

PROJECT MANAGEMENT FOR DEVELOPMENT (PMD) PRO LEVEL 1 PRACTICE TEST (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. In the PMD Pro lifecycle, which phase involves directing and managing project implementation?**
 - A. Initiation
 - B. Planning
 - C. Implementation
 - D. Closure
- 2. Project evaluation corresponds primarily with what two levels of the logical framework?**
 - A. Inputs and Activities
 - B. Goals and Inputs
 - C. Outputs and Outcomes
 - D. Outcomes and Goals
- 3. Which analysis tool is sometimes replaced by an assets-based approach?**
 - A. Problem Analysis
 - B. Stakeholder Analysis
 - C. Decision Analysis
 - D. Scenario Analysis
- 4. What are the key steps in procurement planning?**
 - A. Define needs, set procurement method, prepare terms of reference or specs, plan procurement timeline, select suppliers.
 - B. Prepare risk register and response plans for procurement.
 - C. Assign project roles and responsibilities.
 - D. Schedule stakeholder communications.
- 5. What is the correct order from highest to lowest level in PMD Pro's Logical Framework Model?**
 - A. Outputs, Activities, Goals, Outcomes
 - B. Goal, Outcomes, Output, Activities
 - C. Outcomes, Goal, Activities, Output
 - D. Activities, Output, Outcomes, Goal

6. What need, according to Jonathan Bradshaw's classification, does the following statement describe? A physician indicates that maternal mortality rates fail to meet the Ministry of Health's minimum standards.
- A. Felt need
 - B. Expressed need
 - C. Comparative need
 - D. Normative need
7. What does the PMD Pro evaluation focus on to determine achievement?
- A. The Extent to Which Outcomes and Goals Are Achieved
 - B. The Number of Team Meetings Held
 - C. The Percentage of Budget Spent
 - D. The Number of Risks Identified
8. In PMD Pro, which of the following best defines an indicator?
- A. A data collection method to verify a variable
 - B. A metric used to measure progress toward a goal, purpose, or outputs
 - C. A plan for stakeholder engagement
 - D. A type of risk
9. Which statement lists the five phases of the PMD Pro project lifecycle?
- A. Initiation, Planning, Implementation, Monitoring & Evaluation, and Closure
 - B. Initiation, Design, Execution, Evaluation, Completion
 - C. Start, Plan, Do, Check, Act
 - D. Conceptualize, Fundraise, Build, Verify, End
10. Which step in the data cycle involves summarizing data for decision-making?
- A. Collection
 - B. Review
 - C. Summary
 - D. Analysis

Answers

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1. C
2. D
3. A
4. A
5. B
6. D
7. B
8. B
9. A
10. C

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Explanations

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1. In the PMD Pro lifecycle, which phase involves directing and managing project implementation?

- A. Initiation
- B. Planning
- C. Implementation**
- D. Closure

Directing and managing project implementation is all about executing the plan and guiding the work to deliver the project's outputs. In this phase you coordinate people and resources, monitor progress, track performance against the plan, manage risks and issues, and adjust as needed to keep the project moving toward its objectives. This is different from initiating, which is about defining and authorizing the project; planning, which designs the approach, schedule, and budget; and closure, which finalizes deliverables and wraps up activities. So, the phase focused on carrying out the work and steering its execution is the implementation phase.

2. Project evaluation corresponds primarily with what two levels of the logical framework?

- A. Inputs and Activities
- B. Goals and Inputs
- C. Outputs and Outcomes
- D. Outcomes and Goals**

Project evaluation focuses on what changes actually occur as a result of the project and how those changes align with the intended long-term effects. In the logframe, the chain goes from inputs and activities to outputs, then to outcomes, and finally to the goal or impact. Evaluation is most concerned with the outcomes—the changes experienced by beneficiaries—and the goal (or impact)—the broader, longer-term change the project aims to contribute to. Outputs and inputs are more about deliverables and resources and are typically the focus of monitoring rather than evaluation. For example, if training is delivered (an output), evaluation looks at whether participants gain skills (an outcome) and whether those skills lead to the broader objective like improved employment or income (the goal/impact). Therefore, the two levels most central to evaluation are outcomes and goals.

