientific publications in top-ranked journals during the Project;	≥ 6
5.2	joint conference presentations in high-level international conferences;	≥ 8
5.3	Comprehensive open access on-line repository of Project materials for use by academic staff, admin personnel, students and SMEs, and for curriculum development by academic staff;	1
5.4	Industrial Implementation Roadmap for Multifunctional Composites and Smart Structures (D5.3);	1
5.5	Number of joint research proposal submitted within the period of the Project and 3 years beyonds, including ≥ 1 coordinated by the Polish partners, submitted within the period of the project and 3 years beyond	≥ 4
5.6	Number of joint research proposal submitted within the period of the Project and 3 years beyonds coordinated by the Polish partners	≥ 1

5.7	Number of polish partners participating in joint research proposal submitted within the period of the Project and 3 years beyond (3 from the Project and 3 additional companies)	≥ 6
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Table 2: List of Milestones

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Detailed plan for research activities and staff exchanges	WP1, WP3, WP2	1-TPF	Plans approved.	4
2	Research Management and Administration Workshops concluded	WP4	5-DRESDEN	WP4 Deliverables D4.1-D4.4.	20
3	Technical Workshops, ESR externships and Senior temporary positions concluded	WP3, WP2	3-WUT	Deliverables D2.1 and D3.1-D3.5.	27
4	Joint research and collaboration strategy agreed	WP2, WP5	1-TPF	Deliverables D2.2 and D3.5.	35

3.2 QUALITY MANAGEMENT OF DELIVERABLES

All quality assurance activities are documented in the Quality Management Plan. To ensure consistency in the preparation of deliverables, templates are produced and are made available to consortium members on the shared folder. The standard deliverable report template is shown in Appendix 1. The general structure of the deliverables - Report Type - includes the following elements:

- Cover pages, including the following relevant information on the project:
 - Project title
 - Grant agreement number
 - Project coordinator name
 - Deliverable number
 - Title of the deliverable
 - WP contributing to the deliverable
 - Deliverable type
 - Dissemination level
 - Partner(s)/Author(s)
- Table on the history of changes
- EU visibility information and disclaimer

- Table of contents
- Executive summary
- Introduction
- Core sections
- Conclusions
- Annexes (if needed)

The following naming convention has to be applied for all project deliverables/documents:

COMP-ECO DX.Y_<Title>_vX.X [e.g.: COMP-ECO D6.2_Quality assurance and Risk Management Plan_v1.0]. As per software version numbering, draft versions shall be renamed as 0.x (e.g. v0.1), while final versions will be renamed as x.0 (e.g. v1.0).

Quality review of deliverables within the project will be realized at five levels:

- **1st level control:** The main author circulated the template to all partners for comments, 6 weeks before the deadline
- **2nd level control:** The main author prepares the Deliverable and provided it to partners assigned for review, 3 weeks before the deadline. Within five (5) working days from deliverable draft receipt, those reviewers should send back their review results, suggestions and recommendations for improvements using the review report template. The final rating of the Deliverable draft can be marked as:
- **3rd level control:** The main author integrates the comments into a second draft and deliver it to the partners assigned for review, 1-2 week before the deadline
- **4th level control:** The main author delivers the final version to the Project Coordinator and QRM, 1 week before the deadline.

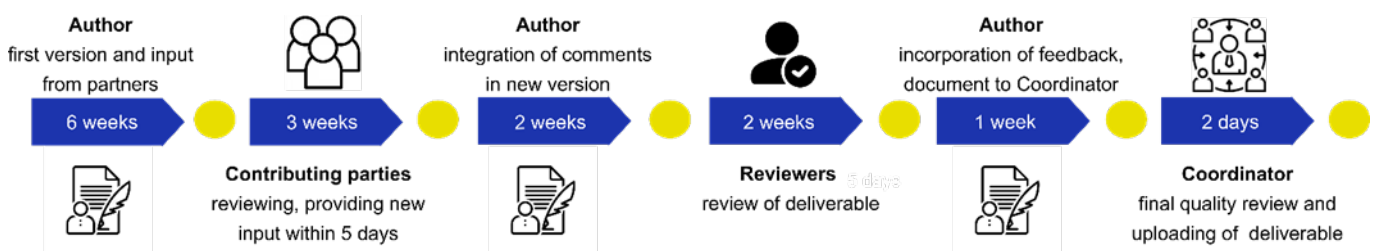


FIGURE 1: QUALITY MANAGEMENT PROCESS OF THE DELIVERABLES.

