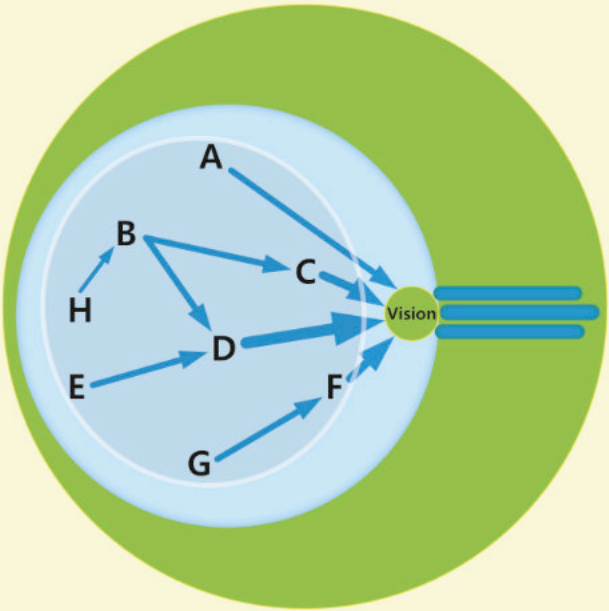
Co-creating Alignment & Synergy

How to realise the Vision of restoring the Earth together



Niek van Duivenbooden

Co-creating Alignment & Synergy

How to realise the Vision of restoring the Earth together

Niek van Duivenbooden

Human innovator

Colophon

Title: Co-creating Alignment & Synergy
Subtitle: How to realise the Vision of restoring the Earth together
Author: Niek van Duivenbooden
ISBN: 9789083244747 Ebook
ISBN: 9789083244754 Softcover
NUR: 801

Suggested citation: van Duivenbooden, N., 2023. Co-creating Alignment & Synergy, How to realise the Vision of restoring the Earth together. Human innovator, Leeuwarden, the Netherlands, 111 pp.

Illustrations, photos, and graphic design: Niek van Duivenbooden, except for the photo of Figure 2.6: C. Desalos

Publisher: Human Innovator (www.humaninnovator.nl)

Akababaje umutima kazindura amaguru

Burundian proverb:
'When the right cause touches the Heart, the legs will stand up early in the morning to realise that goal.'

Table of Contents

Abbreviations and acronyms ix

Preface x

1. Introduction 1
   - 1.1 The quest for development 1
   - 1.2 Paradigm shift & Earth Restoration Plan 4
   - 1.3 Why co-creating Alignment & Synergy 6
   - 1.4 Set-up of this book and its intention 10

2. The foundation of co-creating Alignment & Synergy 11
   - 2.1 Having a shared vision to align to 11
     - 2.1.1 Taking into account the levels of scale 13
     - 2.1.2 The PIP approach 14
     - 2.1.3 Theory of Change with all local stakeholders 15
   - 2.2 Informed decision-making 18
   - 2.3 Identifying stakeholders for A&S 19
     - 2.3.1 Stakeholders at different scale levels 19
     - 2.3.2 Indicative Collaboration Analysis 20
   - 2.4 Formulation of needs 23
     - 2.4.1 Characterisation of the challenges and their overall environment 23
     - 2.4.2 Clarity about what which stakeholders need where 25
     - 2.4.3 Mapping the stakeholders, actors and their activities 28
   - 2.5 Formulation of the Local Action Plan 30
     - 2.5.1 Visualising increasing impact 30
     - 2.5.2 Potential Synergy Types 31
     - 2.5.3 Anticipating the consequences of the project results 32
     - 2.5.4 Elaborating the Local Action Plan 34
   - 2.6 Day-to-day management for co-creating A&S 35
     - 2.6.1 Lead with an open, exploratory mindset 35
     - 2.6.2 Careful Communication 36
     - 2.6.3 Careful Collaboration 37

3. Co-creating Alignment & Synergy at a close range 41
   - 3.1 Building the overview of actors, activities, and lessons learned 42
     - 3.1.1 The current actors and their activities 42
     - 3.1.2 Taking stock of completed projects 44
     - 3.1.3 Taking stock of planned projects 45
   - 3.2 A&S between identical projects 45
   - 3.3 Co-creating A&S based on the similarity of projects 46
     - 3.3.1 Identification of similarity 47
     - 3.3.2 Results sharing meetings by topic & harmonisation of techniques 47
     - 3.3.3 Identification of potential collaborators to increase the transfer of technologies 48
   - 3.4 Co-creating A&S using complementarity 49
     - 3.4.1 Impact accelerators 50

3.5 Filling the gap to create a flywheel for A&S 54
3.6 Focus on co-creating the impact before starting a new project 55
3.7 Inspire institutions to join forces 56
3.8 Ongoing reflection on one's own role and results 58
4. Creating A&S over considerable distances 59
4.1 Getting the overview 59
4.1.1 Mapping projects and enterprises, and their characteristics 60
4.1.2 The Area Needs Profile 62
4.1.3 Search for the deliverables of others 63
4.1.4 Learning from completed projects 63
4.2 Scaling up transferable technologies by exploiting similarities in activities 64
4.2.1 Assessing similarities in activities 65
4.2.2 The Similarity Index 66
4.2.3 Comparing methodologies 69
4.3 Using the complementarity of activities 69
4.3.1 Matching delivering and requesting Impact Accelerators 69
4.3.2 Professional Network Analysis 72
4.4 A&S among different scale levels 73
5. Conclusions & Recommendations 75
5.1 Conclusions 75
5.2 Recommendations to get started with A&S 78
5.2.1 Show local leadership and start A&S 78
5.2.2 Build an aligned team to enhance synergy 79
5.2.3 Form an Independent Interdepartmental Task Force 80
5.2.4 Get the size of the Local Action Plan right to grow A&S 81
5.2.5 Create new well-paid jobs to strengthen A&S 82
5.2.6 Strengthen individual and institutional capacities 82
References 83
Annex 1. Principles of Agro-ecology 91
Annex 2. Inventory of projects 92
Index 93
List of boxes 97
List of figures 97
List of tables 99

Abbreviations and acronyms

A&S	Alignment and Synergy
AEZ	Agro-ecological zone
ANCA	Area Needs Coverage Analysis
ANP	Area Needs Profile
BIF	Business Information Form
CA	Conservation Agriculture
DevSAT	Development Synergy and Alignment Tool®
EIA	Environmental Impact Assessment
FES	Fuel-Efficient Stove
FFS	Farmer Field School
GIF	Geographical Information Form
ICA	Indicative Collaboration Analysis
ICS	Inter-Community of the Sourou
MEL	Monitoring, Evaluation & Learning
NRM	Natural Resource Management
PIF	Project Information Form
PIP	Integrated Farm Plan
SDA	Strategic Development Axis
SEA	Strategic Environmental Assessment
SME	Small and Medium-sized Enterprise
SWC	Soil and Water Conservation
ToC	Theory of Change

Preface

I authored this book on the brink of a new era with a completely different paradigm in which human beings are sovereign. People connected or reconnected with their Hearts live in harmony with each other and make wise choices to restore planet Earth and create their vision. The life force energy is abundant, and people co-create a new and viable world because they can.

The coming period will be one of transition, bridging the past reality resulting from hundreds of thousands of years of war and mismanagement of the planet, and the new reality. Therefore, this book focuses on how to proceed and co-create as sovereign human beings and achieve the required impact to restore the planet with a bottom-up approach.

I have deliberately avoided authoring a scientific book, although I refer to selected scientific publications for those who wish to explore the subject in more detail. After all, people without project experience will soon be designing new Local Action Plans based on their needs assessments. They can also learn from the past and build on what already exists around the world to restore the planet.

I obtained my PhD from Wageningen University and Research in 1995 with a thesis on land use planning at different scales, based on applied research in the context of development cooperation in Côte d'Ivoire, Egypt, Mali and Senegal (van Duivenbooden, 1995). In this book, I have mainly captured my follow-up experiences in and for various African countries until 2022.

I began to pioneer Alignment and Synergy (A&S) while working for an international agricultural research organisation in Niger. One of the most striking comments from a colleague at the time was, 'I can't share my data with you; it is against my donor's policy'. So even though we were applied researchers with a common goal of finding science-based solutions for the same people in need, it was impossible to work together effectively. As a co-facilitator of a network of seven African and five Middle Eastern countries on optimising soil water use, I intended to build on past achievements. However, taking

stock of past research and lessons learned turned out to be less of a priority for donors then.

After four years, I left Niger and started a company in the Netherlands that focused on coaching and training people in soft or personal skills while occasionally evaluating project proposals for African countries.

In 2013, I had another great opportunity to work in East Africa. In Kenya, as part of a multi-stakeholder project to develop integrated watershed management for the Mara River Basin, I also coached some of the partners to address the lack of investment in alignment at the start of the project. In Uganda, my work included setting up a multi-stakeholder framework for improving soil quality.

In Burundi, village households trained to translate their shared vision into a feasible action plan demonstrated the importance of bottom-up development based on intrinsic motivation (intention) and A&S at the household level. This reinforced my belief that, in black-and-white terms, all development projects should aim for an active role for inspired and motivated local people. However, in some villages, I observed that there were many projects, but they seemed to be doing their own thing with less impact than the potential.

These experiences led to co-founding the company Trimpact ('triple-impact') in 2015 and the co-development of a spreadsheet that became the Development Synergy and Alignment Tool (DevSAT®) in early 2016.

DevSAT was unique in that, unlike other packages at the time, it could provide overviews and link all implementing organisations and the needs of people and planning institutions at different scales. In Burundi, I trained over two hundred persons from several local and national organisations to use DevSAT in six provinces. However, in 2018, donors were not yet ready to work together for a national application. To further improve DevSAT and explore its use across country borders, I included some projects from the Democratic Republic of Congo, Kenya, Rwanda, and Tanzania. After the pilot for Fuji and the surrounding islands, I used DevSAT for some other exemplary cases in Burkina Faso, Ethiopia, Jordan, Mali, Niger, and Senegal.

In Mali, from 2018 to 2019 inclusive, I was able to take my expertise to another level by supporting the elected core team of mayors of the

Inter-Community of the Sourou (ICS) in the elaboration of the integrated sustainable development plan for twenty-six communes of the transboundary Sourou Valley, dovetailed with a Strategic Environmental Assessment. As a coach, I strengthened the capacity of the ICS core team members. Finally, as an investment by Trimpact, I reported on the potential A&S of ongoing and planned projects to implement this plan, drawing on lessons learned from completed projects.

So far, in the old paradigm, collaboration has often begun with egos and somewhat hidden agendas based on greed and the soothing of personal neurological systems (fuelled by beliefs that involved scarcity and lack of trust). Now, in the transition to the new paradigm where humanity lives more from the Heart (Pit & van Duivenbooden, 2022), one has to learn that it may be best to support others to achieve their success first and trust that one can achieve personal success afterwards. By co-creating Alignment and Synergy, all stakeholders (both persons and organisations) can take giant steps towards the restoration of the Earth. In the transitional phase of restoring the Oneness of the Earth and merging the various existing fragments in daily life, A&S is both a tool and a process from which many people and organisations can benefit.

I would like to thank my wife, Jolande Pit, who is inexperienced in the field of applied research and integrated development projects, for reading and commenting on the text to ensure that it is comprehensible to the layman.

To maintain the clarity of the text, I refer to a person as he, his and him. I mean everyone who reads this book, regardless of gender or any other label.

My intention is that you, the reader, will be inspired to find your own way of co-creating A&S in your personal life and work. I challenge you to use your discernment, alchemise the information and examples from various development projects in African settings, make them your own, and apply A&S wherever possible. The rewards will surely surprise you.

Niek van Duivenbooden
June 7, 2023, Leeuwarden, the Netherlands

1. Introduction

1.1 The quest for development

Until recently, it has been a challenge in many countries to effectively organise, coordinate, and achieve the impact of all the plans, programmes, and policies being made in a fragmented world. Despite using terms such as 'integrated' and 'sustainable', fragmented and compartmentalised impact was the best that could be achieved. This left most people feeling powerless to achieve impact. The reaction was further fragmentation and more isolated actions under micromanagement regimes to force the way to impact with projects.

Typically, in less-developed countries, development progress has been hampered, contrary to expectations, precisely by the proliferation of several types of often unrelated humanitarian, development, and research projects. The projects were funded by many governmental, non-governmental, institutional, private, and philanthropic donors and foreign investors. Most of them had their own vision of their future and competed for presence. For example, in the Sourou Valley (15.685 km^2) in Mali in 2018, at least 155 organisations were active (CR, 2019c). In the developed world, similar inefficient processes have occurred following major natural disasters. For instance, a lack of communication between humanitarian actors in disaster relief operations hindered effective and efficient coordination (e.g., Khairuddin et al., 2022).

It is increasingly recognised that in the past, projects were too often implemented in isolation, even in the same area, as illustrated in Figure 1.1. In doing so, they seem to have served agendas other than achieving significant impact for local people. Figure 1.1A illustrates the unaligned efforts of actors (people and organisations) in their silo (with one having no direction at all), resulting in fragmented outcomes. The red dotted line in the right subfigure represents the frequently masked border between identical projects funded by different donors and the institutional boundary between domains (i.e., geographical areas or sectors/disciplines) due to fragmented and compartmentalised governmental and international policies. In such cases, and due to past donor policies, community building and cross-border sharing of results to increase mutual impact have rarely occurred.

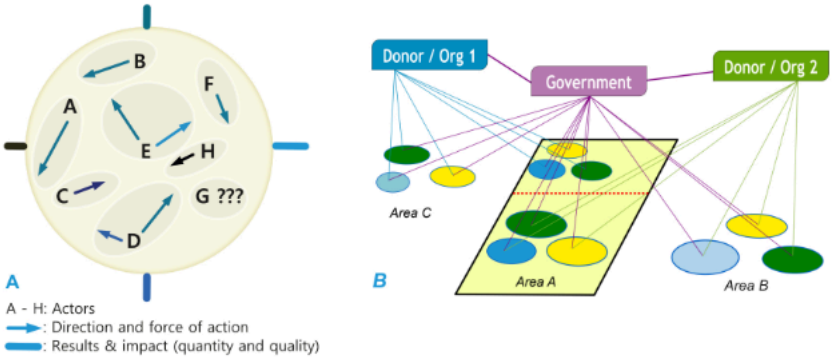


Figure 1.1. A. The unaligned actions by the actors in silos resulting in a small and fragmented impact, and B. the common situation in the landscape of projects: Mid-2023, exchanges between projects are almost absent due to fragmentation and compartmentalisation with artificial boundaries between projects within an area (red dotted line) and between areas (solid black line; van Duivenbooden, 1997, 2016a, adapted).

In addition, people have had to follow top-down donor and government policies (Figure 1.1B) that have generally failed to address the various complex challenges[1] (e.g., Cejudo & Michel, 2017; Namugumya et al., 2020). The former authors defined policy coordination as 'a process in which members of different organisations define tasks, allocate responsibilities, and share information to be more efficient when implementing the policies and programs they select to solve public problems.' This underlines the distance between policymakers and those affected, i.e., the local population (often referred to as the target group or beneficiaries).

