



# PIIONEER INNOVATOR GRANT

Information and guidelines for  
applicants

Science  
Pioneer  
Innovator  
Grant

## Table of contents

<b>1</b>	<b>PIONEER INNOVATOR GRANT.....</b>	<b>4</b>
	PURPOSE.....	4
1.1	AREAS OF SUPPORT .....	4
1.2	ELIGIBILITY.....	5
1.3	FUNDING.....	6
1.4	LANGUAGE.....	8
1.5	APPLICATION PROCESS.....	8
1.6	ASSESSMENT CRITERIA.....	9
<b>2</b>	<b>THE APPLICATION AND GRANT MANAGEMENT SYSTEM – NORMA .....</b>	<b>9</b>
2.1	USER REGISTRATION .....	10
2.2	CREATING AN APPLICATION .....	10
2.3	TEXT AND ILLUSTRATIONS.....	10
2.4	SUBMITTING THE APPLICATION.....	11
<b>3</b>	<b>APPLICATION CONTENT .....</b>	<b>12</b>
3.1	APPLICANT .....	12
3.2	CO-APPLICANT(S).....	13
3.3	INSTITUTION.....	14
3.4	PROPOSAL.....	14
3.5	BUDGET .....	16
3.6	APPENDICES.....	19

## Information about the call

Grant capital:  
DKK 70 million

Award amount  
Up to DKK 1 million per grant for 1 year

Application form opens:  
1 August 2023

Application deadline:  
14 September 2023

Applicant notification:  
December 2023

Earliest start date:  
1 January 2024

Latest start date:  
31 December 2024

Review committee:  
[Novo Nordisk Committee on Novo Nordisk Foundation's Innovation Grants](#)

Contact:

**Administrative queries:**

Grant Manager  
Pål Fernvall  
Phone: +45 2089 9681  
E-mail: [pfe@novo.dk](mailto:pfe@novo.dk)

**Scientific queries:**

Senior Scientific Manager  
Charlotte Schöller  
Phone: +45 2546 0280  
E-mail: [cgs@novo.dk](mailto:cgs@novo.dk)

Guidelines version:  
2023.02

# 1 PIONEER INNOVATOR GRANT

These guidelines are intended to assist you in the application process when applying for a grant from the Novo Nordisk Foundation (NNF). It is important that you carefully read these guidelines before initiating the application process, as the guidelines contain the complete call text as well as instructions regarding the completion of the application.

NNF will treat all applicant and application information confidentially. Read more about how NNF processes personal data under 'privacy & security' in the online application system, NORMA. See how to access NORMA in section 2 of these guidelines.

Furthermore, please read 'General Terms and Conditions' for grants from NNF that all Grant Recipients must comply with: [Conditions for Grants - Novo Nordisk Fonden](#)

## 1.1 PURPOSE

The purpose of the Pioneer Innovator Grant **Health** is to accelerate the commercialisation of research findings and the development of novel technologies within the health sciences.

The purpose of the Pioneer Innovator Grant **Sustainability** is to accelerate commercialisation of research findings and the development of novel technologies within sustainability.

Both research areas of the Pioneer Innovator Grant are aimed at supporting novel academic science-based discoveries with a commercial potential. The grant aims to stimulate the evaluation of ideas and to support experiments and activities leading to proof-of-concept or beyond.

## 1.2 AREAS OF SUPPORT

The Pioneer Innovator Grant **Health** seeks to support innovative research within med-tech, industrial biotech\*, pharma as well as quantum technologies. Furthermore, the intend is to stimulate the evaluation of ideas that for example (but not limited to) could lead to the development of new medical treatment, disease prevention, diagnostic methods as well as new health technologies, devices, and technological platforms in relation hereto.

Particular focus will be placed on projects covering cardiometabolic diseases\*\* as well as infectious diseases and preventive solutions hereto.

Applications in which the project idea is not directly linked to patients or health of people, will receive an administrative rejection during the initial screening process of applications.

