



Miljø- og  
Fødevareministeriet  
**gudp**

# **Green Development and Demonstration Programme (GUDP)**

Guideline for filling in the  
application forms for The Organic  
Research, Development and  
Demonstration  
Programme (Organic RDD) 4  
Deadline for applications 11 June 2018 at 12.00

## Colophon

### **Green Development and Demonstration Programme**

Guideline to grants from the Green Development and Demonstration Programme Organic RDD  
4, 2018

This guideline is prepared by the Ministry of Environment and Food of Denmark – the GUDP Secretariat.

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### **Ministry of Environment and Food of Denmark GUDP Secretariat**

#### **Augustenborg:**

Augustenborg Slot 3  
DK-6440 Augustenborg

#### **Copenhagen:**

Haraldsgade 53  
DK-2100 Kbh. Ø.

E-mail: [gudp@lbst.dk](mailto:gudp@lbst.dk)

[www.gudp.dk](http://www.gudp.dk)

### **ICROFS – International Centre for Research in Organic Food Systems**

Aarhus University, Foulum  
P.O. Box 50, Blichers allé 20  
DK-8830 Tjele  
E-mail: [icrofs@icrofs.org](mailto:icrofs@icrofs.org)

[www.icrofs.dk](http://www.icrofs.dk)

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## Introduction

These guidelines must be followed when applying for funding in relation to the subsidy scheme Green Development and Demonstration Programme (GUDP). You will be guided through the GUDP application material consisting of the following forms:

**Form A:** Main application form

**Form B:** Budget form and Gantt diagram

**Form C:** Participant form

**Form D:** Additional business plan

**Form E:** Description of the scientific project research

Forms A, B, and C must be filled in for all applications.

Form D must be filled in if a project has more than one business plan.

Form E must be filled in. The entire application as well as this form must be completed in English. An international expert panel will perform a scientific assessment of the application and its research related contents. Please notice that the information for the scientific assessment must constitute an independent description of the research contents. In other words, it must be written in such a way that it is easily read on its own and independently from the main application form A.

Please notice that the fields in the forms are locked, so it is only possible to write a limited number of words. Therefore, you are not allowed to add your own figures and tables in the forms. Figures and tables that are important to the understanding of the project may be submitted as enclosures together with e.g. intermediate results for green and financial project parameters. Enclosures must not exceed more than 4 pages, in addition to the key members' CVs.

The application must be prepared in English. However, a brief project description in Danish is required in Form A.

The GUDP application forms must be applied. However, other Gantt diagram designs may be used in Form B.

The GUDP purpose, strategy, and practical information on this application round is available in "Invitation of applications for The Organic Research, Development and Demonstration Programme (Organic RDD) 4". You can find the call at the GUDP [website](#).

## Form A: Main application form

All fields must be completed.

Project	
<b>A1. Project contents:</b>	<p>Indicate project type:</p> <ol style="list-style-type: none"> <li>1. Project with research content</li> <li>2. Project with research content focusing on the contribution of organic agriculture to public goods</li> </ol> <p>Tick off activities comprised by your application:</p> <ul style="list-style-type: none"> <li>• Development</li> <li>• Demonstration</li> </ul>
<b>A2. Specific, earmarked funding?</b>	<i>This application round is strictly for projects under Organic RDD 4.</i>
<b>A3. Project title and acronym:</b>	Indicate a meaningful project title (max 2 lines) as well as a meaningful acronym. We use the project title and/or acronym when project approval is announced and for other mentioning of the project.
<b>A4. Brief project description:</b>	<p>The description should include project purpose, expected results and a realistic (cf. A.22) assessment of achieved project impact.</p> <p>Your language must be readily understood. Max. ½ page (per language). The brief project description <u>must</u> be provided in both Danish and English.</p>
Applicant	
<b>A5. Name of main applicant/ coordinating company or institution:</b>	Name of the main applicant. The main applicant is the company or institution in charge of the project.
<b>A6. Municipality:</b>	The municipality of the main applicant.
<b>A7. CVR number:</b>	Indicate the main applicant's CVR number. The stated CVR number must be registered with the Central Business Register (CVR.dk). The

	<p>CVR number is an eight-digit identification number unique for the individual Danish company, and it is used as identification in relation to the authorities.</p>
<b>A8. P number:</b>	<p>Indicate the main applicant's P number. In addition to the CVR number, each company is also given a production unit number (P number) for each physical location from which the company runs its business. The P number is a unique 10-digit number. A CVR number may thus comprise more P numbers. The P number is important with regard to payment of funds.</p>
<b>A9. Address:</b>	<p>State the main applicant's address. The address must be identical with the address registered in the Central Business Register (CVR) in relation to the CVR and P numbers listed.</p>
<b>A10. Project manager's name and title:</b>	<p>Name and title of the responsible project manager in relation to the GUDP Secretariat and ICROFS.</p>
<b>A11. Telephone and e-mail address:</b>	<p>Indicate the project manager's telephone number and e-mail address. The GUDP Secretariat and ICROFS will use these for future correspondence during and following the consideration of the application.</p>
<b>A12. Amount applied for:</b>	<p>State the total amount applied for – this amount will also appear from field B 16 in the budget form. The total amount must be between 500,000 DKK and 5 million DKK.</p>
<b>A13. Have you applied for grants in relation to this project via other state, regional and/or EU schemes?</b>	<p>Please state if you have applied for project funding via other state (e.g. the "Promilleafgiftsfonde" (Per Mille Levy Fund)), regional or EU schemes, including GUDP (covering the entire project and all participants). If this is the case, please state the relevant scheme and year of application. Indicate file no. for previous applications, including GUDP applications, which have been rejected. Please state whether grants were given, and in the affirmative, the grant percentage.</p>

<p><b>A14. Starting date:</b></p>	<p>State the expected starting date for the project</p> <p>GUDP may allow that the applicant – at his own account and risk – initiates project activities before the GUDP board has made its final decision whether or not to fund the project<sup>1</sup>. The applicant must apply for such authorization when submitting his/her application.</p>	<p><b>A15. End date:</b></p>	<p>Expected end date of the project. The project period is max 4 years.</p>
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### Applicant's confirmation

#### A16. Applicant's confirmation

If your company or institution is the only project participant, then the main application form must be signed by the company's or institution's financial controller. Regarding cooperation projects, the application form must be signed by the main applicant's financial controller.

The applicant is under the obligation to inform The Danish Agricultural Agency immediately in case of significant changes to the information submitted; thus including additional funding granted for the entire project or parts of the project by other parties, of which the applicant had no knowledge at the time when the application was submitted.

