



ANTI-CORRUPTION COMMISSION
SEYCHELLES

RESOURCE MANAGEMENT GUIDE

AUGUST 2019

ACCS

MISSION STATEMENT

MANDATE

To investigate, detect and prevent corrupt practices in the government sector as stipulated in The Anti-Corruption Act, 2016.

VISION

To be a robust institution that fosters a corruption free society in an environment of integrity, accountability and transparency.

MISSION

We are committed to fighting corruption through effective investigation, detection and prevention of corrupt practices for a corruption free Seychelles.

CORE VALUES

Integrity

Good governance

Transparency

Accountability

Teamwork

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FOREWORD

The Anti-corruption Act, 2016 envisaged that, in addition to money appropriated by the National Assembly, ACCS may receive money by way of donations, gifts or grants from any legal source, domestic or foreign. The Strategic Plan 2017-2023 outlines broad strategies for the sourcing and effective utilisation of Partner funding. With this in mind, there was need for the Commission to develop and put in place a standardised approach to resource mobilisation in order to effectively and efficiently source for funding.

This Resource Mobilisation Manual is designed to guide ACCS staff in understanding the key ingredients of an effective and efficient resource mobilisation strategy. In addition to providing a conceptual framework of resource mobilisation, it is envisaged that the manual will guide ACCS management and staff in putting in place standardised procedures for resource mobilisation so that outreach and interaction with strategic partners is carefully co-ordinated in order to avoid putting out competing messages. The manual should enable the development of an action plan for the attraction of relevant resource partnerships aimed at the successful fulfilment of ACCS' mandate and strategic objectives. Also contained in this manual is our Resource Mobilisation Policy. This policy outlines the philosophy underpinning ACCS' drive to resource mobilisation, expected outcomes and key guiding principles. Responsibilities of ACCS and its employees in ensuring a planned and consistent approach are also outlined.

United Against Corruption!

.....
HON JUSTICE DUNCAN GASWAGA

CHAIRMAN

Date:.....

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CHAPTER 1: BACKGROUND

1.1 Legal Framework

The Anti-Corruption Act, 2016, Section 79, Part VII – Finance, Accounts and Reports, describes the 'Funds of the Commission' and states that 'The funds of the Commission shall consist of -

- a) such moneys as may be appropriated by the National Assembly pursuant to an Appropriation Act for the purposes of the Commission;
- b) any monies received by the Commission by way of donation, gifts or grants from any legal sources whether domestic or foreign; and
- c) any proceeds from sale, lease or transfer of movable or immovable property of the Commission.'

1.2 Strategic Plan 2017 – 2023

It is anticipated that the financial, material, and human resources required for the timely and successful implementation of the strategic plan will be provided by the Government of Seychelles and local and international Partners. As such, the plan provides for a resource mobilisation component that outlines broad strategies for the sourcing and effective utilisation of Partner funding. The Commission is committed to providing an environment conducive to both attracting and the efficient management of Partner funding.

The successful implementation of the Strategic Plan 2017 – 2023 will depend on the availability and efficient utilisation of resources. Currently most of the funding of the Commission is provided for by the Government of Seychelles through appropriations from the Consolidated Fund. However, the Commission will consider sourcing for additional financing from Donors and or other Inter-governmental agencies interested in its work.

