



Food and Agriculture
Organization of the
United Nations



Resilient Food Systems Tailored SHARED Toolbox

**Enhancing inclusive and evidence-based
policy development**



Context for the toolkit

With global challenges of a changing climate, land degradation, loss of biological diversity, water scarcity and increasing food insecurity, ensuring effective integration across science, practice and policy has never been more important. The processes, methods and tools to underpin the activities that help facilitate effective integration across science, policy and practice, however, are not straightforward. They require country project teams to implement tailored approaches. The good news is that specific tools and best practices do exist to support institutional and policy dialogues and multi-stakeholder processes for sustainable agriculture and natural resources management.

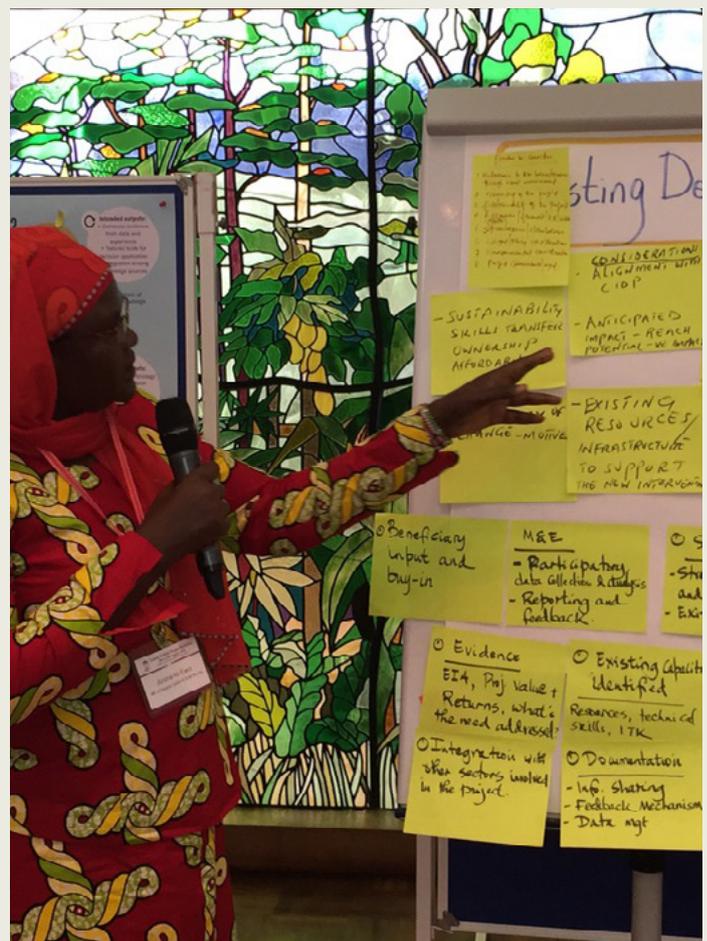
The multi-dimensional nature of agriculture and food security within SSA is inherently complex, involving a wide range of actors, mandates, and priorities that often compete and conflict. Research demonstrates that Government ministries often work in silos with little cross-sectoral communication, collaboration and knowledge exchange. An additional challenge to effective policy making and public programme implementation is the lack of information and severe data gaps within African countries owing to the lack of accessible information and reliable evidence.

How the toolkit was developed

This toolkit is the result of a **tailored engagement approach and training process** that was carried out with the **Resilient Food Systems (RFS)** country projects based on the **SHARED approach**. To assist RFS country teams in strengthening the connection between science, policy and institutions from the national to the local level, the Food and Agriculture Organisation (FAO) partnered with the Stakeholder Approach to Risk Informed and Evidence Based Decision Making (SHARED) Decision Hub to increase the engagement of RFS country project teams with policy and institutional processes. The process to develop the toolkit was initiated with a series of consultation interviews and was followed by a set of virtual training events customized to the priorities of the country projects. Reflections by country projects provided feedback on the training as well as insights for future engagement and inclusion of the SHARED tools, methods and approaches.



The **SHARED Decision Hub** is a collective of multidisciplinary specialists working with governments, programmes and development partners to shift towards a more human-centred, evidenced based decision-making culture. SHARED works to strengthen the linkages across science, practice and policy. Recognising that there are many steps to achieving this, as well as internal and external factors, SHARED works across scales, institutional levels and themes, offering a range of approaches and tools that are tailored to specific context and needs.



Science - policy rationale - relationships

The RFS Programme is a five-year programme committed to fostering sustainability and resilience for food security in sub-Saharan Africa. It seeks to contribute to a paradigm shift in the continent's agriculture: one which emphasises the importance of natural capital and ecosystem services to enhance agricultural productivity. The RFS approach to achieving resilient food systems is built around three inter-related work streams: **Engage, Act and Track**.

While the Resilient Food Systems country projects work in different contexts related to resilience of sustainable agriculture development and natural resource management, all country projects include a fundamental focus on influencing institutional and policy dialogue processes and on enhancing multi-stakeholder frameworks to link state and non-state

actors. If done well, these processes can support long term and successful scaling up of innovations and securing strategic investments.

