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HANDS ON



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Plan de Recuperación,
Transformación
y Resiliencia



Project Management

Equipping Organizations for Effective Delivery and Funding Readiness

Adeyemi Asaba
Lead Consultant, VS Management & Consulting

Expectations

Understand The fundamentals of project management

Learn Practical tools, and checklists for project success

Define Action points for your initiatives

Access Templates for planning, implementation and reporting

What Is a Project?

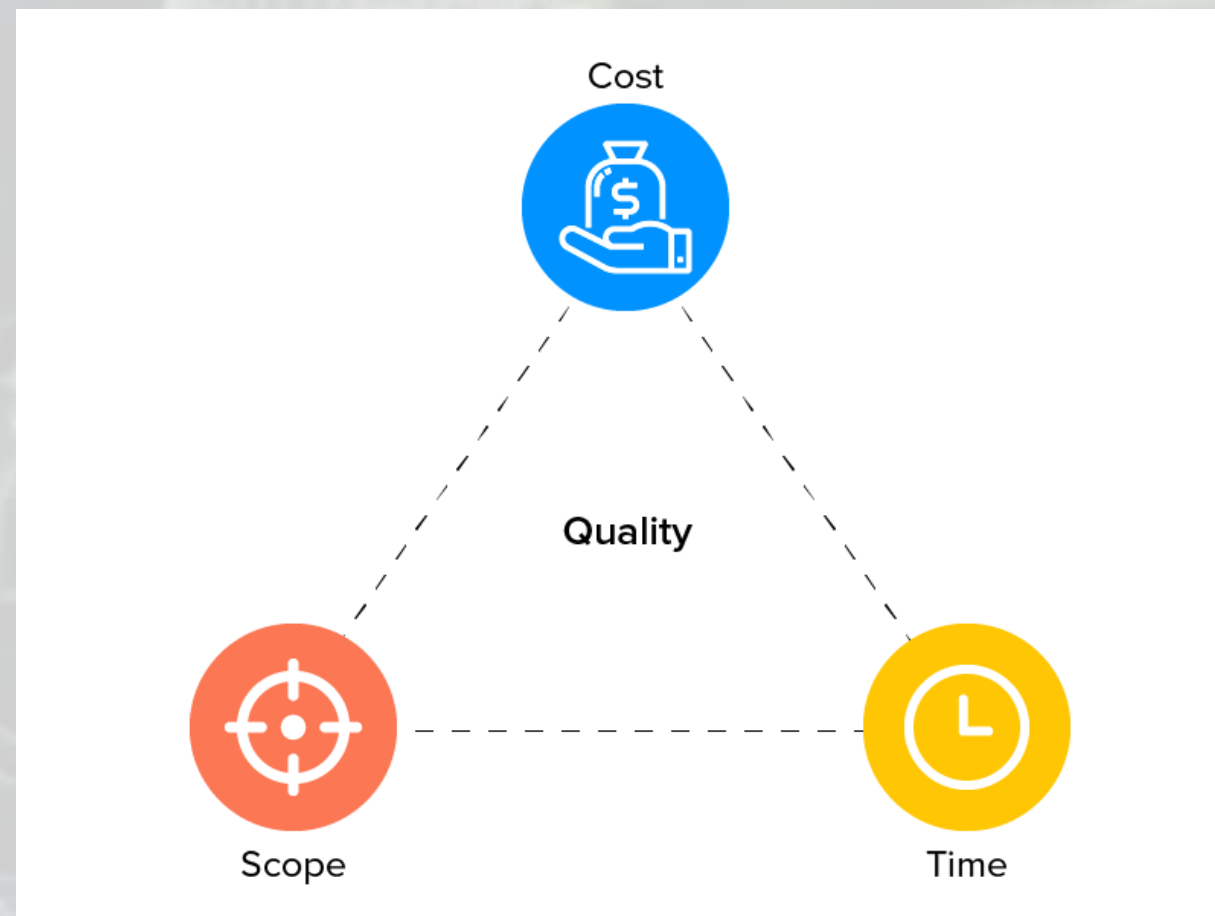
A project is a **temporary endeavor** undertaken to create a unique service, product or result

Examples:

- Free health clinic outreach
- Borehole installation in a village
- Youth skills empowerment program

What Is a Project Management?

