



The Writing Center at UNC-Chapel Hill

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<http://writingcenter.unc.edu/handouts/grant-proposals-or-give-me-the-money/>

Grant Proposals (or Give me the money!)

基金申请书(别名:请给我钱)

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The Writing Center at UNC-Chapel Hill granted the permission to translate this work into Chinese.

Writing Center at UNC-Chapel Hill 已授权译者将此文翻译成中文。

WHAT THIS HANDOUT IS ABOUT

概要

This handout will help you write and revise grant proposals for research funding in all academic disciplines (sciences, social sciences, humanities, and the arts). It's targeted primarily to graduate students and faculty, although it will also be helpful to undergraduate students who are seeking funding for research (e.g. for a senior thesis).

这个讲义教你撰写和修改适用于所有学术领域（自然科学，社会科学，人文学科和艺术）基金申请书。主要读者为研究生和导师，当然也有助于为毕业设计寻求科研基金的本科生。

THE GRANT WRITING PROCESS

基金申请书写作过程

Grant writing varies widely across the disciplines, and research intended for epistemological purposes (philosophy or the arts) rests on very different assumptions than research intended for practical applications (medicine or social policy research). Nonetheless, this handout attempts to provide a general introduction to grant writing across the disciplines.

基金申请书写作因学科有所不同。以认识论为研究中的的学科（哲学，艺术）与实践学科（医学，社会政策研究）依托于不同假设。尽管如此，本讲义致力于为不同学科提供一个总体的介绍。

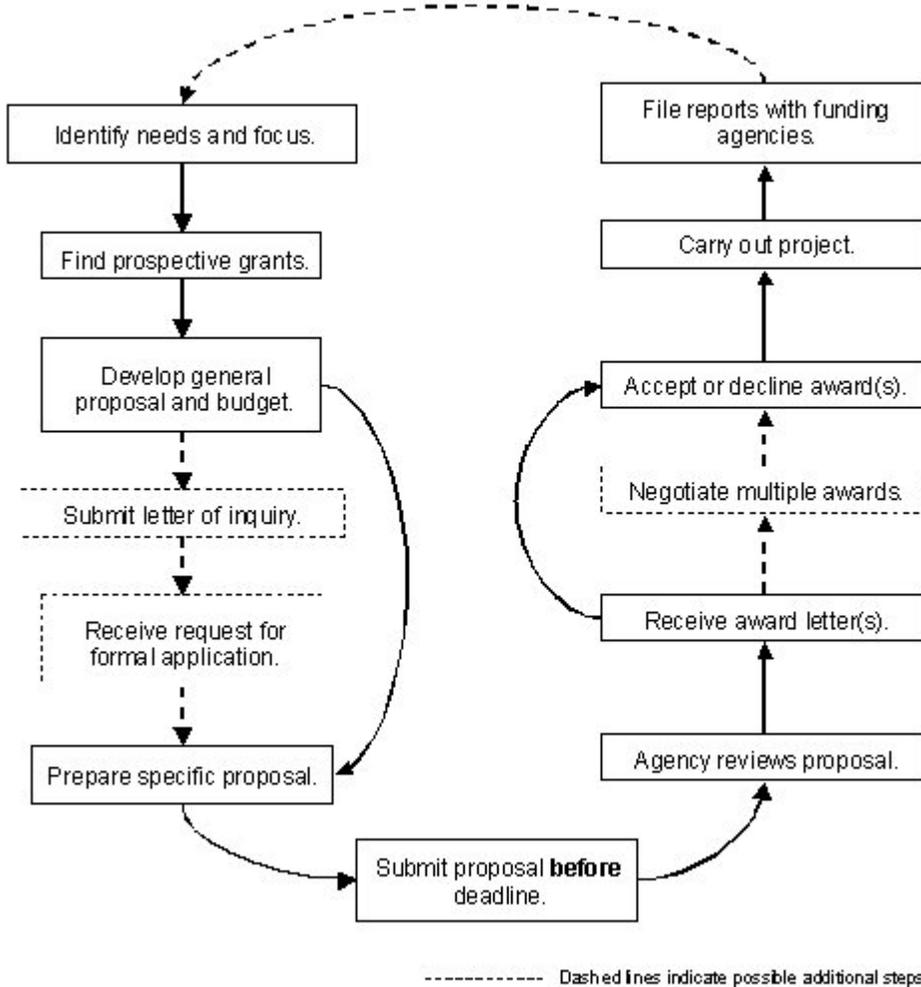
Although some scholars in the humanities and arts may not have thought about their projects in terms of research design, hypotheses, research questions, or results, reviewers and funding agencies expect you to frame your project in these terms. Learning the language of grant writing can be a lucrative endeavor, so give it a try. You may also find that thinking about your project in these terms reveals new aspects of it to you.

