CMS

GRANT APPLICATION INFORMATION

Revised May 2002

Centers for Medicare & Medicaid Services

GRANT APPLICATION KIT

CONTENTS

GENERAL INFORMATION

ON SUBMISSION OF RESEARCH AND DEMONSTRATION GRANT AND COOPERATIVE AGREEMENT APPLICATIONS

Prepared by:
Centers for Medicare & Medicaid Services
Office of Research, Development, and Information
May 2002

INFORMATION ON SUBMISSION OF RESEARCH AND DEMONSTRATION GRANT AND COOPERATIVE AGREEMENT APPLICATIONS

The following are general policies and procedures related to the submission of grant and cooperative agreement applications for research and demonstration projects sponsored by the Centers for Medicare & Medicaid Services (CMS), including unsolicited applications. Individual grant program announcements (e.g., the Small Business Innovation Research Program, the Dissertation Fellowship Grants Program) may specify different procedures.

ADDRESSES:

Standard application forms and related instructions may be requested by telephone, by calling (410) 786-5130. Applications may be requested in writing from:

CMS Grants Office
Centers for Medicare & Medicaid Services
Office of Internal Customer Support
Acquisition and Grants Group
7500 Security Boulevard C2-21-15
Baltimore, Maryland 21244-1850

All applications for CMS grants and cooperative agreements also must be submitted to the above address.

CONTENTS OF THE APPLICATION:

Forms In addition to a "project narrative" that provides a detailed description of the proposed research or demonstration project, the grant application should include the following completed forms. These forms are available in fillable pdf format on the CMS web site.

- **Form SF-424, Application for Federal Assistance – This is the "cover sheet" to the application. It must be completed and signed.**

- **Form SF-424, Budget Information – Information about the proposed budget should be shown on this form. More detailed budget information can be shown on attached pages.**

- **Form SF-424-B, Assurances, and the Additional Assurances: Certifications, forms, must be signed and included with the application.**

- **Identify any lobbying activities on form SF-LLL, Disclosure of Lobbying Activities.**

- **The Biographical Sketch is an optional form that representatives CMS's recommended format for providing biographical information about professional personnel who will be involved in the proposed project.**

Length and Content of the Project Narrative Provide a brief (1 or 2 paragraph) abstract summarizing the objectives of the proposal and a summary, not to exceed 5 pages, of the proposed project. This summary should discuss the project objectives, hypotheses to be examined, data to be used and their source(s), model type(s) and structure(s) to be used in analyses, resources available to conduct the project, and the amount and duration of support requested.

The narrative portion of the application should be typewritten, single-sided, and should not exceed 50 (for a research proposal) or 80 (for a demonstration proposal) double-spaced pages, exclusive of resumes, forms, and so forth. Applications should be neither unduly elaborative nor contain voluminous or unnecessary documentation. As a general rule, the applicant should include the following sections in the proposal (unless a section is clearly not pertinent to the applicant's specific project):

- **Project Title And Objectives**
- **Background And Importance**
- **Research Questions And Methods**
- **Evaluation And Analysis Plan**
- **Phase-Down Plan (Demonstration Proposals)**
- **Work Plan**
- **Project Staff**
- **Organizational Chart**
- **Implementation Potential**

For more information about the content of the project narrative, see the instructions below and the "Project Narrative Suggestions" elsewhere in this application kit.