The project cannot be directly linked to an established company (CVR number) but can in principle be at any TRL level.

**The projects described must have a clear outlook to scaling potentials and later commercialisation possibilities.**

The Pioneer Innovator Grant **Sustainability** seeks to support innovative research within agriculture, food, industrial and environmental biotech\*, carbon capture, utilisation and storage technologies as well as nitrous oxide and methane emissions, and quantum technologies. The aim is to stimulate the evaluation of ideas that may lead to the development of new products or systems, devices and technological platforms in relation hereto.

Particular focus will be placed on projects covering sustainable and high yielding agriculture, sustainable food for healthy diets, and climate change mitigation technologies to support the green transition.

Applications in which the project idea is not directly linked to the above will receive an administrative rejection during the initial screening process of applications.

Furthermore, projects concerning livestock and feed or concerning nutritional uptake and clinical studies will not be considered.

The project cannot be directly linked to an established company (CVR number) but can in principle be any TRL level.

**The projects described must have a clear outlook to scaling potentials in society and later commercialisation possibilities.**

*\*According to the OECD definition of biotechnology: the application of science and technology to living organisms, as well as parts, products and models thereof, to alter living or non-living materials for the production of knowledge, goods and services.*

*\*\* Cardiometabolic diseases including for example: heart attack, stroke, peripheral arterial disease, obesity, diabetes, and fatty liver disease.*

### **1.3 ELIGIBILITY**

The research project must comprise a main applicant and has the option of including co-applicants when deemed relevant.

#### **THE MAIN APPLICANT**

- The Main applicant must be a faculty member, a researcher or a student employed at a university, hospital, or other research institution in the Nordic countries (Denmark, Finland, Iceland, Norway, or Sweden).

#### **CO-APPLICANT(S)**

- Co-applicants can be included in the project, but not required.

- Co-applicants may come from the same hosting institution as the main applicant or from different university, hospitals, or research institutions locally and abroad.

### HOSTING INSTITUTION

- A Pioneer Innovator Grant must be administered by a non-profit organization.
- A Pioneer Innovator Grant cannot be given to a company.
- Projects from incubator development programs and projects where IPR is owned by a university's holding institution, i.e., Swedish universities, are eligible to apply as long as:
  - The administrating institution is the university
  - The project and its findings are anchored in academia
  - The project has not resulted in the establishment of a company (given company has not established a CVR/company number)

### PROJECT SCOPE

The Pioneer Innovator project idea and focus must be directly linked to improving the lives of patients and health of people (**health**), or sustainable and high yielding agriculture, sustainable food for healthy diets, and climate change mitigation technologies to support the green transition (**sustainability**).

Applications in which the project idea is not directly linked hereto will receive an administrative rejection during the initial screening process of applications.

### PLEASE NOTE

There **can only be one** Main applicant to a Pioneer Innovator Grant. In case the project is managed by a group of researchers, with the same level of responsibility and legal ownership, it is formally needed to appoint a main applicant and the remaining applicants as co-applicants. A person hired to work in the project (e.g., research assistant or project coordinator) is not considered a co-applicant.

A Main applicant **can hold several Pioneer Innovator Grants simultaneously** as long as the grants are related to separate research projects.

It is possible to apply for a Distinguished Innovator Grant and Pioneer Innovator Grant simultaneously. However, the applications must consist of **separate research projects** with no overlap of activities or funding. Should there be an overlap across the applications, both applications will receive an administrative rejection during the screening process.

If an applicant submits the same or a very similar application in two consecutive application rounds without being granted funding, the applicant will be quarantined from applying for Pioneer Innovator Grants for a year, except if the project is of a very different character and focus.

## 1.4 FUNDING

A total of up to DKK 70 million is available for grants up to DKK 1 million for projects lasting up to 1 year.