虽然人文艺术学科的学者并不会以“试验设计，假设，研究课题，结果”的格式去定义自己的研究，但是基金申请的评委希望你用这些术语表达你的研究计划。学习基金申请书所用的术语是一项可以带来利益的努力，所以请试一试。从这个角度来考虑你的研究可以帮助你看清自己的研究。

Writing successful grant applications is a long process that begins with an idea. Although many people think of grant writing as a linear process (from idea to proposal to award), it is a circular process. Diagram 1 below provides an overview of the grant writing process and may help you plan your proposal development.

基金申请书写作是一个漫长的过程。它从一个创意开始。很多人认为基金申请书写作过程是线性的（从创意到基金申请书到获得基金）。其实这是一个循环往复的过程。图一概要的描绘了这个过程，有助于你理解基金申请书的写作。

Diagram 1. The Grant Writing Process



Applicants must write grant proposals, submit them, receive notice of acceptance or rejection, and then revise their proposals. Unsuccessful grant applicants must revise and resubmit their proposals during the next funding cycle. Successful grant applications and the resulting research lead to ideas for further research and new grant proposals.

申请人必须撰写基金申请书，提交，收到“接受”或“拒绝”的回复，然后修改基金申请书。不成功的申请人只能在下一个基金申请阶段修改并重新提交基金申请书。成功的申请和实验结果可以启发新的创意和新的基金申请书。

Cultivating an ongoing, positive relationship with funding agencies may lead to additional grants down the road. Thus, make sure you file progress reports and final reports in a timely and professional manner. Although some successful grant applicants may fear that

funding agencies will reject future proposals because they've already received "enough" funding, the truth is that money follows money. Individuals or projects awarded grants in the past are more competitive and thus more likely to receive funding in the future.

建立与基金审核机构前进的积极的会大有帮助。确保文件提交过程及时而专业。有些成功的申请者担心他们已经从一个机构得到足够多的基金所以会被拒绝，而事实是”钱跟着钱”。获得过基金的申请者更有竞争力，在未来更容易得到基金。

Some general tips

一些小窍门

1. Begin early.
尽早开始
2. Apply early and often.
尽早申请并经常申请
3. Don't forget to include a cover letter with your application.
一定要包括一页简介
4. Answer all questions. (Pre-empt all unstated questions.)
回答所有问题
5. If rejected, revise your proposal and apply again.
如果申请被拒绝，修改后再申请
6. Give them what they want. Follow the application guidelines exactly.
投其所好，遵守申请指导的规则
7. Be explicit and specific.
描述明确而具体
8. Be realistic in designing the project.
项目设计要有可实现性
9. Make explicit the connections between your research questions and objectives, your objectives and methods, your methods and results, and your results and dissemination plan.
明确表达以下内容之间的联系：研究问题与目标，目标与方法，方法与结果，结果与传播计划

10. Follow the application guidelines exactly. (We have repeated this tip because it is very, very important.)

遵守申请指导的规则（这个窍门我们再次重复）

BEFORE YOU START WRITING

开始写作之前

Identify your needs and focus

明确指出你的需求和重点

First, identify your needs. Answering the following questions may help you:

首先，指出你的需求。从回答以下问题入手：

- Are you undertaking preliminary or pilot research in order to develop a full-blown research agenda?

你是否正在进行初始研究以设计完整的实验计划？

- Are you seeking funding for dissertation research? Pre-dissertation research? Postdoctoral research? Archival research? Experimental research? Fieldwork?

你是否在为毕业论文研究寻求基金，还是毕业论文前的研究，博士后的研究，搜寻档案的研究，实验的研究还是实地调查的研究？

- Are you seeking a stipend so that you can write a dissertation or book? Polish a manuscript?

