

SCALE

STRENGTHENING
CIVIC ADVOCACY AND
LOCAL ENGAGEMENT

NOTICE OF FUNDING OPPORTUNITY (NOFO)

NOFO reference Number: 217787009

Issuance Date: **February 14, 2022**
Bidders Conference (Virtual): **March 03, 2022 & August 30, 2022**
Deadline for Questions: **Open**
Closing Date: **January 31, 2023**
Closing Time: **5:30 pm WAT**
CFDA Number: **72062020CA00012**
NOFO Number: **217787009**

Subject: Request for Concept Note for SCALE Innovation Fund (SIF) for a More Accountable, Transparent, Peaceful, and Democratic Nigeria with Effective Service Delivery

Dear Prospective Applicants,

The USAID-funded Nigeria Strengthening Civic Advocacy and Local Engagement (SCALE) (the “Project”), implemented by Palladium, is seeking to issue grants under the SCALE Innovation Fund (SIF) to at least 10 organizations to promote citizens and government engagement towards creating a more accountable, transparent peaceful, and democratic Nigeria with more effective and efficient service delivery across the project’s priority sectors. Nigerian CSOs, BMOs, Media organizations, research institutions, and social enterprises are encouraged to submit concept papers for consideration for the award. In line with USAID’s New Partnerships Initiative, organizations that have not worked on USAID-funded projects are strongly encouraged to apply.

If awarded, the organizations will be sub-recipients under the U.S. Agency for International Development-funded program SCALE, Cooperative Agreement Number 72062020CA00012.

This NOFO consists of this cover letter and the following sections:

Section 1 – Program Description

Section 2 – Purpose of Funding Opportunity

Section 3 – Award Information



Section 4 – Minimum Eligibility Criteria

Section 5 – Application Process

Section 6 – Stage one – Concept note Technical Evaluation Criteria

Section 7 – Submission Information

Section 8 – Award Administration

Section 9 – Other Information

To be eligible for an invitation to submit a full application, the applicant must provide all required information in its concept note, including the requirements found in the annexes. The Project may request a full application from any or none of the applicants and may also waive minor errors in concept notes.

All questions regarding this NOFO should be submitted to NGSCALE.Grants@thepalladiumgroup.com. Responses to questions submitted by prospective applicants will be published on <https://www.thepalladiumgroup.com/tenders> alongside the NOFO. Successful Applicants will be responsible for ensuring the achievement of the grant objectives. Please refer to the Funding Description section of this NOFO for the statement of goals and expected results.

Palladium requires that concept notes be submitted electronically (e-mailed) to [**NGSCALE.Grants@thepalladiumgroup.com**](mailto:NGSCALE.Grants@thepalladiumgroup.com)

Sincerely,

Lydia Odeh

**Lydia Odeh
Chief of Party
SCALE**

Request for Concept Note for SCALE Innovation Fund (SIF)

Section 1: Program Description

Introduction

The Nigeria Strengthening Civic Advocacy and Local Engagement (SCALE) project is a five-year project funded by the United States Agency for International Development (USAID) and implemented by Palladium through a cooperative agreement with USAID. The goal of the project is to improve public accountability, transparency, and sustainable service delivery in Nigeria. The strategic objective is to strengthen the financial, management, and advocacy capacity of local civil society organizations (CSOs) and business membership organizations (BMOs) in Nigeria to create a more accountable, transparent, peaceful, and democratic Nigeria with more effective and efficient public service delivery. The Project emphasizes leadership and innovation and explicitly aims to engage marginalized populations, including women, youth, persons with disabilities, and other minorities in the process.

The project has five main components:

1. Improve Organizational Capacity; Managerial, Financial, and Institutional capacity.
2. Enhance Capacity for Improved CSOs/BMOs Advocacy, Collaboration, and Management.
3. Improve the Policy and Regulatory Enabling Environment for Civil Society.
4. Countering Trafficking in Persons (CTIP); and
5. Sector (SGBV, Child and Early Forced Marriage) Strengthening and Advocacy

SCALE's theory of change states that the project goals can be achieved IF: (i) CSO capacity (managerial, financial, and advocacy) is enhanced; AND (ii) CSOs collaborate effectively with each other and with government; AND (iii) the CSO enabling environment is permissive (legislative, policy, and practice); THEN: civil society can effectively engage citizens to influence government in key development reforms at national, state, and local levels to improve public accountability, transparency, and sustainable service delivery. The key assumptions in the theory of change are based on there being a conducive environment for CSOs and BMOs to influence policies in transparency, accountability, and good governance; CSOs and BMOs being able to sustain activities with local capacities and resources that promote transparency, accountability, and good governance in priority sectors; and the Nigerian state ensuring a healthy enabling environment for CSOs.