Number of copies **Submit an original signed application and 8 copies to the address shown above. Medicaid State agencies should submit an original signed application and at least two copies.**

CMS research priorities **Applications that address one of the priority areas (if any) described in the section on CMS Research and Demonstration Grants generally will receive preference. Where applicable, identify the pertinent priority area.**

Evaluation criteria **Applications that meet initial screening criteria will be reviewed by a technical review panel composed of at least three individuals. Reviewers will score the applications basing their scoring decisions and approval recommendations based on the evaluation criteria specified in the grant program announcement. The following criteria are used to score unsolicited proposals. (Relative weights are shown in parentheses). Unsolicited proposals should fully address each of these criteria.**

Project methodology/design (40 points)

The application describes specific plans for conducting the project in terms of the tasks to be performed. It includes relevant information about: hypotheses to be tested (if applicable); concise and clear statement of goals and measurable/achievable objectives; what the project will do and how it relates to similar work done in the area; how the project will be conducted; data to be collected (including specification of data sources); plan for data analysis; and milestones/phases in the progress of the project. Specifically, the proposal should contain the following:

- **A clear, quantifiable statement of the project goals and objectives.**

- **An explicit description of the research design, including the questions to be addressed and the methods and data to be used. The methodology must be well defined and scientifically valid.**

- **If the project is a demonstration proposal, the applicant should include separate sections on both the research design and the evaluation design. The research design section should include a detailed description of the payment methodology and other programmatic changes. The evaluation section should provide an**

indication of the applicant's understanding of the evaluation issues and the various approaches to them. Should an award be made, the applicant may be required to collect data in a standardized manner to facilitate evaluation efforts. We will have the option of determining whether the applicant or CMS will be responsible for the evaluation.

- **Demonstrations must contain a phase-down/phase-out plan that: (A) Ensures that Medicare and Medicaid beneficiaries, as well as any other project participants, are phased out of any special programs that were initiated and exist as payable or covered health services only under the auspices of the project, or ensures that plans are in effect to provide other care for the project participants by the date the project is scheduled to end; and (B) ensures that any new payment methods initiated by the project will cease to apply at the end of the project (that is, the project in and of itself cannot commit the Medicare or Medicaid programs to an indefinite use of the payment methodology beyond the end of the project).**

- **The tasks and milestones must be clearly described and must include a schedule of reports to be submitted to CMS (Progress and Financial Reports as required by 45 CFR parts 74 and 92).**

- **The application must contain information specifying the availability of the data to be used, if data are to be collected. The discussion must describe the nature of the data sought, the sample design and size controls, comparisons of any data, and the problems that might be encountered in collection. Data that are collected under a CMS cooperative agreement or grant must be available to CMS or its agents. The applicant, however, must ensure the confidentiality of any personally identifiable information collected under the auspices of any CMS cooperative agreement or grant. The application must contain detailed plans to protect the confidentiality of all information that identifies individuals under the project. The plan must specify that this information is confidential, that it may not be disclosed directly or indirectly except for purposes directly connected with the conduct of the project, and that in all cases where disclosure takes place for any purpose not directly connected with the conduct of the project, the informed written consent of the individual must be obtained.**

- **Demonstration projects that require waivers (for example those under section 1115(a) of the Social Security Act, or section 402(b) of Public Law 90-248, as amended) must define the services or payment methods that will be tested under the waiver authority, list the waivers of existing program requirements that are needed, discuss the implications if these waivers are granted, and state the effect on Federal, State, and local laws as well as the effect (beneficial or adverse) on individuals enrolled in the project. If the project involves both Medicare and Medicaid waivers, a request for Medicaid waivers from the State agency administering the Medicaid program must be included with the application. Applicants should contact CMS for further information if questions arise in these cases.**

Knowledge, experience, capability in area (20 points)

The application describes the applicant's prior experience in the area or in related areas. The principal investigator and other key staff are qualified and possess the experience in this or related areas and the variety of skills required to produce final results that are readily comprehensible and usable. The application should provide evidence of understanding and knowledge of prior and ongoing work in the area. Specific information also must be provided concerning how the personnel are to be organized in the project, to whom they will report, and how they will be used to accomplish specific objectives or portions of the project.