你是否在寻求薪金，所以你可以撰写毕业论文或书籍，或修改草稿？

- Do you want a fellowship in residence at an institution that will offer some programmatic support or other resources to enhance your project?

你再申请组织内部的奖学金还是其他资源？

- Do you want funding for a large research project that will last for several years and involve multiple staff members?

你想要申请时间跨度为多年而且需要很多人合作的大型项目吗？

Next, think about the focus of your research/project. Answering the following questions may help you narrow it down:

下一步，思考你的研究主题。回答以下问题。

- What is the topic? Why is this topic important?
研究主题是什么？为什么这个主题很重要？
- What are the research questions that you're trying to answer? What relevance do your research questions have?
你想要回答的研究课题是什么，这些课题之间有什么关联？
- What are your hypotheses?
你的假设是什么？
- What are your research methods?
你的实验方法是什么？
- Why is your research/project important? What is its significance?
为什么你的课题很重要？重要性体现在哪里？
- Do you plan on using quantitative methods? Qualitative methods? Both?
你计划做定量研究，定性研究，还是两者兼有？
- Will you be undertaking experimental research? Clinical research?
你会进行实验研究吗？临床研究？

Once you have identified your needs and focus, you can begin looking for prospective grants and funding agencies.

一旦你确定你的需求和目标，你可以开始搜索基金来源了。

Finding prospective grants and funding agencies

搜索基金来源

Whether your proposal receives funding will rely in large part on whether your purpose and goals closely match the priorities of granting agencies. Locating possible grantors is a time consuming task, but in the long run it will yield the greatest benefits. Even if you have the most appealing research proposal in the world, if you don't send it to the right institutions, then you're unlikely to receive funding.

你的研究目标是否符合基金发放组织的要求决定了你是否能够得到基金。寻找合适的基金提供者需要花费很多时间，但是从长远来讲大有裨益。即使你写出了最有吸引力的基金申请书，但是送到了错误的基金审核机构，你还是不太可能得到基金。

There are many sources of information about granting agencies and grant programs. Most universities and many schools within universities have Offices of Research, whose primary purpose is to support faculty and students in grant-seeking endeavors. These offices usually have libraries or resource centers to help people find prospective grants.

基金审核组织和项目有很多来源。大部分大学有相关部门，其主要职责是帮助教职人员和学生寻找基金。这些部门通常有相关资源库帮助搜寻基金。

At UNC, the [Research at Carolina](#) office coordinates research support.

The [GrantSource Library](#), located in Bynum Hall, provides grant-seeking assistance to UNC students and faculty. The GrantSource Library maintains a wide variety of resources (books, journals, and online databases) and offers workshops to help students and faculty find funding.

The UNC Medical School and [School of Public Health](#) each have their own Office of Research.
以上三段为 UNC 学校内部的相关资源

WRITING YOUR PROPOSAL

撰写基金申请书

Audience

读者

The majority of grant programs recruit academic reviewers with knowledge of the disciplines and/or program areas of the grant. Thus, when writing your grant proposals, assume that you are addressing a colleague who is knowledgeable in the general area, but who does not necessarily know the details about your research questions.

大部分基金项目招募相关学科的学者作为基金评审。所以，写作基金申请书时，假设你的读者是对相关领域有概要了解但是并不了解你想要探索的课题的同事。

Remember that most readers are lazy and will not respond well to a poorly organized, poorly written, or confusing proposal. Be sure to give readers what they want. Follow all the guidelines for the particular grant you are applying for. This may require you to reframe your project in a different light or language. Reframing your project to fit a specific grant's requirements is a legitimate and necessary part of the process unless it will fundamentally change your project's goals or outcomes.

请记住，读者通常懒惰，所以对条理不清，会引起歧义的基金申请书不会有好印象。确保给读者看到他们想看的。遵循这项基金列出的所有要求。这可能需要你重新正立你的计划并换一种方式表达。按照一个基金的要求整理计划是必须的，除非它影响了你的研究计划目标和结果。

Final decisions about which proposals are funded often come down to whether the proposal convinces the reviewer that the research project is well planned and feasible and whether the investigators are well qualified to execute it. Throughout the proposal, be as explicit as possible. Predict the questions that the reviewer may have and answer them. Przeworski and Salomon (1995) note that reviewers read with three questions in mind:

基金申请书是否成功是有这个基金申请书是否使评审相信这个研究计划是周密计划的，可行的和研究者是否有能力完成决定的。在基金申请书，请直接表达如上这些方面。预测评审可能提出的问题，并回答。

Przeworski and Salomon 指出评审阅读基金申请书有三个问题：

- What are we going to learn as a result of the proposed project that we do not know now? (goals, aims, and outcomes)

通过这个研究计划我们可以了解什么以前不知道的知识？（目标，目的和结果）

- Why is it worth knowing? (significance)

这个结果值得了解吗？（重要性）

- How will we know that the conclusions are valid? (criteria for success)

我们如何知道结论被证实了？（成功的评判标准）

Be sure to answer these questions in your proposal. Keep in mind that the reviewer may not read every word of your proposal. He/she may only read the abstract, the sections on research design and methodology, the vitae, and the budget. Make these sections as clear and straight forward as possible.

确保在基金申请书中回答了这些问题。评审并不会逐字阅读基金申请书，有可能只读摘要，试验设计和方法，申请者建立和预算。确认这些部分的写作清晰直接。

Style

写作风格

The way you write your grant will tell the reviewers a lot about you (Reif-Lehrer 82). From reading your proposal, the reviewers will form an idea of who you are as a scholar, a researcher, and a person. They will decide whether you are creative, logical, analytical, up-to-date in the relevant literature of the field, and, most importantly, capable of executing the proposed project. Allow your discipline and its conventions to determine the general

style of your writing, but allow your own voice and personality to come through. Be sure to clarify your project's theoretical orientation.

写作风格可以给评审透露很多信息。通过阅读基金申请书，评审对你的作为一个学者，研究者和一个人有一个印象。评审以此判断你是否有创造性，有逻辑，会分析，对领域内的相关文献有及时的了解，更重要的是，能否完成你提出的机会。根据你的领域来决定写作风格，但是也要展现个人风格。确保写清你的项目的理论支持。

Develop a general proposal and budget

写作一份适应面广的基金申请书和预算

Because most proposal writers seek funding from several different agencies or granting programs, it is a good idea to begin by developing a general grant proposal and budget. This general proposal is sometimes called a "white paper." Your general proposal should explain your project to a general academic audience. Before you submit proposals to different grant programs, you will tailor a specific proposal to their guidelines and priorities.

大部分基金申请人都会从多个机构寻求基金。所以先撰写一份适应面广的基金申请书和预算是有益的，这种基金申请书通常称为白皮书。白皮书应该面向普通学者解释你的计划，提交之前，应该根据不同基金审核机构的要求修改。

Organizing your proposal

基金申请书的结构

Although each funding agency will have its own (usually very specific) requirements, there are several elements of a proposal that are fairly standard, and they often come in the following order:

每个基金审核机构有自己的要求，但是仍然有一些项目是共同的，如下所述：

- Title page
主题页
- Abstract
摘要
- Introduction (statement of the problem, purpose of research or goals, and significance of research)
介绍（问题陈述，研究目标和研究的重要性）

- Literature review
文献综述
- Project narrative (methods, procedures, objectives, outcomes or deliverables, evaluation, and dissemination)
项目描述（方法，步骤，目标，结果，评价和宣传）
- Personnel
人员
- Budget and budget justification
预算

Format the proposal so that it is easy to read. Use headings to break the proposal up into sections. If it is long, include a table of contents with page numbers.

基金申请书排版应该易于阅读。用标题将基金申请书分成章节。如果基金申请书很长，应包含目录。

Title page: The title page usually includes a brief yet explicit title for the research project, the names of the principal investigator(s), the institutional affiliation of the applicants (the department and university), name and address of the granting agency, project dates, amount of funding requested, and signatures of university personnel authorizing the proposal (when necessary). Most funding agencies have specific requirements for the title page; make sure to follow them.

主题页：这一页应包括一个题目（简明清晰），主要研究人员姓名，单位，基金审核机构的名称和地址，日期，基金总数，学校方面相关人员签字。大部分基金审核机构有详细要求，请一定遵守。

Abstract: The abstract provides readers with their first impression of your project. To remind themselves of your proposal, readers may glance at your abstract when making their final recommendations, so it may also serve as their last impression of your project. The abstract should explain the key elements of your research project in the future tense. Most abstracts state: (1) the general purpose, (2) specific goals, (3) research design, (4) methods, and (5) significance (contribution and rationale). Be as explicit as possible in your abstract. Use statements such as, "The objective of this study is to ..."