This toolkit was developed within the **Engage work stream**, under **Component One of the Regional Hub**. The focus of this component is the facilitation of dialogue, models, policies and institutions which bridge the agricultural and environmental agendas and constituencies, at various scales. Within this, the Regional Hub is tasked to facilitate linking with policy and scientific to support dialogue and advocacy for the mainstreaming of ecosystem services, climate resilience and gender-sensitive approaches to food security and supporting policy and institutional innovations.

About the SHARED toolkit

The toolkit has been designed as a **systematic approach** to influencing policies and decisions using the SHARED inclusive, evidence-based framework and associated tools and methods. It is therefore specifically targeted at country project teams (including focal points for policy, institutional and multi-stakeholder work areas), relevant project focal points within partner government departments and development partners, project monitoring and evaluation specialists and other relevant partners as appropriate to the topic.

The design of the toolkit aims to provide easy step-by-step **tools, approaches and methods** tailored to the

country programs that can be applied into RFS country implementation plans.

In addition, detailed country engagement processes, prior to the training webinars, and after the webinars have allowed practical examples, lessons learned and country case examples to be integrated within the toolkit. These provide additional value in **sharing lessons and experiences** for enhancing stakeholder engagement and influencing practices, programmes and policies and how these could be applied with relevance to the country projects.

How to use the toolkit

The Tools, methods and approaches section of the toolkit is structured into two key thematic areas

Stakeholder processes and relationships

Evidence into policy processes

Across the two thematic areas of the toolkit are five groupings of different tools, methods and approaches responding to more detailed areas under the thematic areas.

Within the toolkit you will find different elements:



Method and tool explanations

These sections will describe what the tool, method



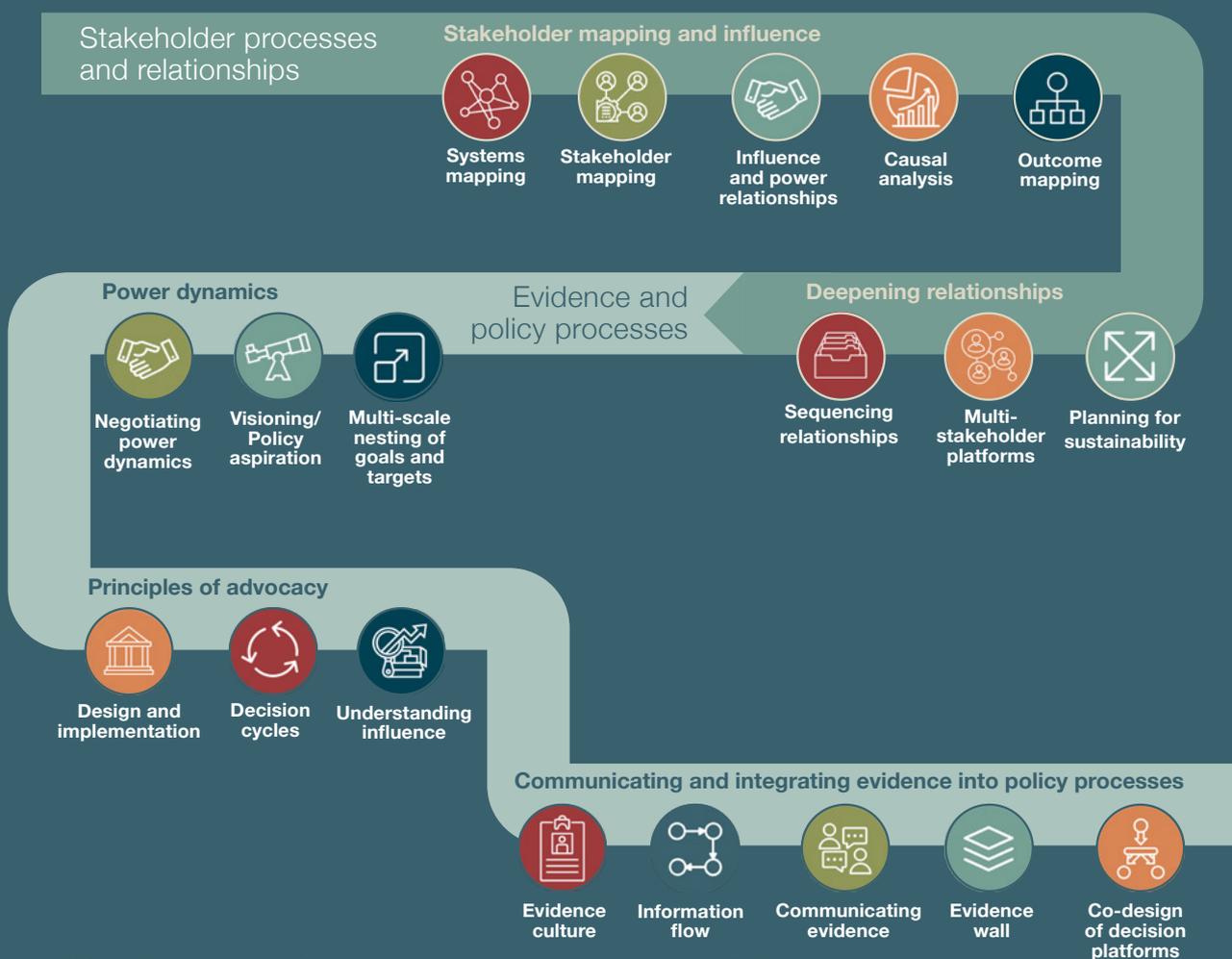
RFS Country project case studies and wider applications

