



Citizens for change!

CIVICA MOBILITAS INTERNSHIP GRANTS

CALL FOR PROPOSALS

Ref. no. CM-INR-02

Deadline: 30 March 2018

GUIDELINES FOR APPLICANTS



MACEDONIAN
CENTER FOR
INTERNATIONAL
COOPERATION



Civica Mobilas is a Swiss Agency for Development and Cooperation project that is implemented by NIRAS from Denmark, the Macedonian Center for International Cooperation (MCIC) and the Swedish Institute for Public Administration (SIPU).

1. BACKGROUND

Civica Mobilitas is a Swiss Agency for Development and Cooperation (SDC) project that is implemented by NIRAS from Denmark, the Macedonian Center for International Cooperation (MCIC) and the Swedish Institute for Public Administration (SIPU). Its **vision** is a Macedonia in which civil society plays a positive role in realizing the potential of the country and all its citizens. Its **mission** is to be the driving force for a sustainable civil society that:

- 1) Practices positive, democratic values;
- 2) Has a high level of civic engagement in social initiatives and interacts well with its constituencies;
- 3) Is well institutionalized and includes numerous, vibrant, large and small, urban and rural, diverse, CSOs and CS actors;
- 4) Has a positive impact on Macedonia's further development.

Civica Mobilitas supports civil society in promoting social change in (strategic) areas such as **good governance, decentralization** and **civil society development**. Civica Mobilitas also supports civil society in addressing and mainstreaming, where possible, three so-called "transversal issues": **gender, inter-ethnic relations, and migration**.

Civica Mobilitas supports CSOs and CS actors across all regions and municipalities, sectors and themes. Civica Mobilitas aims at reducing some of the large disparities in terms of the development of civil society between and within Macedonia's regions and between and within different societal sectors. Civica Mobilitas promotes thoughtful **institutional development** and **organizational strengthening** of CSOs. It simultaneously aims at contributing to the development of civil society as a sector and to strengthening CSOs as organizations.

Within a period of up to four years, Civica Mobilitas aims at reaching a "**critical mass**" of **100 CSOs** that actively engage in achieving positive social changes in Macedonia. This critical mass may help bringing about consensus on the direction and contents of key social reforms.

Civica Mobilitas targets **associations and foundations** that are registered in Macedonia under the Law on Associations and Foundations. Other CS actors, for instance media, scientific research institutes as well as trade unions and employers' organisations, may also participate in Civica Mobilitas.

Civica Mobilitas also supports informal, non-registered, CS actors who are engaged in social initiatives for the common good. These CS actors can benefit from the Civica Mobilitas' Helpdesk, participate in events such as the Civica Mobilitas Forums, and can become beneficiaries of ad hoc grants that are channelled through established, registered, CSOs.

Civica Mobilitas consists of the following components and activities:

- **Component 1 - Assisted, Networked, Learning:** includes a Helpdesk; National, regional, thematic, and ad hoc Forums; Facilitation to CSOs providing guidance on articulating, planning and preparing social initiatives; and Mentoring to CSOs that wish to improve their performance;
- **Component 2 - Grant Scheme:** includes Institutional Grants; Action Grants (Action; Information, Communication, Outreach; Research and Development; Monitoring, Evaluation and Reporting); Small Grants (Small Action Grants, Fellowship Grants, Internship Grants); and Ad Hoc Grants;
- **Component 3 – Research:** includes research into 1) Good Governance, Decentralization, and Social Change, 2) Civil Society Index (CSI) and its applicability for institutional development and organizational strengthening, 3) the transversal issues gender, inter-ethnic relations and migration.

2. INTERNSHIP GRANTS

2.1. Objective, Purpose, and Results

Under Civica Mobilitas' Component 2, this Call for Proposals calls upon Swiss Citizens¹ with origins from the Republic of Macedonia or Macedonian Citizens permanently or temporary living in Switzerland. Internship Grants offer supporting interaction between Swiss and Macedonian CSOs, civil society actors and their constituencies.

The proposals are expected to contribute and be in line with Civica Mobilitas:

Overall Objective: Social change in Macedonia, including better cooperation among CSOs and between CSOs and the authorities, reflects the expectations, problems, needs and priorities of the citizens. The social change that Civica Mobilitas supports should correspond with positive progress in good governance, decentralization and civil society development.