SCALE Key Sectors: Key priority sectors include health, education, economic growth, WASH, gender equality and social inclusion (GESI), human rights, trafficking in persons, elections, sexual and gender-based violence, early child and forced marriage, enabling environment/civic space, agriculture, peace and justice, human rights, security, anti-corruption, extractives, religious tolerance, trade and youth development.

Geographic Focus: SCALE works across all the States of Nigeria including the Federal Capital Territory (FCT)

Section 2: Purpose of Funding Opportunity

Nigeria Strengthening Civic Advocacy and Local Engagement (SCALE) (the "Project") is seeking to issue grants under the SCALE Innovation Fund (SIF) for innovative approaches that will promote citizen and government engagement towards creating a more accountable, transparent peaceful, and democratic Nigeria with more effective and efficient service delivery across the project's priority sectors. The motivation of the SIF is to identify organizations with innovative initiatives and solutions for tackling the different complex governance issues in Nigeria, ranging from citizen participation to effective governance.

INSTRUCTIONS TO APPLICANTS

Applications are invited from all qualifying organizations, nationally and sub-nationally. Applications are to focus on innovative approaches that promote improved partnership and engagement with key stakeholders; and/or strengthen and improve public awareness and engagement in governance.

Innovations for the purpose of this funding opportunity are defined as: completely new ideas being currently tried and tested, and the application of existing ideas in a new, innovative way, or to a sector or field in which that idea has not yet been applied. Under this award, SCALE will support innovative projects or ideas that have the potential for expansion and replication.

Activities could include:

- Programming designed to resolve gaps/bottlenecks in the policy reform process from the perspective of partnership, engagement, or public awareness.
- Innovative approaches that increase civic partnership and engagement with key government stakeholders
- Innovations that strengthen public awareness, engagement, discourse, and support for issues that improve transparency, accountability, and good governance, as well as promote inclusive economic development, enabling environment, and a peaceful Nigeria.
- Support for scaling up/replication of good practices at the local level to shape national policy and have a broader national impact.
- Programming to improve the coordination and communication among the various actors involved in the proposed policy area
- Addressing gaps in data by conducting policy-relevant and timely research and analysis, including strengthening or expanding research currently under development
- Innovative approaches to monitoring the implementation of policies, preparing policy recommendations, and implementing advocacy campaigns.
- Activities to develop and disseminate policy recommendations based on citizens' views and policy research to raise awareness and garner support from policymakers and other key actors, including the public. This could involve publishing research/information on citizens' views, attending and organizing seminars, forums, or conferences.
- Conducting consultative process among CSOs, research institutions, political parties, parliaments, government officials, and other stakeholders.
- Innovative ideas that address issues of Peace and Security in Nigeria.
- Innovative approaches for expanding the civic space as we approach the 2023 elections
- Innovations that address issues of safeguarding and gender equality and social inclusion

The above list of illustrative activities is by no means exhaustive. Creativity and innovative thinking are required from applicants.

Approach:

Evidence generation: Applicants should describe their approach for generating evidence about priority and emerging issues, that will potentially address capacity gaps and weaknesses, advocacy issues and policy reform across any of the aforementioned priority sectors they will be working on.

Innovative Solutions: Applicants are expected to propose innovative inclusive concepts to solve complex advocacy, governance, and accountability issues.

Leveraging Technology: Applicants are encouraged to demonstrate how they will promote remote learning and engagement particularly with COVID-19-required social distancing, and in line with best practices in blended learning.

Gender Equality and Social Inclusion: SCALE takes an intersectional approach to gender equality and social inclusion (GESI) and understands that social and political identities (e.g., gender, disability, age, class) combine to create unique forms of discrimination. Applicants should demonstrate an understanding of GESI and describe how they will integrate GESI across grant activities.