The applicant hereby confirms that all data and information provided in the application material are correct, and that all indicated green and financial effects are estimated in the best possible way.

Please notice that some of the information provided may be published at the Internet, cf. the call section "Procedure for the processing of applications".

<p><b>Date:</b></p>	<p><b>Signer name/stamp:</b></p>	<p><b>Signature:</b></p>
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<sup>1</sup> Cf. § 9, section 3 of Act no. 1069 dated 13 September 2017

## Project type and company size

### A17. Project type:

Tick off either cooperation project or individual/sole participant project.

### A18. Company size:

Tick off company size. The EU Commission's definition of company size should be applied. Cf. guidelines for Form B.

## Key persons

### A19. List of project key persons from the participating companies/institutions as well as their expected engagement in the project:

This list must provide information about name, position and work place of the key persons as well as the expected number of hours they will spend in relation to the project. Key persons include persons possessing competences necessary for the completion of the project; usually 1-2 persons per participating company/institution.

Key person CVs must be submitted as enclosures; max 1 page per key person and max 2 pages for project manager.

Name:

Position:

Number of  
hours:

Company/Institution:

## All applications

### A20. Scientific assessment:

For all applications, Form E must be completed. An international panel of researchers, approved by Innovation Fund Denmark, will assess the research content of the application. Please note that information for the research assessment should be prepared as an individual report on the research content. In other words, it should be ensured that Form E may be read independently of Form A. Like the remaining part of the application it must be filled out in English and is a supplement to Form A. Relevant CVs should also be incorporated in Form E.

Field A20 should not be completed.

## Detailed project description

### A21. Project background, purpose and work packages:

Describe how the project will contribute to solving the challenges of organic agriculture in relation to climate and environment and/or in relation to the continuous development of high-standard animal health and welfare in organic farming. Figures and tables to support the understanding of the project purpose should be submitted as enclosures. Total enclosures



should be max 4 pages and solely include intermediate results and illustrations to enhance the project purpose and impact. Please also describe the project's focus on the entire value chain and/or selected areas of this (e.g. primary production, processing, trade or transport).

Please elaborate work package contents in this section. Establish a clear goal, evident milestones and activities for each work package in the project. In addition, activities and milestones must be listed in a Gantt diagram (Form B, sheet 2) and distributed on work package level.

The detailed project description should be max 2½ pages.

**A22. Actual project impact within green sustainability:** (max 1 page excl. the impact form)

The project's green and sustainable impact should be described according to the following five sustainability parameters:

- Minimizing nutrient surplus – indicated as e.g. improved utilization of nutrients, reducing leaching from soil, reduced emissions from animals or production plants. To be indicated as e.g. kg per hectares, kg per animal unit etc.
- Reduce antibiotic use – indicated as the reduction in antibiotic consumption achieved as a result of project results. To be indicated in treatment frequency
- Limit climate impact – indicated as e.g. reduction in GHG emissions due to energy efficiency, fuel savings or increased capacity to bind nitrogen. To be indicated in CO<sub>2</sub> equivalents.
- Sustainable use of resources – indicated as e.g. same output produced with less input, the same input produces a larger output (including the use of waste products), or the same output given a higher value with the same or less input – to be indicated in DKK/unit.
- In addition, describe the impact in relation to the Organic RDD 4 interdisciplinary criteria; contribution to credibility in accordance with organic principles and contributions to the development of resilient systems. Regarding project type 2, contributions to credibility in accordance with organic principles and the specific criteria: the contribution of organic agriculture to public goods.

Not all parameters may be relevant to all projects, but please indicate the relevant parameters as precisely as possible. In case the calculated impact is not sufficiently substantiated, and if it is considered as overestimated, it will not be included in the subsequent impact assessment. You must indicate and explain the parameters in both **text** and by completing the **impact form**.

The project's green impact is used as one of more important criteria when assessing the application, and it is thus essential, that impact and dissemination is described by means of unambiguous and comparable units, and also that the calculation of the impact appears distinctively. In addition, the impact must be as realistic as possible.

Please cf. the example of a description of a project's green impact in text and impact form provided in the end of this section.

### Description of green impact in text form

For each parameter, relevant to the project, you should describe:

- Current level of the parameter in question
- Expected impact to be achieved in the project
- Realistic dissemination of relevant parameters
- Calculation basis for the parameters

The description should be based on sources such as e.g. statistics, published reports or the like. Indicate the impacts in measurable units such as e.g. nutrient loss per hectare, production volume etc. Effects listed as percentages may not be used alone, but as a supplement to specific figures. Also additional information, explanations and causal relationships can be specified. The calculation of impact should distinctly appear. Intermediate results may be submitted as enclosures. Total enclosures should be max 4 pages and solely include intermediate results and illustrations to enhance the project purpose and impact. Sustainability effects obtained outside Denmark should not be included in the project impact.

### Impact form – Green sustainability

Actual impact, dissemination, total impact (impact x dissemination) and source references for parameters must be indicated in the impact form shown below. Please state N/A in fields that are not relevant or cannot be completed, thus leaving no fields empty. The figures should also appear from the explaining text.

Please note: many of the effects in relation to Organic RDD 4 interdisciplinary criteria – contribution to credibility according to organic principles, contribution to the development of resilient systems, and for project type 2 contribution to credibility in relation to organic principles and the specific criteria: the contribution of organics to public goods – should only be described in text and not in the impact form.

If the applicant is unable to fill in the impact form for a least one parameter – for both green and financial sustainability – then he/she should reconsider whether GUDP is the appropriate scheme to apply for.

Impact form– Green sustainability				
Parameter	Impact (indicate unit)	Dissemination (indicate unit)	Total impact (impact x dissemination)	Source reference
Minimize nutrient surplus (nitrogen)				
Minimize nutrient surplus (phosphorus)				
Reduce use of antibiotics (treatment frequency)				
Limit climate impact (CO <sub>2</sub> equivalents)				
Sustainable resource utilization (DKK)				

### Example of description of green effects

*A fictitious example on how to indicate green impact for a project aiming to create value for pig producers by means of a new feed concept for the sows, and focusing on reduced piglet mortality. The nutrient discharge will be reduced and thus help minimize climate and environmental impact.*

The project expects to minimize the nutrient surplus for nitrogen and phosphorus for pigs by increasing the number of weaned pigs per sow. According to standard figures, the discharge is 21.36 kg N/sow and 5.24 kg P/sow. By increasing the number of weaned pigs, the estimated reduction in nitrogen and phosphorus will be **0.012 kg N/pig** and **0.003 P/pig** (Poulsen, 2016). The dissemination is estimated to comprise 50 % of the sows, and will impact **15 million weaner pigs/year** (Statistics Denmark). Total minimization will thus be **180,000 kg N/year** and **45,000 kg P/year**.