Level of effort (20 points)

The resources that will be needed to conduct the project are specified, including personnel, time, budget, and facilities. The staffing pattern clearly links responsibilities/levels of efforts to project tasks. The project's costs are reasonable in view of the anticipated results. Any collaborative effort (including subcontracts) with other organizations is clearly identified and written assurances included. A description by category (personnel, travel, consultants, and so forth) of the total of the Federal funds required is included. Funds are specified for each budget period. Specifically, the application should contain the following:

- **Information specifying the availability of adequate facilities and equipment for the project or clearly state how these are to be obtained.**

- **The budget must be developed in detail with justifications and explanations for the amount requested. The estimated costs must be reasonable considering the anticipated results.**

- **Applicants are expected to contribute towards the project costs. Generally 5 percent of the total project costs is considered acceptable. CMS rarely approves grants or cooperative agreements for research or demonstration projects in which the Federal Government covers 100 percent of the project's costs. The budget may not include costs for construction or remodeling or for project activities that take place before the applicant has received official notification of our approval of the project.**

- **For demonstration projects involving waivers, budget estimates for administrative and service costs must be prepared in accordance with the prescribed methodology. Such applications also must contain estimates, prepared in accordance with the prescribed methodology in this announcement, of the amount of program and administrative expenditures that will occur under the waivers and a comparison of these expenditures to those that are projected to occur in the program in the absence of the waivers.**

- **Each application must include a statement that, if the project is awarded, the awardee will furnish quarterly reports of expenditures for administrative and program costs (and, for demonstration projects involving waivers, for service costs) for the project within the approved budget in the format to be specified under special terms and conditions in the cooperative agreement or grant.**

Project objectives and expected outcomes (20 points)

How closely do the project objectives fit those of the solicitation (or, for unsolicited proposals, CMS's research and demonstration priorities)? What is the intrinsic merit of the research/study? The need for the project is discussed in terms of the importance of the issues to be addressed and the particular project proposed, as well as how the

proposed project builds on and expands previous work in the area. The application should discuss plans for utilization of the project's results, for the potential usefulness of the anticipated results, and expected benefits to CMS and other target groups.

OTHER CONSIDERATIONS

Selection Criteria for Funding New Projects

An independent review of applications is conducted by a panel of not less than three experts. The panel generally includes experts from both the Federal government and the private sector. The panelists' recommendations will contain numerical ratings (based on the specified rating criteria), ranking of all competing applications, and a written assessment of each application.

Although the recommendations of the technical review panels are a major factor in making the decision about an application, scores and recommendations are not the only factors. The compatibility of applications to CMS's research as judged by CMS leadership, the availability of funding resources, and the comments of other CMS and Department staff are considered in making funding decisions.

Multiple Applications

The applicant should indicate if the same or a similar application has been submitted to another Department of Health and Human Services (HHS) agency for funding.

Cooperative Agreement and Grant Policies

If, following review of a proposed activity, we determine that a research or demonstration project presents a danger to the physical or mental well-being of a participant of the project, Federal funds will not be made available for that project without the written informed consent of each participant. Other policies, including responsibilities, awarding and payment procedures, special provisions, and assurances, may be found in 45 CFR parts 74 and 92.

It is a national policy to place a fair share of purchases with small, minority-owned, and woman-owned business firms. HHS is strongly committed to the objectives of this policy and encourages all recipients of its cooperative agreements and grants to take affirmative steps to ensure such fairness; in particular, recipients are encouraged to:

- **place small, minority-owned, and woman-owned business firms on bidders' mailing lists,**
- **solicit these firms whenever they are potential sources of supplies, equipment, or services,**
- **where feasible, divide total requirements into smaller needs and set delivery schedules that will encourage participation by these firms, and**

- **use the assistance of the Minority Business Development Agency of the Department of Commerce, the Office of Small and Disadvantaged Business Utilization, HHS, and similar available State and local government agencies.**

UNSOLICITED GRANT APPLICATIONS

An *unsolicited grant application* is an application for a grant or cooperative agreement which is not within the scope of any existing CMS program announcement (grant solicitation) issued or expected to be issued, but which is within the scope of CMS's research and demonstration grant authority. "Unsolicited"means that the application is submitted on the applicant's own initiative, without prior formal or informal solicitation by any Federal Government official.

