Danida Green Business Partnerships

Project Document Template

June 2025

Introduction

Enclosed you will find the mandatory template for a DGBP Project Document. It should be noted that the template includes requirements of information that has already been submitted in the Concept Note. This information may be copied into this template, with any additional or updated information on e.g. updated financial figures. Please respect the maximum length indicated of each section of the document, including section 2 (15 pages).

The DGBP Secretariat organises meetings/webinars with guidance in relation to preparing this Project Document. You are welcome to contact the DGBP Secretariat if you have questions concerning the template as well as for general guidance during the process of completing the documentation.

**Checklist for submitting your draft project document:**

* Make sure all sections are filled in – main document should be submitted in word format
* Attach Section 4 (budget) and Section 6 (indicative costing) as separate excel files
* Submit the documents to dgbp@dgbp.dk before the agreed deadline
* No signatures are needed at this stage

**Checklist for submitting your final project document:**

* Make sure all sections are filled in
* Date and sign the document in the template below (all partners)
* Attach CVs for key staff in a separate PDF file
* Remember to sign the MoU between partners in the partner consortium in section 9
* Scan all sections into one pdf document after agreement with the DGBP Secretariat
* Submit the document to dgbp@dgbp.dk before the agreed deadline.

Signatures

|  |  |  |
| --- | --- | --- |
| **Signatures of key partners:** | **Administrative partner:** | **Key Commercial Partner:** |
|
|
|
| [Name of Signatory][Name of Partner] | [Name of Signatory][Name of Partner] |
|
|
| **Signatures of other partners:** |  |  |
| [Name of Signatory][Name of Partner] | [Name of Signatory][Name of Partner] |
| **Signatures of other partners:**  |  |  |
| [Name of Signatory][Name of Partner] | [Name of Signatory][Name of Partner] |

# (Draft) Project Document

# [Date]

# [Name of Project, Country]

DGPB File No [as indicated in received mail]

Table of contents

[(Draft) Project Document 4](#_Toc123638885)

[[Date] 4](#_Toc123638886)

[[Name of Project, Country] 4](#_Toc123638887)

[Project Summary 6](#_Toc123638888)

[Section 1: Project partners 7](#_Toc123638889)

[Section 2: Project presentation 11](#_Toc123638890)

[Section 3: List of project staff 14](#_Toc123638891)

[Section 4: Overall Project Budget 15](#_Toc123638892)

[Section 5: Results Framework 16](#_Toc123638893)

[Section 6: Project Activities and Indicative Costing 20](#_Toc123638894)

[Section 7: Gantt Chart 21](#_Toc123638895)

[Section 8: DGBP Risk Management 22](#_Toc123638896)

[Section 9: Responsible Business Conduct Action Plan 24](#_Toc123638897)

[Section 10: Memorandum of Understanding 25](#_Toc123638898)

# Project Summary

|  |
| --- |
| **Project Title** |
| *Short project title including name of country in which the project will take place. Maximum 80 characters.*  |
|  |

|  |
| --- |
| **Project Summary** |
| *Summary of the project (summary and project title maximum 1 page)*  |
| *Areas that should be covered in the summary include:** *Present the overall objective.*
* *Describe the business case(s) of the commercial partner(s) in the project.*
* *Describe how the business case supports the development objective.*
* *In a narrative form provide an overview of the project intervention areas and expected key results (outcomes).*
* *List consortia members and describe their complementarity and the strength and uniqueness of the consortia, which will contribute to success of the project.*
* *Time frame and budget (total budget and grant budget)*
 |

# Section 1: Project partners

**A: ADMINISTRATIVE PARTNER**

*(Non-commercial partner responsible for project administration)*

|  |
| --- |
| **Contact details** |
| Organisation name |  |
| Legal status |  |
| Address |  |
| Telephone  |  |
| Organisation e-mail |  |
| Webpage  |  |
| Name and title of project manager |  |
| e-mail |  |
| Telephone |  |
| **Key figures** |
| Please specify currency  | Most recent year | Most recent year -1 | Most recent year -2 |
| Turnover |  |  |  |
| Number of employees |  |  |  |
| Date of audited financial |  |  |  |
| Number of members  |  |  |  |
| Largest revenue source |  |  |  |
| **Short partner presentation:**  |
| (Including link to relevant sites on organisation’s webpage1-3 relevant project references in annex, max 1 page each) |
|  |

