



ADDRESSING CRISIS AND BUILDING RESILIENCE

Information and guidelines for
applicants

Addressing
Crisis and
Building
Resilience

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Information about the call

Grant capital:
DKK 20 million

Award amount
Up to DKK 5 million per grant

Application form opens:
4 February 2022

Application deadline:
1 April 2022, 12:00 CET

Applicant notification:
May 2022

Earliest start date:
1 June 2022

Latest start date:
1 October 2022

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1 ADDRESSING CRISIS AND BUILDING RESILIENCE

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:

<http://www.novonordiskfonden.dk/en/content/conditions-grants>

1.1 PURPOSE

With this open call for applications, the Novo Nordisk Foundation supports humanitarian initiatives addressing the needs of people in vulnerable and marginalised situations with a focus on populations affected by complex and protracted crisis. Vulnerable situations and humanitarian needs may arise from several, interrelated factors, including extreme poverty and the effects of conflict, disaster, climate change, displacement, and the socio-economic consequences of the COVID-19 pandemic. With this call, applicants are encouraged to apply an approach that addresses crisis holistically. Where relevant, this may include applying actions across the humanitarian/development/peace nexus to meet human needs, mitigate vulnerability and build resilience.

1.2 AREAS OF SUPPORT

This open call for applications is thematically unrestricted and can cover interventions in sectors such as education, health, livelihoods, food security and protection. Applicants are encouraged to submit applications for projects with strategic relevance for the applicant and within their area of expertise. Applicants with a documented and existing presence, strong local capacity and access to vulnerable populations affected by crisis will be given preference.

Geographically, the call is limited to the [OECD DAC List of ODA Recipients](#). For the categories *Lower Middle Income Countries and Territories* and *Upper Middle Income Countries and Territories*, the applicant must describe in detail how the action will target a particularly vulnerable population e.g. refugees, internally displaced people, marginalised groups or similar. Regional and cross-border initiatives are also eligible.

Applicants should aim at implementing actions that offer longer-term, inclusive solutions for populations in vulnerable situations affected by complex and protracted crisis. Furthermore, applicants should demonstrate how the action strengthens locally led interventions and builds local partnerships, organisations and institutions to assist crisis-affected populations. Preference

will be given to applications which apply a gender-sensitive approach and demonstrate one or more of the following approaches:

- **Longer-term, multisectoral solutions** which address the needs of crisis-affected populations holistically and contribute to building resilience. Where relevant, applicants are encouraged to apply or demonstrate an understanding of the humanitarian/development/peace nexus.¹
- **Inclusion and protection** including interventions adapted to meet differential needs of vulnerable populations and protect marginalised people.
- **Innovation and learning** to explore and document effective ways of addressing humanitarian needs and documenting solutions in complex and protracted crises.

Applications can cover all types of activities including direct service delivery, capacity building, anticipatory action, activities fostering social cohesion, peacebuilding activities, advocacy, rigid evaluations and research to assisting people in need.

1.3 ELIGIBILITY

Organisations and institutions with a registration in Denmark, specifically documented with a Danish CVR number, may apply for grants in the open call for applications. Implementing through and sub-granting to strong local and international partners will be considered an advantage in the application evaluation process. International organisations and institutions may seek to partner with Danish-based organisations to apply for funding. Only the Danish-based applicant can submit an application through the online application system.

The Novo Nordisk Foundation will only accept applications from highly transparent organisations and institutions, whose annual reports and annual audited financial reports are publicly available.

The Foundation also expects applicant organisations and institutions to have implemented a code of conduct, or similar, by which they are guided and with which they comply in accordance with ethical humanitarian and development guidelines and standards, e.g., the Core Humanitarian Standard on Quality and Accountability (CHS). CHS certification is not a requirement for submitting an application.

1.4 FUNDING AND PROJECT DURATION

A total of up to DKK 20 million is available for grants between DKK 1 million and DKK 5 million for projects with a duration of up to two years.

¹ The concept of the Humanitarian-Development-Peace Nexus or Triple Nexus is used to capture the interlinkages between the humanitarian, development and peace-building sectors. Specifically, it refers to attempts in these fields to work together more coherently in order to more effectively meet peoples' needs, mitigate vulnerabilities and move towards sustainable peace and conflict solutions and thus, shifting from delivering humanitarian assistance to enhancing resilience and ending need (SIPRI, 2019 and OECD, 2022). The Novo Nordisk Foundation acknowledges that there are different understandings of the Humanitarian/Development/Peace nexus, very limited best practices and learnings from previous actions, and no uniform one size fits all method.