All grant applications submitted to CMS, including unsolicited applications, should be mailed to CMS's Acquisition and Grants Group (AGG) at the following address:

Grants Officer
Centers for Medicare & Medicaid Services
Acquisition and Grants Group, C2-21-15
7500 Security Boulevard
Baltimore, Maryland 21244-1850
(410) 786-5701

CMS will screen the application for required elements to determine if it appears to be consistent with CMS's area of authority, and whether it has sufficient merit to justify a technical review. If not, the application will be returned to the applicant.

If the application passes this initial screen, CMS will convene a panel of governmental and/or nongovernmental independent reviewers with expertise in appropriate subject matter to evaluate the application. The panel will review the proposal, identify strengths and weaknesses, and recommend approval or disapproval. CMS will decide whether or not to approve the application based on the panel's recommendation, consistency with CMS research priorities, and availability of funds.

PROJECT NARRATIVE SUGGESTIONS

FOR WRITING A CMS COOPERATIVE AGREEMENT / GRANT PROPOSAL FOR A RESEARCH OR DEMONSTRATION PROJECT

Prepared by:
Centers for Medicare & Medicaid Services
Office of Research, Development, and Information

May 2002

IMPORTANCE OF THE PROJECT NARRATIVE

The first and most important audience a grant / cooperative agreement applicant needs to reach are the peer reviewers who will read, evaluate, and pass judgment on the proposed study. Thus, the basic purpose of the applicant's proposal is to communicate his or her ideas to these reviewers, thoroughly and clearly. If the applicant cannot successfully outline his or her objectives, explain his or her study methods, or argue for the importance of his or her project, the proposal will most likely be disapproved on scientific and technical grounds.

Technical review panels are usually convened about a month after the closing dates specified in the Federal Register notice or program announcement. The panels generally consist of experts from CMS, other Federal agencies, and academic and research institutions around the country. These experts represent a range of disciplines (e.g., economics and statistics, psychology and sociology, medicine and health policy). Applicants should assume that at least one reviewer on the panel is knowledgeable about the topics they want to investigate and the methods they propose to use in their investigation. But applicants should remember also that they must communicate with all panelists and that many panel members may not have specialized knowledge in their particular area.

The reviewers receive applications to be reviewed in advance and then meet for (usually) a day or two. In that time, they may discuss, critique, and vote on 10 to 20 or more proposals. This means that, often, proposals are read and reviews written under great time constraints. Therefore, it is important that the applicant make his or her proposal as clear and concise as possible, consistent with telling the full story about the intended project. Since there is a page limit for each application, the application, must be concise, yet thorough. Reviewers should be able to understand all of the following:

- **What the applicant proposes to do;**
- **Why the applicant proposes to do it in the manner described;**
- **Why the enterprise is worthwhile, in its own right and to CMS; and**
- **What new contributions the project offers (and how it is related to past or current work in the area).**

Reviewers should not be confronted with extraneous material, excessively long literature reviews, or unsubstantiated claims about the project's relevance or importance.

In communicating to the panel members, one of the most critical sections of the proposal in trying to convince them that the project is worth investigation and that the applicant can handle the task is the Project Narrative, because it is the heart of the proposal and as such is given the most scrutiny by the review panel. Over the years, conventions have emerged about the structure of research applications, including standard outlines. The Project Narrative is no exception. Although the outline suggested below is not an absolute requirement, it is a commonly used

guide for CMS proposals. Thus, it is used here as the format for discussing the major points about preparing a good proposal.

PROJECT TITLE AND OBJECTIVES

The applicant should be clear and accurate in developing a title for his or her project. Find the key words, phrases, or descriptors that will highlight the population of interest, the medical problems of concern, and the health policy issues of importance, and then stop.

