
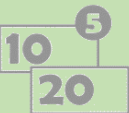




CRS Project Management Standards - Quick Reference Sheet (September 2017)
Key Content for Each Standard¹ by Standard Category and Project Management Cycle Phase

	CRS project management cycle phase			
Category	D Design	S Start-up	I Implementation	C Close-out
 Operations & program planning & management	1 Effective planning for quality project design (committed and qualified design/proposal development team, realistic timeline, partnering decisions)	6 Early transition and start-up planning (including pre-award) (transition between proposal and implementation teams; early start-up planning; capacity assessments)	11 Evidence-based, action-oriented project management (CRS and partner cross-discipline review of project data for timely decision-making and accountability; manage partnerships, issues, and risks)	16 Accountable and timely project close-out (cross-discipline standard) (development and implementation of a comprehensive close-out plan; responsible close-out relationship management with partners and beneficiaries; close-out documentation;)
	2 Evidence-based, participatory design for project success (evidence-based decisions about scale and scope; realistic activity schedules, aligned with budgets, MEAL, and staffing plans)	7 Realistic and participatory detailed implementation planning for program impact (timely DIP and MEAL planning grounded in the project rationale and design)	12 Effective management of goods throughout the supply chain (cross-discipline coordination on procurement and supply chain management, adherence to donor and CRS requirements)	
 Financial management	3 Accurate and cost-efficient proposal budgeting (budget development aligned with staffing, procurement, program activities, MEAL plans)	8 Timely and comprehensive project financial set-up (budget refinement based on the DIP; setting up for effective partner and CRS financial management and reporting)	13 Effective financial management during project implementation (regular CRS and partner financial planning, monitoring, analysis and reporting; accompanying partners with financial management)	
 Human resource management	4 Staffing for quality (technically-sound, timely and effective) project management (ensuring adequate project human resources: staffing structure, key personnel, staffing for start-up)	9 Proactive recruitment and onboarding for timely start-up (staffing for rapid start-up; timely recruitment, onboarding, and orientation of a suitable project team)	14 Managing and developing human resources for quality project implementation (capacity strengthening of project staff, promotion of staff retention, support to partners for HR management and system strengthening)	
 Donor engagement & accountability	5 Early engagement with donor to inform design (influence a realistic project scope, budget and timeline, and ensure understanding of and responsiveness to donor priorities)	10 Laying the foundations for effective donor engagement and accountability (familiarize project team with donor requirements; quality start-up deliverables)	15 Engaging donors appropriately throughout implementation (compliance checks; accountability to donors and strengthening donor relationships throughout implementation)	
				18 Learning from and leveraging results during close-out (engaging stakeholders in end-of-project evaluation, reflection, and learning; documenting project learning)

¹ The text in bold under each phase represents the **shorthand title** for each standard, **not the full standards statement**. This summary of key content by standard is for quick reference only, to facilitate navigation of the project management standards. **Staff should consult compass.crs.org for the complete set of standards statements, key actions, and corresponding guidance.**