Project Purpose: Achieve measurable and lasting improvements across four dimensions of the Civil Society Index², i.e. "Practice of Values", "Civic Engagement", "Level of Organisation", and especially "Perception of Impact".

Outcomes: In addition, proposals for internship grants are meant to contribute to the achievement of any or all of the following program **outcomes**:

Outcome 1: Civil Society is driven by constituencies: CSOs, other CSO actors and their constituencies better express their ideas, agree on joint causes for social change and on joint actions promoting these causes.

Outcome 2: Civil Society practices good governance: CSOs, other CSO actors and their constituencies have and practice values, beliefs and attitudes that are compatible with good governance, decentralization and (positive) social change.

Outcome 3: Civil Society has created alliances: CSOs, other CSO actors and their constituencies engage in social action and better involve "old" and "new" state and non-state actors in it but always with emphasis on citizens in roles such as members, volunteers, donators, participants and supporters.

Outcome 4: There is a critical mass of civil society for change: Enhanced level of organization of the CS sector, including a "critical mass" of 100 relevant and sustainable CSOs at country level, in all eight regions, and in at least 5 societal sectors.

Outcome 5: Civil society advances democracy and decentralization: A "critical mass" of 100 CSOs and their constituencies successfully promote social change at country level, in all eight regions, and in at least 5 societal sectors.

Transversal Issues, in context of the above objective, purpose and outcomes, proposals should as much as possible mainstream the Civica Mobilitas' transversal themes: gender, interethnic relations, and migration.

¹ According to the Swiss Nationality Law - [Loi sur la nationalité suisse](#).

² Civic Civil Society Index (CSI) for Macedonia – Long Road to Go towards Civic Engagement, available at: <http://mcms.mk/mk/za-nasata-rabota/istrazuvana-i-publikacii/1140-dolg-pat-do-pogolem-graganski-angazman-izvestaj.html>.

2.2. Priorities

The Small Grant Selection Committee will take the following priorities into account:

- 1) **Geographical**, the origins of the interns, collectively, should cover all 8 planning regions;
- 2) **Demographic**: diversity in terms of gender, ethnicity and age;
- 3) **Collaboration**: promoting collaboration with CSOs and other CS actors in Switzerland. Applicants are expected to be active citizens in Switzerland and therefore be active in Swiss civil society. During the internship applicants are expected to contribute to strengthening old and new collaboration between these CSOs and CS actors in Switzerland and the host CSOs in Macedonia.

2.3. Total Available Funds for this Call

The overall indicative amount available for this Call is 20,000 CHF. Civica Mobilitas reserves the right not to award any or all of the available funds and reallocate available funds to other Calls for Proposals.

3. ELIGIBILITY CRITERIA

Under this Call for Proposals there are four sets of eligibility criteria:

- 1) **Actors**, the Applicant submitting the application and her/his collaborators;
- 2) **Grants**, the maximum duration and size of the grant;
- 3) **Actions**, type of actions that are encouraged/expected within this Call for Proposals;
- 4) **Costs**, type of costs that are eligible in setting the amount of the grant;
- 5) **Number of applications**, the number of applications that the Applicant can submit.

3.1. Actors

3.1.1. Applicants

In order to be eligible for an Internship Grant under this Call, the applicant must:

- Have a minimum age of 18 years;
- Be a Swiss Citizen with origins from the Republic of Macedonia or Macedonian Citizens permanently or temporary living in Switzerland.

In addition, the selected interns should be able and willing to work closely with Civica Mobilitas during the entire internship, including being open to inspiration and guidance by the Internship Grant Manager; interact, where relevant, with other staff members; participate in Civica Mobilitas' events; publish through Civica Mobilitas channels, etc.

3.1.2. Collaborators

Under this Call for Proposals, applicants must include one or more collaborators. Such collaborators must be selected from the list of actual Civica Mobilitas INS, ACT, SAC, MAC and ADH grantees³ or its PCO.

3.2. Grants

3.2.1. Duration

Grants requested under this Call for Proposals must not be for a period longer than 6 months. All awarded grants should end latest on 30 June 2018.

3.2.2. Grant Size

Grants must not exceed a maximum of 6,000 CHF per INR Grant (or an average maximum of 1,000 CHF per month), depending on the proposed duration. Civica Mobilitas reserves the right to change this amount (increase, decrease) depending on the outcomes of the Call for Proposals. The final contracted amount will depend on the outcomes of a negotiation process prior to contracting.

