HUMANITARIAN ACADEMY · HUMANITAIRES JOBS

Project DPro (PMD Pro) Foundation exam preparation

Course handout · Day 6 : Phase 3 (continued): resources, budget, procurement, risks and related plans

Independent, free preparation for the Project DPro Foundation (PMD Pro) exam: 8 days of 6 hours to master the five project phases (identification and definition, set up, planning, implementation, closure), the logframe, governance, the critical path, risks, change control and the guide's five principles. Guided readings in the free PM4NGOs guide, graded deliverables, quizzes with explanations and three original mock exams, including a full one in the official format (75 questions, 2 hours, 65%). The official exam is taken and paid for with PM4NGOs; this preparation is neither endorsed nor accredited by PM4NGOs.

https://humanitairejobs.org/en/academy/preparation-examen-pmd-pro/jour-6/

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Day 6 : Phase 3 (continued): resources, budget, procurement, risks and related plans

Objectives

- Build a budget from the WBS and identify the donor rules to follow.
- Plan human resources, logistics and procurement.
- Analyse and respond to risks; prepare the communication, monitoring and sustainability plans.

Resources and budget

The budget is built **from the work packages**: for each one, the resources needed (staff, materials, transport, services) multiplied by their unit costs. Support costs (office, security, management) are added according to donor rules, and possibly a contingency if allowed.

The budget is linked to the schedule: the **planned spending curve** is used for financial monitoring and cash requests. Donor rules (eligible costs, flexibility between lines, exchange rates, indirect costs) must be known before spending.

Resource levelling moves activities within their float so that the same person or vehicle is not used twice at the same time.

Procurement and logistics

The **procurement plan** lists what to buy, when, with which procedure (according to the organisation's and donor's thresholds: direct purchase, request for quotations, tender) and who decides. It is linked to the schedule: an international tender can take several months, often on the critical path.

Logistics also plans storage, transport, asset management and distribution. The basic principles: transparency, competition, segregation of duties, traceability of decisions.

Risk management

A **risk** is an uncertain event that, if it occurs, affects the objectives. The process: **identify** (workshops, checklists, past lessons), **analyse** (probability × impact), **plan the response**, **monitor**.

Responses to negative risks: **avoid** (change the plan to remove the risk), **reduce** (lower probability or impact), **transfer** (insurance, contract), **accept** (with or without a fallback plan). Each risk has an **owner**.

Do not confuse: a risk is future and uncertain; an **issue** has already happened and is managed in the issue log.

Communication and stakeholders

The **communication plan** says who receives what information, in what form, how often and from whom: donor reports, coordination meetings, information to communities in their language, feedback to authorities. It includes accessible and safe complaints and feedback channels.

It flows from the stakeholder analysis: each person receives the information useful at their level of engagement.

Monitoring and evaluation plan, and sustainability

The **monitoring and evaluation plan** details each indicator of the logical framework (definition, method, frequency, person responsible, tool), the schedule of data collection and evaluations, and how the data will feed decisions.

The **sustainability plan** prepares from the planning stage what will remain after the project: who will maintain, with what resources, which skills will be transferred, how authorities or communities will take over. Thinking about sustainability at the end is too late.

Together, these plans form the **project implementation plan**, approved by governance before moving to implementation.

Exercise: risk register

Situation. Water project in Koro. Risks identified: A) 25% inflation on cement; B) rainy season blocking access to sites from July to September; C) a management committee that does not maintain the pumps; D) attack on the main road.

Task. For each: probability and impact (low, medium, high) and a response (avoid, reduce, transfer, accept).

Possible answer. A) likely, medium impact: reduce (fixed-price contract, early bulk purchase). B) almost certain, high impact: avoid (schedule works outside the season); it is almost a scheduling constraint. C) medium, high impact on sustainability: reduce (training, user contributions, post-project follow-up). D) low to medium, high impact: reduce (security analysis, alternative routes) and accept the residual risk with a suspension plan.

Key takeaways

- Budget built from the work packages, linked to the schedule, compliant with donor rules.
- The procurement plan follows thresholds and can be on the critical path.
- Risks: identify, analyse, respond (avoid, reduce, transfer, accept), monitor; one owner per risk.
- Risk = future and uncertain; issue = already happened.
- Plans are integrated; sustainability is prepared from the planning stage.

Quiz

1. Taking out insurance for the project's vehicles is a risk response of the type:
   A. Reduce
   B. Avoid
   C. Transfer
   D. Accept

2. The project schedules works outside the rainy season so as not to be blocked. This is a response of the type:
   A. Exploit
   B. Avoid
   C. Transfer
   D. Accept

3. The materials truck has already been stuck at the border for three days. It is no longer a risk but:
   A. A change request to have approved
   B. A risk to record in the risk register
   C. An assumption to add to the logframe
   D. An issue to record in the issue log

4. How do you build a solid project budget?
   A. Start from the WBS packages and cost their resources
   B. Estimate salaries, then add a fixed percentage
   C. Divide the donor's ceiling by the number of months
   D. Take the budget of a similar project and adjust it

5. Moving an activity within its float so that the same technician is not scheduled in two places on the same day is called:
   A. Transferring the risk to the supplier
   B. Schedule crashing
   C. Resource levelling
   D. Change control

6. When should the sustainability plan be prepared?
   A. From planning onwards, then throughout the project
   B. During closure, when assets are handed over
   C. Never, as it is the local authorities' role
   D. After the final evaluation, according to its findings

7. What should the communication plan include?
   A. Minutes of the team's internal meetings
   B. The list of journalists and media to contact
   C. Only donor reports and their submission dates
   D. Who receives what information, how and how often

8. A risk has high probability and high impact on the objectives. What is the priority?
   A. Address it first, with a response and an owner
   B. Transfer it to the donor, who bears major risks
   C. Remove it from the register as probably exaggerated
   D. Note it and wait for it to happen before acting

Quiz answers : 1. C · 2. A · 3. B · 4. B · 5. B · 6. B · 7. B · 8. B