1.3 The Need for a Resource Mobilisation Outreach Strategy

1.3.1 Introduction

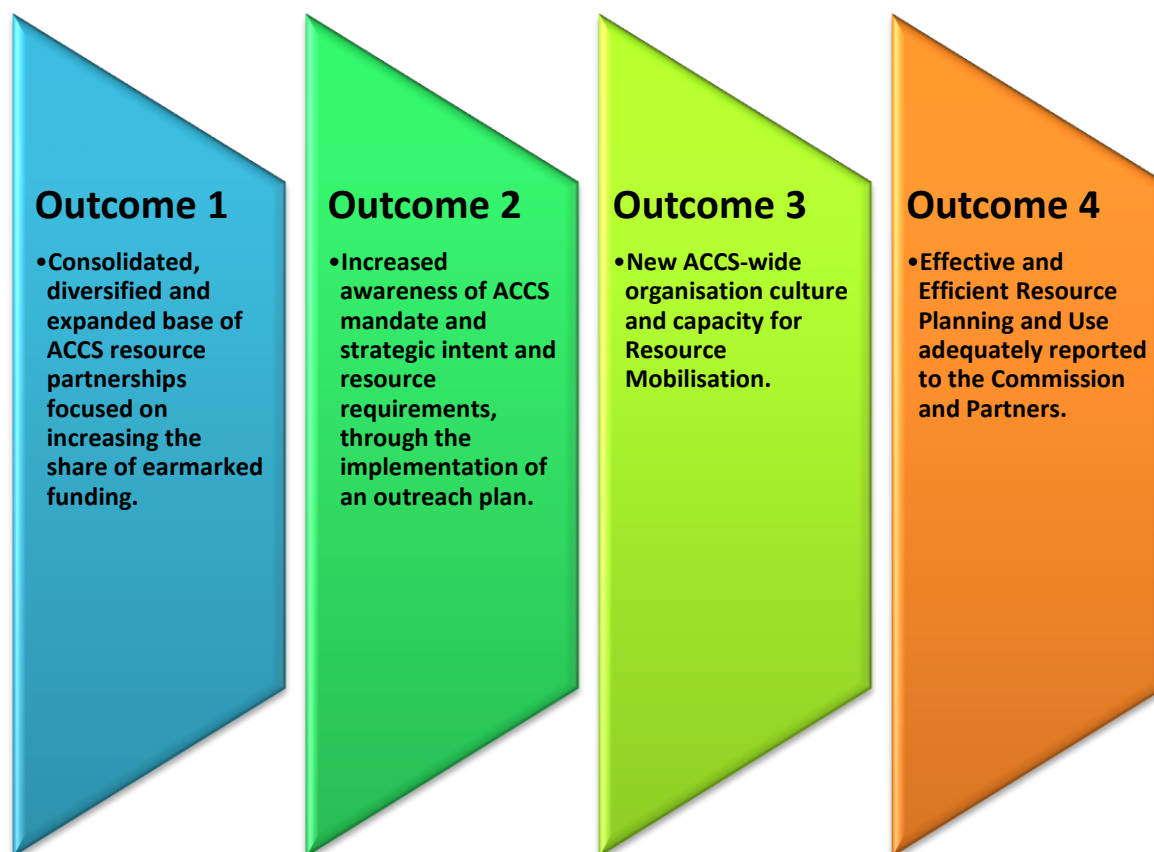
From the preceding sections, it is clear that ACCS needs to develop a standardised approach to resource mobilisation in order to effectively and efficiently source for funds and manage them in the pursuit of its mandate as prescribed by law and strategic goals and objectives as contained in its strategic plan. It is important that our staff at ACCS understand the key ingredients that make for an effective and efficient Resource Mobilisation (RM) strategy and action plan. Outreach and interaction with strategic partners has to be carefully coordinated in order to avoid putting out competing messages regarding ACCS' work.

The purpose of this guide is to propose a RM Outreach strategy/approach that should enable ACCS develop and design a RM strategy/Action plan to 'market' its work in the fulfilment of its mandate and strategic objectives.

1.3.2 Outcomes

As part of ACCS's strategy to attract partnerships and monitor success, the following outcomes have been set out below. They should guide ACCS' approach to mobilising resources, allocating them to agreed priorities and reporting on their use in support of its strategic goals and objectives. They should also enable ACCS attract relevant and appropriate partners in the fight against corruption and ensure that partners receive focused and tangible impact for their money.

Figure 1: ACCS Resource Mobilisation Strategy Outcomes



1.3.3 Principles

This guide lists five principles (**see figure 2 below**) which are to be applied whenever ACCS is mobilising resources and engaging in resource partnerships.

Figure 2: ACCS RM Outreach strategy guiding Principles



1.4 Key Areas for Partnerships

ACCS has defined key areas for partnerships in order to help fulfil its mandate and implement its strategic plan. These include:

- Institutional capacity building
- Conducting baselines surveys
- Establishing the Monitoring and Evaluation System
- Establishing institutional resource mobilisation strategies
- Building partnerships, networking and collaboration.

1.5 Roles and Responsibilities

Roles and responsibilities to implement the RM Outreach Action Plan will be aligned with the mandated Governance and Management structure of ACCS as prescribed by law and determined on a project by project basis. These include:

The Commissioners

The Commissioners provide the overall oversight and governance for Resource Mobilisation, allocation and management.

