

Why Grant Proposals Fail

And what you can do to increase your success!

Learning Objectives

1. Identify the common pitfalls of unsuccessful grant proposals
2. Identify strategies to overcome common grant writing mistakes
3. Describe the process of writing a grant proposal
4. Identify funders who align with your goals

Learning Objectives

5. Differentiate between research and program grants
6. Identify the essential components of a grant proposal
7. Review components of a grant and provide constructive feedback
8. Determine what grant reviewers look for in a grant proposal

A Grant Writer's Dream



Purpose of Grant Writing

1. Development of new programs or studies
2. Sustaining current programs
3. Fundraising



Grant Writing Terms

- **Funder:** resource/organization who funds the grant
- **Grant:** award of a sum of money
- **Grant writer:** person who prepares the proposal
- **Grant writing:** process of writing a proposal to obtain funding
- **Proposal:** document prepared to receive funding
- **Request for Application:** announcement or solicitation document with instructions/guidelines for submitting a proposal

Types of Proposals

- **Program:** offer specific services
- **Research:** study a topic or issue
- **Training:** provide monies for education
- **Planning:** offer coordination for a program, or preparation for a larger proposal in future
- **Technical assistance:** help other agencies
- **Capital improvement:** fund equipment or construction

Activity: Grant Proposal Strengths and Weaknesses

Grant Proposal Strengths and Weaknesses 1



Before we begin our training, think about your strengths and weaknesses in grant writing. Write them down below.

1. What are your strengths in grant writing? (e.g. *I am really good at creating a detailed timeline for a project.*)

- _____
- _____
- _____

2. What are your weaknesses in grant writing? (e.g. *I need to improve on connecting my evaluation plan*)



Locating and navigating funding announcements

FINDING THE RIGHT FUNDER

Grants Fail...

Problem: The grant proposal fails to address the grantor's stated requirements or needs

- The grant writer may not understand the focus/priorities of the grant or the funding agency
- The grant writer may not have chosen the appropriate Request for Application (RFA)

Solution: Find the Right Funder

Solution



- Make sure you understand the requirements of the grant and the type of proposal that the grantor is calling for.
- Make sure that the funder's priorities are similar to your own.

Finding a Funder



Funders who are likely to fund you:

- Obvious relationship between your project or organization and the funder's priorities
- Aspects of your project or organization match requirements of the funder (e.g. location, target population, or the type of service provided)
- Funding is at a level that will help your project
- Deadlines and award dates fit with your schedule for the project

Common Sources of Funding

1. Foundations
 - Individual
 - Corporate/Organizations
 - Charity
2. Governmental Agencies
 - CDC
 - NIH
 - State/local health agencies



Foundations

“ A foundation is an entity that is established as a nonprofit corporation or a charitable trust, with a principal purpose of making grants to unrelated organizations or institutions or to individuals for scientific, educational, cultural, religious, or other charitable purposes.”

Source: Foundation Center, 2001

Examples of Foundations

National

- Robert Wood Johnson Foundation (RWJF)
- Bill and Melinda Gates Foundation
- W.K. Kellogg Foundation
- Susan G. Komen Foundation
- Henry J Kaiser Family Foundation
- AVON Foundation

State/Local

- Healthcare Georgia Foundation
- UPS Foundation
- Woodruff Foundation

Two Types of Foundations

- **Private foundation:** funds originate from one source such as an individual, a family, or a corporation
- **Public foundation:** funds come from diverse sources, including private foundations, individuals, government agencies, and fees for service

Characteristics of Foundations

- **Independent:** aid to social, educational, religious, or other charitable activities
- **Company-sponsored:** independent organization with close ties to a corporation offering funds
- **Operating:** use of its resources to conduct research or offer direct service
- **Community:** publicly supported organization that offers grants for social, educational, religious, or other reasons

Types of Support Provided

- **Capital campaigns:** campaigns, usually extended over a period of years, to raise substantial funds for enduring purposes, such as a physical plant or endowment.
- **Conferences and seminars:** grants to cover the expenses of hosting a conference.
- **General/Operating support:** grants to cover the day-to-day personnel, administrative, and miscellaneous expenses of a project or organization; (unrestricted support).
- **In-kind gifts:** contributions of equipment, supplies, or other property, technical or other services, as distinguished from a monetary grant.

Types of Support Provided

- **Seed money:** grants or contributions used to begin a new project or organization. Seed grants may cover salaries and other operating expenses for a new project (start-up funds).
- **Program development:** grants to support specific projects or programs as opposed to a general purpose grant (special project grants).
- **Emergency funds:** one-time grants to cover immediate short-term funding needs on an urgent basis.

Materials available on Foundations

- To request:
 - Go to their website
 - Call Foundation and request a copy
- Useful materials:
 - General Information
 - Mission
 - Funding priorities
 - Annual reports (what they are funding by year)
 - Funded program descriptions



Where do you find them?

Funding opportunities from foundations:

- Grant Making in Health www.gih.org
- Foundation Center <http://foundationcenter.org/>
 - Library of funding resources, computers for searching databases, and training classes; Atlanta-Hurt Plaza
- Sign up for grant subscription services and funding alerts to help you locate grants

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The Foundation Center can help legislators and policymakers answer inquiries from constituents about fundraising and the nonprofit sector. We've created a page that gathers these resources in one convenient place.