Applicants may apply for funding for the following types of expenses:

- **Salary** for research assistance on every level (including technicians, postdoctoral researchers, PhD students).
- **Salary** for employees or project consultants at all staffing levels, including project management (including technical and administrative assistance).
- **Operating expenses:** consumables, materials, animals, human test subjects, expenses relating to clinical trials, services, access to registries, access to laboratory facilities, databases and infrastructure etc.
- **Equipment** required for the project.
- **Communication activities:** Communication and outreach in the form of conferences, books, articles, and other dissemination directly related to the project.
- **Conference participation:** Travel and registration expenses in relation to presentation of the project and research results at conferences and workshops, up to DKK 25,000 per budget year.
- **Travel:** Travel expenses related directly to the project, i.e., experiments carried out in other labs for a limited period, workshops etc., up to DKK 25,000 per budget year.
- **Publication costs:** Publication of results emanating from the research project.
- **Commercialization costs** directly related to the project (fees for consultants, licenses, patents etc.)
- **Direct administrative expenses** of up to 5 % of the total funding applied for and must be included in the budget.
- **Bench fee\***.
- **Legal counsel\*\*** on intellectual property (IP).

*\*Bench fee can be included in the budget for support of individual researchers to cover expenses needed to conduct the proposed research.*

Bench fee is calculated per academic employee actively working on the project and may only be used for expenses that are related to the research project and which cannot be included within another individual budget category. Bench fee may account for **maximum DKK 8.000 per month** per FTE working on the project, and the budget must specify the expenses covered by the bench fee, which may include:

- Common or shared laboratory expenses and consumables
- Laboratory utilities (electricity, gas, water)
- Maintenance of essential equipment
- Service contracts
- Technical and IT support

Note, that bench fee cannot cover rent, administrative support, representation, social contributions etc. To include a bench fee in the budget, the fee must be a part of the general expense policy of the administrating institution, and it must apply for all employees independently of funding source.

Documentation that the administrating institution has a general bench fee policy should be included in a hosting letter from the administrating institution enclosed as link or appendix. An unspecified bench fee without documentation will not be accepted.

*\*\* **Legal counsel:** Support for the coverage of direct expenses needed for legal counsel on IP (except expenses covered by the tech transfer offices), as well as interactions with regulatory*

agencies as well as counsel on freedom to operate analysis for preparing the project to spin out academia.

**Administrative support** may account for a maximum of 5% of the total budget and must be included therein. The administrative support:

- can cover expenses such as for accounting, payment of salaries, purchasing, hiring, as well as auditing and financial reporting on the project
- cannot cover administrative expenses that are not directly related to the project
- can via the host institution be shared between the institutions of the main- and co-applicant(s), as detailed in the application budget
- is not automatically included in the grant, and must be stated/applied for in the application budget, but should not be specified in detail

**NNF will not award funding for:**

- Salary for main applicant or co-applicant(s)
- Overhead



The grant may not be used to cover 'overhead' (i.e. rent, electricity, water, maintenance, etc.)

## 1.5 LANGUAGE

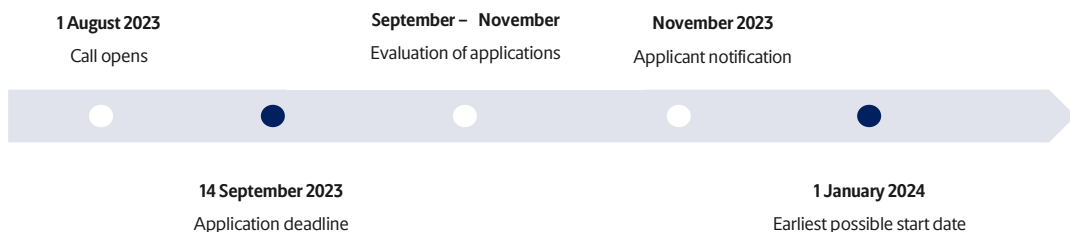
The application and any additional uploads must be written in English.

## 1.6 APPLICATION PROCESS

The application must be completed and submitted using NNF's online application and grant management system, NORMA, which can be accessed from:

<https://norma.novonordiskfonden.dk>

Further information on how to access and navigate in NORMA can be found in chapter 2.