3.3. Actions

Civica Mobilitas INR Grants are meant to provide Swiss Citizen with origins from the Republic of Macedonia or Macedonian Citizens permanently or temporary residing in Switzerland with the opportunity to spend a couple of months in Macedonia as an intern with Civica Mobilitas' PCO⁴ or one of its INS, ACT, SAC, MAC and ADH⁵. The intern is expected to assist PCO and the INS, ACT, SAC, MAC or ADH grantees to realize their work plans or actions. In the process, the intern is expected to

³ List of Grantees: <http://www.civicamobilitas.mk/mk/civica-mobilitas/za-grantistite>

⁴ Project Coordination Office: <http://www.civicamobilitas.mk/mk/civica-mobilitas/za-timot>

⁵ List of Grantees: <http://www.civicamobilitas.mk/mk/civica-mobilitas/za-grantistite>

transfer civil society (and other) know-how from Switzerland to Macedonia and vice versa (i.e. sharing lessons learned in Macedonia among Swiss CSOs, CS actors and other stakeholders interested in Macedonia's development).

Applicants may propose any type of activities that they deem relevant and feasible to contribute to the achieving the Civica Mobilitas' objectives and outcomes and those of its INS, ACT, SAC, MAC and ADH.

3.4. Costs

Under this Call for Proposals following costs will be eligible:

- Direct costs, notably:
 - International travel costs (economy class travel and local transfers). This expense is planned to be reimbursed only once in the Internship period;
 - Accommodation and living costs (rental, meals, local transportation). These expenses are planned to be reimbursed monthly;
 - Other costs relevant for implementation of the Internship.

All other costs that are not listed above, will not be eligible.

3.5. Number of applications per applicant

Applicants should be aware that they are eligible to submit only one application. If Applicant submits more than one application, Civica Mobilitas will automatically reject all its applications.

4. APPLICATION PROCESS

4.1. Deadline

The deadline for the submission of applications is by **30 March 2018**. Applications can be submitted at any time until this date. Applications **must be** received by Civica Mobilitas by the stated deadline. In the event that Applicant submits application later than the stated deadline, Civica Mobilitas will automatically reject all its applications.

4.2. Application Form

Applications for this Call for Proposals must be submitted by means of an Application Form. This Application Form consists of the following parts:

PART 1. ACTORS, consisting of the profile of the applicant and names of the proposed collaborators;

PART 2. INTERNSHIP, consisting of elaborating the internship plan;

PART 3. DECLARATION by the Applicant, which is Applicant's statement of conformity with the requirements of the Call for Proposals, as well as commitment to implement, if any, the proposed activities with the support of the INR Grant;

PART 4. ANNEXES:

- Annex 1. Curriculum Vitae (Europass Format);
- Annex 2. Letter(s) of interest by proposed collaborator(s) (PCO, INS, ACT, SAC, MAC or ADH grantee);
- Annex 3. Budget of the Internship
- Annex 4. Administrative and eligibility documents;

4.3. Completing the Application Form

All parts of the Application Form have to be completed, as well as all accompanying annexes.

Application must be typed (no handwriting is allowed) and submitted in English language.

Respective templates are on this link: <http://www.civicamobilitas.mk/en/komponenti/2/cm-inr-02>

Any additional documentation (brochures, letters etc.) sent with or in addition to application will not be taken into consideration.

4.4. Submitting the Application

Applications must be submitted in accordance with the instructions in this Guidelines and in the Application Form annexed to this Guidelines.

The Application Form must be submitted to Civica Mobilitas by email that includes in subject heading the reference of this Call for Proposals to the following address: cm-inr-02@civicamobilitas.mk.

Pages in the Application Form and its annexes that contain signatures and stamps should be scanned.

4.5. Questions and Answers

The Civica Mobilitas Helpdesk is at the disposal of potential applicants to collect and answer questions related to this Call for Proposals. Questions can be submitted to the Helpdesk by e-mail that includes in subject heading the reference of this Call for Proposals (CM-INR-02), to this address: helpdesk@civicamobilitas.mk. Questions can also be asked to the Helpdesk by telephone, however, Helpdesk staff are instructed to request you to put your questions in writing and submit them by e-mail to the abovementioned email address. Questions can also be posted to the Helpdesk via the Civica Mobilitas website.