Project management is the **application of knowledge, skills, tools and techniques to project activities to meet project requirements.**



Triple Constraints

 **Budget**

 **Schedule**

 **Deliverables**

Balancing these is key to success

Stages of Project Management

Every successful project goes through 7 key stages. Understanding these helps you stay organized, deliver results, and attract future funding.



Reflection

"Being a project manager is like being an artist, you have the different colored streams combining into a work of art."

- Greg Cimmarusti

1. Identify the Need



- **Empathy**
- **Actual vs Perceived Needs**
- **Conduct a Needs Assessment**

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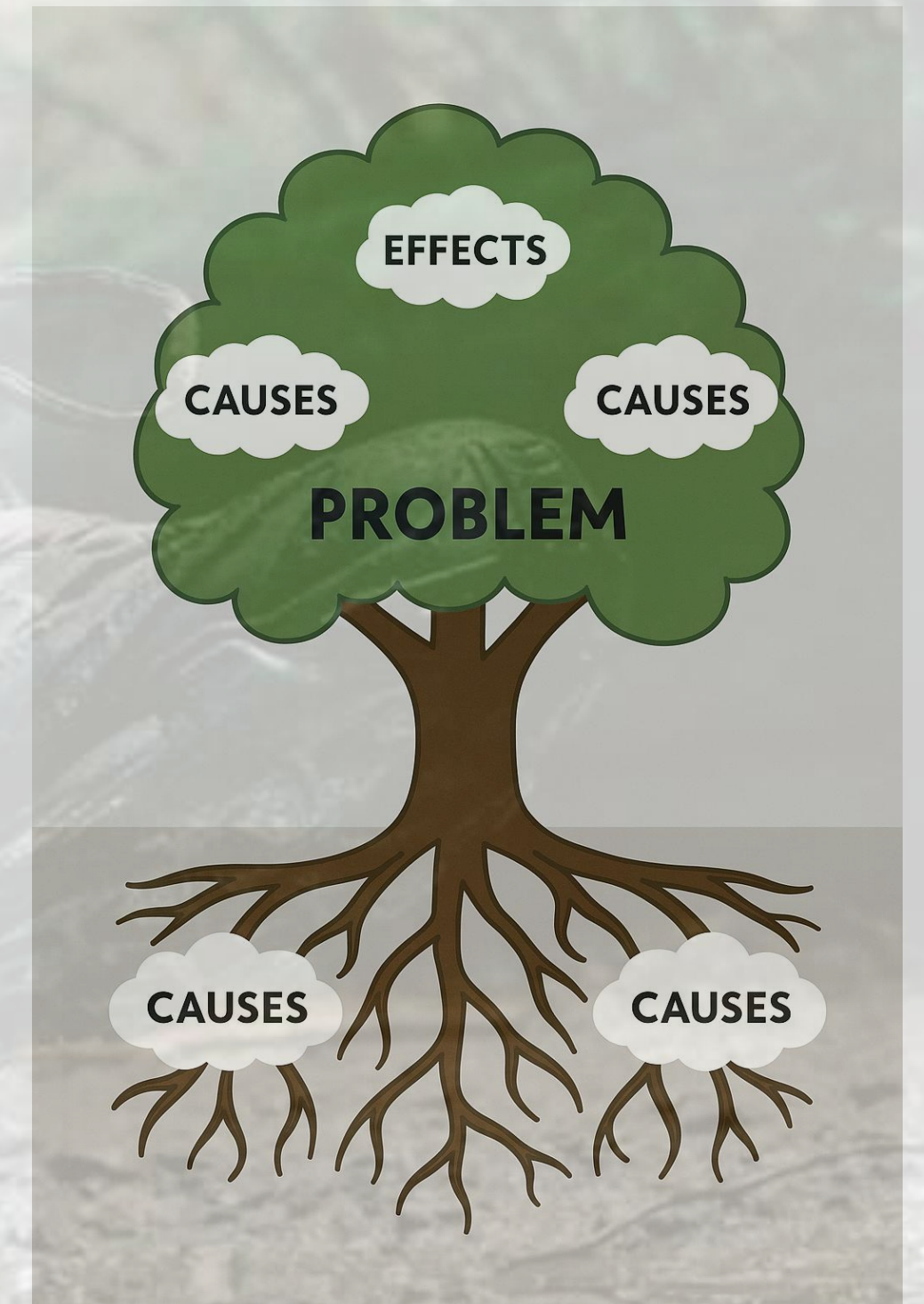
Needs Assessment to Narrative Using the Problem Tree