The CEO and Management team

The CEO and Management provide the executive decision-making on Resource mobilisation implementation including setting priorities and allocation and management of resources.

All Employees

All employees play a key role in supporting and implementing agreed upon resource mobilisation priorities and contributing ideas for project formulation. This has to be under the guidance of the CEO and Management team.

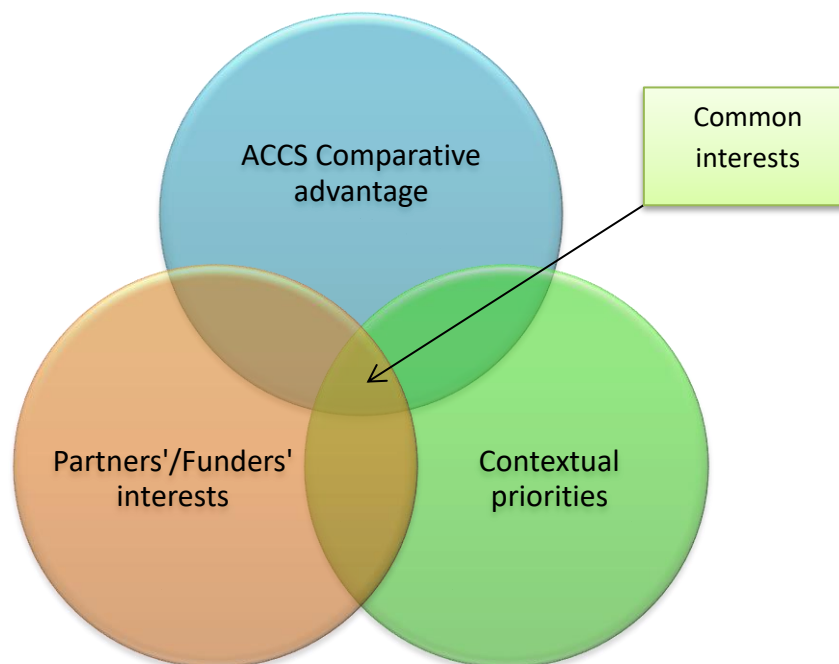
A coordinated approach to resource mobilisation is required to avoid situations where employees might approach partners with different messages regarding ACCS priorities and to fund activities that have not been identified and agreed upon as priorities by ACCS management.

CHAPTER 2: GETTING STARTED

2.1. Making the match

Resource Mobilisation (RM) is largely about “making the match” between ACCS’ comparative advantage, contextual priorities and partners’/funders’ interests, **(see figure 3 below)**. The better ACCS gears its comparative advantage and service offerings to the contextual priorities and the partners’ interests/needs, the easier common interest areas can be identified.

Figure 3: Making the match/aligning interests



2.2. Matters to Consider

Before launching into a full-fledged RM effort, it is important for ACCS to consider the following issues upfront **(see figure 4 below next page)**. It should be noted that appropriately targeting and RM Outreach Strategy involves an in-depth analysis of the prevailing aid and resource environment at global, regional and country levels as well as the potential demand for services from future/existing partners. This assists in matching partner interests to those of ACCS.

Figure 4: Matters to Consider for RM Strategy

The 'Product'

- Does ACCS have a clear comparative advantage, strong track record?
- Is there demand, is it a priority for ACCS, for the key stakeholders/beneficiaries?
- Does the product offer 'value for money' and will it clearly demonstrate ACCS' goals and objectives?

A Strategic approach

- Is ACCS' 'service offering' clearly anchored in a strategic approach (e.g. Strategic Plan 2017 - 2023) aligned to Seychelles needs and priorities?

Partners' Interests

- Have any partners already expressed interest?
- Which partners might be interested?
- Is it a priority for them?
- Does it match with their thematic or geographic interests?
- How and with whom do you propose you engage them?

Strong Partnerships

- Is it based on a collaborative approach with Partners at Country or Sub-Regional level?

Making a Plan

- What is ACCS' resource target, and by when?
- How will you target outreach to Partners?
- How and who will deliver on key actions to secure resources for ACCS' service offering?

A Coordinated Team Approach

- Are the main actors in ACCS aware of the RM Outreach Strategy?
- Have you sought agreement from them or their support?
- Who will take the lead?
- How will RM targets be tracked, monitored and plans adjusted?