When all applications have been assessed, applicants will be notified about whether or not they have been awarded a grant. The notification e-mail will be sent from [norma-noreply@novo.dk](mailto:norma-noreply@novo.dk) to the e-mail address entered on initial registration.



NNF does not provide feedback in case an application is not selected for funding.

## 1.7 ASSESSMENT CRITERIA

NNF's Committee for Exploratory Pre-Seed Grants will primarily assess the applications based on the following criteria:

- Novelty of the project idea and potential impact
- Competencies and management qualifications of the Main applicant and research team
- Commercial potential of the research idea/project – AND/OR – scalability and impact potential

The three criteria are equally weighted in the Committee's overall assessment of the application.

Please note that the budget is also paid considerable attention in the assessment by the committee.

### **DOUBLE FUNDING**

The Novo Nordisk Foundation does not allow double funding of projects:

- If the proposed project has received funding from other sources, in part or in full, this situation must be accounted for in the budget, as no budgetary overlaps are allowed.
- If an identical or overlapping project proposal has been submitted to other funding institutions than the Novo Nordisk Foundation, it must be noted in the application.
- If the proposed project receives funding, post application submission, for the project or parts of the applied project from other institutions, the Novo Nordisk Foundation must be contacted and informed as soon as possible.

## 2 THE APPLICATION AND GRANT MANAGEMENT SYSTEM – NORMA

Sections 2 and 3 provide guidance on completing and submitting an application through NNF's online application and grant management system NORMA. Section 2 contains general technical information, while section 3 contains information specific to the individual call. All the fields of the application form must be completed in accordance with these guidelines and the instructions in NORMA.

## 2.1 USER REGISTRATION

NORMA can be accessed through links on NNF's website or directly at:

<https://norma.novonordiskfonden.dk>

Before you begin, please read the instructions on the login page.

If you do not have a user profile in NORMA, you can register by clicking REGISTER from the login-page. Here you can also retrieve forgotten passwords by clicking the FORGOT PASSWORD-link. The main applicant should only have one user profile. Please use your work e-mail address for registration. After registration, you will receive an e-mail with your user name and a temporary password, which you can then use to log in to NORMA. After logging in for the first time you will be asked to provide a password of your own choosing.

A registered user who submits an application is legally responsible for the truthfulness of the content of the application.

If you experience technical problems, please contact NORMA Support: [norma-support@novo.dk](mailto:norma-support@novo.dk).



An applicant cannot change the e-mail address provided at registration. Please contact NORMA Support if you need to change your e-mail address.

## 2.2 CREATING AN APPLICATION

Initiate an application by finding the call you wish to apply for in the OPEN CALLS-section on the Applicant Portal in NORMA. Use the search filters at the top of the section to filter by e.g., overall funding area, and initiate an application by clicking APPLY NOW next to the relevant call.

Applications can be edited up until the deadline. A draft application can be saved by clicking SAVE DRAFT and may be cancelled at any time up until the deadline by clicking CANCEL APPLICATION. An application is not submitted to NNF until an applicant has clicked SUBMIT and has received confirmation that the application has been successfully submitted.

You can review the application at any time by reopening from within NORMA. Opening the application will also allow you to download the application in its entirety as a PDF. Make sure the PDF is readable and formatted appropriately before submitting your application.

## 2.3 TEXT AND ILLUSTRATIONS

For all applications, the individual fields must be completed in accordance with these guidelines and the instructions supplied in NORMA.



To prevent loss of data, it is essential to press **SAVE DRAFT** before you leave NORMA or navigate in the system.

### TEXT FIELDS

Text from Microsoft Word or comparable word processors can be copied and pasted into most text fields of the application. It is, however, important to check that formatting, special characters, and symbols have not been converted or lost in the text fields after copying and pasting. If the formatting looks wrong in NORMA or in the PDF, try changing all text to *Normal* using the **FORMAT** dropdown. It is the responsibility of the applicant to ensure that the pdf looks correct before submitting.