**B: KEY COMMERCIAL PARTNER**

|  |
| --- |
| **Contact details**  |
| Company name |  |
| Legal status |  |
| Address |  |
| VAT reg. number |  |
| Accounting Class[[1]](#footnote-2) |  |
| Webpage |  |
| Name and title of project responsible |  |
| e-mail |  |
| Telephone |  |
| **Key figures**  |
| Please specify currency | Most recent year | Most recent year -1 | Most recent year -2 |
| Turnover |  |  |  |
| Number of employees |  |  |  |
| Date of audited financial |  |  |  |
| Profit after tax |  |  |  |
| Equity  |  |  |  |
| **Short partner presentation:**  |
| (Including link to relevant sites on organisation’s webpage) |
|  |

**C: OTHER NON-COMMERCIAL PARTNER(S)**

(Optional, if more partners, copy table and fill in for all)

|  |
| --- |
| **Contact details** |
| Organisation name |  |
| Legal status |  |
| Address |  |
| Telephone  |  |
| Organisation e-mail |  |
| Webpage  |  |
| Name and title of project manager |  |
| e-mail |  |
| Telephone |  |
| **Key figures** |
| Please specify currency  | Most recent year | Most recent year -1 | Most recent year -2 |
| Turnover |  |  |  |
| Number of employees |  |  |  |
| Date of audited financial |  |  |  |
| Number of members  |  |  |  |
| Largest revenue source |  |  |  |
| **Short partner presentation:**  |
| (Including link to relevant sites on organisation’s webpage1-3 relevant project references in annex, max 1 page each) |
|  |

**D: OTHER COMMERCIAL PARTNER(S)**

(Optional, if more partners, copy table and fill in for all)

|  |
| --- |
| **Contact details**  |
| Company name |  |
| Legal status |  |
| Address |  |
| VAT reg. number |  |
| Accounting Class[[2]](#footnote-3) |  |
| Webpage |  |
| Name and title of project responsible |  |
| e-mail |  |
| Telephone |  |
| **Key figures**  |
| Please specify currency | Most recent year | Most recent year -1 | Most recent year -2 |
| Turnover |  |  |  |
| Number of employees |  |  |  |
| Date of audited financial |  |  |  |
| Profit after tax |  |  |  |
| Equity  |  |  |  |
| **Short partner presentation:**  |
| (Including link to relevant sites on organisation’s webpage) |
|  |

# Section 2: Project presentation

|  |
| --- |
| **Project description**  |
| ***Maximum 15 pages****.* *The Project Document should be a concise and further development of the project description submitted in the Concept Note.*  |
| Background and context | *The background could include: description of the context, including the business environment, in which the project will operate; opportunities and challenges within the partner country that the project addresses; coherence with Danish and national policies and strategies; description of how the project came about etc.*  |
| Project objective  | *Describe overall development objective of the project – what long term impact will the project contribute to; what is the vision of the project in a 5-10-15 years outlook; How does the project contribute to SDG8 and which other SDG(s) does the project contribute to? How does the project’s business case contribute to the overall development objective of the project?*  |
| Project description, theory of change, and key results  | *This is a core section of the project proposal and is expected to take up the majority of the 15 pages. The section should* ***as a minimum*** *cover the following:** *The overall (larger picture) theory of change/ intervention logic for the project – what desired changes will the project lead to, for whom and how?*
* *More specific and detailed description of the outputs and outcomes and desired changes that the project will deliver within the project period, incl. how the outputs (the deliverables of the project) will lead to the outcomes (effects). Please ensure that you link to (but do not duplicate) the results framework in Section 5.*
* *Main assumptions that will need to hold true for the changes to happen*
* *The intended target groups/beneficiaries and what they will gain from the project.*
* *Key external stakeholders (e.g. government agencies, other market players etc.) that the project will engage with, their level of capacity and influence on the project*
* *Project’s contribution to the key indicators for the DGBP programme (see DGBP results framework).*