2.3. Strategy and Action Planning

Designing an RM Strategy and Action Plan can help structure and guide the RM effort at ACCS. The advantages are that it:

- focuses RM efforts on the higher-level results of the strategic framework (**e.g. Strategic Plan 2017 – 2023**)
- coordinates the approach to partners
- avoids confusing messages to partners
- sets RM priorities and avoids fragmented efforts
- creates joint ownership and accountability
- leads to planned, upfront, pipeline resources
- ultimately, leads to comprehensive service/project delivery and broad impact

A team approach to the RM Strategy and Action Plan will ensure that skills, talents and contacts are formally identified and monitored to ensure that responsibilities, success and rewards are shared. It is advised that each team:

- nominate an RM lead person with the requisite skills to provide support and direction to RM efforts, liaising closely with relevant colleagues
- consider assigning specific partner liaison roles/focal points to employees
- encourage all team members to utilize every opportunity to engage partners and promote ACCS, its strategic directions and mandate
- integrate RM as part of the team's strategic priorities to ensure RM progress is reported on and monitored (e.g. as an agenda item in team meetings, reports from activities, etc.)

CHAPTER 3: PRACTICAL STEPS

3.1. Introduction

When developing the RM Strategy and Action Plan, it is helpful to consider the process as five steps for implementation. The flow of the five steps is shown in the graph below (see **Figure 5 below**).

Figure 5: Five Key Steps of RM Strategy and Action Plan



3.2. Identify

Step 1, identifying partners; is an ongoing process. It requires continuous updating of the details and specificities of potential resource partners. Templates for a matrix with some pointers on where to begin are provided in the appendix at the end of this guide. Research on potential funding sources and partners should include web searches, subscribing to e-mail circulars, broad reading on the subject and by word of mouth and informal meetings.

Below are possible roles stakeholders can play.

- a) Donors and other Funding Sources. They provide support in terms of funding. This is usually formalized through a proposal submitted to this type of stakeholder.
- b) Partners. These are organizations that can have multiple functions in terms of collaboration. This is usually formalized through a MOU or other type of partnership agreement to conduct the following:
 - Joint proposal development for resource mobilization
 - Capacity development – building and enhancing capacity of an organisation or project
 - Offering consultancy services that complement an organisation's capacity and-or in order to provide capacity a project, team does not have in-house (at short notice)
 - Joint advocacy based on findings of (meta-analysis of) offered services and exchange of information to sensitize stakeholders
 - Co-authorship of publications of joint work

In addition to financial resources, other forms of support for programme or project delivery may be available via in-kind contributions such as human resources, or

goods and services through partnerships for collaboration and sub-contracting. A wide range of such ways of cooperation can be pursued to support a project or organisation's work.

1.3.4 Gathering information on partners

Mobilizing resources requires detailed knowledge of partners, their priorities, policies, budgets, rules and procedures. Asking the following pertinent questions can help guide the research:

Priorities of funding partners

- a) Is the country or region a geographic priority for the funding partner?
- b) Does the partner have a country or region specific strategy or any ongoing initiatives that could be relevant?
- c) What are the resource partners' main areas of intervention in general? Within the country or region?
- d) How much financial support has the resource partner recently been giving in relation to what a project/organization requests?
- e) What is the record of the resource partner in funding initiatives in general and in the country or region?

Processes of funding partners

- a) Does the funding partner have any preconditions to be met before financing?
- b) What is the programming cycle of the funding partner? What is the calendar for submitting requests and/or calls for proposals?
- c) What schemes does the funding partner have (e.g. grants, loans)?
- d) How can the partners' funding approach be influenced with regard to ACCS' funding requirements?
- e) What are the procedures for submitting project proposals?
- f) Is there a focal point in your country or region?

Processes of partnering

- a) Direct request for service provision (sub-contracting via pay per service)
- b) (Sub-)contracting (pay for menu of services up to certain value)
- c) Memorandum of Understanding (MoU) or collaboration agreement (partners in tender or funding proposal according to conditions)

3.3. Engage

Step 2 involves seizing every opportunity to build strong relationships and favourably influencing decision-makers regarding the programme or project for which resources are sought. It means establishing and maintaining open and regular dialogue with partners to build mutual trust and respect. The bullets below offer some valuable tips.