摘要：摘要给读者留下第一印象。评审在做出最终决定之前，可能会再次浏览摘要，所以摘要也可能是给评审留下的最后印象。摘要应该用未来时语态表达你的研究课题的基本信息，包括：目的概要，具体母体，研究设计，方法，重要性。摘要要清晰直白。使用陈述语气，如：这项研究的课题是

Introduction: The introduction should cover the key elements of your proposal, including a statement of the problem, the purpose of research, research goals or objectives, and

significance of the research. The statement of problem should provide a background and rationale for the project and establish the need and relevance of the research. How is your project different from previous research on the same topic? Will you be using new methodologies or covering new theoretical territory? The research goals or objectives should identify the anticipated outcomes of the research and should match up to the needs identified in the statement of problem. List only the principle goal(s) or objective(s) of your research and save sub-objectives for the project narrative.

介绍：介绍应该包括基金申请书所有关键内容，问题陈述，研究目的，研究目标及研究的重要性。问题陈述应该提供背景介绍，问题的合理性，陈述对这项研究的需求。你的研究课题与以往相同课题的研究有何不同？研究目的和目标应该明示所陈述的问题。只需列出主要的目标和课题，副课题稍后再述。

Literature review: Many proposals require a literature review. Reviewers want to know whether you've done the necessary preliminary research to undertake your project. Literature reviews should be selective and critical, not exhaustive. Reviewers want to see your evaluation of pertinent works. For more information, see our handout on [literature reviews](#).

文献综述：很多基金申请书要求文献陈述。评审希望知道你是否对这个课题以前的研究有了解。文献总数应该有选择性和批评性，而不是求全。评审希望看到你对于相关研究的评价。

Project narrative: The project narrative provides the meat of your proposal and may require several subsections. The project narrative should supply all the details of the project, including a detailed statement of problem, research objectives or goals, hypotheses, methods, procedures, outcomes or deliverables, and evaluation and dissemination of the research.

项目陈述：项目陈述是基金申请书的主体部分，有很多分享组成。项目陈述应该包括这个项目的所有细节，具体的问题陈述，项目目的和目标，假设，方法，程序，结果，报告，评估和宣传。

For the project narrative, pre-empt and/or answer all of the reviewers' questions. Don't leave them wondering about anything. For example, if you propose to conduct unstructured interviews with open-ended questions, be sure you've explained why this methodology is best suited to the specific research questions in your proposal. Or, if you're using item response theory rather than classical test theory to verify the validity of your survey instrument, explain the advantages of this innovative methodology. Or, if you need to travel to Valdez, Alaska to access historical archives at the Valdez Museum, make it clear what documents you hope to find and why they are relevant to your historical novel on the '98ers in the Alaskan Gold Rush.

项目陈述应该回答评审的所有问题，不要让评审在读完之后还留有任何疑问。例如，你提出开放性问题，一定要解释清楚问什么这个方法适合你的基金申请书。或者，如果你使用一个新的理论而不是近点理论及

时你的调查结果，要列出使用这个新方法的优势。再比如，你需要到某个博物馆去调查资料，请明确写出你想找到的资料，这些资料为什么与你的研究课题相关。

Clearly and explicitly state the connections between your research objectives, research questions, hypotheses, methodologies, and outcomes. As the requirements for a strong project narrative vary widely by discipline, consult a discipline-specific guide to grant writing for some additional advice.

明确写出各个研究课题，研究问题，假设，方法和结果之间的联系。各学科对项目申述的要求可能不同，要寻求各学科的具体指导。

Personnel: Explain staffing requirements in detail and make sure that staffing makes sense. Be very explicit about the skill sets of the personnel already in place (you will probably include their Curriculum Vitae as part of the proposal). Explain the necessary skill sets and functions of personnel you will recruit. To minimize expenses, phase out personnel who are not relevant to later phases of a project.

人员：写清合理的人员要求。列出已经就位的人员，解释你要招募的人员的技术要求。为节约开支，提出无关人员。

Budget: The budget spells out project costs and usually consists of a spreadsheet or table with the budget detailed as line items and a budget narrative (also known as a budget justification) that explains the various expenses. Even when proposal guidelines do not specifically mention a narrative, be sure to include a one or two page explanation of the budget. To see a sample budget, turn to [Example #1](#) at the end of this handout.

