

e-Bulletin

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# Project cycle management

Photo: IUCN/ A.Nesic

Project Cycle Management (PCM) is a methodology for the preparation, implementation and evaluation of projects, based on the logical framework approach (LFA). LFA includes prior logic, cause-effect and contextual analysis. It teaches us how to translate our ideas into the well-planned reality we will be happy to implement to the satisfaction of the local community. Donors use the PCM approach for more than three decades, including the EU Delegation, the largest donor at the moment. Project Management Cycle consists of six phases: planning, identification, formulation, financing, implementation, monitoring and evaluation.

## PCM PHASES

In the **planning** phase, it is important to determine and adjust the priorities of the organization/institution to the existing EU, national and local policies and strategies. During the **identification** phase we are dealing with four crucial analyses: problem tree analyses, objectives analysis, strategy analysis and stakeholder analysis. These four analyses place our project in the context, test causal relationships, allow us to be creative and choose the best strategy to achieve project's goals. Stakeholder analysis is of high importance, providing us with new insights and solutions to activate the local community and getting the necessary support from major stakeholders. In the **formulation** phase we develop a logical matrix that consists of the causal relations of all parts of the project located in sixteen fields. The **budget** is financial equivalent of our project plan. It is important to develop a realistic and balanced budget, which takes into account the donor principles. The next step of the PCM approach is elaboration of the application form - the crown of the project.

During the **financing** phase, donors evaluate the application form and select projects for funding that satisfy all their criteria. Once we have received the positive reply and the contract with the donor is signed, the real life of our project begins. In the **implementation** stage we conduct activities that were anticipated in the project plan. We **monitor** our work during the project implementation, the degree of achievement of results and our progress toward the project objectives. The monitoring consists of reports and progress-reports, which we communicate with donors. **Evaluation** is a particularly important part of the process cycle, because it allows us to assess the quality of our work, and the degree to which our project is completed. It is the basis for formulation of lessons learned: what we do well and what could be improved in the next cycle?

## EXPERIENCE NOTES

1. It is important to align the strategic plan of the organization/institution with the donor/EU policies, priorities, programme and financial documents.
2. It is crucial to understand the difference between the project and the grant. Grant is not a gift! Grant is a financial resource allocated to our organisation in order to contribute to donor's

objectives and policies achievement, as anticipated in the project plan.

3. Partnerships are an essential part of projects and very often project partners gather for the first time. Skills for selecting partners, establishing and developing partnerships are critical for the success of the entire project cycle.

4. Communication with the local community and the fact that project is developed according to the needs of the community, will improve our project's success and sustainability.

5. Projects are expected to be multi-sector. Even when focusing on nature protection, they should include cross-cutting elements, such as the gender issue, inclusion of vulnerable groups and society democratization.

6. Co-financing the project represents a significant challenge, especially for small organizations. By forming a lasting partnership with the local community, this challenge can be easily bridged.

7. Management of project activities and budget on a daily basis is the set of skills which are improved with experience. Regular communication with the donor is highly recommended, and it should be honest, open and transparent at all times.

8. CSOs as the project implementers often find donors' administration challenging. All activities, results and objectives achieved must follow strict donor procedures. Some donors deliver trainings on specific procedures to be followed during the project implementation.

9. It is advisable to plan for a certain period of silence, during which the donor administration would process our application. This might lead to delays in the start of the project implementation.

10. The inflow dynamics of donor funds is often a challenge at the beginning and the end of project implementation. Sometimes project activities must be organized without the allocated funds, which would be received after the project reports are approved. Beneficiary often received the last instalment only after all reports are approved by the donor.

Prepared by Marija Grujić and Jelena Nešić  
Agenda Pro Ltd.

Edited by IUCN SEE

Transfer of the knowledge on project elaboration, fundraising and implementation to civil society organizations and government agencies in Serbia and Montenegro is the main objective of the Building capacities for conservation action project, led by IUCN. Selected project participants from Serbia and Montenegro are enrolled in the several months long training on the project cycle management that includes experts' advice on project proposals elaboration and guidance on later fundraising and implementation. This will improve the capacity of participants to efficiently implement conservation policies and actions.