Make sure your engagement is:

- Face to face – Organize a meeting or presentation. Being present at key technical meetings as a knowledge broker raises ACCS' visibility and demonstrates the value-added of its work. Invite partners to the field to see ACCS in action.
- Short and snappy – A concept note or project outline is the best way to provide a short overview of the organisation and its service offerings or project ideas. Most partners prefer to see an initial overview as an invitation to collaborate, rather than receive a full-fledged proposal.
- Appealing – Design an attractive brochure or multipurpose fact sheets introducing the main areas covered by ACCS. Focus on the benefits for the partners and the potential impact that can be achieved, not only on the activities/services.
- Personal – Find out the name of the person responsible and tailor individual letters or e-mails to each potential partner. Then, follow up.
- Thorough – Make sure concept notes and project proposals are founded within your strategic framework and are related to the partner's.
- Up to date – Develop or update websites to ensure the organisation's visibility to complement other communication means like brochures, annual/project reports etcetera.
- Well timed – Ensure your request is in sync with a partner's funding.
- Demonstrates track record – Use recent achievements to show the organisation's capacity to deliver.
- Keep in touch – Establish regular exchange of information so partners have a good knowledge of ACCS' ability to deliver.
- And do not forget to use every opportunity – All employees should seek out opportunities to meet, engage and present ACCS and its strategic goals to potential partners.

Engaging partners is a continual process. This is especially true when developing concept notes and programme/project proposals as well as an up-to-date list of ACCS strategic goals and areas. The concept notes and programme/project proposals should be prepared in collaboration with prospective partners; the list of strategic goals and areas should be kept up-to-date by reference to ACCS' current and approved Strategic Plan. The concept note and strategic goals and areas list provide a snap-shot of the organisation's rationale, its focus and what it offers. It helps to structure a preliminary analysis of the relevance, feasibility and sustainability of the project idea.

Engaging partners goes well beyond initial scoping or testing of interest with a potential partner through presenting a concept note or sharing a service offerings

overview. Every step of the RM process should be leveraged as an opportunity to further engage and build partner rapport. Building relationships requires strong interpersonal skills to engage partners effectively. This is a distinct skillset whereby a person is not only well-versed in the organisation's strategic directions and service offerings, but also has the requisite communication and negotiation skills to "market the organisation and/or its services". Considering when, where and how best to engage partners, and who on the team should take the lead, helps to strengthen the RM Action Plan, through assigning specific tasks to each member of the team.

3.4. Negotiate

Because this step involves a complex set of knowledge and skills, it is essential that ACCS has on hand the appropriate support mechanisms within the organisation to proceed successfully.

When it comes to finalizing the conditions of funding partnerships, including the relevant procedures, rules and regulations, it is important to understand the different types of agreements that might be reached.

It is of utmost importance that ACCS receives expert advice on finalizing the agreement to ensure that the agreement is in line with legal frameworks. Before reaching a signed agreement, check that the partner's conditions of agreement comply with organisational rules and regulations, in particular, look out for:

- Legal rules and regulations
- Potential Conflicts of interest
- Procurement processes
- Financials and Audit – payment schedules, budget and reporting
- Recruitment – Human Resources
- Cover of other than implementation costs – for the different kinds of agreements

Once all conditions have been met and clearances have been provided the contract can be signed.

3.5. Manage and Report

Step 4 involves acknowledging the obligations, often spelled out in the agreement. This step is crucial to maintaining good relations with a partner and forms the bedrock of potential ongoing collaboration. Therefore, it must not be overlooked. It is essential that the contractual requirements be well managed and effectively delivered, and that results are reported in a timely manner in agreement with the format agreed to with the partner. Acknowledging a partner's contribution/assignment and thanking them for the support/work is an essential part of maintaining good relations, and securing future resources or projects.

Also crucial in acknowledging a partner's contribution is providing them with regular feedback on progress of the work, including financial reporting, until the final product or service has been delivered. This may mean complying with a particular partner's format for reporting, or at set intervals, or providing the funding partner with mid-term and end-of-term evaluations of the programme or project. The original contractual framework provides the overall means for reporting.

3.6. Communicate Results

Communicating the value of partnering with the organisation, project is essential when engaging partners: as described, Steps 2 and 5 are closely connected. The preparation of a communication plan and quality communication materials are important. They convey a set of key messages about the project or service offerings for target audiences, providing an entry point for engaging partners and focusing discussion.