Conflict Sensitivity: Discuss how the approach and strategies will integrate principles of ‘Do-No-Harm’ and not cause any conflicts or exacerbate existing conflicts.

Monitoring and Evaluation Plan: Describe monitoring and evaluation plans for measuring and evaluating program activities, targets, and results. How do you define success for the proposed project? What do you anticipate is the concrete social value of this project? Share any quantitative/qualitative targets you may already have, including those relating to the number of resource-poor women served.

Sustainability: Applicants should discuss how the proposed approach will ensure that interventions and outcomes are sustained beyond the project.

Budget Summary

1. Applicants may include the following line items in the Summary Budget:

Direct Costs

- a. Salaries, allowances, and fringe for project staff
- b. Utilities and office running costs
- c. Cost of local travel

Other direct costs

- d. Activities
- e. Meetings and conferences
- f. Advocacy visits
- g. Training

2. No profit/fee will be paid or considered under any resulting award.

3. Costs reflected in the submitted budgets must be reasonable, allocable, and allowable in accordance with applicable cost principles (FAR Subpart 31 for for-profit institutions and 2 C.F.R. 200 Subpart E for educational and non-for-profit institutions).

4. Grants will not cover any of the following activities:

- Capital expenditures, including construction activities or buying real property.
- Capital loans.
- Support for or lobbying on behalf of a particular political party.
- Religious activities.
- Support of police or military.
- Equipment as defined in 2 C.F.R. 200.1.

5. Ineligible Costs: The project grant funds may not be utilized for the following:

- Construction or infrastructure activities of any kind.
- Ceremonies, parties, celebrations, or “representation” expenses.
- Though not expected as part of the grant activity, purchases of restricted goods, such as: restricted agricultural commodities, motor vehicles including motorcycles, pharmaceuticals, medical equipment, contraceptive products, used equipment; without the previous approval of the project, or prohibited goods, prohibited goods under USAID regulations, including but not limited to the following: abortion equipment and services, luxury goods, etc.
- Alcoholic beverages.

- Any purchase or activity, which has already been made.
- Purchases or activities unnecessary to accomplish grant purposes as determined by the project.
- Prior obligations of and/or, debts, fines, and penalties imposed on the Grantee.
- Creation of endowments.

Section 3: Award information

1. Expected number of awards - 10.
2. Financial range of individual awards - Subject to the availability of funds, the value of each grant will depend on the activities proposed. However, the Project anticipates awarding grants of N2,000,000 to N20,000,000.
3. Anticipated Start Date and Performance Period. The anticipated award date will be dependent on successful review, completion, and approval of the proposed applications, with a performance period of three to twelve months.
4. Assistance sub-awards. Pursuant to Title 2 of the Code of Federal Regulations (CFR) Part 200.400 it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principles (2 CFR 200 Section E for non-profit organizations and 48 CFR (Federal Acquisition Regulations) Part 31 for for-profit organizations) will be considered in establishing the final amount of the subaward. Awards made to non-U.S. organizations will adhere to guidance provided under ADS Chapter 303 Standard Provisions for Non-U.S. Non-Governmental Recipients, "Grants and Cooperative Agreements to Non-Governmental Organizations" and will be within the terms of the USAID, as well as the project's grants procedures. ADS 303 references three additional regulatory documents issued by the U.S. Government's Office of Management and Budget (OMB) and the U.S. Agency for International Development:
 - 22 CFR 226: Administration of Assistance Awards to U.S. Non-Governmental Organizations
 - OMB Circular A-122: Cost Principles for Nonprofit Organizations
 - OMB Circular A-133: Audits of States, Local Governments, and Nonprofit Organizations

Full text of the OMB circulars can be found at <http://www.whitehouse.gov/omb/circulars/>. The project is required to ensure that all organizations receiving USAID grant funds comply with the guidance found in these circulars, as applicable to the respective terms and conditions of their grant awards. Under this grant program, USAID retains the right at all times to terminate, in whole or in part, the project's grant-making authorities.

Section 4: Minimum Eligibility Criteria.

