SustAIn
Liv
Work

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1. Kauno technologijos universitetas (KTU), Coordinator
2. Vilniaus Gedimino Technikos Universitetas (VILNIUS TECH)
3. Vytauto Didziojo Universitetas (VMU)
4. Lietuvos Sveikatos Mokslo Universitetas (LSMU)
5. Tampere University (TAU)
6. Hamburg University of Technology (TUHH)

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Glossary

CA	Consortium Agreement
GA	Grant Agreement
EC	European Commission
WP	Work Package
WPL	Work Package Leader
EB	Executive Board
SB	Supervisory Board
AB	Advisory Board
CoE	Centre of Excellence
PMP	Project Management Plan
Portal	Funding&Tenders Portal
IPR	Intellectual property rights
DoA	Description of Action
PR	Periodic reports

1 INTRODUCTION

Deliverable Project Management Plan (hereinafter – D6.1 or PMP) details the management of the SustAInLivWork project. The document (D6.1) is prepared using the recommendations listed in the Project Management Body of Knowledge the PMBOK® Guide, 6th Edition, published by the Project Management Institute.

The main objective of PMP is to describe the rules and regulations necessary to manage and govern the SustAInLivWork project. The PMP will serve as guide for the management and control of the administrative, organizational, developmental and supporting processes necessary for the successful, smooth and timely implementation of the SustAInLivWork project.

The PMP is developed in order guarantee the quality of the deliverables and activities of the project in line with the contractual obligations enclosed in the Grant Agreement and in compliance with the Consortium Agreement signed by SustAInLivWork beneficiaries.

In addition, the PMP provides an overview of the management and organizational structure; defines the responsibilities and roles of the SustAInLivWork beneficiaries; defines the procedures for ensuring the quality of project deliverables and for communication within and outside the SustAInLivWork project consortium; describes the procedures for internal progress monitoring and reporting.

The development of the PMP is an involving and continuous process. The D6.1 is developed within M3 and will be updated providing periodic reports (within M18, M36, M54, M72).

In addition, the PMP documents gives the specific instructions to SustAInLivWork beneficiaries on what is requested from them in specific situations (risks and conflict management).

To the end, the compliance with the PMP is obligatory for all SustAInLivWork beneficiaries.

1.1 Deliverable description

D6.1 is one of the Work Package No. 6 (hereinafter – WP6) "Project Coordination and Management" deliverables. The goal of the WP6 is to develop an effective, transparent and comprehensive, administrative, financial and legal management to ensure the successful execution of the SustAInLivWork project.

The WP6 consists of six Tasks, that last the whole duration of the project (M1-M72).

- Task 6.1 Project management and coordination
- Task 6.2 Project Data Management
- Task 6.3 Monitoring of project work progress and reporting
- Task 6.4 Project Financial Management and Supervision
- Tasks 6.5 Project Innovation, Knowledge and IPR Strategy
- Task 6.6 Project Quality Assurance, Risks and Ethics Management

The D6.1 is output of the Task 6.1.

The D6.1 is structured into several sections explaining the following key aspects related to the overall project management process in SustAInLivWork project:

Section 1 provides a general introduction to the document of the SustAInLivWork project. Section 2 presents a short description of the SustAInLivWork project. Section 3 provides brief description of the main legal document. Section 4 analyses the management and governance structure of the SustAInLivWork project as well as reviews the conflict situation and provides the conflict resolution procedure. Section 5 provides the timeline within the project deliverables / outputs / results must be

met. Section 6 presents the short overview of the project and beneficiaries' budget. Section 7 describes the costs and resources management process. Section 8 provides the reporting process main components, reporting periods, dates, reporting information, internal reports procedure. Section 9 focuses on the internal / external communication aspects of the SustAInLivWork project, data and information sharing best practices, project meetings, etc. Section 10 provides brief information about procurement issues be raised within SustAInLivWork project implementation. Section 11 analyses the risk management and provides risk-mitigation measures. Section 12 shorty overviews quality issues within SustAInLivWork project implementation.

The D6.1 is related with all activities, tasks and WPs in SustAInLivWork project as PMP will be the basis for the management structure and procedures to be followed in the execution of SustAInLivWork project to ensure the success and smooth and timely execution of the planned activities.

2 OVERVIEW OF THE SUSTAINLIVWORK PROJECT

2.1 Project mission and objectives

The SustAInLivWork project aims to create a joint Centre of Excellence (hereinafter – CoE) of Artificial Intelligence (hereinafter – AI) for Sustainable Living and Working in Lithuania, which would act as a Lighthouse, making a significant impact on strengthening the research and innovation ecosystem nationally and internationally. Specialized focus is directed in the development and application of R&I solutions based on AI in the manufacturing, energy, health and transport sectors. The project objectives are:

1. To create a long-term and independent CoE of AI generating important and sustainable solutions for the region.

2. Conduct research, train and educate members of the society about the benefits and opportunities of AI solutions.

3. Become a driving force for change, an international centre of AI solutions for sustainable living and working.

4. To create a Lithuanian AI cluster that would ensure an effective transformation of sustainability, paying special attention to S3 priority areas.

SustAInLivWork CoE will encourage business and the public sector to become a part of the growing AI community in the region by investing in close research collaboration that leads to win-win benefits emerging from latest innovations. Additionally, the CoE will attract the most talented researchers, create good practices of XAI usage in parallel ensuring AI performance trade-offs in HPC terms, encouraging data sharing, ethical competition, dissemination of observations and contributing to the sustainability of the system's design goals.

In order to reach the overall objective of the SustAInLivWork project it will be implemented within 3 main phases – launching, growth and self-sustainability.

Figure 1. *SustAInLivWork project approach*

By following this approach, SustAInLivWork will create and ensure the long-term self-sustainability of an internationally recognized CoE of AI for sustainable living and working in the Lithuanian region and the whole Baltic Sea Region, that will conduct cutting edge scientific research related to AI in four key sectors: manufacturing, energy, health and transport; that are aligned with the S3 strategy of the country and the SDGs and that will create a critical mass of researchers working on AI both in public and private sectors.

2.2 Project milestones

In order to ensure the on-going tracking of progress, the SustAInLivWork CoE consortium identifies 8 Milestones.

Table 1. *List of Milestones*

MS No.	Milestone [MS] name	WP(s)	Month	Means of Verification
MS1	SustAInLivWork CoE in operation	WP1	M8	Cooperation agreement signed, governance and organisational structures ratified, and Governance Board appointed.
MS2	SustAInLivWork CoE HUBs Established	WP2, WP3	M26	HUBs' directors appointed, RGs in operation, teams recruited, etc.
MS3	SustAInLivWork CoE Business Incubator Established	WP3	M30	Business Incubator guidelines delivered (D3.5)
MS4	SustAInLivWork Cluster Operative	WP4	M30	Signed MoU, established SustAInLivWork Arena
MS5	Common computing and data infrastructure created	WP2	M36	AI-relevant data platform report delivered [D2.3]
MS6	SustAInLivWork Training & educational progress ongoing	WP2, WP5	M48	Ongoing open seminars & internships (T2.4), hackathons (T3.4), schoolchildren courses (T5.2)
MS7	Guidelines on responsible deployment of AI prepared	WP4	M60	Set of recommendations (guidelines) on responsible usage of AI (D4.3) delivered
MS8	SustAInLivWork contribution to Lithuanian S3 and AI strategy	WP4	M66	Recommendations for improving Lithuanian S3 and AI strategy prepared (D4.4)

2.3 Project deliverables

According to the SustAInLivWork project DoA, the project consortium is obligated to develop 27 deliverables. Table 2 presents all SustAInLivWork deliverables with the responsible beneficiaries and the delivery date.