Communication for RM includes broadly communicating about ACCS's work and comparative advantages, as well as specific projects it can address and which are in line with its Strategic Plans. It is also about ensuring that partners are given appropriate visibility. The aim is to secure broad support for ACCS's work, not only from the donor community, but also from civil society organizations, private sector and the general public.

Tools such as brochures, flyers, posters, press releases, special events, speeches, videos, web sites, and social media help communicate key messages about the ACCS's work, as well as services it can provide. They need not be expensive to successfully convey comparative advantages and convince potential partners to commit resources or contract its services.

Illustrating the difference that a project makes in fulfilling ACCS' mandate and in achieving its strategic intent is essential for effective communication. This brings the steps of implementation back to Step 1, because communicating a partnership's success is the best way to encourage partners to contribute additional again.

CHAPTER 6: APPENDICES

6.1. Appendix 1: ACCS Resource Mobilisation Policy



Resource Mobilisation Policy

Approved by the Commission, August 2019

1. Introduction and Applicability

ACCS has developed a standardised approach to resource mobilisation in order to effectively and efficiently source for funds and manage them in the pursuit of its mandate as prescribed by law and strategic goals and objectives as contained in its strategic plan. It is important that our staff at ACCS understand the key ingredients that make for an effective and efficient Resource Mobilisation (RM) strategy and action plan. Outreach and interaction with strategic partners has to be carefully coordinated in order to avoid putting out competing messages regarding ACCS' work.

This policy outlines the philosophy underpinning ACCS' drive to resource mobilisation, expected outcomes and key guiding principles. Responsibilities of ACCS and its employees in ensuring a planned and consistent approach are also outlined.

2. General Policy

ACCS Resource Mobilisation is carried out within the ambit of the legal framework provided for by the Anti-Corruption Act, 2016. Please refer to **Section 79 of the Anti-Corruption Act, 2016**. As such ACCS commits itself to:

- a) Diversify and expand its resource base in supporting the implementation of its mandate through its Strategic plan.
- b) Identify and analyse the resources available for program priorities, policies and efficient budget allocation.
- c) Understand ACCS' current donor funding landscape, resources availability and support commitment.

- d) Maximise use of the appropriated funds from the Consolidated fund of the Government of Seychelles so as to build networks and develop relationships with stakeholders and relevant partners.

3. Sources of Funding

Currently ACCS expects funding from the following sources:

- a) Such moneys as may be appropriated by the National Assembly of Seychelles for the purposes of the Commission;
- b) Donations, gifts or grants from any legal sources whether domestic or foreign;
- c) Any proceeds from sale, lease or transfer of movable or immovable property of the Commission.

4. Resource Mobilisation Strategy Outcomes

The following outcomes form the rationale for ACCS' approach to mobilising resources, allocating them to agreed priorities and reporting on their use in support of its strategic goals and objectives. In addition, ACCS has to attract relevant and appropriate partners in the fight against corruption and ensure that partners receive focused and tangible impact for their money. They include:

- a) Consolidated, diversified and expanded base of ACCS resource partnerships focused on increasing the share of earmarked funding.
- b) Increased awareness of ACCS mandate and strategic intent and resource requirements, through the implementation of an outreach plan.
- c) New ACCS-wide organisation culture and capacity for Resource Mobilisation.
- d) Effective and Efficient Resource Planning and Use adequately reported to the Commission and Partners.

5. Resource Mobilisation Guiding Principles

The following guiding principles are to be applied whenever ACCS is mobilising resources and engaging in resource partnerships. They include:

- a) All resources mobilised support ACCS' Strategic Framework and are focussed on delivering on its mandate;
- b) Resource partnership agreements comply with ACCS' legal and operating framework;
- c) All resources mobilised are formally accounted for both internally and externally.
- d) Close relations with partners are maintained, built on trust and mutual accountability;
- e) All RM efforts are coordinated and harmonised on an ACCS organisation wide basis, within a strongly supportive enabling environment.