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State:

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Foundation Center President is Changemaker

In a podcast interview, Brad Smith answers questions from Ashoka's Changemakers community and discusses the "mother of all" databases — the Foundation Center's database on grantmakers and their grants around the world.

[Article and podcast»](#)

Foundation Giving Trends, 2010 Edition

According to *Foundation Giving Trends*, 2010 edition, foundations awarded a record 214 grants of \$10 million or more in 2008, and international giving reached a record 24.4 percent of total grant dollars awarded.

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health

State:

Georgia [v](#)

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[Bay Nonprofits in 2008, Report Finds](#)

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Insert a key word such as "health" in the Name section and GA as the state



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Identify Funding Sources

- Foundation Directory Online
- Corporate Giving Online
- Foundation Grants to Individuals Online
- Print and CD Funding Directories
- Requests for Proposals
- Associates Program

Related Tools

- Common Grant Application Forms
- Prospect Worksheets
- Grants Classification

Check Statistics

- Top Funders
- Grantmaker Stats
- Grants Stats

Local Resources

- Atlanta
- Cleveland

Foundation Finder

Search criteria: (**Name:** *health* **State:** *GA*)

14 matching documents retrieved (14 displayed)

[Search Again](#)

FOUNDATION NAME	STATE
Gangarosa International Health Foundation, Inc, The	GA
Georgia Health Care Education and Research Foundation, Inc.	GA
Georgia Health Foundation, Inc.	GA
Global Health Solutions, Inc.	GA
Grady Health Systems Foundation, Inc., Henry W., The	GA
Gwinnett Health System, Inc.	GA
Health 1st Foundation, Inc.	GA
Institute for America's Health, Inc.	GA
Kaiser Permanente of Georgia Community Benefit Program	GA
Medcen Community Health Foundation, Inc.	GA
Medical Research & Health Education Foundation	GA
Memorial Health University Medical Center Foundation, Inc.	GA
Public Health Law Association	GA
Woodruff Health Sciences Center Fund, Inc., Robert W.	GA

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Click on a
foundation of
interest



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- Grants Stats

Local Resources

- Atlanta
- Cleveland

Foundation Finder

Medcen Community Health Foundation, Inc.

(formerly: Medcen Foundation, Inc.)

Address and Contact Information

858 High St.

Macon, GA 31201-2007

Telephone: (478) 633-1555

Contact: W. Asbury Stembridge, Jr., Exec. Dir.

Additional info: FAX: (478) 749-9139

E-mail: info@medcenfoundation.org

URL: www.medcenfoundation.org

Type of Grantmaker

Public charity

IRS Exemption Status

501(c)(3)

Additional Descriptor

Organization that normally receives a substantial part of its support from a governmental unit or from the general public

Financial Data

(yr. ended 09/30/2008)

Total Assets: \$52,606,612

Total Giving: \$932,620

Search again»

Identify Funding Sources

Foundation Directory Online

allows you to search our databases of nearly 100,000 grantmakers and more than 2 million grants to find new funding prospects that meet your unique needs. Monthly, annual, and two-year subscription options available.



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Here you can find contact information and website. Click on the website to learn more about the organization and find out if they have funding opportunities

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Since 1973, Medcen Community Health Foundation has helped to support the health of our entire central and south Georgia community. Through community-wide philanthropic endeavors, we support a variety of programs that help keep our community healthy.

Among our charitable efforts are **The Medical Center of Central Georgia**, including the **Children's Hospital Cancer Life Center**, **Critical Care Center**, and **Hospice of Central Georgia**. We also fund other **charitable efforts** that address community health needs and focus on disease prevention, health promotion, and wellness education.



We are proud to announce we have completed one phase of the *Generation to*

take note

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your donation

Click on
"Grants"

You can help us make a difference in the health of our community. **Contact us** to learn how you can help change lives through our *Generation to Generation* campaign. This aggressive 5-year, 17-million dollar capital campaign raises money for projects affecting our community at various stages of their lives. These are healthcare services that we are ensuring for generations to come.

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grants



The Medcen Community Health Foundation's mission is to maximize donor resources to improve the health of our region through community and hospital partnerships. One way we seek to achieve this mission is through grant awards for a variety of healthcare-related programs and services.

Community Outreach grants fund large health initiatives and forge partnerships to serve great health needs.

HEAT (Healthcare Employees Achieving Tomorrow) grants fund programs and services both inside The Medical Center and beyond its walls to guarantee Central Georgians access to the best possible healthcare available in this region.

Research & Education grants are awarded to those in the field of science and medicine who seek to prevent and cure diseases.

Click on the grants of interest, "Community Outreach grants"

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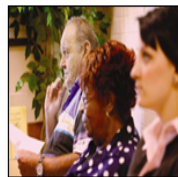
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grants: community health



Community Health Grants support health and wellness projects which improve community health through channels such as prevention, health maintenance, screening, and education. The purpose of this grant program is to enhance the health status of citizens served by Central Georgia Health System.

APPLICATION EVALUATION

Applicants may address any factors underlying a healthy community. Grants are particularly encouraged which:

- exhibit partnering and collaboration between and among groups such as but not limited to: governmental agencies, educational institutions, arts organizations, health care providers, criminal justice agencies, chambers of commerce, insurance providers, civic organizations, employers, the media, etc.

