



MINERVA 2019-2022

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

HANDBOOK

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
Project duration:	36 months

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1. CONSORTIUM MEMBERS

Lead Partner

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



2. INTRODUCTION

The MINERVA project's Handbook has been produced to facilitate the navigation through the events conducted during the project and to offer a guide on what documents are to be submitted, how to be completed, the deadlines and in general to offer assistance with the management of the project.

The handbook must be read in conjunction with the official approved documents that have been made available to all partners:

EACEA – MINERVA project Grant Agreement

MINERVA project's Partnership Agreements

EACEA - Guidelines for the Use of Grants

EACEA - Frequently Asked Questions

We strongly encourage all partners to read carefully all of the above documents and to familiarise themselves with the aims, objectives and activities of the project.



3. PROJECT DETAILS

3.1 Strategic objective

MINERVA is following the overarching aim Strengthening the position of Moldovan & Armenian (MD&AM) universities within the international research arena through the implementation of open access, open data and open methodology principles and the advancement of research dissemination, transparency, accountability, and inclusiveness.

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 Outputs

1. Report on current research potentials
2. Report on current Open Science infrastructure and policies
3. National policy of Open Science
4. Institutional OS policies
5. Recommendations for the national OS policy
6. National standards for the OS services
7. Methodology for monitoring the usage of OS platform
8. Registry of the non-government funders
9. HRS4R strategies
10. Plagiarism monitoring tools implemented
11. The label “HR Excellence in Research”



3.5 Coordinator contact details

Any important project related communication to the project coordinator should be done in writing and addressed to the appointed persons of the coordinator in the table below:

	Name	Position in the institution	E-mail address	Phone number
Legal representative	Grigore BELOSTECINIC	Rector	anticamera@ase.md	+373 22 402 709
Project Grant coordinator	Olesea SIRBU	Vice-rector	oleseasarbu@gmail.com	+373 22 402 834



4. PROJECT'S MANAGEMENT STRUCTURE

The management structure of the MINERVA project is based on vast managerial experience of all partners gained through the implementation of various projects funded by the EU and adjusted to fit the needs and recommendations of the Erasmus+ programme. The role of all management bodies is to provide efficient and successful realization of planned activities.

The project management structure is established to ensure effectiveness, decisiveness, flexibility and quality of work. It involves the Contractor, the Coordinator, a Steering Committee, a Project Coordination Board and Quality Assurance, as shown in point 5, below.

The Contractor – The contractor (Academy of Economic Studies of Moldova in this case) is legally and financially responsible for administering the project grant, drawing the attention of all partners to contractual rules and to releasing money only for the purposes allowed by contract.

Grant Coordinator - As the coordinator also represents the contractor, his/her responsibility is to manage, coordinate and monitor the project activities and with regard to timetable, assess achievement of the planned endpoints and coordinate appropriate records of activities.

Academic Coordinator – the grant coordinator will be supported by the Academic Coordinator (AC), in order to secure the high quality of the specific thematic issues of the project.

Project Consortium Board – the Committee contains the Executive Board which including all leaders of the work packages (6 members) and Consortium Board which is formally appointed at the kick-off meeting (along with persons replacing them in case of their absence) and usually they are contact persons from each partner institution. The Project Consortium Board will meet four times and jointly review and decide on any necessary contingency measures in reorganization tasks and resources.

Project Coordination Team – Project Coordination Board consists of the members of the Contractor and it provides financial and technical assistance for day-to-day management to the Project Coordinator.

Quality Assurance Team – The team acts as a support to the project coordinator in the process of overall internal monitoring. In order to contribute to the efficient project management, the team will develop the Quality control and monitoring strategy.