As a project manager, before designing any project or writing a proposal, it's important first to understand the root causes of the problem you want to address. A needs assessment tool like the Problem Tree helps you dig deeper and create a project that is both relevant and fundable.

The **core problem** (trunk)

The **causes** of the problem (roots)

The **effects** or consequences (branches/leaves)



Applications of the Problem Tree

- Identify the main problem (e.g. high youth unemployment)
- Ask “why” repeatedly to uncover root causes
- List the visible consequences at the top
- Group and organise these into a tree format
- Discuss and prioritise issues that are solvable through your project

How to Turn a Problem Tree into a Story for Proposals & Reports

Once you’ve mapped the problem clearly:

In Proposals: Use the “roots” to justify your intervention, show funders you understand the issue, and explain *why your solution is strategic*.

In Reports: Revisit the “branches” to show how your activities addressed the effects, and how outcomes have shifted positively.

CASE STUDY

Tackling Youth Unemployment in Oduwa Community

In the rural community of Oduwa, over 60% of young people were unemployed, despite completing basic education. A local nonprofit, *Oduwa Rising*, conducted a rapid needs assessment using a Problem Tree tool. They discovered that the core causes of unemployment included a lack of vocational skills, limited access to funding, and the absence of mentorship.

The effects were visible, rising petty crime, low morale among youth, and increasing rural-to-urban migration. In response, *Oduwa Rising* launched a 6-month project that trained 50 youth in digital skills, provided business starter kits, and connected them with local business mentors.

Six months later, 35 youth had started small businesses or secured employment, while community leaders reported a visible drop in youth-related crime. The success of the project attracted interest from a local foundation, opening doors for future funding and expansion.

Let's analyse the case study using the Problem Tree framework

Problem (Trunk)

High youth unemployment in the Oduwa community affects over 60% of young people despite completing basic education.

Causes (Roots)

- Lack of vocational skills needed to enter the job market
- Limited access to funding for starting small businesses
- Absence of mentorship and career guidance

Effects (Branches)

- Increase in petty crime among idle youth
- Low morale and frustration, especially among school leavers
- Rural-to-urban migration, leaving the community with fewer active young contributors

Let's look at the Oduwa community's **response** to the above
The organisation launched a 6-month skills empowerment project:

- Trained 50 youth in digital and vocational skills
- Provided startup kits and mentorship support
- Linked youth to local job opportunities

... and **Outcome (Results)**

- 35 youth either started businesses or secured employment
- Reported drop in youth-related crime
- Gained visibility and attracted new funding interest

2. Ideate Solutions



The next step after identifying the problem is to suggest possible solutions to address it, which can be done using the inverse side of a problem tree known as the solutions tree. This is done by reversing the negative statements on the problem tree- for the root cause (core problem), causes and effects.

Apply critical thinking and be creative with the solutions that you come up with. To develop innovative ideas, you can use the CAMPERS technique (Combine, Adapt, Modify, Put to another use, Eliminate, Reverse, Substitute).

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Applying CAMPERS to Design an Innovative Intervention - CASE STUDY

To turn their ideas into actionable plans, the team at Adeyemi Community Centre applied the **CAMPERS** framework during a collaborative brainstorming session while designing the *Makoko Youth Launchpad*, a project aimed at training 80 youth over a six-month period. Here's how they approached it:

Combine

Merged vocational training with entrepreneurship coaching and peer-led learning. This way, youth could learn, practice, and support one another simultaneously.

Adapt

Adapted existing urban-based digital skills curriculum into simplified modules suited for offline, low-tech rural environments.

Modify

Changed the traditional 3-month full-time program into a **flexible weekend model**, allowing youth to attend while keeping part-time jobs or supporting family work.