Questions should be asked to the Helpdesk at any time, Civica Mobilitas will provide answers on on-going basis, not later than 5 working days since the question was submitted. Civica Mobilitas will publish its answers, on an ongoing basis, on the Civica Mobilitas website: <http://civicamobilitas.mk/>. Civica Mobilitas encourages applicants to consult the Civica Mobilitas website and Facebook page on a regular basis so that they are timely and adequately informed about the latest questions and answers.

5. EVALUATION

Civica Mobilitas will evaluate the proposals in the following way:

Step 1 – Administrative Check

Civica Mobilitas will examine the administrative quality of the proposals according to the following criteria:

- **Deadline**, if the deadline has been met, the proposal will be accepted, if the deadline has not been met (applications will still be received), the proposal will be rejected;
- **Application Form**, the proposal, including annexes, is submitted and in the right Application Form;
- **Language**, the proposal is drafted in the English language;
- **Declaration**, the declaration by the applicant is complete;
- **Annexes**, all of the requested annexes have been submitted and in the requested format;
- **Submission**, the Application Form is submitted on the right e-mail address: cm-inr-02@civicamobilitas.mk;

Step 2 – Eligibility Check

Civica Mobilitas will examine the eligibility of proposals according to the following criteria:

- **The Applicant** is Swiss citizen with origins from Macedonia or/and Macedonian citizen living in Switzerland at minimum age of 18 years;
- **The Collaborator** is Civica Mobilitas' PCO, INS, ACT, SAC, MAC or ADH;
- **The Grant Request** is up to 6,000 CHF, not exceeding 1,000 CHF per month;
- **The Duration** of the grant is up to 6 months;
- **The Number** of applications submitted by the applicant is one;

Step 3 – Evaluation of the Application

The Small Grant Selection Committee will score the each Application using the following Evaluation Grid:

Criteria	Points
1. Actors: profile of the intern	40
2. Relevance of the internship plan: relevance of the issue, topics and questions to CM objectives, purpose, outcomes and the priorities of the Call for Proposals	50
3. Budget	10
Maximum total score	100

6. ADMINISTRATIVE AND LEGAL VERIFICATION

Following the provisional selection of proposals by the Small Grant Selection Committee, Civica Mobilitas will verify the administrative and legal eligibility of the applicants. For this reason, it will request all applicants whose proposals have been provisionally selected to supply the relevant documents (such as originals of the submitted copies etc.).

7. AWARD

This Call for Proposals is open from 15 December 2016 and Application may be submitted at any time until 30 March 2018.

Following administrative and eligibility check for each quarter, Small Grant Selection Committee will select grantees on ongoing base.

Civica Mobilitas will inform all applicants that are awarded an INR grant by the decision of the Small Grant Selection Committee. In addition, Civica Mobilitas will inform all applicants that are rejected for administrative or other reasons.

8. COMPLAINTS

The Small Grants Selection Committee's decisions are final.

Applicants who believe that they have been harmed by an error or irregularity during the award process may lodge a complaint to the Civica Mobilitas. Complaints must be submitted in writing within 10 days after the announcement of the INR Grant awards and submitted either by hand delivery to the Civica Mobilitas visiting address: Civica Mobilitas, Macedonian Center for International Cooperation (MCIC), ulica Nikola Parapunov br. 41a, Skopje or to the mailing address: Civica Mobilitas, MCIC, PO Box 55, 1060 Skopje, or by e-mail at: complaints@civicamobilitas.mk.

Lodging of a complaint will not stall or alter the contracting process with the selected applicants. Civica Mobilitas will answer all complaints within maximum 30 days of the date of lodging the complaint.

9. ANNEXES TO THE GUIDELINES

Please find enclosed the following templates:

- Civica Mobilitas' Logical Framework
- Application Form with annexes.

