

Ensuring long-term sustainability of neutron scattering in Europe

4th BrightnESS² General Assembly

WP 1 Project Coordination

Margaret Armstrong, European Spallation Source

13/06/2022



brightness²

This project has received funding from
the European Union's Horizon 2020
research and innovation programme
under grant agreement No 823867

Today's Programme

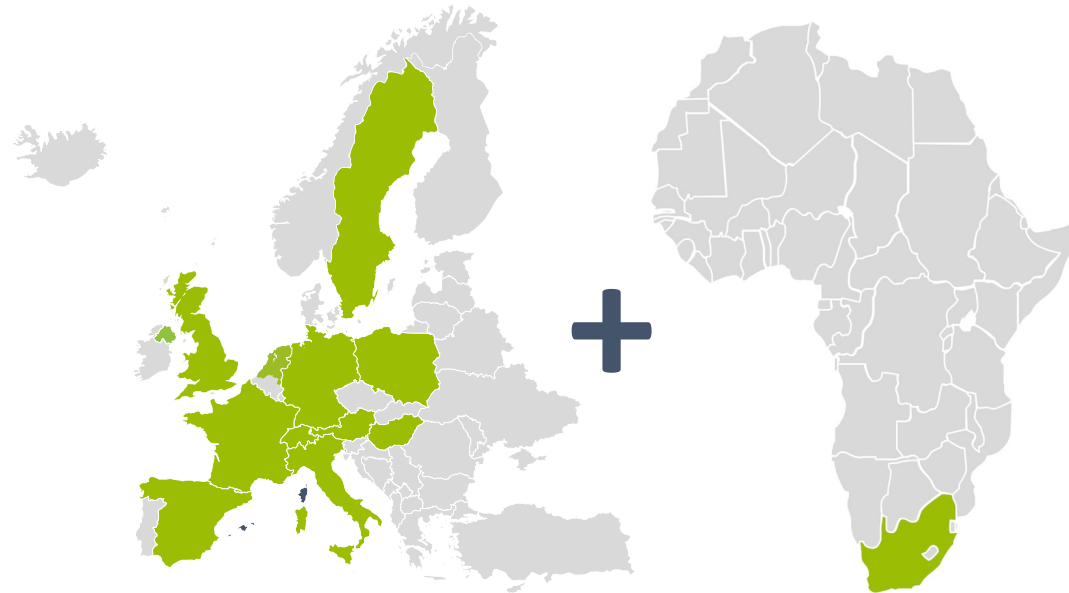
- Welcome and ESS Up-date – Helmut Schober
- WP 1 – Margaret Armstrong
- WP 2 – Andreas Schreyer, Lambert van Eijck, Paene Maleka, Sandra Cabeza, Anna Leung
- ESS Safety Induction for site tour – Pascale Deen

Coffee

- WP 3 – Mauro Zambelli
- WP 4 – Jimmy Binderup Andersen
- WP 5 – Sharon Cosgrove, Jörgen Larsson
- Conclusions & GA Vote
- Celebratory Reception & Networking Dinner