Besides the lack of impact, other negative consequences included a considerable waste of time, money, and life force energy. It also led to demotivation of the local population, contributing, for example, to lower uptake of innovative technologies. Multiple voices and incoherent agricultural policies have led to confusion among farmers, resulting in lower adoption rates of innovative technologies (Chinseu et al., 2018), limiting, e.g., increased food production.

The lack of involvement of the local stakeholders (both people and grassroots organisations) in the planning, decision-making, tool and technology development, etc., is often reported (Chimenya & Qi, 2015;

1. The term 'problem' is omitted here, as it refers too much to the old paradigm where making and solving problems (being the solution) were part and parcel of the power structure (Pit & van Duivenbooden, 2022).

Dagne et al., 2023; Eichler Inwood & Dale, 2019; Ismail et al., 2019; Kagunyu et al., 2017; van der Haar, 2015; van Duivenbooden, 1995; idem et al., 2017). As a consequence, without effective and aligned collaboration among those involved, all parties achieved little in the past, partly due to ineffective public policy design (Agula et al., 2018; Cejudo & Michel, 2017), failure to come up with appropriate solutions, or even doing the wrong thing (Kagunyu et al., 2017; Leakey, 2018).

Another limiting factor was the departure of capable and skilled persons from most governmental institutions, national enterprises, and grassroots organisations. They were recruited mainly by international organisations and firms working in the same country or employed elsewhere (e.g., Chimenya & Qi, 2015). Africa's brain drain amounts to sixteen million people leaving the continent (Kaba, 2011). Despite the financial benefits of money sent home to relatives, the downside appears to be much greater. It has weakened the overall capacity of local people and their organisations. Although training and capacity development in a range of topics for different stakeholders and target groups took place, the brain drain exceeded the number of people trained (Chimenya & Qi, 2015). This downward spiral has led to an ever-increasing dependence on external aid.

Perhaps we have all made the mistake of externalising our own creative power and making someone else the authority responsible for dealing with our challenges and fulfilling our needs. Instead of rising to them ourselves (and asking for help when necessary while remaining the holder of the challenge), we may have too often given away our discernment, decision-making power, and ability to respond to authorities in distant institutions. In addition, the delusion of the day kept us busy and disturbed our focus. In some cases, people even exercised inaction with its associated costs (e.g., Anand et al., 2012).

As a result, in general, many people have also lost their natural creativity, the art of bricolage and their creative power. Reversing this ultimately destructive process means that we all have to go back to the drawing board and start where the challenges lie. These challenges are in the inner and outer worlds, in our ways of doing things that affect ourselves and our environment. In other words, by becoming aware, people give themselves the choice to do things differently (Pit & van Duivenbooden, 2022).

While the complex challenges that exist may span multiple disciplines, the intrinsic motivation to '*crack the code together*' is the defining spark to take them on. This means starting with ourselves, who are the local people. Then, if asked, we can support others with appropriate resources and services, provided those who ask for them remain responsible for their change and development.

As awareness and Heart Consciousness grow among stakeholders, the intention to make a difference will also grow. As a result, new ways of working together and achieving impact are sought. Since people's intrinsic motivation for change increases with the urgency of meeting their needs, a project's impact will only increase if it involves the local population and their groups or organisations meeting their own challenges. Involving all stakeholders is becoming more common to shape their common future (e.g., CR, 2019a,b; FAO et al., 2022; 2023).

1.2 Paradigm shift & Earth Restoration Plan

After hundreds of thousands of years of visible and hidden wars and exploitation of the planet Earth, a new era has begun. It brings unprecedented changes to humanity that were thought to be completely impossible. In a nutshell, it is about realigning each individual with Source Energy and creating one's life from the Heart. The life force energy is abundant and available, with associated manifested financial resources, only for the healing and well-being of humanity and Earth as envisioned in the Earth Restoration Plan (www.unitedcare.earth).

This is part of a more extensive multidimensional action to keep humanity safe and healthy. Its implementation started with, among other things, the reinstatement of Natural Law[2] on the planet. Humanity can begin living in harmony. Imagine free, sovereign[3] human beings entirely reconnected to their Hearts (and their inherent wisdom), living their

2. Natural Law is about laws versus rules (law instead of legal rules) that always apply everywhere regardless of human interference and of the spirit of the times, culture, philosophy, politics, etc. Very briefly, it implies that everything is one and cutting off energetic connections from something or someone is like stealing. Consequently, stealing freedom = coercion; stealing life = homicide; stealing truth = lying; stealing free speech = censorship; etc. In essence, Natural Law refers to 'Co-creating life together in respect, trust and freedom.'
3. Also, being fully responsible for one's own thoughts, behaviour, and actions. It will bring more organic, unique possibilities into the world that enables stopping the old paradigm programmed vicious circle of cause and effect (Pit & van Duivenbooden, 2022).

greatness and capacities, reinstating themselves and the planet Earth in all aspects. At the local level, this may imply the need to realign the actions of the different stakeholders towards the efficient and effective restoration of the Earth (see also Section 2.1).

With the entire planet and humanity needing restoration in many domains, there is an urgent call to get started and co-create impact. This will coincide with a massive paradigm shift. Instead of people implementing plans or projects usually requested and designed by one or more donors, local people will be in charge of *a)* co-creating their shared vision, *b)* assessing their needs, and *c)* co-creating their solutions and implement together activities while restoring the planet in their area or within their sector.

These three will underpin a locally initiated project. Local means that ownership (design and implementation) lies with intrinsically motivated local people based on their needs assessment. Like other programmes local projects are best started with a grassroots approach and in 'small pockets' (e.g., Cockburn et al., 2020; Leakey, 2020; Pasiecznik & Reij, 2020). After all, 'Restoring land successfully depends largely on putting responsibilities in the hands of land users and their communities' (Toudou et al., 2020).

The objectives of such projects can cover different sectors and themes. Consequently, these local projects can be seen as strategic alignment, 'the match between projects in the portfolio and the organisation's strategy' (Martinsuo & Anttila, 2022). This is a dynamic, continuous activity with multiple practices that drive both efficiency and renewal to remain responsive to changes in the environment. This makes these local projects the global portfolio and the restoration of the Earth humanity's strategy. As a result, like any organisation, humanity needs to be present and remain vigilant.

As a result, the restoration of the Earth, based on local needs assessment, will be the driving force for the successful implementation of the many activities. This bottom-up mobilisation of people who are intrinsically motivated to change their lives and circumstances determines the power of change and its impact. It can also enhance the impact of the various existing development and investment plans and ongoing projects if they are realigned to restore the planet and

implemented in conjunction with their various target groups. As this process is taking place at the time of writing, we refer to a transition period with a diminishing role for the old-paradigm governments, donors, and their projects and programmes.

In the following, the term '*Local Action Plan*' is used, instead of 'project' or 'programme,' because it refers to meeting urgent needs and challenges. It is accompanied by a list of priorities, i.e., objectives and outputs. Similarly, the term 'policy' has been abandoned here because of its tarnished history, and the term 'guidelines' has been used instead.

Finally, the Local Action Plan provides the blueprint for change, i.e., the restoration of the Earth including humanity. Hence, the results of various ongoing and completed projects will be used. It will also build on and collaborate with the many existing Earth restoration initiatives, both funded and voluntary, in different sectors around the world.

1.3 Why co-creating Alignment & Synergy

Restoring the planet Earth is a complex challenge that requires more than actors (i.e., doers) working together, creating platforms to share information, and setting goals and targets with assigned tasks. It begins with discernment, a spark of awareness of the need for a fundamental change to reverse the compartmentalised and fragmented world and create a vision of how it should be. Next, it requires that people's visions, mindsets, attitudes, skills, tools, and instruments are appropriate and up to date to be able to achieve this restoration.

One of the main lessons learned from a project in Mali that used multiple-goal linear programming to define options for integrated development for the Mopti Region (Veeneklaas et al., 1990; 1994) was that each stakeholder needs to be clear, transparent, and explicit about where they want to go and what they need to get there. Consequently, the necessary components that would be the building blocks (e.g., fisheries and animal and crop production systems) to realise their vision were also specified in terms of inputs and outputs (van Duivenbooden & Gosseye, 1990).

The same principle still holds today to reunite the compartmentalised and fragmented spectrum of the ongoing humanitarian, development and research projects, programmes, and development and investment

plans. This applies to both less-developed and developed countries. The basic premise of this process is that when people and organisations collaborate (work together) as a solid team, the sum of their outputs and impacts will exceed those of actors working in isolation or focusing on achieving unrelated, fragmented outputs.

This process is called Alignment & Synergy (A&S; for their individual definitions, see Box 1). For the aggregation of the two terms, the following definition is used:

Alignment & Synergy is the reversal of compartmentalisation and fragmentation by aligning stakeholders and achieving the shared vision through the synergy of the activities of different actors.

Figure 1.2 illustrates the significance of A&S at a glance. It shows the expected impact in a domain (area or sector) without and with A&S. In the left part of the figure, each actor goes his own way, in silo, without paying attention to the others. One actor is even clueless. Logically, this kind of work without foundation can only have a minimal impact.

Box 1. Definitions of Alignment and Synergy

Alignment: 1. the act of aligning or state of being aligned, especially: the proper positioning or state of adjustment of parts (as of a device) in relation to each other; 2. a forming in line; 3. the ground plan (as of a railroad or highway) in distinction from the profile; 4. an arrangement of groups or forces in relation to one another*.

Alignment in practice is executing actions towards a common goal that yields results or Open Data that can subsequently be used by others, who in turn increase the value, adaptability, etc. (see also Figure 1.2, the subfigure at the right). Compare it to, for instance, 'the milk, butter, and cheese value chain.'

Synergy: A mutually advantageous conjunction or compatibility of distinct business participants or elements (such as resources or efforts)*.

Synergy in practice is executing one or more actions in alignment based on combining the wisdom, local knowledge and capacities of individual team members representing themselves, a target group or an organisation.

Synergy within agro-ecology is positive ecological interaction, integration, and complementarity among the elements of agro-ecosystems (animals, crops, trees, soil, and water; see Annex 1).

*) source: Merriam-Webster Dictionary

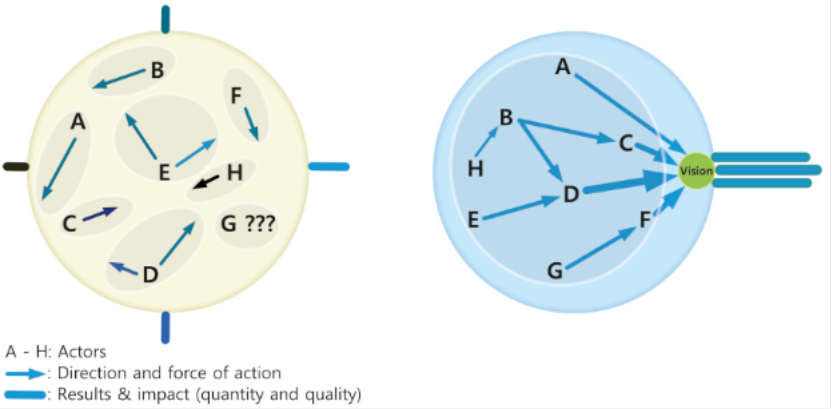


Figure 1.2. Schematic illustration of the impact achieved within a domain by the different actors in isolation, based on individual personal or organisational goals without A&S (left) and with A&S where the actors are connected, and actions are aligned towards achieving the shared vision (right; van Duivenbooden, 1997; adapted).

The right-hand subfigure illustrates a group of actors who, based on intrinsic personal or institutional motivation, align their actions and transform their work into synergy. This has a much greater impact than without A&S and more than when the authorities from the top coordinate the actions at the bottom.

In the preferred A&S situation, as shown in the right subfigure, actor B delivers results that actor D then uses, expands or improves in alignment to realise the shared vision. The power of the whole action is greater than the sum of any one organisation, as indicated by the wider arrows leading to enhanced impact. Figure 1.2 also highlights the fact that synergies can only be achieved when multidisciplinary interventions and actions are aligned[4].

For example, a project in the African Sahel zone needs to increase the millet production of its target group by providing *a)* good seeds of millet varieties organically adapted to low rainfall; *b)* knowledge of the use of micro-dose fertiliser technology; *c)* water harvest & conservation technologies; *d)* ploughs for donkeys, *e)* multi-purpose trees, etc. In turn, the plough technology project needs micro-credits for its farmers, which another project provides. The last project, in turn, needs market-

4. Being aligned also means that life force energy can flow effortlessly, and Heart-to-Heart connections occur organically (Pit & van Duivenbooden, 2022).

able products, which could result from the millet project. The implication of this example, as shown in Figure 1.2 (right section), is that synergistic and aligned projects have a greater impact than projects in silos.

Note that A&S goes beyond the 'fostering of collaborations and partnerships' advocated from the top down (e.g., GLOPAN, 2022). It is also crucial that this A&S principle can be applied at different levels of scale, such as individuals (internal alignment), groups, teams, organisations (including ministries), production lines and value chains.

The common nominator at each level is a person who uses his discernment to decide and act (implement) accordingly. This is why the intrinsic motivation mentioned above is so important. This motivation is personal, and even if past experiences have covered it up, the spark can be ignited again in this new era.

This will help people connect more easily, and as trust continues to be built, more information sharing and collaboration will occur organically (e.g., Falayi et al., 2020). Cockburn et al. (2020) highlighted the need for learning and adapting together with humility and empathy. Furthermore, a participatory approach that includes capacity building at the community level enables the development of multiple environmental, social and economic benefits (Leakey, 2018). This multi-actor collaboration is further enhanced by the technical aspects of integrating disciplines and sectors that reinforce each other and by the increased individual intrinsic motivation of achieving partial results towards the realisation of the shared vision that brings joy to this teamwork. Moreover, happy people achieve higher goals.

The formulated objectives for achieving the vision facilitate and guide the team of stakeholders to plan and implement their Local Action Plans effectively. In addition, the vision to be realised becomes the shared focus of all stakeholders. A&S is, therefore, also an ongoing process of making relational and technical decisions to achieve the shared vision. This unites people in their daily lives and enhances their quality of life.

As further elaborated in this book, this brings a whole new dimension to the intended change process towards realising the vision by a team of different actors.

A&S would increase the effectiveness of implementing a given Local Action Plan, provided all stakeholders want to join forces (intrinsic motivation) and contribute to realising of their vision (capacity). In the various workshops on creating A&S that I co-facilitated with a local person (e.g., CR, 2019c; van Duivenbooden, 2016; idem et al., 2017), collaboration with local people was considered essential to increase A&S and achieve impact.

This means there is a need to have a clear, qualitative and quantitative picture of '*who is doing what, where and when, for whom, with what methodology, and what has already been achieved*'.

This information will help each stakeholder to understand and assess what he needs, what he can expect from others and what he will have to do to meet the demands of others. It is also clear that to increase the impact of his projects or programmes, one has to actively share one's project results (i.e., outputs and lessons learned) with others. With this clarity and already existing project results, it will be easier to build on these past results and achieve the desired impact for all stakeholders, individually and collectively.