Civica Mobilitas Call for Proposal for Internship, ref. no. CM-INR-02

Annex to the Guidelines for Applicants: Civica Mobilitas' Logical Framework

Strategy of Intervention	Key Indicators	Sources & Means of Verification	External Factors (Assumptions and Risks)
Overall Objective (Impact)	Impact Indicators		
OO: Social Change in Macedonia, including better cooperation among CSOs and between CSOs and the authorities reflects the expectations, problems, needs and priorities of the citizens.	Indicator OO1: CSI diamond ¹ for Macedonia 2018 reflects higher values on the dimension "Environment" in general and for each of its sub-dimensions in particular. Baseline OO1: 56,5 (2011); Target OO1: 58,2 (+ 3 % 2018);	Internal: CSI analytical report (2018); CSI regional and sectorial diamonds (2014, 2015, 2016, 2017); Research Reports; External: World Bank, Freedom House, Transparency International; EU Progress Reports; USAID CSO Sustainability Index;	
Project Purpose (Outcome)			
PP: The Facility will achieve measurable and lasting improvements across four CSI dimensions of "practice of values", "civic engagement", "level of organization" and "perception of impact" in Macedonia.	Indicator CSI diamond for Macedonia (2017) reflects higher values on the dimensions. Baselines: Baseline PP1 57,7 for Practice of Values (2011); Baseline PP2 45,0 for Civic Engagement (2011); Baseline PP3 59,8 for Level of Organisation (2011); Baseline PP 4 45,7 for Perception of Impact (2011); Targets: Target PP1 59,4 for Practice of Values (2018); Target PP2 47,3 for Civic Engagement (2018); Target PP3 61,6 for Level of Organisation (2018); Target PP4 48,0 for Perception of Impact (2018);	Internal: CSI analytical report (2018); Population surveys on trust, values and social responsibility of citizens; Organisational Survey; External Perceptions Survey; Internal: Facility's analyses (R&D); research reports; monitoring and evaluation reports; information and communication outputs; External: SDC internal and external monitoring and evaluation reports; EU Progress Reports; USAID CSO Sustainability Index;	A critical mass of Macedonian CSOs at the national, regional, sectoral, thematic and R&D levels are (sufficiently) independent from partisanship so as not to adversely affect their ability to participate in the Facility.

¹ The CSI diamond portrays an overall, evidence based, picture of the status of CS in a country, the conditions in that country that drive or restrain civil society development, and the impact of CS social action in the society. The CSI diamond integrates four main indicators: Practice of values; Level of organisation; Civic engagement; Perception of impact. The correlation between these indicators shapes the CSI diamond (more information can be found in the Project Document, pg. 5).

Strategy of Intervention	Key Indicators	Sources & Means of Verification	External Factors (Assumptions and Risks)
Results (Outcomes)	Results (Outcome) Indicators		External Factors (Assumptions & Risks)
<p>Outcome 1 –CSOs, other CS actors and their constituencies better express their ideas and agree on joint causes and actions for social change.</p>	<p>Indicator 1.1: Freedoms of association, assembly and expression are better guaranteed and exercised by CSOs and their constituencies. Baseline 1.1 : 59,0 (2011) Target 1.1: 60,8 (2018)</p> <p>Indicator 1.2: The CSOs demonstrate greater responsiveness to changing needs, issues and interests of the constituencies and the community. Baseline 1.2: 50,0 (2011) Target 1.2: 52,4 (2018)</p> <p>Target Group: CS, including all target CSOs, including 100 critical mass CSOs.</p>	<p>Internal: CSI for Macedonia; External: USAID CSO Sustainability Index; Monitoring Matrix on Enabling Environment for CS Development;</p>	<p>A. 1.1. CSOs have interest in strengthening and engaging constituencies. R 1.1. Forums may not appeal to constituencies; work with an element of charisma, involve charismatic CS or non-CS leaders in mobilising constituencies; R 1.2. Forums may not reach constituencies in smaller towns and villages; ensure participation by actors from towns and villages (ICO), finance participation if needed through ad hoc grant provision</p>
<p>Outcome 2 – CSOs, other CS actors, and their constituencies have and practice attitudes, beliefs and values that are compatible with good governance, decentralisation and (positive) social change.</p>	<p>Indicator 2.1: CSOs practice more frequently democratic decision-making internally, transparency and accountability. Baseline 2.1: 79,2 (2011) Target 2.1: 81,5 (2018)</p> <p>Indicator 2.2 Participation of women as leaders of CSOs (chairs or members of the executive or governing bodies) is improved. Baseline 2.2: 57,0 (2006), Target 2.2: 58,7 (2018);</p> <p>Indicator 2.3 Participation of members in governing bodies belonging to (other) ethnic community improved. Baseline 2.3: no data; Target 2.3: 25,0 (2018)</p> <p>Indicator 2.4: The geographical distribution of CSOs is more balanced. Baseline 2.2: 61% CSO registered outside Skopski region (2013) Target 2.2: 63% CSO registered outside Skopski region (2018)</p> <p>Target Group: CS, including all target CSOs, including 100 critical mass CSOs.</p>	<p>Internal: Monitoring Reports; External: Mid Term Evaluation; End Term Evaluation;</p>	<p>A 2.1. CSOs, at least critical mass agrees on common set of attitudes, beliefs and values and practice them. A 2.2. CSOs are willing to agree on code of ethics or a code of conduct. R 2.1. CSOs may get tired of working on attitudes, beliefs and values; ensure relevance of exercise as a follow up on CSO's own social causes; provide small, intermediate, financial support through small grants; link learning to incentives of future grants</p>