Table 2. *List of Deliverables*

No	Name	WP	Lead beneficiaries	Type	Dissemin. Level	Duration to M
D1.1	Cooperation Agreement of the SustAInLivWork CoE	WP1	KTU	R	SEN	M8
D1.2	SustAInLivWork CoE development strategy	WP1	KTU	R	SEN	M24 (revised / update - M48, M72)

D1.3	HR Strategy of SustAInLivWork CoE	WP1	LSMU	R	SEN	M12
D1.4	Infrastructure Development Plan	WP1	LSMU	R	SEN	M12
D2.1	SustAInLivWork CoE AI Joint R&I Agenda	WP2	TAU	R	PU	M16
D2.2	AI Research HUB map	WP2	KTU	R	PU	M20
D2.3	AI-relevant data platform	WP2	VILNIUS TECH	Other	SEN	M36
D2.4	Scientific excellence and educational programmes Roadmap	WP2	TAU	R	PU	M24
D2.5	Grant Development HUB Roadmap	WP2	KTU	R	SEN	M30
D3.1	SustAInLivWork Joint Tech-transfer and knowledge valorisation Agenda & framework	WP3	TAU	R	SEN	M24
D3.2	SustAInLivWork IP protection strategy	WP3	KTU	R	SEN	M30
D3.3	SustAInLivWork services package	WP3	KTU	Other	PUB	M26 (revised / updated - M36, M48, M60, M72)
D3.4	AI start-ups acceleration guidelines for sustainable living and working	WP3	KTU	R	PU	M30-M60
D4.1	AI Cluster management framework (including MoU)	WP4	Vilnius Tech	R	SEN	M26
D4.2	AI ecosystem stakeholder map	WP4	LSMU	R	PU	M28 (revised / updated on M36)
D4.3	Guidelines on responsible deployment of AI	WP4	TUHH	R	PU	M60
D4.4	Recommendations for improving Lithuanian S3 and AI strategy	WP4	KTU	R	PU	M66
D5.1	Communication, Dissemination and Exploitation Plan	WP5	VMU	DEC	PU	M6 (revised / updated - M24, M48, M72)
D5.2	Sustainability Plan	WP5	LSMU	DEC	PU	M12
D6.1	Project Management Plan (PMP)	WP6	KTU	R	PU	M3 (revised / updated - M18, M36, M54, M72)
D6.2	Data Management Plan (DMP)	WP6	LSMU	DMP	PU	M6 (revised / updated - M18, M36, M54, M72)
D6.3	Project IPR Strategy & Innovation Management Plan	WP6	KTU	R	SEN	M6 (revised / updated - M18, M36, M54, M72)
D6.4	Project Quality Assurance, Risks and Ethics Management Plan	WP6	VMU	R	SEN	M12 (revised / updated - M18, M36, M54, M72)
D6.5	Implementation Report Nr. 1	WP6	KTU	R	SEN	M18
D6.6	Implementation Report Nr. 2	WP6	KTU	R	SEN	M36
D6.7	Implementation Report Nr. 3	WP6	KTU	R	SEN	M54
D6.8	Implementation Report Nr. 4	WP6	KTU	R	SEN	M72

Each Deliverable is under the responsibility of an appointed Lead beneficiary (Portal, GA data – Deliverables mode). The Lead beneficiary is responsible for the Deliverable development in time as well as guarantees the quality and completeness of the Deliverable content.

3 LEGAL DOCUMENTS

Grant Agreement

The Grant Agreement (hereinafter – GA) is the legally binding funding agreement concluded between the European Commission and the beneficiaries. GA specifies the rights and obligations of the contracting beneficiaries. It contains important provisions for the implementation of the project such as criteria for the eligibility of costs, reporting and provisions for handling intellectual property rights. The GA is available to all beneficiaries and can be downloaded from the Portal (Document Library mode).

The GA can be updated in case of Amendments. Only the Coordinator submits and receives requests for amendment on behalf of the beneficiaries and this has to be approved by the EC. If an amendment has been approved, the coordinator will make sure to send the new version of the GA to all beneficiaries.

Consortium Agreement

The Consortium Agreement (hereinafter – CA) supplements binding commitments among beneficiaries in addition established the rules and regulations within the SustAInLivWork consortium. CA contains governing process, responsibilities and roles of the beneficiaries, results, IP, confidentiality and other issues. The signed CA has been distributed among SustAInLivWork project beneficiaries.

4 PROJECT ORGANISATION

The SustAInLivWork Consortium is comprised of six beneficiaries and Project is coordinated by Kaunas University of Technology (hereinafter - KTU) in Lithuania. SustAInLivWork consortium brings together an outstanding team with a strong background in the field of AI and complementary expertise to carry out the proposed activities and to maximise its impact, as well as to ensure the survival of the CoE beyond the timeframe of the project. This partnership is built upon strong previous collaborations and will provide the needed critical mass of researchers in the identified key sectors: manufacturing, health, energy and transport.

Table 3. *Composition SustAInLivWork Consortium*

Participant No., Role	Participant Organization Name [Acronym]	Country
1 (Coordinator)	Kauno Technologijos Universitetas (KTU)	Lithuania
2 (Beneficiary)	Vilniaus Gedimino Technikos Universitetas (VILNIUS TECH)	Lithuania
3 (Beneficiary)	Vytauto Didziojo Universitetas (VDU)	Lithuania
4 (Beneficiary)	Lietuvos Sveikatos Mokslu Universitetas (LSMU)	Lithuania
5 (Beneficiary)	Tampere University (TAU)	Finland
6 (Beneficiary)	Hamburg University of Technology (TUHH)	Germany

The experience of the two advanced universities from Finland and Germany (TAU, TUHH) will boost the competencies of the four leading universities in Lithuania (KTU, VDU, VILNUS TECH and LSMU) and will deliver long-term benefits for the R&I Lithuanian ecosystem and society.
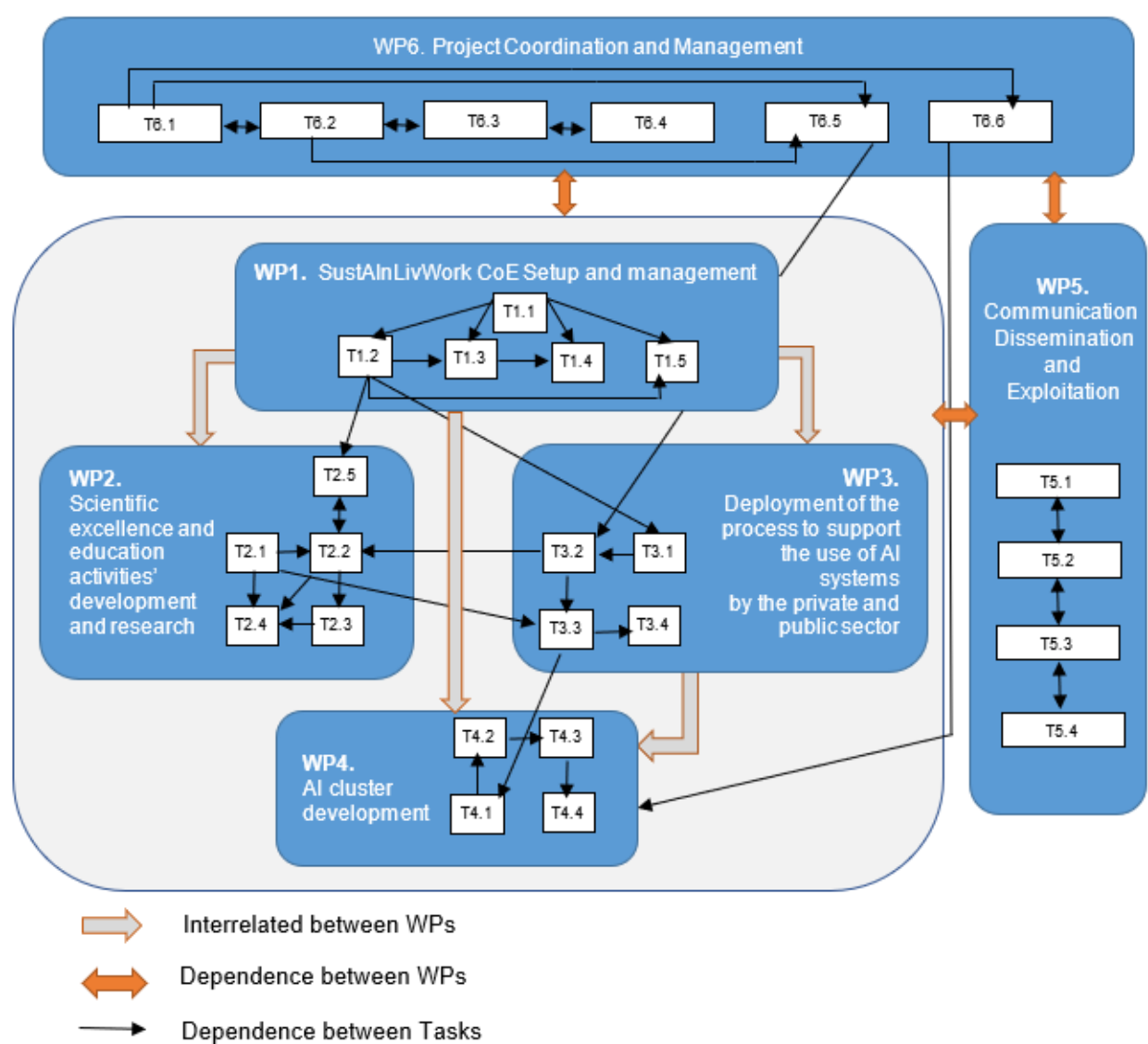
4.1 Project management structure

The Project management includes all core activities to ensure the successful and timely completion of the project within all administrative, organizational. technical and financial aspects set out the GA. WP6 "Project Coordination and Management", led by KTU, is devoted to coordinate and manage the

day-to-day SustAInLivWork project implementation to ensure all project's activities are executed in terms of scope, costs, resources and quality.

The proper SustAInLivWork management ensures successful implementation of the planned activities in the project, achieving the expected outputs according to project objectives and resources planned. Good communication management practices are crucial for ensuring that information reaches the appropriate beneficiaries, by relevant channels, and that timely, efficient decisions can be taken. Risk management is necessary for providing the process and techniques for the evaluation and control of potential risks raised during the SustAInLivWork project execution, focusing on their precautionary identification, prognosis and handling.