6. Roles and Responsibilities

Roles and responsibilities for Resource Mobilisation are aligned with the mandated Governance and Management structure of ACCS as prescribed by law and as will

be assigned and determined on a project by project basis from time to time. These include:

| Category | Roles and Responsibilities |
|------------------------------------|---|
| The Commissioners | The Commissioners provide the overall oversight and governance for Resource Mobilisation, allocation and management. |
| CEO and the Management Team | The CEO and Management provide the executive decision-making on Resource mobilisation and implementation including setting priorities and allocation and management of resources. |
| All Employees | All employees play a key role in supporting and implementing agreed upon resource mobilisation priorities and contributing ideas for project formulation. This has to be under the guidance of the CEO and Management team. |

7. Scope of this Policy

This policy sets the minimum standards on Resource Mobilisation to be observed by all ACCS staff and all persons that are associated with its work.

6.2. Appendix 2: Resource Mobilisation (RM) Strategy & Action Plan Template

| Practical Steps | Activities | Responsible | Time Frame |
|---------------------|--|-------------|------------|
| Identify | <ul style="list-style-type: none"> • Develop a matrix of partners, mapping their interests to ACCS' Strategic Framework; • Refine and match the partner matrix to specific concept notes/proposals; • Use tools for identifying partners such as websites and other sources; • Ensure each partner listed is an acceptable funding source. | | |
| Engage | <ul style="list-style-type: none"> • Nominate a RM lead person; assign partner liaison roles; • Develop a plan indicating how each partner identified will be engaged; • Engage potential partners early. Seek their collaboration in the development of concept notes/proposals and their interest in ACCS work; • Develop key messages and communication materials for potential projects and overall ACCS work; • Ensure ACCS participation in local donor coordination groups and demonstrate ACCS' strengths in delivering on its mandate; • Set up regular engagement channels with partners such as field visits/workshops/meetings, to foster relationships and build trust. | | |
| Negotiate | <ul style="list-style-type: none"> • Ensure that the partner's rules and regulations are compatible with those of ACCS; • Review and use standard MoU agreements and contracts as appropriate. | | |
| Manage and Report | <ul style="list-style-type: none"> • Ensure reporting is conducted in a timely fashion both via ACCS reporting mechanisms and as agreed with the partner. | | |
| Communicate Results | <ul style="list-style-type: none"> • Create a communication plan to build visibility and respect for ACCS and its work among target audiences; • Develop specific communication plans for those programmes/projects for which resources have to be mobilized and to establish ACCS as a competent service | | |

| Practical Steps | Activities | Responsible | Time Frame |
|--|--|-------------|------------|
| | provider; <ul style="list-style-type: none"> As part of the above, develop communication tools to widely communicate to success of the specific ACCS project/programme and overall service provision. | | |
| To Support the above: | | | |
| Reflect | <ul style="list-style-type: none"> Monitor funding approvals to keep track of meeting the RM target; Identify lessons learned; Refocus efforts where needed through further outreach to partners. | | |
| Institutionalize RM as key function | <ul style="list-style-type: none"> Strengthen a team approach to RM by having regular meetings, information sharing, updating knowledge through training and developing contacts with expert consultants; Integrate RM into ACCS' work plan. | | |

6.3. Appendix 3: Existing/Potential Funding Partner Matrix Template

| Partner Agency | Sectors relating to ACCS mandate | Period of current funding | ACCS projects funded in previous years | Total contribution in previous years | Potential for future cooperation /lessons learned | Potential amount of resources to be mobilised | Deadlines for submissions | Any other comments | Partner contacts |
|--|---|---------------------------|--|--|---|---|--|--|---|
| <i>Existing or potential resource partner.</i> | <i>List the Partners' stated priorities that match ACCS' stated mandate / strategy.</i> | <i>E.g. 2019 - 2026</i> | <i>List the projects.</i> | <i>Add up contributions to ACCS at Organisational level and or Unit level. E.g. USD100,000 {Prevention & Education}; USD45,000 {Investigations}.</i> | <i>List any issues which are relevant for future cooperation.</i> | <i>Estimate the potential resources mobilised from this partner. Include the potential for in-kind contributions.</i> | <i>Indicate Partner requirements for deadlines for proposal submissions.</i> | <i>Make notes that may require follow up action.</i> | <i>Email / phone contact at partner agency.</i> |
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6.4. Disclaimer

This handbook is for general guidance only. It does not include all possible situations and it cannot substitute the law or take the place of legal advice.

The ACCS will not bear any responsibility for any legal damages arising from action or absence of action of any person on account of the contents of this handbook.