

Guidance Note 4

Funding Routemap

When you design a project for which external funding will be sought you have essentially two choices to make:

1. Design a project tailored to a specific funding programme.
2. Design a project for which a number of funding programmes will be sought to pay for different components of the project.

The first choice is often seen as the most preferable because one funding source pays for your project, or its key components, in its entirety. This choice is also the easiest to manage because there is just one set of rules by which to abide.

Where this choice is not an option you must contemplate having to apply to a number of funding programmes and face the task of coupling these programmes such that they serve the needs of your project. The complexity of this task increases with the number of different funding sources sought.

To assist you in this task you should

- # Firstly, map out and explain the components of the project in a clear and unambiguous fashion.
- # Secondly, write a Project Workplan which shows the **Stages** and **Gates** of the project within a specified time-frame (after, Robert Buttrick, 1997, *The Project Workout*, FT Pitman Publishing).

Methods

There are a number of well established methods for mapping out your project in a manner that communicates your intentions to a person who is completely unfamiliar with your project. In general, you will map-out your project in the following manner:

- # define the scope or boundaries of the project (what it will do and what it won't do)
- # write down the objectives of the project
- # identify the key 'deliverables' of the project
- # identify the key deliverables that are dependent on each other
- # break down the project into 'work packages' based on stages and the activities that you'll undertake (the 'deliverables').
- # prepare a project summary plan for the entire project
- # prepare a detailed plan for at least the next stage and other stages if necessary. (after Buttrick, R. 1997)

Stages are the specific periods during which work on the project takes place. The stages usually equate to the components of your project. For each stage of the project you should ideally carry out the full range of work covering the entire scope of the inputs required. However, it may not be desirable or possible to complete the full range of work within the stage and common-sense may suggest that work on another stage can proceed when sufficient work has been completed on the present stage (after, Buttrick. R., 1997).

Gates are the decision points that precede every stage. The gates serve not as end-points of each stage, rather they are *entry points* to each stage - the point at which you decide to "Go", "Pause" or "Abandon" your work. Unless specific criteria have been met, as evidenced by defined outputs, the next stage should not, in an ideal world, be started until this has been completed (after, Buttrick. R., 1997).

Where a project component is uniquely dependent upon a particular funding source it follows that you cannot undertake that component until the funding has been secured. It also follows that you may not be able to start other components until this funding has been secured depending on the relationship between the components.

You will have to arrange the project components in such a fashion that you know what comes first, what components must be completed before others can start, what components can be started alongside others that are already underway, etc.

In this way you are mapping out the project's components such that a **critical path** becomes apparent. All projects have such a path along which certain events must occur for the project to succeed.

Your applications for funding therefore become events linked to the components of your project and you will know when you will need to **apply** for the funding and which component(s) will be paid for. But what is less certain is when the funding provider will inform you that you have **secured** the funding.

The nature of your project and the interrelationships between its constituent components will soon reveal whether you are stymied by this decision period, or whether you can be getting-on with other related aspects of the project whilst you wait.

For this reason, you must incorporate both the *target application date* of the funding provider and the typical *decision making period* of the funding provider in your calculations when constructing your **Routemap**.

What would a routemap look like?

The routemap will chart a course from funding programme to funding programme over a period of time such that they are connected by reference to your project's components.

A typical routemap could look like this.....