SustAInLivWork is structured around six WPs and will be implemented in three phases, as indicated in Section 1.1(a) of the Annex 1 / DoA to the GA. During the launching and growth phases, the proposed WP structure will establish the basis to deliver a self-sustainable CoE from M73.

Figure 2. *SustAInLivWork WPs and Tasks interdependence and interconnections*


The SustAInLivWork project management structure is composed of the following management bodies:

- the **Project Coordinator** (hereinafter – Coordinator), acting as the intermediary between the Beneficiaries and the Granting Authority – European Commission (hereinafter – EC) and monitoring the overall administrative and technical progress of the SustAInLivWork project.

- The **Main Project Manager** (hereinafter – MainProM), acting as key manager to the Coordinator in administrative, technical and financial issues;
- the **Project Manager** (hereinafter – ProM), acting as supporting manager to the MainProM in administrative, technical and financial issues;
- the **Executive Board** (hereinafter – EB), acting as the administrative body for directing and monitoring of the execution of the Project, which shall report to and be accountable to the Supervisory Board;
- the **Supervisory Board** (hereinafter – SB), acting as decision-making body of the SustAInLivWork project;
- the **Work Package Leaders** (hereinafter – WPLs), acting as key responsible for the successful implementation of the relevant WP;
- The **Ethics Assessment Body** (hereinafter – EAB), acting as the responsible for any ethical issues that might arise during the project implementation;
- the **Advisory Board** (hereinafter – AB), acting as a consulting body, providing guidance on the technical, scientific, economic, political, and industrial aspects of the SustAInLivWork Project and providing recommendations for knowledge and technology transfer.

The SustAInLivWork project management structure is presented in Figure 2.

Figure 3. *SustAInLivWork project management structure*
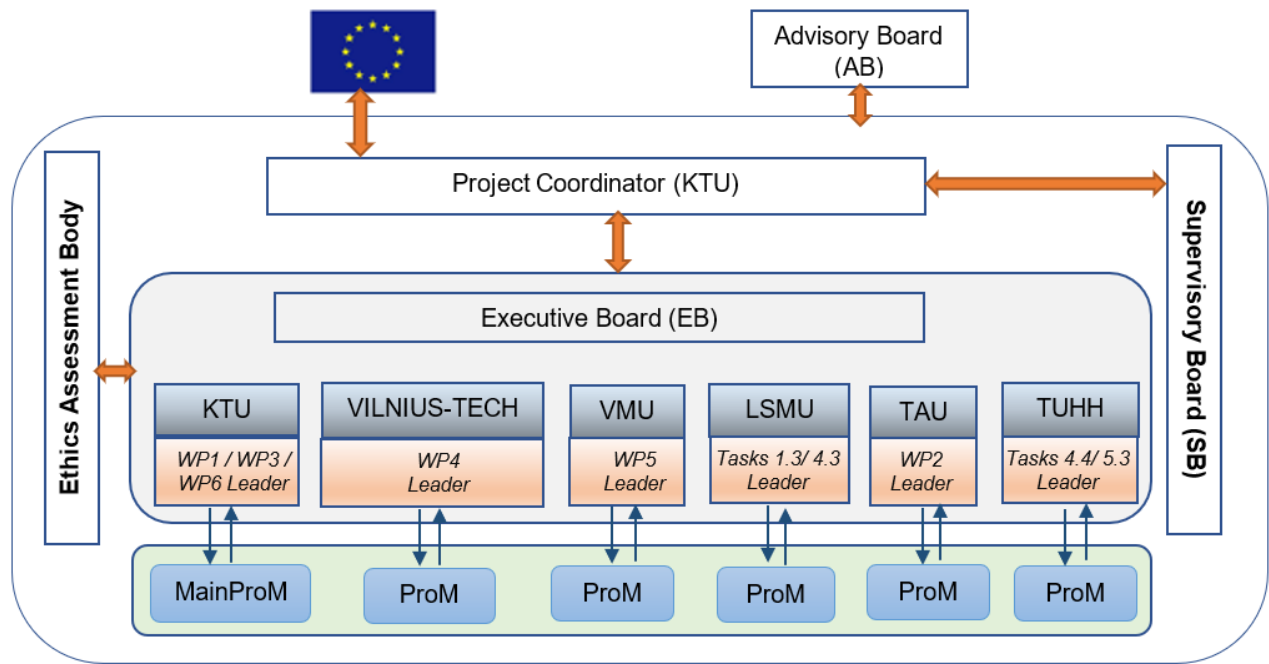
4.2 Roles and responsibilities

Successful and timely SustAInLivWork project's implementation is based on the complementary roles, resources, concentrated efforts of responsible beneficiary by working as a unified team in order to ensure the smooth and timely deliverables and results of the project.

Role:	Project coordinator (Coordinator)
Beneficiary	KTU

The Coordinator (KTU) is acting as the intermediary between the SustAInLivWork consortium and the Granting Authority - EC and shall perform the tasks assigned to it as described in the project GA and signed CA.

The main responsibility of the Coordinator is to ensure the timely and effective overall progress of the SustAInLivWork project by:

- monitoring compliance by the SustAInLivWork project consortium beneficiaries with their obligations under the signed CA and the GA;
- monitoring overall project financial management (budget management, costs control and justification);
- tracking milestones achievements;
- collecting, reviewing to verify consistency and submitting reports (periodic and final), other deliverables (including financial statements and related certifications) and specific requested documents to the GA (via Funding & Tender Opportunities Portal (hereinafter – Portal));
- driving risk management (identification, analysis and assessment of threats and opportunities, proposed mitigation plans);
- coordinating the facilitation of internal communication within the project and will interface on all matters with the EC;
- liaising with the EC and providing any required reports and information to the EC about the implementation of the SustAInLivWork project;
- organization of the SustAInLivWork project meetings: consortium beneficiaries meeting, SB meetings, EB meetings (including compiling the agendas, sending the invitations, producing and distributing the meetings' corresponding minutes);
- chairing all meetings of the SB (unless decided otherwise in a meeting of the SB);
- chairing all meetings of the EB (unless decided otherwise by a majority of two-thirds (2/3) of the EB);
- promptly notifying the EC for its approval and any needed GA amendment procedure.

The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other project beneficiary of the SustAInLivWork consortium, unless explicitly stated otherwise in the GA or the CA.

The Coordinator shall not enlarge its role beyond the tasks specified in CA and in the GA.

Role:	**Main Project Manager (MainProM)**
Beneficiary	**KTU**
Appointed person:	**Prof. Agnė Paulauskaitė-Tarasevičienė**

The main responsibility of the MainProM is to ensure that all SustAInLivWork project deliverables and KPI's will be met within SustAInLivWork project timeline, budget and of appropriate quality by:

- coordinating the beneficiaries' administrative and financial tasks;
- managing and coordinating all quality monitoring activities as described in Annex I of the GA;
- following up activities and monitoring compliance with the project work plan and pre-defined timetable;
- monitoring the internal alignment between WPs;
- providing guidance as necessary to WP leaders;
- tracking actual project budget against estimated;
- representing in the day-to-day management of the project.

Role:	**Project Manager (ProM)**
Beneficiary / appointed persons *(one representative per Beneficiary):*	VILNIUS-TECH: Vilma Purienė VMU: Prof. Ričardas Krikštolaitis LSMU: Prof. Gintarė Šakalytė TAU: Assoc. Prof. Roel Pieters TUHH: Prof. Alexander Schlaefer

The main responsibility of the ProM is to ensure that the SustAInLivWork project's Tasks / Deliverables appointed to the beneficiaries will be met within SustAInLivWork project timeline, budget and of appropriate quality by:

- monitoring compliance by the respective beneficiary its obligations under the signed CA and GA;
- coordinating the representing beneficiary's administrative, technical and financial tasks;
- supporting and assisting to the ProM (upon the need) in financial and administrative tasks;
- monitoring the internal alignment between leading WPs / Tasks;
- providing guidance as necessary to respective beneficiary's WP leaders;
- respective beneficiary's budget tracking actual against estimated.

Role:	**Executive Board (EB)**
Appointed persons *(one representative per beneficiary):*	KTU: Vilma Karoblienė VILNIUS-TECH: Prof. Artūras Serackis VMU: Dovilė Kuizinienė LSMU: Prof. Gintarė Šakalytė TAU: Assoc. Prof. Roel Pieters TUHH: Sarah Latus, Prof. Alexander Schlaefer

The main responsibility of EB is to support the Coordinator in monitoring SustAInLivWork project progress by:

- ensuring coordination of the SustAInLivWork WP activities;
- assisting SustAInLivWork project consortium beneficiaries in performing their respective activities within the WPs;
- supporting the Coordinator in preparing meetings with the GA and in preparing related data and deliverables;
- making suggestions for amendments to the implementation plan (if any);
- reviewing the policy and strategy for the dissemination and exploitation;
- monitoring and resolving any Intellectual property rights (hereinafter – IPR) issues;
- resolving conflict situations;
- ensuring the content and timing of press releases and joint publications by the SustAInLivWork project consortium or proposed by the GA in respect of the procedures of the GA Article 17 and Annex 5 Section "Communication, Dissemination, Open Science and Visibility" and of Section 8 of this CA;
- ensuring proper execution and implementation of the decisions of the SB.