## 1. Albania and Montenegro join for local action



Photo: IUCN/ T. Pezold

Common understanding for sustainable development in the border region of Prokletije/Bjeshkët e Namuna Mountains was officially announced on 8 May 2012, when Local Action Groups (LAGs) of Albania and Montenegro signed the Memorandum of Understanding (MoU), agreeing to strengthen the cooperation in environmental protection, tourism and recreation. The MoU concerns the pristine ecosystem characterised by high biodiversity, rich local tradition and unique cultural values. Its magnitude places it at the top of the list of largest unspoilt natural areas of Europe. Yet, the region is facing inadequate management practices, ever increasing pressure caused by uncontrolled development, low public participation in management practices, lack of efficient communication and the understanding of biodiversity values and its benefit for the local communities. Given that the

signed MoU is not legally binding the LAGs must rely on campaigning, information sharing, cooperation and consensus building to achieve their aims. This MoU provides a framework for such actions. It is supplemented with Guidelines that suggest LAGs the ways to implement it in their own countries and to collaborate on its realization across the border.

For more information please contact [Tomasz Pezold](#), IUCN SEE.

## 2. Appeal for protection of natural treasures along the Green Belt

The organizers of the 6<sup>th</sup> Pan-European Green Belt Conference, the EuroNatur Foundation and BUND (Friends of the Earth Germany), draw a positive conclusion and consider the conference as a milestone on the path to further development of a powerful movement to protect the Green Belt in Europe. The conference with its roughly 100 participants representing 21 countries along the European Green Belt was held from 28<sup>th</sup> to 30<sup>th</sup> June in Mavrovo National Park, FYR of Macedonia. The European Green Belt Initiative has set itself the goal of preserving and developing what was once the area of the Iron Curtain dividing Europe over decades and transforming it into a Europe-wide connected green corridor for wildlife over a length of 12 500 kilometres. One of the results of the conference is that the overall coordination of the European Green Belt Initiative will be taken over by Coordination Group consisting of 12 persons to meet at least twice a year. The European Green Belt Initiative is to take on a more formalised shape and possibilities of founding an Association and a Trust are to be explored. The goal shared by all to coordinate the Initiative across Europe but also in the four regional sections in a professional manner requires medium and long-term secure funding for the tasks of the Coordination Group and the regional coordinators.

For more information please contact [Katrin Heinrichs](#) and [Thies Geertz](#) or visit [www.europeangreenbelt.org](http://www.europeangreenbelt.org) and [www.euronatur.org](http://www.euronatur.org).