UK Research and Innovation



Quick facts

Timeline

Jan 2019 – June 2022

Budget

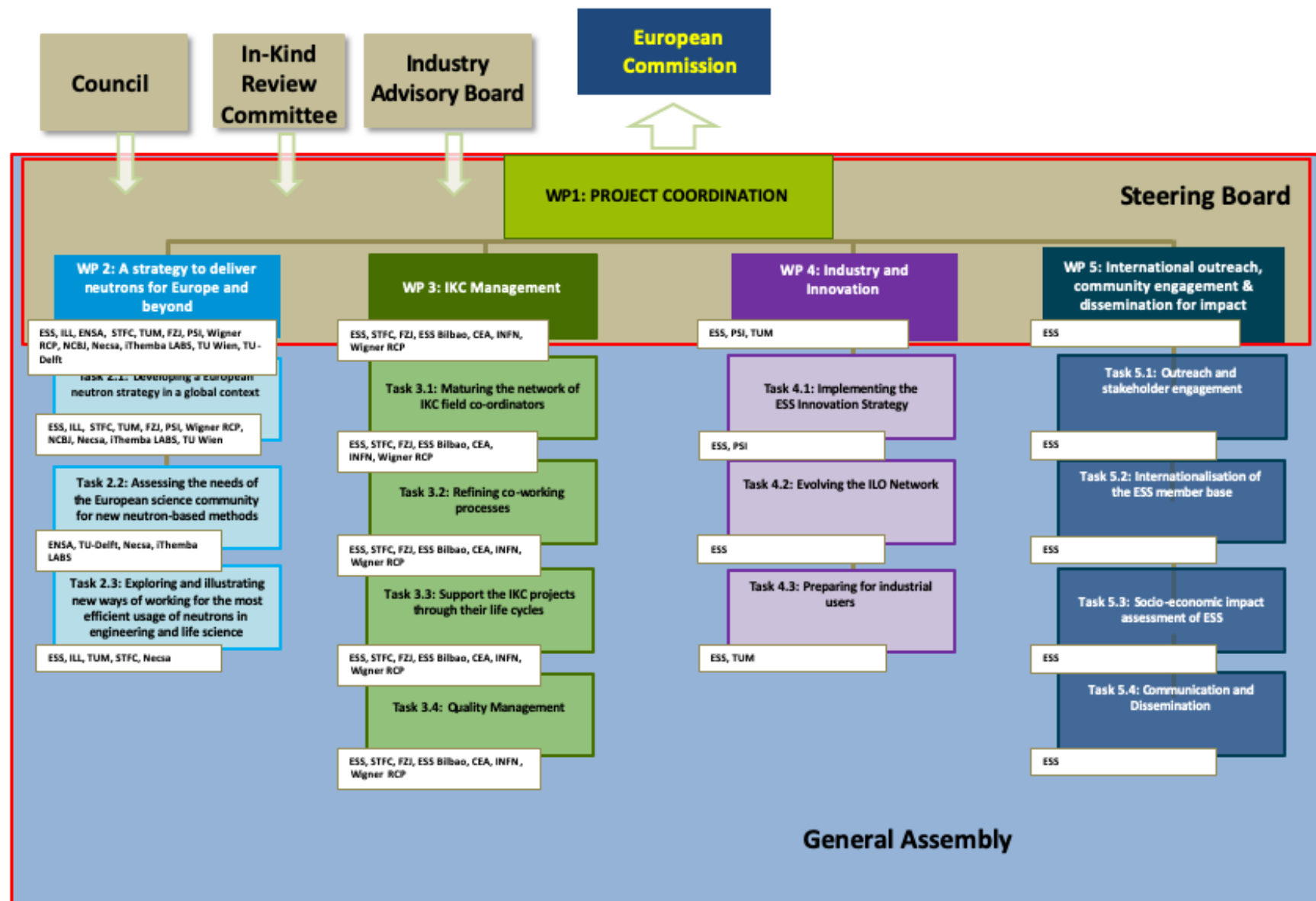
4 999 592.50 €

16 Partners

12 Countries

Management structure

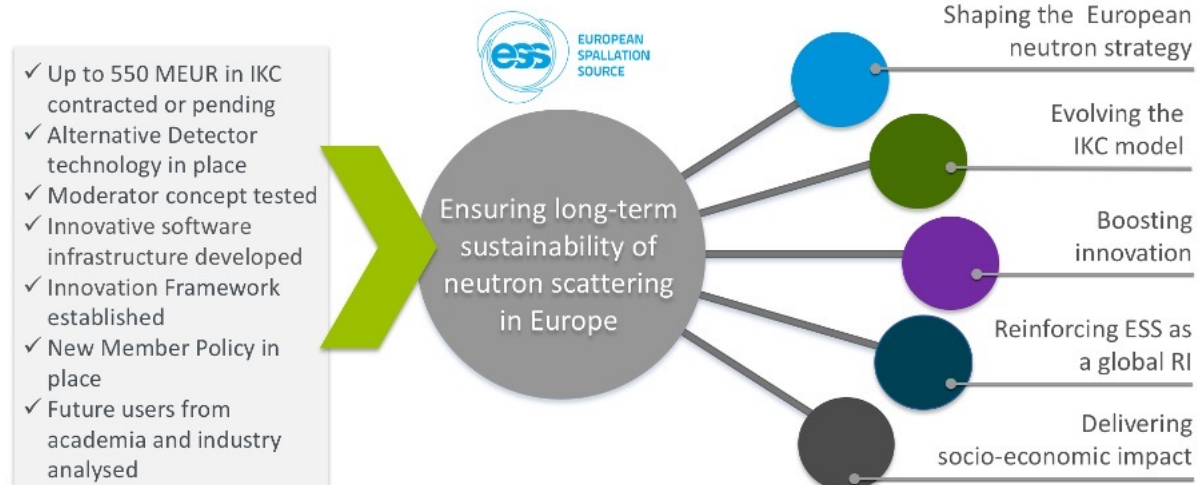
An efficient decision-making mechanism



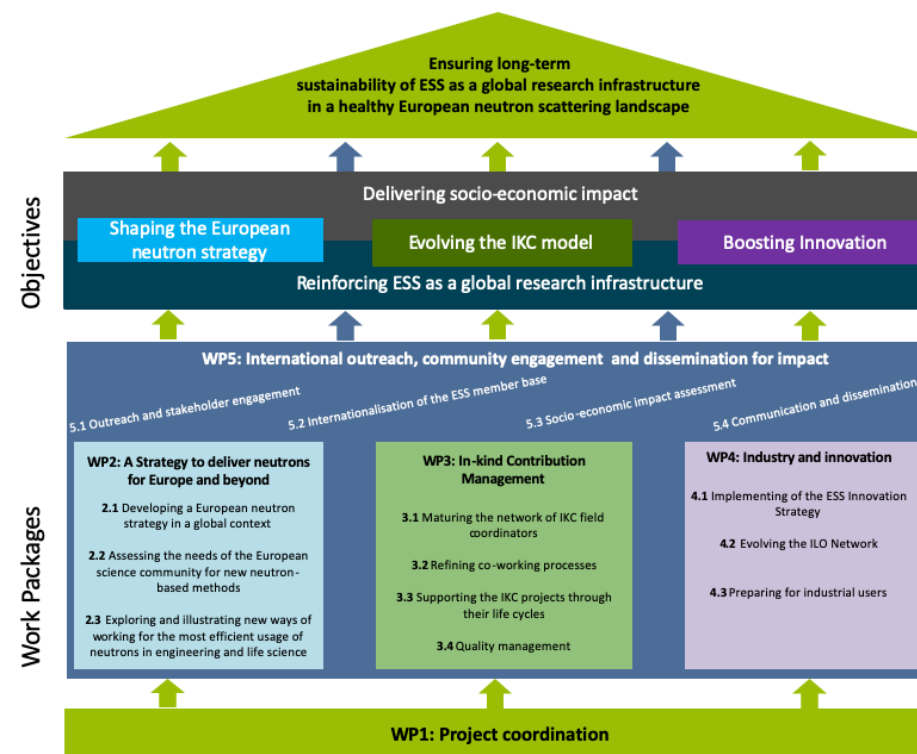
Objectives & Management Structure

BrightnESS

BrightnESS²



Ensuring long-term sustainability of ESS as a global research infrastructure in a healthy European neutron scattering landscape



Technical Management





- **BrightnESS² Mid Term review Sept 2020**

Project evaluation: *'Project has delivered exceptional results with significant immediate or potential impact'*

- **BrightnESS² 3rd General Assembly December 2020**

A highlight of the event was a talk by Lambert van Eijck from the European Neutron Scattering Association ENSA

The General Assembly approved the technical and financial progress presented for the project's second year of operation





Amendment No. 3

Why? 6 month Extension–June 2022 due to impact of Covid-19 on the Project

When? October 2021

How? Single amendment, in consultation with the Project Officer

What was added to the amendment?

