

# C40 Policy Impact and Knowledge Transfer Course

## C40 intro

The course will help us to review and revise how we use our research and knowledge products (e.g. CSN guides and case studies, KH articles, diplomacy briefs, research reports) in order to influence decisions and drive impact. The ultimate aim is to increase the impact of our work.

The course is relevant for anyone producing knowledge, research, guidance material, and for anyone who uses/communicates that material. We have deliberately invited people across C40 teams so that we can understand how as an organisation we can maximise the impact of our knowledge.

The course has been designed so that a wide number of people can attend training presentations and Q&A, and a smaller number of people will participate in group sessions and pre/post-session work. This smaller group will use the sessions and prep work to refine/revise our processes so that at the end of the training we will have an improved way of working embedded into organisational practice. Therefore, the training will strengthen not only how we work as individuals, but also how we work within teams and across teams.

## Course Summary

The course will be in six modules. Each will include an introductory presentation which may be of interest to a wide audience within C40, followed by a session introducing specific tools and approaches in which core participants will have the chance to try some of them out.

There will be homework before the first and between each session which will include some background reading, and practical work on specific projects C40 staff would like to work on and develop during the course. These could include projects aiming to address a specific policy issue (eg energy) at different levels (city, national, regional or global level; and/or C40-wide projects eg developing a ToC or Communication Strategy. Others may emerge during the course itself.

At the end of each session participants will be asked to reflect on 2 questions: 1) what you take from this about how C40 could collect / generate / broker/ use knowledge better; 2) what the implications of this for are how to monitor, evaluate and learn about how to do it better.

The proposed content (and facilitators) for each session is outlined below.

### 1. Introduction (John, Louise and Jonathan) - Thursday 28th April 15.00-17.30

This session will introduce the whole course, introduce the over-arching approach underpinning the whole course, and introduce some tools for mapping the context.

Preparatory work will include some pre-reading and asking participants to identify specific C40 projects which will involve research, knowledge translation and support to cities, which could be worked up during the course.

The online session will include:

- An Introduction to the course and the overall approach.
- Examples of where research-based evidence and other forms of knowledge has and hasn't influenced policy and practice.
- Theoretical frameworks for improving the impact of research and knowledge.
- Approaches and tools to understand the context for policy engagement.

Practical work in this session will include group work based on the participants' projects to develop clear impact objectives, and rapid context analysis using the ODI Context Evidence Links Framework. Homework will include more detailed work using the approaches introduced in the session on the C40 projects participants bring to the course.

## 2. Designing for impact (John) – Tuesday 17th May 16.00-18.30

This session will build on the context mapping work in the first session and introduce some specific tools and approaches to clarify policy objectives and tools for designing research and knowledge work for maximum impact.

Preparatory will include the homework from WS1 as above, plus some additional reading/prep for session 2.

The online session will include:

- Identifying the key stakeholders
- The building blocks of impact
- Developing a theory of change

Practical work in this session will include groupwork based on participants' projects using the ODI AIIM Matrix to identify the key stakeholders.

Homework will include participants applying the AIIM and/or Force Field Analysis tools to their own projects, or group work to develop a Theory of Change for one of them.

## 3. Engaging with political policymakers and public advocacy (Louise and John) – Monday 6th June 15.00-17.30

This session will begin with discussions about how policy decisions get made and the implications for targeting recommendations. It will then build on session 2's work on stakeholder identification, using the homework from session 2 to stimulate ideas about who is a knowledge broker and how to work with them effectively. The final part of the session will draw the first two parts together to explore why nimbleness is important and what it implies for how research evidence is commissioned and communicated.

Preparatory work will include the homework from WS2 as above, plus some additional reading/prep for session 3.

The online session will include:

- Understanding role of research-based evidence and other forms of knowledge from a policymaker perspective
- The various roles knowledge brokers can play
- Designing a nimble research programme
- A guest speaker (Sam Bickersteth) will present a case study illustrating the power of a well-designed and nimble research and knowledge transfer.

Practical work in this session could include group work to apply the K\* framework for understanding knowledge brokering to participants case studies, and.

Homework will include participants further applying the K\* framework to their own projects and considering what their communication preferences might be.

## 4. Communicating with key audiences (Jonathan and John) – Tuesday 14th June 16.00-18.30

The session will provide practical insights based on research for effective strategies and tools for communication and knowledge transfer.

Preparatory will include some additional reading/prep on key documents on the evidence for effective approaches to communicating research and knowledge

The online session will include

- A guest speaker (Shehnaaz Moosa) presenting a case study illustrating how multiple types of knowledge in multiple formats to multiple audiences is necessary to achieve change
- Designing information materials for multiple use and multiple audiences.
- Choosing from a 'cocktail' of different communication approaches for impact
- How to apply research-based communication frameworks such as COM-B and E.A.S.T.

Practical work in this session could include starting to develop a communication strategy for participants' projects.

Homework could include further work to apply these tools to participants' projects or wider work eg reviewing C40 communication product portfolio and how it aligns with the new C40 communication strategy.

#### 5. Combining digital and other communication tools (Jonathan and John) – Wednesday 29th June 15.00-17.30

This session will focus on producing the right mix of digital and other communication products and activities - informed by research. Preparatory would include the homework from WS3 as above, plus some additional reading/prep for session 4.

The online session will include:

- A guest digital communication specialist speaker (Jeff Knezovich) to provide examples of effective knowledge hubs
- How to balance digital with other forms of communication to influence policy and practice?
- Designing an evidence-informed digital communication strategy for impact

Practical work in this session could include brainstorming knowledge/communication preferences for city/government professionals in C40 cities, identifying specific digital products for participants' own projects etc

Homework could include further application of these tools to participants' own projects and/or wider activities eg developing a knowledge taxonomy for C40 and/or reviewing accessibility of the C40 portals.

#### 6. Coordination and tracking impact (John, Jonathan & Louise) – Tuesday 12th July 16.00-18.30

This session will build on the previous 5 sessions, focusing on the issues which emerge in the feedback from each session and introducing some approaches and tools for coordinating research and knowledge activities to maximise impact and approaches for better integrating C40s research and knowledge translation work into the overall programme.

Preparatory would include bringing forward the results of question 2) at the end of each session: what are the implications of this for how to monitor, evaluate and learn about how to do it better? plus some additional reading/prep for session 6.

The online session will include:

- Tools for coordinating research and knowledge activities for policy engagement
- Approaches to establish effective and equitable partnerships
- Tools for monitoring evaluation and learning

Practical work in this session might include trying out specific tools on participant's projects, developing specific impact indicators and reviewing existing systems to identify how they could be improved.

Homework could include further work on participants' project using tools and approaches from the whole course, and/or C40-wide reviews of processes, on which the trainers could provide feedback within a specific period eg 2 weeks.