The objectives should pinpoint what the applicant plans to do and expects to achieve. They should be relatively few in number and listed in approximate order of priority or importance. Remember that what is stated as the applicant's objectives sets the framework and tone for judging what the applicant plans to achieve. Do not promise to study the world or to answer all the crucial questions in the area.

BACKGROUND AND IMPORTANCE

Background to the Project. This is in all likelihood where the applicant will put his or her literature review. It should be short, comprehensive and up-to-date. Basically, the objective here is to identify the gaps in knowledge or practice that the applicant's project will help correct. The applicant must show that he or she understands the important studies that form the foundation for the proposal and indicate how the project will go beyond them. The applicant is not expected to review all the relevant literature in great detail; if he or she is conversant with other bibliographies or literature reviews, they should be cited.

If there is no literature or body of knowledge in the area proposed for study, this should be stated. However, rarely does a project start *de novo*; so to be safe the applicant is still better off briefly considering the research closest to the proposed work. It also is important to show familiarity with CMS-sponsored work. The literature review will presumably pick up relevant published articles or reports. For ongoing projects, one valuable source of reference is the CMS publication called Active Projects Report: Research and Demonstrations in Health Care Financing, which is published annually. (This report can be downloaded from CMS's Internet site at www.cms.gov/pubforms/pubpti.htm.) The application should indicate how the proposed work builds on earlier or current projects or addresses new problems not yet investigated through CMS funding. This often provides a lead-in to the next subsection, "Importance of the Project."

Importance of the Project. There are two main points that should be addressed here: the significance of the question or issue proposed to be studied and the significance of the applicant's particular project. As to the former, CMS's grant program announcements often highlight priority areas for CMS-sponsored research. If the proposed topics fit into one of the areas specifically mentioned in the solicitation, the application should say so, because proposals in these areas may receive priority for funding.

This is the place to make as strong a case as possible for the importance of the particular project being proposed: it may add to the general body of knowledge about a problem; it may expand the possible ways to organize and deliver health services to meet a particular human need; it may do both. The point is to marshal! a credible, straightforward argument for the important contributions the work will make.

RESEARCH QUESTIONS AND METHODS

Together with the subsection "Evaluation and Analysis Plan," this is the heart of the Project Narrative. Hence, the technical panel members will look to see if the applicant has:

- **Identified the important effects or outcomes to study; and**

- **Designed the study in a way that will permit detection of those effects if they occur and determine the correct causal factors.**

Hypotheses/Study Issues. If there are hypotheses to test, they should be stated explicitly. If there are no specific hypotheses, the application should discuss the issues that prompted the applicant to undertake the project.

Study Design. The basic objective here is to describe how the project will operate. The research methods will come under close scrutiny in any review. It is crucial that the timing and sequence of the project be clear in the reviewers' minds; often, including a descriptive diagram or flow chart at this point that makes the timeline clear will prove very helpful. Illustrative questions that should be addressed directly in the proposal are briefly noted below, but they do not necessarily exhaust the important dimensions of the study design that may be pertinent in a particular case:

- **Variables to be studied:**

- **Population to be studied/sample to be used. (The discussion here relates to the important issue of the precision or power of the Study and the strength of its eventual conclusions, so the application should indicate here (or in an appendix) whatever power calculations might have been done to justify the sizes. Will the sample size permit accurate generalization to larger populations?)**

- **Data collection plans. (Describing fully the plans for gathering information is critical: What pieces of information are to be collected? Precisely from whom? How often? By what techniques? Are there alternative data collection methods or sources of information that have been considered but rejected? If so, explain why, especially if the ones dismissed might be less costly.)**

Uppermost in the reviewers' minds may be the question of how each piece of information relates to the hypotheses to be tested, issues to be studied, or program to be demonstrated. The study design must present a chain of reasoning that is internally consistent--an unbroken set of links, so to speak. These links are critical and the following points are important:

- **Give a good, specific description of the match between what is to be investigated and the particular data to be collected.**