To ensure effective coordination of all SustAInLivWork project activities, the EB will meet twice a month. If needed, the EB will convene virtually on. The meetings are held based on the agenda compiled by the Coordinator (in addition the Coordinator will send the invitations and write and distribute the meeting minutes).

Role:	**Supervisory board (SB)**
Appointed persons *(one representative per beneficiary)*:	KTU: Prof. Kęstutis Baltakys, Vice-Rector for Research VILNIUS-TECH: Prof. Dalius Navakauskas, Vice-Rector for Research and Innovation VMU: Prof. Julija Kiršienė, Vice-Rector for Research LSMU: Prof. Vaiva Lesauskaitė, Vice-Rector for Research TAU: Prof. Matti Vilkko, Automation Technology and Mechanical Engineering Unit TUHH: Prof. Alexander Schlaefer

The SB consists of one representative of each SustAInLivWork consortium beneficiary (hereinafter - SB Member) and is chaired by the Coordinator. The SB will convene at least once per year (preferably during annual meetings of Consortium). During each annual meeting, EB / Coordinator shall inform the SB members about the progress of the project and achieved project deliverables; SB will discuss the project results and if needed, make strategic decisions. During each meeting the work plan for the upcoming year and the report of the results achieved during ongoing period will be presented.

The SB appointed tasks are to:

- receive, review and discuss reports from the EB to determine if the SustAInLivWork project objectives / deliverables are in line with project plan and achieve in time;
- decide upon the actions that need to be taken by the EB in order to improve the proper execution of the SustAInLivWork project;
- resolve any difficulties regarding the participation of members in the SustAInLivWork project, including any disagreements that may rise between the SustAInLivWork project consortium beneficiaries;
- appoint the representative to EB from each SustAInLivWork beneficiary.

The SB shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. The possible decisions shall be taken by the SB are briefly presented in 6.3.1.2 clause of the project CoA.

Role:	Work Package Leaders (WPLs)

The main responsibility of WPL is planning, progress monitoring, successful completion of relevant WP according to the work plan and within interactions with other WPs. The WPLs are responsible for:

- appointing the Task leaders to monitor the execution of each Task;
- planning and monitoring the execution of each Task;
- keeping WP on track and reporting progress under WP to the EB / Coordinator.

Table 4. *SustAInLivWork WP Leaders*

Role	Leading Beneficiary	Contact Person	Contact details
WP1 Leader	KTU	Agnė Paulauskaitė - Tarasevičienė	agne.paulauskaite-taraseviciene@ktu.lt
WP2 Leader	TAU	Roel Pieters	roel.pieters@tuni.fi
WP3 Leader	KTU	Mindaugas Bulota	Mindaugas.bulota@ktu.lt
WP4 Leader	VILNIUS-TECH	Vilma Purienė	vilma.puriene@vilniustech.lt
WP5 Leader	VMU	Ričardas Krikštolaitis	Ričardas.krištolaitis@vdu.lt
WP6 Leader	KTU	Vilma Karoblienė	vilma.karobliene@ktu.lt

The roles and responsibilities of each SustAInLivWork beneficiary are described in detail within Annex 1 to the GA, namely the Description of the Action (DoA) and in section 6 of the CA. All beneficiaries should take the necessary measures and provide all necessary resources for the on-time and smooth elaboration of their tasks and responsibilities.

Role:	Ethics Assessment Body (EAB)
Appointed persons *(one representative per beneficiary):*	KTU: Rūta Dalinskienė VILNIUS-TECH: Jelena Kabulova VMU: Ingrida Bukantaitė LSMU: Dovydas Verikas TAU: Jukka Yrjänäinen TUHH: Head of Ethics Committee (TBC)

The main responsibility of EAB is to develop SustAInLivWork project ethical policy. It will ensure that the project complies not only with the current regulations (under institutional / national and international level), but with the highest ethical standards as well as to ensure that any ethical issue raised during the SustAInLivWork project implementation will be solved properly, timely and in accordance to current regulations.

> **Role:**   **Advisory Board**

Outside the SustAInLivWork project consortium management bodies, Advisory Board (hereinafter – AB) will be set up. SustAInLivWork AB is the external experts, representing different sectors of the AI for sustainable living and working, have agreed to support Project. AB will mainly act as a consulting body, providing guidance on the technical, scientific, economic, political, industrial aspects of the CoE and/or Project, and provide recommendations for knowledge and technology transfer. AB is represented by experts from private & industry, public & governmental sectors. The AB shall assist and facilitate the decisions made by the SB.
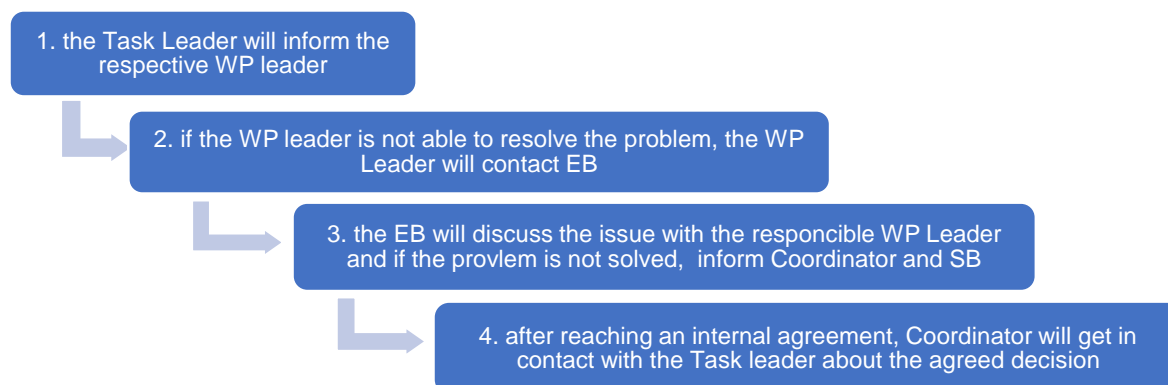
The AB members will travel to the Implementers' premises in order to support them in the relevant tasks and activities implementation. The details concerning the involvement of AB members in project activities will be discussed between the Coordinator and WPs leaders on an ad hoc basis, when necessary to implement those activities.

The AB will be developed and AB members will be appointed under "D1.2 SustAInLivWork CoE Development Strategy" within M6 and SB roles and responsibilities will be described in "D1.1 Cooperation Agreement of the SustAInLivWork CoE" within M8.

4.3 Issue management

The awareness of all the SustAInLivWork project consortium beneficiaries about their commitments, will ensure the proper, timely and effective implementation of the project planned activities as well as results achieved. Transparency and smooth communication among the SustAInLivWork beneficiaries are essential tool in order to avoid any unexpected challenges and conflicts before they arise. It is expected, that during the lifetime of the project (72 months duration), the SustAInLivWork beneficiaries may solve any types of unexpected issues. For that reason, each project's Task, WP has appointed leaders, who are responsible for any decisions will be taken under the initial stage. If the conflict occurs under Task implementation level, Task Leader will immediately notify the WP Leader about any event or circumstance that may significantly affect the execution of the planned activities in the frame of their WP; if the conflict occurs under WP level – WP Leader will immediately notify the EB about that and propose possible solutions. The EB is responsible for the overall resolving of conflicts and will take the necessary steps to resolve it (by consulting with the relevant WP leaders firstly). The conflicts that are not being solved on the EB level, will be communicated to the SB. The Conflict Resolution Procedure ir presented in Figure 3.

Figure 4. *Conflict Resolution Procedure*

1. the Task Leader will inform the respective WP leader

2. if the WP leader is not able to resolve the problem, the WP Leader will contact EB

3. the EB will discuss the issue with the responcible WP Leader and if the provlem is not solved, inform Coordinator and SB

4. after reaching an internal agreement, Coordinator will get in contact with the Task leader about the agreed decision

Any correction measures will be done in line with the GA and the CA. When necessary, the Coordinator will inform the EC requesting feedback

4.4 Stakeholders (internal and external)

Stakeholder engagement is hugely beneficial for the SustAInLivWork project. Stakeholders refer to any target group and contribute to the impact on project implementation. In other words, stakeholders have a stake in the project. Stakeholders, depending on the involvement into the project, can provide extra information, additional expertise, that help to create more innovate decisions, services, etc. SustAInLivWork project involves both internal (beneficiaries, EB / SB members are involved in the project execution directly) and external (stakeholders are affected by the project's outcome even though they are not involved in the project directly) stakeholders.