1.4 Set-up of this book and its intention

The following chapter looks in more detail at the principles and prerequisites for co-creating Alignment & Synergy. Chapter 3 describes some actions that local and national actors can implement to co-create A&S within a reasonable distance from each other. As a follow-up and to scale up A&S to a more considerable geographical area requiring a software tool, Chapter 4 illustrates some tried and proven ideas. Finally, some conclusions and recommendations are given for getting started with A&S (Chapter 5).

This book intends to inspire and encourage you to ponder and feel about this information and then translate it for your community, at whatever scale you are working, to contribute to the restoration of the Earth.

2. The foundation of co-creating Alignment & Synergy

Because restoring the Earth encompasses many disciplines, levels and dimensions, it requires all hands on deck. It begins with becoming aware of the need for a fundamental change to actively reverse the compartmentalised and fragmented world and create a vision of how it should be. As a result, the required impact towards that vision can only be achieved with the active involvement of the stakeholders, who are intrinsically motivated.

For that matter, the alignment of actors and activities and the co-creation of synergies by local stakeholders will enhance the effective implementation of the Local Action Plans they have elaborated. As the terms co-creation, cooperation, collaboration, and teamwork appear similar or sometimes even interchangeable, it seems a good idea to define them first (Box 2).

When stakeholders take authority and seek A&S, the process of co-creating starts as early as the design phase of the Local Action Plan. This implies that some basic principles guide the success of A&S.

This chapter outlines some of the principles, starting with co-creating the vision. It then discusses informed decision-making (Section 2.2) and identifying potential stakeholders (Section 2.3), followed by details on formulating needs (Section 2.4) to formulate the Local Action Plan (Section 2.5). Finally, Section 2.6 provides some essential building blocks for effective A&S implementation and achieving impact.

2.1 Having a shared vision to align to

Having a vision is crucial for all people. Most people consider it their reason for being. A higher purpose inspires people to do what they do beyond the ordinary. Pursuing one's vision also nourishes a deep desire to be part of a more meaningful manifestation of who human beings are at Heart in connection with others (Pit & van Duivenbooden, 2022).

Sinek (2017) used vision as the core of his simple but powerful model, '*The Golden Circle*', which drives inspirational leadership. Profit is ex-

Box 2. Definitions of creation, collaboration, cooperation, teamwork & commitment

Create: 1. a) To bring into existence something new*, b) to make something happen or exist**; 2. To produce through imaginative skill (create a painting)*; 3.a) To produce or bring about by a course of action or behaviour (his arrival created a terrible fuss)*, b) to produce a particular feeling or impression**; 4. Cause, occasion (famine creates high food prices)*; 5. To give somebody a particular rank or title.**

Creation: 1. The act of creating; 2. The act of making, inventing, or producing; 3. Something that is created*; 4. The act or process of making something that is new, or of causing something to exist that did not exist before.**

Co-create: 1. To create (something) by working with one or more others; 2. To create (something) jointly*.

Collaborate: 1. To work jointly with others or together especially in an intellectual endeavour (an international team of scientists collaborated on the study); 2. To cooperate with or willingly assist an enemy of one's country and especially an occupying force (suspected of collaborating with the enemy); 3. To cooperate with an agency or instrumentality with which one is not immediately connected (two schools collaborate on library services); 4. (legal definition) To work jointly with others in some endeavour.*

Collaboration: 1. The act of working with another person or group of people to create or produce something; 2. a piece of work produced by two or more people or groups of people working together.**

Cooperate: 1. To act or work with another or others: act together or in compliance; 2. To associate with another or others for mutual benefit;* 3. To be helpful by doing what somebody asks you to do.**

Cooperation: 1. The actions of someone who is being helpful by doing what is wanted or asked for: common effort (we are asking for your full cooperation); 2. Association of persons for common benefit (established trade and economic cooperations).*

Teamwork: the activity of working well together as a team.**

Commitment: Commitment: a) an agreement or pledge to do something in the future*, b) something pledged*, c) the state or an instance of being obligated or emotionally impelled*, and d) an act of taking authority.

Source: *) Merriam Webster Dictionary; **) Oxford Advanced Learner's Dictionary.

cluded here because it is an outcome of the higher purpose. Imagine a group with a shared vision of a restored planet Earth. A challenging vision among the stakeholders who respect and trust each other, are free (due to the absence of any compartment) and are self-confident and sovereign. Together they co-create meaningfulness as a team.

This section describes why levels of scale need to be considered. As there are many ways to co-create a vision, two ways standing out in my work are presented. First, the PIP approach at the household level and second, the Theory of Change at the scale level of a province or district and above.

2.1.1 Taking into account the levels of scale

Change always occur over time and at different levels of scale, either intentionally by people who plan it, or through events such as natural disasters. The effects of an action or lack of action at one level of scale can usually be observed and perceived at another.

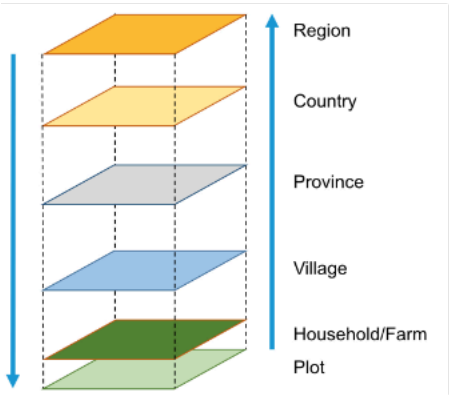


Figure 2.1. The different levels of scale at which activities of the Local Action Plan can be adhered to.

What happens in a given geographical area is, therefore, a function of both top-down and bottom-up processes. Figure 2.1 illustrates this for administrative levels. Although the diagram is simple, it reminds us that there are always other levels of scale to consider when formulating a vision and designing and implementing a Local Action Plan. Notice that these levels may co-exist with other types of scales, such as landscape and agro-ecological zone (AEZ).

It also reminds us that a person or group is at the root of any change process. To illustrate this, when people at the household level become aware of certain things, the group may take decisions that have consequences for their village. A neighbouring village may realise the same thing, and together they transform the district they belong to with associated consequences such as market demands that are

noticed in the capital. Similarly, agro-ecological interventions that ignore ecosystem interactions and their synergies may be ineffective in potential positive impacts at the landscape scale (Devkota et al., 2022; FAO et al., 2023; Ismail et al., 2019; SKI, 2020).

Given the perspective from larger levels of scale (continental, national) to more detailed scales, planning institutions and economists, who have in the past made top-down plans in isolation, should change how they work. They should be informed about the needs at the lower scales and incorporate them, for example, in their decentralisation plans and public policies (Chinseu et al., 2018; FAO et al., 2022). More specifically, in terms of soil and water conservation (SWC), 'policy-makers and development workers should take plot-level physical environments into account. They must also implement practices based on land users' interests. … Furthermore, national and local governments should establish post-adoption regulations on the continued use of SWC practices' (Dagne et al., 2023).

Finally, awareness is growing that policy makers and implementers should revise their focus on yield alone and consider all the eco-functions of the irrigated landscape (Agula et al., 2018; Leakey, 2018). This underscores the need to move up and down the scale.

2.1.2 The PIP approach

Launched as part of an integrated development project in Burundi in 2013, the PIP approach is based on a visionary integrated farm plan (translated from the French 'Plan Intégré du Paysan' PIP) designed by all family members. It is based on the belief that changing the mind-set of smallholder subsistence farmers and motivating them to plan and invest in their future through deliberate collective action (i.e. A&S) is the basis for stopping land degradation and making conscious choices for sustainable development. By drawing both the current situation and their vision (Figure 2.2), they are able to identify their own concrete three-year household or family Action Plan to realise that vision (Kessler et al., 2015; van Duivenbooden et al., 2015).

The PIP approach also aims to spread farmers' intrinsic motivation among their peers to invest in (collective) activities that make the household more resilient and profitable.

Figure 2.2. The Integrated Farm Plan (PIP) drawn by the whole family with their current situation (left) and their vision of their future farm (right) as presented during the PIP workshop in Gitega, Burundi (2014).

When multiple farmers do this, the effects become visible at the next higher level, i.e. the village and landscape level. The PIP approach is therefore a way of shaping the multi-actor collaboration required for landscape stewardship (Cockburn et al., 2020).

Hence, the PIP approach is more than a tool. It encourages and enables increased awareness, mindset change, participatory planning, collaboration, integrated natural resource management and, ultimately, sustainable rural development at the village level and beyond.

Other projects have continued to use the PIP approach and evaluated its impact. For example, Linssen & Meeske (2020) concluded that it generates proud farmers who recognise that their land is their most important asset and who feel able and intrinsically motivated to invest in their farms, to become resilient farmers and good stewards of their land. This reinforces the vision of restoring the Earth.

2.1.3 Theory of Change with all local stakeholders

The purpose of the commonly used Theory of Change (ToC) is threefold. The first is to ensure that the various stakeholders involved co-create a shared vision (in words and a picture). Secondly, they define the development pathways for how this vision can be co-created in reality (Figure 2.3). Thirdly, to analyse the current network and influence of stakeholders and their current and future roles. Examples of such

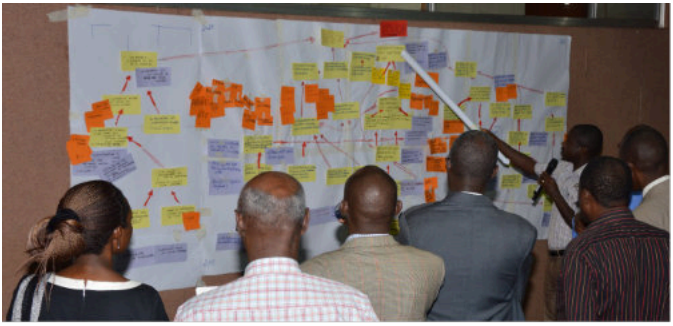


Figure 2.3. A workshop participant explaining the Theory of Change built together and how all identified intermediate steps with corresponding actors and assumptions lead to the realisation of the vision (red leaflet on top; Bujumbura, Burundi, 2015).

ToCs are given by e.g., Desalos & van Duivenbooden (2015), Nganzi & van Duivenbooden (2014) and van Duivenbooden & Muhima (2016).

Another significant role of co-creating the ToC with local stakeholders is to fine-tune existing national and provincial plans at this lower level. The participation of representatives of the local people and their respective groups (such as cooperatives, women, SMEs, etc.) provides a reality check on the inclusion of meeting their needs and challenges, and the practical implications of the assumptions made.

The whole process of building the ToC coupled with stakeholder analyses leads to the formulation of practical development pathways. These can be thought of as Strategic Development Axes (SDAs; Figure 2.4). Individuals, local groups and organisations can use them to align their current and future activities and to synergise the necessary combined resources. As a result, the ToC also guides people in deciding whether an action fits a SDA or needs to be adapted.

Another exercise that is part of the ToC workshop is the assessment of the current and future roles and responsibilities of the actors. With today's knowledge, this should be linked to an inventory of projects (Subsection 2.4.3), which makes the ToC, or part of it, a reality at that moment. Gaps can then be identified and included in the Local Action Plan.

Although this inspirational co-creation takes some time, it is taken seriously by the participants, who put their shared vision into words and

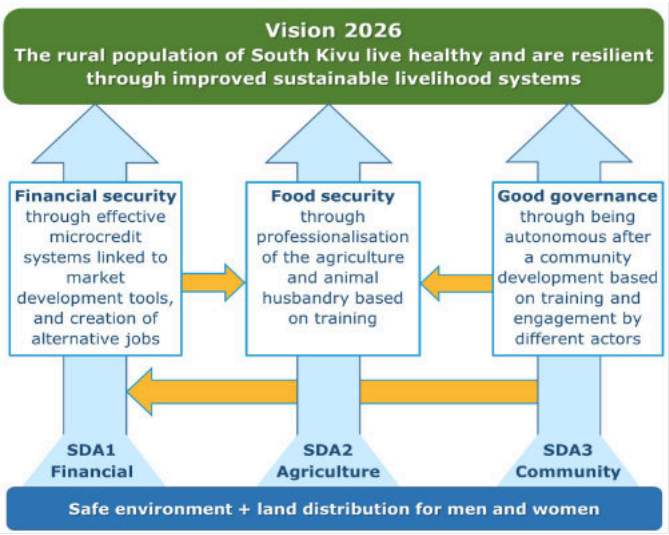


Figure 2.4. The simplified Theory of Change with its interacting Strategic Development Axes (SDA) for South Kivu, DR Congo, agreed upon by all stakeholders with the general prerequisite in the dark blue (van Duivenbooden & Muhima, 2016 adapted).

express it in a drawing. Moreover, the process enables participants to realise the importance of *a)* co-creation, *b)* relying on each other to deliver goods and services on time, and *c)* designing and planning the necessary individual or organisational and joint activities as a team.

As a co-facilitator, I was pleasantly surprised by the positive energy generated during the various sessions, interactions, and sometimes healthy debates between participants. Co-creating the ToC is also a process that helps to break down barriers and misunderstandings between people and organisations. Therefore, beyond the technical aspects, the ToC workshop is a tool to *a)* get to know each other, *b)* increase intrinsic motivation, and *c)* build the trust necessary for future effective collaboration. Consequently, co-creating the ToC with local stakeholders should be an integral part of the design phase.

Alternative way to formulate SDAs

Should it be impossible to organise a ToC workshop, one could organise a validation workshop of the various preliminary SDAs. These should cover all socio-economic and environmental development sectors. This

validation can be an alternative, provided all stakeholders are actively involved.

For example, in the case of the PDIDS/EES[5] project in the Mopti Region of Mali, because of security issues in the area, we held such a validation workshop. Using social, economic, and environmental criteria, nine SDAs have been prioritised for the first five years, with six essential transversal SDAs enabling cross-cutting actions to improve the quality of the other eleven. Bello et al. (2018) took into account the spatial variability of the Sourou Valley by distinguishing the wet and dry AEZs, with and without permanent lakes, respectively, to define sub-SDAs for agriculture. As a result, the SDAs were as responsive as possible to the needs of the local population.

2.2 Informed decision-making

To turn the vision into reality, i.e. to implement the Local Action Plan, the group or task force should make informed decisions. Figure 2.5 illustrates the necessary flow. With the vision in mind, it starts with asking questions and aligning on how to answer them. The first is 'With whom can and should we co-create and work together?' How to answer this is described in the next section.

The answer to 'What is the most pressing challenge that needs to be addressed immediately?' and other questions are part of the local needs assessment coupled with the required characterisation of the socio-economic and natural environment (Subsection 2.4.1).

In the decision-making process in general, the researchers (Figure 2.3, dark blue boxes) enable the actors or appliers (light blue boxes) to perform. Notice that every decision to act, i.e. do something or nothing, is based either on a Heart's decision (beyond emotions and the mind) or on a mixture of an intellectual thought process and, to varying degrees, emotions and body chemistry (Pit & van Duivenbooden, 2022).