A significant part of the climate impact caused by pig production comes from the feed used. By reducing feed consumption per weaned pig, the project expects to reduce CO<sub>2</sub> equivalents in climate impact by a total of **8.400.000 kg**. This estimate is based on a reduction of **0.56 kg per pig** (Mogensen et al., 2009) and a dissemination of **15 million weaned pigs/year**.

Impact form – Green sustainability				
Parameter	Impact (indicate unit)	Dissemination (indicate unit)	Total impact (impact x dissemination)	Source reference
Minimize nutrient surplus (nitrogen)	0.012 kg N/pig	15,000,000 pigs/year	180,000 kg N/year	Poulsen, 2016 and Statistics Denmark
Minimize nutrient surplus (phosphorus)	0.003 kg P/pig	15,000,000 pigs/year	45,000 kg P/year	Poulsen, 2016 and Statistics Denmark
Reduce pesticide use (treatment frequency)	N/A	N/A	N/A	N/A
Limit climate impact (CO <sub>2</sub> -equivalents)	0.56 kg/pig	15,000,000 pigs/year	8,400,000 kg CO <sub>2</sub> -equivalents	Mogensen et al., 2009
Sustainable resource utilization (DKK)	N/A	N/A	N/A	N/A

### A23. Actual project impact within financial sustainability: (max ½ page in addition to the impact form) NB: It is not mandatory for project type 2 to fill this in (but please feel free to do so)

Describe the project's financial impact based on the following three sustainability parameters:

- Further financial impact – indicated as the profit generated by the project results (output) within the industry, outside the participant group (without increased costs). The output may be e.g. an actual product, increased yield, reduced production costs or knowledge. Indicate impact in DKK.
- Project proceeds – indicated as the financial return that project results will generate to the grant receivers 1, 2 and 3 years after the conclusion of the project, respectively. I.e.

the earnings minus the expenses – the net income – to be distinguished from the turnover. Impact should be indicated in DKK.

- Quality & added value per unit of raw material – indicated as the added value that the project may add to any given kind of raw material – indicated in DKK/kg – not the sales price.

All parameters may not be relevant to all projects, men indicate the relevant parameters as precisely as possible. The parameters should be indicated and described in **text** and by filling in the **impact form**.

The project's financial impact is used as one of more important criteria when assessing the application, and it is thus essential, that impact and dissemination is described by means of unambiguous and comparable units, and also that the calculation of the impact appears distinctively. In addition, the impact must be as realistic as possible.

Please cf. the example of a description of a project's financial impact in text and impact form provided in the end of this section.

#### **Description of financial impact in text form**

For each parameter, relevant to the project, please describe:

- Current level of the parameter in question
- Expected impact to be achieved in the project
- Realistic dissemination of relevant parameters

Please describe and explain specifically and quantitatively (in figures and unambiguous units) the expected financial impact for relevant parameters to the industry as well as the participating companies that are likely to profit from the products developed in the project period (project output). The description should be based on sources such as e.g. statistics, published reports or the like. Indicate the impacts in measurable units such as e.g. nutrient loss per hectare, production volume etc. Effects listed as percentages may not be used alone, but as a supplement to specific figures. Also additional information, explanations and causal relationships can be specified. The calculation of impact should distinctly appear. Intermediate results may be submitted as enclosures. Total enclosures should be max 4 pages and solely include intermediate results and illustrations to enhance the project purpose and impact. Sustainability effects obtained outside Denmark should not be included in the project impact; however, this does not apply to project proceeds.

#### **Impact form – Financial sustainability**

Actual impact, dissemination, total impact (impact x dissemination) and source references for parameters must be indicated in the impact form shown below. Please state N/A in fields that are not relevant or cannot be completed, thus leaving no fields empty. The figures should also appear from the explaining text.

If the applicant is unable to fill in the impact form for a least one parameter – for both green and financial sustainability – then he/she should reconsider whether GUDP is the appropriate scheme to apply for.

### Impact form – Financial sustainability

Parameter	Impact (indicate unit)	Dissemination (indicate unit)	Total impact (impact x dissemination)	Source reference
Further financial impact				
Project proceeds				
Quality & added value per raw material unit				

#### Example description of financial impact

*A fictitious example on how to indicate financial impact for a project aiming to create value for pig producers by means of a new feed concept for the sows, and focusing on reduced piglet mortality.*

The project expects the savings potential by weaning more pigs per sow of **116 DKK per sow**. This calculation is based on an estimate according to which 0.53 extra pigs are weaned per sow\*220 DKK per pig (calculated from Smågrisenotering, 2017). The dissemination is expected to include **500,000 sows**, resulting in a total additional profit within the trade to the amount of **58,000,000 DKK**.

The applicant indicates the proceeds for project participants/participating companies/grant receivers in relation to sales and advisory services regarding the new feed concept to amount to **4,444,510 kr. after the third year**. The applicant expects to be able to sell **63,493 tons feed** at a price of **70 DKK/ton**, after deducting production costs.

### Impact form – Financial sustainability

Parameter	Impact (indicate unit)	Dissemination (indicate unit)	Total impact (impact x dissemination)	Source reference
Further financial impact	116 DKK/sow	500,000 sows	58,000,000 DKK/year	Applicant
Project proceeds	70 DKK per ton	63,493 tons feed	4,444,510 DKK after 3 years	Applicant
Quality & added value per raw material unit	N/A	N/A	N/A	N/A

**A24. Project organization and management:**

Please describe project organization and management, including whether a project steering committee has been appointed. Please provide a description of the project manager's as well as the participants' competences used to accomplish the project (max. 5 lines per participant). Relations and synergies between work packages and participants should appear from, and be rendered visible in, the Gantt diagram (form B).

Max 1 page.

**A25. Project coherence with other previous and ongoing projects:**

Account for the projects coherence with other relevant projects. If previous, related projects have been funded by the Danish Agricultural Agency or Organic RDD please state this and indicate project file number.

Max ½ page.

**A26. The project's expected cooperation with other relevant companies/institutions/projects – national and international**

Description of expected cooperation with other relevant companies, institutions and/or projects that do not participate in the project.