The available options for formatting text are at the top of the text fields. Some shorter text fields do not have the option to use rich text formatting.



For readability purposes, standard fonts, font size 11-12, and line spacing between 1.0 and 1.5 must be used.

### ILLUSTRATIONS

Illustrations such as figures, charts, tables, images, etc. related to the project description can be uploaded under **PROPOSAL**. A Maximum of four illustrations are allowed. The illustrations will be placed on a separate page in the application PDF but can be referenced throughout the project proposal as needed. For readability, please name the files numerically by the order in which they are referenced.

The following file formats for illustrations are accepted in the system: JPG, JPEG, PNG and BMP. The maximum accepted size for each illustration is 1050\*1650 pixels.

## 2.4 SUBMITTING THE APPLICATION

The application in its entirety must be submitted electronically via the application system by clicking **SUBMIT**. It is not possible to submit an application or any part of it by standard mail or e-mail. Any material submitted outside the application system will not be included in the evaluation and will not be returned.



Please remember to check that the PDF version of the application is legible and contains all data and uploads before submitting.

All applicants must read and accept NNF's [Standards for Good Research Practice](#) before submitting the application. Further, the applicant must declare that the information provided in the application is true and accurate.

An application cannot be submitted unless all the required fields have been completed. Applications can be cancelled at any time before submission. If you need to withdraw an application after the deadline, please get in touch with NNF via e-mail, using the contact information on page 3.



A list of any incorrect or incomplete entries will be generated at the top of the screen when you click SUBMIT. Clicking one of these error messages will take you to the relevant field. Amending incorrect or incomplete entries can be time-consuming, so we recommend submitting applications well before the deadline.

## 3 APPLICATION CONTENT

This section provides guidelines on the content required in the sections of the online application form for this call.

### 3.1 APPLICANT

The APPLICANT-tab contains information about all those involved with an application, meaning the main applicant or the contact person applying on behalf of an organization/institution as well as any co-applicants. Information about each applicant is collected through individual tasks in the APPLICANT DETAILS-section, detailing experience, publication history, application history with NNF, etc.

#### APPLICANT DETAILS

The main responsible party for the application can enter their details through the Applicant Details-task with the type 'Applicant'. Click on OPEN, fill in all mandatory fields and click COMPLETE THE TASK to save the details.

#### PERSONAL DETAILS

The main applicant should provide information on their full name, title, phone number, work e-mail address, date of birth, gender, and nationality under PERSONAL DETAILS. Some of the fields may have been transferred from the user profile. Enter details of the main applicant's highest educational degree achieved using the drop-down menu. If you need to enter details for another degree, select OTHER from the drop-down menu.

#### CURRENT INSTITUTION

Main applicants should enter the contact details of their current workplace. If your current institution or organisation is not available for selection, please contact support at [Norma-support@novo.dk](mailto:Norma-support@novo.dk).

#### EXPERIENCE

**CV for main applicant** can be a maximum of 4,000 characters.

Please include in your CV, a short bibliographic overview summarizing total number of peer-reviewed publications, number of first authorships, number of corresponding authorships, number of citations, and h-index.

**Publications list** (for main applicant) can be a maximum of 5,000 characters (including spaces, line breaks and special characters). Please only include the 10 most relevant publications for evaluating your merits. Include a complete specification of all authors for each publication with your own name highlighted. Applicants are strongly encouraged to provide a full list of publications in ORCID. ORCID (Open Researcher and Contributor Identifier) is a global database for researchers and science author and entering your ORCID number is only relevant for research projects.

**Summary of own research** can be a maximum of 2,000 characters. Please include a brief summary of your own research.

**Supplementary Information** (under Applicant Information) can be a maximum of 2,000 characters. This field can be utilized to describe special circumstances regarding your application that the evaluation committee should be aware of, e.g., current terms of employment. Please do not include any personal information of a sensitive nature, e.g., illnesses, family conditions etc.

