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MINERVA 2019-2022
Strengthening Research Management and
Open Science Capacities of HEIs in Moldova and Armenia

MINERVA 2019-2022

Strengthening Research Management and Open Science Capacities of HEIs in Moldova and Armenia

Communication and Dissemination Strategy

Project Acronym:	**MINERVA**
Project full title:	STRENGTHENING RESEARCH MANAGEMENT AND OPEN SCIENCE CAPACITIES OF HEIS IN MOLDOVA AND ARMENIA
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Funding Scheme:	ERASMUS+
Coordinator:	ASEM – Academy of Economic Studies of Moldova
Project start date:	January 15, 2019
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v.01		The first version of the document structure, done by the WP6 team	P1-ASEM
v.02			

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1. CONSORTIUM MEMBERS

Lead Partner

	Academy of Economic Studies of Moldova (ASEM) (www.ase.md)

EU partners

	University of Liege (ULIEGE) (www.uliege.be)
	Università degli Studi Guglielmo Marconi (USGM) (www.unimarconi.it/)
	University of Valencia (UV) (www.uv.es)
	Universite Cote d'Azur (UCA) (www.univ-cotedazur.fr)
	University of Montpellier (UM) (www.umontpellier.fr)
	European Policy Development and Research Institute (www.epdri.si)

Moldovan partners

	State University of Medicine and Pharmacy of Moldova (USMF) (www.usmf.md)
	Technical University of Moldova (UTM) (www.utm.md)
	The National Council of Rectors of Moldova (NRCM)
	The Ministry of Education, Culture and Research of the Republic of Moldova (MECR) (www.gov.edu.md)

Armenian partners

	Yerevan State Medical University named after M. Heratsi (YSMU) (www.ysmu.am)
	The Armenian State University of Economics (ASUE) (www.asue.am)
	Yerevan State University (YSU) (www.ysu.am)
	Yerevan Brusov State University of Languages and Social Sciences (YSULS) (www.brusov.am)
	Ministry of Education and Science of the Republic of Armenia (MoES RA) (www.escs.am)

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2. INTRODUCTION

Dissemination of information and communicating about project's activities are key elements of its success. A proper strategy in this regard offers the possibility of project's partners to share results and deliverables to wider audience including stakeholders and public. Therefore, it is ensured an efficient project take-up providing increased sustainability of its long term outputs and outcomes.

The first version of the present Strategy for dissemination and raising awareness was written in May, 2019. The document is supposed to be updated during the project implementation as appropriate and with the consent of partners. Due to the importance of dissemination for the project, update of this document in the course of project implementation will be an important project activity.

Following the guidelines from Erasmus+ Programme and documents regarding to Dissemination and Sustainability of the project, the MINERVA Dissemination Strategy presents how the planned dissemination will ensure appropriate use of the results during and beyond the lifetime of the project.

It presents the dissemination strategy, the target groups, different dissemination tools, events, dissemination calendar, methods of monitoring and assessment. All project partners will be actively involved in the fulfilment of the agreed objectives in this document and its updated versions.

The aim of Work-package 6 of the MINERVA project is to disseminate project results, both among partners and within their institutions and outside the consortium. The main project dissemination goals are:

- to ensure the best coordination and optimal use of project resources and results during and beyond the lifetime of the project;
- to raise awareness of external audience about the project through a number of dissemination activities;
- to make project outputs available to a wide range of stakeholders;
- to communicate the project results to the target audience;
- to increase awareness of both project partners and general public regarding project issues and promote best practices that lead towards this direction.

3. PROJECT DETAILS

3.1. Strategic objective

The overall objective of MINERVA project is to contribute to the Strengthening of Research Management and Open Science capacities of HEIs in Moldova and Armenia.

3.2. Specific objectives

OB1: To advance national and institutional guidelines, policies, and incentives related to the open science in Moldova and Armenia, by January 2022.

OB2: To establish digital repositories at all project`s partner HEIs in Moldova and Armenia and to foster their infrastructural development and interoperability, by January 2021.

OB3: To build human research capacities in order to ensure the sustainable implementation of open science principles and enhance the social inclusiveness and accountability of publicly-funded research, by January 2022.