*Please note that a format is included in Section 6 that allows for a more detailed description of activities including division of responsibilities and link to budget items.**Please include graphic illustrations of the theory of change where relevant* |
| Commercial partners’ business case(s) | *Briefly and concisely outline the project related business case for each commercial partner in the partnership. Specify point of departure of the business case for each commercial partner. Specify expected situation when Danida support ceases and how the business case(s) is expected to unfold on fully commercial terms (provide figures). Please make a clear reference to DGBP programme level indicators.*  |
| Wider market effects | *Describe the wider market effects expected by the project and how the project design will work to ensure that the project will generate wider market effects in the sector/country/region etc.* *The expected results should go beyond the interests of the targeted beneficiaries and those of the participating commercial partners. This could be better framework conditions through inspiration and advocacy; Improved sector coordination and collaboration; infrastructure investments; demonstration effects and improved market linkages.*  |
| Additionality of DGBP support | *How does DGBP funding contribute to achieving the project’s development objective? Describe why the support from DGBP is required in order to implement the project and which additional results will be obtained with specific focus on the intended beneficiaries.* |
| Organisation, management and reporting | *Describe the specific role of each of the partners within the partnership including key contributions.* *Describe overall project organisation and management; envisaged governance arrangements, monitoring procedures etc.* *Include information on planned baseline studies and other key studies (timing, data sources etc).* *Describe the consortium’s reporting mechanisms and sequencing. Please be aware of the formal reporting requirements for DGBP which need to be reflected (reference is made to the DGBP administrative guidelines).*  |
| Responsible Business Conduct | *Noting that delivery above compliance is expected, specify what policies and standards in relation to responsible business conduct will be applied by the partnership. Briefly describe the due diligence procedures and risk assessments carried out during project preparation and implementation.* *What issues related to the business case with potential negative impact related to human rights incl. gender equality, labour rights and the environment have been identified? How will these be handled by the project (including the commercial partners)? What positive effects will the project generate in these areas? How will business partner(s) ensure and document tax compliance?**Reference is further made to the DMDP/DGBP guidelines for Responsible Business Conduct found on the programme web-page.* *It is possible to allocate up to DKK 500.000 to activities related to RBC, which should be fitted into the project logic, cf. Section 8.* |
| Major risks | *Briefly describe the key risks, risk assessment and mitigation strategies.* *Risks should be divided into contextual, programmatic and institutional risks, and include risks related to the partnership and the business venture and an assessment of potential negative impacts in the areas of human rights, labour rights, environment and anti-corruption. Reference is also made to the Risk Management framework in Section 7 and the RBC action plan in Section 8.*  |
| Communication | *Briefly describe the rationale for the strategic communication activities (why) as well as how project results will be communicated to the targeted and general public, including in Denmark.* *A separate output is required for the communication plan and activities. A maximum of DKK 200.000 from the DGBP grant should be set aside for communication activities, which should be made clear in Section 6.*  |
| Sustainability and exit | *What is the long-term perspective for the partners, individually or jointly to continue operation and cooperation in the business area without DGBPP support? What is the exit strategy for the non-commercial partner(s).* *As DGBP financed activities are phased out, what local structures and institutions will the commercial partners engage with in order to continue engagement and scale-up? Describe how the development effects will be sustained and how the project will affect the beneficiaries in the longer term. What are the conditions and potential for further scale-up of the commercial activities? Focus this on the models that are being built by the project.* *Elaborate on constraints envisaged related to sustainability and actions to overcome these.* |
| Project financing (DKK) | Indicate how the project is financed:

|  |  |
| --- | --- |
| *DGBP contribution to non-commercial partner(s)* | *Amount in DKK*  |
| *DGBP contribution to commercial partner(s)* | *Amount in DKK* |
| *Total DGBP contribution* | *Amount in DKK* |
| *Commercial partner(s) contribution* | *Amount in DKK* |
| *Non-commercial partner(s) contribution* | *Amount in DKK*  |
| *Other partner(s) contribution* | *Amount in DKK*  |
| ***Total project budget*** | ***Amount in DKK***  |