Max ½ page.

**A27. Communication plan:**

See also prioritization criteria 6 in the call. The plan should take into consideration those with an interest in the project idea and results, and how to communicate with and disseminate to relevant target groups, including:

- Decision-makers, with a focus on challenges and solutions
- Scientific environments, with a focus on goals, methods and results
- Users, consumers and society as a whole

The project should contribute to dissemination in Danish and English through ICROFS. The project manager and 1-2 project participants must also participate in yearly status meetings. Contact data for a person, who can participate in an interview or an "information campaign" for GUDP is needed. The budget can allocate up to 50,000 DKK for communication purposes.

Max ½ page.

## Business plan

NB! Not mandatory for project type 2 (but please feel free to do so).

It is of essential importance that the applicant provides as accurate a business plan as possible, as this plan constitutes a significant part of the GUDP board's assessment of the project growth potential. However, not all applicants may be able to present a highly detailed business plan.

The business plan should include information on the financial potential for project output in relation to growth, employment, export and value to the customer. If more partners are to have individual earning possibilities then individual business plans must be prepared for each company. Use Form D if the project includes more business plans.

If GUDP approves the project, the project manager will be asked to update the business plan as results and increased knowledge of opportunities and barriers to commercialization are achieved. This will be done in connection with the annual project progress report to be submitted 1 July for all ongoing projects.

**A28. Project output:**

The business plan focuses on a product, a model or the knowledge the project will generate and which is called output. Describe and defined the output and indicate the project participant responsible for the output. Please indicate whether you intend to protect the project's output with a patent, trademark or copyright, and describe how it will be accomplished.

Max 1 page.

**A29. Market and customers:**

The following should appear from the description:

- Target customers for project output
- Total market size
- Expected market size for project output
- Whether it is possible to produce the project output in a scale that meets the market demand
- What is the market like 3-5 years from now?

Max ½ page.

**A30. Business foundation:**

It should appear how potential earnings and rights are distributed among project participants. Please describe:

- The financial potential of project output in relation to growth, employment, export and value to customers/users
- Own production or outsourcing

Max 1 page.

**A31. Business model:**

Indicate:

- Where and how turnover is generated

- Sales target, including related activities and the responsibility for achieving this
- Pricing, including issues that may influence price and demand
- How to upscale the business model
- Producer's ability to meet demands

Max ½ page.

### **A32. Risk analysis:**

Describe:

- Risks in relation to the development and realization of project output and initiatives to prevent these
- Competing product output, including turnover, dissemination, strengths and weaknesses of competing output
- Market entry barriers to other producers able to deliver equal or even better output

Max ½ page.

## **Personal data**

### **A33. Publishing personal data on the Internet:**

Please note that parts of the information may be published on the Internet, as appears from the call section on "Procedures for considering applications."

## **Checklist**

### **A34. Checklist to be considered before submitting the application material:**

NB: Please note that the application and enclosures must be in English!

- ✓ Form A – check that all fields are completed.
- ✓ Form A must be signed by the project manager – individual company projects must be signed by the financial controller.
- ✓ Form B – the budget form must be filled in for each participant and for each activity type (research, development, demonstration) to be applied for. Thus, a single applicant may have up to 3 budget forms, if he applies for funding for a development and demonstration project that includes research.
- ✓ Form C – fill in a participant form for each participant, including the main applicant/project manager. The form must be signed by the company's financial controller.
- ✓ Form D – additional form for business plans if a project has more than one business plan. The first business plan must appear from the main application Form A.
- ✓ Form E must be completed as a supplement to Form A, and relevant CVs must be incorporated.



- ✓ CVs for all relevant project key persons (indicated in A19) must be attached as enclosures; max 1 page per key person and max 2 pages for the project manager.
- ✓ Applications must be submitted via e-mail to the GUDP Sekretariat at [gudp@lbst.dk](mailto:gudp@lbst.dk)  
– Indicate the project title in the subject field.

All relevant application forms, CVs and enclosures must be in a single PDF file in addition to Form B and Form E, which must be attached as separate files (1 spreadsheet and 1 PDF file). The total PDF file should be submitted in a non-scanned version without signatures as well as a scanned version with all signatures. Therefore, please attach the following:

- ✓ PDF-file (non-scanned version)
- ✓ PDF-file (must include all signatures)
- ✓ Excel spreadsheet (not scanned) with budget form and Gantt diagram
- ✓ Form E (pdf)

## Form B: Budget form and Gantt diagram

This guideline will first provide a general elaboration on budgetary items and next a guide on how to fill in the individual fields of the budget form.

### General information about funding of GUDP projects

It is a prerequisite that expenses are directly related to the project and that they are necessary for the accomplishment of the project. Further, it is a condition that expenses are defrayed during the approved project period and that this can be documented.

### Allowable expenses eligible for grants

The following expenses are eligible for grants:

- Salary during the project period for project participants
- Expenses covering external assistance when this creates added value to the project's sub activities<sup>2</sup>. As a rule, research institutions are not eligible for funds for external assistance as these are expected to possess the highest expertise.
- Other activities. Operational costs that are necessary to the accomplishment of the project.
- Expenses for apparatus and other types of equipment that is necessary to accomplish the project. However, as a rule the applicant is expected to finance and provide the necessary equipment. Therefore, funding for apparatus and other equipment is only given to a limited degree and based on specific reasons. Only development and demonstration projects can receive funding for apparatus and other equipment. The salvage value of equipment and apparatus must be calculated. For demonstration activities the max amount granted for apparatus and equipment is 750,000 DKK.
- Other direct costs necessary to the accomplishment of the project (audit, communication, transport etc.)
- Indirect costs including overheads necessary to accomplish the project
- Expenses for PhD salary (max 28 months)

### Expenses that are not eligible for grants

Grants are not provided for:

- Covering of expenses for activities accomplished prior to project approval
- Company-specific process optimization (e.g. LEAN)
- Loss of working hours and production losses due to project participation
- Education activities in general, PhD, competence development etc. Funds may be provided for PhD salary, but not for matriculation, courses, etc.
- Patent expenses for major companies

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<sup>2</sup> The following applies to all kinds of external assistance: External assistance ("subcontracting") is settled based on invoices paid for external consultancy and services necessary for the accomplishment of the project. As a rule, all services should be bought at market price. You must be able to document that – when acquiring the product – you have explored the market price for said service and thus will be able to account for the purchase. If you buy the service with a supplier with whom the applicant is connected via his/her group or concern then the price should be settled as an internal cost (cost price). The applicant should pay specific attention to a correct settlement of the price in case of concern related trade as well as internal trade between the participants.