Put to Another Use

Converted an unused community hall into a **learning and co-working space** for trainees to practice, meet mentors, and run their startups.

Eliminate

Removed unnecessary theoretical content and focused on **practical, hands-on training** with local examples and real community needs.

Reverse

Instead of bringing in outside experts, they **trained successful alumni** of previous projects to return as peer-trainers and local ambassadors.

Substitute

Replaced formal CVs and job applications with **digital portfolios** (e.g., videos, product samples) for participants to showcase their skills to employers.

3. Build a Team



- **Define clear responsibilities and expectations**
- **Communicate openly and regularly**
- **Build trust and accountability**
- **Resolve conflicts constructively**
- **Celebrate wins together, big or small**

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Responsibility & Activity Template:

Task/ activity	Responsibility/ Task owner	Due Date	Status (In progress/ Complete/ Not yet started)	Notes/ comments
Meet with team to decide interest areas/ ideas for your project				
Conduct needs assessment by visiting Kiberia				
Review feedback and decide project				
Estimate project costs				
Identify stakeholders				

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4. Develop a Project Plan



- **Develop a clear plan: What, how, when, who, and how much?**
- **Set SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound)**
- **Create a budget and timeline**
- **Map out stakeholders and assign roles**
- **Identify risks and plan for them**

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Study Sample Project Plan Template:

- **State the objective of the project:**
- **What needs or gaps does the project seek to address:**
- **Describe the change, in specific details what you intend to do:**
- **Outline how you intend to address this need:**
- **What benefits/services will the project provide overtime?**
- **Location**
- **How you plan to fundraise**
- **Stakeholders**
- **Start and end date**
- **Sustainability plan**
- **What will people benefit in specific terms**
- **Budget**

You can access and download helpful project management templates by visiting the Tools4Dev website: <https://tools4dev.org/templates/>

Project Planning Template

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Task/ activity	Responsibility/ Task owner	Due Date	Status (In progress/ Complete/ Not yet started)	Notes/ comments
Meet with team to decide interest areas/ ideas for CDP				
Conduct needs assessment by visiting Kiberia				
Review feedback and decide project				
Estimate project costs				
Identify stakeholders				

5. Mobilize Resources



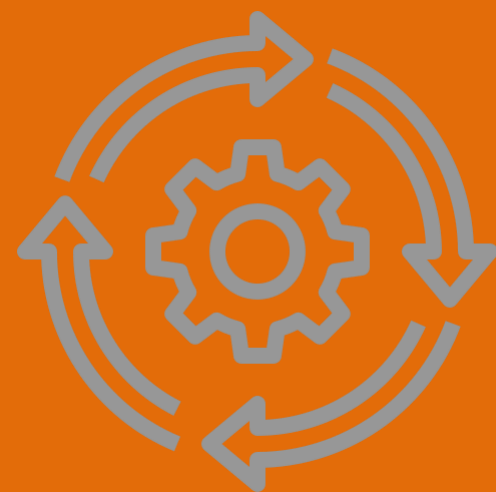
- Explore Strategic Partnerships
- In-kind
- Cash

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6. Implement the Project



Project Management is applying knowledge, skills, tools, and techniques to project activities to meet the project requirements. It typically involves balancing project constraints of scope, schedule, cost, quality, budget, resources, risk, and customer satisfaction. Your customer, in this case, is the beneficiary and perhaps the project funder.

Depending on the solution that you and your team have developed, your project may fall into any of the categories of the 'ASP' philosophy as described below:

a. Awareness: In this type of project, your team carries out a sensitisation outreach to spread information on a particular topic that will benefit community members. For instance, Community-Wide Sensitisation Campaign on the Prevalence and Impact of Sexual and Gender-Based Violence (SGBV).

b. Service: Here, the project team pulls together resources to build or renovate a physical infrastructure that the community needs. See next slide for list of suggested service-based projects.

c. Philanthropy: In this case, the team buys or galvanises material resources and sends them to the community members who need them most, for instance, food and toy donations to an orphanage.