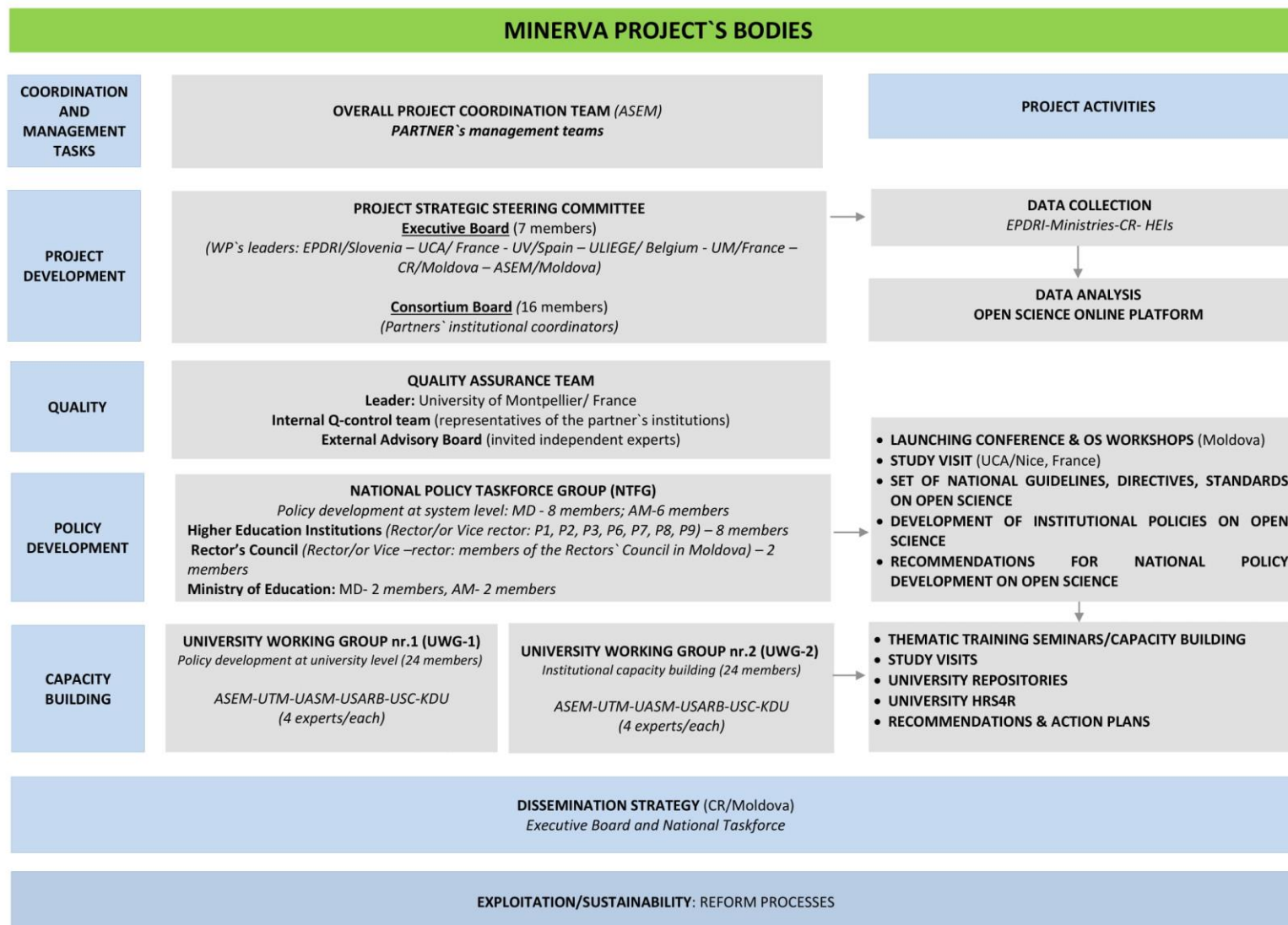
Site Managers – Site Managers (contact persons) are in charge of local project management supported with their local teams, in consultation with the Coordinator.

WP leaders – WP leaders have the responsibility for coordination of individual WP (with the help of task leaders) and monitoring deliverables and planned milestones related to their WP.

Task leaders – Task leader are responsible for the management and coordination at the level of Activities.