- Grants are not available for foreign research institutions and companies, but these may be part of a project as external advisors in case the necessary expertise is not available in Denmark
- Preparation of the application

All expenses must be stated exclusive of VAT, unless the applicant pays the VAT himself and therefore applies for funding for this expense.

### **Independent financing and other public co-funding**

According to the GUDP budget form independent financing solely includes private company financing of the company's own project expenses.

Public financing of eligible expenses as well as other public project grants will always be "other public co-financing". Thus, the independent financing of universities and other public institutions as well as grants from agricultural funds will be "other public co-financing". As a rule, project activities can only be co-funded by means of national public funds and only up to the current maximum percentage for the relevant activity and company type.

If the maximum subsidy percentage is e.g. 75 percent, and the applicant applies for 50 percent GUDP funding, it will mean that a maximum of 25 percent is eligible for funding by other national, public funds. The remaining 25 percent should be covered by independent funding or other non-public funds.

It may be stipulated as a condition for approval that other public funds are included in the project. In case the applicant applies for e.g. additional funding for the entire project it may be stipulated as a condition that the other grants are given.

### **Other supplementary public co-financing**

Demonstration activities may be co-funded by other public funds for up to 100 percent. Development and research activities comprised by the categories mentioned (agricultural products) in Enclosure 1<sup>3</sup> of the Treaty of Lisbon or enclosure 1 to EU regulation no. 1379 on common market organization for fish and aquaculture<sup>4</sup> produce may be eligible for other public funding of up to 100 percent of the eligible expenses.

In this case the total public funding may constitute 100 percent provided that:

- the grant receiver is a research institution or a knowledge dissemination organization according to the definitions provided in the EU rules for government subsidies
- the activities are of general interest to the sector or sub sector in question
- information about the accomplishment of the activities as well as the purpose and aim of same will be published on the internet prior to initiation. The information supplied must include an

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<sup>3</sup> Enclosure 1 of the Treaty of Lisbon deals with primary agricultural products, i.e. agricultural products prior to and including the first stage of processing. A project on wetlands may be included in enclosure 1 if one or more primary agricultural products are produced on these wetlands. Products comprised by enclosure 1 are found here [link](#) (s. 333-335).

<sup>4</sup> Enclosure 1 of the EU regulation no. 1379 on the joint market organization for fish and aquaculture produce is found here [link](#) (s. 16-17).

indication of the date of publication of the expected results and that they will be available free of charge

- the results of said activities must be available on the internet for at least a 5-year period and they must not be published later than the information that may be made available to the members of a specific organization.

### **How to fill in the individual parts of the budget form**

The budget form (Form B) is an Excel-file with three sheets

- Sheet 1: The total project budget
- Sheet 2: Gantt-diagram (incl. guidelines)
- Sheet 3: A list of delivery types to be used when filling in the Gantt-diagram.

Guidelines for the sheet "Total project budget" is provided below. Instructions as to completing the Gantt diagram appear from sheet 2 "Gantt diagram". An example of a completed budget form and Gantt diagram is available at the website together with the application material.

### **Total project budget**

The total project budget automatically sums up all sub budgets below, as these are completed. Once all project participants' sub-budgets are filled in, the total project budget will display the distribution of GUDP funding, own financing and other public financing. The amount appearing from the column "GUDP total" (spreadsheet field B 16) is the amount applied for. This amount must also be indicated in the main application form field A 12 "Total amount applied for".

### **Participant budgets**

A budget must be prepared for each company/institution participating in the project. If the company/institution is involved in more types of activities (applied research, development and demonstration), a sub-budget for each type of activity must be prepared. This is due to the fact that subsidy rates vary according to type of activity and company size. The amount appearing from the column "GUDP total" (column B) is the amount to be applied for. If the company/institution participates in more activities, then the amounts applied for should be added up and indicated in space C9 "Amount applied for this participant" of the participant form. Sub-budgets must also be prepared for participants who do not apply for grants but solely contribute independent financing. Grant payments to participants require that these participants meet their responsibilities as well as sign agreements that the activities have been accomplished.

### **Company name**

Fill in the name of the company.

### **Activity type**

State type of activity: "Applied research", "Development" or "Demonstration". Definitions of the three activity types:

- **Applied research** includes activities concerning planned research and critical studies with the purpose of achieving increased knowledge and skills to be used in the development of new products, processes or technologies. The results of the accomplished activities may not be readily available for commercialization in a short-term perspective.
- **Development** includes activities, that contributes to the development of new or improved

products, processes or technologies based on the acquisition and application of existing scientific (and other relevant) knowledge and skills. Development activities may include commercially applicable prototypes. The results of the accomplished development activities are expected to be applied, and commercialized, in a short-term perspective.

- **Demonstration** includes activities that demonstrate scientific or technical knowledge that is not anti-competitive. Demonstration activities should not be confused with marketing of actual products or services. This means: 1) All interested parties should have access to the knowledge and/or practice demonstrated, and 2) Demonstrations should not deal with actual products or services that must be bought in order to utilize the demonstrated knowledge and/or practice.

### Company size

Following the EU Commission's definition, company size is determined according to the following:

- **Small companies** are defined as companies with less than 50 employees and with an annual turnover and/or an annual balance sheet total of max. 10 million euros.
- **Medium-sized companies** are defined as companies with less than 250 employees and with an annual turnover of max. 50 million euros and/or an annual balance sheet total of max. 43 million euros.
- **Large companies** are defined as companies that are larger than the categories mentioned above.

For further information regarding the definitions of small and medium-sized companies we kindly refer to the user guide from the European Commission [link](#).

### Subsidy rates

The maximum subsidy rate is based on project type (cooperation project/single company project), activity type (project including applied research/development/demonstration) and company size (small/medium/large). Thus, GUDP provides subsidies to the individual project participants – according to project type, activity type and company size.

Advanced Technology Groups (GTS), industrial organizations, associations and self-governing institutions are considered as private companies in terms of subsidies.

For research, development and demonstration projects the maximum subsidy rates apply (cf. table 1), and – as a rule – they constitute the total maximum public financial support.

In addition, other supplementary public financing of the project is allowed; up to 100 percent of the project expenses eligible for subsidies if they meet the conditions stipulated in the guidelines above under the item "Other supplementary public co-financing". The maximum GUDP rates are stated in the form below; however, the board will always have the right to provide a lower rate following an actual evaluation.