The management of external stakeholders' engagement is mostly carried out within WP4 "AI Cluster development", by aiming to increase the competencies and impact of the project by developing a sustainable network of beneficiaries that will consolidate the Lithuanian AI R&I community. In addition, the D4.2. "AI ecosystem stakeholder map" must be developed within M28. Although strong link with stakeholders has been activated with WP75 both on dissemination and exploitation. The key SustAInLivWork project's stakeholders are summarised in Tables 5 and 6.

Table 5. *List of Internal SustAInLivWork project's stakeholders*

STK No.	Description	Key message	Engagement / Observations
STK1	Project beneficiaries	Raise awareness of SustAInLivWork and its relevance for Lithuania R&I ecosystem / Promote SustAInLivWork CoE as an excellent institution to develop a professional career in research and innovation	No engagement needed
STK2	EB / SB members		No engagement needed
STK3	Internal Community of project beneficieries		Communication and dissemination activities to support their engagement

Table 6. *List of External SustAInLivWork project's stakeholders*

STK No.	Description	Key message	Engagement / Observations
STK4	European Commission	Highlight the relevance of the project for the Lithuanian R&I ecosystem	No engagement needed
STK5	General public/ citizens	Promote benefits of sustainable AI approaches and capabilities, SustAInLivWork training and education programs	Dissemination activities to support their engagement (website, social media, webinars, presentations, etc.)
STK6	Academic and research community	Inform about the sustainable living and working solutions developed by the CoE, to boost the transfer of results and to obtain valuable feedback on the project / Promote the AI relevant data platform / Demonstrate the research excellence and the added value of SustAInLivWork regarding the scientific and technologic progress	Scientific dissemination activities to support their engagement (Publications with impact factor, website, etc.)
STK7	Industrial and business sector	Highlight the benefits of applying sustainable AI approaches with the necessary competences upon the need / Promote AI labs to test before invest / Promote AI solutions for sustainable living and working with and for the society in the international	Dissemination activities to support their engagement (website, webinars, presentations, etc.)

		landscape / Promote benefits of sustainable AI approaches and capabilities, SustAInLivWork training and education programs	
STK8	AI ecosystem stakeholders	Inform about the sustainable living and working solutions developed by the CoE, to boost the transfer of results and to obtain valuable feedback on the project	Dissemination activities to support their engagement (AI cluster, brokerage events, etc.)
STK9	Authorities and public bodies	Engage other relevant activities to establish synergies and collaborations in AI on the target sectors of the project (manufacturing, energy, transport, health)	Dissemination activities to support their engagement (meetings)

In order to educate different stakeholders about the benefits of sustainable AI approaches and capabilities and to understand, evaluate and trust automated AI decisions developed within SustAInLivWork project, each identified stakeholder's category must be evaluated and analysed. The analysis of identified stakeholder's – are their interests in favour or against the goals of the SustAInLivWork project. If needed the engagement plans for the existing stakeholders are modified.

On a regular basis, a review of the stakeholder list is done to identify new (if any) stakeholders and to assess the engagement and attitude of each stakeholder. When needed, new engagement plans will be defined and launched.

5 PROJECT SHEDULE

The 6-year project will be implemented in 8 milestones (chapter 2.2, table 1 of the PMP). The milestones serve as checkpoints to secure the correct execution of the project, facilitate internal synchronization and alignment with external stakeholders. At implementation level, the project divided in 2 main phases – launching and growth, after implementation – self-sustainability phase. The schedule of the project activities per phase, including milestones, is presented in Figure 5.

Figure 5. *Project SustAInLivWork schedule*
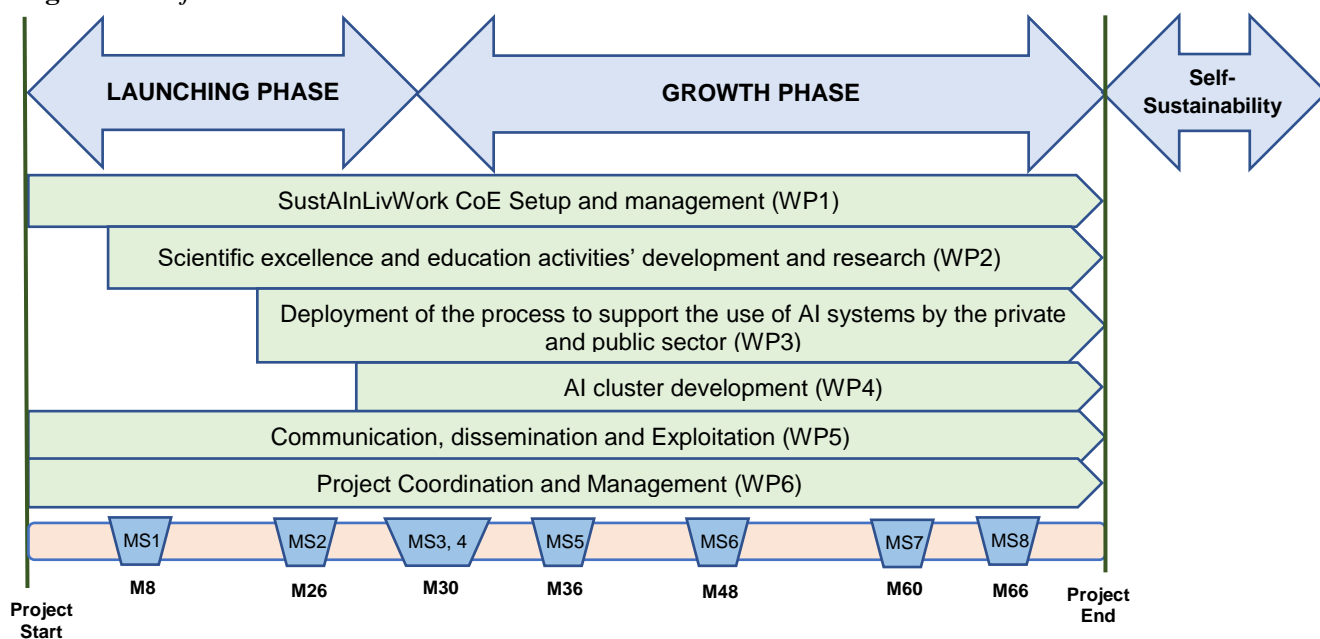
The detailed work plan within timing is presented in project Gantt diagram as well as Annex 1 to PMP.

The project schedule is updated monthly (during EB meeting) in order to reflect the progress of the SustAInLivWork project activities. The MainProM is responsible for gathering schedule status from all SustAInLivWork beneficiaries.

The MainProM is responsible for project overall schedule management. Schedule management within each WP is managed by the leader of respective WP; Schedule management within each Task will be managed by the leader of that Task.

During the monthly monitoring, the MainProM may identify schedule gap on critical paths tasks: the MainProM and ProM will discuss together to propose measures in order to overcome this gap and get the project back on schedule. If the gap is greater than 1 month, the MainProM will apply to the EB for asking any advices. If the gap is greater than 3 months, that is considered as unacceptable. The MainProM will immediately inform the EB and EB meeting will be hold asap in order to identify that some milestone is at risk of being missed.

6 PROJECT BUDGET

SustAInLivWork project budget is defined in GA and particularly Annex 1 and Annex 2 respectively. It contains the estimated eligible costs and contributions for the action, broken down by beneficiary and budget category. The financial distributions are performed in accordance to CoA Clause 7.1.1. "Distribution on financial Contribution". The transfers of payments are performed in accordance of CoA Clause 7.2.2 "Transfer of payments".

During the SustAInLivWork project implementation 5 payments will be made in accordance with the schedule and modalities set out in GA, Article 21, 22 and GA, Data Sheet). The interim payment schedule is toughly depending on the periodic reports (hereinafter – PR).

Table 7. *Payment schedule*

No.	Type	Deadline (time to pay)	Reporting Period deadlines
1	Initial pre-financing	30 days from entry into force / 10 days before the starting date	n/a
2	Interim payment	90 days from receiving PR No.1	90 days from receiving PR No.1
3	Interim payment	90 days from receiving PR No.2	90 days from receiving PR No.2
4	Interim payment	90 days from receiving PR No.3	90 days from receiving PR No.3
5	Final payment	90 days from receiving PR No.4	90 days from receiving PR No.4

The payments are made in euros to the Coordinator bank and Coordinator must distribute the payments between the beneficiaries without unjustified delay.

7 COST AND RESOURCES MANAGEMENT

The aim of applying costs and resources management is to ensure that the SustAInLivWork project is implemented within the predefined person-month (hereafter – PM) and budget. The Coordinator is responsible for monitoring overall financial and resources management. The process of gathering, tracking, monitoring and managing the financial costs and PMs relies on accurate estimates and actual data that need to be updated accordingly. The SustAInLivWork project staff effort per partners through the WPs is presented in Table 8.