- Change in some Deliverable and Milestone dates (D1.5, M17, D2.10)
- Updating Gantt chart

Amendment No. 4

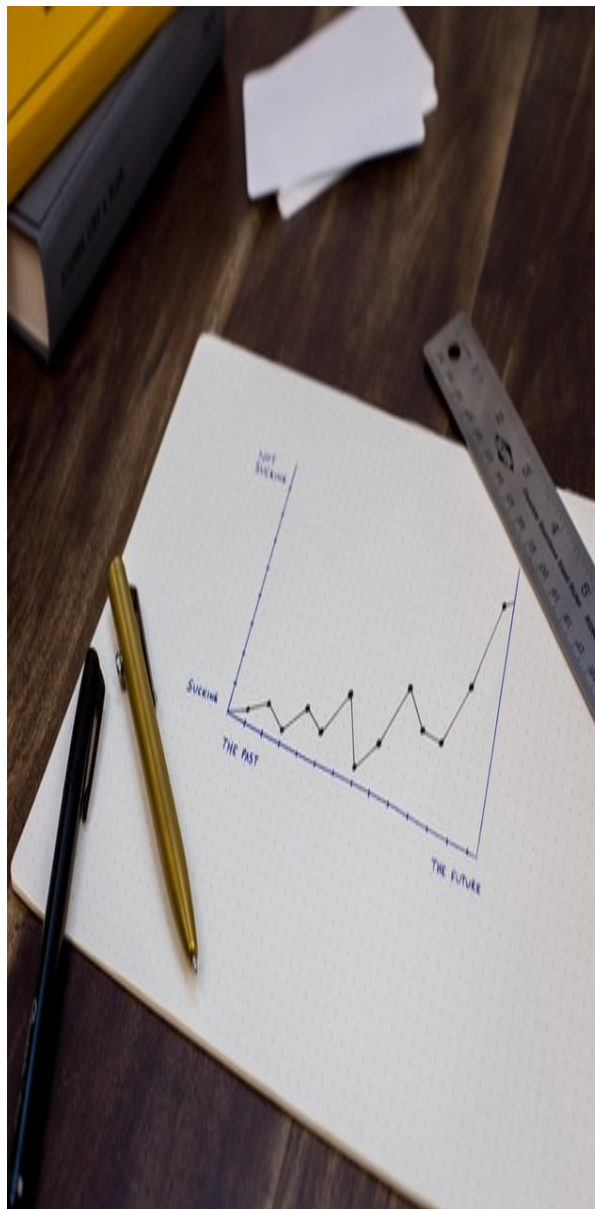
Why? Addition of 3rd Parties for ESS, additional subcontract, formalisation of previous project officer approvals by simplified procedure

When? April 2022

How? Single amendment, incorporating all desired changes in the project in consultation with the Project Officer

What was added to the amendment?

- Additional subcontract for ESS added
- Correction of typos in text & graphics of WP 5 Title to reflect community engagement
- Updated information - use of resources, WP effort and internal budget distribution for tasks



- **Monthly Steering Board meetings**
- **Weekly Administration & WP5 meetings**

- **Biweekly WP 3 & 4 PM meetings**

- **WP2 Lens Document - BrightnESS²**

D2.10 (Common Roadmap)

- ✓ **4 Writing Workshops**
- ✓ **30 Editorial Board meetings**

- **Deliverables - Milestones**

Milestones & Deliverables

20 Milestones in the Project

- 1 Scheduled (M42)
- 19 Submitted - 95% on time

Milestones 2019

M1	First Activity Plan for outreach and enlargement (March 2019)
M2	First IKC Field Coordinators Workshop (April 2019)
M3	First interactive ILO workshop (June 2019)
M4	First workshop in South Africa (Oct 2019)
M5	Establishment of the external Industry Advisory Board (Jan)
M9	Meeting to collect international input (Dec 2019)

33 Deliverables in the Project

- 2 Scheduled (M42)
- 31 Submitted - 90% on time
- 10 Approved after MTR 2020

Deliverables 2019

D1.1	Agenda and minutes of the General Assembly / Kick-off meeting (Feb.2019)	✓
D1.2	Data management plan (June 2019)	
D5.1	BrightnESS2 Website (Feb.2019)	✓
D6.1	H - Requirement No. 1 (June 2019)	
D6.2	POPD - Requirement No. 2 (June 2019)	
D3.1	Agreed joint working practices (Dec 2019)	✓

2020 Milestones Achieved (12)

M9	Meeting to collect international input (Jan 2020)
M8	Second Activity Plan for outreach and enlargement (Jan 2020)
M5	Establishment of the external Industry Advisory Board (Feb 2020)
M6	Follow-up interactive ILO workshop (Feb 2020)
M11	Second IKC Field Coordinators Workshop (Feb 2020)
M7	Establishment of an internal Innovation Board at ESS (Apr 2020)
M12	Presentation of the ESS socio-economic impact assessment approach (Jun 2020)
M13	Specification and requirement ready (Jun 2020)
M15	First Periodic Report (Aug 2020)
M16	Mid Term Review (Sept 2020)
M14	Presentation of D2.3 by ENSA in preparation of D2.5 (Nov 2020)
M19	Second IKC Field Coordinators Workshop (April 2021)

2020 Deliverables (12)

D5.2	Stakeholder engagement and enlargement activities (Feb 2020)	
D2.2	Intermediate report on definition of common goals (Feb 2020)	✓
D3.2	1st Annual IKC Progress Report (Mar 2020)	✓
D1.3	Minutes of the Second General Assembly (May 2020)	✓
D2.1	Calibration protocol for all strain scanning instruments and definition of criteria for the Neutron Quality Label (Jun 2020)	✓
D4.1	Evolution Potential of the ESS ILO Network (Jun 2020)	✓
D6.1	H - Requirement No. 1 (Jun 2019) Revised (Aug 2020)	✓
D6.2	POPD - Requirement No. 2 (Jun 2019) Revised (Aug 2020)	✓
D4.2	Strategic roadmap for technological upgrades of ESS (Oct 2020)	
D1.2	Data Management Plan (Jun 2019) revised	
D2.3	Report on user needs (Dec 2020)	
D2.5	Intermediate report on methodological needs (Dec 2020)	