**Table 1: Maximum subsidy rates for GUDP projects**

Company size	Research and knowledge dissemination organizations*	Small companies		Medium-sized companies		Large companies**	
		Individual	Cooperation***	Individual	Cooperation***	Individual	Cooperation***
<b>Activity type</b>							
Applied research	90 pct.	70 pct.	80 pct.	60 pct.	75 pct.	50 pct.	65 pct.
Development	90 pct.	45 pct.	60 pct.	35 pct.	50 pct.	25 pct.	40 pct.
Demonstration	70 pct.	70 pct.	70 pct.	70 pct.	70 pct.	70 pct.	70 pct.

\* Industrial organizations and private research and knowledge dissemination organizations are considered as large companies when determining maximum subsidy rates. However, this rule may be dispensed with in case the organization or institution (the entire organization or institution) is able to provide documentation that it meets the EU Commission's definition of small or medium-sized companies.

\*\* Regarding large companies the cooperation project must include a small company or a research institution. If a research institution and a large company enter into a cooperation project then the research institution should have at least 10 per cent of the total project budget.

\*\*\* In connection with cooperation projects, no individual company must account for more than 70 percent of the total project costs. Project results must be widely communicated via conferences, publications, open access meetings, free software or open source software. This does not apply to confidential information.

### Proportional budget entries

The same subsidy rate is given to all project expenses; i.e. no differentiated subsidies for individual expenses. In other words, proportionality is required for all expenses (cf. example provided below). Proportionality is required as no individual expense should be given more than the maximum subsidy rate.

Virksomhedsnavn: UDVIK APS		Virksomhedsstørrelse: Lille virksomhed		
Aktivitetstype: Udvikling		Ansøgt tilskudsprocent: 60%		
	NaturErhvervstyrelsen	Egenfinansiering	Anden offentlig	I alt
VIP				0
TAP	60.000	40.000		100.000
Ekstern bistand	24.000	16.000		40.000
Øvrige aktiviteter	36.000	24.000		60.000
Apperatur/udstyr	18.000	12.000		30.000
Scrap-værdi	7.200	4.800		12.000
Evt. indtægter				0
Andet	12.000	8.000		20.000
<b>I alt uden OH</b>	<b>142.800</b>	<b>95.200</b>	<b>0</b>	<b>238.000</b>
OH				0
<b>I alt</b>	<b>142.800</b>	<b>95.200</b>	<b>0</b>	<b>238.000</b>
<b>Beregnet tilskudsprocent:</b>				<b>60,0</b>

## Elaboration of individual budget entries

### **VIP and TAP salary      Universities and other public institutions**

Payroll costs are divided into scientific staff (VIP), technical administrative or other staff (TAP) participating in the project. Staff salary is in accordance with collective agreements for comparable state employees. Grants are given to cover the employee's actual, hourly pay and social contributions. Social contributions include sickness benefit and parental pay, holiday allowance and other social obligations.

If an employee's actual hourly pay exceeds the average hourly pay, then this must be specified in the relevant field, as hourly pay will otherwise be reduced to the average hourly pay. In the relevant field, you must refer to the individual employee (e.g. by using his/her initials), the salary and the total number of hours spent on the project. An example: HJ, 650 DKK/hour for 47 hours.

Regarding unspecified salaries, we will calculate the average pay by dividing the total salary bill by the number of hours; e.g. total VIP salary divided by total number of VIP hours. The achieved amount is compared to the approved hourly pay in the budget. In case the hourly rate is higher than approved in the budget, the hourly rate will be reduced to constitute the average pay, unless it appears from the specification field. If the hourly rate is lower or equal to the average hourly rate, the pay rate will be approved.

Universities and other public institutions under the obligation to follow the regulations for subsidized research, as laid out in the budget guide from the Ministry of Finance, should settle payroll costs as actual wage costs. Employees with an actual hourly pay, that exceeds the average, must be specified.

When estimating time consumption, a standard of 1,648 working hours per year should be applied.

### **Companies and private research and knowledge dissemination institutions**

Companies and private research and knowledge dissemination institutions such as GTD institutes, apply actual salary costs (i.e. excluding overheads/general costs) in their budgets.

When estimating time consumption, a standard of 1,648 working hours per year should be applied.



Salary costs for company owners who are not actually employed by the company may be included and paid at an hourly rate approved by GUDP – typically 150-350 DKK/hour. If salary for company owners is included in the project this must be specified in the relevant field including hourly wage rate and number of hours.

**External assistance** Expenses for e.g. external analyses, external advisory services, including expert advice to which the institution/company acquires the full right of utilization. Applications for funding of external assistance must be substantiated by means of a detailed explanation describing who will provide the external assistance (CVR number), what kind of assistance, expected number of hours, hourly wage rate etc. State the explanation in the specification field in the budget form (Form B, sheet 1).

As a general rule, research institutions will not receive grants for external assistance as they are expected to possess the highest expertise.

Please cf. the explanatory footnote in relation to the item "Expenses for external assistance" in this guide.

**Other activities** Other activities comprise operating costs necessary to accomplish the project, including costs for materials, meeting and travel costs etc. Subsidies are not given to unspecified running of e.g. laboratories, as these are generally included in overhead costs. Please specify costs in the specification field in the budget form (**Form B**). Conference costs (only in relation to present project results) and travel costs must be specified. Grants are not given to cover education and study trip costs; however in special cases grants may be given to company-specific visits if these are of essential importance to the project.

**Apparatus/  
equipment** As a general rule, the applicant is supposed to provide the necessary apparatus/equipment and make sure that it is available for the project. If this proves impossible, a decision will be made regarding the provision of the apparatus applied for. An application for funding of apparatus/equipment must be substantiated by an explanation describing the apparatus or equipment that will be purchased for the project. State the work packages in which the apparatus is used. Use the specification field in the budget form (Form B).

If the apparatus/equipment still has a certain value after the project period then the grant will be reduced accordingly. Cf. the following paragraph on calculation of the salvage value.



**Salvage value**

The salvage value is the value of the purchased apparatus/equipment at the end of the project after depreciation. Apparatus/equipment that is not depreciated at the end of the project might be sold at a certain value. This value will be deducted from the grant as the project is not supposed to profit from selling apparatus/equipment provided in support of the project. Thus, the budget must include a deduction of the depreciated value of the purchased apparatus/equipment applied for. This value is automatically deducted and is indicated in red figures in the budget form. Usually, the depreciated value – determined by GUDP – is calculated as a certain percentage of the expenditure (purchase price) according the regulations of the Act on Depreciation Allowance. If a project has a duration of 2 years and 4 months, then the depreciation value is calculated to 3 years. Please indicate the calculation of the salvage value in the specification field in the budget form (Form B). Salvage value does not apply to minor purchases, if the purchase amount is less than DKK 13,200.