- address needs currently unmet
- are cost effective
- demonstrate positive measurable outcomes
- are new or advance existing programs to a higher level of innovation
- emphasize prevention and education

Read about the eligibility requirements and type of proposals they are requesting. Call them for additional information.



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healthcare

State:

Georgia

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One-third of foundation CEOs regularly use Facebook or read blogs, and only six percent use Twitter, according to *Are Foundation Leaders Using Social Media?*, our recent survey of foundation executives.

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Request for Proposals

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- Grants Classification

Check Statistics

- Top Funders
- Grantmaker Stats
- Grants Stats

Local Resources

- Atlanta
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Search criteria: (**Name:** *healthcare* **State:** *GA*)

3 matching documents retrieved (3 displayed)

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FOUNDATION NAME	STATE
Emory Healthcare, Inc.	GA
Healthcare Georgia Foundation, Inc.	GA
Whitfield Healthcare Foundation, Inc.	GA

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Healthcare Georgia Foundation, Inc.



Address and Contact Information

50 Hurt Plz, Ste. 1100
Atlanta, GA 30303-2957
Telephone: (404) 653-0990
Contact: Gary D. Nelson Ph.D., Pres.
Additional info: FAX: (404) 577-8386
E-mail: info@healthcaregeorgia.org
URL: www.healthcaregeorgia.org/

Type of Grantmaker

Independent foundation

IRS Exemption Status

501(c)(3)

Additional Descriptor

Health conversion foundation

Financial Data

(yr. ended 12/31/2008)
Total Assets: \$94,717,514
Total Giving: \$4,896,470

EIN

582418091

990-PF

2008 2007 2006 2005 2004 2003 2002

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Governmental Agencies

- Government agencies = stricter guidelines
- Release a funding announcement
- Provide information to a *Request for Application (RFA)*, a *Request for Proposal (RFP)*, or a *Funding Opportunity Announcement (FOA)*
- RFA/RFP contains all the instructions and forms needed to submit the proposal

Where do you find them?

- Department of Health and Human Services (DHSS) <http://dhhs.gov>
- Centers for Disease Control and Prevention (CDC) <http://www.cdc.gov>
- Substance Abuse and Mental Health Services Administration (SAMHA) <http://www.samhsa.gov>

Where do you find them?

- Catalog of Federal Domestic Assistance: comprehensive listing of all federal funding
<http://12.46.245.173/cfda/cfda.html>
- Federal Register: newspaper about deadlines for new grant programs
- Grants.gov: listing of all government grants
<http://grants.gov/>
- Government agencies' home pages



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Grants.gov is your source to FIND and APPLY for federal grants. The U.S. Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community. [Learn more](#) about Grants.gov and determine if you are eligible for grant opportunities offered on this site.

Grants.gov does not provide personal financial assistance. To learn where you may find personal help, check [Government Benefits](#), [Student Loans](#) and [Small Business Start-up Loans](#).



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In response to The American Recovery and Reinvestment Act or Recovery Act, Grant-making agencies are posting Recovery Act specific grant opportunities on Grants.gov. [View all opportunities >](#)

Other information and opportunities regarding the Recovery Act is available. [Learn more >](#)

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What's New at Grants.gov

New Opportunities This Week

Grants.gov Contact Center scheduled closing

Important CCR Update

View Recovery Act Webinar for Nonprofits

Verify if your Adobe Reader version is
compatible with Grants.gov

[Home](#) » [For Applicants](#) »

FIND GRANT OPPORTUNITIES

All discretionary grants offered by the [26 federal grant-making agencies](#) can be found on Grants.gov.

You do not have to register with Grants.gov to *find* grant opportunities. However, once you are ready to *apply* for a grant, you will need to [Get Registered](#). This process takes 3-5 business days up to 4 weeks if you experience any difficulties.

Search Grant Opportunities

Search by keyword, Funding Opportunity Number (FON) or Catalog of Federal Domestic Assistance (CFDA) number.

Basic Search



Search by a variety of categories of funding activities.

Browse by Category



Search from a list of agencies offering grant opportunities.

Browse by Agency



Search by more specific criteria such as: Funding Instrument Type, Eligibility or Sub-agency.

Advanced Search



Search for Recovery Act Opportunities.

Find Recovery Act Opportunities



Once you have found the grant opportunity for which you wish to apply by entering a specific search criteria, click the "Application" button in the grant opportunity synopsis.

You may also search for a specific application package by the [Funding Opportunity Number \(FON\)](#), [Catalog of Federal Domestic Assistance \(CFDA\)](#) number or Funding

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BASIC SEARCH

Basic Search • [Browse by Category](#) • [Browse By Agency](#) • [Advanced Search](#)

To perform a **basic search** for a grant opportunity, complete at least one of the following fields Keyword Search, Search by Funding Opportunity Number and then select the Search button.

Only open opportunities will be returned. To search closed or archived opportunities, use [Advanced Search](#).

For helpful search tips and to learn more about finding grant opportunities check out the [Search Grant Opportunities](#) guide.