#### **Previous and Current Grants from NNF**

If you have received any grants from NNF as an applicant or a co-applicant within the past five years, you must provide the application number, project title, grant period (in years), grant amount and the percentage share of the grant (100% if there is no co-applicant). Briefly summarise how any of the grants are related to the current application. If you have previously submitted other applications in the same calendar year, summarise how these applications are related to the current application.

If you submit an application after the application deadline to another NNF call, please notify Pål Fernvall, Grant Manager at [pfe@novo.dk](mailto:pfe@novo.dk)

## **3.2 CO-APPLICANT(S)**

For this call, a number of co-applicants may be either required or allowed for the application. Co-applicants participate actively in organizing and implementing the project and receive a share of the grant. The project description should clearly describe the role of any co-applicants, and the budget should clearly indicate the co-applicants' share of the total budget. Co-applicants must be invited through NORMA and subsequently enter their details in the system. Please follow the instructions in NORMA on how to invite co-applicants to your application.



Note that inviting co-applicants can be time-consuming. Please start the invitation process as soon as possible and well in advance of the submission deadline

When the co-applicant accepts his or her invitation and has registered as a user in NORMA, they will gain access to the application. In addition, they will be assigned an APPLICANT DETAILS-task, available under MY TASKS from the APPLICANT PORTAL in NORMA. With this task, co-applicants should input details such as their institutional affiliation, work and publication history, application history with NNF and will be able to upload supporting documents such as a short CV (maximum two pages) or an endorsement from the institution.

Co-applicants will only be able to edit their own APPLICANT DETAILS-task, as well as make changes to the main application. The main applicant, on the other hand, can review and edit all Applicant Details-tasks for the application including those for co-applicants.

Only one person can edit the application at a time.



Please note that co-applicants can read, edit, and upload information in the entire application but cannot submit the application.

### 3.3 INSTITUTION

Please provide information about the institution where the grant will be administrated. This institution is where you will be employed during the grant period and the institution which will be responsible for budgeting, accounting, and staff supported by the grant.



Registering a new administrating institution in NORMA can take up two working days. The application can be edited but cannot be submitted before this information is registered. We therefore recommend that you register an administrating institution in good time.

### 3.4 PROPOSAL

Describe the project using the fields on the PROPOSAL tab. Each field (Project title, Brief project description, Project description, Illustration uploads, Lay project description, and Research methods) will have a short instruction text describing the expected input and maximum characters available.

#### PROJECT DESCRIPTION

##### PROJECT TITLE

Please provide a short title for the project (maximum 150 characters, including spaces).

##### BRIEF PROJECT DESCRIPTION

Please provide a brief stand-alone summary of the project describing its purpose, target group and activities. (maximum 2,000 characters, including spaces).

#### PROJECT DESCRIPTION

Project description (max. 20,000 characters, including spaces): Please describe your proposed research project in detail – including:

- **Background & Purpose**  
Describe the background and purpose of the project, including the project's significance and novelty  
*For consideration: Is the project idea new or is it a development of existing initiatives? Which need or challenge will the project address? Why is it important to address this need?*
- **Methods and design**  
Describe what you intend to do and how – including a description of the individual activities and how these will be incorporated into an overall plan related to the purpose of the project.  
*For consideration: What are the planned activities for the project? Which methods will you use throughout the project?*
- **Assessment**  
Describe the expected outcome of the project in the long and the short run, and how this will be evaluated. The outcome could, for example, be listed as criteria for success.  
*For consideration: For consideration: Which high-level milestones do you expect to achieve during the project period? What is the potential impact (short and long-term impact) of the project?*
- **Commercialization potential**  
Describe a plan for commercialization, including patent situation and/or patent strategy (including relevant search reports)  
*For consideration: What is the commercialization potential of your research idea? What is your patent strategy?*
- **Research team**  
Please provide an overview of the research team, including main applicant, associated project team and partners (including resource allocation of each key team member).  
*For consideration: Does the team have the right competencies and scientific knowledge to pursue the project?*

Further, applicants are strongly encouraged to include preliminary data in the project proposal. If you have previously applied for a Pioneer Innovator Grant without being funded, please include information about this in the project description, including the year of submission, project title and how the current project applied for relates or differs from the previous application(s), including how the application has improved.

