HUMANITARIAN ACADEMY · HUMANITAIRES JOBS

Project DPro (PMD Pro) Foundation exam preparation

Course handout · Day 8 : Phase 5: closure, Project DPro principles and final review

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-8/

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Day 8 : Phase 5: closure, Project DPro principles and final review

Objectives

- Close a project: deliverables, contracts, finances, resources, handover, lessons.
- Explain the five Project DPro principles and tailor the method to the size of the project.
- Apply an exam strategy and analyse your mistakes in the mock exams.

Project closure

Closure is often rushed, yet it protects the organisation and sustainability. It includes:

- **verification and acceptance of deliverables** by their recipients (authorities, communities, partners);
- **handover** of assets and responsibilities according to the sustainability plan and donor rules;
- **closing contracts** (suppliers, partners) and commitments;
- **financial closure**: expenses justified, payments settled, final financial report, audit if planned;
- **human resources**: end of contracts, work certificates, support to the team;
- **final reports**, **evaluation** if planned, and **archiving** of documents for the required period;
- **lessons learned**, shared to improve future projects.

A project can also be closed **early** (insecurity, end of funding, need disappeared): the same steps apply, in an orderly way.

The five Project DPro principles

The guide presents five principles that should guide all project management:

- **Well-governed**: clear roles, responsibilities and decision levels, and a project justification checked throughout the cycle.
- **Participatory**: stakeholders, starting with the people concerned, are involved in decisions.
- **Comprehensive**: the project is managed in all its dimensions (scope, schedule, resources, risks, quality, sustainability), not just activities.
- **Integrated**: plans and processes are linked with each other and with the organisation's functions (finance, logistics, HR).
- **Adaptive**: the project learns and adjusts to the context, within a controlled decision framework.

In the exam, a situation often describes a failure: identify the principle concerned.

Tailoring the method to the project

The method is **tailored** to the project's size, complexity, risk and context. A 3-month, USD 20,000 project does not need the same documents as a 5-year, 10-million programme. But no phase disappears: you simplify the tools, not the logic (justify, authorise, plan, control, close).

Exam-day strategy

- **Before**: check your connection and browser, have the digital guide open with your index, and no AI open.
- **During**: read the last sentence of the question first (what is being asked?), identify the phase concerned, eliminate answers that contradict a principle (deciding alone, hiding a problem, ignoring communities).
- **Time**: about 50 questions by the end of the first hour; keep 15 minutes for flagged questions.
- **No blanks**: there is no negative marking, answer everything.

Our mock exams do not show you the correct answers, so you train as on exam day. After each mock exam, work on your weak points with each day's quizzes and explanations.

After you pass

The official Project DPro Foundation certificate is issued by PM4NGOs after your exam is validated. Our mock exam certificate only shows that you passed our training: it does not replace the official certification and must not be presented as such.

Possible next steps: the Practitioner level offered by some PM4NGOs partners, the MEAL DPro guide for monitoring and evaluation, or our Project Management and AI Mini MBA to go further.

Exercise: which principle is at stake?

Situations. A) The project was designed at headquarters without any consultation of villages. B) The project manager alone changes the location of an output without telling anyone. C) The budget was made with no link to the procurement plan or schedule. D) Although a road has been closed for 4 months, the plan has never been revised. E) The project tracked activities and budget, but never quality or sustainability.

Task. Match each situation with the principle not respected.

Answer. A) Participatory. B) Well-governed. C) Integrated. D) Adaptive. E) Comprehensive.

Key takeaways

- Closure: acceptance, handover, contracts, finances, HR, reports, archives, lessons; also for early termination.
- Five principles: well-governed, participatory, comprehensive, integrated, adaptive.
- Tools are tailored to the size of the project, never the logic of the phases.
- On exam day: read the question, locate the phase, eliminate what contradicts a principle, answer everything.
- Our mock exam certificate does not replace the official certification issued by PM4NGOs.

Quiz

1. The project was designed at headquarters without consulting communities. Which principle is not respected?
   A. Comprehensive
   B. Integrated
   C. Adaptive
   D. Participatory

2. The main road has been closed for four months and the plan has never been revised. Which principle is at stake?
   A. Comprehensive
   B. Participatory
   C. Well-governed
   D. Adaptive

3. The budget was prepared with no link to the procurement plan or schedule. Which principle is at stake?
   A. Participatory
   B. Adaptive
   C. Integrated
   D. Well-governed

4. Insecurity forces the project to stop three months before its end. What must be done?
   A. Let the partner handle the end of the project alone
   B. Leave without formalities to protect the team as fast as possible
   C. Close in an orderly way, adapting to the security situation
   D. Wait for the planned end date to start closure

5. Which activity is part of financial closure?
   A. Open a new line for end-of-project expenses
   B. Recruit an accountant to prepare the next project
   C. Revise the logframe with the new expenses
   D. Justify expenses, settle payments, produce the report

6. For a small three-month project, how should the method be applied?
   A. Simplify the tools while keeping the logic of the phases
   B. Remove closure, for lack of time at the end
   C. Apply all the documents of a large programme
   D. Remove planning, which is useless for three months

7. The project tracked activities and budget, but never quality or sustainability. Which principle is at stake?
   A. Well-governed
   B. Comprehensive
   C. Participatory
   D. Adaptive

8. During the exam, 20 minutes remain and 15 questions are unanswered. What should you do?
   A. Search each answer in detail in the guide, one by one
   B. Leave blank the questions you hesitate on
   C. Leave the exam to retake it in better conditions
   D. Answer them all, eliminating non-compliant answers

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