Table 8. *SustAInLivWork project staff effort per beneficiaries*

| Staff effort per participant | | | | | | | |
| Grant Preparation (Work packages - Effort screen) — Enter the info. | | | | | | | |
Participant	**WP1**	**WP2**	**WP3**	**WP4**	**WP5**	**WP6**	**Total Person-Months**
1 - KTU	80.00	96.00	116.00	36.00	34.00	70.00	432.00
2 - VILNIUS TECH	36.00	82.00	60.00	47.00	42.00	24.00	291.00
3 - VMU	36.00	70.00	56.00	53.00	75.00	31.00	321.00
4 - LSMU	44.00	70.00	56.00	51.00	42.00	30.00	293.00
5 - TAU	20.00	66.00	52.00	27.00	31.00	18.00	214.00
6 - TUHH	20.00	56.00	40.00	33.00	41.00	18.00	208.00
Total Person-Months	236.00	440.00	380.00	247.00	265.00	191.00	1759.00

The estimated budget for the SustAInLivWork project is set out in the Annex 2 of the GA. The budget contains the estimated eligible costs for the SustAInLivWork project broken down by each beneficiary and budget categories (personnel costs, travel and subsistence costs, other goods and services costs and indirect costs). Each SustAInLivWork project's beneficiary is responsible for its institution's budget and ensure that all cost must be actually incurred by the beneficiary, must comply with the applicable national law on taxes (labour and social security), must be identifiable and verifiable (in particular recorded in the beneficiary's accounts).

The Coordinator regularly will monitor and overview the financial situation and work progress through all WPs providing the internal periodic reports. More information about that is provided in section "8.1 Periodic progress reports" of PMP.

8 REPORTING PROCESS

In accordance to EC formal obligation (GA, Article 21, Article 22), the SustAInLivWork project consortium must continuously report on the progress of the SustAInLivWork project execution (e.g. deliverables, milestones, outputs/outcomes, critical risks, KPI's, etc.), in the Portal Continuous Reporting tool and in accordance with the reporting schedule set out in the GA.

In accordance with the SustAInLivWork project schedule and modalities set out in the Data Sheet of GA, the SustAInLivWork consortium will carry four periodic reports (hereinafter - PRs):

- **PR No.1**: M1-M18
- **PR No.2**: M19-M36
- **PR No.3**: M37-M54
- **PR No.4**: M55-M72

The PRs are submitted within 60 days following the end of the reporting period.

Figure 6. *SustAInLivWork project reporting periods*
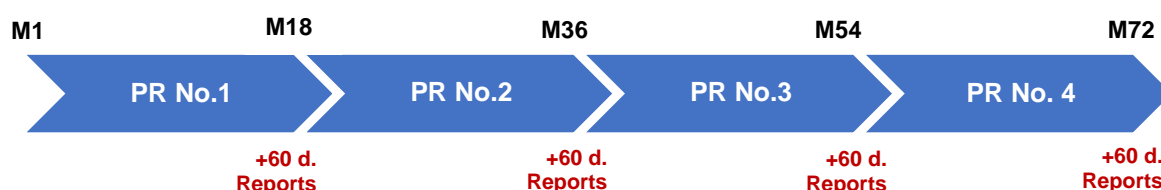
8.1 Periodic progress reports

The periodic reports include a technical and financial part.

- The technical part includes an overview of the action implementation: an overview of the activities carried; a description of the progress achieved towards the objectives and the milestones planned; the deliverables produced; the identification of problematic issues / conflicts faced and solutions provided or the corrective actions taken).

  It must be prepared using the template available in the Portal Periodic Reporting tool.

- The financial part of the periodic report includes: the financial statements for each project beneficiary and consolidated one (including the detailed eligible costs and contributions for each budget category); the explanation on the use of resources (or detailed cost reporting table, if required); the certificates on the financial statements (CFS).

The periodic reports must be prepared with the contribution of all SustAInLivWork beneficiaries. All SustAInLivWork beneficiaries are responsible for sending to Coordinator their inputs during the reporting period by time requested. Each Task leader is responsible for providing the short overview of the activities implemented under the respective task during the reporting period and each WP Leader is responsible for comprehensive overview / summary of the activities related to the respective WP. The information received from the SustAInLivWork beneficiaries WPs leaders will be precise and in detail summarized in the PR.

The Coordinator is responsible for the PRS' submission to the Portal Periodic Reporting tool.

8.2 Internal reports

In order to monitor the progress performed by each SustAInLivWork beneficiary and ensure the smooth and effective project management of both project activities and resources, during the SustAInLivWork project Kick-off meeting (September 14-15, 2023) it was decided to carry out the internal reporting every 9 months:

- **IPR No.1**: M1-M9
- **IPR No.2**: M10-M18 (in preparation for PR1 for EC)
- **IPR No.3**: M19-M27
- **IPR No.4**: M28-M36 (in preparation for PR2 for EC)
- **IPR No.5**: M37-M45
- **IPR No.6**: M46-M54 (in preparation for PR3 for EC)
- **IPR No.7**: M55-M63
- **IPR No.8**: M64-M72 ((in preparation for PR4 for EC)

The PC will develop the "internal reporting template" for each SustAInLivWork project beneficiary and it will be available in the SustAInLivWork Teams Group. The internal reporting tool involves:

- Financial report (in accordance to the budget categories planned through the all WPs);
- Activities report.

The PC will provide all necessary guidance and advice on the preparing the internal report. The SustAInLivWork beneficiary must fill in the internal PR within 30 calendar days after the completion of the 9-month period, i.e. IPR1 in M10, IPR2 in M19, etc. Each internal report provided by each SustAInLivWork beneficiary will be reviewed, approved by the PC and information reviewed during the upcoming internal meeting. All collected reports will be stored by the PC in a separate dedicated and secure file on the PC's server.

9 PROJECT COMMUNICATION

The fluent and continuous communication is one of the key elements for success in the accomplishment of the objectives of the SustAInLivWork project.

The communication occurs at different levels in the project:

- Communication within the SustAInLivWork project Consortium – Internal communication.
- Communication with the EC / Project Officer.
- Communication with the external audience.

9.1 Document repository

The main online tool in order to facilitate exchange of information, be accessible to all SustAInLivWork beneficiaries, a web based shared collaborative online environment has been set up. Microsoft Teams group has been created and will be used as the central repository for the SustAInLivWork project. In this repository all beneficiaries will be able to share, comment, and track documents also include written texts, minutes of meetings and documents generated during the SustAInLivWork project implementation.

Figure 7. *The structure of the SustAInLivWork Microsoft Teams group*
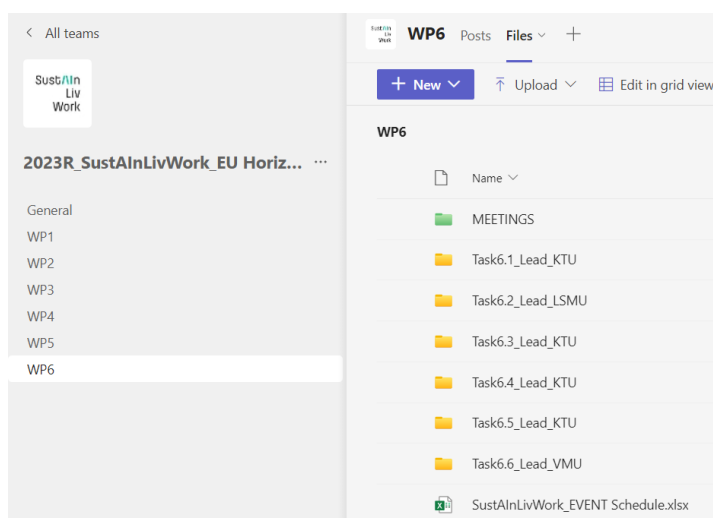
Access to the document repository is provided only by Coordinator and only for the SustAInLivWork contacts provided in the Contact List.

9.2 Internal communication

The Coordinator will take a central and main role in ensuring the effective internal communication regarding the SustAInLivWork project management. Communication among the SustAInLivWork beneficiaries will primarily take place through online communication means, namely *emails* and *online calls* and *meetings*.

A Contact List, combining the relevant contact details of each beneficiary (including all activities: research, administrative, technical and financial issues) through all WPs has been created at M1 and is available at the SustAInLivWork project Microsoft Teams group HERE. Due to dynamic character of the project, the expected changes in personnel can occur. In case of any change in the contact details or in the project team, each beneficiary should notify the Coordinator, who will then inform (within 10 days) the rest of the beneficiaries (and if necessary the EC) and will update the Contact List accordingly.

For the organization of meetings, the online service Doodle will be used to define the date and time of the meeting.

For online meetings beneficiaries prefer choosing Microsoft Teams platform. If needed it could be changed to another.

In relation to **internal meetings**, according to the DoA, the SustAInLivWork project SB will meet at least 6 times during the lifetime of the project (once a year,), while the EB will meet twice a month. KTU is responsible for meetings' organization, agenda, logistics and minute drafting.