5. The transboundary Sourou River Basin, the northernmost part of the Volta Basin, covers 30,648 km². Shared between Burkina Faso (49.8%) and Mali (50.2%), it has considerable potential in terms of water resources, food production and biodiversity (Ramsar site). In the Mopti region of Mali, the need to equitably share them, to respond to the challenges and to sustainably develop its enormous potential, led to the creation of the Inter-Community of the Sourou (ICS). The ICS is made up of 26 municipalities and the prefectures of Bankass, Koro and Douentza. The aim of the project was to develop an integrated plan for sustainable development (PDIDS), dovetailed with a Strategic Environmental Assessment (EES; Bello et al., 2018; CR, 2019a,b).

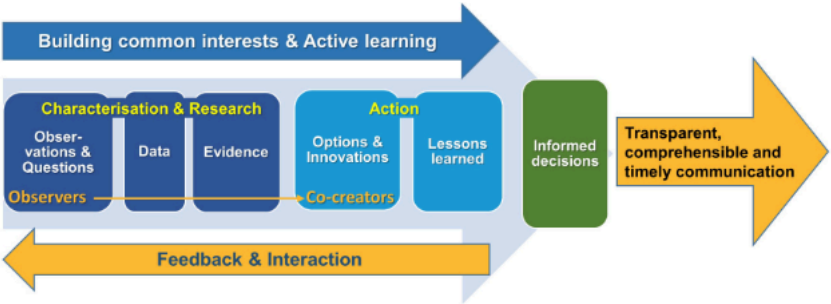


Figure 2.5. The different steps of informed decision-making that underpin the formulation and continuous improvement of the Local Action Plan. Timely communication of the decision to other stakeholders is paramount.

Feedback and interaction with the local population remain essential in the decision-making process. Firstly, because they need to validate the new local management, technologies, services, applications, and guidelines designed according to their intrinsic motivations and intentions. Secondly, to maintain a connection and to keep the local people inspired and motivated to actively contribute, and thirdly, to co-create and achieve impact.

The results of informed decision-making are transparent, understandable, and timely communications to the various stakeholders involved.

2.3 Identifying stakeholders for A&S

A&S starts with partnering with the right people at the correct level of scale. This section first describes the stakeholders at different levels who may need to be involved to co-create A&S. It then introduces the Indicative Collaboration Analysis as a step in selecting the right stakeholder for the Local Action Plan.

2.3.1 Stakeholders at different scale levels

As A&S is a scale-neutral concept, this means that each scale (Figure 2.2) has its own stakeholders, sometimes from different areas and institutions (e.g., profit and non-profit organisations).

At the plot level, for example, the stakeholders are the farmer and one or two helpers. They decide what actions are needed to achieve

sustainable crop production that can enter the food value chain. These decisions include, among others, crop selection, tillage, mulching, organic fertiliser and irrigation to achieve the best production. As a result their actions are aligned to securing food production based on the synergistic effects of inputs, soil organic matter, soil organisms and micro-organisms to maintain soil health (e.g., Duddigan et al., 2023; Kessler et al., 2015).

At the household and organisational (e.g., farm) level, A&S involves a higher degree of aligning people's actions in synergy towards the shared vision. At this level, decision-making power is strongly determined by the degree of Careful Communication and Careful Collaboration (Section 2.6) between the different stakeholders.

From the village level upwards (provincial, national, subcontinental, etc.), even more stakeholders are involved, such as institutional planners. These planners may work interdepartmentally at national and provincial levels, or as local service and community development technicians representing different ministries. Planners may also come from institutions at even higher levels, such as the African Union, or through international agreements, as shown in Figure 2.6. This diagram shows the legal framework for the PDIDS/EES project. It also implicitly identifies the number of various stakeholders at different levels.

At these levels, A&S can include other mechanisms, such as the development of new guidelines and the realignment of existing national and international development and investment programmes and plans with the envisaged Local Action Plans.

2.3.2 Indicative Collaboration Analysis

To get A&S off to a good start, it is crucial to recognise that most people may have assumptions, conscious or unconscious, about another person or organisation in relation to a potential collaboration. These will bias the start of a collaboration, either positively or negatively.

Effective A&S requires the ability to relate (know, understand, and feel) and trust each other, or otherwise invest in it. After all, other qualities can make a stakeholder an effective collaborator. Therefore, knowing another goes beyond knowing the stakeholder's business or profession. Co-creating transparency in this regard may help.

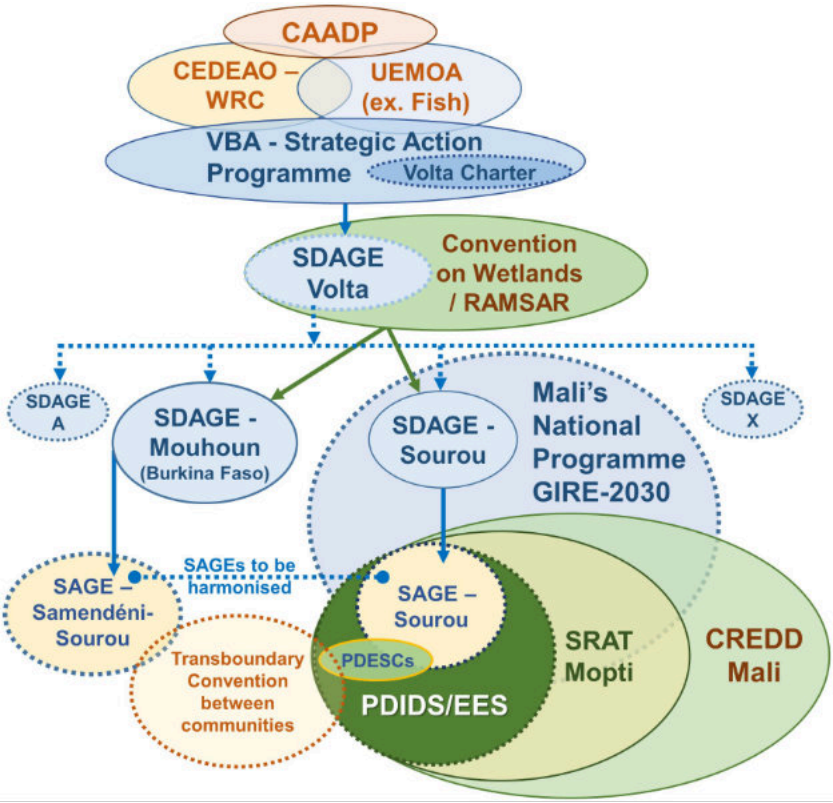


Figure 2.6. The complex legal framework for the integrated development of the Sourou Valley (PDIDS/EES) in the Mopti Region of Mali (Bello et al., 2018); adapted). Solid border line = realised; dotted border line = in preparation.
CAADP = Comprehensive African Agriculture Development Programme; CEDEAO-WRC = Economic Community of West African States - Water Resources Committee; CREDD = Mali's strategic framework for economic recovery and sustainable development; GIRE = Integrated Water Resources Management; PDESC = Economic, Social and Cultural Development Plan; SAGE = Planning and Water Management Scheme; SDAGE = Master Plan for the Development and Management of Water Resources; SRAT = Regional Land Use Plan for Mopti; UEMOA = West African Economic and Monetary Union; VBA = Volta River Authority.

In the context of this book, I have updated the stakeholder analysis model of Savage et al. (1991). Now it's about someone's ability to implement the vision of restoring planet Earth. This ability is a function of a person's qualities and external factors. As the latter are changing, as mentioned earlier, the focus here is on the personal aspects.

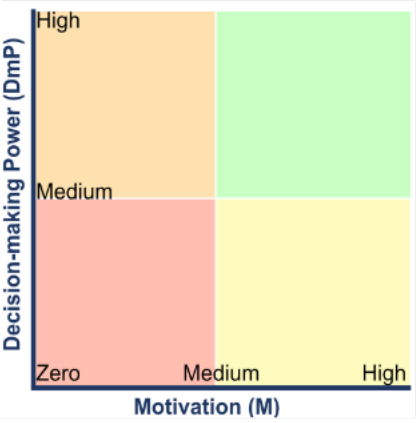
The two crucial aspects are a person's

- Decision-making power
  This refers to the act of making a decision and having the skills to act on that decision. Note that effective delegation may be required.
- Apparent motivation
  This is the expression of the person's intrinsic motivation and intention (driving force) to make a significant contribution, as seen in his behaviour and actions, or in the results and impact of an organisation.

The Indicative Collaboration Analysis (ICA) makes the assumptions about these factors transparent. This assessment should preferably be carried out in a group, e.g., during the ToC workshop.

The result for a given stakeholder is placed in one of the four quadrants in Figure 2.7. This position indicates the extent to which this stakeholder is a potential collaborator or partner in the co-creation of A&S. Meetings with him should then take place to check whether such an intended collaboration would be feasible for both parties.

Note that as you collaborate, you may discover that the match is insufficiently workable; in other cases, the two aspects may change for the best.



Green = High DmP - High M
The stakeholders who make the decisions and that get things done. It is with them that the greatest impact can be achieved, provided there is Careful Communication and Careful Collaboration. They are therefore the potential top partners for co-creating A&S.

Orange = High DmP - Low M
The stakeholders who need to be kept informed (Careful Communication) so that their motivation can increase over time, and they can start to contribute step by step.

Yellow = Low DmP - High M
The stakeholders who may join a group that they can inspire to act locally. With Careful Collaboration, the group will become stronger and more effective over time and their DmP will increase as a result.

Red = Low DmP - Low M
The stakeholders who will follow when success is visible. Keep them informed from time to time (e.g., invite them to public meetings).

Figure 2.7. The Indicative Collaboration Analysis to preselect a potential collaborator for A&S in restoring the Earth, based on decision-making power and apparent motivation.

2.4 Formulation of needs

The needs for a given area or sector are the specifics items that constitute the difference between the formulated vision (Section 2.1) with corresponding objectives and the current conditions, including identification of the main limiting factors.

As with optimising crop yield under given conditions, the needs for specific items to restore the Earth relate to achieving the optimum until some other factor becomes limiting, which should then be considered. As a result, needs may change over time. Moreover, addressing one challenge without considering other limiting factors can be counterproductive. Put another way, the much-quoted old paradigm 'creating (defining) the problem, being (or offering) the solution' is outdated. Therefore, needs can only be identified after a group of people have carefully identified the challenges in a particular area or domain. This characterisation phase is briefly discussed below followed by relating the various stakeholders and their needs at different levels of scale (Subsection 2.4.2).

Finally, an inventory of ongoing and planned activities is essential to identify the activities needed and to avoid duplication. Lessons learned from completed projects can be used to improve the implementation of the Local Action Plan (Subsections 3.1.3 and 4.2.3).

2.4.1 Characterisation of the challenges and their overall environment

The characterisation of local challenges and conditions is part of the needs assessment by different stakeholders. They should be described qualitatively and quantitatively in terms of socio-economic, environmental, and human well-being aspects.

This characterisation at different scales may include different methodologies[6], each addressing a specific scale (Figure 2.8). In particular, collecting lessons learned and technologies that can be transferred to identical and similar conditions (e.g., Bachmann & Seck, 2018; DCF, 2021; Ismail et al., 2019; Ly et al., 1998a,b; UICN-PACO, 2019) is essential to build on existing results and co-create impact more quickly.

6. For more details, see, e.g., Andriesse et al., 1994; Gandah et al;, 2003; Graef et al., 1999; Ogungbile et al., 1999; Rukundo et al., 2015; Sidibé et al., 2015; van Duivenbooden et al., 1996b; 1998; 1999).

Steps	Scale level					
	AEZ	Country	Province	Village	Household	Plot
Vision creation & Goal setting						
Characterisation						
Literature and legal framework reviews						
Satellite images & Aerial photographs						
Socio-economic surveys						
Transects						
Interviews						
Mapping projects (location, outputs, lessons learned; inputs required to increase impact)						
Feasibility studies						
Developing guidelines, technologies, etc.						
Simulation modelling						
Scenario analysis						
Testing the innovations						
Innovative marketing						
Social & environmental impact assessment						
Implementing Action Plans						
Re-evaluating and correcting past errors						
Policies & regulations						
Sharing of knowledge and technologies						
Innovative technologies & services						

Figure 2.8. Simplified diagram of the steps to design detailed local Action Plans at different scale levels (van Duivenbooden, 1995, updated). AEZ = Agro-ecological zone.

Note that this recognition of past results also empowers the local people who carried out these different tasks.

The characterisation should also draw as much as possible on previous studies and bottom-up policy briefs developed with local people and businesses (e.g., FAO et al., 2022).

The integrity of data collection and sharing is paramount, as illustrated in Figure 2.9 for the situation in Kenya. Although various efforts have been made to standardise data collection, the actual coordination of data collection often lags behind the detailed information requirements in many African countries. This leaves room for the risk of the same data being collected by different actors, leading to an unnecessary waste of valuable resources.

This characterisation includes also an inventory of completed, ongoing and planned projects that will shed light on '*who is doing what, where and when, for whom, with what methodology, and what has already been achieved*' (Subsection 2.4.3). This stocktaking is important to substantiate and evaluate the progress made on the different Strategic Development Axes of the Local Action Plan.

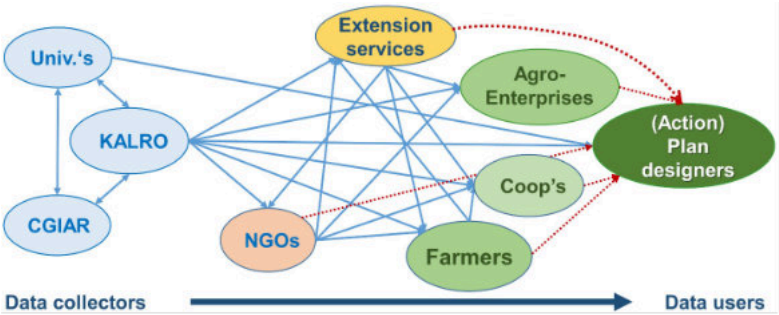


Figure 2.9. The complexity of obtaining reliable agricultural data determines the decisions in Kenya.
Thin blue arrows: the direction of the data supply; the dotted lines: the missing voices (adapted from my presentation at a data collection workshop; Nairobi, 2017).

In the next phase of feasibility studies, simulation modelling and scenario analysis can be instrumental in defining innovative development options that can then be evaluated in real-life situations[7]. Alternatively they can be used to go back to the drawing board and come up with an improved set of plans.

However, the pitfall of this characterisation phase is to explore the details and complexities of the real world 'forever'. After all, there is always the next level of scale to consider. It takes practice to 'know when you know enough' and to formulate a site- and scale-specific Local Action Plan with clear priorities.

2.4.2 Clarity about what which stakeholders need where

There are different ways of taking stock of stakeholder needs. It is beyond the scope of this book to discuss them in detail, so three methods are presented here.

