

Project Plan Instructions

Sustainable Development – Project Management and Communication

The Project Plan is the strategic plan for how you will organize and realize the project. By reading the Project Plan, a person outside the project should get a clear image of what you will deliver in our project and how you have planned to do this. The key is to be very clear, specific and concise.

This assignment connects to the following course objective:

Plan, carry out and present a project work that applies theoretical knowledge and contributes to a sustainable development

This assignment builds on the work that you've done during the Project Outline and Pre-Study and closely follows the guidelines set in the course book *The Handbook for Small Projects*, a useful source when writing the Project Plan.

Instructions

- Read the instructions thoroughly.
- The paper should consist of **8** pages excluding Appendices
- Size: 12, Spacing: 1.5, Font: Times New Roman.
- Use headings and sub-headings for a clear and readable document
- Put your project name on the top of each page. For the title of the document, use your name plus 'Project Plan' (e.g. Bicycle Workshop - Project Plan).
- Submit your assignment online on studentportalen – you will find the link under “file area”, the deadline is **Sunday 19th October, 23.59**.

Make sure to refer properly to sources. Use either footnotes, i.e. the Oxford system¹ or include the references in the text, i.e. the Harvard System; example: (Hornborg, 2001, p. 39). Support your arguments and basic facts with references.

Project Plan

The last few weeks work should be summed up in the Project Plan. The Project Plan will be read by the Course Examiner who has no knowledge of your project. Therefore you will have to be clear in your Project Goals and how you will implement the project.

Focus for the Project Plan should be on the Project Model section as the earlier sections are just revisions of work done previously. Make the report visual where you can, keep the reader engaged and avoid any repetition.

¹ Example: Hornborg (2001), “The Thermodynamics of Imperialism: Towards an Ecological Theory of Unequal Exchange”, in *The Power of the Machine*, p. 39.

Content of the Project Plan

1.0 Project background (1-2 pages)

Use the background description you wrote in the Project Pre-Study, revise and expand on this to include the feedback from your class mates in the last seminar.

2.0 The Project's Arena

Again, use your Pre-Study and the feedback as the basis for this section. Include any new ideas and directions for the project.

2.1 Purpose & End Effect(s)

By now you should have a good understanding of where the project fits in within an identifiable system. Describe the end effects to be achieved in short-term, medium-term and long-term after the project is finished.

2.2 Project Goal(s)

Write a clear statement, no more than two sentences that explain the goal of the project.

If there are certain elements of your project that you will not do as a part of this project course you should describe these **exclusions** here.

2.3 Project Focus Triangle

Draw a triangle with the corners *Quality*, *Resources* (working hours), and *Time* (calendar time) similar to the one on page 13 in the Handbook for Small Projects. In your project group you discuss where your focus will be in case something unexpected occurs. When you have agreed on a focus, put your mark there. This focus could identify potential risks described later in the Project Plan.

2.4 Stakeholders and Target Group(s)

Complete a Stakeholder Analysis for the project based on the stakeholders identified in the Pre-Study (you can add more at this stage as well). The Stakeholder Analysis should be attached in the Appendices.

Use this space for commentary on the Stakeholder Analysis. Who are the 'Key Players' and why? When and how will you communicate your project to them? Are there any stakeholders who you feel would benefit from more involvement in the project?

3.0 Project Organisation

Project members and other resources connected to the project (such as reference network) should be mentioned here. Name, address, responsibilities, etc.

3.1 Document rules and communication

How you are going to communicate within the group and take care of documentation.

4.0 Project Model

The project model is the sum off all tools you use in your project planning. Regardless what tools you have in your model, the most important thing is that you use them! Update and talk about the content. If you fall behind in updating the parts off the project plan, the purpose of using the project plan loses it point.

4.1 Work Breakdown Structure

A Work Breakdown Structure (WBS) is a hierarchical and incremental decomposition of the project into phases, deliverables and work packages. It is a tree structure, which shows a subdivision of effort required to achieve an objective; for example a program, project, and contract.

Create a WBS for the proposed project. At this stage the WBS needs to be developed a level of detail that will allow an order of magnitude estimate to be carried out on time and potential cost.

The WBS can be used to identify Milestones and Tollgates for the project – this can be expanded upon and become more detailed as the project becomes more defined.

4.2 Identify Tollgates and Milestones

Use the WBS to identify Tollgates and Milestones for the project.

- Tollgates: Events and deliveries where you need approval from project sponsors before you can continue e.g. tollgate and project meetings.
- External and Internal Milestones: Events and deliveries that is important for the project group.

In the report, include all milestones, tollgates and responsibilities with a written explanation/comment if/when that is needed.

4.3 Time Plan (Gantt Chart)

Use the Gantt Chart template provided or create your own Gantt Chart. Allocate time to the activities so far identified on the project's WBS and show the milestones and tollgates identified.

Assign people responsible for each stage/task identified.

You will have to update and present the Gantt Chart at the Status Meetings later in the semester, a complete Gantt chart should be enough for understanding the basic progression of the project.

4.4 Resource Plan

Use the template on the Course Portal as a guide to produce a Resource Plan for the project.

4.5 Commentary on Project Model (0.5 page)

Here you can make comments on things that are uncertain or things that have not yet been planned. Also describe to the reader particularities and any peculiarities of the diagrams/tables/graphs in the appendices.

5.0 Risk analysis (0.5-1 page)

In your group write a list of potential risks that can delay the project. Think about internal risks (things like procrastination, a project member getting ill, etc.) and external risks (external factors that may influence the project, for example stakeholders, political processes, etc.).

Once the list is complete assign each risk a Severity score (1 = negligible, 5 = catastrophic) and a Likelihood score (1 = improbable, 5 = Frequent). Plot these scores on a 'Risk Matrix' to identify those risks that will require some thought.

5.1 Commentary on Risk Analysis

What are your strategies to avoid these risks? What is your 'Plan B'?

6.0 Communication of Project (0.5-1 page)

How are you going to spread the message of your project? What will you spread? What information is required to do this? What tools will you be using?

What values does your project aim to communicate, which of these are intrinsic and extrinsic values?

7.0 Appendices

Finally your Project Plan should include (if not included elsewhere) the following appendices.

- Stakeholder Analysis
- WBS
- Milestone/ Tollgate Plan (Gantt chart)
- Resource Plan
- Group Contract

Useful resources: *Common Cause Handbook*, *Handbook for Small Projects*, *Believing Cassandra*, the articles by Donella H. Meadows and the rest of the course reader.