

Grant Writing Case Studies

Instructions

To help prepare you as a grant writer, we're going to put you in the role of a grant reviewer. In the following case studies, you'll have a chance to review and score sections of grants, based on scoring criteria. Through this process, you'll learn the kinds of things that grant reviewers look for, and what they often experience when reviewing grants.

Read each case and assign points to each of the two proposals. As you do, think about why you are making the choices you are making. Why is one proposal better than the other? What could make the weaker proposal stronger?

Case Study One

Imagine that you are reviewing grant proposals submitted for HIV/AIDS services. This particular section of the proposal is worth 20 points. You are asked to review the following two proposals, assigning anywhere from 0 to 20 points to each proposal. (*Both proposals can receive the same number of points if you think they are of equal merit.*)

The question that this section of the proposal should address is:

Briefly describe the need for HIV/AIDS services in your area.

PROPOSALS:

Big City Regional AIDS Network's response is:

HIV/AIDS is a big problem in the Big City Region. We see a lot of people living with HIV/AIDS who need assistance, and we do our best to provide services to them. The Board of Directors of Big City Regional AIDS Network is committed to offering services to all people affected by HIV/AIDS and to meet the needs of the people we serve.

Small Town's HIV/AIDS Collaborative's response is:

In June 2002, the Small Town's HIV/AIDS Planning Council conducted its annual needs assessment. The needs assessment process included focus groups involving fifty people living with HIV/AIDS and surveys with an additional 237 people living with HIV/AIDS in the Small Town area. The focus group and survey results indicated the following needs:

1. Primary medical care
2. Case management
3. Transportation assistance to services
4. Housing assistance

The needs are presented in priority order, according to the survey and focus group results.

Score each response from 0 to 20 points using the following criteria:

The proposal clearly describes the need for HIV/AIDS services in their area.

How many points do you give to Big City Regional AIDS Network? What are the strengths of their response? What are their weaknesses?

How many points do you give to Small Town's HIV/AIDS Collaborative's response? What are the strengths of their response? What are their weaknesses?

Case Study Two

In this case, you're reviewing a proposal for HIV/AIDS treatment education services. Both agencies will provide essentially the same service. The score for this section is 10 points. Read each agency's proposal and determine how many points out of ten you will award. Each agency can receive anywhere from zero to ten points.

The question they are responding to now is:

Clearly describe the timeline your agency will use for developing, implementing, and evaluating HIV/AIDS treatment education services.

PROPOSALS

Big City Regional AIDS Network

If awarded funds for this proposal, Big City Regional AIDS Network will use the following schedule to develop, implement, and evaluate HIV/AIDS Treatment Services:

Task	Time Frame	Person Responsible
Development		
Design materials to be used in the program	Weeks 1-3	Treatment Education Team led by coordinator
Get materials translated into Spanish and Creole	Weeks 3-5	Contracted translators
Materials printed	Weeks 6-7	Printer
Develop Schedule of Activities	Week 6	Treatment Education Team led by coordinator
Implementation		
Conduct treatment education sessions per schedule (4-7 sessions per week)	Weeks 7-52	Treatment Education team
Evaluation		
Utilize sessions evaluation form for every 5th session	Weeks 7-52	Treatment Education team
Conduct focus groups with key contacts for ongoing evaluation	Weeks 15, 30 and 45	Program Coordinator
Analyze survey and focus group data and make adjustments as needed	Weeks 16, 31 and 46	Treatment Education Team

Small Town HIV/AIDS Collaborative

Upon receipt of the grant funds, Small Town HIV/AIDS Collaborative will develop a detailed schedule for this project. We plan to hire a consultant to assist us in developing the schedule and other components of this project. Be assured that Small Town HIV/AIDS Collaborative recognizes the importance of having a detailed project schedule and it will be developed to assure project success. We anticipate having all planning activities completed in the first three

months of the grant period with program delivery lasting for seven months and an extensive review of our progress at the end of the grant year.