Keyword Search:

Search by Funding Opportunity Number:

Search by CFDA Number:

SEARCH

CLEAR FORM

Enter a
keyword of
interest

[Home](#) > [Find Grant Opportunities](#) > [Search Grant Opportunities](#) > Search Results

Search Results

Sort: Open Date, Descending

[Sort by Close Date](#) [Sort by Relevance](#)
[New Search](#)

Results 1 - 20 of 312

Open Date	Opportunity Title	Agency	Funding Number	Attachment
08/17/2010	Psychosocial Stress and Behavior: Integration of Behavioral and Physiological Processes (R01)	National Institutes of Health	RFA-HL-11-033	
08/17/2010	Basic Mechanisms Influencing Behavioral Maintenance (R01)	National Institutes of Health	RFA-HL-11-035	
08/17/2010	Exceptional, Unconventional Research Enabling Knowledge Acceleration (EUREKA) (R01)	National Institutes of Health	RFA-GM-11-003	
08/17/2010	Development of Comprehensive and Conceptually-based Measures of Psychosocial Stress (R21)	National Institutes of Health	RFA-HL-11-034	
08/13/2010	Validation and Field Testing of New Tools for Characterizing the Personal Environment (R01)	National Institutes of Health	RFA-ES-10-007	
08/13/2010	Coordinating Center for the Barretts Esophagus Translational Research Network (U01)	National Institutes of Health	RFA-CA-10-015	
08/13/2010	Barretts Esophagus Translational Research Network (U54)	National Institutes of Health	RFA-CA-10-014	
08/12/2010	Integrated Nutrition Program (INP)	Nepal USAID-Kathmandu	RFA-367-10-000004	IR1: Support improved governance for basic social services,
08/11/2010	Blood and Marrow Transplant Clinical Trials Network (BMT CTN) Data Coordinating Center (U10)	National Institutes of Health	RFA-HL-11-028	
08/11/2010	Blood and Marrow Transplant Clinical Trials Network (BMT CTN) Core Clinical Centers (U10)	National Institutes of Health	RFA-HL-11-013	
08/10/2010	Basic Research on Self-Regulation (R21)	National Institutes of Health	RFA-AG-11-010	

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Foundation vs. Government

Foundations

- Foundations usually offer smaller amounts of monies for shorter periods of time.
- Foundations often offer program/service grants.

Government

- Government usually awards fewer grants for larger amounts of monies for longer periods of time.
- Applications have stricter guidelines and awards are highly competitive.
- Government offers program and research grants.

Finding a Funder

- Find out about funding opportunities and proposal materials
 - Funders' print materials
 - Web sites
 - <http://grants.gov>
 - <http://fdncenter.org>
 - <http://www.npguides.org/>
 - www.guidestar.org
 - www.foundations.org
 - Newsletters
 - Word of mouth

Grants Fail...

Problem: Selection of the wrong grant

- The grant writer selects a grant **opportunity** that is not well suited for the organization

Solution: Research grant opportunities and determine which other organizations have been funded

Solution



- You can access information that provides
 - Background information, annual reports, or websites
 - What other organizations have been funded by the grantor (determine if your proposal “fits” with these)
 - The number and amount of awards made in the last year
 - The number of potential awards for the current funding cycle or particular RFA

What to Look for?

Consider the following for each grant application:

- Funding priorities or aims of funder
 - Eligibility requirements (do you meet them?)
 - Budget (range, maximum amount- does your project fit in the range?)
 - Project dates (especially start date)
 - Proposal deadline
- Don't forget to call the listed contact to request additional information or attend information session on funding opportunity to learn more about what types of projects they are interested in

What to look for?

- Make sure that you are applying for the appropriate *type* of funding.
- Research Grants
- Program/Service Grants

Research Grants

- Different requirements
- Focus on learning new information or answering a research question
- Parts of the proposal are different and include specific aims, background and significance, preliminary studies and research strategies
- Require IRB approval

Program Grants

- Proposes the start-up or continuation of a program that serves a specific population
- Tends to be over a shorter period of time than research grants
- Parts of the proposal include statement of need, project description/ methods, and evaluation plan


Questions?



Activity: Determining the Type of Grant

Determining the Type of Grant	2
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Instructions: Read the first paragraphs of the attached Request for Application (RFA). Answer the questions below for each.

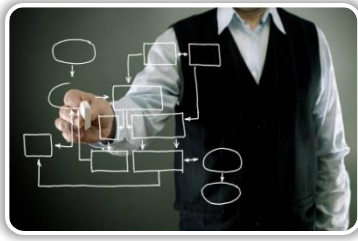


Healthy Eating Research: Building Evidence to Prevent Childhood Obesity

1. Is this RFA requesting a research or a program grant proposal? _____
How can you tell? _____

2. What topic(s) are the funders looking for? _____
3. What type of organization are the funders looking for? _____
4. Would your organization be eligible to apply for this RFA? _____

Georgia Childhood Asthma Management Program



Setting yourself up for success

PREPARING TO WRITE A GRANT PROPOSAL

Grants Fail...