The first approach is to develop guidelines based on a series of focused dialogue events that bring together national and local stakeholders (farmers and their organisations, the private sector) to discuss critical issues and potential solutions. A recent example is the policy brief developed in Cambodia to address land degradation through Conservation Agriculture (CA; FAO et al., 2022). It also highlights the

7. e.g., Devkota et al., 2022; Dietz et al., 2023; Mazhandu et al., 2023; NCEA, 2021; Samaké & van Duivenbooden, 1999; van Duivenbooden, 1993; idem et al., 1996; Veeneklaas et al., 1990; 1994.

Table 2.1. Principle of the local needs assessment identifying Strategic Development Axes per administrative unit.

Adminis-trative Unit	Local Needs										...	n	Strategic Development Axis					...	z
	1	2	3	4	5	6	7	8	9	10			1	2	3	4	5		
Province																			
1	■		■					■	■	■		■	■	■			■		■
Prefecture																			
A	■			■	■					■			■		■		■		
B	■	■		■		■	■	■					■		■	■	■		
C					■			■	■	■		■			■		■		■
Municipality																			
1			■							■		■		■			■		■
2	■			■	■		■	■	■			■	■		■	■	■		■
3	■	■		■				■					■		■		■		
..																			
n			■	■	■	■		■		■		■		■	■	■	■		■

need to translate natural synergies at the plot level (e.g., achieved with CA in Morocco in terms of improved agronomic, economic and soil fertility indicators; Devkota et al., 2022) into practical guidelines for others to act upon (e.g., AFARD, 2023).

The second method is to bring together the various stakeholders from different scales and have them express their urgent local needs and challenges. At each level, these are then reformulated into SDAs. They then form the basis of the priority list of what has become their multi-scale Local Action Plan. Table 2.1 illustrates this principle. It also highlights the need to design level-specific activities for a given area.

A third approach to assessing the needs of the various stakeholders at different scales is the 'Area Needs Profile' (ANP) prepared for a specific geographical area, as illustrated in Table 2.2.

The implicit needs come from a higher scale and from a lower scale, in this case, a municipality. The explicit needs are defined at this level of scale, i.e., the province (line with a ←). At the municipal level, the same picture can be drawn based on the needs of the villages, which in turn are based on household needs.

As a result, the ANP can be a means for the various existing planning institutions at different levels to be transparent and to involve local people in their informed decision-making (Figure 2.1).

It also provides a clear insight into where the needs of an area come from and whether there is any overlap with other levels. In addition, it reduces the risk that each village will realise its own needs by investing in something that is equally useful to a wider area and that serves

Table 2.2. Principle of the Area Needs Profile of Province X in Country 1, based on the needs defined explicitly at this (←) scale and implicitly from a higher (↓) and a lower (↑) scale.

Subject	Needs	Higher or lower determining scale
National plans	Farmers are self-sufficient and can sell their produce	↓ Country 1
	Increase in agricultural production ←	
	Hospital	↑ Country 1 > Province X > Municipality Y
		↑ Country 1 > Province X > Municipality Z
Target Groups	Smallholder farmers	↓ Country 1
	Women	↓ Country 1
	Smallholder farmers ←	
Value chains	Maize ←	
	Rice ←	
	Energy	↑ Country 1 > Province X > Municipality Y

many villages. For example, a new hospital in each village is far from realistic. Practicalities, such as the number of operating rooms and doctors available, and the supply chain of blood, medicines, healthy food, and electricity, are just some of the issues to consider. Sharing resources can increase the impact in the short term, which can be followed by a planned phased investment.

Once the explicit needs have been defined, it may be necessary to check whether the implicit needs, as expressed in the policies, are still in accordance with the vision of the local people and, if necessary, to start adapting them. For example, Figure 2.6 illustrates how the PDIDS/EES project was implicitly determined by the policies from the start. At the top, i.e., the largest scale, i.e. the subcontinental level, are the plans of various institutions. At the provincial level, the project also had to fit into the plans designed for this scale.

One might wonder whether, with all these large scale plans, the global system has become too heavily preoccupied with programming and whether this top-down approach is itself the reason for the lack of acceptance by the local population. Reversing this process by actively including local people in the decision-making and co-creating the shared vision seems the way forward.

In the light of the restoration of the Earth, combined with the increase in people's sovereignty, it may well be that the needs at different scales or their priorities have changed. As a result, current specific development and investment plans will need to be reassessed. It may also be necessary to realign and reformulate existing legal frameworks, poli-

cies, and policy briefs into more appropriate guidelines. This reassessment and reformulation of the existing overarching plans and policies will then become an activity of a multi-scale Local Action Plan.

2.4.3 Mapping the stakeholders, actors and their activities

To increase the options for A&S and pursue this as part of implementing the Local Action Plan, correct and detailed information on actors' activities at a location or for a specific area should be transparent. The results of this mapping should then be made available to all stakeholders at different scales. After all, irrespective of its size, each activity may have specific characteristics which, although perhaps considered 'common' and 'less important' by its organisation, can be particularly useful to others.

The activities of the actors (projects, programmes or the private sector) are either ongoing, have been completed or are planned. The phase is relevant because ongoing and planned projects can benefit from completed projects. Information on already planned and approved projects and changes in allocated land use, which supersede the local level of planning and implementation, can in part prevent or render obsolete certain activities and reinforce each other. For example, detailed information on planned new infrastructure or the conversion of land into a nature reserve may speed up or impede the implementation of another project (see also Subsection 3.4.1).

To avoid duplication of efforts and to optimise the use of knowledge, it is, therefore, essential to:

- Make an inventory of the current and future organisations (projects, institutions, organised groups of people, etc.), i.e. the actors and their actions or activities: *'who does what, where, for whom, when, and how'* (e.g., Rukundo et al., 2015).
- Capitalise on good practices and lessons learned by the current and past actors (i.e., completed projects) in the same area or other areas with similar conditions (e.g., Toudou et al., 2020).
- Propose options for A&S to boost the impact of all ongoing programmes, projects, and new Local Action Plans.

In this respect, the Project Information Form (PIF) was developed in 2016 and has been used for a number of projects (Chapters 3 and 4).

Project Information Form

Clearly, more detailed information is needed to explore further options for A&S. After all, two projects may work on the same topic or sector (e.g., nutritious and healthy food production, housing, energy, or clean drinking water), and the approach or target group may be completely different. Similarly, activities within a project may address various aspects of the main topic.

It is therefore essential to recognise that all projects, and undoubtedly multi-stakeholder projects, involve several activities, each of which has value and provides possibilities for A&S to achieve significant impact. From this perspective, the best way to get a useful overview of all actors and activities is to use a standard description of a project.

The project information form (PIF, Annex 2) has proven effective in describing the different components of a project: the project in general and its activities in more detail[8].

The project characteristics are the following:

- ▷ the project's execution period.
- ▷ its status/phase.
- ▷ its goals and objectives focusing on aspects of restoring the Earth.
- ▷ the main topic or sector.
- ▷ its lead actor(s).
- ▷ budget and the financier.
- ▷ the impact obtained.

The main characteristics of the activity[9] are:

- ▷ the sector/discipline.
- ▷ the technical partners.
- ▷ the geographical location.
- ▷ the annual rainfall and its modality.
- ▷ its contribution to existing national programmes.
- ▷ its expected results.
- ▷ its target groups.
- ▷ the involvement of local stakeholders.
- ▷ the target land use units on which it focuses.
- ▷ the methodologies or approaches used.
- ▷ the results obtained.
- ▷ the specific deliverables available for others.
- ▷ the specific needs of the activity to increase its impact.
- ▷ the lessons learned so far.

8. This form can take some time to complete. However, experience has learned that ownership of an activity increases, partly because in the past the project proposal was in most cases written by other people, often without the involvement of local people.
9. In 2023, the description of the involvement of local stakeholders and rainfall was included in the form.

2.5 Formulation of the Local Action Plan

The Local Action Plan is the product of informed decision-making by a number of different actors. It may include different components (or small projects) with many activities. For a specific area such a plan addresses the urgent needs of the local population (Subsection 2.4.2).

These plans may focus on different sectors and the multiple ways in which they tend to interact with each other. Examples of the sectors include the air, animals, arts, biodiversity, education, energy, food security, freedom of mind & Heart, health, infrastructure, natural resource management, transport, water and wellness.

It is recommended the plans use a multi-scale approach while aligning and synergising different actors and their respective activities (Figure 1.2). The activities can then be aligned with the vision and may grouped into SDAs. Moreover, these plans need to be made practical at the scale level of implementation, i.e., the level at which the explicit needs of the local people are assessed and subsequently incorporated.

Next, they should be prioritised according to their urgency (e.g., immediate to within the first six months, months 7-12, or years 2-3) for that specific area. Notice that some activities should be carried out simultaneously, while others need to be implemented sequentially to achieve the greatest impact.

Before designing the actual Local Action Plan, some decisions need to be made about the impacts that local people envisage (next subsection), the types of potential synergies that will be implemented (Subsection 2.5.2), and how to anticipate the possible consequences of large-scale actions (Subsection 2.5.3). Finally, the way in which the formulation of the plan might evolve is described (Subsection 2.5.4).

2.5.1 Visualising increasing impact

With a better understanding of what A&S entails, stakeholders can identify the opportunities for A&S across all ongoing and planned projects while using lessons learned from completed projects across different organisations. The simplest way may be through one or more new joint activities while maintaining the A&S of ongoing projects with identical subjects (Figure 2.10, top row).

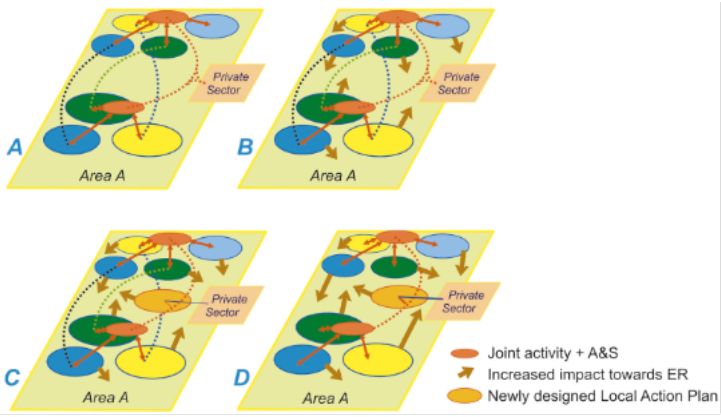


Figure 2.10. Exploring options between several identical projects to define a joint activity (A) to achieve impact (B), or to design a new Local Action Plan (C) to further increase impact (D). Either way can benefit from Careful Collaboration with the private sector.

For example, by adding a discipline or the topic that could act as a flywheel for existing activities, these new joint activities could focus on increasing impact.

Alternatively, a new Local Action Plan can be designed (bottom row), adding value to several ongoing projects. All actors involved can then increase their impact (as represented by the golden arrow in the sub-figures B to D). This builds on the existing results and successes of completed projects, empowers the local population and organisations, and avoids duplication.

2.5.2 Potential Synergy Types

The first crucial criterion for selecting an A&S collaborator or partner is the potential Synergy Type best suited to a particular situation and scale (i.e. the why of the collaboration). Under the explicit prerequisite that the potential stakeholders (actors) are all aligned towards the shared vision, Table 2.3 lists five potential Synergy Types. This applies to projects and programmes that are ongoing, completed or planned.

Although the table gives examples related to projects, similar types of synergies can be defined between different institutions and ministries. Scaling-up of A&S in transboundary regions, such as the vast watersheds of the Niger, Volta, etc., can follow the same principles.

Table 2.3. Overview of potential Synergy Types between Local Action Plan collaborators within and across geographical areas or sectors.

Potential Type of Synergy	Example a	Example b
A. Activities within a domain are identical	Increasing the maize production and farmers' income using improved organic seeds and organic fertilisers.	
B. Activities within a domain are similar (i.e., the number of identical characteristics exceeds the number of different ones)	As mentioned above, for rainfed conditions, only	As mentioned above, for irrigated conditions, only
C. Activities within a domain are different and complement each other	As mentioned above, testing new maize seed varieties	Rainfed crops: the testing of the optimum manure application
D. Activities and domains are different, and activities complement each other	New fruit conservation techniques requiring a reliable energy supply	The roll-out of the Neutrino Energy Cubes in remote areas
E. Domains and activities are different; creating impact through their combination	Building new homes with energy from the Neutrino Energy Cubes and clean, living drinking water	

These potential Synergy Types are further explained and illustrated with results from different projects in Chapters 3 and 4.

2.5.3 Anticipating the consequences of the project results

A second crucial feature of being aligned with other people, organisations, and the environment towards the restoration of the Earth is to take into account the potential consequences of one's proposed actions. After all, it is crucial to avoid that what is built on one side is opposed or demolished on the other. This means always considering the consequences of one's actions.

This is illustrated by a case in Ethiopia where, in a project to prevent soil erosion, the adoption of soil bunds was significantly influenced by perceived profitability, land tenure security and farm experience. However, farm size and participation in off-farm activities contributed negatively to the adoption of soil bunds (Dagne et al., 2023). This would imply that if another project aims to promote off-farm income in this specific setting, both projects should look at A&S beforehand to mitigate this potential adverse effect.

As mentioned earlier (Section 2.4.1), the use of simulation models and scenario analysis can be relevant tools to gain insight into the different potential impacts. As building, training and using sufficiently accurate models require considerable resources (skilled people, funding, time, etc.), they should be included in the Local Action Plan.

Alternatively, many countries have legislation requiring a Strategic Environmental Assessment (SEA) and an Environmental Impact Assessment (EIA), depending on the project size (e.g., IFDD, 2019; NCEA, 2021; UNECE, 2011). Through these mechanisms, potential social and environmental impacts are anticipated and addressed at the appropriate stage of the Local Action Plan design before a decision is made to implement that specific activity.

As both the SEA and EIA processes involve the active participation of local people and grassroots organisations in larger areas and complex situations, it is recommended that the design of the larger Action Plans be dovetailed with a SEA. During implementation, the EIA is then appropriate. Both are therefore feedback loops in the informed decision-making process (Figure 2.5).

An example is the PDIDS/EES for a watershed (CR, 2019a,b; Koné & van Duivenbooden, 2019). It was one of the first to do so on this scale in West Africa. The co-creation process of the plan literally and figuratively brought together formal and informal organisations (ministries and local government, projects, farmers' associations, private sector, SME, etc.) from both Mali and Burkina Faso.

In terms of SEA, the critical stages in the assessment of the potential impacts of the actions of this plan were *a)* the consideration of two AEZs, *b)* the effective participation of the local population, the direct beneficiaries of this plan, in all stages and, in particular, the validation of the selection criteria for the actions per constraint and SDA, *c)* the inventory of several actions as a solution to the constraints predefined by the technical regional planning & evaluation team, *d)* the decision-making in the selection of the proposed actions, and *e)* the SEA analysis on these actions coupled with their required mitigation measures if any (CR, 2019b).