3.3 QUALITY MANAGEMENT OF THE RESEARCH PART OF WORK (WP1)

Due to the nature of the twinning projects, COMP-ECO research activities are limited to WP1, which has two key research related objectives. First, to obtain components with self-diagnostics capabilities through the introduction of electro conductive carbon nanotubes in the composite's matrix during the manufacturing process. Second, to achieve self-sensing capability by embedding PZT sensors, encapsulated in a thermoplastic fibrous material (veils), in the

composite structure. In an effort to achieve the aforementioned objectives in a high level of excellence, quality management of the research related activities takes place through the following steps:

Quality criteria: The first step is to define quality criteria that will be used to assess the different components of the research work.

1. **Quality of specimens:** The manufactured specimens should be of high quality and meet the requirements of the experimental design. This involves ensuring that the manufacturing process is appropriate for the materials and specifications of the specimens, and that the specimens are consistent in their properties and characteristics.
2. **Relevance:** The experiments should be relevant to the research question being addressed and contribute to the overall objectives of the project. This involves ensuring that the experimental design is appropriate and that the experiments are meaningful and contribute to the advancement of knowledge in the relevant field.
3. **Reliability and consistency:** The experiments should be conducted in a consistent and reproducible manner. This involves ensuring that the procedures used in the experiments are standardized, and that the measurements are reliable across multiple trials or experiments.
4. **Validity of the research:** This refers to how well the results of research represent true findings among similar individual studies outside the project's study.
5. **Uniqueness:** The conducted research should not be copied from another source and should hold some originality in terms of the produced results.
6. **Completeness:** The results should be comprehensive and all necessary information should be available. This includes the completeness of the data provided after the experiments have been performed and whether there is a result or conclusion.
7. **Timeliness:** Trials should be conducted and completed within the specified time frame.
8. **Conformity:** The experiments are defined based on standards and compliance requirements.

Quality assurance: WP1 leader and the involved entities jointly address the following aspects to ensure that the research activities of the COMP-ECO project are conducted in a manner that meets high quality standards:

1. **A commonly agreed research design and methodology** to ensure the validity and reliability of the research results. Moreover, the research activities, involved people and their responsibilities will be determined using a system of collective decision making through a database of proposals of ideas and resources provided from all partners.
2. **Data collection and analysis:** This process involves interpreting, categorizing and presenting data in a systematic way so that research questions can be easily answered.
3. **Participant protection:** All research activities will be conducted respecting the IPR of the consortium members.

4. Risk management: Risks associated with the research aspects of the COMP-ECO (section 4.3) are monitored throughout the WP1 duration and if necessary, the already defined mitigating strategies will be implemented.
5. Documentation and reporting: All aspects of the research work are documented, including the methods used, procedures followed, and results obtained, to ensure that the research work is transparent, replicable, and can be reviewed by others

Quality control measures: The following quality control measures are established to ensure that the quality criteria are being met throughout the research process.

1. Regular monitoring of the progress and adjustments to the followed approach to ensure quality and improve performance. This process is necessary to ensure that the intended project objective can be achieved within the specified timeframe by following the activities as planned.
2. The project outputs are communicated with the external scientific advisory board and published on peer-reviewed journals to ensure they meet the highest quality standards.

Continuously improve: Continuously improve the quality management process by evaluating the effectiveness of the quality assurance plan and quality control measures, and making adjustments as needed.

4 RISK MANAGEMENT

4.1 RISK MANAGEMENT APPROACH

Risk management is a systematic ongoing process for identifying, assessing and managing risks so that they conform to the organisation's accepted risk attitude. Risk management improves the project team's confidence by proactively managing any potential event that might have a positive or negative impact on project objectives. An appropriate risk assessment and management is important to ensure the timely fulfilment of the project's challenging objectives.