The project can be an independent, delimited project or part of a larger project that receives support from other sources. If the applicant has applied for or been awarded co-funding from other sources for the project, the applicant must always state this in the budget.

A suitable proportion of the budget should be allocated to collecting and disseminating knowledge and learnings.

Applicants may apply for funding for direct cost functions which are the costs of all necessary and reasonable inputs associated with functions which are directly necessary to deliver a programme or project. These functions include:

- Project and grant management,
- Technical delivery,
- Quality control functions,
- Visibility and communications,
- Human resources and security,
- Compliance,
- Finance, procurement, payroll, information technology and administration,
- External audit and evaluation.

Indirect costs may account for a maximum of 7% of the direct sub-total costs. The indirect costs may be used to cover the costs of all necessary and reasonable inputs associated with functions which are necessary to manage the applicant as a whole, provide oversight over all its activities and put into place the overarching policies, frameworks and systems that enable it to operate. (Money Where It Counts Protocol, 2021)

NNF will not award funding for commercial activities.

1.5 LANGUAGE

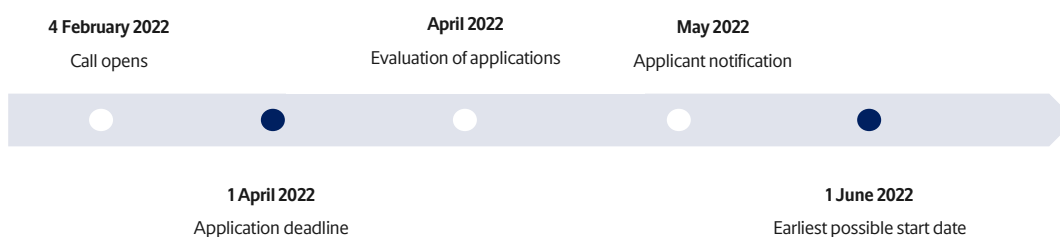
The application and any additional uploads must be written in English.

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 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

The applications submitted in this call for applications will undergo a thorough review and assessment based on comprehensive criteria qualifying whether:

- the application is relevant to the objectives and priorities of the call for applications,
- the design of the initiatives in the application is coherent, feasible, and consistent in relation to the objectives and priorities of the call and the outcome indicators are objectively verifiable,
- the applicant and, if applicable, their affiliated entity(ies) and local and international partners have the required operational and financial capacity and sufficient experience of project management,
- the activities and initiatives in the application are likely to have a tangible and sustainable impact on the application's target group(s),
- the activities and initiatives in the application are cost-effective and appropriately reflected in the budget,
- the budget is auditable.

Applications will be assessed on the level of both innovative efforts as well as inclusion of best practices, including rights-based approaches, localisation, partnership-based interventions, capacity-building efforts, and gender equality to ensure strong, locally anchored, and sustainable interventions.

If you have an active grant from NNF, this may be taken into consideration in the evaluation of your application for a new grant. In general, it is recommended that the Grant Recipient has delivered results on the active grant(s) before submission of a new application to NNF. If you apply, while having an active grant from NNF, you must describe how the project you propose in this application is different from and/or coherent with the project(s) already funded and briefly describe the progress of the already funded project(s).

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.



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.

The main responsible party for the application can enter their details through the Applicant Details-task with the type 'Applicant'. After filling in all mandatory fields, the applicant should complete the task to save the details.

3.2 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 well in advance of the application deadline.

3.3 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

Please provide a detailed project description including, but not necessarily limited to, the following sections:

- Background and problem identification,
- Capacity of applicant and partner(s),
- Expected impact, outcome(s), output(s), and activities,
- Monitoring and evaluation,
- Collection and dissemination of learnings,
- Exit strategy and project sustainability,
- *Logical framework*,
- *Risk analysis*.

The project's logical framework and risk analysis should be included as appendices (please refer to section 3.5).

The project description may consist of a maximum of 20,000 characters, including spaces.

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 1.8.

3.4 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.



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

3.5 APPENDICES

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.

February 2022

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.