Depreciation			
	Linear depreciation – 5-year period	Balance depreciation 25 pct.	Linear depreciation – 3-year period (used for IT equipment)
	pct. of purchase value	pct. of purchase value	pct. of purchase value
<b>Purchase value</b>	100	100	100
<b>Value year 1</b>	80	75	66
<b>Value year 2</b>	60	56,3	33
<b>Value year 3</b>	40	42,2	0
<b>Value year 4</b>	20	31,6	0
<b>Value year 5</b>	0	23,7	0

**Income**

Income from sale of test products, prototypes etc., in relation to which material uses included in project costs. This amount is automatically deducted and will appear in red figures in the budget form. Please provide an elaboration of the income in the specification field in the budget form (Form B).

**Other**

Indicate other expected costs in relation to accomplishing the project. This entry also includes communication and audit costs. If you apply for funding for the item *Other* a detailed elaboration describing the content must be submitted. Please explain this in the specification field in the budget form (Form B).

**OH (overheads) – Grants are provided for documented overheads/administrative contribution to joint costs** contribution costs. Overheads are given to cover indirect costs in connection with the accomplishment of a project. Costs that do not fall directly within the actual projects. These may include joint costs for rent, premises, administration etc.

GUDP provides differentiated overheads/administration contributions according to the legal status of the participating institutions:

Research and knowledge institutions, including Danish universities comprised by the regulations on subsidized research as stipulated in the budget guidelines from the Ministry of Finance (including the authority to perform subsidized research), may receive an overhead grant of up to 44 percent.

Other applicants must document indirect costs, including overheads/joint costs. Overheads/joint costs are calculated as a percentage rate in relation to the salary costs to be paid by the applicant, and constitutes max 30 percent. In connection with payment of the grant, the calculated percentage must be documented based on entries in the grant receiver's accounts.

### Completing the Gantt diagram

The applicant is free to use a different format/layout than the Gantt diagram provided as part of the application material. However, the following mandatory information must be included:

- Involved project participants for each work package
- Total number of hours for each work package
- Total budget for each work package
- Total budget
- Milestones for each work package. Deliverable type should be indicated for the milestones, cf. the list of abbreviations "List of deliverable types" mentioned in Form B, sheet 3 as well as in this guide to Form B.

Please note:

- Number of hours: A total number of hours must be indicated for each work package. It is not mandatory to indicate number of hours for each sub element of the work package. The total number of project work hours must be indicated and correspond to the number of hours indicated in the total project budget in the sheet "Total budget".
- WP budget: A total budget must be indicated for each work package (WP). It is not mandatory to provide numbers for each sub element of the work package. The total project budget must be indicated and correspond to the amount indicated in the total project budget in the sheet "Total budget."
- Compliance between activity type and deliverable type is necessary, as deliverable types are connected to project type. This means that if an applicant did not apply for a project including research, then the deliverable types under "Application oriented research" cannot

be applied. If the Gantt diagram includes research deliverables, the project must include research and Form E (research description) must be completed.

**Activity types to be used when completing the Gantt diagram:**

**Applied research (F)** – activities in relation to planned research and critical studies with the purpose of achieving increased knowledge and new skills to be used to develop new products, processes or technologies. The results of the accomplished activities may not be readily available for commercialization in a short-term perspective. Applied research must be accompanied by research deliverables in the Gantt diagram.

**Development (U)** – comprises activities that contribute to the development of new or improved products, processes or technologies based on the acquisition and application of existing scientific (and other relevant) knowledge and skills. Development activities may include commercially applicable prototypes. The result of accomplished development activities are expected to be applied and commercialized in a short-term perspective.

**Demonstration (D)** – includes activities with the primary purpose of demonstrating/disseminating scientific or technical knowledge or the like, that is not anti-competitive. Demonstration activities should not be confused with marketing of actual products or services. This means: 1) All interested parties should have access to the knowledge and/or practice demonstrated, and 2) Demonstrations should not deal with actual products or services that must be bought in order to utilize the demonstrated knowledge and/or practice.

At [www.gudp.dk](http://www.gudp.dk) under the heading “Tilskud” (Grants) in the section ”GUDP/Tilskudsberettigede aktivitetstyper” (GUDP/Grant eligible activity types) you will find a PDF file comprising an elaborate description of activity types using examples.

## List of deliverable types

List of deliverable types and abbreviations to be used when completing the Gantt diagram for development and demonstration projects with or without research	
<b>APPLIED RESEARCH</b>	
<b>Scientific production</b>	
International journal (peer reviewed)	FV1
Danish journal	FV2
Proceedings and working papers	FV3
Research report	FV4
Conference presentation	FV5
<b>Commercialization and application</b>	
Patents <ul style="list-style-type: none"> <li>- Novelty study</li> <li>- Submission of application</li> <li>- Patent approval</li> <li>- Agreement on commercial application</li> </ul>	FK1
Strategic method development and authority procedure	FK2
Other type of commercialization	FK3
<b>Software programmes</b>	
Internal application	FS1
External application	FS2
<b>Communication and dissemination</b>	
Major reports and analyses, more than 50 pages	FF1
Minor reports/notes	FF2
Articles in scientific journals and newspapers	FF3
Thematic issues in relation to the project	FF4
Thematic meetings / Workshops / Meetings / Open house arrangements	FF5
<b>DEVELOPMENT</b>	
<b>New products, processes etc.</b>	
New or significantly improved product	UP1
New or significantly improved production process	UP2
New concepts etc.	UP3
Prototypes	UP4
Pilot plant	UP5
<b>Commercialization and application</b>	
Patents <ul style="list-style-type: none"> <li>- Novelty study</li> <li>- Submission of application</li> <li>- Patent approval</li> <li>- Agreement on commercial application</li> </ul>	UK1

Trademark protection	UK2
Certification/test (not required by law)	UK3
Other kind of commercialization, including changes in technical standards, changes in advisory standards etc.	UK4
<b>Software programmes</b>	
Internal application	US1
External application	US2
<b>Communication and dissemination</b>	
Major reports and analyses, more than 50 pages	UF1
Minor reports/notes	UF2
Technical manuals, fact sheets etc.	UF3
Articles in scientific journals or newspapers	UF4
Thematic meetings / Workshops / Meetings / Open house arrangements	UF5
<b>DEMONSTRATION</b>	
<b>Communication and dissemination</b>	
Dissemination via practical experiments	DF1
Technical manuals, fact sheets etc.	DF2
Articles in scientific journals and newspapers	DF3
Thematic meetings / Workshops / Open house arrangements	DF4

## Form C: Participant form

All projects must complete a participant form for each participating company/institution, including the main applicant (the company/institution acting as project manager).