These will be within the relevant thematic areas and method blocks and serve to showcase different RFS country project activities and examples.



RFS Country insights

These cover lessons learned, insights and key issues raised from the engagement interviews and the training webinars that were hosted.



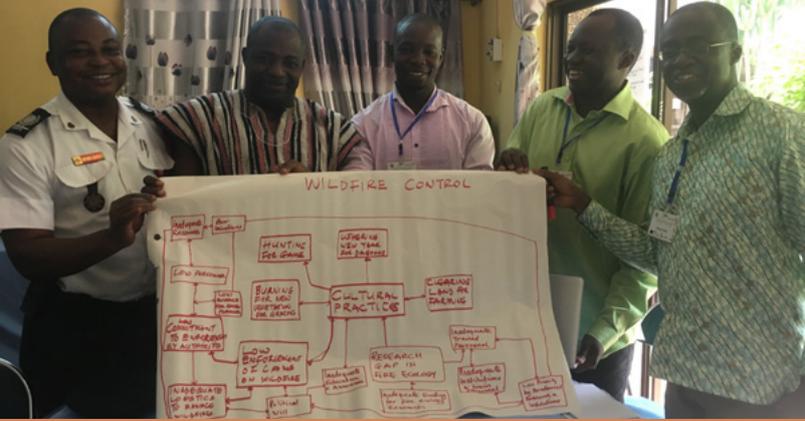
Structure of thematic areas and methods, tools and approaches shared in the toolkit



How to use the toolkit for specific objective to enhance science, policy and institutional outcomes

The toolkit contains useful resources and tools to guide when to apply a specific method. The table below serves as a guide to help one understand where to start in terms of tools, approaches and methods that are most appropriate to the work at hand.

Objective/Tool	Stakeholder mapping and influence	Deepening relationships	Power dynamics	Principles of advocacy	Communicating and integrating evidence into policy processes
Develop a common vision			✓		
Build or strengthen a multi-stakeholder platform	✓	✓			
Identify which stakeholders you need to engage and how to best engage	✓				
Influence and monitor behaviour change among stakeholders	✓		✓		
Understand influence and power relationships			✓	✓	
Address challenges in getting stakeholders to align their objectives			✓		
Communicate systems relationships and understand causal relationships	✓				
Build an evidence culture and motivate people to share and use evidence					✓
Bring more and relevant evidence to the policy makers or to a multi-stakeholder platform					✓
Increase the effectiveness of advocacy around a policy issue or change				✓	
Link targets and goals across scales			✓		



The development of the **Resilient Food Systems Tailored SHARED Toolbox** is critical to resolve these challenges by supporting government ministries to adequately understand and mainstream the interconnected nature of climate, environment, agriculture and food security in their policies and institutions. The use of the approaches can help to align,

for example, agricultural policies and incentives programmes with future climate scenarios, resulting in sustainable outcomes, such as the promotion of climate resilient crops, that can support livelihoods and reduce the threat of food insecurity despite the changing climate.

Accessing the Toolkit

The toolkit can be accessed at [www.fao.org](http://www.fao.org/publications/card/en/c/CB2344EN/) (<http://www.fao.org/publications/card/en/c/CB2344EN/>)

The screenshot shows the FAO website interface. At the top, there is a navigation bar with the FAO logo and the text 'Food and Agriculture Organization of the United Nations'. Below this, there are several menu items: 'About FAO', 'In action', 'Media', 'Main topics', 'Resources', 'Member countries', and 'Get involved'. A search bar is also present, with the text 'ENHANCED BY Google' and a search icon. The main content area features the title 'Resilient Food System Tailored SHARED Toolbox' and a subtitle 'Enhancing inclusive and evidence-based policy development'. Below the title, there is a small image of the toolbox cover. To the right of the image, there are several icons: a share icon, an email icon, and a question mark icon. The page also includes a 'Download' button, a 'Read on Google Books and buy online' link, and a 'Share this page' section with social media sharing options (Facebook, Twitter, LinkedIn, Print, Google+). At the bottom of the page, there is a footer with the FAO logo, the text 'Food and Agriculture Organization of the United Nations', and the 'SUSTAINABLE DEVELOPMENT GOALS' logo. To the right of the footer, there is a 'FOLLOW US ON' section with icons for various social media platforms.

Citation for the toolbox

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