Score each response from 0 to 10 points using the following criteria:

The proposal clearly describes the timeline for developing, implementing, and evaluating the project.

How many points do you give to Big City Regional AIDS Network? What are the strengths of their response? What are their weaknesses?

How many points do you give to Small Town's HIV/AIDS Collaborative's response? What are the strengths of their response? What are their weaknesses?

Case Study Three

This proposal is for a case management program. This section is worth 10 points, you can assign zero to ten points to each proposal. This time the question is:

Describe the time commitment of the key personnel who will be responsible for carrying out the proposed activities.

PROPOSALS

Big City Regional AIDS Network

The following table shows the time commitment of key personnel who will be responsible for carrying out the proposed activities:

Key Personnel	Hours per week	Percentage of work week
Executive Director	5	12.5%
Admin Assistant	10	25%
Program Coordinator	20	50%
Case Manager 1	40	100%
Case Manager 2	40	100%

Small Town HIV/AIDS Collaborative

Key personnel who will be responsible for carrying out the proposed activities will commit a considerable amount of time to the entire project. The Executive Director will commit five hours per week. The Administrative Assistant will commit ten hours per week. The Program Coordinator will supervise the project and commit twenty hours per week. Two Case Managers will each work 40 hours per week.

Score each response from 0 to 10 points based on the following criteria:

The proposal clearly describes the time commitment of the key personnel who will be responsible for carrying out the proposed activities.

How many points do you give to Big City Regional AIDS Network? What are the strengths of their response? What are their weaknesses?

How many points do you give to Small Town's HIV/AIDS Collaborative's response? What are the strengths of their response? What are their weaknesses?

Case Study Four

By now you've got the hang of this. Here we go again. This time the proposed program is a primary medical care program for people living with HIV/AIDS. You can give zero to ten points to each response. The question applicants are responding to is:

Identify how key stakeholders and members of the target population will be actively involved in planning, implementing, and evaluating the program.

PROPOSALS

Big City Regional AIDS Network

Stakeholders and members of the target community will actively participate in the planning, implementation, and evaluation of our treatment education program. Key stakeholders will provide input during all three phases of the project by participating in focus groups held once every three months. An advisory group consisting of members of the targeted community will meet monthly to review the program's progress and make recommendations regarding implementation and program evaluation.

Small Town HIV/AIDS Collaborative

Participation by stakeholders and members of the target community in the planning, implementation, and evaluation of our treatment education program will be ensured. Input will be provided during all three phases of the project by key stakeholders participating in focus groups held once every three months. The program's progress will be reviewed by an advisory group consisting of members of the targeted community that will meet monthly to make recommendations regarding implementation and program evaluation.

Score each response from 0 to 10 points using the following criteria:

The applicant clearly identifies how key stakeholders and members of the target population will be actively involved in planning, implementing, and evaluating the program.

How many points do you give to Big City Regional AIDS Network? What are the strengths of their response? What are their weaknesses?

How many points do you give to Small Town's HIV/AIDS Collaborative's response? What are the strengths of their response? What are their weaknesses?

Case Study Five

This case deals with a substance abuse counseling program for people with HIV/AIDS. This section is worth 20 points. The applicants are instructed:

Describe the experience the organization has in providing HIV/AIDS services to the targeted community.

PROPOSALS

Big City Regional AIDS Network

Big City Regional AIDS Network has a vast amount of experience in providing HIV/AIDS services. It was founded in 1999 and since that time has served all types of people -- women, children, Haitians, Latinos, whites, African Americans, drug users -- anyone with HIV. The agency was a founding member of CPAC, which of course, has been a huge success. The agency has also been recognized nationally for the great services it provides.

One source of pride for Big City Regional AIDS Network is its partnerships with other organizations including the Mayor's Task Force for Safer Neighborhoods, the Better Nutrition Coalition, and the Green is Better initiative to save the environment. Our staff is actively encouraged to get involved in these efforts to make our communities better places to live.