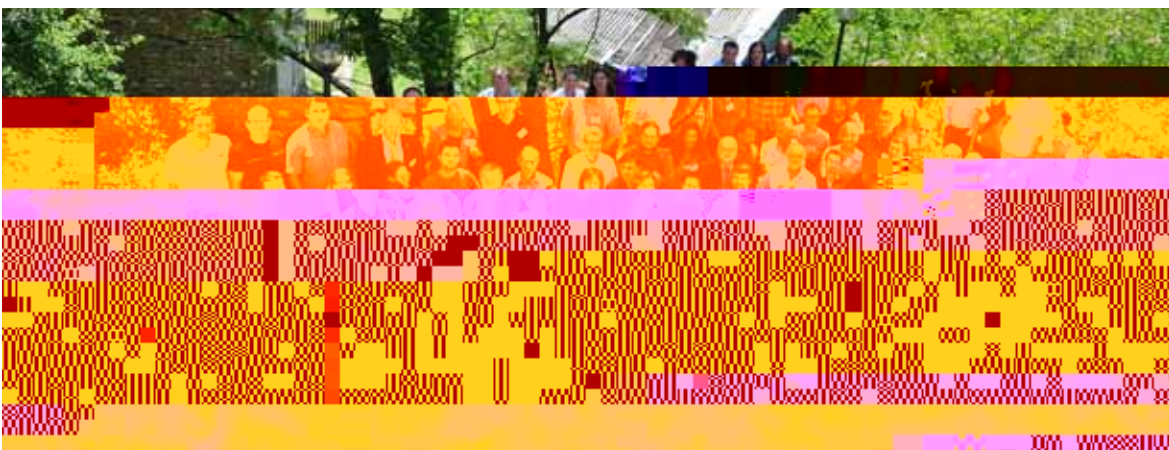


Photo: European Green Belt Initiative







Public Institutions for Managing Protected Natural Values and the National Parks and Nature Parks in Dalmatian County, as well as nature protection inspectors. It was a good preparation for the rangers acting in the ecological network. Considering the relevance of the planned works on maintenance of water flows, rangers were instructed about the nature protection measures that should be implemented. The participants had an opportunity to learn in practice whether the works aimed at maintaining rivers and streams are in compliance with the nature protection measures and conditions.

For more information please contact [Katica Bezuh](#), Sector for Nature Protection Inspection, Ministry of Environment and Nature Protection.

## 8. RIO+20

The United Nation Conference on Sustainable Development was held in Rio de Janeiro, Brazil, 20-22 June 2012. It was preceded by the last preparatory session and consultation during which a e/f



## 10. The Adriatic-Ionian Region plans

State representatives and stakeholders from the Adriatic-Ionian Region met at a side event during the Rio+20 Conference to discuss prospects for post-Rio promotion of sustainable and equitable economic growth in the region. The event "Green Economy: Achievements & Perspectives in the Adriatic-Ionian Region" gathered high-level representatives from Serbia, Slovenia, Croatia, Montenegro, Greece, and Bosnia and Herzegovina who presented the main findings of national preparatory processes and resulting strategic documents. This was followed by a panel discussion on the state of affairs in the field of the green economy, projected developments, and

planned activities. High-level participants included Jan Dusik, Executive Director, UNEP Regional Office for Europe, Franc Bogovič, Minister of Agriculture and the Environment of Slovenia, and Oliver Dulić, Minister of Environment, Mining and Spatial Planning of Serbia. IUCN presented its activities in SEE and highlighted people's dependency on nature and the ecosystem services it provides. This meeting was an important step in strengthening cooperation that would ease the challenging transition to green economy in the countries of Adriatic-Ionian Region.

For more information please contact [Tomasz Pezold](#), IUCN SEE.

## 11. Mobilizing civil society in the Dinaric Arc

IUCN and the Quebec-Labrador Foundation/Atlantic Centre for the Environment held training on civic engagement in nature conservation in April 2012, in Knin, Croatia. The training introduced the participants of the cross-border project sites of the Dinaric Arc region to the concept of civic engagement in natural resource management and inspired them to take responsibility for the environment they live in. The training emphasized the benefits of civic engagement, proving it to be a valuable approach to sustaining rural communities and their traditional landscapes in transboundary protected areas. It provided representatives from civil society groups, the national parks administration, municipalities and local communities with many useful methods of civic engagement. Among these methods were facilitation, communication, consultation, idea generation, prioritization, collaboration, and personal connection to natural landscapes. Participants learned from examples of civic engagement in protected landscape areas from other regions of the world such as North America, where this is a commonly used method.

For more information please contact [Veronika Ferdinandova](#), IUCN SEE.

## 12. Educational walking trail in Krka NP

A new educational walking trail, Stinice – Roški Slap – Ozična Pećina Cave, was opened on 27 April 2012 as part of the project 'Sustainable visitor management in Krka National Park'. One of Croatia's most beautiful walking trails has been fitted with educational info panels providing detailed information about the plant and



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students of journalism and environmental studies. The working group is currently preparing an informative package (posters, leaflets, Facebook page, twitter) focusing on the irreversible effects that hydropower constructions have on people's livelihood and environment.

For more information please contact [Vilma Pulleja](#) or [Iirjan Qirjazi](#), INCA.