Abbreviations should be defined at the first use, and preferably a list of abbreviations should be included in the project description.



Please note that the application should address all the assessment criteria listed in subsection 1.7.

### 3.5 BUDGET

The budget for the project applied for only comprises the information entered on the BUDGET tab. Additional budget information attached under UPLOADS or added on any other tabs than BUDGET will not be considered.

#### GRANT PERIOD

Before you can fill in the budget template, start by entering the start and end dates for the grant. This will determine the number of years available from the budget template. The grant period is the duration of NNF's grant for the project, and the budget counts years following the project start date rather than calendar years.

#### CREATE BUDGET

After saving the project start and end dates, the budget template will become available to edit. The budget will open in a new tab, in which you will need to add the subcategories you need for your budget. Please follow the instructions at the top of the screen to complete the budget.

Notes:

- The budget continuously saves changes you've made without the need to manually save. You are free to leave the budget at any time and come back at a later point.
- When you are done filling in your budget, please use the SAVE AND CLOSE button. This will check that all information has been filled out correctly and in accordance with the guidelines, saving the budget to your application.
- You can now return to the BUDGET tab. A summary of the budget will be displayed, review it to ensure that it is correct.
- The full budget details can be viewed or edited at any time before submission of the application by reopening the budget template.

Any comments about the budget can be entered in the SUPPLEMENTARY INFORMATION field.

#### ADDITIONAL CONTRIBUTIONS FOR THE PROJECT

Funding, both received and applied for, from the main applicant's own organisation and from other sources should be entered under ADDITIONAL CONTRIBUTIONS FOR THE PROJECT. The amount entered should be the total sum for the entire grant period. The NNF does not allow double funding and there can be no budgetary overlaps between projects. It must be clearly described in the INFORMATION FOR ADDITIONAL CONTRIBUTIONS field what the additional contributions cover and how the project proposed in this application is different from the project already funded or applied for from other parties than NNF. If the applicant, post application submission, receives funding for the project or parts of the applied project from others, the NNF must be contacted as soon as possible.

Please note that the budget format will correspond to the following financial report to the Foundation; the financial report must consist of the same entries as the budget in the application.



Applicants may only apply for the types of expenses listed in subsection 1.4.



## SALARY

All salaries must be entered separately under budget items in SALARY. The salary must be specified incl. employer paid pension, holiday allowances of any kind, ATP and other social costs if any. This means that salaries in the project must be separated from other costs in the budget. Excluded are certain salary items for administration that can be entered under the budget item DIRECT ADMINISTRATIVE EXPENSES.

For salaries, you must choose whether they are for employees in the main applicant's organisation (SALARY – SCIENTIST/RESEARCHER) and/or (SALARY – PHD STUDENT), or external resources to the main applicant's organisation, e.g., consultants (SALARY – CONSULTANT).

Budget item	FTE	Description (illustrative purposes only)
SALARY – SCIENTIST/RESEARCHER	1	Project manager (1 person-year full time): Developing and holding a master class
SALARY – LAB TECHNICIAN	0,08	Technician for analysing samples (2 x 60 hours)
SALARY – PHD STUDENT	0,50	PhD student supporting project (employed half time)



For salary items, the number of full-time equivalents in years must be stated in the field FTE. Under the DESCRIPTION field it is possible to note the number of hours of pay (incl. wage rate) for every salary item.