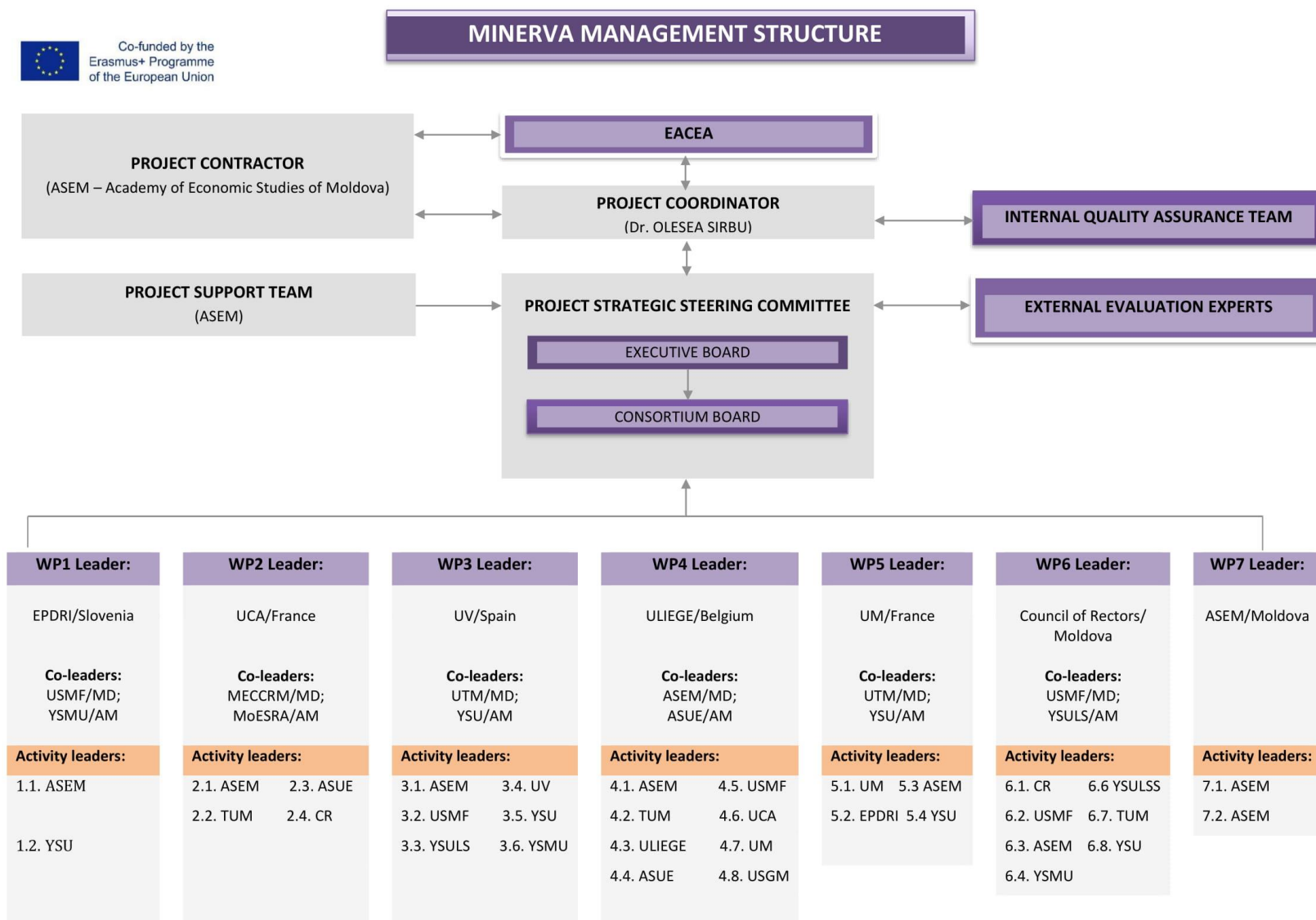


5. PROJECT'S BODIES





6. MANAGEMENT STRUCTURE





7. PROJECT'S WORK PACKAGES' STRUCTURE

WPs Nr.	TITLE	DELIVERABLES	ACTIVITIES	Activity Leader
WP1 (PREP)	Mapping the research and open science potentials and practices <u>Leader: EPDRI/Slovenia</u> <u>Co-leaders: USMF/MD, YSMU/AM</u>	1.1. Report on current research potentials 1.2. Report on current Open Science infrastructure and policies	1.1. In-depth analysis on research potentials 1.2. In-depth analysis of the current open science practices	1.1. ASEM 1.2. YSU
WP2 (DEV1)	Harmonization of legislative framework on open science <u>Leader: UCA/France</u> <u>Co-leaders: MECRRM/MD, MoESRA/AM</u>	2.1. Report on EU open science practices and transfer of knowledge and skills 2.2. National policy of Open Science (OS) 2.3. Institutional OS policies 2.4. Recommendations for the national OS policy	2.1. Study visits to transfer knowhow on OSP strategies at Universite Cote d'Azur, FRANCE 2.2. Define a set of guidelines and directives for successful implementation of OS 2.3. Formulate and adopt institutional policies and adjust bylaws of OS 2.4. Provide recommendations for the national policy for improving the OS practices	2.1. ASEM 2.2. TUM 2.3. ASUE 2.4. CR
WP3 (DEV2)	Developing infrastructure for open science <u>Leader: UV/Spain</u> <u>Co-Leaders: UTM/MD, YSU/AM</u>	3.1. Report on the EU standards related to OS services 3.2. National standards for the OS services 3.3. Integrated system of institutional repositories 3.4. Training for the use of OS platforms 3.5. Methodology for monitoring the usage of OS platform	3.1. Report on the EU standards related to OS services (ES, IT, BE) 3.2. Define the national standards and guidelines for the development of OS infrastructure 3.3. Develop institutional repositories 3.4. Seminars for researchers, journal editors, and possible funders	3.1. ASEM 3.2. USMF 3.3. YSULS 3.4. UV 3.5. YSU 3.6. YSMU