### 15. Wild orchids habitat to be protected

In Krnjaca, a part of Belgrade, and in the close vicinity of Veliko blato, there is a habitat of strictly protected orchid species called marsh helleborine (*Epipactis palustris*). This orchid species is on the ANNEX B of the CITES list, and is also a part of European Red List of Vascular Plants, with the status LC - Least Concern. Experts of the Institute for Nature Conservation of Serbia have recently conducted field research in order to elaborate the protection study of this rare species habitat. They have agreed that the species was seriously under threat due to the illegal dump sites found there. Previously, based on the work of the Institute's experts on biotope mapping within the project "Belgrade Green Regulations", orchid population in this habitat was estimated at about one hundred specimen. However, the illegal disposal of solid waste makes this habitat increasingly threatened, and a number of orchids is constantly decreasing. Rubble, soil and other solid waste continues to be unloaded directly onto the habitat of marsh helleborine, the dump site has also been significantly broadened, which calls for urgent necessary protection of this habitat.

For more information please contact [Verica Stojanovic](#)

## 17. Culture: contributing to wetland wise use

On 7 July 2012, during the 11th Meeting of the Conference of the Contracting Parties to the Ramsar Convention on Wetlands (COP11) in Bucharest, Romania, the Ramsar Culture Working Group organised a side-event on “Culture: Contributing to Wetlands Wise Use”. Facilitated by Sansanee Choowaew (Thailand) and Dave Pritchard (UK), the event featured a large variety of examples of how cultural values and practices contribute to the conservation and wise use of wetlands around the world. Next to examples of wetland and water-related festivals in Thailand and Japan, the conservation of a sacred wetland area in West Africa as well as the cultural importance of salinas and salt production for wetland conservation was showcased. The event was also the occasion to present the draft Strategic Action Plan for enhancing the role of cultural aspects in the work of the Ramsar Convention during the next triennium, until 2016. The side-event concluded with a special presentation on the cultural diversity and local traditions of the host country’s Danube Delta. Coordinated by Mr Thymio

Papayannis, the Culture Working Group of the Ramsar Convention gathers representatives from each region of the world as well as institutional members such as the UNESCO World Heritage Centre. The initiative has been receiving financial support by the MAVA Foundation as well as organisational support by the Mediterranean Institute for Nature and Anthropos (Med-INA; Athens, Greece).

For more information please visit [http://www.ramsar.org/cda/en/ramsar-activities-culture/main/ramsar/1-63-412\\_4000\\_0](http://www.ramsar.org/cda/en/ramsar-activities-culture/main/ramsar/1-63-412_4000_0) or contact: [secretariat@med-ina.org](mailto:secretariat@med-ina.org).

## 18. Turtle doesn't see the difference

On 23 May 2012, World Turtle Day, MEDASSET launched an awareness raising campaign on the devastating effects of plastic, especially bags, on marine life: “You See the Difference. A Turtle Does Not.” The ad, created Pro bono by XL Advertising Communication, was also posted on Facebook, and went viral in a matter of hours, shared worldwide. MEDASSET has since received requests for permission to display the poster from all over the world, from NGOs, Universities and Aquariums. The Athens International Airport and ANEK Lines passenger ships will also display the ad in the coming months.

### 19. Natura 2000 in Serbia and Montenegro

After three and a half years of the project “Strengthening the capacity of governments and civil sector in Serbia and in Montenegro to adapt to EU nature protection aquis”,



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## 1. Economy of resources

Long ignored by decision-makers as irrelevant to economic planning and national prosperity, resource limitation is now a critical factor that determines a country's success in the 21st century. According to a two-year study by [Global Footprint Network](#), whose findings will be released in a report in October, the Mediterranean region now uses approximately two and a half times more natural resources and ecological services than what its ecosystems can provide. Global Footprint Network and UNESCO, with the support of the MAVA Foundation, will launch the report on October 1 at a two-day conference at Palazzo Zorzi in Venice, Italy. The conference is expected to draw government finance, planning and environment representatives, NGOs and academics who wish to better understand the link between economic and environmental crises.

For more information, please contact [alessandro@footprintnetwork.org](mailto:alessandro@footprintnetwork.org).

