HUMANITARIAN ACADEMY · HUMANITAIRES JOBS

Project DPro (PMD Pro) Foundation exam preparation

Course handout · Day 7 : Phase 4: implementation, monitoring, control and change management

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-7/

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Day 7 : Phase 4: implementation, monitoring, control and change management

Objectives

- Lead implementation: coordinate the team, partners and suppliers.
- Monitor progress, compare it with the plan and decide on actions.
- Manage changes, issues and reporting according to governance rules.

Doing the work

Implementation carries out the plan: mobilise the team and partners, launch procurement, carry out activities, deliver outputs. The project manager coordinates, motivates, removes blockages, protects the team and ensures quality and accountability.

Everyday tools: short regular meetings, monthly work plan, task tracking board, field visits, meetings with partners and community committees.

Monitor and control

Monitoring collects and analyses information on progress (activities, outputs, spending, schedule, risks, indicators). **Control** compares reality with the baseline plan and decides on **corrective** actions (to get back on plan) or **preventive** ones (to avoid a future variance).

Example: at mid-term, 40% of the budget is spent while 60% of the planned work should be done, and only 35% actually is. The project is **behind schedule** (35% done instead of 60% planned) and **costs more than planned for the work done** (40% spent for 35% done). Analyse the causes before acting.

Change control

A change in scope, schedule or budget is never decided alone and verbally. The **change control** process: 1) written request; 2) analysis of the impact on all constraints (scope, time, cost, quality, risks, beneficiaries); 3) decision at the competent level according to tolerances, and by the donor if the contract requires; 4) update of the plans; 5) informing stakeholders.

Scope creep is the gradual addition of unapproved work ("while you are here, also build…"). It consumes budget and time without a decision. The reflex: thank the person, record the request and put it through the process.

Issues, decisions and lessons along the way

The **issue log** records each issue: description, date, impact, owner, action, deadline, status. The **decision log** keeps track of who decided what and why, useful for audit and adaptive management.

Lessons should not wait until the end: a short review after each important stage makes it possible to correct course during the project.

Reporting and accountability

Reports serve decision-making, not only the donor: monthly internal report (progress, spending, risks, issues, decisions requested), narrative and financial reports to the donor, feedback to communities on what has been done and on the follow-up given to their complaints.

A good report is accurate, compares actual with planned, explains variances and proposes actions. It does not hide problems: transparency is an accountability requirement.

Exercise: change request

Situation. The village chief asks the project to add 2 water points near the school, on top of the 15 planned. Estimated cost: USD 14,000; extra time: 4 weeks; tolerances: 10% of the budget (USD 180,000) and 3 weeks.

Task. What do you tell the village chief, and what path does the request follow?

Answer. Thank them and explain that any change must be studied and decided, without promising anything. Write a change request and analyse the impact (14,000 / 180,000 = 7.8% of the budget, within tolerance; but 4 weeks, beyond the 3-week tolerance; a change of output, so outside delegated authority). The decision belongs to the steering committee, and probably to the donor since an output changes. Then update the plans and tell the community the answer.

Key takeaways

- Monitor = collect and analyse; control = compare with the plan and act (corrective or preventive).
- Compare work done with work planned and with actual spending before concluding.
- No change of scope, time or budget without a written process and a decision at the right level.
- Scope creep is fought by putting every request through change control.
- Issue log, decision log, honest reports and feedback to communities.

Quiz

1. A local donor verbally suggests that the project manager extend the project to a second village. What should be done?
   A. Refuse without review, as the scope is already signed
   B. Start the works and regularise at the next report
   C. Record the request and follow change control
   D. Accept at once so as not to lose this funding
2. Planned to date: 50% of the work. Done: 40%. Spent: 45% of the budget. What do you conclude?
   A. Ahead, and cheaper than planned for the work done
   B. On time, and on budget for the work done
   C. Behind, but cheaper than planned for the work done
   D. Behind, and more costly than planned for the work done
3. An action taken to prevent a variance from happening in the future is:
   A. Preventive
   B. Avoidance
   C. Corrective
   D. A closure action
4. What is scope creep?
   A. The gradual fall of the exchange rate
   B. The gradual addition of unapproved work
   C. The gradual delay of a key supplier
   D. The gradual departure of team members
5. What does the issue log contain?
   A. Issues that occurred, the action, owner and status
   B. Steering committee decisions, with their date
   C. Beneficiaries' complaints, sorted by village
   D. Future risks, with their probability and impact
6. In a donor report, how should a major delay be handled?
   A. Change the baseline schedule to erase it
   B. Not mention it until a solution has been found
   C. Attribute it to the partner to protect the organisation
   D. Present it with its causes, impact and actions

7. A change request adds an output to the logical framework. Who must usually approve it?
   A. The project manager alone, who knows the field
   B. The village committee that made the request
   C. The supplier in charge of the additional works
   D. Project governance, and the donor if needed

8. Why keep a decision log?
   A. To keep track of who decided what, when and why
   B. To record the team's leave and absences
   C. To replace the risk register during implementation
   D. To track spending committed on each budget line

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