Table 9. *Meetings*

Meeting	Time	Organizer	Participants	Location	Outputs
Kick-off meeting	M1 (14-15/09/2023)	Coordinator (MainProM)	All project beneficiaries / stakeholders / EC representatives	Kaunas, Lithuania	Agenda Meeting presentations Minutes/action plan
5 Consortium annual meetings and Final meeting	Once per 2nd; 3rd; 4th; 5th and 6th year	Every beneficiary institution (except Coordinator once per beneficiary)	All project beneficiaries / stakeholders / EC representatives (in Final meeting)	Face-to-Face meeting	Agenda Minutes/action plan
EB meetings	Twice a month (for instance every second Thursday at 9:30-11:00 CET time)	Coordinator (MainProM)	Members of EB	Online meeting	Questions on board Action plan/decisions
SB meetings	At least once per year (preferably during annual meetings of Consortium)	Coordinator (MainProM)	Members of SB	Face-to-Face meeting / online meeting	Agenda Minutes/action plan
Meetings with WPs leaders	Whenever needed	Coordinator (MainProM)	WP leaders and Coordinator	online meeting	Questions on board Action plan/decisions
Meetings of WP groups	Once every month	Lead of WP	Members of WP	online meeting	Questions on board Action plan/decisions
Ad hoc meeting/ Q&A sessions	Whenever needed	All project beneficiaries based on topic and need	All project beneficiaries based on topic and need	online meeting	Questions on board Action plan/decisions

The internal communication will take place via Teams platform. All the SustAInLivWork project consortium beneficiaries will receive the access to SustAInLivWork Teams environment that is hosted by Coordinator. This will allow all representatives to share information, documents, as well as chat online with all participants the entire lifetime of the project. The Teams environment will be structured by WPs folders that will ensure the constructive and comprehensive communication between the beneficiaries in all WP's the entire project accordingly. The SustAInLivWork working and developed documents will be uploaded via "files" section and be visible and available for all members of the SustAInLivWork Teams group.

9.3 Communication with external audience

For the communication with external audience, the SustAInLivWork consortium established its own website https://www.sustainlivwork.eu/. The communication of stakeholders with external audience is carried out by e-mail, social media accounts and social platforms:

- Twitter: https://twitter.com/sustainlivwork
- Facebook: https://www.facebook.com/sustainlivwork
- LinkedIn: https://www.linkedin.com/company/sustainlivwork/

External communication should comply with the EU regulations on disclaimers and use of logo.

Co-funded by the
European Union

To acknowledge UF funding in all external communication and dissemination items must be used the EU logo. More information about the external communication (including dissemination and communication activities, channels, tools, etc.) will be presented in the Deliverable *"D5.1 Communication, Dissemination and Exploitation Plan"* to be submitted in M6.

9.4 Communication with the Project Officer, European Commission

The Coordinator is the responsible contact point on behalf of the SustAInLivWork project consortium, for the communication with REA or the EC. Coordinator – KTU is responsible for keeping the SustAInLivWork project via the Portal always up to date i.e., regarding deliverables and progress report submitted, communication activities, milestones reached, etc. Moreover, the project coordinator is responsible for providing any requested information by REA as well as inform the SustAInLivWork project consortium beneficiaries about any information that should be shared from the EC. The beneficiaries not supposed to communicate with the EC directly except for there is a certain need that has been prior discussed and agreed upon with the Coordinator. In all other cases, the PC will communicate any issues to the EC. Finally, the project Coordinator will keep all the SustAInLivWork project consortium beneficiaries informed about any important communication with the EC.

10 PROJECT PROCUREMENT MANAGEMENT

SustAInLivWork project procurement management includes the processes that involve acquiring technical research infrastructure and equipment, construction works, other goods and services required for a project from external sources within the project budget.

All purchases must be carried out in compliance with SustAInLivWork project proposal, GA, national legislation, established procedures and in accordance with the principles of equality, non-discrimination, mutual recognition, proportionality and transparency.

It is needed to clearly identify the necessary steps and responsibilities for procurement from the beginning to the end of the Project. SustAInLivWork project procurement management refers to all the actions related to the cycle of planning, executing purchases, managing procurement contracts and any other activity that's needed to control how purchases are made in every SustAInLivWork beneficiary institution.

Figure 8. *SustAInLivWork project procurement process*
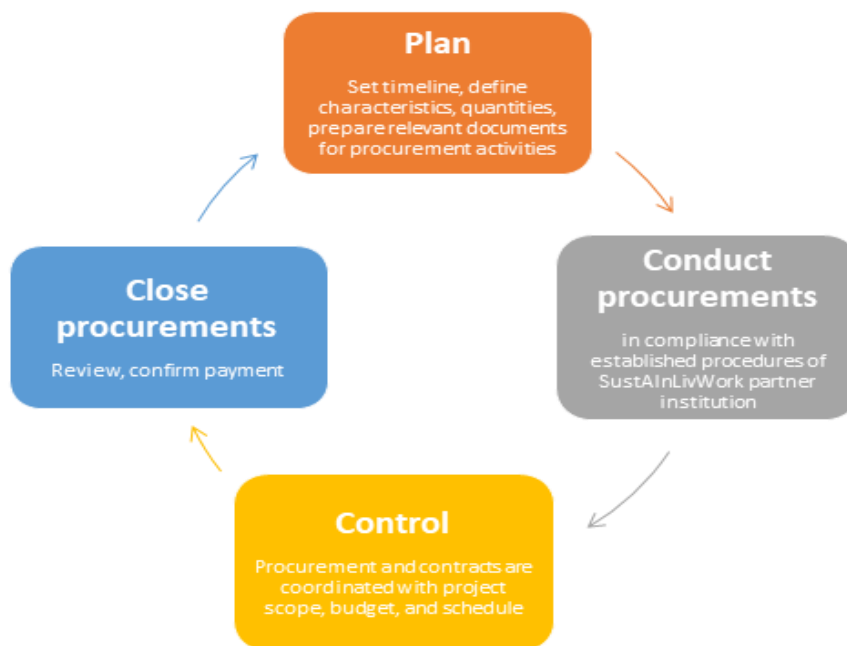
At the beginning of the Project each SustAInLivWork beneficiary institution has to identify and plan procurement needs of the Project in compliance with SustAInLivWork project proposal, GA and national project financing agreement (NA), signed with Central Project Management Agency (refers only to Lithuanian beneficiaries), public procurement national legislation and established procedures of SustAInLivWork beneficiary institution.

When planning, each SustAInLivWork beneficiary institution has to consider the key following aspects: set a timeline for procurement activities, define evaluation criteria for the selection of contractors/suppliers, define costs for the procurement, define characteristics and quantity of equipment, works, other goods and services to be purchased, define legal terms and conditions, list potential risks that might affect procurement process, prepare relevant documents for procurement activities.

After planning, procurements are conducted in compliance with established procedures of SustAInLivWork beneficiary institution.

Control is an important part of the SustAInLivWork project procurement management, therefore SustAInLivWork beneficiary institution, conducting procurements, undertakes to review work performance done by contractors/suppliers, get progress updates in order to avoid negative impact on the Project budget and timeline. In case of any failure to fulfil obligations and work performance of contractor/supplier, SustAInLivWork beneficiary institution must inform Coordinator as early as possible.

Closing procurement involves a review of the work or services completed, equipment or other goods received, renegotiation of any changes to original contract terms and confirmation of payments issued and received. All procurement documents must be kept in compliance with established procedures of SustAInLivWork beneficiary institution.

Project procurement risks will be managed according to *D6.4: Project Quality Assurance, Risks and Ethics Management Plan*. The D6.4 will be developed in M12 and be updated regularly in the periodic reports (M36, M54 and M72).

11 RISK MANAGEMENT

Risk management is part of project management procedures. Risk management refers to all project activities undertaken for identify, analyze, evaluate, monitor, control and propose mitigation measures in order to avoid any negative effects on the execution of the committed activities of the project. Moreover, risk management is a continuous process that will be taken through the whole lifetime of the project.

11.1 Risk management plan

Any beneficiary in the SustAInLivWork consortium may identify risks. The risk may be identified during the implementation of any task, activity of the project at any time: during the day-to-day working, project meetings, reporting period, etc. SustAInLivWork project risk analysis, monitor, control and management will be taken through the whole lifetime of the project.