## 2. LANDLIFEWEEK

The First European Land Stewardship Week will be held between 28 September and 7 October 2012. It is a campaign aimed to promote events throughout Europe to raise awareness about the importance of care for the earth and its wealth of natural and cultural resources. The Land Stewardship Week is facilitated by all the Landlife partners but requires to be boosted by actions of individuals, organizations and institutions working towards the common goal of preserving the natural, rural and cultural heritage of our lands and sustainable use of all our natural resources. That is why we ask for your participation on the campaign, and to get involved in this special week by organizing events during these dates. You can either organize a specific event or include an event that you have already on your agenda. You can [register your event](#) during all summer. LandLife is a LIFE+ 2011-2014 Information & Communication Project cofunded by the European Commission.

For more information please visit: [www.landlifeweek.eu](http://www.landlifeweek.eu)

## 3. Ecologists of Macedonia

4th Congress of the Ecologists of Macedonia with international participation will be held in Ohrid, FYROM, 11-15 October and hosted by Macedonian Ecological Society, in cooperation with Macedonian Limnological Society. It will offer a platform for experts' experience and knowledge exchange. The papers will be presented through different thematic sessions, whilst each session will start by presenting case studies chosen by the Scientific Committee.

For more information please contact [Robertina Brajanoska](#), Macedonian Ecological Society or visit [www.mes.org.mk](http://www.mes.org.mk).

## 4. Dinaric Arc Parks conference

International conference Dinaric Arc Parks will be held in a week of 19 November 2012, in Banja Luka, Bosnia and Herzegovina, organized by WWF in collaboration with Ministry of Spatial Planning, Civil Engineering and Ecology of Republic of Srpska. The conference will focus on Protected Areas' benefits, Sustainable tourism, Climate changes, and Protected Areas in EU context. It is held within the project Dinaric Arc Parks that aims to create an association of nature and national parks in the Western Balkans. All managers and senior staff of individual parks are invited

practice examples. Institutions, governmental or nongovernmental organizations, as well as those who have an interest in particular topics, are invited to participate at the conference.

For more information please contact [Leon Kebe](#), WWF MedPO.

## 5. GREEN FEST calls for film entries

“Urban ecology and sustainable development” is the main topic of the Green Fest which will be held 14-16 November 2012, in Belgrade, Serbia. Environmental Improvement Center, the organizer of the Festival, with the support of Environmental Protection Secretariat – City of Belgrade, is announcing this year’s Call for Entries in two categories: amateur and short film. Authors can send their films for screening until 10 October. International Green Culture Festival “GREEN FEST” builds upon the successful tradition of International Environmental Film Festival “Green Screen Fest”, which had 7500 visitors in 2010 and 2011. For the last two years, over 130 films from 25 countries has been screened, 39 workshops and lectures were held, with over 20 “green” exhibitors and artists.

For more information please visit [www.greenfest.rs](http://www.greenfest.rs).

## FUNDING OPPORTUNITIES

### 1. Terra Viva Grants Directory

This global database provides information about international grant funding for agriculture, energy, environment, and natural resources in the developing world. They focus on grant makers (donors) serving the developing world. The website is mostly used by people searching for financial support of their work as individuals or as organizations. Grant makers included in the Terra Viva Grants Directory range from funders of community projects to funders of science and research. For more information please visit: [www.terravivagrants.org](http://www.terravivagrants.org).

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IUCN welcomes articles in which you report on the activities related to transboundary cooperation in protected areas and biodiversity conservation. Please inform the public on the status of your projects and actions, as well as events that you attended. You are welcome to announce new meetings and workshops, briefly report on new publications and announce funding opportunities. Please send a photo to accompany your article if appropriate and indicate your email and/or weblink for further reference.

The articles should be 150-250 words in length. Please note this as the interest to distribute news articles through the bulletin is extremely high and we are trying to secure space for all of you to contribute. The editors reserve the right to shorten and modify the text if necessary. Thank you for taking these guidelines into consideration!

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IUCN's European region covers the European continent, Russia and Central Asia, and includes the European Union overseas

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