

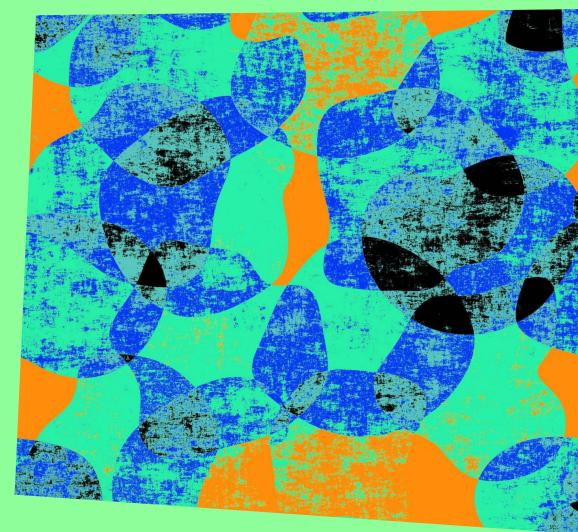
# The rise and rise of the learning partnership

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# **About me**



## What is a learning partnership?











Started becoming more and more popular as an option for going beyond conventional evaluation research

Increasingly
commissioned by
organisations
already working in
partnerships, to add
more depth/
embeddedness

Intended to amplify, deepen and/or get more value from commissioned evaluative research Partner can be more integrated in intervention teams; get a deep understanding of contexts and values

Partner facilitates learning, bringing stakeholders together, ideating more on insights and the "so what" question



## Why are learning partnerships becoming more popular?



Perception that learning partnerships are better at recognising and working with complexity and change



A feeling that evaluation makes people feel judged, burdened, done-to...learning partners as the antidote to this – anti-oppressive?



Needing to evaluate complex (systems) change interventions/partnerships (multi-year, multi-site), recognising social problems can be 'wicked'



Seeking more value from evaluative work (helping to deeply understand problems and embed change) as you go – not waiting for a 'final report' to drop



## **Applications to Barnardo's research ethics committee**





## So far, so good...right?

## Challenges as a commissioner

- Higher expectations
- Can be costlier
- More resource into managing work (deadlines, communication, etc.)
- Boundaries
- Knowing what you want

#### **Shared challenges**

- Capacity for learning
- Dealing with change
- Relationships

# Challenges as a provider

- Constant and sometimes rapid programme changes
- Prioritising focus
- Explaining and selling the approach (esp to nonresearchers)
- Retaining independence



#### Some thoughts and provocations on navigating partnerships

- Not evaluation but just with more terms and conditions!
  - Distinct characteristics of learning partnerships
  - Not just asking for more under the same old terms
- Is it enough to be a good researcher/evaluator to also be a good learning partner?
  - What skills and principles do we need?
  - What is the *role* of the partner?
- Keep a focus on continuous learning, so decision-making is responsive and relational
  - How do you maintain open and honest dialogue when you are deeply embedded in teams?
  - Getting the right balance between independent and partner



### Some thoughts and provocations on navigating partnerships

#### When should you chose an evaluation versus a learning partner?

- Is there room for a blended approach?
- Not 'flip flopping' between the two

#### Do they work better in some settings than others?

Yes, they probably do!

#### Who should shape, commission and manage a learning partnership?

- Given it isn't a *pure* evaluation, should research teams still 'own' this space?
- Yes...we are good gatekeepers!

#### What are the results you would really value?

Outputs, outcomes and impact of the partnership





## **Questions?**

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