Problem: The planning process is not well organized, resulting in a poorly written proposal

- Grant writer does not collect the relevant information for planning
- Grant writer does not delegate tasks
- Grant writer does not develop a timeline

Solution: Develop a work plan

Solution



Make a plan

- Collect information and research the funder/RFA
- Determine who is in charge of the application process
- Develop a team
- Define the project
- Compile supportive information

Collect Information



- **Contact Information**
 - Correct name of foundation and contact information (address, phone number)
 - Name, title, telephone number, and address of primary contact person
 - Names of donors, trustees, and officers
 - Names of staff
 - Local representative who can talk with you

Collect Information

- **Background**
 - funding priorities or subject areas in which they make awards
 - purpose of foundation
 - geographic restrictions
 - program categories and current priorities
 - recent grants with award amounts
 - grants they prefer (seed, multiyear, etc.)
 - amount of their assets
 - amount of funding (minimum, maximum; average-sized grant, range of award)
 - cover indirect costs

Collect Information

- **Questions to get started**
 - Are there selection criteria given?
 - Are there application forms or instructions?
 - Is a letter of intent (LOI) required or strongly encouraged?
 - Is there a selection process outlined?
 - Is there a clear policy on renewal?
 - What are the specific deadlines?
 - Is there a page limit?



Tips for Researching a Proposal

1. Read the application materials very carefully. Take notes.
2. Be sure that you and the funder share the same interests.
3. Call the contact phone number at the funding agency with any questions--they are there to help you. Don't be afraid to do this. This will also alert them to your interests.
4. Note the eligibility requirements and make sure that you fit within those parameters.
5. Star the deadline date on your calendar and develop a plan for writing working backwards from that date.

Prepare to Write

1. Read and reread RFP carefully
2. Review the RFP materials with someone else in your organization
3. Attend or join in on any meeting or calls for interested applicants
4. Ask colleagues for copies of successful applications for your review

Grant Writing Preparation

- Three key skills
 1. Follow instructions
 2. Pay attention to details
 3. Gather information
 - Project audience
 - Similar projects
 - Organizational background
 - Needs statement
 - Appendices

Grants Fail...

Problem: The grant writing team does not maximize efficiency

- Grant writing team spends time looking for materials
- Grant writing team duplicates work
- Grant writing team doesn't have access to the files

Solution: Have all basic information available and ready to go

Solution



- Make sure that information is shared/saved electronically with team members
 - Keep electronic copies of organizational charts, organization programs and services, organizational history and past grant proposals
 - Assign tasks/responsibilities to individual team members

Questions?





COMPONENTS OF A PROGRAM GRANT

Why Grants Fail

1. Inappropriate formatting of proposal
2. Proposal lacks direction and key details
3. Proposal is not persuasive
4. The need for the program is not established
5. The grant proposal does not include local data
6. The organization does not have enough experience
7. The grant proposal does not use clear measurable objectives

Why Grants Fail

8. The methods section lacks clear, measurable objectives
9. The grant proposal is not innovative
10. The evaluation plan does not match the objectives of the program
11. The budget exceeds the available amount
12. The budget does not have all required elements
13. There is mismatch between activities and budget
14. Appendices do not conform to the grant requirements

Grants Fail...

Problem: The grant proposal does not respond to the RFA in appropriate format

- Grant writer does not use proper headings
- Grant writer submits the wrong type of proposal (e.g. letter of inquiry or letter proposal)
- Grant proposal is over the page limit

Solution: Pay attention to the type of proposal requested

Types of Proposals

- **Letter of inquiry:** summary of project in form of 1-2 page letter (foundations)
- **Letter Proposal:** 2-3 page description of project (corporations)
- **Long Proposal:** most common type which includes introduction, agency info, statement of need, project description/methods, evaluation, budget, and appendices

Letter of Inquiry

- Introduction
- Organization description
- Statement of need
- Methodology
- Other funding sources
- Final summary

Grants Fail...

Problem: The grant proposal lacks direction and key details

- Grant writer does not organize his thoughts in a clear and consistent manner
- Grant writer includes miscellaneous details and leaves out details on essential grant components

Solution: Keep your proposal organized and include the *right* details

Grants Fail...

Problem: The grant proposal is not persuasive

- Grant writer does not promote their/or their organization's accomplishments
- Grant writer uses their own language

Solution: Promote your organization and ideas and use funder's language

Activity: How do you structure your grant proposal?



Parts of Grant

The main parts of a grant are:

1. Cover letter
2. Statement of need
3. Project description/Methods
4. Evaluation plan
5. Budget and budget justification
6. Appendices

Cover Letter

- **Cover letter:**
 - Who you are
 - Scope of project
 - Major tasks
 - Costs
- Should be written on agency letterhead



Grants Fail...

Problem: The need for the program is not established

- Grant writer does not cite the necessary research or data that recommends the type of program
- Grant writers do not convey the uniqueness of their service

Solution: Do your research and make the case for your program

Grants Fail...

Problem: The grant proposal does not provide local data

- Grant writer does not use local data to illustrate the need for a local program
- Grant writer does not compare local data to that of the state and/or nation

Solution: Access local data or conduct a community needs assessment to obtain local data

Solution



- Use national or leading public health organization data and focus on the issue (relative comparison of how your county compares with others)
- Address community needs through use of local data
 - Where do you find local data?

What is a Needs Statement?