预算：预算列出了项目消耗的资金，通常由表格组成，并附带一个预算陈述解释各项支出。即使要求中没有具体列出预算陈述，最好也撰写一两页。

Consider including an exhaustive budget for your project, even if it exceeds the normal grant size of a particular funding organization. Simply make it clear that you are seeking additional funding from other sources. This technique will make it easier for you to combine awards down the road should you have the good fortune of receiving multiple grants.

应该列出详尽的预算，即使预算总值超过基金的预算。只需写清你会寻求其他基金来补充。这个方法让你更容易将不同基金叠加计算（假设你可以得到多项基金）。

Make sure that all budget items meet the funding agency's requirements. For example, all U.S. government agencies have strict requirements for airline travel. Be sure the cost of the airline travel in your budget meets their requirements. If a line item falls outside an agency's requirements (e.g. some organizations will not cover equipment purchases or

other capital expenses), explain in the budget justification that other grant sources will pay for the item.

确保你的预算满足基金审核机构的要求。例如，所有美国政府基金审核机构对航空旅行有严格要求。确保最受要求。如果某些条目不符合要求，请解释清楚你将寻求其他资金来源来支付这个项目。

Many universities require that indirect costs (overhead) be added to grants that they administer. Check with the appropriate offices to find out what the standard (or required) rates are for overhead. Pass a draft budget by the university officer in charge of grant administration for assistance with indirect costs and costs not directly associated with research (e.g. facilities use charges).

很多大学要求将非直接花费也加入基金申请。请联系相关办公室了解具体要求，请他们审核一个基金申请书草稿并帮助计算非直接花费。

Timeframe: Explain the timeframe for the research project in some detail. When will you begin and complete each step? It may be helpful to reviewers if you present a visual version of your timeline. For less complicated research, a table summarizing the timeline for the project will help reviewers understand and evaluate the planning and feasibility.

See [Example #2](#) at the end of this handout.

For multi-year research proposals with numerous procedures and a large staff, a time line diagram can help clarify the feasibility and planning of the study. See [Example #3](#) at the end of this handout.

时间轴：列出你的研究的时间安排。什么时候开始和结束每一步。列出具体计划有助于评审理解。或者列出表格总结时间轴。对于多年计划和涉及人员广泛的接话，时间轴可以帮助理清研究计划的可行性和计划性。

REVISING YOUR PROPOSAL

修改基金申请书

Strong grant proposals take a long time to develop. Start the process early and leave time to get feedback from several readers on different drafts. Seek out a variety of readers, both specialists in your research area and non-specialist colleagues. You may also want to request assistance from knowledgeable readers on specific areas of your proposal. For example, you may want to schedule a meeting with a statistician to help revise your methodology section. Don't hesitate to seek out specialized assistance from the relevant research offices on your campus. At UNC, the [Odum Institute](#) provides a variety of services to graduate students and faculty in the social sciences.

论证有力的基金申请书花费很多时间来撰写。提早动手，并预留从读者处得到反馈的时间。寻求不同的读者，包括领域内和领域外的。也可以请求有学识的读者对基金申请书的特定方向提供帮助。例如，你可以请一位统计学家帮你修改“方法”部分。寻求专业人士的帮助不要犹豫。在UNC，Odum Institute对社会科学专业的研究生和教师提供帮助。

In your revision and editing, ask your readers to give careful consideration to whether you've made explicit the connections between your research objectives and methodology.

在修改过程中，请你的读者帮你指出你是否明确的表达了你的研究目标和方法之间的联系。

- Have you presented a compelling case?
你的论据令人信服吗？
- Have you made your hypotheses explicit?
你的假设表达明确吗？
- Does your project seem feasible? Is it overly ambitious? Does it have other weaknesses?
你的计划可行吗？
- Have you stated the means that grantors can use to evaluate the success of your project after you've executed it?
- 你是否写清基金审核者可以用来评估你的项目成功度的标准？

If a granting agency lists particular criteria used for rating and evaluating proposals, be sure to share these with your own reviewers.