As a consultant to the ICS mayors' team, I was happy to see the active and decisive role played by local people and organisations in this co-creation process. During the workshops, some local people sparked healthy debates about the choice of a particular action with its mitigation measures, if applicable (CR, 2019b). This is how co-creation works, without one party deciding for another, but as a group taking responsibility and standing up for their decisions on how to implement the Local Action Plan.

Figure 2.11. The improvement in the formulation of the Local Action Plan over time.

2.5.4 Elaborating the Local Action Plan

Designing the Local Action Plan requires the commitment of an inspired and intrinsically motivated team (see also Section 2.6). This will involve meetings, workshops and various gatherings (formal and informal) with all stakeholders. It builds on each other's strengths and competencies. With funding available for such Local Action Plans[10], it should now be possible to focus on how a team can do this work and achieve impact as a way of life.

The elaboration of the Local Action Plan is far from being a linear process. Hence, it is symbolised by a spiral that starts very small but evolves over time (dark blue axis, Figure 2.11).

The various meetings (light blue circles) allow each person and organisation to take ownership of the process, learn and grow as individuals and as a team. The spark of this process is the involvement of local people (light green arrow), who inspire other stakeholder (brown arrow) to work out the specific details for a better understanding of

10. The portal to submit proposals for an Earth Restoration project or Local Action Plan is https://unitedcare.earth.

what is needed (yellow arrow) and to co-create A&S (orange arrow) while maintaining the flexibility to adjust (read improve) the decisions and initial actions. After some interim results and successes (light blue arrow), commitment to the Local Action Plan increases (dark green) to the point where the realisation of this plan and achieving impact are only a matter of time.

This process may sound very optimistic based on past experience, but overcoming these setbacks is part of the process. Furthermore, the changing paradigm and global commitment to restoring the Earth will facilitate the above process, allowing local people to co-create their impact.

Since the local population's needs will be described in quantitative and qualitative terms in the Local Action Plan, existing policies, plans and projects can be redirected towards Earth Restoration.

2.6 Day-to-day management for co-creating A&S

There are some aspects of management that are useful in aligning people and organisations and encouraging them to work in synergy. Three of these are described here: Lead with an open, exploratory mindset, and Careful Communication and Collaboration.

2.6.1 Lead with an open, exploratory mindset

In general, the observation of insufficient progress or impact by the current actors, combined with a sometimes-vague impression that their collaboration and methodologies can be improved, marks the beginning of A&S. This honest and perhaps sometimes courageous observation can be made by an individual or by a group, such as a village development committee or a ministerial or interdepartmental task force. This spark can then develop into a decision to take local leadership and explore A&S options to increase the impact of all stakeholders.

Being a leader also means looking beyond the obvious and having an open, exploratory mindset. A mind that acts like an explorer is likely to see more possibilities than a mind that is programmed to keep things as they are. A quiet mind makes you more receptive and open

to innovative ideas. Training on the job during the day to observe (as opposed to react) is highly recommended.

2.6.2 Careful Communication

The basis of being (working, living, etc.) with someone involves verbal and nonverbal communication. Communicating means, in essence, *'being in connection with the other.'* Unfortunately, in the past, most communication was distorted and contained noise, leading to tensions between people (e.g., Falayi et al., 2020). In addition, most people have focused primarily on being able to react from the mind, reducing the ability to be a good listener.

In contrast, communicating from the Heart naturally brings other qualities, such as respect, clarity, natural trust, and honesty, to the conversation, resulting in a frequency that is noticeably different from communicating from the mind (Pit & van Duivenbooden, 2022). Bennett (1998) observed that attentive listening to music enabled players to achieve exceptional performance. The same probably applies to tuned verbal conversations[11]. After all, as the French proverb has it, *"C'est le ton qui fait le musique"* or literally, it is the tone that makes the music; meaning choose your words and expressions wisely.

The attitude required for effective communication is, therefore, best captured by the word 'careful.' Moreover, the intention of this word can be clearly felt, and you will know whether you, the other person, or both of you are also being careful.

In daily life, one guarantees Careful Communication when one clearly states his intentions so that it becomes a dialogue with the conversation partner, and both strive together for transparency. As there are stakeholders (both organisations and people) to communicate with, it is important to select the right individual stakeholders within a stakeholder organisation.

Within a team, internal Careful Communication could mean sparring and coaching each other, regardless of hierarchy, where everyone takes responsibility and exercises carefulness to enhance performance.

11. If you want to improve your communication, make sure your message is as clear and neutral as possible, whether verbally or in writing. This includes both the content and the manner. The latter includes your intonation, style, and non-verbal communication cues such as gestures, facial expressions, and posture.

Finally, expressing a commitment provides clarity for all involved. One is clear about what one wants or can do. These clarifications of intent and commitment are essential to eliminate any ambiguity in what a person does or says afterwards and are crucial in building trust. This helps to ensure that those involved in A&S are solidly connected and attuned to each other (as shown in Figure 1.2, right subfigure).

In conclusion, Careful Communication is about establishing a timely, unconditional dialogue and exchange of information that is neutral and focused on a common goal based on equality. In other words, Careful Communication is about communicating a message to another person, in feel and in an aligned and service-oriented way.

2.6.3 Careful Collaboration

Based on the various definitions in the two dictionaries (Box 2), the legal definition of collaboration best fits the intention of co-creating the vision and impact. It expresses a commitment to work together to achieve something. In the context of this book, co-creation is defined as '*the act of creating together, on an equal footing, with mutual respect and trust*'. As for communication, the accompanying required attitude is best captured by the word 'Careful.'

Careful Collaboration is the lively process in which the participating actors (doers) are aligned towards a common goal that they have set together, transcending their egos and imposed systems from the past.

This differs from cooperation, where people support each other's goals or from coordination, where people stick to their own goals (often specific tasks). Careful Collaboration resembles the highest level of coordination defined by Cejudo & Michel (2017) as 'when organisations are involved in a process where the specific actors are formally bound to exchange information, so they can make joint decisions regarding the existing resources (human, financial, and programmatic) for archiving a shared goal. … This level entails the members of the organisations involved in using their resources (human, financial, and programmatic) at the service of a common goal.' Such collaboration facilitates the pursuit of the joint mission, such as the restoration of the Earth, which can be achieved effortlessly and organically by using each other's wisdom, talents, skills, products, or services.

An example of Careful Collaboration at the plot and farm level and a good illustration of A&S is agro-ecology (e.g., AFARD, 2023; HLPE, 2019; Leakey, 2020; SKI, 2020; Wezel et al., 2014). It thrives for healthy relationships between the land, crops, animals, and the environment, and between agricultural production systems and society (Annex 1). Farmers decide together on the implementation of their vision for each plot of land.

There are many management books on how to work together. For instance, Cartasev (2006) wrote a practical curriculum for teaching students life skills and tolerance. Lessons on decision-making, creative thinking, participation and collaboration give them the practical skills to solve personal and societal problems and encourage them to take an active role in society. Since it is beyond the scope of this book to discuss this in great detail, I prefer to refer to making music together.

In contrast to Lencioni's (2005) five central dysfunctions of a team, in the ideal team, members discern, trust each other, engage in healthy debate, commit to decisions, take responsibility, hold each other accountable, and put aside their individual needs and agendas to focus on co-creating A&S and achieving the envisaged collective results. In the metaphor of making music, to perform a harmonious piece of music.

~~Working~~Playing like musicians together

Barrett (1998) explains how seven characteristics of jazz improvisation also apply to teamwork: 'Jazz improvisers are interested in creating new musical material, surprising themselves and others with spontaneous, unrehearsed ideas.'

Interpreting and adding to that work, the improvisation features related to A&S become as follows:

1. Provocative competence – deliberate efforts to interrupt habit patterns.
   This requires a conscious decision or a Heart's decision to let go of certain existing patterns and habits. Good strategic planning can only be done by considering several profound changes in one's own structures (read belief systems) and after that in the external environment with all its stakeholders. This is the change from within that will bring great performances.

2. Embrace errors as a source of learning – dealing with mistakes differently.
   The team needs to learn to accept mistakes as a path to success. Jazz musicians are used to turning unexpected challenges into musical opportunities. Innovation will be driven by teams that embrace and learn from mistakes. Cockburn et al. (2020) advocated to learn and adapt together with humility and empathy. Such an attitude also builds discernment, respect, and self-confidence of each person, making the total team stronger.

3. Minimal structures that allow maximum flexibility.
   Jazz improvisation is a loosely structured activity in which action is coordinated around musical compositions, i.e., the alignment or arrangement of patterns of melodies and chord changes that bring everything together. Moreover, musical compositions impose order and create a harmonic frequency, while all the players know where everyone is at any given moment. Again, this reinforces that the team is connected, aligned or in tune.

4. Distributed task – continual negotiation and dialogue toward dynamic synchronisation.
   In jazz improvisation, there is a continuous give and take between the members. This refers to 'belonging while differing' (Cockburn et al., 2020). It is a constant dialogue and exchange with each other that creates a flow of innovative ideas that build on those already expressed. This leads to a collaboration with specific outputs that everyone mentally agrees to, while intuitively feeling it is right for that moment. This is one of the basic principles of synergy. It also brings joy to the work.

5. Reliance on retrospective sense-making.
   As in bricolage (the art of making use of what is available), in jazz improvisation, what emerges in the absence of a rational plan, becomes, in retrospect, purposeful, coherent, and inevitable. Teams should remember that improvisation, bricolage, and retrospective sense-making are and will remain needed for some daily tasks. It is impossible to foresee and anticipate everything.

6. 'Being & Playing together' in a community of practice.
   Learn from others and dare to ask questions. Remember that the

expert was once a novice himself. As a result this process also builds confidence in one's own skills. Transparency and sharing also build trust between group members, which can lead to a community of practice and support.
In Burundi, the workshops held with farmers to present their PIP sparked healthy debates about why they had included or left out some aspects of their vision (van Duivenbooden et al., 2015). Storytelling (e.g., SKI, 2020), local theatre, apps (Eichler Inwood & Dale, 2019), and radio broadcasts can be additional tools to convey the message and learn together.

7. Taking turns soloing and supporting.
   In jazz, players alternate between soloing and supporting soloists by providing rhythmic and harmonic backgrounds. Another well-known analogy for this is in the formation of geese, where there is a continuous change of taking the headwind. The honking of the others supports the leader to complete his turn.

Applied to A&S, this improvisation process is also crucial; part of the team has a facilitating role, while these members allow others to excel, making the whole team's outcome a real success. Both structured meetings and brainstorming sessions allow everyone to have a say and give their opinion on a novel approach or response to existing challenges. Although talents and skills may be different, everyone in a team should be able to listen to others and respond to colleagues' reactions with the end result in mind. This includes listening to voices that have sometimes been traditionally silenced.

3. Co-creating Alignment & Synergy at a close range

From the preceding chapters, it can be summarised that the A&S co-creation process entails the reversal of the fragments and compartments of the distorted world. It builds on respect, trust, transparency, and sovereignty. A group of local stakeholders who take ownership of their lives and circumstances determine the focus for achieving the shared vision of the Local Action Plan. In this new era, these stakeholders include people from all walks of life. For example, individuals and local representatives of different grassroots organisations, specific trades, businesses and national institutions.

The easiest starting point for stakeholders to co-create A&S is within a reasonable distance (e.g., due to lack of appropriate infrastructure). A&S will be guided by the five potential Synergy Types (Table 2.3) in an area, its neighbouring areas and, where relevant, the neighbouring country's area (Figure 3.1). One entry point for A&S is to address the common challenge, particularly in developing countries, of disseminating and successfully implementing specific project outputs (e.g., transferable technologies) and innovations in another area.

Figure 3.1 briefly shows, in four steps, the practicality of co-creating A&S in a given area. Subfigure A represents the current situation at the beginning of the transition period (mid 2023), as explained in Section 1.1. To reverse compartmentalisation and fragmentation, the first logical step is co-creating A&S based on Synergy Types A and B. That is to exchange experiences and results between identical and similar projects or those with the same sector (discipline), looking for mutual reinforcement and benefits (the same colours in subfigure B).

Subfigure C symbolises how options for A&S of activities between projects with different characteristics (Synergy Types C and D) can be identified in collaboration with selected companies and how more impact can be achieved.

Finally, subfigure D shows how the impact in the area is further increased through all the ongoing projects based on the A&S achieved, coupled with one or more newly designed Local Action Plans (Synergies

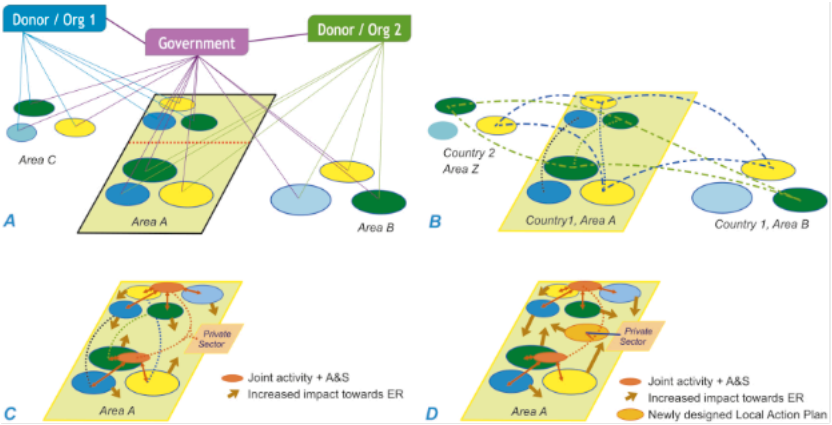


Figure 3.1. The typical situation in 2023 without exchanges between projects (A) and the three phases of co-creating A&S to boost impact (B-D).

B: Linking projects in the same sector within the given area (dotted line) and across neighbouring areas (striped line); C: Co-creating A&S between multi-disciplinary projects; and D: Enhancing impact through co-creating and implementing a new Local Action Plan.

Types C-E). These plans build on what already exists and add specific activities to increase their impact through A&S. As a result, the Local Action Plan for an area may include newly designed joint activities and activities that add value to the ongoing projects of each collaborating organisation.

This chapter describes in detail the steps required to co-create A&S at a close range.

3.1 Building the overview of actors, activities, and lessons learned

3.1.1 The current actors and their activities

The first step in the A&S analysis is to take stock of the various projects, preferably using the Project Information Form (PIF; Annex 2) to collect the necessary details.

Next, a simple geographical map can be created with the location of projects, using colour codes to distinguish the main topics or sectors addressed. For example, Ndiaye & Keita (2018) noted that projects and programmes could develop synergies based on different interventions through participatory mapping.

Alternatively, a table can be prepared to list the projects per prominent location valid for administrative (e.g., prefecture, municipality) or landscape management purposes (e.g., watershed, valley bottom, mountain; slopes), coupled with an indication of the Strategic Development Axes that each project addresses.

An example of this is presented in Table 3.1 for the case of the Sourou Valley project. For the A&S analysis, all the projects that could be collected within a reasonable period. These projects were divided into four segments according to their geographical location: *a)* the projects in the Malian part of the Sourou Valley, *b)* those in the Sourou Valley in

Table 3.1. Example of the A&S analysis in terms of location and the degree of the priority coverage of the Strategic Development Axes for the Sourou development plan by a part of the projects (coloured cells; CR, 2019c adapted). Bottom row: red = poor; orange = medium; green = appropriate; dark green = excellent coverage in terms of numbers.

