



FEF–OSC COACHING SESSIONS

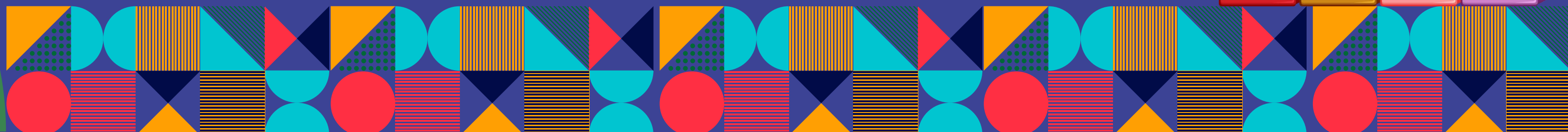




Project Management for CSOs

Applying the Project Cycle to
Current Implementation
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FEF-OSC

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Session Objectives

What we will achieve

- Revisit the project cycle and its linkages
- Differentiate goals, objectives, strategy, activities, outputs, outreach, outcomes, impact (linked to reports and management)
- Apply these to our live projects; identify gaps and fixes
- Leave with an action plan

Building Momentum

Where are you in the project cycle?

Choose one

- ☐ **Initiation / Needs Assessment**
- ☐ **Planning**
- ☐ **Implementation**
- ☐ **Monitoring**
- ☐ **Evaluation / Closure**



Project Management Cycle Refresher

- Cycle: Initiation → Planning → Implementation → Monitoring → Evaluation → (if results not met, restart initiation)
- Initiation: Define what this project is all about; conduct needs assessment
- Planning: Set goals, objectives, strategies, and activities; use SMARTER-G objectives; build workplan & Gantt
- Implementation: Deliver activities using available resources
- Monitoring: Continuous, runs through the entire cycle
- Evaluation: Benchmark at set points (quarterly, midline, endline); compare with baseline

Managing Multiple Projects

Common pressure points: competing deadlines, shared staff, donor requirements

Simple tools that can be used:

- **Prioritisation (what's urgent vs important)**
- **Whiteboard or Gantt/Kanban board to visualise overlap**
- **Weekly reviews to spot conflicts**

Best practice: Sequencing where necessary; align reporting templates to reduce duplication

Project vs Program (Understanding Scope)

- Program: Broad, long-term initiative (e.g., National HIV Programme)
- Project: Specific, time-bound piece of a program with its own budget & objectives
- Relationship: Projects contribute to program goals; programs achieve impact through many projects

Best practice: Always show how your project links upward to a program



Logical Flow & Tenses

Hierarchy: Goal → Objective → Strategy → Activities → Outputs → Outcomes → Impact

Tense usage:

- Goals (present) → Impact (past)
- Objectives (present) → Outcomes (past)
- Activities (planned) → Outputs (past, completed)
- Key distinction: Strategy ≠ Activity



Best practice: Document Objectives ↔ Outcomes side by side in logframe/reports

Accountability: What You Own vs What You Influence

- Outputs = what you fully control (deliverables, services)
- Outcomes = what you contribute to (changes in behaviour/knowledge)
- Impact = what you influence (societal change, achieved collectively)

Best practice: Report what you own with evidence; show contributions to outcomes; avoid over-claiming impact

Outputs, Outreach, Outcomes – Quick Check

- Outputs = what you produced/delivered (e.g., trainings held, SOPs written)
- Outreach = who/where/how many you reached (disaggregate by gender, PWD, location)
- Outcomes = what changed (knowledge, behaviour, practice)

Best practice: Pair every output with outreach + evidence of change

Strategy vs Activity – Get the Labels Right

- **Strategy: Broad approach (e.g., Advocacy, Outreach, Capacity Building)**
- **Activity: Specific action (e.g., Advocacy visit; 2-day training; Market sensitisation)**
- **Hierarchy: Goal → Objective → Strategy → Activities → Outputs → Outcomes → Impact**

Best practice: Every activity must have time, cost, owner, MOV, and risk/mitigation

Risk & Assumptions – Practical Mitigation

Assumptions = external conditions needed for success (e.g., govt remains stable)

Risks = threats that could derail plans (e.g., staff turnover, low attendance)

Mitigation = your plan to reduce likelihood or impact

Best practice: Review risks weekly; pair each activity with its risk + mitigation

Monitoring & Evaluation

Monitoring = continuous (weekly/monthly checks on activities, budget, timelines, quality)

Evaluation = periodic (quarterly, midline, endline; compare with baseline)

Tools: attendance sheets, budget trackers, pre/post tests, surveys

Best practice: Assign monitoring roles; align evaluations with donor cycles; reuse baseline tools

**Over the next few days, what action
are you committing to taking?**

Thank you