The risk management takes place through four core different stages:

1. **Risk identification:** involves the identification of a risk
2. **Analysis:** the assessment of risk importance
3. **Monitoring:** continuous check of the progress
4. **Management:** the evaluation of whether the risk level/impact is higher than the risk that could be accepted for the project

4.2 RISK MANAGEMENT ROLES AND RESPONSIBILITIES

The responsible person for COMP-ECO is the QRM specified in Section 2. His main obligation is to identify, monitor, and handle internal and external risks and inform all (or directly involved) partners when necessary. At the level of risk identification, the WP leaders play an important key role to communicate with the Coordinator any upcoming risk they foresee. On a monthly basis, the consortium meets online and WP leaders are expected to present the progress and achievements of their WP, as well as an assessment of risks that may hinder progress and propose contingency plans where necessary to address any specific identified risks.

In particular, the types of risks that may emerge in a project fall into the following categories:

- **Operational risks:** The WP Leaders along with the project Coordinator should identify as early as possible any barriers to be overcome in order to meet the WP objectives, the activities required to overcome these barriers, the personnel allocations which will provide the right competencies to perform the tasks and the time / budget allocation rules which allow to reach the intermediate objectives.
- **Time risks:** In terms of deadlines, it is important that the project follow the work plan, therefore the WP Leaders together with the Coordinator should identify early in advance any schedule change or delay in producing the expected deliverables and the impact of such a delay on the overall progress of the project; the organisational and budget changes which may be necessary to catch up on delays.
- **Competence risks:** Partners should identify as early as possible the required personnel with the relevant expertise to perform the tasks as well as the possible conflicting demands for the required personnel within each organization.
- **Force majeure risks:** In the case of force majeure, the project Coordinator should identify any risks with the WP Leaders, define mitigation plans according to the EU and project country laws, and communicate that with the Project Officer.

4.3 CRITICAL RISKS & RISK MANAGEMENT STRATEGY

The Risk Management strategy defines and documents the Risk Management Process for a project. It describes how risks will be identified and assessed, what tools and techniques can be used, what the evaluation scales and tolerances are, the relevant roles and responsibilities, how often risks need to be revisited, etc. Common tools to manage and evaluate risks involve the compilation of failure and decision trees, as well as the creation of risk matrices, that scale likelihood and consequences of risks. Risk management brings visibility to risks and accountability as to how they are handled, and ensures that project risks are proactively dealt with and regularly monitored and controlled.

The risk management procedure involves the following steps:

- Customization of the scales used for assessing risks (i.e. likelihood of a realization of a risk, impact on the progress of the project and overall risk level).

- Determination, with the involvement of key stakeholders, of the level of risk that stakeholders are willing to accept according to the project findings, visible in the Table 3 below.
- Evaluation of the frequency of risk reassessment, taking into account both project and organizational conditions and policies.
- Establishment of escalation and communication procedures for critical risks that require special attention and that need to be communicated to stakeholders. Escalation process includes calling upon higher levels of project leadership or management to resolve a possible issue.
- Identification of the applicable risk mitigation strategies for both identified threats and opportunities, as can be seen in Table 1 below.
- Ensurance of the risk management process is communicated to the project team and stakeholders.

This is the current updated list of risks has already been identified at the Grand Agreement. This list will be further extended as the project progresses.

Table 3. List of critical Risks

Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Pandemic affects travel possibilities	WP6, WP1, WP3, WP2, WP4, WP5	The workshops can be postponed and/or delivered online to some extent. Temporary positions and externships can also be moved and/or replaced by a remote involvement in research activities of DRESDEN and DELFT. The current plan provides for all workshops and stays to end before M27, thus providing a time cushion.
2	Difficulties to reach the KPIs specified in the Project	WP1, WP3, WP2, WP4, WP5	During periodically (app. every 6-months) scheduled project meetings the Executive Board WP4, WP5 will monitor the performance of the KPIs and apply, if necessary, appropriate corrective measures. An additional specific planning will be developed for Temporary positions and Externships (all linked to specific KPIs).
3	The Exploratory Research	WP1	The high level of innovation in the proposed solution can lead to obstacles in obtaining designed functionalities in SHM self-diagnostic.