2021 Milestones

M18 Third Activity Plan for outreach and enlargement (Jan 2021)

M20 First experimental results based on the engineering and life sciences pilots (Jun 2021)

2022 Milestone due (1)

M17 Presentation of the ESS Access Policy to the Council (Dec 2020 moved to Jun 2022)

2022 Deliverables due (2)

D2.10 Common roadmap and implementation strategy for future neutron capability (Oct 2021 moved to Jun 2022)

D1.5 Minutes of the closing project meeting and the final General Assembly (Dec 2021 moved to Jun 2022)

2021 Deliverables (16)

D5.3 Stakeholder engagement and enlargement activities II (Jan 2021)

D3.3 2nd Annual IKC Progress Report (Jan 2021)

D1.4 Minutes of the 3rd General Assembly (Feb 2021)

D2.4 Report on User needs in South Africa (Jun 2021)

D2.7 Report on deuteration for soft matter & life sciences Experimental results (Jun 2021)

D2.8 Report on lessons learnt from engineering & deuteration pilot (Jul 2021)

D2.9 Report on synergies with other RIs (Jun 2021)

D3.4 Lessons learnt from IKC on ESS (Jun 2021)

D4.3 Cross Border activities (Jun 2021)

D4.4 Process and Procedures for targeted access routes (Jun 2021)

D4.5 Service Catalogue (Jun 2021)

D2.6 Results from experiments with industrial partners and Neutron Quality Label applied (Jul 2021)

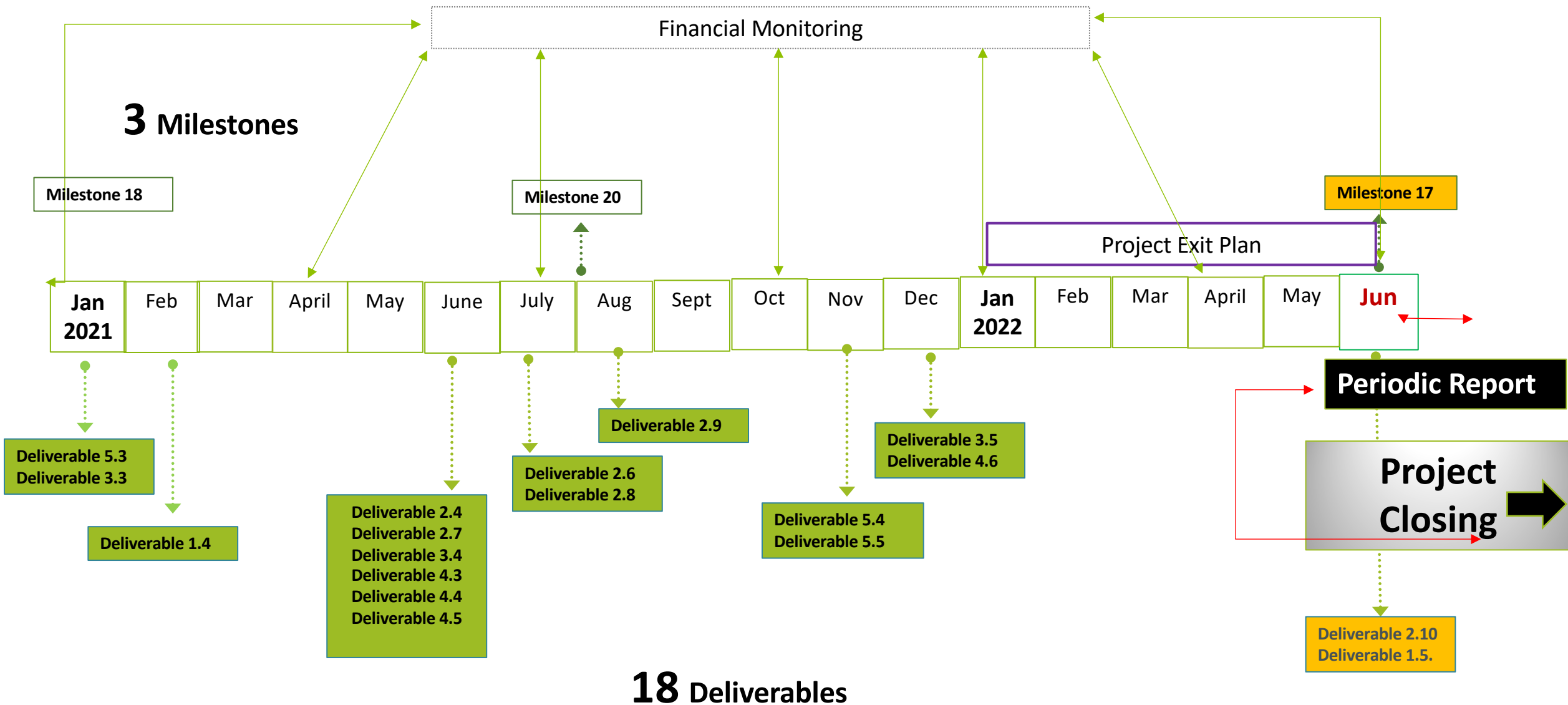
D5.4 Socio-Economic Impact of ESS (Nov 2021) - with PO permission

D4.6 Report on capacity building (Dec 2021) - with PO permission

D5.5 Stakeholder engagement and enlargement activities III (Nov 2021)

D3.5 3rd Annual IKC Progress Report (Dec 2021)

Timeline January 2021 – June 2022



Financials

Jan 2019 - Mar 2022 (M39)