		3.6. Registry of the non-government funders	3.5. Define the set of OS indicators to monitor and assess the use of OS platform and its impact 3.6. Build the registry of private open science research funders	
WP4 (DEV3)	Building capacities of research management Leader: <u>ULIEGE /Belgium</u> Co-Leaders: <u>ASEM/MD, ASUE/AM</u>	4.1. Report on EU practices related to research management 4.2. HRS4R adopted 4.3. HRS4R improved 4.4. Plagiarism monitoring tools implemented 4.5. Researchers trained on C&C and HRS4R 4.6. Young researchers trained in various skills	4.1.1 Study visit to EU partner to identify best practices of research management (BE, FR, FR) 4.1.2 Creation and adoption of bylaws relevant for HR enhancement 4.2.1 Seminars on HRS4R development 4.2.2 Preparing and adopting HRS4R 4.3.1 Seminars on HRS4R assessment 4.3.2 Preparing and adopting improved HRS4R 4.4. Implementing plagiarism monitoring tools 4.5. Training sessions for researchers 4.6. Training sessions for young researchers	4.1.1. ASEM 4.1.2. TUM 4.2.1 ULIEGE 4.2.2 ASUE 4.3.1 ULIEGE 4.3.2 USMF 4.4. UCA 4.5. UM 4.6. USGM
WP5 (QPN)	Quality assurance and monitoring Leader: <u>UM/France</u> Co-leaders: <u>UTM/MD, YSU/AM</u>	5.1. Internal Quality reports 5.2. External Evaluation reports 5.3. Report of fine tuning of university procedures and regulations 5.4. Audit	5.1. Internal monitoring & evaluation 5.2. External independent evaluations 5.3. Fine tuning of procedures and regulations 5.4. External Financial Audit	5.1. UM 5.2. EPDRI 5.3. YSU 5.4. ASEM
WP6 (DISS)	Dissemination, exploitation and impact maximization Leader: <u>CR/ Moldova</u> Co-Leaders: <u>USMF/MD, YSULS/AM</u>	6.1. Project promotional package 6.2. Project website and open science webpage 6.3. TG Information sessions 6.4. TG Orientation sessions 6.5. Multiplier events realised 6.6. Survey report on TG satisfaction and impact	6.1. Design project Logo, publish and distribute promotional materials 6.2. Design, develop and maintain project website and OS platforms 6.3. Design and run the dissemination to TG raise awareness on research and OSP	6.1. ASEM 6.2. ASEM 6.3. USMF 6.4. YSMU 6.5. YSULSS 6.6. TUM 6.7. YSU



		6.7. The label “HR Excellence in Research” obtained	6.4. Organize and run career development sessions for TGs 6.5. Organise and run multiplier events 6.6. Measure the impact of OS on direct and indirect TGs 6.7. Obtaining the label "HR Excellence in Research"	
WP7 (MNGT)	Project Management <u>Leader: ASEM/ Moldova,</u>	7.1. Project coordination performed 7.2. Project financial management performed	7.1.1 Project`s Handbook 7.1.2 Partnership Agreements 7.1.3 Consortium meetings 7.1.4 Interim & Final reports 7.2. Financial management	7.1. ASEM 7.2. ASEM
<div> <div> 1. Academy of Economic Studies of Moldova – ASEM 2. State University of Medicine and Pharmacy of Moldova - USMF 3. Technical University of Moldova - TUM 4. Rectors Council of the Republic of Moldova - CR 5. Ministry of Education, Culture and Research of the Republic of Moldova - MECRM 6. Yerevan State Medical University named after M. Heratsi, Armenia - YSMU 7. Armenian State University of Economics, Armenia - ASUE 8. Yerevan State University, Armenia - YSU 9. Yerevan Brusov State University of Languages and Social Sciences, Armenia - YSULSS </div> <div> 10. Ministry of Education and Science of the Republic of Armenia, Armenia - MOESRA 11. University of Liege, Belgium - ULIEGE 12. Università degli Studi Guglielmo Marconi, Italy - USGM 13. University of Valencia, Spain - UV 14. Universite Cote d’Azur, France - UCA 15. University of Montpellier, France - UM 16. European Policy Development and Research Institute, Slovenia - EPDRI </div> </div>				