3. Which analysis tool is sometimes replaced by an assets-based approach?

- A. Problem Analysis**
- B. Stakeholder Analysis
- C. Decision Analysis
- D. Scenario Analysis

In development projects, switching to an assets-based approach means starting from what the team already has—people, skills, networks, resources, and institutional capacities—and asking how those assets can be mobilized to achieve the desired change. This shifts the focus from diagnosing and detailing a problem to leveraging existing strengths, which can accelerate action and build on what's sustainable in the community. That makes Problem Analysis the best fit to be replaced in this context because it specifically centers on identifying the problem, its causes, and gaps; when teams adopt an assets-based view, they often bypass or downplay this deficit-focused analysis in favor of mapping and deploying available assets. For example, instead of dissecting why a community lacks clean water, you'd inventory local wells, water committees, technicians, funding partners, and other assets to design a practical plan using what's already there. Other tools—Stakeholder Analysis, Decision Analysis, and Scenario Analysis—serve different purposes (who is involved, how to evaluate options, and how outcomes might unfold under different futures) and aren't typically replaced by an assets-based approach, though they can complement it.

4. What are the key steps in procurement planning?

- A. Define needs, set procurement method, prepare terms of reference or specs, plan procurement timeline, select suppliers.
- B. Prepare risk register and response plans for procurement.
- C. Assign project roles and responsibilities.
- D. Schedule stakeholder communications.

Procurement planning focuses on what to buy and how to buy it so the project can obtain the necessary goods or services at the right time and cost. The essential steps are to define needs precisely, decide the procurement method, prepare terms of reference or detailed specifications for bidders, plan the procurement timeline to align with the project schedule, and evaluate and select suppliers or vendors along with the contracting approach. Defining needs ensures clear, measurable requirements. Choosing the procurement method aligns the approach with market conditions and governance rules. Specs or terms of reference translate requirements into concrete bidding or contracting criteria. Planning the timeline coordinates all procurement activities with project milestones to avoid delays. Selecting suppliers establishes the sourcing strategy and contract framework. The other activities belong to different areas: risk management tasks involve the risk register and response plans, organizational planning covers assigning project roles, and communications planning handles stakeholder communications.

5. What is the correct order from highest to lowest level in PMD Pro's Logical Framework Model?

- A. Outputs, Activities, Goals, Outcomes
- B. Goal, Outcomes, Output, Activities
- C. Outcomes, Goal, Activities, Output
- D. Activities, Output, Outcomes, Goal

The Logframe hierarchy moves from the big, long-term change you aim to contribute to, down to the concrete tasks you must carry out. In this model, the top level is the Goal (the ultimate development objective you want to achieve). Next are the Outcomes—the changes in conditions or behavior that must happen for that goal to be reached. Below that come the Outputs—the specific deliverables or products the project must produce to bring about those outcomes. At the bottom are the Activities—the concrete actions and work you perform to create the outputs. This order is logical because you can only achieve the desired outcomes if you deliver the necessary outputs, and you can only deliver those outputs by executing the required activities. For example, to improve rural livelihoods (the goal), you need outcomes such as higher household income and better access to markets; to bring about those outcomes, you must produce outputs like training programs, market information systems, and improved seeds; and to produce those outputs, you must carry out activities like scheduling training sessions, distributing materials, and coordinating market events. The other sequences try to place activities before outputs or mix up the relationships between levels, which breaks the cause-and-effect flow that the logframe is built to represent. So the correct order is Goal, Outcomes, Output, Activities.

6. What need, according to Jonathan Bradshaw's classification, does the following statement describe? A physician indicates that maternal mortality rates fail to meet the Ministry of Health's minimum standards.

- A. Felt need
- B. Expressed need
- C. Comparative need
- D. Normative need**

In Bradshaw's framework, normative need is defined by expert standards or policy norms. This statement uses an official minimum standard set by the Ministry of Health and assesses whether maternal mortality meets that standard. It relies on professional judgment against established norms, not on what people feel they need, nor on actual demand or service use, nor on comparisons between populations. So it fits normative need because the need is determined by an external, authoritative standard.