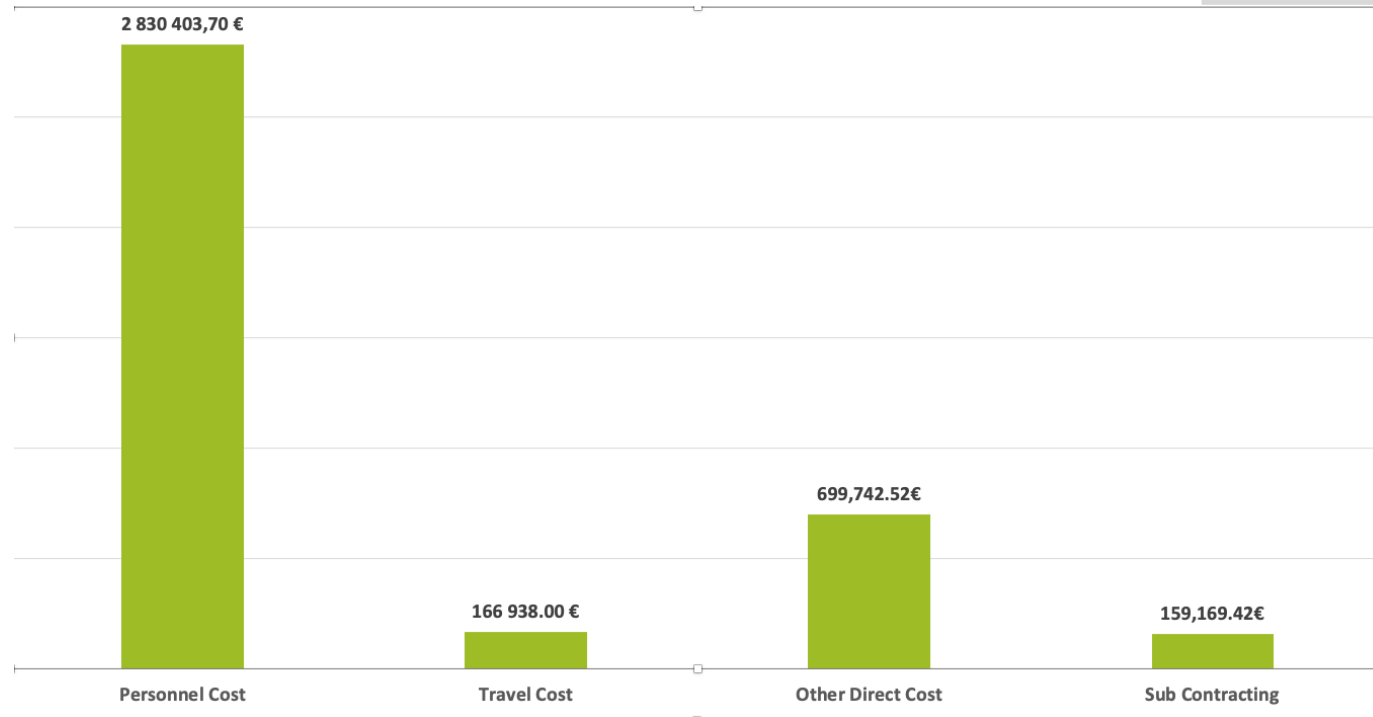
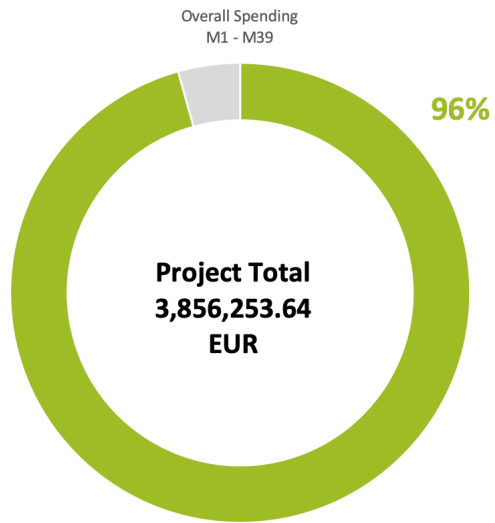


BrightnESS² Total Expenditure for Project

Timeline: Month 1 – Month 39

Project Finance Status	Expenditure @ 39 months (%)
Consortium	96%

Overall Spending M1-M39



On Track and aligned with activities



Expenditure
96%

Total Budget versus Actual Expenditure @ 39 Months (with OH)

