

How to write grant applications?

Health Programme National INFO DAY

Lisbon

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Introduction



- A large part of social and public activities increasingly become dependent on grant income for which more or less exhaustive documentation is required
- More and more professionals spend time on grant development / writing:
 - e.g., health professionals, teachers, managers, broadcasters, ...
- Consequence: there is experience to be shared across the board

Grants come from schemes

- Grant schemes are based on specific requirements of accountability and transparency,
- Funding via requests for proposals (RfP) tends to increase: advantages in mobilising focussed resources in support of policy development and implementation

Learn how the granting organizations work

- In this context it is important to understand the organizational basis of the granting schemes
i.e., the EU health programme
- Elements of organisational basis:
aims, functions, expectations, organisational constraints
- Sources to be used:
published text, former grants, events, staff, NFP, colleagues

Different grant types and modalities: understand the purpose

- Different actions require a different rationale
 - e.g., individual training, infrastructural investments, development of excellence, cohesion activities, collaborative actions , coordination, research transfer, ...
- Do not squeeze your requirement into the health programme when better alternatives exists

Different types = different award criteria systems

- Critical issue is the review system: how is the decision on your application taken?
- All serious review systems are based on a methodological approach
- Any application needs to answer 4 basic questions:
 - What are you trying to achieve?
 - Why is it important and why is your approach the best one?
 - How are you going to achieve your objectives?
 - Who are you and why are you the best one?

Basic structure of a proposal

- General and specific objectives
 - Allow to classify your proposal
 - Give general direction to actions
 - Objectives should be SMART formulated
- Proposed methods to achieve objectives
 - Systematically linked to objectives
 - Based on a review of the State of the Art to provide rationale
- Required means
 - Financial resources
 - Human resources
- Organisational capacity and management
 - Management structure and communication lines
 - Methods for quality control

Reviewers will look at the quality of these components and of the links between them

Quality control issues

- Basis for grant process is industrial research
 minimisation of risk is crucial issue
- Growing emphasis on quality control issues in
 multipartner projects
 - Project decision structure
 - Risk assessment
 - Logical framework
 - Deliverables and milestones
 - Indicators
- These issues allow to better understand the grant
 and manage it

How to write a grant application?

- Do not start with writing the grant application, but with assembling basic project documentation (project work)
 - CVs, institutional records, concept notes, expenses budget, planning tables, meeting minutes, former project materials, former grant applications
- Make a list of tasks with task distribution among potential partners/staff
- Draft a first summary
 - define the background, objectives, methods and expected results
 - share with your partners asking for feedback

When you are preparing the proposal...

- Contact your national/regional/local Grants office, they can give you good advice and be helpful
- Read the EU-documents carefully, very carefully!
- Make a time-plan, and stick to it! Everything takes time, especially the contacts with international partners ...
- Start early! Contact possible partners!
- Do not include partners who do not follow the time-table or who do not keep to agreements made

If you are invited to become a partner in a project...

- Do what you have promised to do, and do it in time! The co-ordinator needs your support!
- Good opportunity to establish positive contact with the co-ordinator!

How to submit?

- Put everything together and complete the forms
 - do not write de novo text for a grant application
- Verify the O3M logic
 - Objectives
 - Methods
 - Means
 - management
- Copy edit carefully, counting words
- Beware of deadlines and input
 - 60 to 300 hrs work
 - Careful planning is necessary

Good Luck!

Good Project Management in co-operation with PHEA

Preparing and negotiating your project

Once the letter announcing the offer of co-funding arrives, contact your partners and review the outlines of the project, the budget and the distribution of tasks taking the comments in the evaluation report into account.

Evaluation

Make a clear explanation of the evaluation strategy - including adequacy of methods proposed and indicators chosen (Internal, external and audits). Don't forget to evaluate the **impact** of your project!

Kickoff & Mid term meeting
(in Luxembourg)
prepare carefully & send documents well in Advance.

Plan and re-plan your activities along the calendar agreed upon and pay attention to the financing cycle. Pre-financing has a meaning!

Pay attention to your deliverables

All deliverables should be submitted to PHEA within one month after dissemination. This will allow us to monitor the progress of your project. We will also contribute to the dissemination by presenting your results to relevant bodies within the Commission and to co-ordinators of relevant projects.

Reporting

Prepare the interim and final reports well in advance to allow for comments and suggestions from your associate partners. Make the reports clear and concise!

