Manifesto for partnership research between academic and other organisations

1. Identifying the partners
   - Build a network of potential partners and be open to opportunities
   - Publicise that you want to work in partnership
   - Involve people early on - all partners should have an opportunity to shape the research process and any funding applications
   - Remember it’s a two-way process: languages of exchange rather than transfer

2. Starting partnerships
   - Think about what you want to gain from and what you want to contribute to partnership research
   - Define what partnership means: be clear about the difference between partnership research and consultancy, commissioning and evaluation
   - Start conversations early and take time to understand each other’s language and motivations
   - Ask what knowledge and capacity partners already have and don’t assume knowledge/capacity on either side
   - Have clear terms of reference with clear roles and ways of resolving disagreement
   - Have a conversation about what you might and might not find out
   - Explore and develop the different perspectives on what makes good evidence
   - Acknowledge that all partners will have costs associated with taking part
   - Agree what a successful partnership looks like for each partner

3. Developing funding bids
   - Negotiate costs openly, and ensure appropriate resources for participation
   - Properly fund knowledge exchange activities to ensure impact
   - Think about the ethics from different perspectives – who will be involved as research participants and what effect will it have on them?
   - Agree how the partnership will be evaluated and how success will be measured
   - Be realistic about deadlines and what you can deliver on
   - Identify what parts of the research process your organisation can be involved in

4. Developing partnerships
   - Have an open mind about what the partnership might involve
   - Spend time in each other’s organisations to understand each other’s contexts, challenges and enablers
   - Take turns to host meetings
   - Question each other’s assumptions and be prepared for conflict!
   - Address power dynamics
   - Be clear about which roles will be shared and to what extent
   - Explore what training needs exist within the partnership to best support the research process
   - Be open to different interpretations of data and have a process for agreeing
   - Commit time and have a back-up plan if people and roles change

5. Sharing research findings
   - Agree on reporting roles and styles and share authorship if possible
   - Circulate research widely and share with colleagues, and other relevant organisations – be creative
   - Split engagement roles – media / engagement
   - Give all partners the opportunity to pre-approve publications, and respect each other’s points of view

6. And finally
   - Choose your partners carefully – it will work better if you get on
   - Do reflect on the process – be honest about what is good and what is challenging for each partner
   - Think about what impact you are making and how you can show it – feedback from service users can be helpful

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