(EUR) Planned							(EUR) 01-01-2019 - 30-03-2022 - Actuals						
Partners	Direct personnel costs as Actual Costs	Direct personnel costs as Unit Costs (Average)	Other direct costs	Direct cost of subcontracting	Indirect Costs	Total Costs	Direct personnel costs as Actual Costs	Direct personnel costs as Unit Costs (Average)	Other direct costs	Direct cost of subcontracting	Indirect Costs	Total Costs	Use of budget (%)
1. ESS	1 720 585,00 €		430 984,93 €	160 000,00 €	537 892,48 €	2 849 462,41 €	1 251 094,78 €		750 428,56 €	159 169,42 €	500 380,83 €	2 661 073,59 €	93%
2. ILL	137 550,00 €		29 269,00 €		41 704,75 €	208 523,75 €	177 478,50 €		22 574,95 €		50 013,36 €	250 066,81 €	120%
3. STFC	184 950,00 €		30 000,00 €		53 737,50 €	268 687,50 €	210 894,66 €		11 681,47 €		55 644,03 €	278 220,16 €	104%
4. TUM	80 806,00 €		16 300,00 €		24 276,50 €	121 382,50 €	122 743,98 €		2 225,17 €		31 242,29 €	156 211,44 €	129%
5. FZJ	171 168,00 €		22 000,00 €		48 292,00 €	241 460,00 €	197 693,44 €		18 825,11 €		54 129,64 €	270 648,19 €	112%
6. Wigner RCP	60 000,00 €		18 604,00 €		19 651,00 €	98 255,00 €	56 873,05 €		8 878,42 €		16 437,87 €	82 189,34 €	84%
7. INFN	108 000,00 €		15 000,00 €		30 750,00 €	153 750,00 €	94 735,44 €		4 056,18 €		24 697,91 €	123 489,53 €	80%
8. ESS BILBAO	127 800,00 €		15 000,00 €		35 700,00 €	178 500,00 €	84 654,60 €		12 018,50 €		24 168,28 €	120 841,38 €	68%
9. PSI		162 000,00 €	14 500,00 €		44 125,00 €	220 625,00 €		169 839,17 €	2 058,19 €		42 974,34 €	214 871,70 €	97%
10. CEA	179 964,00 €		15 000,00 €		48 741,00 €	243 705,00 €	189 884,52 €		3 441,25 €		48 331,44 €	241 657,21 €	99%
11. NCBJ	39 000,00 €		7 000,00 €		11 500,00 €	57 500,00 €	29 033,72 €		1 311,74 €		7 586,37 €	37 931,83 €	66%
12. iThemba LABS	36 000,00 €		13 750,00 €		12 437,50 €	62 187,50 €	35 752,14 €		16 278,59 €		13 007,68 €	65 038,41 €	105%
13. Necsa	45 000,00 €		14 027,07 €		14 756,77 €	73 783,84 €	47 224,95 €		2 508,13 €		12 433,27 €	62 166,35 €	84%
14. ENSA	- €		1 924,36 €		481,09 €	2 405,45 €			1 924,36 €		481,09 €	2 405,45 €	100%
15. TU WIEN	- €		- €		- €	- €	- €		- €		- €	- €	
16. TUD		157 091,64 €	18 400,00 €		43 872,91 €	219 364,55 €	188 563,76 €		8 387,90 €		49 237,92 €	246 189,58 €	112%
TOTAL	2 890 823,00 €	319 091,64 €	661 759,36 €	160 000,00 €	967 918,50 €	4 999 592,50 €	2 686 627,54 €	169 839,17 €	866 598,52 €	159 169,42 €	930 766,31 €	4 813 000,95 €	96%

PERIOD	M1-M39	01-01-2019 31-03-2022	Project Effort in person months per Beneficiary and Work Package																			
Work Package	Title		TOTAL	1. ESS	2. ILL	3. STFC	4. TUM	5. FZJ	6. Wigner RCP	7. INFN	8. ESS BILBAO	9. PSI	10. CEA	11. NCBJ	12. iThemba LABS	13. Necsca	14. ENSA	15. TU WIEN	16. TUD			
WP1	Project Coordination	ACTUAL M1-M39	16,08	16,08																		
		Planned for the whole project	36	36																		
		% use of planned efforts	45%	45%																		
WP2	A strategy to deliver neutrons for Europe and beyond	ACTUAL M1-M39	126,31	16,36	24,29	0	11,29	8,45	9,84			7,84		6,2	6,028	6,30	0	0	29,72			
		Planned for the whole project	119,74	16,00	18,74	9	9	6	4,5			6		6	6	6	6	0	6	26,5		
		% use of planned efforts	105%	102%	130%	0%	125%	141%	219%			131%		103%	100%	105%				112%		
WP3	In-kind Contribution Management	ACTUAL M1-M39	183,98	33,17		47,8		23,17	21	26,73	12,88		19,25									
		Planned for the whole project	157,00	47,50		18		18	19,5	18	18		18									
		% use of planned efforts	117%	70%		265%		129%	108%	149%	72%		107%									
WP4	Innovation and industry	ACTUAL M1-M39	30,7	25,99			4,12					0,59										
		Planned for the whole project	49,08	44,08			2						3									
		% use of planned efforts	63%	59%			206%						20%									
WP5	International outreach, community engagement and dissemination for impact	ACTUAL M1-M39	26,32	26,32																		
		Planned for the whole project	56,9	57																		
		% use of planned efforts	46%	46%																		
TOTAL		Actual PM for the period (M1-M39)	383,39	117,92	24,29	47,8	15,41	31,62	30,8	26,73	12,88	8,43	19,25	6,2	6,028	6,299	0	0	29,72			
		project	419	200,45	18,74	27	11	24	24	18	18	9	18	6	6	6	0	6	26,5			
		% use of planned efforts	92%	59%	130%	177%	140%	132%	128%	149%	72%	94%	107%	103%	100%	105%				112%		