***Own-contribution in percentage: XX%(min 25%)****Commercial partner(s) contribution (divided by)**(DGBP contribution + commercial partner(s) contribution)**Fill out the budget template in section 4.*  |
| Time frame | *Indicate expected time frame of the project (3-5 years) and what phases the project is divided into.* *Include key milestones for the first year of implementation* |

# Section 3: List of project staff

| **Previous partner experience and staff assigned** |
| --- |
|  | **Name of staff assigned** | **Title/Position** | **Country of residence** | **Responsibility** | **Previous experience of partner** |
| **Administrative partner[Name]** |  |  |  |  | [Country experience][Sector experience][Experience of commercial partnerships] |
|  |  |  |  |
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|  |  |  |  |
| **Key commercial partner[Name]** |  |  |  |  |  |
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| **Other Partner****[Name]** |  |  |  |  |  |
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| **Other Partner****[Name]** |  |  |  |  |  |
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| **Other Partner****[Name]** |  |  |  |  |  |
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| **Other Partner****[Name]** |  |  |  |  |  |
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# Section 4: Overall Project Budget

An excel budget sheet using the template in Annex 10 of the DGBP Administrative Guidelines.

# Section 5: Results Framework

The results framework summarises the expected result in the project, providing an overview of strategic objectives, outcomes, outputs and with associated key indicators in addition to possible process indicators. The results framework derives from the Theory of Change (ToC) and builds on objectives and selected indicators from the partner’s results frameworks or, if partner frameworks cannot be utilised, establishes its own relevant objectives, indicators and baselines based on consultations with project/programme stakeholders, including if relevant final beneficiaries.

**Outcome** is defined as the short-term and medium-term effects on the target group. The project cannot control but only influence or contribute to the outcomes. Indicate preferably two and maximum four outcomes. **Output** is defined as short-term result in the form of goods and services resulting from a project activity. Outputs are achieved immediately after implementing an activity and is thus what is created at the end of a process. It is within control of the project. It is linked to the activity but it is for example not just the number of people trained. The output is also that they have actually required new skills or knowledge. Include maximum eight outputs.

The DGBP programme-level indicators are indicated below. You are requested to indicate end-of-project targets for all five indicators under “Inclusive private sector growth and improved livelihoods” and select the relevant indicators for your project among the five indicators under “Climate and environmental indicators”. We encourage that at least some of the programme-level indicators are included in the results framework at outcome level.

1. **Climate and environmental indicators** (select one or more for the project)
	1. Number of vulnerable persons/households who have increased their resilience to climate change as an effect of the partnership projects
	2. Avoided GHG emissions (estimated CO2-equivalents)
	3. Efficiency gained on the use of water, energy, materials and/or natural resources (percentage efficiency gains)
	4. Area under sustainable land management (ha)
	5. Reductions in the amounts of polluting substances released to soil, water bodies and/or air (percentage reduction)
2. **Inclusive private sector growth and improved livelihoods** (select all indicators)
	1. Number of decent jobs created with commercial partners (total/female/youth)
	2. Number of people with opportunities for increased income and/or improved livelihoods (total/female/youth)
	3. Viable business cases developed and sustained at the end of the project period
	4. Percentage of partner companies with responsible business conduct
	5. Amount of private investments mobilised in partnership project (DKK)

Please use the template below for your project results framework and delete explanatory text when the below table is filled in and add lines according to need.