3.3. Total cost of the project

EC Grant: 979.989,00 EUR

3.4. Results

1. Advance national and institutional guidelines, policies, and incentives related to the research and Open Science in Republic of Moldova and Armenia.
2. Establish digital repositories at all PCs` partner HEIs integrated to the Open Science platforms in each country in order to foster their infrastructural development and interoperability.
3. Build human research capacities in order to ensure the sustainable implementation of open science principles and enhance the social inclusiveness and accountability of publicly-funded research

3.5. Coordinator contact details

Name and surname	Dr. Olesea SIRBU
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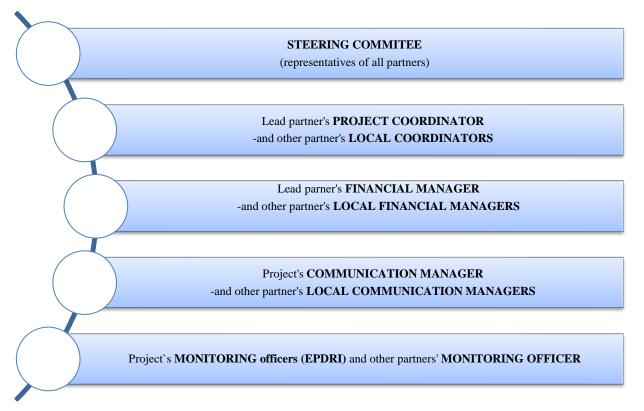
4. CONSOLIDATED STRUCTURE OF INTERNAL COMMUNICATION

This document serves as a starting point for organization of internal communication flow. Responsible persons and contact information will be constantly updated throughout the project's lifetime and displayed on project's website.

STEERING COMMITEE
(representatives of all partners)

Lead partner's **PROJECT COORDINATOR**
-and other partner's **LOCAL COORDINATORS**

Lead parner's **FINANCIAL MANAGER**
-and other partner's **LOCAL FINANCIAL MANAGERS**

Project's **COMMUNICATION MANAGER**
-and other partner's **LOCAL COMMUNICATION MANAGERS**

Project`s **MONITORING officers (EPDRI)** and other partners' **MONITORING OFFICER**

Communication flow follows management structure, which was set at the beginning of the project. Four main groups of project management are Steering Committee, project coordinators, financial managers, communication and monitoring managers. Their tasks and contact information are listed on the project`s webpage (http://minerva-project.space/contacts)

Main communication tools for day-to-day coordination remain e-mail and telephone. Internal documents are shared through the project`s webpage and email (http://minerva-project.space/contacts).

4.1. Rules of internal communication

Language of all internal communication is English. All contacts on the MINERVA project are gathered in the Excell file, shared on project`s Dropbox and updated regularly. Communication of general interest and on key issues will always be written (via email). As a general rule, all email subjects regarding the project should start with the name of project "MINERVA_issue_issue", to make the communication via e-mail more transparent.

5. DISSEMINATION STRATEGY

To define the dissemination strategy of the project activities, it is necessary to consider the following very important challenges ascertained in the project application: lack of modern and innovative national legislation in the field of Research Management and Open Science and poor Moldovan and Armenian university performance in this field.

Bearing in mind the above challenges, properly set strategy for the dissemination in this project should, in addition to support the project, be an efficient tool for the realization of the project's objectives rather than only be means to disseminate information on the activities and achievements. In this regard dissemination should not go beyond the limits of this project just across the targeted audience, but also constantly improve the methods and procedures for dissemination and communicating to reach the project's expected outputs.

MINERVA project will be highly visible and will actively seek publicity of the realized project outcomes in order to fulfil its purpose. Project team will utilize several methods of dissemination, both formal and informal, in order to engage the target audience. In addition to the dissemination activities, and described in this section, it is important to keep day-to-day collaborative work within project team. The MINERVA` communication managers of each partner will take significant steps for the dissemination of all project activities, along with the promotion of knowledge transfer and research. Feedback in these activities will be used to perform other forms of dissemination, whenever the opportunity exists. In this context, of particular importance will be the exchange of information with related Erasmus+ projects, with the aim to, achieve additional quality through synergy.

This Dissemination Strategy will be continuously reviewed based on the recommendations of regular meetings of the Strategic Steering Committee (Executive and Consortium Boards), Project Support Team and Quality Assurance Project Team, as well as by external stakeholders through relevant procedures and forms, such as questionnaires. Modifications will be made whenever needed to ensure that the dissemination actions are in line with the system of dissemination at universities and remain relevant and achievable.