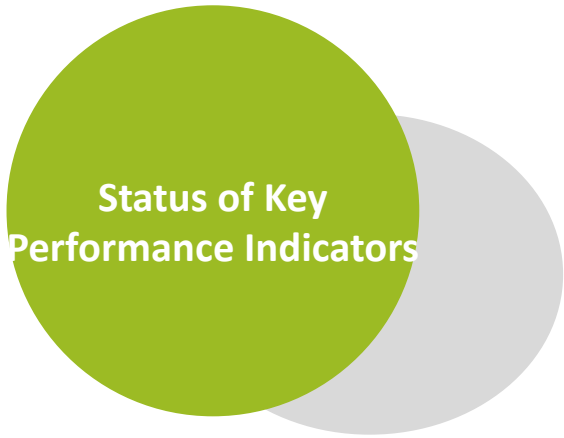
Use of budget without OH

Partners	Total Budget (M1 - M42)	Total Actual Costs (M1 - M39)	Forecasted Expenditure (M40 - M42)	Actual Costs + Forecasted Expenditure	% Spend of Budget at M42
ESS	2 311 569,93 €	2 160 692,75 €	203 196,32 €	2 363 889,07 €	102%
ILL	166 819,00 €	200 053,45 €	1 920,00 €	201 973,45 €	121%
STFC	214 950,00 €	222 658,13 €	- €	222 658,13 €	104%
TUM	97 106,00 €	124 113,15 €	600,00 €	124 713,15 €	128%
FZJ	193 168,00 €	216 518,55 €	2 270,32 €	218 788,87 €	113%
Wigner RCP	78 604,00 €	64 798,47 €	13 845,00 €	78 643,47 €	100%
INFN	123 000,00 €	98 791,62 €	7 500,00 €	106 291,62 €	86%
ESS Bilbao	142 800,00 €	96 673,10 €	53 712,00 €	150 385,10 €	105%
PSI	176 500,00 €	150 429,36 €	42 742,47 €	193 171,83 €	109%
CEA	194 964,00 €	193 325,77 €	- €	193 325,77 €	99%
NCBJ	46 000,00 €	29 150,46 €	6 488,00 €	35 638,46 €	77%
ITHEMBA	49 750,00 €	52 030,73 €	2 500,00 €	54 530,73 €	110%
NESCA	59 027,07 €	48 111,08 €	9 300,00 €	57 411,08 €	97%
ENSA	1 924,36 €	1 924,36 €	- €	1 924,36 €	100%
TUD	175 491,64 €	196 951,66 €	13 000,00 €	209 951,66 €	120%
Grand Total	4 031 674,00 €	3 856 222,64 €	357 074,11 €	4 213 296,75 €	105%

Interim Payment distributed to Partners in 2020

PARTNERS	MAXIMUM EU CONTRIBUTION	% OF TOTAL CONTRIBUTION	90% Maximum Contribution	GUARANTEE FUND BASED ON BUDGET TRANSFERS	PRE-FINANCING AMOUNT BASED ON ORIGINAL BUDGET	ACCEPTED COSTS P1	90% Maximum contribution	Balance to be Paid, (90% maximum contribution minus proportion of Guarantee Fund)
ESS	2 871 395,00 €	57,4%	2 584 255,50 €	143 569,75 €	2 155 050,00 €	1 001 557,16 €	2 584 255,50 €	285 635,75 €
ILL	196 312,50 €	3,9%	176 681,25 €	9 815,63 €	121 593,75 €	143 199,31 €	176 681,25 €	45 271,87 €
STFC	268 687,50 €	5,4%	241 818,75 €	13 434,38 €	223 968,75 €	148 610,16 €	241 818,75 €	4 415,62 €
TUM	121 382,50 €	2,4%	109 244,25 €	6 069,13 €	94 224,38 €	62 111,44 €	109 244,25 €	8 950,75 €
FZJ	241 460,00 €	4,8%	217 314,00 €	12 073,00 €	181 095,00 €	154 825,68 €	217 314,00 €	24 146,00 €
Wigner RCP	98 255,00 €	2,0%	88 429,50 €	4 912,75 €	72 187,50 €	39 684,34 €	88 429,50 €	11 329,25 €
INFN	153 750,00 €	3,1%	138 375,00 €	7 687,50 €	115 312,50 €	42 260,78 €	138 375,00 €	15 375,00 €
ESS BILBAO	178 500,00 €	3,6%	160 650,00 €	8 925,00 €	133 875,00 €	83 466,73 €	160 650,00 €	17 850,00 €
PSI	220 625,00 €	4,4%	198 562,50 €	11 031,25 €	165 468,75 €	44 598,96 €	198 562,50 €	22 062,50 €
CEA	243 705,00 €	4,9%	219 334,50 €	12 185,25 €	182 778,75 €	125 778,46 €	219 334,50 €	24 370,50 €
NCBJ	57 500,00 €	1,2%	51 750,00 €	2 875,00 €	43 125,00 €	29 186,83 €	51 750,00 €	5 750,00 €
iThemba Labs	57 500,00 €	1,2%	51 750,00 €	2 875,00 €	43 125,00 €	42 795,91 €	51 750,00 €	5 750,00 €
Necsa	68 750,00 €	1,4%	61 875,00 €	3 437,50 €	51 562,50 €	29 428,91 €	61 875,00 €	6 875,00 €
ENSA	23 213,75 €	0,5%	20 892,38 €	1 160,69 €	17 410,31 €	- €	20 892,38 €	2 321,37 €
TU WIEN	0,00 €	0,0%	- €	- €	0,00 €	- €	- €	- €
TUD	198 556,25 €	4,0%	178 700,63 €	9 927,81 €	148 917,19 €	98 992,08 €	178 700,63 €	19 855,62 €
TOTAL	4 999 592,50 €	100%	4 499 633,25 €	249 979,63 €	3 749 694,38 €	2 046 496,75 €	4 499 633,25 €	499 959,25 €

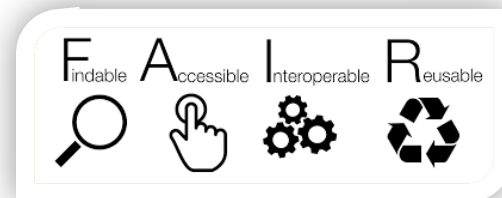




WP	KPI	Number	M39
1. Project Coordination	Timelines in deliverables and milestones submission: Percentage submitted on time, with 2-weeks margin	95%	94%
	Number of management meetings (with respect to initially planned ones: kick-off meeting, regular GA meetings, and StB meetings)	39	37
	Number of internal project Newsletters	36	74
	Use of resources (PM)	100%	35%

Data Management Plan - update





FAIR data principles: Data should be Findable, Accessible, Interoperable, Reusable

- (WP2), Scientific data: mostly NeXus/HDF5 formatted data files
- **BrightnESS2 NQL** data is stored following the NeXus (<https://www.nexusformat.org/>) structure as used at various international neutron research facilities, ensuring the ease of exchange and interpretation
 - These are widely known and used within the research community. Other standards as they arise will be added to the data management plan.
 - Each dataset linked to publicly accessible DOI, researcher ORCID (Findable).
 - Can be downloaded (Accessible)
- (WP3) IKC data: In-Kind. This process is recorded in XRM+, a tool developed under BrightnESS (G.A No. 676548)
- (WP4) Industrial data: Surveys, interviews, workshops
- (WP5) Socio-economic impact data
- (All WPs) Deliverables: documents