|  |  |
| --- | --- |
| Project title |  |
| Project objective | [The intended impact contributing to benefit to a society or community] |
| SDG targets | [Make direct reference to principal and significant SDG targets (which SDG targets do the project target as a principal and as a significant objective. Maximum 5 SDG-targets from 3 SDGs] |

|  |
| --- |
|  |
| DGBP Programme-level indicators | Unit | Baseline | Final target |
| * 1. Number of vulnerable persons/households who have increased their resilience to climate change as an effect of the partnership projects (total/female/youth)
 | # |  |  |
| * 1. Avoided GHG emissions (estimated CO2-equivalents)
 | CO2-e |  |  |
| * 1. Efficiency gained on the use of water, energy, materials and/or natural resources (percentage efficiency gains)
 | % |  |  |
| * 1. Area under sustainable land management (ha)
 | Ha |  |  |
| * 1. Reductions in the amounts of polluting substances released to soil, water bodies and/or air (percentage reduction)
 | % |  |  |
| * 1. Number of decent jobs created (total/female/youth)[[3]](#footnote-4)
 | # |  |  |
| * 1. Number of people with opportunities for increased income and/or improved livelihoods (total/female/youth)
 | # |  |  |
| * 1. Viable business cases developed and sustained at the end of the project period[[4]](#footnote-5)
 | # |  |  |
| * 1. Percentage of partner companies with responsible business conduct
 | % |  |  |
| * 1. Amount of private investments mobilised in partnership project
 | DKK |  |  |
|  |
| Outcome 1 | [The short-term and medium-term effects of the outputs on the target group and/or the environment/climate] |
| Outcome indicators | [Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention]  |
| Baseline | Specify year | [Situation prior to engagement activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| Final target | Specify year | [Intended situation by the end of engagement (phase)] |
|  |
| Outcome 2 | [The short-term and medium-term effects of the outputs on the target group and/or the environment/climate] |
| Outcome indicators | [Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention]  |
| Baseline | Specify year | [Situation prior to engagement activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| Final target | Specify year | [Intended situation by the end of engagement (phase)] |
|  |
| Output 1: | [Short-term result which is the direct output of the activities carried out] |
| Output indicator | [Quantitative or qualitative factor(s) or variable(s) that provides a simple and reliable means to measure achievement or to reflect the changes connected to the intervention]  |
| Baseline | Specify year | [Situation prior to activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| … | Specify year |  | … |
| Final target | Specify year | [Intended situation when activities end] |
|  |
| Output 2: | [Short-term result which is the direct output of the activities carried out] |
| Output indicator | [Quantitative or qualitative factor(s) or variable(s) that provides a simple and reliable means to measure achievement or to reflect the changes connected to the intervention]  |
| Baseline | Specify year | [Situation prior to activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| … | Specify year |  | … |
| Final target | Specify year | [Intended situation when activities end] |
|  |
| Output 3: | [Short-term result which is the direct output of the activities carried out] |
| Output indicator | [Quantitative or qualitative factor(s) or variable(s) that provides a simple and reliable means to measure achievement or to reflect the changes connected to the intervention]  |
| Baseline | Specify year | [Situation prior to activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| … | Specify year |  | … |
| Final target | Specify year | [Intended situation when activities end] |
|  |
| Output 4: | [Short-term result which is the direct output of the activities carried out] |
| Output indicator | [Quantitative or qualitative factor(s) or variable(s) that provides a simple and reliable means to measure achievement or to reflect the changes connected to the intervention]  |
| Baseline | Specify year | [Situation prior to activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| … | Specify year |  | … |
| Final target | Specify year | [Intended situation when activities end] |
|  |
| Output 5: | [Short-term result which is the direct output of the activities carried out] |
| Output indicator | [Quantitative or qualitative factor(s) or variable(s) that provides a simple and reliable means to measure achievement or to reflect the changes connected to the intervention]  |
| Baseline | Specify year | [Situation prior to activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| … | Specify year |  | … |
| Final target | Specify year | [Intended situation when activities end] |
|  |
| Output 6: | [Short-term result which is the direct output of the activities carried out] |
| Output indicator | [Quantitative or qualitative factor(s) or variable(s) that provides a simple and reliable means to measure achievement or to reflect the changes connected to the intervention]  |
| Baseline | Specify year | [Situation prior to activities] |
| Annual target | Specify year | [Intended situation after first year of implementation] |
| Annual target | Specify year | [Intended situation after two years of implementation] |
| … | Specify year |  | … |
| Final target | Specify year | [Intended situation when activities end] |
|  |

# Section 6: Project Activities and Indicative Costing

An excel sheet using the template for indicative costing available on the DGBP website.