8. CONTRACTUAL AND FINANCIAL MANAGEMENT

8.1. Payment arrangements

Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the Grant and Partner Agreement and its annexes.

The Erasmus+ grant amounts received in advance and not used by the beneficiaries must be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- **The beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.**

The costs of financial transfers shall be borne as following:

- **The costs of dispatch charged by the bank of the coordinator and costs of repeated transfers caused by one of the parties will be charged to the beneficiary.**

The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary in the Partner Countries (Moldova and Armenia) using the new account for the project in EUR. The transfer of money will be executed in EUR.

The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary in the Programme Country (Belgium, Italy, Spain, France, Slovenia) using new account for the project in EUR.

The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:



Report No.	Eligible cost by	Report due date	Payment of EACEA to coordinator (as a percentage of "Total EU Budget per Party" indicated in Anex III)	Payment to beneficiaries No.	Payment due date	Payment amount (as a percentage of "Total EU Budget per Party" indicated in Anex III)
			50% November 2018	1st payment	July 2020 (after signature of PA)	25%
1 st intermediate report	14.07. 2019	31.07. 2019				
2 nd intermediate report	14.01. 2020	31.01. 2020				
EACEA progress report		15.05. 2020				
3 rd intermediate report	14.07. 2020	31.07. 2020	40% OCT/NOV 2020	2nd payment	February 2020 (After intermediate report)	24.19 %
4 th intermediate report	14.01. 2021	31.01. 2021				
5 th intermediate report	14.07. 2021	31.07. 2021				
Final report	14.01. 2022	31.01. 2022				
EACEA final report		15.02. 2022				
			FEB 2022 payment of the balance (max. 10%)	Final payment: balance		Payment of the balance (max. 10%)

8.2. Remuneration modalities for staff cost

The MINERVA project remuneration of staff involved in the project is based on the rules set out by the Education, Audiovisual & Culture Executive Agency (EACEA) of the European Commission in the Grant Agreement and accompanying Guidelines for the Use of the Grant of the Erasmus+ CBHE call 2018 (art.3.3.1.1., pag.29).

The amount of staff costs that can be reimbursed to a partner institution for staff involved in the project is limited to the maximum indicated in the budget per partner (Annex I of the Partnership Agreement) and the ceilings per staff category set out in the Guidelines for the Use of the Grant.

The staff category to be applied depends on the type of work performed in the project and not on the status or the title of the individual. The grant for staff cost is calculated by multiplying the unit cost by the total number of days spent on the implementation of the project. One working day is defined according to the applicable national legislation. Normally 7.5 Hours in the EU. Declared working days per individual will not exceed 20 days per month or 240 days per year.



The coordinator will reimburse to the beneficiary's account the costs actually incurred in accordance with the estimated budget breakdown identified under Annex I of the Partner Agreement for staff costs. The exception is the last reporting period when the reimbursement will be made after the final 10% balance transfer of funding from the EACEA.

Payment for work conducted for the implementation of the project will be paid in arrears after the submission of the evidence to support the request for payment within 15 days after the end of the Period for which the report is being sent (see Chapter "Technical and Financial reporting"). The beneficiary will provide the receipt for the amount requested.