A Needs Statement:

- Describes the nature of the problem or need with supportive evidence
- Discusses the factors that contribute to the problem
- Identifies gaps in services or programs
- Provides a rationale for the significance of your project

Needs Statement

- Report primary and secondary data
- Types of information to include:
 - Incidence and prevalence of problem
 - Information known about it (definitions, risks, prevention, costs)
 - Populations affected
 - Programs addressing problem
 - Costs or consequences
 - Meeting of national or state objectives (Healthy People 2010)



Writing a Needs Statement

- Focus the explanation of need from broader to local area
- State the need using statistics from multiple sources
- Use statistics to make the point
- Employ comparative statistics (e.g. how your county is higher than the state)

Grants Fail...

Problem: The organization does not have enough experience

- The grant writer does not illustrate his/the organization's expertise in the proposed topic
- Collaborate with organizations that have additional expertise in the proposed topic

Solution: Align yourself with grant opportunities that utilize your experience

Organizational Background

- Is the agency's ability to conduct the project
- Includes a mission statement of the agency
- Uses an organizational chart
- Outlines the history of the agency

Organizational Background

- Highlights honors and accomplishments
- Includes agency strengths, track record with other funders, or success stories
- Includes letters of support attesting to merits of the project or the agency or establishing partnership with other organizations

Organizational Background

- Describe past programs and awarded grants related to the focus of the grant
- Describe cumulative expertise of staff (range and number of years) and attach resumes and/or biosketches

Grants Fail...

Problem: The grant proposal does not use clear, measureable goals and objectives

- The proposed goal is vague or overreaching
- The goals and objectives do not align
- The objectives are not SMART

Solution: Define your goals and objectives clearly and ensure that they are attainable in the given timeframe

Solution



- Make sure that your goals and objectives are not too ambitious and are feasible based on:
 - Time frame
 - Resources/ budget
 - Number of staff available
- As a team, map out potential activities/tasks to see if they are workable

SMART Objectives

Specific

Measurable

Achievable

Realistic

Time-phased

- Half of all those in the county who complete a regular, aerobic, 12-month exercise program will reduce their “risk age” on their follow-up health risk appraisal by a minimum of two years compared to their preprogram results.

Project Description



- Goals
 - Respond to identified needs and are statements of the ultimate mission or purpose of the program
- Objectives
 - Represent the immediate measured outcomes that are essential for achieving the ultimate goals

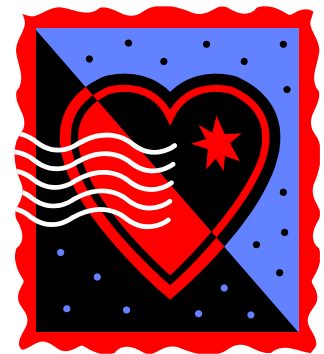
Program Objectives

Questions to consider when developing objectives:

1. Can the objective be realized during the life of the program?
2. Can the objective be realistically achieved?
3. Does the program have enough resources?
4. Are the objectives consistent with the policies and procedures of the organization?
5. Do the program objectives align with the cultural characteristics of your priority population and the changes sought?

Healthy Heart Program

- ❑ Health Topic: Cardiovascular Health
- ❑ Goal: To reduce the incidence of cardiovascular disease in the residents of Tift county, GA.
- ❑ What are some short-term, intermediate, and long-term objectives for this program?



Healthy Heart Program

❑ Objectives:

- ❑ By August 4 2011, two different heart disease brochures that outline risk factors and prevention strategies will be distributed to all residences in the county. (short-term)
- ❑ At least 20% of residents will be able to identify two of their own heart disease risk factors after receiving the brochures. (short-term)

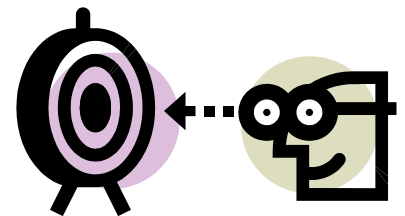
Healthy Heart Program

☐ Objectives:

- ☐ During the telephone interview follow-up at least 50% of residents will report having had their blood pressure taken during the previous six months.
(intermediate)
- ☐ The percentage of people who have access to safe walking trails will increase by 55% by the year 2012.
(intermediate)
- ☐ By the year 2012, the incidence of heart disease will be reduced by 15% in the residents of Tift County.
(long-term)

Project Description

- Reread the RFP for information specific to the funder's goals or mission and relate your goals to those of the funders
- State goals as results of the proposed program
- Insure that the objectives are SMART
- Plan for the evaluation outcomes in your objectives (define how you will measure each objective)



Grants Fail...

Problem: The grant proposal is not innovative

- The grant writer relies on previous program materials
- The grant proposal does not propose new ideas/methods

Solution: Be cautiously creative

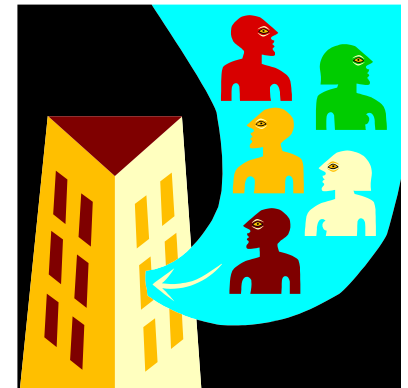
Methods

The methods section answers these questions:

1. What you plan to do? (project design)
2. Why it is being done that way? (rationale)
 - Theory or scientific rationale
 - What is new or different (innovation)
3. Who will be responsible for the activity? (staff)
4. What is the timeframe? (timeline)

Activities to Include in Methods

- Startup: preparation for program
 - Hiring
 - Collaborations
 - Development of materials
- Program: implementation
 - training
 - services
- Evaluation: documents about progress



Methods



- Relate methods to goals and objectives
- Provide rationale for methods by presenting a review of the literature, experts' opinions, best practices, etc.
- Make sure methods are parallel with budget (e.g. incentives, travel costs)
- If you have in-kind contributions, state those in the budget

Grants Fail...

