



AFCP Workshop: Delivering what you paid for

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Assumptions

1. R&D projects
2. Auditing, cost:benefit etc
3. Limited resources



1. Ensure that both funder and recipient share understanding of what everyone hopes the project will deliver
2. Recognise that the hard work begins for both recipient **and** funder after the project begins





Project initiation



Project initiation

Construction	R&D
<ul style="list-style-type: none">• Customer-led: 'We need a new building'	<ul style="list-style-type: none">• Contractor-led (with reference to funder's priorities?)

Practical tip

- Be as clear as possible about your priorities (great benefits to both parties)



Royal
Horticultural
Society

Project planning

ID	Task Name	Start	Finish	Duration	Apr 2007				May 2007				Jun 2007				Jul 2007			
					3/28	4/1	4/8	4/15	4/22	4/29	5/6	5/13	5/20	5/27	6/3	6/10	6/17	6/24	7/1	7/8
1	Prospectus	3/26/2007	4/20/2007	4w	[Bar]															
2	Mission Statement	4/23/2007	5/4/2007	2w					[Bar]											
3	Governance & Management	4/23/2007	5/4/2007	2w					[Bar]											
4	Scope of Services	4/23/2007	5/4/2007	2w					[Bar]											
5	Patient Access Policies	4/23/2007	5/4/2007	2w					[Bar]											
6	Marketing Plan	4/23/2007	5/18/2007	4w					[Bar]											
7	Economic Research	4/23/2007	5/11/2007	3w					[Bar]											
8	Competition	4/23/2007	5/11/2007	3w					[Bar]											
9	Demand Forecasts	4/23/2007	5/11/2007	3w					[Bar]											
10	Promotional Plan	5/14/2007	5/18/2007	1w									[Bar]							
11	Operational Plan	5/21/2007	6/22/2007	5w					[Bar]											
12	Service Plan	5/21/2007	6/1/2007	2w					[Bar]											
13	Personnel	6/4/2007	6/15/2007	2w									[Bar]							
14	Legal Requirements	5/21/2007	6/15/2007	4w					[Bar]											
15	Location	5/21/2007	6/1/2007	2w					[Bar]											
16	Inventory	5/21/2007	6/8/2007	3w					[Bar]											
17	Suppliers	6/11/2007	6/22/2007	2w									[Bar]							
18	Development Plan	4/23/2007	6/29/2007	10w	[Bar]				[Bar]				[Bar]							
19	Financial Plan	7/2/2007	7/13/2007	2w									[Bar]							
20	Assets	7/2/2007	7/13/2007	2w									[Bar]							
21	Cash Flow	7/2/2007	7/13/2007	2w									[Bar]							
22	Expenses	7/2/2007	7/13/2007	2w									[Bar]							
23	Complete Plan	7/16/2007	7/25/2007	1.5w									[Bar]							
24	Complete Presentation	7/25/2007	8/3/2007	1.5w									[Bar]							

Project Planning

Construction	R&D
<ul style="list-style-type: none">• Customer generally involved (tendering, employer's requirements etc)	<ul style="list-style-type: none">• Contractor-led (rarely separated from project initiation)

Practical tip

- As a minimum take care to define scope, milestones, timeframe and budget

Project execution



Project execution

Construction	R&D
<ul style="list-style-type: none">• Relatively predictable and much past experience to inform this	<ul style="list-style-type: none">• Relatively unpredictable and often without precedent

Practical tip

- See project monitoring!



	Construction	R&D
Motivation		
Risk		

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Motivation	Contractor's main motive is profit	Contractor's motives may include scientific curiosity, individual career progression, profit
Risk	Can be low for customer and high for contractor	Risky by definition <ul style="list-style-type: none"> • Financial risk carried by funder • Reputation risk for contractor



Project monitoring



Project monitoring

Construction	R&D
<ul style="list-style-type: none">• Tends to be highly structured (detailed programme, project manager, PM reports, on site meetings)• Little incentive (except cost) to deviate from agreed programme	<ul style="list-style-type: none">• Defining a detailed programme can be difficult• Principal investigators assumed to be project managers• PM reports prepared by the contractor• Scientists are inquisitive and we need them to be!



Project monitoring practical tips

- Do it if at all possible
 - Protect your investment
 - Add value (not just cost) to project
- But if you do
 - Watch out for customer creep!
 - Process to agree remedial actions
- Monitor portfolio of projects together – peer review
- Partnership with other funders?
- **Interim reports a minimum requirement**



Project closing



Project closing

Construction	R&D
<ul style="list-style-type: none">• Usually a shared vision of success	<ul style="list-style-type: none">• Clarity regarding output (report, fact sheet etc)• Clarity about steps to translate output into outcomes (knowledge transfer)

Practical tip

- Aim higher than a project report gathering dust!



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Thank you