For the calculation of the amount to be reimbursed the following must be produced:

- 1) Scanned copy of the Contract of Employment covering the period in which claim is being made. The contract of employment should be sent for the First Period only if it is a permanent contract. This could be either an existing contract or a document signed by the Legal Representative stating that the person is employed in the organization from the date to – permanent -. If it is a temporary contract, then the period of employment must be clearly stated (From-date to date). Originals must be kept in the partner organisation for 5 years.
- 2) Scanned copy of the Time-Sheet where the activities conducted are described. (The template is available on the EACEA webpage). Originals must be kept in the partner organisation for 5 years.
- 3) Scanned copy of the Joint Declaration form dully completed. (The template is available on the EACEA webpage). Originals must be kept in the partner organisation for 5 years.

8.3. Reimbursement modalities for travel and costs of stay

This budget heading contributes to the costs of travel and stay for staff* and students participating in activities directly related to the achievement of the project. These costs are covered on the basis of unit costs (see section 3.3 of the Guidelines for the Use of the Grant).

** The existence of a formal employment relationship between the employee and the beneficiary institutions is required in order to participate to any travel.*

The unit costs to be applied are those defined in Annex I of the Partnership Agreement. Prior written authorisation from the Agency is required for activities and their corresponding travel costs and costs of stay which are not taking place in or between countries represented in the partnership.

Any category of staff (e.g. managers, RTT, technical and administrative staff) under official contract with the beneficiary institutions and involved in the project may benefit from financial support for travel and subsistence provided it is directly necessary to the achievement of the objectives of the project.

Except in the case of existence of a national law which states the contrary, beneficiary institutions should not suspend payment of normal salaries to their staff during time spent travelling within the framework of the project.



The coordinator will organise the travel and will cover the travel cost in the limits indicated in the Partner Agreements.

The coordinator will pay in cash 100% of the estimated Erasmus+ grant contribution (in EUR) for cost of stay at the first day of each of mobility period indicated in the Partner Agreements.

The following supporting documents must be retained with the project accounts:

- A duly filled-in Individual Travel Report. Originals or scanned copies of the Individual travelling reports completed using the template available on the webpage of the project. Originals must be kept in the partner organisation for 5 years.
- Supporting documentation will have to be attached to each Individual Travel report:
 - Scanned copies of the boarding passes for flights or train tickets glued on a A4 white paper. This could be scanned and sent by email as digital copies. Originals must be kept in the partner organisation for 5 years.
 - If dates of travelling are not shown on the travelling documents then scanned copies of invoices must be sent to the coordinator. Originals must be kept in the partner organisation for 5 years. EACEA is not interested in the cost but in the dates of the travelling to show that the participant has actually travelled during the period claimed.
 - Scanned copies of invoices for accommodation. Originals must be kept in the partner organisation for 5 years.

If the beneficiary fails to submit to the coordinator the mobility reports and the supporting documents within two month of the event, then the amount spent will be regarded as co-financing.

8.4. Project documents

In order to save time and labour and to facilitate the transmission of documents, partners must produce scanned copies of the documents to be submitted to the coordinator. Scanned copies, of good quality, are acceptable as official documents.

However, partners are responsible for keeping the originals and are obliged to send them by post to the coordinator or EACEA if requested.



9. TECHNICAL AND FINANCIAL REPORTING

9.1. Basic principles of reporting

There are two main purposes of the reporting. The formal reporting, by ASEM, provides the necessary information to the Education, Audiovisual and Culture Executive Agency (EACEA) to assure them that our project is being implemented according to the Grant Agreement and that payments should therefore be released. The annual reports provide information to the PCT (Project Coordination Team) to allow them to support project partners with implementation.

Reporting also helps us to view our progress objectively.

The annual (technical and financial) reports are linked to transfer of grant to partners from ASEM. The Final Report though must be approved by EACEA before the final payment to the coordinator is released. No report is required to secure the advance payment.

The reports should accurately reflect Project Partner (PP) progress during the reporting period, highlighting any key issues and providing justification for any deviations from the Description of the project as set out in Annex I of Grant Agreement.

It is significantly faster to prepare the technical reports if information is added to them at the time when the activity takes place. This can always be amended later but it makes sure that the recommendations for corrective action and for improving the programme are not lost. Equally, the Work plan should be updated whenever necessary changes are identified and submitted along with the annual report if there are any changes. All changes must be justified in writing.

9.2. Standards of all reports

All reports should be typed and should be in English. Copy of each report and supporting documents should be provided to the PCT, as well as an electronic version. The report forms will be sent to each partner.