Instrument	Facility	Measurement	Data policy & availability
ENGIN-X	ISIS	RB2030003	<ul style="list-style-type: none"> • DOI: https://doi.org/10.5286/ISIS.E.RB203003 • Data portal: https://data.isis.stfc.ac.uk/ <ul style="list-style-type: none"> ○ First 3 years: Limited to users registered on proposal ○ After 3 years: Available for general ISIS registered user https://www.isis.stfc.ac.uk/Pages/Data-Policy.aspx
MPISI	Necsa	2019/12/20-6201	<ul style="list-style-type: none"> • Data can be made on-line to collaborators upon request (communication@necsa.co.za) through Necsa managed FTP server • Data is accessible by public after 3 years
SALSA	ILL	INTER-468	<ul style="list-style-type: none"> • DOI: https://doi.ill.fr/10.5291/ILL-DATA.INTER-468 • Data portal: https://data.ill.fr <ul style="list-style-type: none"> ○ First 3 years: Limited to users registered on proposal ○ After 3 years: Available for general users registered in the ILL user club https://www.ill.eu/users/user-guide/after-your-experiment/data-management
STRESS-SPEC	MLZ	16405	<ul style="list-style-type: none"> • Unique identifier will be available in the future, web-based access mechanism subject to PI permission is currently available • After publication, PI must make the data publicly available https://www01.mlz-garching.de/englisch/user-office/terms-of-reference.html#Publications

Table 3 NQL data locations and repository references

Informed consent for data sharing and long-term preservation included in questionnaires dealing with personal data

Personal user information will be protected in accordance with the *ESS Rules for Personal Data Protection, EU Data Protection*

Directive (Directive 95/46/EC) and, where applicable, the *EU General Data Protection Regulation*



Data product	Release channel
Data files	SciCat (https://scicat.esss.se)
Scientific publications	OpenAire

Final Technical report



Finalisation & Closing of the Project

Periodic Report

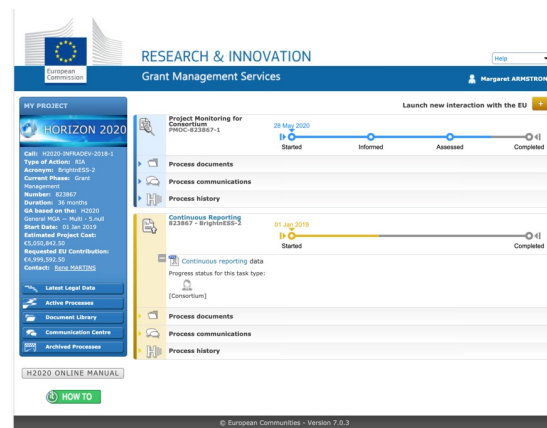
- July 2020 – June 2022 (M19/ M42)
- Key achievements and results
- Deviations (technical and financial)

Financial Report

- All costs reported
- CFS (>€325k grant)
- Justification available:
 - Receipts
 - Boarding passes
 - Timesheets

Review (tbc)

- Jan 2019 – June 2022 (M1/M42)
- Overall assessment of project
- Key Results & impact
- Sustainability



FINANCIAL STATEMENT FOR BENEFACTARY FOR THE BENEFACTORY PERIOD 1

Beneficiary	2019		2020		2021		2022		Total	Budget	Actual	Difference	Budget	Actual	Difference
	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual							
...

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Final Periodic report

Covers the period (July 2020 - June 2022)



- Part A Questionnaire information request email will be sent in June
 - 📌 Exploitation plan, Gender profile, Dissemination & Communication
- Partners report **July 2022** – Detailed financial expenditure for the final period
 - 📌 Any adjustments to the first period financial report can be made within the financial report system on the EU portal
 - 📌 Remember to give detailed explanations for any deviations from the planned budget when reporting cost expenditure
 - 📌 Explain any deviation in the use of resources
- Description of technical progress in **Technical Report Part B**
 - 📌 These contributions are being collected by the Work Package Leaders

Dissemination and Communication Activities				
ORGANISATION NAME:				
Total funding amount used for dissemination and communication activities			€	
Please specify the number of Dissemination and Communication activities linked to BrightnESS-2 for each of the following categories:				
	Number	1-line description(s) or title(s) of the training/press release/conference etc.		
Press release				
Non-scientific and non-peer-reviewed publication (popularised publication)				
Exhibition				
Flyer				
Training				
Social Media				
Website				
Communication Campaign (e.g. Radio, TV)				
Participation to a Conference				
Participation to a Workshop				
Participation to an Event other than a Conference or a Workshop				
Video/Film				
Brokerage Event				
Pitch Event				
Trade Fair				
Participation in activities organized jointly with other H2020 projects				
Other				
Please specify the estimated number of persons reached (1), in the context of all dissemination and communication activities, for each of the following categories:				
	Number			
Scientific Community (Higher Education, Research)				
Industry				
Civil Society				
General Public				
Policy Makers				
Media				
Investors				
Customers				
Other (students)				
<i>(1) This means: the estimated no. of people in the training that you interacted with; no. of people you spoke to about BrightnESS-2 during your conference or interaction with scientists, media or otherwise.</i>				
Meetings				
Please specify the number of meetings (2) and include a small description or title of the meeting:				
	Number	Description(s) or title of the meeting	Date	Location



<p>Personnel Costs</p>	<ul style="list-style-type: none"> • Number of PM • Amount • Personnel Costs Justification
<p>Direct Costs</p>	<ul style="list-style-type: none"> • Amount • Travel Costs Justification (<i>name of people travelled, the purpose of the meeting, place and date of the meeting / cost claim</i>) • Other Direct Costs Justification
<p>Subcontracting</p>	<ul style="list-style-type: none"> • Amount • Is the subcontracting expense part of the pre-defined subcontracting costs in your budget? <ul style="list-style-type: none"> • If yes, describe the subcontracting activity and task • If not, please explain
<p>Deviations</p>	<ul style="list-style-type: none"> • Was there any deviation from the work plan? If yes, please explain.

It always seems impossible until it's done.

Nelson Mandela