Strategy of Intervention	Key Indicators	Sources & Means of Verification	External Factors (Assumptions and Risks)
<p>Outcome 3 –CSOs, other CS actors, and their constituencies engage in social action and better involve “old” and “new” state and non-state actors, with emphasis on citizens in roles such as members, volunteers, participants, donators and supporters.</p>	<p>Indicator 3.1: Engagement of constituencies in social initiatives is improved. Baseline 3.1: 26,3 (2011) Target 3.1: 27,6 (2018)</p> <p>Indicator 3.2: Charity giving is enhanced Baseline 3.2: 51,9 (2013) Target 3.2: 53,5 (2018)</p> <p>Target Group: CS, including all target CSOs, including 100 critical mass CSOs.</p>	<p>Internal: Monitoring Reports; External: Mid Term Evaluation; End Term Evaluation;</p>	<p>A 3.1. CSOs have self-awareness and critical reflection about their social causes, theories of change and constituencies. R 3.1. International good practices may not be applicable in Macedonia, allow for a menu of methods/techniques, explore, experiment and use what works. R 3.2. CSOs may prioritize own interests above group interests; sequence financial support on annual basis and make it conditional upon good performance in participating in platforms of collaboration</p>
<p>Outcome 4 –Enhanced level of organisation of the CS sector, including a “critical mass” of 100 relevant and sustainable CSOs at country level, in all eight regions, and in at least 5 societal sectors.</p>	<p>Indicator 4.1.: CSOs financial and human resources are more sustainable Baseline 4.1: 52,4 (2011) Target 4.1: 53,9 (2018)</p> <p>Indicator 4.2.: Critical mass of 100 CSOs work together and share information through platforms of collaboration and other means Baseline 4.2: 67,5 (2011) Target 4.2: 69,5 (2018)</p> <p>Target Group: CS, including all target CSOs, including 100 critical mass CSOs.</p>	<p>Internal: Monitoring Reports; External: Mid Term Evaluation; End Term Evaluation;</p>	<p>A 4.1. “Critical mass” of CSO will embrace the Facility. A 4.2. CSOs will coalesce to mount joint campaigns and create platforms of collaboration. R 4.1. CSOs may fear exclusion from critical mass due to political reasons, polarisation, or previous participation in CM; ensure openness to all CSOs but ensure inclusion of CSOs that have a high social change potential R 4.1. Critical Mass may not be possible per sector or region; allow flexibility in calculating critical mass at sectoral and regional level</p>
<p>Outcome 5 –A “critical mass” of 100 CSOs and their constituencies successfully promote good governance and social change at country level, in all eight regions, and in at least 5 societal sectors.</p>	<p>Indicator 5.1.: Perceived success of CS activity in social concerns is improved. Baseline 5.1: 52,6 (2011) Target 5.1: 55,2 (2018)</p> <p>Indicator 5.2.: Civil society's impact on tolerance, trust and public spiritedness is increased. Baseline 5.2: 9,5 (2011) Target 5.2: 10,0 (2018)</p> <p>Target Group: CS, including all target CSOs, including 100 critical mass CSOs.</p>	<p>Internal: Monitoring Reports External: Mid Term Evaluation; End Term Evaluation</p>	<p>A 5.1. Division in society will not affect much the Facility. R 5.1. Certain participating CSOs may in due course not be interested in promoting real social change; ensure timely “weeding” out of such CSOs through allocating grants on an annual basis and discontinuing grants to CSOs that do not perform</p>