To be considered for this subaward, applicants must meet the following minimum eligibility requirements:

- Must be a Civil Society Organizations (CSOs) including Business Members Organizations (BMOs), Local Community Based Organizations (CBOs), Faith Based Organizations (FBOs) and Private for- Profit Organizations. Organizations new to USAID funding are strongly encouraged to apply.
- Must operate as an independent non-politically affiliated organization.
- Must be a registered legal entity in Nigeria, as applicable, at least one year prior to the submission.
- Must not be debarred, suspended, excluded or otherwise ineligible to receive US Federal funding.

Section 5: Application Process

The process will start with the release of this NOFO, followed by a bidders' conference. The conference is organized to provide an opportunity to applicants to ask questions and get clarification. After the conference, answers to questions will be compiled and shared with registered applicants. The NOFO will be open for one year, but applications will be harvested on a quarterly basis. Therefore, at the end of every quarter, applications will be downloaded from the application inbox and shared with the technical evaluation committee members for review, selection, and recommendation for award. Upon completion of the review and selection process, a request to submit full proposals will be sent to successful applicants.

The application process for this Grant will take place in two major steps as described below:

I. Stage One – Concept Note:

Applicants will submit a Concept Note using the template provided in Annex I, following the instructions contained in this document. Palladium will review concept notes against the merit review criteria detailed below and provide individual results to each applicant within 21 working days following the meeting of the Technical Evaluation Committee. Concept notes will be harvested and reviewed by a Technical Evaluation Committee every quarter, according to the criteria described below. A concept paper is determined to be successful if it receives a PASS overall based on the criteria below.

II. Stage Two – Full Application:

Successful applicants from Stage One will be requested to submit full proposals. The applicants will submit a full proposal in response to a Request for Application (RFA). Grant Applications will be evaluated based on the technical factors detailed in the RFA.

BIDDERS CONFERENCE

The project will hold two virtual pre-application conferences on March 03, 2022, and August 30, 2022. These conferences will afford applicants the chance to ask questions about the funding opportunity.

Interested parties that would like to attend this workshop must confirm their attendance by sending the participant's name and the organization's name to NGSCALE.Grants@thepalladiumgroup.com.

Section 6: Stage One-Concept Note Technical Evaluation Criteria

Note: The criteria below are for the concept note only. Additional criteria will be circulated as part of a full Request for Applications for Stage Two Applicants.

Once applicants meet the eligibility criteria, concept notes will be evaluated against the following criteria:

1. Originality and uniqueness of the idea and connection to a clear, identified problem: This should show the ability of the concept to build convergence, transform practice and approaches, and change the way things are done, adding value (20%)
2. Evidence of prior or related work on the concept being proposed and evidence that demonstrates the effectiveness of the approach. We are interested in establishing that applicants have already been working on their identified issue and have some research and knowledge that reduce the chances of failure (5%)
3. Feasibility of implementation within the specified timelines, indicating clear implementation phases: Concept notes should set out a clear implementation plan and timeline, preferably with clear milestones to be achieved at each stage to enable grantees to determine progress and make decisions about further investment (15%)
4. Congruence with and ability to contribute to achieving SCALE objectives: Concept notes should align with the areas outlined above. Where they do not, they should show cross-relevance and applicability of the results (10%)

5. Capacity for replication and usage: Ideas should show the potential for cross-sectoral relevance and application (10%)
6. Ability of the innovation to address key stakeholder needs and empower users: How will your innovation benefit and empower both demand and supply-side stakeholders? (10%)
7. A clear Monitoring and Evaluation Framework: A clear understanding of the results you believe will come from your innovation and a clear framework for monitoring and evaluating it, including progress indicators linked to no. 3 above (10%)
8. Gender equality and social inclusion: Consideration of the needs of marginalized groups and how they will engage and be empowered; integration of strategies to achieve gender equality outcomes (5%).
9. Risk Assessment: A simple risk matrix indicating an understanding of the endogenous and exogenous risks associated with the development and implementation of the innovation (5%)
10. Costs: Reasonableness of costs proposed and compliance with suggested grantee contribution target (10%)