9.3. Reporting schedule

Project partners are required to produce technical and financial reports:

Report no.	Eligible costs by	Report due date
1 st intermediate report	14 July 2019	31 July 2019
2 nd intermediate report	14 January 2020	31 January 2020
3 rd intermediate report	14 July 2020	31 July 2020
4 th intermediate report	14 January 2021	31 January 2021
5 th intermediate report	14 July 2021	31 July 2021



Final report	14 January 2022	31 January 2022
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Reports (two in total) prepared by the Coordinator to be delivered to EACEA:

- EACEA Progress Report – 15.05.2020
- EACEA Final report – 15.02.2022

The partner has to respect the reporting deadlines (also stated in the Partnership Agreement), and submit their Report with supporting documents on validation of expenditure to the project coordinator in due time as requested, in 10 (ten) working days. If those are not submitted to the coordinator within the set deadline, they will not be included in the progress report of the project that coordinator is responsible to deliver to the Executive Agency.

9.4. Partner reports

The partners' reports are linked to a payment. Information contained in the reports will be reviewed as part of the monitoring process. It is not intended that these reports will provide all the details of what is happening on the project. The reports focus on activities and results. If further details are required for clarification, then PP will be contacted separately.

The Coordinator can only submit Intermediate and Final reports, as well as financial statements to the EACEA based on inputs from project partners. Therefore, in order to provide adequate information on the progress of the project, each Project partner has to submit the partner report to the Coordinator consisting of:

- **Technical report**, describing the activities carried out and their results during the reporting period, and
- **Financial report**, presenting the costs incurred during the reporting period.

The intermediate reports of the partners will be reviewed by PCT team and approved by the Coordinator, taking into consideration following assessment criteria:

- Conformity of the expenditures with the budget of the project;
- Eligibility of the expenditures;
- Correct use of the procurement procedures, whenever required;
- Correctness and completeness of all supporting documents;
- Correctness of the calculations and applied exchange rates;
- That any changes which occurred between budget categories are eligible and justified;
- All copies of the annual reports must be signed in original by the appointed contact person of partner institution;
- Expenditures must be in conformity, including full eligibility, with the allocated Budget in the Partnership Agreement.



In case that information in Annual Report are not complete or justified, the PCT team will help and make recommendations on how this situation can be rectified prior to the final approval of the Annual report by the Coordinator. The Report approved in this way is the basis for the transfer of next instalment to the partner institution.

9.4.1. Technical report

The Technical reports should provide the clear picture on the progress of project activities, time and quality of deliverables and results, to what extent the progress indicators are achieved, as well as introduction of changes into the Work plan (if any). For this purpose, the Technical report is structured as follows:

- Statistics and indicators
- Table of achieved/planned results,
- Statement of costs incurred.

Apart from the statistical and financial information related to the reporting period, the major part of the Technical report is consisted of the Table of achieved/planned results (one table per work package), with following describing elements:

1. Activities carried out and indicators of achievement,
2. Planned activities and indicators for progress,
3. Any proposed changes (people involved, budget, remaining activities...).

EACEA has provided a template for the technical reporting:

https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2019_en

9.4.2. Financial report

When preparing the Financial report, the project partners are strongly advised to use the Excel file provided by the EACEA Final Financial Statement, which can be found here:

https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2019_en

9.4.3. Exchange Rate

The Partner financial reports should be drawn up in Euro. In case that Project Partner is from State which has not adopted the Euro as their currency, the Project Partner shall convert into Euro the amounts of expenditure presented in the cash-flow tables that correspond to the invoices in national currency. Those amounts have to be included in all other tables of the Financial report.



Any conversion into euro of actual costs incurred in other currencies shall be made by the partners at the monthly accounting rate established by the Commission and published on the webpage http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/infoeuro_en.cfm, applicable:

- Average of the monthly accounting rate **over the first reporting period**: from the 15.01.2019 (with the exception from 20.11.2018 - signed Grant Agreement) for all costs incurred until 30.05.2020.
- Average of the monthly accounting rate **over the whole project reporting period**: from the 15.06.2020 (with the exception from 20.11.2018 - signed Grant Agreement) for all costs incurred until 14.01.2022

9.5. Request for payment

The Coordinator has provided all partners with the appropriate form for issuing the transfer of funds to the partner institution – Request for Payment (the template is sent to all project's partners). Along with the Request for Payment, the partner has to submit the report whose approval will be the basis for issuing the next instalment. Deadlines for submitting the Partner Reports are given in section 9.3 of this Manual.