7. What does the PMD Pro evaluation focus on to determine achievement?

- A. The Extent to Which Outcomes and Goals Are Achieved
- B. The Number of Team Meetings Held**
- C. The Percentage of Budget Spent
- D. The Number of Risks Identified

PMD Pro evaluation centers on whether the project delivered the intended results and achieved its stated goals, and to what degree. It looks at actual outcomes against targets, using indicators to measure progress and changes in beneficiaries or development conditions that the project aimed to influence. Process elements like how many meetings were held, or financial measures alone like budget spent, don't directly prove achievement; they're tools or activities that may support success but don't by themselves demonstrate whether the desired outcomes were reached.

8. In PMD Pro, which of the following best defines an indicator?

- A. A data collection method to verify a variable
- B. A metric used to measure progress toward a goal, purpose, or outputs**
- C. A plan for stakeholder engagement
- D. A type of risk

Indicators are the measurable signs that show whether a project is moving toward its intended results. They turn abstract goals into concrete, trackable facts you can monitor over time, with a baseline and a target to compare against. This makes them useful for assessing progress toward the goal, purpose, or outputs of the project and for informing decisions. They are about what you measure, not how you collect the data. A data collection method is the technique used to gather information (surveys, interviews, logs), while an indicator is the actual metric you monitor—such as the percentage of activities completed on time or the number of beneficiaries trained. That distinction is why the other options don't fit. For example, tracking the percentage of activities completed on schedule or the number of beneficiaries reached per month serves as an indicator because these are verifiable, time-bound measures of progress toward intended results. Indicators should be SMART—specific, measurable, achievable, relevant, and time-bound—to effectively monitor and report on progress.

9. Which statement lists the five phases of the PMD Pro project lifecycle?

- A. Initiation, Planning, Implementation, Monitoring & Evaluation, and Closure**
- B. Initiation, Design, Execution, Evaluation, Completion
- C. Start, Plan, Do, Check, Act
- D. Conceptualize, Fundraise, Build, Verify, End

The sequence being tested is the PMD Pro project lifecycle, which follows five distinct phases from start to finish: Initiation, Planning, Implementation, Monitoring & Evaluation, and Closure. Initiation is where the project's purpose is defined, feasibility checked, stakeholders identified, and authorization granted to move forward. Planning builds on that by detailing what will be done, how it will be done, by whom, and when, including scope, schedule, resources, risks, and quality standards, all captured in a formal plan. Implementation is the execution of that plan—carrying out activities, producing deliverables, and coordinating teams and resources to meet the defined objectives. Monitoring & Evaluation runs throughout the project to track progress, compare actual performance with the plan, measure outcomes, and make data-driven adjustments to stay aligned with goals. Closure wraps things up: finalizing deliverables, transferring ownership, releasing resources, and capturing lessons learned for future work. This five-phase structure provides a clear, governance-friendly flow that development projects rely on to stay organized, accountable, and capable of learning from experience. The other options mix different methods or terms that aren't part of the PMD Pro lifecycle in its standard five-phase form, such as a continuous improvement cycle (Plan-Do-Check-Act), or phases centered on fundraising, design-only steps, or generic "start-to-finish" terms that don't reflect the formal Monitoring & Evaluation and Closure stages.

10. Which step in the data cycle involves summarizing data for decision-making?

- A. Collection
- B. Review
- C. Summary**
- D. Analysis

Summarizing data for decision-making is about distilling raw findings into concise, decision-ready information. This step packages the results of analysis into outputs like key metrics, dashboards, and executive summaries so stakeholders can understand insights quickly and act on them. Collection is about gathering data, so it isn't about summarizing. Review focuses on checking quality and relevance of the data and processes. Analysis digs into the data to uncover patterns and relationships. While those insights feed the summary, the explicit step that produces a concise, decision-ready form is the summary.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://pmdprolevel1.examzify.com>

We wish you the very best on your exam journey. You've got this!

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