- **Clarify what the dependent (or response) variables are, what the independent (or treatment or explanatory) variables are, and what factors may need to be measured or accounted for because they might otherwise confound the analyses.**

- **If relevant, discuss the project's cross-sectional aspects (comparisons in one time period) and longitudinal aspects (comparisons over time).**

- **It should be clear by the end of this section that the applicant will not collect data for which there is no obvious use in the study and that the applicant will have obtained pertinent data for all the topics proposed to be addressed.**

If the data collection instruments already exist in some form, consideration should be given to including them (or at least a subset) as an appendix. If the applicant is going to get help from persons knowledgeable about these instruments, such as the original developers, the application should so state.

If the applicant is developing his or her own measures or instruments, the application should state how their reliability and validity will be established. In this instance, the application should give at least some idea of what such forms might look like or what elements (e.g., individual illustrative questions) they might contain.

If interviewers, medical record abstractors, or other data collection personnel are to be used, the application should describe how they will be selected and trained. In addition the application should distinguish between two types of data that may be collected in the study: primary (gathered directly from subjects) and secondary (drawn from sources external to the direct data-gathering). If there are plans to draw on secondary data sources there should be a discussion of both their advantages and limitations for the project.

<u>Data Collection Problems</u>. If special data collection problems are foreseen, the application should indicate what they are and what efforts will be made to overcome them. It is better to show that consideration has been given to what the potential problems are rather than have reviewers assume that the applicant was not aware difficulties might arise.

<u>Data Base Management</u>. No matter how large the proposed study, the application should address explicitly how the data will be held, managed, and processed. (For example, who will have the

main responsibility for organizing, storing, and archiving completed questionnaires? Who will maintain computer data tapes and make needed workfiles available to those who will analyze the data? How will the privacy of information on study participants be guarded and guaranteed?)

EVALUATION AND ANALYSIS PLAN

The plans for analyzing the data from the evaluation plan should be discussed here.

Analysis Plan. In this section, the application should explain, as clearly as possible, how the data to be collected will be used/analyzed. This section should convince reviewers that the proposed methods are consistent with the hypotheses/issues to be studied and the data to be collected, and it should persuade them that the quality and nature of the data will support the level of analysis planned.

Analytic Methods. This section should discuss specially what analytic methods are expected to be used to address which questions. It is often helpful to give examples of the analyses or to show what the tables of results might look like. Often, discussing hypothetical findings based on likely values of the data which will eventually be collected is a useful device for making the analysis plan seem less abstract. The goal is to try to aid reviewers in visualizing the data set that will be compiled, so that they can think along with the applicant about what methods of analyses seem appropriate and reasonable to address the hypotheses/issue to be studied.

Analytic Pitfalls. As with data collection efforts, it is better to acknowledge possible problems with the proposed analysis and the conclusions drawn from it and indicate how those that seem most troublesome would be overcome. It is also a good idea to consult a statistician, econometrician, or some other person well acquainted with basic research methodology when planning the design and analysis of the project.

PHASE-DOWN PLAN (Demonstration Proposals)

All demonstration proposals must include a section that describes how the proposed project will wind down; this can be discussed as part of the evaluation plan. The application needs to state how the applicant will ensure that there is a smooth transition from the end of a demonstration to whatever would come next (typically, no longer giving the services directly through the project). The applicant should indicate how and when program beneficiaries will be informed that the project is coming to an end.

WORK PLAN

Description of Tasks. The proposed work should be sufficiently well planned so that the applicant can specify a set of tasks that will cover all the activities needed to complete the project. The aim is to identify all the tasks to be accomplished regarding study design and analysis. In addition, note that one task will probably involve producing a final report. Every task noted here should have some corresponding description in the methods to show how it will be accomplished; every major activity targeted for completion should have a corresponding task.
Time Schedule. The application should provide a Gantt chart or some other diagram to illustrate when the tasks outlined above will be completed, in what order, and how long they are expected

to take. This is commonly done in terms of elapsed months (e.g., for a 2-year Study, months 0 through 24 would be one axis of your chart). It is helpful to adopt some conventional symbols, such as an asterisk or triangle, to show when specific milestones are to be achieved.

