

**Matra Government to Government (Matra G2G) 2025-2029**

Annex I - Project plan

# Instructions

Please note that to be eligible for a subsidy from the Matra Government to Government programme, you need a completed quick scan and our quick scan advice. Project details may differ from the project idea as presented in the quick scan. We will only take applications into consideration that come with our advice on the quick scan.

To apply for a subsidy, please complete this Project plan in English.You submit this form as an annex to your application form in eLoket.

* Please present the information concisely.
* The project plan should not be more than 30 pages, excluding the explanatory texts (in blue font).
* Delete this blue text after you have completed the project plan.
* Please provide references for important statements, arguments and figures.

**As part of your application, you must also complete and submit all other mandatory documents. We will only consider applications that are complete.**

**Mandatory application documents**

* Application form in *eLoket*;
* Annex I Project plan;
* Annex II Project budget (in Excel);
* Annex III Organisational Risk and Integrity Assessment (ORIA), including the attachments mentioned in part B;
* Annex IV Declaration of intent;
* Annex V Cooperation agreement (if applicable);
* Annex VI Authorisation intermediary (if applicable).

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# General project information

Note that we may publish the general project information you state in the table below.

Project title

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Project country, including the project's region/location

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Project purpose

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Project's primary outcomes

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Project summary

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Involvement in other Matra 2025-2029 proposals

*If applicable, list the Matra G2G applications your project partners are involved in. Specify the quick scan numbers and/or project titles for each applicant, partner and third party.*

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# **2**. Contextual, problem and stakeholder analysis

## 2.1 Context and problem analysis

Describe at least the following:

* The project's broader context. This section should answer general questions such as:  
  In what (institutional) environment/context will the project be implemented?  
  Which external factors are important?  
  Give a stakeholder and problem analysis in a separate section below (see 2.4). First describe:
  + The project's social, economic and political situation and institutional setup.
  + The local policy, laws and regulations relevant to the project.
* The problem analysis, with, for example,
  + The main problems that need to be solved to realise the desired impact.
  + The causes of these problems.
  + The effects of the problems.
  + Organisations and people affected by the problems.
  + Who are and what is needed to solve the problems?
  + Which of these problems are not solved or targeted by the project? Explain why.
* Gender equality and inclusion context, for example,
  + What are the project's effects on inclusion in general and gender issues precisely?
  + How are these topics taken into account in the (implementation of the) project plan?

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## 2.2 Target groups / local beneficiaries

Describe at least:

* Who are the target group(s) or beneficiaries?
* What is their role in society?
* What are their needs?
* How does the project contribute to improving their institutional capacity?
* Explain why these organisations are the logical beneficiaries of this project, given the context and problem analysis.
* Describe the extent to which the public or semi-public organisations in the target country or countries show sufficient commitment to the project.  
  Also, describe the extent to which this is embedded in their organisation.   
  Include the local beneficiaries' tangible commitment in terms of available capacity in FTE (full-time equivalent), project coordination, and so on.   
  *Note that it is mandatory to include a signed declaration of intent by the public or semi-public institution(s) in the target country demonstrating their intention to jointly carry out the project.*

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## 2.3 Stakeholder analysis

Which other (local) main stakeholders or stakeholder groups (non-project partners) will be identified? Stakeholders are parties influenced by the project and those who can influence it directly or indirectly.

| **Stakeholder** | **Role1)** | **Interest2)** | **Position3)** | **Influence4)** |
| --- | --- | --- | --- | --- |
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1) Type of actor/role: for example, decision-maker, other (semi-)government organisation, civil society organisation, citizen(s) groups or direct or indirect beneficiary, and so on;

2) Level of interest in the project output and outcome: high / medium / low;

3) The stakeholder's position towards the project objective: for example, in favour, against, ambiguous towards the change(s) required to meet the development goal;

4) The degree of influence the stakeholder has in the project context: high / medium / low.

* Describe the interests in the project, responsibilities, positions and influences of every main stakeholder.
  + Interest: What is the stakeholders' interest in the project? What are the stakeholder's long-term benefits?
  + Responsibilities: What responsibilities and roles does the stakeholder have in the project's focus area?
  + Position: What are the reasons for the stakeholders' positions on the project or project goals and ambitions?
  + Influence: How can stakeholders influence the project? What is their power and mandate?

Stakeholder 1

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Stakeholder 2

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Stakeholder 3

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## 2.4 Involvement of local civil society organisations

Describe:

* Which local civil society organisations are involved in the project?   
  What capacity do they have? For example, partner, third party, or other.   
  Describe their roles and commitments.
* The extent to which these organisations have added value and effective influence on the launching, content, and monitoring/direction of the activities.

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## 2.5 Involvement of Dutch (semi-)governmental organisations

Describe:

* The involvement of Dutch (semi)-government organisations: What is their role? Why is this organisation a logical counterpart, given the local beneficiary?
* What is their commitment? Make their commitment clear and tangible.   
  *Note that it is mandatory to add a signed declaration of intent by the public or semi-governmental organisations demonstrating their intention to jointly carry out the project .*
* How does the proposed collaboration between a Dutch and local public or semi-public institution contribute to achieving the intended project results?

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# **3. Project plan**

## 3.1 Theory of Change (ToC)

Describe the project's theory of change: how and why you expect to achieve the desired change. Also, give a visual overview, for example, a table or graphic.

* Ensure that the theory of change is linked to and follows logically from the contextual, stakeholder and problem analysis.
* Describe how it corresponds to the Matra G2G 'Theory of Change’. You can find this ToC as a download on the [Matra G2G webpage](https://english.rvo.nl/subsidies-financing/nfrp-matra/matra-g2g).
* If the project focuses on more than one country or has a regional set up or component within the project, explain the regional scope's added value.