Project	
<b>C1. Project title and acronym, if any:</b> (max 10 words)	Indicate project title – it should comply with the title indicated in the main application.
Applicant	
<b>C2. Participant:</b>	Name of the institution/institute/department.
<b>C3. Municipality:</b>	Municipality of domicile of the institution/department/company/division.
<b>C4. CVR number</b>	Indicate the main applicant's CVR number. The stated CVR number must be registered with the Central Business Register (CVR.dk). The CVR number is an eight-digit identification number unique for the individual Danish company, and it is used as identification in relation to the authorities.
<b>C5. P number:</b>	Indicate the main applicant's P number. In addition to the CVR number, each company is also given a production unit number (P number) for each physical location from which the company runs its business. The P number is a unique 10-digit number. A CVR number may thus comprise more P numbers. The P number is important with regard to payment of funds.
<b>C6. Address:</b>	State the address. The address listed in this field must be identical with the address registered in the Central Business Register (CVR) in relation to the CVR and P numbers indicated.
<b>C7. Participant's name and title:</b>	

<b>C8. Telephone and e-mail address:</b>	Name and title of the project manager as well as telephone number and e-mail address which may be used by the GUDP Secretariat for correspondence purposes.		
<b>C9. Application amount for this participant:</b>	State the total amount for which the project participant has applied for. The amount should cover all the activities (research, development and demonstration) that the project participant will participate in – up to three amounts, if the participant engages in all three activity types.		
<b>C10. Starting date:</b>	Expected starting date for the project –	<b>C11. End date:</b>	Expected end date. The project period must be max 4 years

### Applicant's confirmation

#### **C12. Applicant's confirmation:**

By his/her signature, the financial controller confirms the budget and – at the same time – approves that the company/institution participates in the project, cf. the information provided.

The applicant is under the obligation to inform the GUDP Secretariat immediately in case of significant changes to the information submitted; thus including additional funding granted for the entire project or parts of the project by other parties, of which the applicant had no knowledge at the time when the application was submitted.

The applicant hereby confirms that all data and information provided in the application material are correct, and that all indicated green and financial effects are estimated in the best possible way.

Please notice that some of the information provided may be published at the Internet, cf. the call section " Procedure for the processing of applications".

<b>Date:</b>	<b>Signers name/stamp:</b>	<b>Signature:</b>
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Please enter the company/institution stamp or the signer's name in capital letters.

### Activity type and company size

<b>C13. Activity type:</b>	Tick off the activity types in which the participant is involved. Prepare a budget for each project participant. In case the
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	participant engages in more activity types, a budget for each type must be prepared, as the grant rates vary according to activity type and company size.
<b>C14. Company size:</b>	Indicate company size. Company size is according the the EU Commission's definition.
<b>C15. Cooperation agreements:</b>	Not relevant in this round. Only relevant for network applicants.

### Participants:

#### **C16. List of participants from the company/institution:**

REMEMBER that CVs for key persons must be submitted as enclosures.

Name:	Title:
Name:	Title:
Name:	Title:
Name:	Title:
Name:	Title:
Name:	Title:



## Form D: Additional business plans

Business plans should not be completed for type 2 projects.

In case a project has more participants, who may – in different ways – derive an economic benefit, or produce their own products or outputs to be commercially utilized, more business plans are required in order to illustrate the different financial benefits. Similarly, it makes sense to prepare a business plan for each product/output if a single company in the project has several products or outputs, in order to illustrate financial benefits.

You may fill in as many D Forms as necessary in the project.

Complete Form D as described in the guidelines for Form A, fields A28-A32.

Additional business plans must be submitted in continuation of application Form A.

## Form E: Description of project research

Guide for filling in Form E: Description of the scientific research in the project to be evaluated by the international review panel, approved by Innovation Fund Denmark.

All projects needs to fill in Form E.

An international review panel approved by Innovation Fund Denmark evaluates the scientific research activities in the project applications.

Form E as well as the rest of the application has to be written in English.

If Form E has not been filled in, GUDP will be unable to fund the project.

Project			
<b>E1. Project title and acronym:</b> (max 10 words)	Give the project a descriptive English title.		
Applicant			
<b>E2. Name, title and organisation of main applicant:</b>	Fill in the name and title of the project leader and organisation of main applicant.		
<b>E3. Start date:</b>	The start date of the project	<b>E4. End date:</b>	The expected end date of the project
Key Persons			
<b>E5. Name, title, organization, and time to be spent of all participants in connection to the scientific research:</b>			
Fill in the names, titles and organisations of the persons involved in the research activities, as well as their hours to be spend on the research activities. Extra lines can be added if necessary. CVs of the listed persons should be enclosed in E8.			
Name:	Title:	Hours:	Institution/Company:

<b>Project description</b>			
<b>E6. Short project description of the overall project:</b> (Max 1500 characters)	Describe the significance of the scientific research in relation to the entire project, including goals, expected results and an estimation of the effects of the scientific part.		
<b>Scientific research</b>			
<b>E7. Description of scientific research to be carried out in the project:</b> (max 5 pages)	<p>The description should include:</p> <p>The scientific research to be carried out in the project, including how the research activities are necessary to reach the effects and the goals of the project.</p> <p>A definition of the scientific problem, the scientific “state-of-the-art”, the theoretic background, hypothesis and the scientific quality.</p> <p>Methods and analysis to be carried out and how they are connected to the work packages of the project – including an outline of the work packages.</p> <p>List of deliverables and milestones.</p> <p>Risks of the feasibility and succes of the project, and plan for mitigations.</p> <p>The scientific qualifications of the persons listed in <b>E6</b> in relation to the work to be carried out.</p> <p>Relevant information on the division of labor between key scientific personnel.</p> <p>The number and research area of Ph.D.s, if any, to be enrolled in the project, and how their work will be integrated in the project.</p>		

## CVs

**E8. CVs for relevant persons in connection to the scientific research:**

Attach the CVs for the persons relevant to the scientific research activities in the project. CVs of max 1 page pr. Person (2 pages for project manager).