Section 7: Submission Information

- 1) **Point of Contact:** Email: NGSCALE.Grants@thepalladiumgroup.com
- 2) **Submission Date and Time:** On or before **January 31, 2023, by 5:30pm WAT.** Applications received after the set time will not be considered. Please note that the Concept notes will be harvested and reviewed on a quarterly basis until the closing date.
- 3) **Submission Formatting:**
 - i. Written in English and in 12-point Times New Roman font; maximum of 10 pages.
 - ii. Text in tables or charts may be 10-point Times New Roman font.
 - iii. Narratives should be prepared in Microsoft Word with print areas set to 8.5 x 11-inch, letter-sized paper, and one-inch margins, left justification, and a footer on each page including page numbers, date of submission, and applicant name.
 - iv. Spreadsheets should be prepared in Microsoft Excel with print areas set to 8.5 x 11-inch, letter-sized paper.
 - v. Official (signed) documents, memoranda, and certifications may be submitted as Adobe PDF files; and
 - vi. All concept notes should be submitted in the electronic form to the SCALE project via email to NGSCALE.Grants@thepalladiumgroup.com and should reference [NOFO-217787006](#) in the subject line.
 - vii. Faxed, and hard copy applications are not acceptable.

Concept Note Template – Please refer to [Annex 1 here](#).

Budget Summary Template/ Format - Please refer to [Annex 2 here](#).

Section 8: Award administration

1. Award Notices. Upon approval by USAID, a notice of award signed by a Palladium Authorized Representative is the authorizing document.
2. ADS 303mat, Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations or ADS 303mab Standard Provisions for Non-U.S. Nongovernmental Organizations will apply to this award.

3. After award of grant, the project may conduct a post-award orientation meeting with the recipient. The meeting will be an essential tool to help the project and recipient achieve a clear and mutual understanding of the grant's requirements, and collaborative responsibilities.
4. Reporting – Successful applicants will be required to submit both program and financial report on monthly, quarterly or both basis. This is dependent on the type of grant awarded to the applicant. Successful applicants that are awarded Fixed amount award (FAA) will be required to submit program reports including milestones achieved and deliverables while Cost reimbursable awardees will be required monthly, quarterly or both.
5. **Branding and Marking Guidelines:** Palladium will require the submission of a Branding Strategy and a Marking Plan by the “apparently successful applicant.” The apparently successful applicant’s proposed Marking Plan may include a request for approval of one or more exceptions to the marking requirements in 2 CFR 700.16. USAID AO reviews and approves any requests for exceptions. The apparently successful applicant must follow the mandatory standard provision entitled MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (July 2015) in preparing the Branding and Marking Plan. This provision is a mandatory provision in all grants.
6. Palladium will ensure environmental soundness and compliance in design and implementation of the project when required by the **22 CFR 216** determination.

Section 9: Other information

Palladium reserves the right to fund any or none of the applications submitted.

Issuance of this NOFO and assistance with application development do not constitute an award or commitment on the part of the project, nor does it commit the project to pay for costs incurred in the preparation and submission of an application. Further, the project reserves the right to accept or reject any or all applications received. Applicants will be informed in writing of the decision made regarding their application.

Project and Palladium employees may not ask for, and applicants are prohibited from offering, any money, fee, commission, credit, gift, gratuity, a thing of value, or compensation to obtain or reward improper favorable treatment regarding this solicitation. Any improper request from a project employee should be reported to the Chief of Party or tellus@thepalladiumgroup.com

Notice of Funding Opportunity (NOFO)

Request for Concept Note for SCALE Innovation Fund (SIF) for a More Accountable, Transparent, Peaceful, and Democratic Nigeria with Effective Service Delivery

Reference Number 217787009:

Bidders Conference - Questions and Answers

1. Do Organizations need System for Award Management (SAM) registration before applying? - No, organizations do not need System for Award Management (SAM) registration in order to submit a concept note. Following evaluation of concept notes, organizations that are requested to submit a full application should register in SAM before submitting their full application, as required.
2. Does an organisation need to be in cluster before applying? No, you don't need to be in a cluster to apply for this Innovation Fund.
3. If one has an old idea which requires an upgrade, can it be considered an innovation? Innovations for the purpose of this funding opportunity are defined as: completely new ideas being currently tried and tested, and the application of existing ideas in a new, innovative way, or to a sector or field in which that idea has not yet been applied. Under this award, SCALE will support innovative projects or ideas that have the potential for expansion and replication. If you determine the 'upgrade' is an innovation in line with this definition, we encourage submission of a concept note.
4. Is the timeline for harvesting (collecting and reviewing) concept notes or for proposal? The timeline is for the concept notes only. See below concept note harvesting due dates:

Harvest Timeline	Due dates
First Harvest	5.30PM APRIL 30, 2022
Second Harvest	5.30PM JULY 31, 2022
Third Harvest	5.30PM OCTOBER 31, 2022
Final Harvest	5.30PM JANUARY 31, 2023

5. Can a Non-Governmental Organisation (NGO) submit more than one concept? Yes.
6. What is the closing date for the innovation grant concept note? January 31st, 2023.
7. Can business membership organizations (BMOs) registered with state apply? Yes, if your organisation meets the minimum criteria.
8. What is the measure or yardstick for scalability? The ability to demonstrate that the proposed concept can be replicated and expanded beyond the initial activity.
9. What does 'fixed amount award' mean? A fixed amount award (FAA) is a grant agreement which provides a specific level of support and where payment is based on the achievement of milestones as opposed to the actual costs incurred by the recipient. This type of award reduces some of the administrative burden and record keeping requirements for both parties. Accountability is based primarily on performance and results. The sub-awardee will be expected to achieve milestones during the award performance period and will be paid upon submission of deliverables.

10. Are there clear-cut differences between deliverables and milestones based on this context? Milestones are the obligations set to be achieved or completed while the deliverable are the products that will serve as means of verifications. So, if a milestone is completed, the organizations will be required to submit deliverables (means of verification) that would confirm that a milestone is achieved before payment is made.
11. Can all business organisations apply, so long as they are not claiming profit? Yes, provided the organisation falls with the category of eligible organizations stated in the NOFO and will not claim profit from the grant(s).
12. No provision for Matrix for Monitoring and Evaluation on the template? Yes, organisations may present a simple matrix or description of results, definition of indicators and means of measurement.
13. Can an NGO apply for more than one states? The application is not state specific but can cover more than one area or state depending on the innovative idea.
14. Can two or three CBOS write the concept note and submit? Yes, they can. However, the grant agreement will only be issued to one organization. The organization who will sign the grant agreement should submit the concept note on behalf of all organizations writing the concept note.
15. Can an organisation send more than one application? Yes.
16. Based on the NOFO, it was stated that ten grantees will be selected, is it per state or across the country? The expectation is to award at least ten grants in total based on the quality of concepts submitted.
17. How many grantees are expected to be selected per quarter? If ten grantees are selected in the first quarter, what is the next step? – Our plan is to select and issue at least ten grants (sub-awards) overall. There is no set quota per quarter.
18. Is there a closing date for concept note or it is within the notice period time? The NOFO closing date is January 31st, 2023 and harvesting of concept notes will happen quarterly for review and evaluation.
19. Can you share an M&E template for the concept note? An M&E template is not being shared at the concept note stage with a maximum of 10 pages. Just keep it simple.
20. If any organisation submits a concept note and did not succeed, can they resubmit another concept note? Yes, if it is a different initiative. No, if it is the same idea previously submitted.
21. Is the innovation restricted to the work an organisation is doing since they are the only doing it? We defined an innovation for the purpose of this funding opportunity as: a completely new ideas being currently tried and tested, and the application of existing ideas in a new, innovative way, or to a sector or field in which that idea has not yet been applied.
22. Will applicants be informed the status of their application quarterly? Applicants will be notified as soon as minimum eligibility screening and concept note evaluation is completed on a quarterly basis. We encourage organisations to keep submitting concept notes for new ideas within the NOFO period
23. Can an organisation implementing a new idea be able to scale up? No, it must be a new idea or the application of an existing idea in a new, innovative way, or to a sector or field in which that idea has not yet been applied. It does not fall within the scope of an innovation for the purposes of this funding opportunity if it has been tested and is simply being scaled up.

24. Can a school provide learning centres in another new place? It depends on the idea being proposed and whether it meets the definition of an innovation as included in the NOFO.
25. Can access to education in a remote place be an innovation? Innovations for the purpose of this funding opportunity are defined as: completely new ideas being currently tried and tested, and the application of existing ideas in a new, innovative way, or to a sector or field in which that idea has not yet been applied. We are unable to comment on specific concepts during this meeting. If you determine it is an innovation in line with this definition, please submit a concept note.
26. Can an organisation write on more than one thematic area? Yes, if the idea cuts across thematic areas.