The target groups considered by the dissemination strategy are determined having in mind the purposes of dissemination. The project will aim at three levels of dissemination:

a) AWARENESS RISING - will mainly involve delivering the main message of the project in relation to its aim and objectives (information days, open door days, printed and electronic promotional material - logos, leaflets, posters, roll up, notebooks, folders, pencils, bags etc), web portal;

b) UNDERSTANDING - will require providing of more detailed information on the project purposes and methods: electronic and printed brochures, electronic material on web portal, EU good practice reports, thematic workshops, final conference, etc;

c) ACTION/PARTICIPATION - involvement in each of these three stages will provide the basis for dissemination for action, where the project outputs will be presented.

The dissemination strategy that will be followed in the project will ensure that the appropriate and most effective methods of dissemination and communication will be used for each target group, considering the special characteristics and needs. In accordance with best European Union practice

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and direct experiences in the dissemination of project activities, a sustainable model of dissemination will be consisted of following deliverable for different target audiences:

1. Mailing lists (e-brochures, e-leaflets, e-mails on project progress);
2. Information days, open door days, and thematic workshops;
3. Project website;
4. Articles and news published over MINERVA platform (available at the address: www.minerva-project.space) as well as e-newsletters distributed through their email list;
5. Articles about the project results published in Erasmus+ newsletters;
6. Printed material (brochures, leaflets, reports, publications, etc);
7. Meetings with policy-makers and key actors;
8. One-to-one interviews (telephone or personal);
9. Customized trainings offered to the university staff, students, and other specialized staff.

The deliverables will be structured according to main focus: University and National campaign on Open Science in Moldova and Armenia.

For effective realization of this dissemination strategy it is important to review frequently the progress made and the extent to which the dissemination strategy is meeting the objective of the project. Dissemination strategy will be evaluated in accordance with principles and procedures defined by the Monitoring and Evaluation Manual. Both internal (within project partners) and external (mainly through the external experts and involved stakeholders') evaluation procedures will be followed. Within this frame, stakeholders will be able to offer suggestions for improvement and comments on the usefulness of each method or vehicle used, for example through a simple questionnaire form in the web portal, or during organized events.

6. MINERVA PROJECT'S AUDIENCE

MINERVA primary scope is to consolidate the interest of MD and AM HE society at the national level and of all stakeholders in the OS and research area playing the role of a comprehensive development Action Plan and calling on for move. During the life of the project, it is expected to develop all necessary national and institutional OS and research framework, create OS infrastructure, transfer competences and knowledge to train researchers, including the young ones, based on best EU practice and expertise.

The main target groups (TGs):

TG1 – Administrative staff: top managerial staff (Rectors, vice-rectors), Directors/vice-directors of the research centres/Faculties/ Doctoral/ Master Schools, research coordinators, heads of Departments, University research officers.

TG2 - Others: Public administrators: policy makers, civil servants employed in local, regional or national public administrations and primarily work on research related issues and therefore require both theoretical and practical trainings on project issues; Private representatives interested in benefiting from HEIs research outputs.

TG3 - Technical/support staff: IT specialists, programmers, librarians, creating and maintaining operational research and OS infrastructure, offering OS/ research informational support practitioners.

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TG4 - Academics, teaching staff, researchers, scientific personnel who are involved in day-to-day research activities, designing and teaching of training courses, designing of research methodologies, other scientific activity

TG5 – Students: university students (B/M/D levels) who are involved in the study & research programmes.More than that, engagement of a wider range of stakeholders shall take place at the project level as well, as a method to disseminate the good practice created for the benefit of other interested groups, institutions and countries.

7. DISSEMINATION TOOLS

Different dissemination materials have been professionally designed and crafted and will be continued to be produced throughout the entire course of the project. More specifically, in addition to the materials described in the following sub-chapters, the dissemination materials will be designed and studied according to different communication needs, to various event typologies and being tailored to closely follow the evolution of the project.

7.1. The MINERVA - website

The MINERVA website: www.minerva-project.space has an important role in the overall project because it functions as the principle public dissemination tool for project results and news. The website will be the main source of information on the project activities and achievements: conferences, workshops, trainings, project contests, state of the art in the area of OS, research, from the aspect of strengthening the capacities of Moldovan and Armenian universities in the field of Open Science. Contact information about all members of the consortium is available on the website, in order to have easier communication with those potentially interested for the project.