## DIRECT ADMINISTRATIVE EXPENSES

The DIRECT ADMINISTRATIVE EXPENSES budget item covers administrative expenses that are directly related to the project being based at the host institution. Direct administrative expenses can via the host institution be shared between the institutions of the main- and co-applicant(s), as detailed in the application budget. Direct administrative expenses are part of the budget and should not exceed 5% per budget year. The total of all direct administrative expenses in the project should not exceed 5% of the total amount applied for in the project. Direct administrative expenses can include personnel administration, administering salaries and purchases, accounting and financial reporting.

Budget item	Description (illustrative purposes only)
DIRECT ADMINISTRATIVE EXPENSES	Personnel administration, accounting and auditing

## OPERATING EXPENSES

The OPERATING EXPENSES budget item covers operating expenses in the project. This can include office supplies, telephone, postage, catering for meetings, digital licences and materials used continuously during the grant period.

Budget item	Description (illustrative purposes only)
Operating expenses	Molecular biology, animal models, and core facility costs

Operating expenses	Office supplies, telephone, digital licences and catering
--------------------	---

### EQUIPMENT

Enter equipment under the budget item EQUIPMENT and specify in reasonable detail under DESCRIPTION what type of equipment is required, for example, apparatus for experiments and computers for employees on the project.

Budget item	Description (illustrative purposes only)
Equipment	Microscope, test tubes, lab burners, funnels, bottles, and conical flasks

### CONFERENCES, COLLABORATIVE ACTIVITIES ETC.

Costs for workshops, network meetings, courses, competitions and conferences can be listed in budget items such as COLLABORATIVE ACTIVITIES and CONFERENCES. These budget items must be specified under DESCRIPTION and may include participant fees, meals, accommodation, materials and fees for presenters. In addition, enter the number of participants expected for the activities under DESCRIPTION.

Budget item	Description (illustrative purposes only)
COLLABORATIVE ACTIVITIES	Meals and materials for a 1-day networking meeting for primary stakeholders
CONFERENCES	Accommodation and participant fees for three people in the Nordic countries

### TRAVEL

List transport expenses under TRAVEL. Briefly state in DESCRIPTION how many people are travelling and to what type of destination.

Budget item	Description (illustrative purposes only)
TRAVEL	Travel for three people to national conferences

### COMMUNICATION/INFORMATION MATERIAL AND PUBLICATION COSTS

Compile the costs for communication material (such as printing and postage) under COMMUNICATION/INFORMATION MATERIAL. The budget item PUBLICATION COSTS is for publishing research articles.

Budget item	Description (illustrative purposes only)
COMMUNICATION/INFORMATION MATERIAL	Printing flyers, postage, presentation material

### SUBCONTRACTOR COST

Enter a total bid for a product or service from an external subcontractor under the budget item SUBCONTRACTOR COST, but then specify the budget item in more detail under DESCRIPTION.

<b>Budget item</b>	<b>Description</b> (illustrative purposes only)
SUBCONTRACTOR COST	Innovation consultant(s), IPR/ patent attorney. Support from experts within legal counsel, entrepreneurship, and innovation.

### 3.6 APPENDICES

For this call it is mandatory to upload the following appendices:

- Hosting Letter(s)
- Acknowledgement of Bench Fee (if relevant)

A hosting letter supporting the project must be signed by the management, e.g. Head of Department/Institute and uploaded with the application.

If relevant, a confirmation that the institution has a bench fee expense policy and process should be included in the host letter from the institution. An unspecified bench fee without documentation will not be accepted.

**All uploads must be in PDF format.** NORMA automatically places these uploads at the end of the application. Please respect the page limitation and the upload requirements stated in the call. Uploads in excess of these limits may not be considered for evaluation.

## The Novo Nordisk Foundation

---

The Novo Nordisk Foundation is an independent Danish Foundation with corporate interests. The objective of the Novo Nordisk Foundation is twofold: To provide a stable basis for the commercial and research activities conducted by the companies within the Novo Group and to support scientific and humanitarian purposes.

The vision of the Novo Nordisk Foundation is to contribute significantly to research and development that improves the lives of people and the sustainability of society.