Amendments of the contract are always possible – but are time-consuming and can often be prevented by careful planning.

Dissemination

Prepare a strategy for dissemination of your results, considering all relevant stakeholders.

Some suggestions from those who have participated in the programme

If you plan to apply ...

- It is a big challenge, but it is worth it, even if your proposal will not be selected (this time).
- It is good exercise: You will consider your own project idea from many different points of view, which will also be useful in other situations.
- Your network will be developed and better prepared next time.
- Nothing will happen if you do not apply.

Challenges in project management

- **Financial** aspects
 - Detailed financial records must be kept to include all expenses for different work packages and for project as a whole
 - Strong financial input from the coordinator is essential
- **Technical** aspects.
 - Need to cover very different aspects of the project requires broad technical expertise
- **Management** aspect
 - Managing the partnership requires communication and leadership
 - Keeping track of deliverables requires organisational capacity
 - Communication with PHEA

WP1: Project Coordination



Tasks:

- Maintain contact between all partners
- Maintain contact with PHEA
- Ensure full and timely completion of all work packages
- Handle financial matters of the project

Methods:

- Project mailing list
- Personal e-mails and phone conversations
- Guidelines for work packages
- Close cooperation with work package leaders
- 3 project meetings

Known Issues:

- "Lost in Translation" and different working cultures
- Different organizational structures in participating countries require adaptation of WPs
- Problem of enforcing compliance with deadlines

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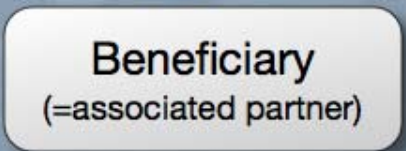
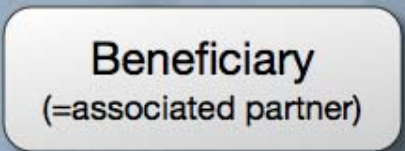
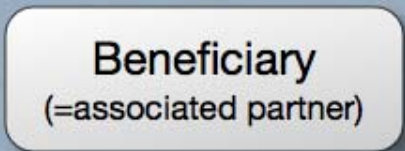
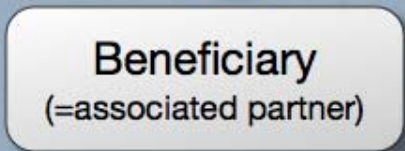
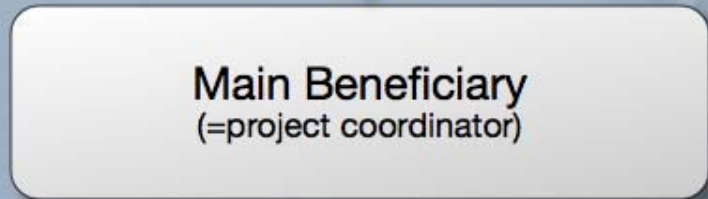


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WP1: Relations with PHEA

Communication



Risks of failure - examples

- **Failure of collaborate as a partnership**
e.g, low participation, differences of opinion on strategy to follow, partner drop-out
- **Failure to ensure quality of deliverables**
- **Failure to get ethical approval**
e.g., for the collection of epidemiological data
- **Failure to secure own contribution**
- **Delays**

How to minimise risks of failure?

- **Plan for success**
 - Failing to plan = planning to fail
 - Planning is necessary at different levels
 - Project plan with description of activities to achieve objectives
 - Detailed plan for work packages (dissemination plan, evaluation plan)
 - Use logical frameworks as a tool for planning
- **Take good care of the partnership**
 - partnership synergy does not come by itself
 - requires time, communication and a clear management/network structure
- **Carefully follow up the planned activities**
 - define realistic milestones
 - be careful to define appropriate indicators
 - process indicators related to (quality of) activities
 - output indicators related to objectives

Keep track!!

Table with work breakdown structure + milestones + deliverables to monitor progress



	avr.-07	juil.-07	oct.-07	janv.-08	avr.-08	juil.-08	oct.-08	janv.-09	avr.-09	juil.-09	oct.-09	janv.-10	mars-10
WP 1	Structures			Report				Report					
WP 2	Presentations to patient associations, learned societies and peer-reviewed papers												
WP 3													Report
WP 4						Skin English		Skin all languages					
WP 5													4000 reports
WP 6				Report	EQAS		EQAS		EQAS		EQAS		EQAS
WP 7	Collection of epidemiological data												