Main categories and sub-categories in structure of MINERVA website are as follows:
1.   **Home**
2.   **CONSORTIUM MEMBERS**
2.1   Lead Partner
2.2   EU Partners
2.3   MD Partners
2.4   AM Partners
3.   **PROJECT-DETAILS**
3.1   Objectives and main outputs
3.2   Management structure
3.3   Bodies
3.4   Work packages structure
3.5   Timeline
4.   **OUTPUTS**
5.   **CONTACTS**

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Screenshot of the MINERVA webpage

7.2. Facebook page

MINERVA is also available on – Facebook, an influential social media network. It has grown beyond "chatting-network" and has become a powerful business networking medium. The benefits provided by Facebook include: help the project grow; reach new contacts and opportunities; increase awareness. During the course of MINERVA project Partners will use Facebook to post local news, event photos, ideas, comments, milestones, etc.

Screenshot of the MINERVA Facebook Page

7.3. Project identification: the MINERVA logo

The incipient dissemination of the project starts with the project visibility. To achieve maximum visibility, the project needs a personality. The project identity is linked with a graphically coherent and consistent representation of the MINERVA logo on project results and documentation. It's necessary that every event, presentation, newsletter, deliverable (both public and restricted),

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leaflet, sticker, etc. make use of this image and be consistent with its style. An attractive graphical representation helps provide interested parties with the message that the project conveys.
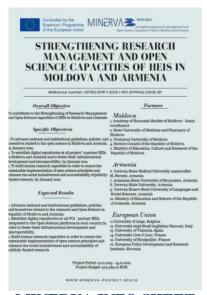

Logo of MINERVA Project

7.4. Printing and publishing booklets

For the really efficient promotion of MINERVA project, appropriate printed and other promotional material, will be made and distributed to wider target groups and public at large. The posters will be presented periodically, at carefully selected locations, in the opportune disseminating knowledge events such as workshops, info days and other.

An info sheet has been designed and printed in order to summarize the project methods, objectives and benefits available both on paper and on-line on the MINERVA website.

MINERVA INFO SHEET

8. ACTIVITIES & EVENTS

Several events will be organized to disseminate MINERVA project`s issues and achieved results. These events will be researched and update constantly, and are posted on the MINERVA project`s website in order to provide partners, members, and website visitors with the knowledge and opportunity to attend relevant events in appropriate fields and venues. The organization of events is encouraged to be undertaken by every Consortium partner, but coordination with the partner responsible for dissemination activities is requested.

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8.1. Steering Committee Meeting;
8.2. Workshops;
8.3. Study visits/Trainings;
8.4. Conferences.

9. MONITORING AND ASSESSMENT

Communication and dissemination action must be understood as a process and in this perspective is its monitoring and assessment aimed at measuring changes produced by these actions.

Close monitoring of the execution of different communication activities will assist us in assessment of our dissemination strategy, which will help us to understand which actions and channels of communication have been more effective than the other.

The monitoring and assessment process will give us the opportunity to adjust the future project communication activities with the aim to optimise the desired results of communication and dissemination action.

9.1. The scope of monitoring and assessment

With the monitoring and assessment of the communication activities we would like to test the following four issues:

- **Target audience reached:** It is necessary to check whether the desired target audiences have been reached by the communication actions, what kind of message they received and if such message was the one we intended to convey to them. We want to know, what was their perception and feedback.
- **Actor's performances in the communication process:** we are interested that all people who were directly involved in the execution of the communication activities are enough motivated to perform their role effectively.
- **Direct outcome of communication measures:** We will assess the impact produced by the communication measures, which will give us the opportunity to compare the results achieved against those expected or foreseen when designing the communication strategy.
- **Impact on sustainability factors:** Effective communication action is a corner stone for achieving the sustainability effects of the project. We will monitor and assess which communication measures produced real impact to certain indicators which show to enhancement of particular sustainability potential, i.e. to the embodiment of the project results into the desired social, entrepreneurial, administrative and academic environment of the partner countries involved in the project.

9.2. Monitoring and assessment tools

Communication indicators

The communication indicators, which are easily identifiable and put into numbers, will be regularly monitored and assessed.

In this respect the following data will be collected:
1. How many participants there were at the events?
2. How many promotional material was delivered and to which target audience(s)?

3. How many media (all types of media) advertisements / communications have been performed?

4. How many measures for interaction with expert public (articles, scientific conferences etc.) have been performed?

5. How many journalists participated at the events?

6. How many articles have been published?

For MINERVA dissemination events a questionnaire is prepared for participants to fulfil, to give a qualitative assessment of this part of promotion activities (see Monitoring and Evaluation manual).

