

Project plan (Max 5 pages)

1. Mission of the project (the higher goal: not too concrete, nor too abstract)
2. Scope (what will you and what will you not do)
3. Analysis of the problem (what is the problem and how will your solution contribute to the mission of the project?)
4. Project structure/activities (what will you do, how will you do it, how much time does each activity take, overlap in activities, when and with which milestones and deliverables)
5. Project organisation (stakeholders, project team (internal and external), collaboration and division of tasks between team members)
6. Management of risk and contingencies, alternative scenario's, what if ...
7. Deliverables: e.g. report (but why does it make a difference?), prototype?, knowledge transfer?, Etc.
8. Continuation of the project after you leave



Mission of the project (the higher goal: not too concrete, nor too abstract)

Example: you will work for the business plan for a craft shop run by volunteers and by a schoolteacher who owns it in Surinam. They want to enlarge the production and reach a larger market. They also want new designs.

What is your goal?

Poverty alleviation for women

– would be too broad.

Making designs and making a business plan

– but these are deliverables and targets, not objectives.

Enhancing the business opportunities for crafters in Surinam – that's better

Why important? If you cannot reach your targets or deliverables, you have to "translate" your overall objective into new deliverables on the spot!



Scope (what will you and what will you not do)

Craft shop once more:

Is marketing also part of it?

If you want to make new designs, how much marketing exploration is necessary?

Doing interviews? How many? How much time does that take?

In general: objective, scope and activities/deliverables should be in equilibrium.

They influence each other. If you do not have time for market research, you might in this case have to change the overall objective into:

Enhancing the internal business processes for crafters in Surinam.



Analysis of the problem (what is the problem and how will your solution contribute to the mission of the project?)

Actually what is the problem of the crafters? And of the schoolteacher?

They didn't properly keep track of the produce.

Pricing was at random

They were not much in close contact (communication problems)

The building was old (the shop) – that is what they originally came up with.

There was lack of money (loan and fundraising)

Things are often not what they seem to be: one of the biggest problems turned out to be distrust – discovered and tactically solved by the students, Excel form, many meetings.



Project structure/activities (what will you do, how will you do it, how much time does each activity take, overlap in activities, when and with which milestones and deliverables)

If you do expert interviews, how many can you do on one day in Surinam?

If you buy timber, what activities does that imply and how much time does it cost?

How about delays in delivery?

Should you finish the interviews before buying timber? In that case both will take more time. Indicate how activities do overlap in order to be effective.

Overseeing all your activities, can you do it within three months? How do they fit together? Do you have to reformulate your project goal or deliverables from this perspective?



Project organisation (stakeholders, project team (internal and external), collaboration and division of tasks between team members)

Do you have regular meetings as a project team? Who chairs them? Even within the three of you?

Do you keep track of your decisions and do you communicate them?

Is there a clear division of responsibilities and is that communicated clearly to the other stakeholders?



Management of risk and contingencies, alternative scenario's, what if ...

Suddenly all of the money has been spent to other priorities.

The project supervisor is not sufficiently available for feedback.

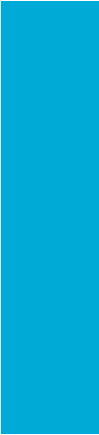
On the spot the commissioner of the project or supervisor appears to have quite different priorities.

No matter! You now have the capabilities to do this exercise of making a project plan all over, ask for feedback to relevant stakeholders, adapt objectives, activities, timeline and deliverables to each other, pull yourself together and do what is possible.

Most important part of your project proposal! Paradox: being very precise and yet flexible!

Minor International Entrepreneurship & Development

 TU Delft



Deliverables: e.g. report (but why does it make a difference?), prototype?, knowledge transfer?, Etc.

Report: that is only a deliverable if you can indicate what can be done now that couldn't be done before.

Deliverables are not only technical things. Training in capacity and knowledge dissemination is also a deliverable. Research results too.



Continuation of the project after you leave

Understand your project as part of a bigger something.

Not individual projects, but the follow-up of a series of projects does!

Discuss the issue with your supervisors at home and abroad.

Come up with suggestions but don't push.

You might become longer-term "ambassadors" of the project, but don't make promises that you cannot or do not want to keep.

Arrange your activities in such a way that they are a thorough basis for a follow-up. That implies good documentation.