Suggested Service-Based Project Ideas

Constructing or renovating toilets and sanitation facilities in schools or markets

Installing solar-powered streetlights in underserved areas

Building a community library or reading room

Creating a safe space or shelter for survivors of violence

Setting up a waste disposal or recycling system

Digging or rehabilitating boreholes or wells for clean water access

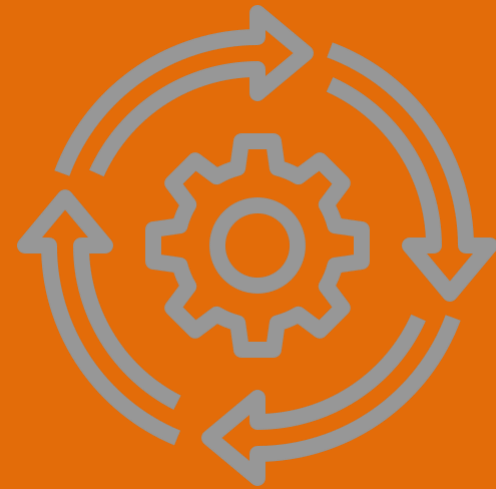
Establishing a community garden or farming demonstration plot

Upgrading health outposts or clinics with basic equipment or furniture

Creating a youth-friendly tech hub with computers and internet access

Renovating playgrounds or public recreation spaces

Track Project Progress



Monitoring and Evaluation is an key part of project management that helps ensure your work stays on track and delivers the intended results. Monitoring involves regularly checking if your activities are being implemented as planned. On the other hand, this helps you as the project manager through the MERL specialist to know whether the project is achieving its desired outcome.

As you carry out your project, it's important to gather **FEEDBACK** from both beneficiaries and team members. This helps you understand what's working, what isn't, and what can be improved. Based on the information you collect, be willing to make adjustments where necessary and ensure you document and report these changes for accountability and learning.

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7. Report and Share



- Document all the activities
- Celebrate success with stakeholders and beneficiaries
- Submit a final report with data, photos, and testimonials
- Creatively share your story
- Capture key lessons from the project and engage your team in reflection and brainstorming to identify areas for improvement in future initiatives.

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Stakeholder Management



A stakeholder is anyone with an interest in an organization. Stakeholders are individuals, groups or organisations that are affected by/ can affect the activity of the organisation.

Stakeholder management is the process developing appropriate management strategies to effectively engage stakeholders throughout the lifecycle of a project based on the analysis of their needs, interests, and potential impacts on project success.

Stakeholders' identification is the process of **classifying the people, groups, or organisations** that could impact or be impacted by a decision, activity, or outcome of the project; and analysing and documenting relevant information regarding their interests, involvements, interdependencies, influence, and potential impacts on the success of the project.

In managing stakeholders, it is useful to ensure that:



Stakeholders understand your mission and vision.



Stakeholders are aware of the values that underpin this mission



Stakeholders are aware of current levels of performance.



Partnership working with stakeholders is aligned to the mission and vision, and is meaningful to the organisation, community or project.



Information is shared in a timely and transparent manner

Stakeholder Identity & Analysis: Activity

S/N	Stakeholders	Power H/M/L	Influence H/M/L	Impact H/M/L	Response
1					
2					
3					
4					
5					
6					
7					

- Power grid, grouping the stakeholders based on their level of authority (**power**) regarding the project outcome;
- influence grid, grouping the stakeholders based on their active involvement (**influence**) in the project; and
- impact, grouping the stakeholder based on their ability to effect changes to the project planning or execution (**impact**)

Project Management Tricks

Managing a project can be challenging, especially with limited resources, but with the right habits and tools, you can deliver excellent results. Here are some practical tips to help you stay on track and lead your project to success:

- Break big tasks into smaller milestones
- Use visuals (Gantt chart, timelines)
- Communicate clearly and often
- Track progress weekly
- Keep funders and the community informed

You can access and download helpful project management templates by visiting the Tools4Dev website:

<https://tools4dev.org/templates/>

Project Management Checklist

To ensure your project runs smoothly from start to finish, use this simple checklist to stay organized, focused, and accountable.

- Project name, goals, timeline
- Stakeholder list
- Budget breakdown
- Assigned responsibilities
- Risks & mitigation
- Monitoring & reporting plan

Questions?



THANK YOU

Adeyemi Asaba
adeyemiasaba@vsmconsulting.ng
www.vsmconsulting.ng