Problem: The methods section lacks clear measurable objectives

- The grant writer does not outline the tasks with a given timeframe, staff responsible, or how the task will be measured
- No timeline is included

Solution: Explain how you plan to carry out and measure each objective

Solution



- Provide a timeline in the Methods section of your proposal with all activities included
- Make sure that your methods relate back to your goals and objectives
- Make sure that each goal and objective relate back to the RFA (a good idea may not match)

Timeline

Example of a GANNT Chart

Goal: To develop a training curriculum for school social work interns

Objective	Activity	Person Responsible	Timeframe		
			January	February	March
1.	Develop course objectives	J. Adams	4-12		
2.	Prepare outline of three	J. Culbert		1-8	
3.	Select teaching methods	E. Abbott		10-23	
4.	Prepare workbooks	G.Lee			6-18

Successful Elements in the Methods

When writing the methods section, you should:

- relate the methods to the objectives and to the need
- provide a rationale for the methods by presenting the literature, expert opinions, best practices, established standards, and your past experience
- make sure the methods parallel resources in the budget

Grants Fail...

Problem: The evaluation plan does not match the objectives of the program

- The grant writer fails to indicate how the program activities/tasks will be measured
- The proposed evaluation methods are not appropriate

Solution: Use visuals to map evaluation to objectives or activity

Solution



- Make sure that your proposed evaluation will demonstrate that program accomplished the stated goals and objectives
- Use a comprehensive evaluation
 - Process
 - Outcome
- Use a evaluation plan to map objectives and measures

Evaluation

- Demonstrates that program accomplished the stated goals and objectives
- Comprehensive
 - Process
 - Outcome



Process Evaluation

- Process evaluation can find problems **early on in the program**
- It includes an assessment of the staff, budget review, and how well the program is doing overall
- It measures various areas about the program: adoption, reach, participation, implementation, satisfaction, exposure, barriers and facilitators, and maintenance
- Common data collection methods: databases, registration sheets, surveys, and interviews

Windsor et al., 1994

Typical Process Evaluation Questions

- Who participated in the program?
- To what extent was the program implemented as intended?
- How many materials were distributed?
- How satisfied are clients with the program?
- How were participants recruited?
- How many sessions were conducted?

Outcome Evaluation

- Focuses on short-term, intermediate, or long-term outcomes
- Determine whether or not program goals/objectives were met
- To justify the need for further funding
- To ensure that only effective programs are continued

Types of Outcome Evaluation

- **Short-term outcome evaluation**
 - measure the immediate effect the program has on the intended audience immediately following program implementation
- **Intermediate outcome evaluation**
 - Measure the effect of the program at some middle point following program implementation
- **Long-term outcome evaluation**
 - measure the long-term effect of the program and is the process of measuring whether your program met its ultimate goal. The results of long-term outcome evaluation often impact decisions to continue program funding

Typical Outcome Evaluation Questions

- Did program activities lead to the desired change?
- What changes occurred as a result of the program?
- Did the program increase positive behaviors?

Discussion

- How do you get started with an evaluation plan?



Evaluation Plan

Include a Process and Outcome Evaluation Plan:

- State the expected outcomes
- Determine the type of evidence needed
- Develop a data collection plan
- Describe data analysis and reporting procedures

Evaluation Plan

Process Evaluation Plan

Instructions:

- List one programmatic goal.
- List tasks or activities that must be done in order to achieve the goal.
- List ways that you will measure or document the process.
- List how you will use the evaluation to inform your program and/or improve your program.

Goal:

Tasks and Activities	Who is responsible	Form of Measurement	Program Improvement

Grants Fail...

Problem: The budget exceeds the available amount

- The budgeted items are not reasonable for the work proposed
- The cost of the program is greater than benefit
- Additional/supplemental funds are not stated

Solution: Outline budget items carefully and use standard amounts for expenses

Grants Fail...

Problem: The budget does not have all required elements

- The budget justification is not included
- The budget justification does not clearly explain the budget item
- Inappropriate use of funds

Solution: Present all required items in budget

Solution



- Review budget carefully to ensure all required items are included
- Use funders' forms if they are included in the RFA
- Do not charge for non-allowable items (e.g. computers or equipment, indirect costs...)
- Research range of costs and use averages

Grants Fail...

Problem: There is a mismatch between activities and budget

- The budget does not include costs for proposed activities such as travel to meetings, incentives for programs, or conference fees.