	Demonstrator does not meet the functional requirements		Frequent meetings of the Consortium and exchange of testing data will decrease the probability of failure. Fast diagnosis and analysis of problems on every level of development will be possible and addressed by e.g changing of conductive structure, CNTs content or composite fabrication methodology.
4	Partner leaving the Consortium	WP6, WP1, WP3, WP2, WP4, WP5	The Project Management Team, through Project meetings and constant Project performance monitoring, will pay special attention to anticipating problems in partners' commitment. In case of a foreseen withdrawal of a Partner, appropriate management procedures will be applied aiming at smoothly reallocating tasks to other Partners or to replacing the withdrawing Partner with a new one having the required skills and profile.
5	Key person absent or leaving Project Management Team	WP6	Each key person in the Project Management team has a deputy regularly briefed and instructed in order to be able to smoothly take over duties at any time during the Project.
6	Budget challenges due to external factors: EUR/ PLN XR; Inflation; Labour cost increase (taxes, social security)	WP1	The largest part of the budget is allocated to Polish Partners which incur costs a) partly in PLN (personnel costs, facility) and b) partly in EUR (travels, publication costs). EC advance payments related to the a) category will be either immediately converted to PLN or kept in EUR depending on the PLN/EUR XR trend. If personnel costs rise significantly (e.g. due to inflation or change of legislation), selected tasks will be reallocated to more junior staff or Partners having a lower MM rate.
7	Difference in quality of deliverables from different Partners	WP6, WP1, WP3, WP2, WP4, WP5	The Quality and Risk Manager (QR&M), will permanently monitor the quality of the deliverables in accordance with the Quality Assurance Plan. If needed, appropriate corrective measures will be applied to ensure

			the same high quality of work delivered by all partners.
8	Workshop leader not available due to illness or leaving the company	WP3, WP4	All technical and project mgmt. & admin. courses within WP3 and WP4 have a leader (named in this proposal). However, all of them provide also for a supporting person, who, in case of the leader's unavailability will be able to deliver the course. All WP3 & WP4 courses will be prepared jointly by DELFT and DRESDEN providing for a possible substitution accompanied by an appropriate budget shift.
9	Low involvement of industrial partners	WP1	Industrial partners with interest in FRP composites, other than those already confirmed in SIAB, will be invited to participate in the Project. It will be ensured by the confirmed involvement of the Polish Composites Cluster.



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APPENDIX 1

The template for the project deliverables follows on the next page



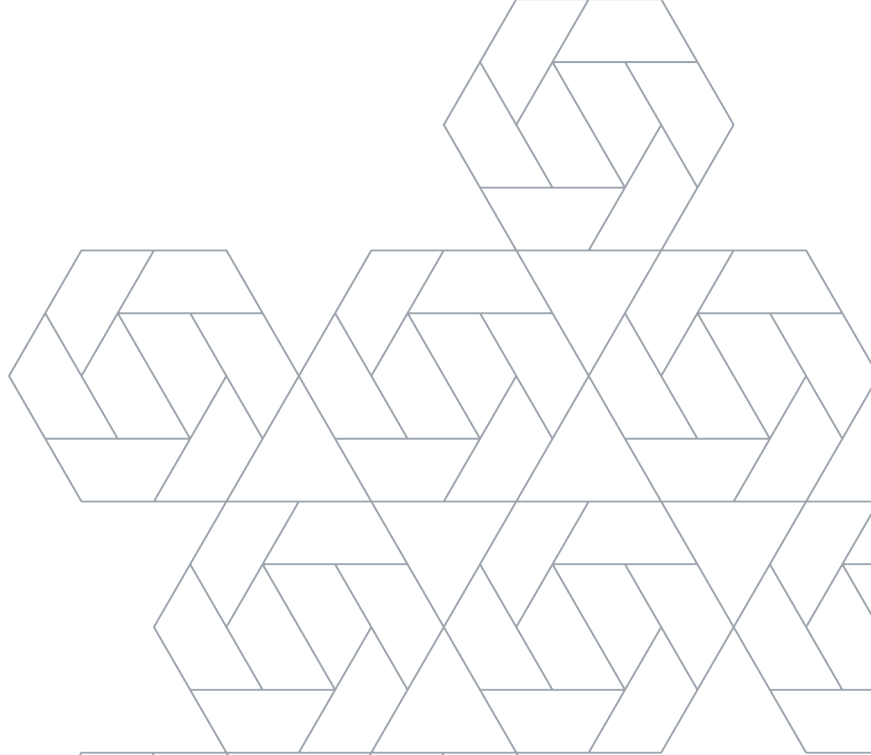
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1. CHAPTER 1

1.1. SUB-CHAPTER 1.1

1.1.1. Sub-chapter 1.1.1

Text