Working out the time schedule may seem burdensome, but it helps avoid awkward problems that the reviewers may well detect.

Level of Effort of Personnel. This section is commonly shown as a table, in which the applicant lists the key individuals (by name or by role in the demonstration) and the number of days they will devote to each task.

For multi-year projects, the applicant should show total days in each year. Total days per year should be equivalent to whatever percentage of time is shown for these individuals in the budget document. Note that reviewers pay attention to these figures. Too little time for key personnel suggests that the applicant may have an unrealistically optimistic view of what can be accomplished.

PROJECT STAFF

Qualifications of Key Staff. To the extent possible, persons the applicant believes are crucial to a successful project should be named in this section. Even very good projects will look dubious to reviewers if the principal investigator or critical staff are "to be named." The qualifications of key personnel named in this section should be discussed. A paragraph or two per person describing his or her background and experience most pertinent to this project will suffice. (However, the full curricula vitae on all these individuals should be appended to the proposal.)

This or a parallel section could also be used to describe any experience the applicant has had in conducting similar projects, especially insofar as his or her experience will be available to provide backup and support to the key staff.

If the applicant has special data collection or analytic needs, this is the place to indicate that the applicant has the right personnel for the job. Often, these individuals can be consultants rather than project staff. For instance, the project may require a physician or psychologist for certain tasks and a statistician or economist for other tasks. To the degree possible, the application should indicate who these people are or say what types of individuals will be recruited later.

Subcontracting for very specialized work, such as abstracting medical records or conducting a survey, may be an option. In these instances, if the subcontractor arrangement has not already been settled, the applicant should be explicit about whom it has in mind or what criteria would be used to select a subcontractor.

ORGANIZATIONAL CHART

The application should state who is responsible for what sets of activities and how those individuals relate to one another and to the principal investigator and/or project director. For multi-site projects, it should also say who acts as the liaison across the sites. For projects involving subcontractors (such as the organization that does just the survey work or provides the particular services), the application should show which individual(s) are responsible for those subcontractors. It should be possible to indicate all this in a single organizational chart.

IMPLEMENTATION POTENTIAL

This is not a long section, typically, but it is an important one. It is where applicant discusses the expected use, generalizability, applicability, and dissemination of the work.

OTHER PARTS OF THE PROJECT NARRATIVE

There are certain other things that the applicant can do to make the proposal clear and easy for the reviewers. First, a Table of Contents for the Project Narrative section (including its appendices) is helpful, as is numbering the pages of the narrative. Second, the application should contain an Executive Summary, which should be short and yet should cover the critical points of what is proposed. Third, examples of data collection instruments and letters of support and commitments from professional organizations, local health facilities, or possible consultants can all be included as appendices. (However, the applicant should probably forego putting some things into the appendix. These include reprints of other work done and reprints of articles that other investigators have written. Presumably this material and experience has been covered in the literature review, so unless such information is critical to understanding the proposed project or substitutes for a technical appendix, it should be left out.) Finally, the references should be complete, accurate, and match what has been cited throughout the entire document.

Filename: GrantAppnInfo_website.doc
Directory: A:
Template: C:\Documents and Settings\ps56\Application Data\Microsoft\Templates\Normal.dot
Title: CMS
Subject:
Author: HCFA Software Control
Keywords:
Comments:
Creation Date: 7/23/2002 12:57 PM
Change Number: 2
Last Saved On: 7/23/2002 12:57 PM
Last Saved By: CMS
Total Editing Time: 2 Minutes
Last Printed On: 8/14/2002 9:52 AM
As of Last Complete Printing
Number of Pages: 24
Number of Words: 5,284 (approx.)
Number of Characters: 30,119 (approx.)