如果基金审核机构列出了审核基金申请书的具体标准，请把这些标准也同时转达给帮你审查基金申请书的人。

SOME CLOSING ADVICE

结语

Some of us may feel ashamed or embarrassed about asking for money or promoting ourselves. Often, these feelings have more to do with our own insecurities than with problems in the tone or style of our writing. If you're having trouble because of these types of hang-ups, the most important thing to keep in mind is that it never hurts to ask. If you never ask for the money, they'll never give you the money. Besides, the worst thing they can do is say no.

有些学者认为索取基金很尴尬，这通常是由我们对自己不安全感引起的，而不是写作风格。如果你因此有所迟疑，请记住申请基金不会错。不申请基金，不会得到基金。最坏的可能就是对方拒绝你。

UNC resources for proposal writing

更多资源

Research at Carolina

<http://research.unc.edu>

The Odum Institute for Research in the Social Sciences

<http://www.irss.unc.edu/odum/jsp/home.jsp>

The GrantSource Library

<http://research.unc.edu/grantsource/>

UNC Medical School Office of Research

<http://www.med.unc.edu/wrkunits/1dean/rschofc/>

UNC School of Public Health Office of Research

<http://www.sph.unc.edu/research/>

Other Resources for Proposal Writing

Grantwriting Tips from the Donors Forum of Wisconsin

<http://www.dfwonline.org/page9123.cfm>

Proposal Writing Online Short Course from the Foundation Center

<http://fdncenter.org/learn/shortcourse/prop1.html>

Guide for Writing a Funding Proposal by S. Joseph Levine

<http://www.learnerassociates.net/proposal/>

Detailed guide to proposal writing for the social sciences.

以下的表格是三个例子。

EXAMPLE #1. SAMPLE BUDGET

Item	Quantity	Cost	Subtotal	Total
Jet Travel				
RDU-Kigali (roundtrip)	1		\$6,100	\$6,100

Maintenance Allowance

Rwanda	12 months	\$1,899	\$22,788	\$22,788
Project Allowance				
Research Assistant/Translator	12 months	\$400	\$4800	
Transportation within country				
–Phase 1	4 months	\$300	\$1,200	
–Phase 2	8 months	\$1,500	\$12,000	
Email	12 months	\$60	\$720	
Audio cassette tapes	200	\$2	\$400	
Photographic and slide film	20	\$5	\$100	
Laptop Computer	1		\$2,895	
NUD*IST 4.0 Software			\$373	
Etc.				
Total Project Allowance				\$35,238
Administrative Fee				\$100
Total				\$65,690
Sought from other sources				(\$15,000)
Total Grant Request				\$50,690

Jet travel \$6,100

This estimate is based on the commercial high season rate for jet economy travel on Sabena Belgian Airlines. No U.S. carriers fly to Kigali, Rwanda. Sabena has student fare tickets available which will be significantly less expensive (approximately \$2,000).

Maintenance allowance \$22,788

Based on the Fulbright-Hays Maintenance Allowances published in the grant application guide.

Research assistant/translator \$4,800

The research assistant/translator will be a native (and primary) speaker of Kinyarwanda with at least a four-year university degree. He/she will accompany the primary investigator during life history interviews to provide assistance in comprehension. In addition, he/she will provide commentary, explanations, and observations to facilitate the primary investigator's participant observation. During the first phase of the project in Kigali, the

research assistant will work forty hours a week and occasional overtime as needed. During phases two and three in rural Rwanda, the assistant will stay with the investigator overnight in the field when necessary. The salary of \$400 per month is based on the average pay rate for individuals with similar qualifications working for international NGO's in Rwanda.

Transportation within country, phase one \$1,200

The primary investigator and research assistant will need regular transportation within Kigali by bus and taxi. The average taxi fare in Kigali is \$6-8 and bus fare is \$.15. This figure is based on an average of \$10 per day in transportation costs during the first project phase.

Transportation within country, phases two and three \$12,000

Project personnel will also require regular transportation between rural field sites. If it is not possible to remain overnight, daily trips will be necessary. The average rental rate for a 4x4 vehicle in Rwanda is \$130 per day. This estimate is based on an average of \$50 per day in transportation costs for the second and third project phases. These costs could be reduced if an arrangement could be made with either a government ministry or international aid agency for transportation assistance.