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## 3.2 Project plan / approach

Provide an elaborate project description containing:

* the project's objectives;
* clear, realistic and quantifiable results;
* verifiable milestones, and;
* activities.

Also, explain the connection between these items.

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## Monitoring, Evaluation and Learning (MEL) approach

Describe your proposed Monitoring, Evaluation and Learning (MEL) strategy, including the methods and allocation of roles presented. Also, describe how these are suited to monitoring and evaluating the project's progress and results.

* A MEL approach contains at least a baseline and an end-term evaluation.
* Formulate qualitative and quantitative outputs/outcomes/indicators the project will monitor at least each year. Include the standardised mandatory indicators listed in the Theory of Change (ToC) document on our website.
* Explain how and when you will gather data during the project.
* In designing the MEL strategy, keep in mind that the yearly reporting document includes a section on achievements, lessons learnt and the project's impact.
* Learning is a central part of MEL activities. Please specify how you will use the data on output, outcome and impact level for learning and decision-making.
* Please complete the table below. You may add outcomes and outputs if needed. In total, use a maximum of 3 project outcomes and 5 outputs per outcome.

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|  | **Indicators** | **Data Source and Collection Method** | **Baseline** | **Target** |
| --- | --- | --- | --- | --- |
| **Project objective:** |  |  |  |  |
| **Outcome 1:** | *Break down by country and gender (if possible)* |  |  |  |
| **Output 1.1:** | Break down by country and gender (if possible) |  |  |  |
| **Activities that lead to Output 1.1:** | | | | |
| **Output 1.2:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output 1.2:** | | | | |
| **Output 1.x:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output 1.x:** | | | | |
| **Outcome 2:** | *Break down by country and gender (if possible)* |  |  |  |
| **Output 2.1:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output 2.1:** | | | | |
| **Output 2.2:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output 2.2:** | | | | |
| **Output 2.x:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output 2.x:** | | | | |
| **Outcome x:** | *Break down by country and gender (if possible)* |  |  |  |
| **Output x.1:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output x.1:** | | | | |
| **Output x.2:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output x.2:** | | | | |
| **Output x.x:** | *Break down by country and gender (if possible)* |  |  |  |
| **Activities that lead to Output x.x:** | | | | |

## 3.4 Communication strategy

In view of the grant programme's objectives, develop a clear strategy for external communication relative to the target country.

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## 3.5 Planning, division of tasks and project team

Provide a clear and realistic project timetable, including a division of tasks and responsibilities.

Provide a table offering insights into the core project team members' expertise that is relevant to the project.

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## 3.6 Risk management

Describe your risk management, consisting of a satisfactory risk analysis and adequate measures to reduce those risks. Please fill out the table below.

| **Risk** | **Likelihood of happening** | **Level of impact/severity** | **Measures to reduce the impact** | **Responsible**  **partner (in case of a consortium)** |
| --- | --- | --- | --- | --- |
| For example, a COVID-19 outbreak stops the programme. | Low/medium/high | Low/medium/high | For example, the possibility of continuing online. | For example, implementing partner or external organisation |
| … | … | … | … | … |
| … | … | … | … | … |
| … | … | … | … | … |

# Policy contribution and relevance

## 4.1 Contribution to Matra Goals

Describe the project's contribution to the G2G Matra programme goals. Why is it relevant? How does the project contribute to the Matra G2G goals to strengthen the capacity of public or semi-public organisations in the target countries? How does it strengthen bilateral relations between the Netherlands and the target countries?

Does it contribute (directly or indirectly) to the implementation of the agreements that the European Union (EU) has made with this country/these countries on strengthening the rule of law and good governance?

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## 4.2 Thematic relevance

Describe how the project ties in substantively with one or more of the themes and sub-themes listed in section 6.1 of the administrative rules.

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## 4.3 Complementarity

Describe the project's added value and how it complements existing activities in the target country/region, including activities undertaken or supported by other donors.

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# 5. Sustainability

Describe how it can reasonably be expected that the project will have a lasting effect in the target country. Describe how the project will sustainably contribute to stronger organisations without the need for extra funding after the project has ended. Provide a narrative on the strategy to obtain institutional sustainability and local embedding.

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# 6. Budget

You must present the total project budget in the budget calculation tool (Annex II) that you attach to your application. It includes the expenditures financed out of the subsidy and, if applicable, the own contribution.

If you need to explain the budget further, you may do so here.

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# 7. Track record

The administrative rules, section 4.2, explain the eligibility criteria for grant applicants, including the required experience. Please complete the table below with relevant experience. Complete one table for each project that your organisation or partner organisation has conducted.

The information should prove that the applicant and its staff:

* + have at least 2 years of experience, gained within the last 10 years, with activities in the target country;
  + have at least 2 years of experience, gained within the last 10 years, with the implementation of activities focused on the theme or sub-theme on which the project focuses; and
  + are capable of proper financial management and have the necessary experience-based expertise to ensure effective and efficient implementation of the project activities.

You may add annexes as evidence that the applicant has the required experience as set out in section 4.2 of the Administrative Rules.

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| Name of the organisation |
|  |
| Lead applicant |
|  |
| Co-applicant |
|  |
| Affiliated entity |
|  |
| Project title |
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| Sector |
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| Location of the project |
|  |
| Cost of the project (euros) |
|  |
| Role: Coordinator, co-beneficiary, affiliated entity |
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| Project donors (name) |
|  |
| The amount contributed (by donor) |
|  |
| Dates (from…to) dd/mm/yyyy |
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| Project objectives and results |
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**Please submit this form as an annex to your application form in *eLoket*.**