# Section 7: Gantt Chart

Include a figure indicating the sequence and timing of outputs and key activities/milestones by project month. You can use your own format but please ensure consistency with results framework and budget tables.

# Section 8: DGBP Risk Management

The project consortia are expected to carry out a thorough risk assessment during the project preparation phase and monitor these throughout the project implementation phase. Please use the Danida standard risk management framework indicated below – including a few leads on risk factors that may be included (but not an exhaustive list). Further guidelines are provided at the Danida Guidelines for Risk Management [Tools (um.dk)](https://amg.um.dk/tools) for further information. It is furthermore encouraged to link the risk management to the Responsible Business Conduct process as indicated in the DMDP/DGBP RBC Guidance Note.

**Contextual risks**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Factor** | **Likelihood** | **Impact** | **Risk response** | **Residual risk** | **Background to assessment** |
| Macro-economic instability |  |  |  |  |  |
| Change in government leading to a change in priorities and policies (political risks). |  |  |  |  |  |
| Potential regional threats to security and safety in XX |  |  |  |  |  |
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**Programmatic risks**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Factor** | **Likelihood** | **Impact** | **Risk response** | **Residual risk** | **Background to assessment** |
| Lack of interest and/or capability of partners/authorities/ other stakeholders  |  |  |  |  |  |
| Commercial failure of XXXX  |  |  |  |  |  |
| Disagreement among project partners  |  |  |  |  |  |
| Delays and lapses in the implementation of interventions. |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |

**Institutional risks**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Factor** | **Likelihood** | **Impact** | **Risk response** | **Residual risk** | **Background to assessment** |
| Violation of human rights and occupational safety and health standards  |  |  |  |  |  |
| Misuse, corruption and fraud by participating partners or other project implementers.  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |

# Section 9: Responsible Business Conduct Action Plan

Please refer to DMDP/DGBP RBC Guidance Note for further information and guidance. During the full project proposal development phase, partners are required to carry out an initial screening of the project activities and the inherent business case in order to identify any potential negative impact the project might have. Issues identified must undergo further and more detailed assessments using tools which are benchmarking against internationally acknowledged standards. The issues must be addressed by the project partners, with the relevant commercial partner(s) taking the lead position.

Follow-up on the RBC action plan should be a separate agenda point at steering group meetings, and partners are strongly encouraged to set aside resources to proactively work with RBC in the consortium, e.g. through organising yearly workshops, recruiting technical assistance, carrying out studies, documenting a responsible business case for dissemination etc. (up to 500.000 DKK can be used for this purpose and should be fitted in to the project logic).

The RBC Action Plan could follow a simple format like the below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Issue identified** | **Response proposed** | **Follow-up by**  | **Status (incl. date)** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
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# Section 10: Memorandum of Understanding

Partners are welcome to use their own format - no pre-defined format exists for the MoU. The MoU should as a minimum contain information on:

* Project governance set-up incl. Steering committee
* Detailed division of roles and responsibilities
* Inputs by each partner
* Commitment to Responsible Business Conduct
* Agreements on project related communication

Please submit a draft unsigned version of the MoU for comments together with the draft Project Document.

1. For Danish commercial partners, Lov om erhvervsdrivende virksomheders aflæggelse af årsregnskab mv. ([årsregnskabsloven](https://www.retsinformation.dk/forms/r0710.aspx?id=175792)) [↑](#footnote-ref-2)
2. For Danish commercial partners, Lov om erhvervsdrivende virksomheders aflæggelse af årsregnskab mv. ([årsregnskabsloven](https://www.retsinformation.dk/forms/r0710.aspx?id=175792)) [↑](#footnote-ref-3)
3. Number of full-time equivalent employees as per local definition working in new or improved jobs under the framework of the project [↑](#footnote-ref-4)
4. This is counted as the number of commercial partners with a viable business case in the developing country at the end of the project. [↑](#footnote-ref-5)