Email \$720

The rate for email service from RwandaTel (the only service provider in Rwanda) is \$60 per month. Email access is vital for receiving news reports on Rwanda and the region as well as for staying in contact with dissertation committee members and advisors in the United States.

Audiocassette tapes \$400

Audiocassette tapes will be necessary for recording life history interviews, musical performances, community events, story telling, and other pertinent data.

Photographic & slide film \$100

Photographic and slide film will be necessary to document visual data such as landscape, environment, marriages, funerals, community events, etc.

Laptop computer \$2,895

A laptop computer will be necessary for recording observations, thoughts, and analysis during research project. Price listed is a special offer to UNC students through the Carolina Computing Initiative.

NUD*IST 4.0 software \$373.00

NUD*IST, "Nonnumerical, Unstructured Data, Indexing, Searching, and Theorizing," is necessary for cataloging, indexing, and managing field notes both during and following the field research phase. The program will assist in cataloging themes that emerge during the life history interviews.

Administrative fee \$100

Fee set by Fulbright-Hays for the sponsoring institution.

EXAMPLE #2: PROJECT TIMELINE IN TABLE FORMAT

Exploratory Research	Completed
Proposal Development	Completed
Ph.D. qualifying exams	Completed
Research Proposal Defense	Completed
Fieldwork in Rwanda	Oct. 1999-Dec. 2000
Data Analysis and Transcription	Jan. 2001-March 2001
Writing of Draft Chapters	March 2001 – Sept. 2001
Revision	Oct. 2001-Feb. 2002
Dissertation Defense	April 2002
Final Approval and Completion	May 2002

EXAMPLE #3: PROJECT TIMELINE IN CHART FORMAT

Activity	GY1				GY2			
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
• Develop items for survey	■							
• Review and revise items with experts' panel.		■	■					
• Pre-test items with representative sample of target population.		■						
• Program software to administer survey.			■	■				
• Prepare survey sites for study.			■	■				
• Recruit and train Study Reps.			■	■				
• Recruit 1,000 subjects and administer survey at 5 sites.				■	■	■	■	
• Statistical analysis of data.							■	■
• Preparation and submission of manuscripts to peer-reviewed journals.								■

WORKS CONSULTED

参考资料

We consulted these works while writing the original version of this handout. This is not a comprehensive list of resources on the handout's topic, and we encourage you to do your

own research to find the latest publications on this topic. Please do not use this list as a model for the format of your own reference list, as it may not match the citation style you are using. For guidance on formatting citations, please see the [UNC Libraries citation tutorial](#).

Donors Forum of Wisconsin. Tips for Grantwriting. 13 Jan. 2003. Donors Forum of Wisconsin. 28 Jan. 2004. <http://www.dfwonline.org/resources-grantwritingtips.asp>.

Holloway, Brian R. 2003. *Proposal Writing Across the Disciplines*. Upper Saddle River, New Jersey: Prentice Hall.

Locke, Lawrence F., Spirduso; Waneen Wyrick; and Silverman, Stephen J. 2000. *Proposals that Work*. (Fourth Edition) Thousand Oaks, CA: Sage, Publications.

Office of Sponsored Programs. Proposal Development and Preparation. N.d. State University of New York College at Cortland. 2 Feb. 2004. <http://www.cortland.edu/osp/proposals.html>.

Przeworski, Adam, and Salomon, Frank. 1995. Some Candid Suggestions for Applicants to Social Science Research Council Competitions. In *The Art of Writing Proposals*. New York: Social Science Research Council. 2 Feb. 2004.

<http://www.psu.ac.th/PresidentOffice/EduService/research/umass/artprop.htm>;

<http://www.psu.ac.th/PresidentOffice/EduService/research/umass/artprop.htm&>.

Reif-Lehrer, Liane. 1989. *Writing a Successful Grant Application*. Boston: Jones and Bartlett Publishers.

Wiggins, Beverly. 2002. *Funding and Proposal Writing for Social Science Faculty and Graduate Student Research*. Chapel Hill: Howard W. Odum Institute for Research in Social Science. 2 Feb. 2004.

<http://www2.irss.unc.edu/irss/shortcourses/wigginshandouts/granhandout.pdf>;

<http://www2.irss.unc.edu/irss/shortcourses/wigginshandouts/granhandout.pdf>