Solution: Cross walk between key activities and items in the budget

Budget



- Realistic projection of project cost
- Matches project activities
- Best estimate of cost of project
- Should not exceed that amount of funding available (if your program requires additional funding, state where that funding is coming from)

Steps in Budgeting

- Establish the budget period
- Estimate expenses for project based on methods
- Decide whether to include overhead (indirect costs)- *this may not be allowed*
- Estimate matched monies
- Be sure budget is justified

Direct Costs

- Direct Costs: Items related to the direct expenditure of program funds
- Costs:
 - personnel salaries
 - employee benefits
 - contract/ consultants fees
 - travel
 - supplies
 - equipment
 - printing
 - other operating costs

Indirect Costs

Indirect Costs: Facilitate the maintenance of the program operations. The rate of indirect costs is usually found in the RFA.

- administrative overhead
- building maintenance
- utility costs
- equipment and facilities



Budget Justification

- Written summary of major budget line items and explanation of costs
- Matches the methods proposed
- Justifies to funder exact amount requested

Grants Fail...

Problem: Appendices do not conform to the grant requirements

- The appendices are too long
- The appendices are formatted incorrectly
- Appendices included are not permitted

Solution: Read to see which appendices are permitted and check page limits

Appendices

- Additional materials to support the grant narrative
- Agency-related information
 - Nonprofit status
 - Certifications
 - Organizational chart/budget
 - Letters of support
- Project-relation information
 - Diagram of activities
 - Data collection instruments

Questions?





REVIEWING AND SUBMITTING YOUR PROPOSAL

Grants Fail...

Problem: The grant proposal is unresponsive to the grantor's requirements

- Grant writer did not read the instructions carefully
- Grant writer is unaware of the requirements/eligibility
- Grant writer leaves out a required component

Solution: Ensure that all criteria are met

Grants Fail...

Problem: The grant proposal is difficult to read or is not concise

- The grant writer uses incorrect grammar or incorrect terms
- The flow of the proposal is not logical and is hard for reviewers to follow

Solution: Have colleagues/officials review your work before submitting

Before Submitting the Proposal

Final Review of grant proposal:

- Completeness
- Compliance
- Conciseness
- Consistency between parts
- Clarity of narrative
- Computations
- Compilation

Before Submitting the Proposal

- Make sure that you have included all the required documents
 - 503 (c) documentation
 - Resumes of staff members assigned to proposed program
 - Contact person and information at your organization
 - Letters of support

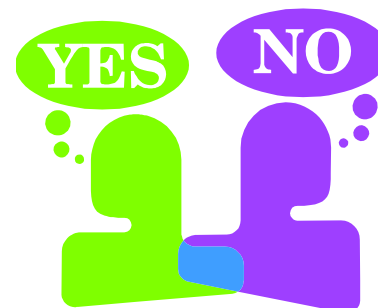
Preparation and Submittal

Submitting the Grant

- Approval and signature process
- Delivery of grant
 - Submitting electronically- pdf, word file, zip file
 - Copying and mailing – number of copies requested
- Follow-up
 - If sent electronically, follow up immediately to ensure that the funder received and can open all of your application

Acceptance or Rejection

- Accepted and Funded
 - Notification
 - Budget negotiations
- Accepted and not Funded
 - Revision of grant for next cycle perhaps
- Rejection
 - Feedback very important
 - Summary statement and review documents



Getting feedback



- If rejection occurs, get feedback on why your proposal failed
 - Some grantor organizations do this automatically but most you need to ask for it
- This is a valuable to you and can provide you with the necessary points to get funded for you next grant proposal

Questions?





THE GRANT REVIEW PROCESS

Grant Review Processes

- Various methods by different types of funders; foundations and government have different processes
- Systematic process
- Examine grant application for criteria for review and pay attention to points to evaluate each grant section

Grant Review: Foundations

Review Committee rates proposals based on:

1. Level of expertise
2. Step-by-step procedure
3. Programmatic person to answer questions
4. Scientific and technical merits assessed
5. Documentation
6. Feedback on proposals is usually given

Grant Review: Foundations

- Single person
- Small Group Review
- Formal Review Panel/Committee

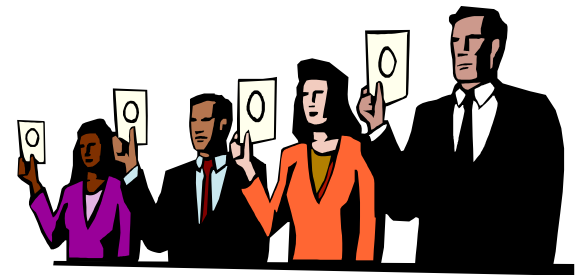


Review Criteria: Foundations

- Significance
- People (qualified, capable)
- Organization
- Plan (organized, carefully thought out)
- Results/evaluation (use of results, whether or not you propose the results be disseminated)

Grant Review: Governmental Agency

- Reviewers receive proposals
- Primary and secondary reviewer to discuss their assessments
- They provide written comments
- All members of committee vote



Government Review Criteria

- ***Significance***- Does the study address an important problem?
- ***Approach***- Are the conceptual framework, design, methods, and analyses appropriate?
- ***Innovation***- Is the project original?
- ***Investigators***- Are the investigators trained to carry out the work?
- ***Environment***- Does the scientific environment contribute to the probability of success?

Review Committee



Applicants are provided:

- A summary statement, which includes:
 - Reviewer critiques
 - Summary of the review discussion
 - Priority score and percentile rank
 - Recommended budgets
 - Administrative comments

Example of Reviewer's Comments



Questions?