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10. DISSEMINATION PLAN

WP	Activities	Deliverable	Responsible	Due date	Target audience	Channels
1.1	In-depth analysis on research potentials	Questionnaires disseminated	P1-ASEM/MD	05/2020	Teaching staff; Students; Administrative staff; Technical staff; Librarians.	MINERVA website MINERVA social media PC/PrC social media and websites
1.3	In-depth analysis of the current open science practices	Questionnaires disseminated	P9-YSULS/AM	05/2020	Teaching staff; Students; Administrative staff; Technical staff; Librarians.	MINERVA website/subsites MINERVA social media PC/PrC social media and websites

WP	Activities	Deliverable	Responsible	Due date	Target audience	Channels
2.1	Study visits to transfer knowhow on OSP strategies at Universite Cote d'Azur, FRANCE	PR on study visit	P1-ASEM/MD	12/2019	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites
2.2	Set of guidelines and directives for successful implementation of OS	Guidelines disseminated	P3-TUM/MD	12/2020	Administrative staff; Technical staff	MINERVA website

| 2.3 | Institutional polices and adjustment of the by-laws by each PCUs | Strategies and by-laws disseminated | P7-ASUE/AM | 12/2020 | Administrative staff; Teaching staff, Librarians | MINERVA website PC websites |
| 2.4 | Recommendations to the national Action Plan for improving the impact and accountability of publicly-funded research through the implementation of open science principles | Recommendations disseminated | P4-CR/MD P1-ASEM/MD | 12/2020 | Administrative staff; Teaching staff, Librarians | MINERVA website |

WP	Activities	Deliverable	Responsible	Due date	Target audience	Channels
3.1	Study visit to transfer knowledge related to research data management to the University of Valencia/ Spain (P13-UV/ES)	PR on study visit	P1-ASEM/MD P13-UV/ES	11/2019	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites
3.1	Study visit to transfer knowledge related to research data management to the University Guglielmo Marconi, ITALY (P15-USGM/IT)	PR on study visit	P1-ASEM/MD P15-USGM/IT	11/2020	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites
3.1	Study visit to transfer knowledge related to research data management to the University of Liege, BELGIUM (P11-ULIEGE/BE)	PR on study visit	P1-ASEM/MD P11-ULIEGE/BE	11/2020	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites

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3.2	National standards and guidelines for the development of web services, institutional repositories and databases	Standards and Guidelines disseminated	P13 –UV/ES P1-ASEM/MD	12/2020	Administrative staff; Technical staff	MINERVA website
3.3	Design/ set-up the structure of its institutional repositories	PR about the repositories	P13 –UV/ES P9-YSULS/AM	06/2020	Administrative staff; Teaching staff, Librarians	MINERVA website PC websites
3.3	Open Science (OS) platform on national level	PR about platform and link to the website	P9-YSULS/AM P4-CR/MD P1-ASEM/MD	10/2020	Administrative staff; Teaching staff, Librarians	MINERVA Website MINERVA social media PC/PrC social media and websites
3.4	Seminars for researchers, journal editors, and possible funders.	PR on seminars	P1-ASEM/MD	2021	Administrative staff; Teaching staff, Librarians, Technical staff	MINERVA Website MINERVA social media PC social media and websites
3.5	A set of OS indicators to monitor and assess the use of OS platform and its impact - METHODOLOGY comprising a defined set of OS indicators	- METHODOLOGY disseminated - OS Indicators disseminated	P1-ASEM/MD P8-YSU/AM P13-UV/ES	11/2020	Teaching staff, Trainers	MINERVA Website MINERVA social media PC social media and websites

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3.6	Registry of the non-government funders	Registry disseminated	P6-YSMU/AM P3-TUM/MD	12/2020	Teaching staff, Trainers	MINERVA Website MINERVA social media PC social media and websites

WP	Activities	Deliverable	Responsible	Due date	Target audience	Channels
4.1	Study visit to identify best practices of research management to the University of Liege, BELGIUM (P11-ULIEGE/BE)	PR on study visit	P1-ASEM/MD P11-ULIEGE/BE	10/2019	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites
4.1	Study visit to identify best practices of research management to the University of Montpellier, FRANCE & Universite Cote d'Azur, FRANCE	PR on study visit	P1-ASEM/MD UM/FR UCA/FR	New data to be confirmed	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites
4.1	Creation and adoption of bylaws relevant for HR enhancement	Bylaws disseminated	P3-TUM/MD	10/2020	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites
4.2	Seminars on HRS4R development	PR on seminars	P11-ULIEGE/BE P1-ASEM/MD	12/2020	Administrative staff;	MINERVA website MINERVA social media PC/PrC social media and websites

