

# WHY WE FOUND OUR PARTNERSHIP FACILITY HELPFUL



Relatively lightweight MOUs and deal notes let us sign up many partners, start small, and gradually build up activities with the most promising partners.



On average, each new deal note had a 26% increase in monthly commitment than the one before.



Non-binding agreements are much less demanding from a compliance standpoint than binding agreements like grants or subcontracts.



Non-binding agreements meant that either party could easily back out of activities that did not show promise.

2%

We only spent \$1,462 of its \$73,595 commitment on one unsuccessful partnership.



Only 4 of 9 partners

who have completed a deal note so far continued on to sign a second one with us.

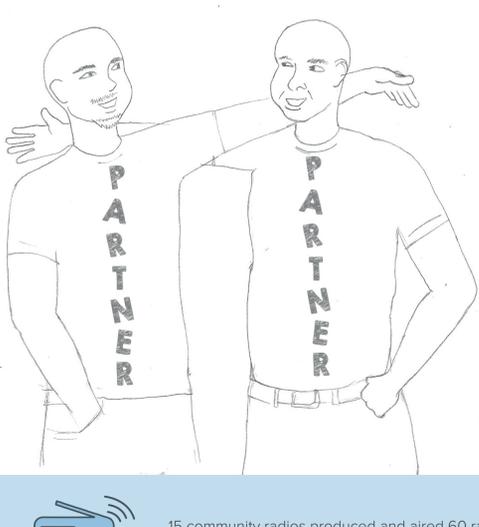
We embrace a *“fail fast and iterate”* mentality: we will have failures, but our goal is to make them quick, painless, and informative.



Negotiating a deal note was hard work, but the negotiation effort itself led to better-planned activities and built trust between the parties.



It took us 5 months of negotiation to bring 4 partners into a multilateral partnership to pilot one challenging innovation.



Just being able to call each other “partners” created traction to pilot new ideas and change behaviors.



15 community radios produced and aired 60 radio programs based only on having an MOU with FTF Inova.

Some partners find having someone to brainstorm and strategize with is just as valuable as traditional ‘technical assistance’.



Writing down what went into a partnership helped coordinate with USAID and the parts of our team (like MEL, gender, environmental compliance, and especially operations) who didn’t usually talk directly with the partner.



We spent \$323,654 on partner outreach and partnership activities, including 29 consultants and 21 complex procurements.



We have 30 long-term staff in three offices across Mozambique and have advisors and consultants all over the world.

We successfully worked for most of FY 2018 without a relevant workplan; instead, USAID provided formal technical direction by authorizing each deal note.

## HOW OUR PARTNERSHIP FACILITY DIDN'T ALWAYS FIT OUR VISION



In practice, most of the time partnerships did not exist in a truly ‘neutral space’—we had more ownership of partnership documents than our partners did.

28%

Only 28% of partners referred to their deal note to hold us accountable for resource or timeline commitments.

100%

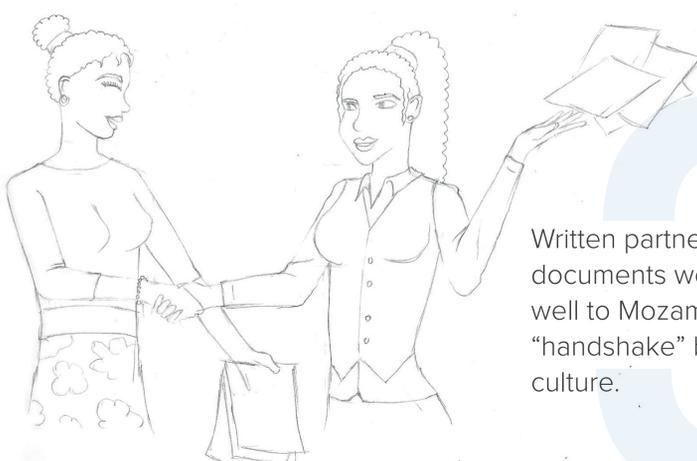
100% of deal note modifications were initiated by us—FTF Inova—not the partner.



The more management features (like flexible “milestones” to track progress) we added to deal notes, the more we and our partners felt locked into the original plan.



118 milestones and 15 modifications were created to manage and adapt 20 deal notes.



Written partnership documents weren’t suited well to Mozambique’s “handshake” business culture.



We make commitments in a variety of ways. For instance, we can undertake scoping or research without signing partnership documents.



However, partners did not always understand that we do not commit to our most intensive partnerships without a signed deal note.



Budgets were good planning tools and measures of commitment, but they contributed to the “partnership = sponsorship” attitude fostered by the large donor presence in Mozambique.

60 : 40

FTF Inova resource commitment : Partner resource commitment



3 meetings were required with some partners to move the conversation beyond “how much can Inova budget for us?”