Small Town HIV/AIDS Collaborative

This proposal targets people living with HIV/AIDS in Friendly Township. Small Town HIV/AIDS Collaborative has served the rural area of Friendly Township since 1999 and understands the issues facing rural dwellers. The agency actively participates as a member of the Rural Area Human Services Providers Network (RHSPN, pronounced RAH-SPIN) and was awarded the networks "Agency of the Year" award during the past two years for its innovative methods for reaching people in rural areas. These methods have included a collaborative effort to offer transportation services that bring people with HIV/AIDS to services. It also includes a mobile unit that brings basic HIV/AIDS primary medical care services to people in rural areas. Both programs have been successful and demonstrate Small Town's success in reaching people living in rural areas.

Score each response from 0 to 20 points based on the following criteria:

The proposal clearly describes the experience the organization has in providing HIV/AIDS services to the targeted community.

How many points do you give to Big City Regional AIDS Network? What are the strengths of their response? What are their weaknesses?

How many points do you give to Small Town's HIV/AIDS Collaborative's response? What are the strengths of their response? What are their weaknesses?

Case Study Six

These proposals relate to a request for funding for an HIV prevention program. This one is often difficult, especially for non-profit agencies to answer. Score each proposal from zero to ten points. The question the applicants are responding to is:

Provide evidence of your agency's dedication to the project that indicates that it will be successful.

PROPOSALS

Big City Regional AIDS Network

The Prevention Program Coordinator at Big City has read and heard quite a bit about community mobilization and its contribution to reducing the spread of HIV. The agency is very interested in the concept and is excited that it could possibly provide these services in our community. We think that these services will be very valuable, especially for community groups. Our Board of Directors is also excited about the great possibilities for this program.

Small Town HIV/AIDS Collaborative

Small Town is committed to the success of this project. Program staff recently attended a conference on community mobilization for HIV prevention and have contacted three different agencies (two in-state, and one out-of-state) to learn about their program models and how they can be adopted to working with rural populations.

Small Town has already received commitments from five key stakeholders and seven targeted community members to assist with the planning, implementation, and evaluation of this program. The agency has included more than \$10,000 of the total project budget in in-kind services, and has sought and received a commitment of \$5,000 of additional funds from a local funder if we receive the grant.

Score each response from 0 to 10 points on the following criteria:

The proposal provides evidence of dedication to the project that indicates that it will be successful.

How many points do you give to Big City Regional AIDS Network? What are the strengths of their response? What are their weaknesses?

How many points do you give to Small Town's HIV/AIDS Collaborative's response? What are the strengths of their response? What are their weaknesses?

Case Study Seven

This is the final case study. It is worth zero to ten points, and deals with a Treatment Education program. The applicants are instructed:

In a single sentence, give an overview of the program.

PROPOSALS

Big City Regional AIDS Network

The treatment education program will assist people living with HIV/AIDS in the Big City area to learn about their medications and the importance of adhering to prescribed treatment regimens through a variety of methods including printed materials, educational sessions, and individual counseling.

Small Town HIV/AIDS Collaborative

THE SMALL TOWN HIV/AIDS COLLABORATIVE'S TREATMENT EDUCATION PROGRAM WILL BE ONE OF THE BEST IN THE COUNTRY. THE PROGRAM WILL DRAW NATIONAL ATTENTION. CLIENTS WILL REPORT THAT THEY ARE VERY SATISFIED WITH PROGRAM SERVICES ON AN ANNUAL CLIENT SATISFACTION SURVEY.

Score each proposal from 0 to 10 points based on the following criteria:

In a single sentence, the proposal clearly describes the overall program.

How many points do you give to Big City Regional AIDS Network? What are the strengths of their response? What are their weaknesses?

How many points do you give to Small Town's HIV/AIDS Collaborative's response? What are the strengths of their response? What are their weaknesses?

FINAL SCORE:

Please tally up the total scores for the Big City Regional AIDS Network here:

Please tally up the total score for the Small Town HIV/AIDS Collaborative here:

Who wins?