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4.2	Preparing and adopting HRS4R	HRS4R disseminated	P11-ULIEGE/BE P1-ASEM/MD P7-ASUE/AM	10/2020	Administrative staff; Teaching staff, Librarians	MINERVA website PC websites
4.2.	Seminars on HRS4R assessment	PR on seminars	P11-ULIEGE/BE P1-ASEM/MD	2021	Administrative staff; Teaching staff, Librarians	MINERVA Website MINERVA social media PC/PrC social media and websites
4.3.	Preparing and adopting improved HRS4R	Improved HRS4R disseminated	P11-ULIEGE/BE P1-ASEM/MD P7-ASUE/AM	12/2020	Administrative staff; Teaching staff, Librarians, Technical staff	MINERVA Website MINERVA social media PC social media and websites
4.4.	Implementing plagiarism monitoring tools	Plagiarism monitoring tools disseminated	P14-UCA/FR	01/2021	Teaching staff, Technical staff	MINERVA Website MINERVA social media PC social media and websites
4.5.	Training sessions for researchers	PR on training sessions		Data to be provided	Administrative staff; Teaching staff, Librarians, Technical staff	MINERVA Website MINERVA social media PC social media and websites

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WP	Activities	Deliverable	Responsible	Due date	Target audience	Channels
4.6.	Training sessions for young researchers	PR on training sessions		Data to be provided	Administrative staff; Teaching staff, Librarians, Technical staff	MINERVA Website MINERVA social media PC social media and websites

WP	Activities	Deliverable	Responsible	Due date	Target audience	Channels
6.1.	Project promotional package	Project Logo, published and distributed promotional materials	All partners	All project period	Administrative staff; Teaching staff, Librarians, Technical staff, Students	MINERVA website MINERVA social media PC/PrC social media and websites
6.2.	Project website and open science webpage	Webpages disseminated	All partners	All project period	Administrative staff; Technical staff	MINERVA website
6.3.	Design and run the dissemination to TG raise awareness on research and OSP	TG Information sessions disseminated	P2-USMF/MD	Data to be provided	Administrative staff; Teaching staff, Librarians	MINERVA website PC websites
6.4.	Organize and run career development sessions for TGs	TG Orientation sessions disseminated	P6- YSMU/AM	Data to be provided	Administrative staff; Teaching staff, Librarians	MINERVA website

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6.5.	Organize and run multiplier events	PR on multiplier events	P8-YSU/AM	Data to be provided	Administrative staff; Teaching staff, Librarians, Technical staff, Students	MINERVA website MINERVA social media PC/PrC social media and websites
6.6.	Measure the impact of OS on direct and indirect TGs	Survey report disseminated	P3-TUM/MD	14/05/2020 14/05/2021	Administrative staff; Teaching staff, Librarians, Technical staff, Students	MINERVA website MINERVA social media PC/PrC social media and websites
6.7.	Obtaining the label "HR Excellence in Research"	The label "HR Excellence in Research" disseminated		2022	Administrative staff	MINERVA website MINERVA social media PC/PrC social media and websites

WP	Activities	Deliverable	Responsible	Due date	Target audience	Channels
7.1.	Project`s Handbook	Handbook disseminated	P1-ASEM/MD	04/2020	Teaching staff; Students; Administrative staff; Technical staff; Librarians.	MINERVA website MINERVA social media PC/PrC social media and websites
7.1.	Consortium meetings	PR on meetings	P8-YSU/AM P1-ASEM/MD	2022	Teaching staff; Students; Administrative staff; Technical staff; Librarians.	MINERVA website/subsites MINERVA social media PC/PrC social media and websites

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ANNEX 1: DISSEMINATION REPORTING TABLE

Dissemination Activities
Institution:
Country:

No.	Date	Short description of the activities	Responsible person	Type and number of participants/ beneficiaries	Evidence: links, pictures, agendas, participant lists, screen shots

Reporting	Deadline
1st reporting	June 2019
2nd reporting	December 2019
3rd reporting (Interim Report)	June 2020
4th reporting	December 2020
5th reporting	June 2021
6th Reporting (Final Report)	December 2021

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