Project	Prefecture*			BF	Strategic Development Axis**															
	B	K	Dm		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
PAPAM																					
PA-RCPNV																					
PASARC																					
PCA-GIRE																					
PDAR																					
PDGET																					
P-DGIR																					
P-DREV																					
PEF-GS																					
PGDTE																					
P-GLR																					
PISA																					
PMTN																					
PQ-AA																					
PRAPS																					
PREFPP																					
ProGEF																					
PRRE																					
PVIB																					
RMCCA																					
SMAT																					
UMCS																					
# of projets	42	30	13	6	12	1	21	15	10	15	7	9	7	3	5	9	10	15	5	21	7
Evaluation (% of total 46)	91	65	28	13	26	2	46	33	22	30	16	20	16	7	11	20	22	30	9	43	13

*) B = Bankass; K = Koro, and Dm = Douentza + Municipality of Mondoro. BF = Part of the Sourou Valley in Burkina Faso.

**) 1 = Peace & Security, 2 = Infrastructure & Opening-up, 3 = Agriculture, 4 = Livestock, 5 = Fisheries, 6 = Environment, Natural Resource Management & Biodiversity, 7 = Health, 8 = Education, 9 = Drinking water & Sanitation (WASH), 10 = Energy, 11 = Social Protection & Solidarity, 12 = Climate change, 13 = Water resources, 14 = Gender promotion, 15 = Land rights, 16 = Capacity building, 17 = Governance and Monitoring, evaluation & learning.

Burkina Faso, *c)* those that were cross-border projects in the Sourou, and *d)* those outside the Sourou area. This inventory was then analysed in terms of the potential contribution of the projects to the SDAs of the integrated development plan.

A first conclusion was then drawn on the degree of coverage for each of the three prefectures and the SDAs (the bottom row) by colouring (dark green, green, orange, red; see the table heading). It should be noted that this is only a first step in the A&S analysis, as the number of projects is only an indication in the absence of more detailed information, such as the impact achieved.

3.1.2 Taking stock of completed projects

As with ongoing projects, a first step can be to compile an inventory of completed projects, using the PIF (Annex 2). The life of these projects can be sustained by first analysing their impact, specific outputs and lessons learned in relation to the given area, and then sharing these with other stakeholders. In particular, it is essential to share the outputs that had impact, the success factors (i.e., the factors determining impact) and the mitigating measures for inadvertent mistakes and errors. Done correctly, this sharing will avoid reinventing the wheel and give new Local Action Plans a flying start.

Examples of such outputs include sector fact sheets, videos and transcripts of radio programmes in local languages, transferable technologies, quantitative and qualitative data and information, etc.

Lessons learned could include, for example, project management issues, the selection of target groups, how best to communicate with specific target groups, the effects of carefulness and capacity building on the performance of local actors in the short and long term, and which transferable technologies work best under which conditions.

In the case of the Sourou Valley project, the A&S analysis only began almost a year after the start of the project, and the lessons learned were grouped by SDA. These lessons retrospectively confirmed the need for the axes previously defined during the workshop at the start of the project (Bello et al., 2018). In addition, the lessons learned provided additional focus points for the ICS to more effectively implement the integrated sustainable development plan (CR, 2019c).

3.1.3 Taking stock of planned projects

An inventory of planned projects can be made in the same way as for ongoing projects, using the PIF (e.g., CR, 2019c). Particular attention should be paid to their outputs, both for their original target groups and for other actors, to identify potential A&S (Synergy types A to E; Table 2.3). This is explained in detail in Subsection 3.4.1.

3.2 A&S between identical projects

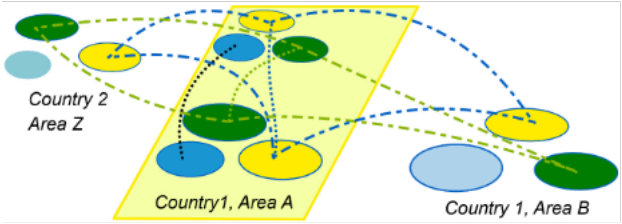


Figure 3.2. The possibility to exchange information and results between identical projects within a reasonable distance.

Imagine that local and national stakeholders genuinely see, recognise and respect each other, exchange experiences and results of their ongoing projects, and subsequently seek mutual benefits to co-create A&S. In addition, they take a transboundary perspective to increase the possibilities of sharing knowledge and technologies. After all, the challenges, agro-ecological conditions, target groups (sometimes even family members) and solutions found are often the same or very similar in two cross-border areas.

Consequently, for the analysis of A&S (Synergy type A), projects can be related in three ways: *a)* within the given area (Figure 3.2, the dotted lines), *b)* within the same country, in a neighbouring area (right hand side of the figure), and *c)* in a neighbouring area in another country (left hand side of the figure).

When most of the characteristics of ongoing projects are identical (Figure 3.2, those with the same colour), exchanging knowledge and technology can be easy. When this synergy between such projects comes to fruition, in addition to the impact on the local population, it helps to build respect and trust between the members of these pro-

jects involved and between them and the local population. Moreover, it opens up and changes existing mindsets so those involved understand and experience that sharing knowledge and data is worthwhile and can be synergistic while maintaining their autonomy.

At the same time, this exchange of information would build the practical capacity of people working for or associated with these projects. Think, for example, of characterisation data and existing transferable technologies. There are several methods to stimulate exchange of information, quantitative data and results:

- Open field days and exchange visits are easily organised activities for this purpose.
- Thematic conferences, meetings, peer workshops, and radio broadcasts in local languages are all ways of disseminating information to target groups and inviting people to visit the project.
- 'Being & Playing' (Subsection 2.6.3) through online communities, combined with specially developed knowledge applications and videos.

A visit, accompanied by potential users of these technologies or services, to explore mutually beneficial options for A&S is then the next logical step.

A simple example of how to start co-creating A&S from this first step is the informal yet practical collaboration between two farmers with similar crops who agree to grow their crops in such a way that the two farms complement and reinforce each other by adapting their cropping calendar and also selling each other's produce. This simple example shows that both have the courage to show their vulnerability and, by being open, turn a perceived weakness into a strength.

3.3 Co-creating A&S based on the similarity of projects

Another way of exploring opportunities for A&S to increase the scaling up of transferable technologies and the exchange of data and knowledge is to look at the degree of similarity (Synergy type B). After all, projects that focus on the same topic are more likely to use results from other projects than those that are entirely different. As illustrated by the different blue circles in Figure 3.3, some projects may have more in common than is often immediately apparent.

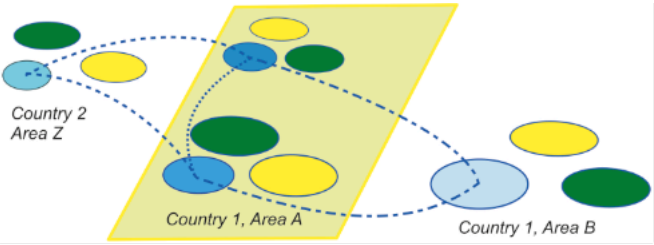


Figure 3.3. The possibility to exchange information and results between similar projects within a reasonable distance.

3.3.1 Identification of similarity

Generally, without appropriate project information databases for local people, one has to delve into the details of other projects (such as project proposals and annual reports) to discover the possible similarities and potential benefits of these other projects. As for similar projects, the potential for collaboration and mutual reinforcement can also be considerable.

Derived from project information presented at a workshop, Figure 3.4 shows an example of such 'low-hanging fruit', where projects can benefit from one or more common aspects in the same area of agricultural development. Note the difference in the type of project output between the subfigures.

3.3.2 Results sharing meetings by topic & harmonisation of techniques

In most developing countries, many technical partners work in the same domain (area or sector) and collaborate with other organisations and ministries to varying degrees depending on the challenging issue. In some of those countries, peer groups exist to discuss common issues. In other words, the search is for synergistic results, that is, one or more solutions. A solution may be to harmonise and agree on specific technologies to be officially recognised by a ministry.

This harmonisation is necessary, firstly, to avoid confusing target groups with different names for the same technologies. Secondly, it enables the target group to use innovative technologies and to start sharing results and experiences among themselves to increase impact.

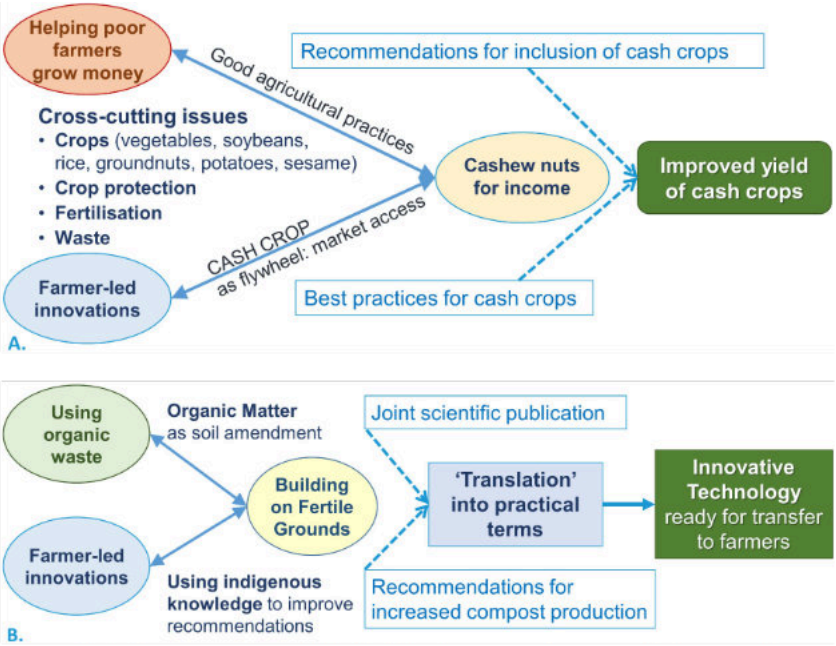


Figure 3.4. Two examples of similarities between three applied research projects that provide options to co-create A&S to increase the impact of these projects, as identified during a workshop in 2014 in Uganda.

3.3.3 Identification of potential collaborators to increase the transfer of technologies

The transfer of agricultural innovations should consider the complex interactions between biophysical, social, economic, and institutional factors. One of the mechanisms for increasing the impact of a project is to ensure that, in addition to the project's target group, similar target groups outside the project's target area adopt the technologies and methods. However, most scaling-up methods tend to be empirical and based on *'finding out what works in one place and doing more of the same in another place'* (Wigboldus et al., 2016).

Therefore, instead of starting a new technology transfer project, one could use the lessons learned from completed projects and seek collaboration with activities from ongoing, sufficiently similar projects.

This implies, that, for instance for the transfer of improved natural millet varieties, it is essential to know and understand the location of the

potential collaborator and its natural and socio-economic environment (Subsection 2.4.1). This underlines the importance of involving local people as much as possible, e.g., in technology transfer workshops.

3.4 Co-creating A&S using complementarity

The next crucial step in co-creating A&S is for the actors to determine how they can make a difference together, even when their projects and activities are quite different (Synergy Types C-E). After all, a Local Action Plan integrates several disciplines and falls under the auspices of different ministries.

In the past, practical and financial constraints have often prevented many ministries in different countries from working together. When this has happened, it has been around a single issue, such as nutrition in Uganda (Namugumya et al., 2020) or hydropower (NCEA, 2021). In contrast, in Mali, where the integrated development plan was elaborated with 17 SDAs (Table 3.1), the SEA process proved to be a new multidisciplinary way to bring together representatives of different ministries in their role on the oversight committee (CR, 2019b).

There are also opportunities for A&S based on the complementarity of ongoing projects and their activities. Significantly, the established shared vision can lead actors to open up to opportunities for collaboration within and beyond the given area, as illustrated in Figure 3.5.

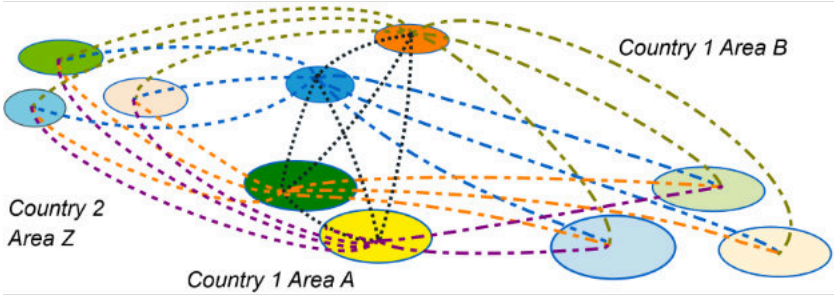


Figure 3.5. The possibilities to exchange information and results between complementary projects within practical distance.

To use this complementarity, it is also essential to recognise that most projects have outputs that *a)* serve the project itself (e.g., a database, map, approaches, and training modules), and *b)* potentially impact the target group(s) or other organisation(s), the deliverables.

When projects are aware of and act on potential interactions, straightforward collaborations with explicit expressions of mutual benefits become possible. It is expected that the A&S developed here will increase the impact of the collaborative projects. For this reason, small projects can also have an impact on or contribute significantly to other projects by providing added value that increases the impact of these other projects (Figure 1.2, right subfigure, Project H supporting Project B).

An example of a reinforcement effect (Synergy Type C) is the capacity building of a specific target group. Basic computer and literacy skills provided by one actor enabled participants to make better use of other interventions, such as a village savings and loans association provided by another actor (van der Haar, 2015).

3.4.1 Impact accelerators

The above implies that to enhance impact based on A&S (Synergy Types C and D), complementarity should be specified in such a way that, on the one hand, ongoing projects (or businesses) are providers of deliverables that serve different people and parties. These deliverables can be subdivided into:

- The general outputs that will benefit the target audiences of this project activity (e.g., products, transferable technologies, and services) as planned in the project proposal (or business plan). Notice that the outputs for one target group of the original activity may still be an impact accelerator for another party.
- The specific outputs that can serve as Impact Accelerators for another activity provided they match the specific inputs required for that activity to increase its impact. This demand activity can be from within one's own project/business or from a third party.

Conversely, the need of this actor for specific inputs to boost his impact should also be clear. Consequently, there is a potential flow of these Impact Accelerators, as shown in Figure 3.6, resulting in an empowering chain of activities to achieve impact.