Figure 9. *SustAInLivWork project risk management process*
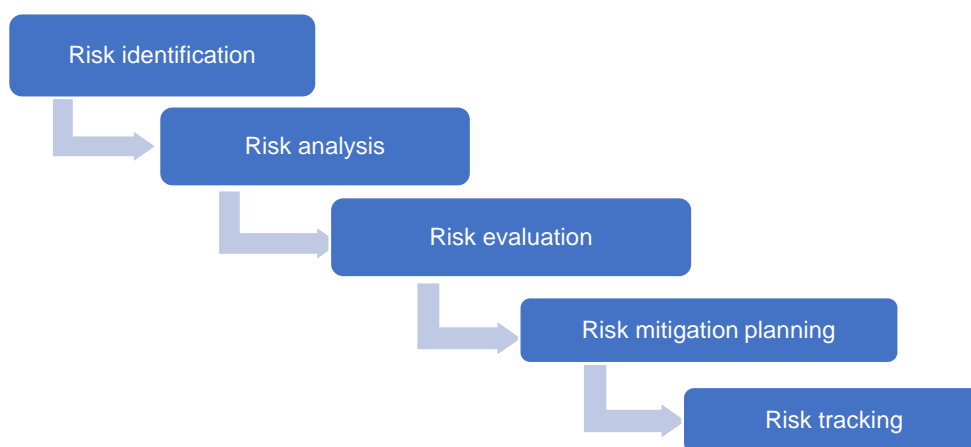
During the project implementation three types of risk can be highlighted:

- Implementation risks, related to execution of the project activities;
- Financial risks, related to unexpected cases affecting the financial resources / costs in the beneficiary budgets;
- Management and administrative risks, related to project management and coordination activities.

Depending on what level the risk is identified, it must be communicated to WP Leaders and to the Coordinator. After the analysis of the reasons and circumstances the identified risk arisen from, the evaluation of risks will be carried out. Each identified risk is evaluated based on Risk assessment matrix through its:

- impact – estimated effect of the risk in the project execution.
  Levels: *Low (L), Medium (M), High (H);*
- likelihood – estimated probability that the risk will materialize even after taking account of the mitigating measures put in place.
  Levels: *Low (L), Medium (M), High (H)*

Based on the risk evaluation level, the Coordinator (with WPs leaders) prioritize the risks and proper risk-mitigation measures are proposed. Depending on the severity of each risk, different types of risk-mitigation measures will be taken: *Preventive measures [P], Corrective measures [C].*

The identified risks as well as proposed / accepted risk-mitigation measures will be discussed in the regular EB meetings. This ensures that consortium members are always aware of existing risks for the project success, can initiate and control risk management process.

The more detailed risk management issue, including the overall quality monitoring process for the SustAInLivWork activities implementation, will be presented in *D6.4: Project Quality Assurance, Risks and Ethics Management Plan*. The D6.4 will be developed in M12 and be updated regularly in the periodic reports (M36, M54 and M72).

11.2 Identified risks

As defined in Annex 1 of the GA, some risk and proposed risk-mitigation measures have been already defined and presented in the SustAInLivWork project proposal.

Figure 10. *SustAInLivWork defined risks and proposed risk-mitigation measures*

Risk Description (Likelihood*/Impact**)	WP invol	Proposed risk-mitigation measures (Type***)
Lack of commitment from beneficiaries L/H]	WP6	[P] beneficiaries have a good track record in EU projects. Some collaborate in ongoing projects. [C] If underperforming, causes will be evaluated and, if needed, tasks might be reallocated or even changes in the consortium will be done
Lack of funding to execute key tasks [L/M]	WP6	[P] Detailed budget planning. [C] Reallocation of budget discussed and agreed by GA.
Lack of human resources [M/M]	WP1	[P] Step by step selection process of CoE team, attractive working conditions, career prospects. [C] If there is a low number of applications, new international actions to promote the positions will be carried out.
Insufficient interest in educational programs [L/M]	WP2 WP5	[P] A thorough C&D&E plan, using the most suitable channels to publish the information. [C] New actions will be explored, such as refining the target, updating materials and looking for new channels.
Low number of participants in **SustAInLivWork** Incubator 's and Cluster's activities [M/H]	WP3 WP4 WP5	[P] A thorough C&D&E plan, with structured engagement activities since early phases of the project. [C] New actions will be explored, such as refining the target, updating materials and looking for new channels.
Low willingness from business in R&I services or collaboration activities in AI [L/M]	WP3	[P] Creation and active promotion of the "test before invest" facilities, depending on business (companies + industry) needs. [C] New actions will be carried out, such as surveys to better understand the needs and reservations from private companies.
Low engagement from Lithuanian authorities [L/H]	WP1, WP2, WP3	[P] Active communication with Lithuanian authorities (and public bodies) by organising annual meeting, presenting project results, etc. [C] Additional and tailored meetings and updates to ensure that authorities understand the relevance of the project.
Delay on the complementary funding execution [L/H]	All WPs	[P] From the project approval, the partners will work with Lithuanian authorities to speed up the complementary funding execution. [C] In the unlikely case that complementary funding is delayed, the Governance Board will increase the communication with the funding bodies, and will look for alternative funding if necessary.

One of the milestones is not met, or the outcomes do not meet the required quality. (L/H)	All WPs	[P] The project manager and their team will continuously monitor the project execution and able to provide a prompt re-planification under any unexpected event or deviations. [C] Depending on the problem's gravity and the delay, different actions such as re-allocation of resources or tasks will be discussed.
Lack of legal & ethical compliance (L/H)	WP6	[P] Constant legal and ethical monitoring from the Governance Board and the Ethics Assessment Body. [C] Additional legal and ethical measures could be implemented.

*Likelihood: Estimated probability that the risk will materialize even after taking account of the mitigating measures put in place. Low (L), Medium (M), High (H). ** Impact: Estimated effect of the risk in the project execution. Low (L), Medium (M), High (H). *** Type of risk-mitigation measures: Preventive measures [P], Corrective measures [C].

12 QUALITY MANAGEMENT

Quality assurance is a fundamental part of the implementation of the project and will be performed throughout the lifetime of the SustAInLivWork project by all the beneficiaries. Quality management is the process of defining the procedures and methods the project will deploy to ensure project's deliverables are of acceptable quality before they are submitted.

The Deliverables' quality assurance is encompassed by:

- Deliverable structure / templates / document format, etc.
- Procedure / process of deliverable review and submission in the Portal.

All the quality issues, including quality criteria, quality assurance procedures, roles and responsibilities, deliverable quality assurance processes, will be explained in deep detail in the Deliverable "*D6.4. Project Quality Assurance, Risks and Ethics Management Plan*".

13 REFERENCES

1. Project Management Institute. 2017. A Guide to the Project Management Body of Knowledge (PMBOK Guide). 6th ed. Newton Square, PA: Project Management Institute.

ANNEX I. Gantt Chart

	TASKS	Resp.	Start	Finish
WP1	SustAInLivWork CoE Setup and management	KTU	1	72
T1.1	SustAInLivWork CoE Establishment	KTU	1	8
T1.2	SustAInLivWork CoE Development Strategy	KTU	1	72
T1.3	SustAInLivWork CoE HR capacities	LSMU	12	26
T1.4	SustAInLivWork CoE Operational processes	KTU	24	72
T1.5	SustAInLivWork CoE Infrastructure development	KTU	8	30
WP2	Scientific excellence and education activities' development and research	TAU	6	72
T2.1	SustAInLivWork CoE AI Joint R&I Agenda	TAU	6	16
T2.2	Establishment and Operation of the AI Research HUB	KTU	17	72
T2.3	AI-relevant data platform	VILNIU	36	72
T2.4	SustAInLivWork CoE Scientific Excell.&Educ.Progr. Designs	TAU	17	72
T2.5	Establishment and Operation Grant Development HUB	KTU	24	72
WP3	Deployment of the process to support the use of AI systems by the private and public sector	KTU	16	72
T3.1.	Tech-transfer, impact and knowledge valor. framework dev.	TAU	16	24
T3.2.	Establishment & Operation tech-transfer, impact and knowledge valorisation HUB	KTU	24	72
T3.3	SustAInLivWork services package	KTU	22	72
T3.4	SustAInLivWork Business Incubator	KTU	22	72
WP4	AI Cluster development	VILNIU	24	72
T4.1.	Mapping of AI ecosystem stakeholders	LSMU	24	36
T4.2.	Formalization and operation of AI cluster under MoU	VILNIU	24	72
T4.3.	Establishment of the Arena for AI cluster members	VMU	28	72
T4.4.	Responsible and ethical culture of AI deployment	TUHH	36	72
WP5	Communication, Dissemination & Exploitation	VMU	1	72
T5.1.	C&D&E Plan	VMU	1	72
T5.2.	Providing communication and dissemination tools	VMU	1	72
T5.3.	SustAInLivWork scientific outreach	TUHH	1	72
T5.4.	Pathway towards impact and impact assessment	LSMU	1	72
WP6	Project Coordination and Management	KTU	1	72
T6.1.	Project management and coordination	KTU	1	72
T6.2.	Project Data Management	LSMU	1	72
T6.3.	Monitoring of project work progress and reporting	KTU	1	72
T6.4.	Project Financial Management and Supervision	KTU	1	72
T6.5.	Project Innovation, Knowledge and IPR Strategy	KTU	1	72
T6.6.	Project Quality Assurance, Risks and Ethics Management	VMU	1	72

Legend:
- Task core
- Task follow up
- D Deliverable
- D Deliverable update
- ★ Milestone

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ANNEX II. Matrix of WP, Tasks, Deliverables and KPI's

(the document is uploaded on TEAMS >> SustAInLivWork >> General >> Files >> SustainLivWork_MATRIX_WP_Deliv_KPIs)