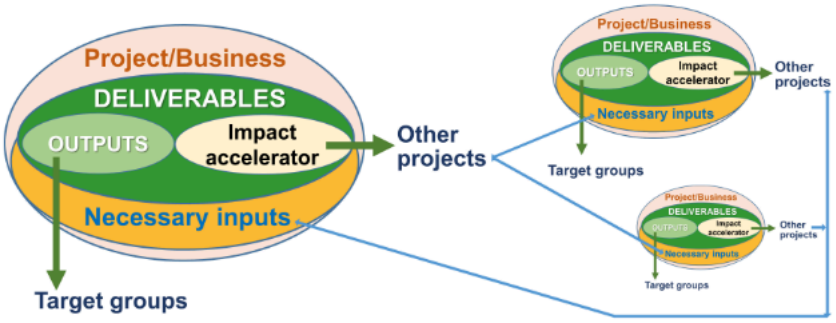


Figure 3.6. The concept of deliverables of a project activity serving the target group of the original project (outputs) and, as potential Impact Accelerators, one or more activities from other projects which, in turn, may also deliver Impact Accelerators (van Duivenbooden, 2016a, adapted).

This exchange between actors can easily take place provided both the deliverables and the requirements are known (transparent) and adequately formulated so that matches can be identified.

Although supply and demand are commonly used, we refer to delivering and requesting as these words better capture the intention to be specific (i.e. providing clarity and transparency) and to support each other. Requesting refers to the act of asking for what one needs, while demanding often implies that there is a desire. Delivering implies actually handing something over (conveying).

Hence, this process is an example of Careful Collaboration. It starts with one party offering help to others (i.e. a fundamental core quality of human beings). It is also at the heart of the right-hand subfigure of Figure 1.2, which enables impact to be achieved.

In practice, for this mechanism of using Impact Accelerators as a means of co-creating A&S to work, there are implications for the actors (local people, grassroots organisations, projects, SMEs, companies, etc.).

For the actors who hold the assets (represented by the green areas in Figure 3.6):

- Have the joint decision-making power, resources (funds and staff) and capacities (skills) for a joint activity with other actors, as depicted in Figure 1.2.
- Know the location of ongoing projects that are identical or very similar to exchange information, services, etc. (Sections 3.2 and 3.3).

- Have documented and communicated the deliverables they have to offer in appropriate formats so these can be found (online, app, etc.) and requested by third parties.

For the requesting actors (represented by the orange areas in Figure 3.6) the implications are:

- Know in time what they need to increase their impact (e.g., evaluating and ordering of appropriate equipment and services).
- Have joint decision-making power, resources (funds and staff) and capacities (skills) for a joint activity.
- Can find their specific needs quickly, request them promptly from the actors holding them and receive them within a reasonable time-frame to avoid undertaking lengthy or costly studies, trading or other actions.

In addition, as shown in Figure 3.6, actors with assets could benefit from the Impact Accelerators of others in the area where they are implementing their activities with local partners.

The A&S analysis for Impact Accelerators begins with an overview listing the matches between the delivering and requesting actors.

Table 3.2 shows the example of the Sourou Valley case in Mali. The first observation is that when the sharing of information is appropriate, matching is easy. As this table is based on information provided by a fraction of the ongoing projects, imagine the potential outcome if all information were shared and all actors were present at the A&S workshop.

Secondly, this table highlights the importance of completed projects (in bold): one or more projects may benefit from their results.

Thirdly, the role of planned projects is also highlighted. For example, in the case of PUM-Rice, which needs access roads and energy to become viable. This could be the right time to align with the newly planned DDSEM project to co-create the necessary synergy (Synergy Type E) leading to impact.

A final observation relates to the process of building this table during the A&S workshop. All participants were pleased with the way they were able to support each other. However, they noted that this had not been possible before because of their restrictive donor policies.

Table 3.2. Results of the A&S analysis of matching actors for the delivery and request of Impact Accelerators for different Strategic Development Axes (SDA), based on the received project information forms and the A&S workshop working groups (* marked; CR, 2019c, adapted).

Project names in orange = planned and in light blue **bold** = completed.

Delivering project	Matching Impact Accelerator	Requesting project
SDA1 Peace and security		
CPER-CRM, PA-RCPNV, P-GLR, PREFPP	Setting up of conflict management and prevention committees / Signing of agreements	DryDev, *PDIDS/EES*
SDA2 Infrastructure & opening-up		
INCLUSIF, PRRE, **DFC**	Micro-credits	UMCS
DDSEM	Electricity for SME	*PUM-Rice*
PDIDS/EES	Gravel roads	*PUM-Rice*
SDA3 Agriculture		
Women groups in Bankass*	Processing and conservation techniques for agricultural products	PASARC*
ARDT-SMS, DryDEF, PDGET, PGDTE, SAWM, SMAT-SCALING, TAAT	(Scaling up) of technologies (improved seeds, etc.) for agricultural crop production	PDAR
TAAT	Training modules (capacity building) in agricultural management and techniques	PREFPP
CpF, *PAEEPS, PUM-Rice, RERS*	Off-farm employment	*PDIDS/EES*
SDA4 Livestock		
GLD, PGDTE	Training modules (capacity building) in pastoral management and techniques	PREFPP
CPER-CRM, L4G, PRAPS	Pastoral infrastructure	*PDIDS/EES*
SDA5 – Fishing/Fish farms		
PADIN II*, PAFHa	Fish farming fact sheets	PASARC*, AEEPS
SDA6 NRM - Biodiversity		
TAAT**	Support for small agricultural equipment	PGDTE
SDA7 Health		
PVIB	Mobile Ambulance	AR-ASDE
SDA13 (Transboundary) Water Resources		
GRH-S	Details of the water courses	BDAS, DSS
PRRC**	Hydrometeorological data	
SDA17 Governance & MEL		
PDIDS/EES	Development of the Economic, Social and Cultural Development Plan (PDESC)	ARC
	Literacy training modules for elected officials	ARC, IDEAL
C_{10}-Sourou, P-DGIR, *PDIDS/EES*	Consultation framework: collaboration between stakeholders; coalitions for synergy	DSS, GLD, PACETEM, PDGET, *PUM-Rice, PQAPM*
ARC	Training modules on good governance and accountability to their communities	*PDIDS/EES*
GDTE	Monitoring and evaluation system	

**) Possibility of the offer is not yet well specified; verification with this project is needed.

This process of matching Impact Accelerators also supports the targeting of the right implementing actor(s). In this case, these actors should be inspired to realign themselves with the Local Action Plan to contribute to its implementation and achieving impact.

3.5 Filling the gap to create a flywheel for A&S

In some cases, the A&S of ongoing activities is insufficient to achieve sufficient impact, e.g., due to lack of sufficient Impact Accelerators. Obvious A&S gaps in activities can be identified during the characterisation phase, the ToC workshop or project progress meetings.

In Figure 3.7, the dotted lines show the current A&S. When a complementary activity (i.e. the light blue circle) is added, the possibilities for A&S increase. This may spark new joint activities, e.g., with a SME. Consequently, the overall project portfolio can have a greater impact.

For example, in the case of Ethiopia, instead of sending people to South Africa for remittances (Dagne et al., 2023), taking paid care of the bonds to prevent further soil degradation is one such opportunity. In the case of Cambodia, where the economic returns to CA are too low (FAO et al., 2022), a new activity may be needed to reverse this situation. The same can be said of paying for the separate collection of organic material from cities to be turned into compost (e.g., Rukundo et al., 2015). This is needed to maintain soil health and thus sustain food production and quality.

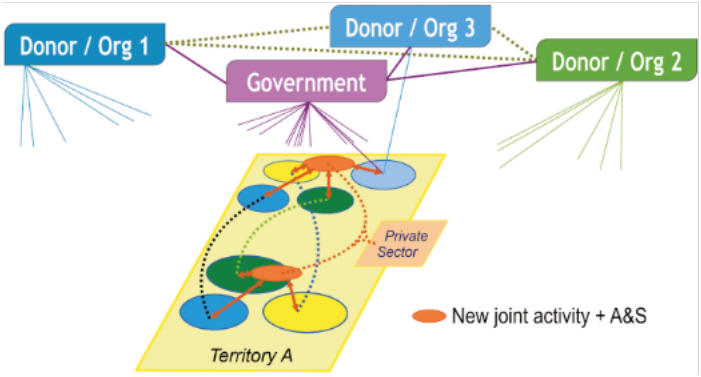


Figure 3.7. The principle of optimising A&S by filling the identified gap to increase the impact of the overall portfolio of activities.

3.6 Focus on co-creating the impact before starting a new project

The next step in community leadership and self-governance to increase impact through the co-creation of A&S is to be more vigorous in approving new activities (projects) as part of the Local Action Plan in the first place. This implies the establishment of an appropriate consultation framework in the given area that transcends all ongoing activities (projects) to maintain clarity on the way forward.

Figure 3.8 illustrates how local decision-makers could assess the usefulness of a new set of activities based on its concept note or project proposal. This assessment will be based on its contribution to achieving the specific objectives of the SDAs of the defined Local Action Plan. The new project should add value to the existing range of aligned activities. In addition, it should have at least one collaboration with another actor so that the new A&S contributes to the impact. In some cases, the proposal may need to be further aligned or the proposed activities may be assessed as unnecessary at this point in time.

This approach will also make it easier for the stakeholders to monitor and document all the successes and lessons learned from their various interventions, and to measure and evaluate their impact.

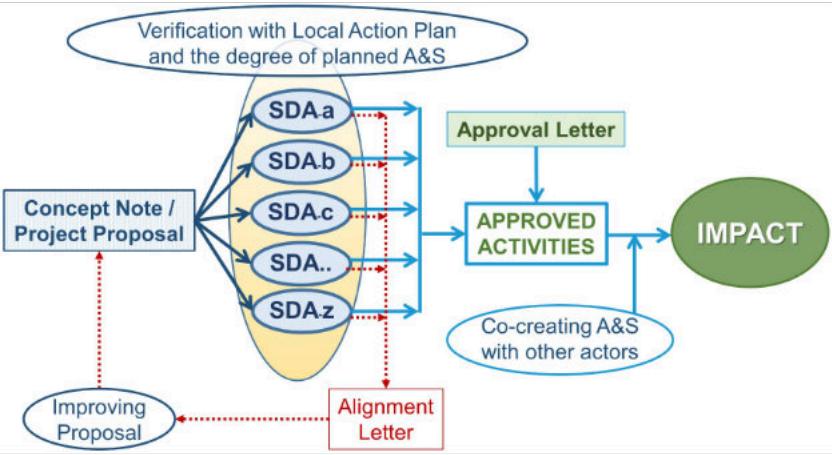


Figure 3.8. The functioning of a consultation framework using the defined Strategic Development Axes (SDAs) to ensure and further strengthen A&S already at the design phase of new project activities to boost impact.

3.7 Inspire institutions to join forces

Similar to the A&S co-creation of ongoing projects, the same process can take place at the national and provincial levels with the existing different institutions in different fields. For example, in this transition phase, let us take the old situation (Figure 3.9, left) with many projects in different areas. It may still be required to start the linking process of the current different donors until they are aligned with the government (or ministries) that support the Local Action Plans resulting from the bottom-up process (Figure 3.9, three subfigures on the right) through the necessary synergies. In the second right subfigure, the light blue donor has come in to act as a flywheel to get this A&S going.

Another example of how this can be achieved is the case of Burundi. In 2014-2015, the research and applied research projects were aligned and synergies mapped to increase impact on food and financial security (Box 3).

It started with a needs assessment, which produced a list of development inhibitors (top line, in red) that needed to be addressed. After co-organising a ToC with all stakeholders in the framework of the Fertile Ground Initiative (Desalos & van Duivenbooden, 2015), as a core group, we co-designed the PABAB project. As a final step, we added a project on the cash crop patchouli to specifically increase economic returns. This way, a network organisation structure of projects was developed to enhance synergies and impact.

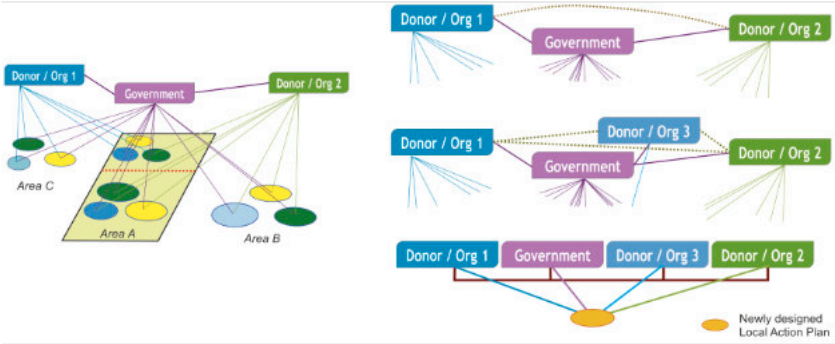


Figure 3.9. The old situation with many donors and projects (left) and the potential process of co-creating A&S between the existing institutions at the national level.

Box 3. A&S of projects into a larger programme to boost the impact of all

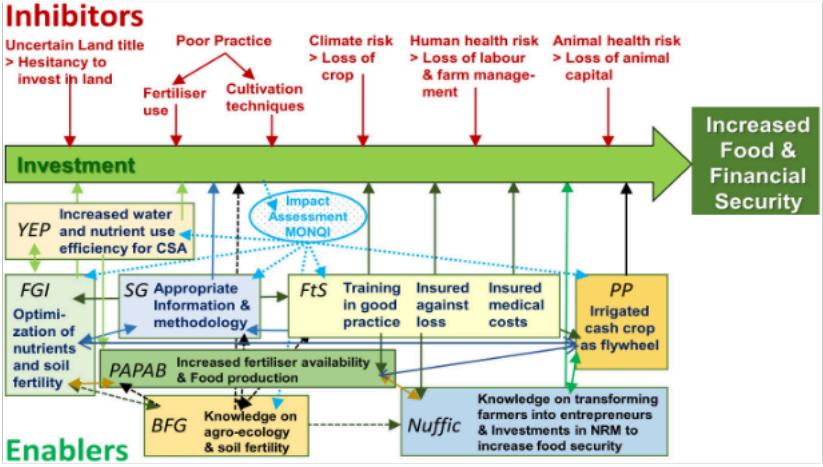


Figure 3.10. Input-output links between different projects in Burundi (2014/15) and their alignment towards increased food and financial security.
BFG = Building on Fertile Grounds; FGI = Fertile Ground Initiative; FtS = Fanning the Spark; Nuffic = a PhD research; SG = Secured Growth; PAPAB = Projet d'Appui à la Productivité Agricole au Burundi; PP = Patchouli Project; YEP = Young Expert Programme.

The established program was executed in collaboration with male and female farmers through partnering of Wageningen University & Research (WUR)-Alterra with:

BFG: ZOA, SOW-VU, Agrifirm, University of Burundi/FABI.

FGI: ZOA, International Fertilizer Development Center (IFDC), GIZ/Access, Univ. of Burundi/FABI.

FtS: Achmea Foundation, HN-TPO, Réseau Burundi 2000+.

Nuffic: University of Burundi and WUR.

PAPAB: IFDC, ZOA, Oxfam/Novib and WUR-Alterra (partners), Réseau Burundi 2000+, CAPAD, HN-TPO, ADISCO, and Soil Cares.

PP: Elaga, Agape Burundi.

SG: ZOA, Soil Cares, Achmea.

YEP: Réseau Burundi 2000+ (YEP Water), IFDC (YEP Agrifood).

The execution of this program was possible thanks to an investment of WUR-Alterra and the following donors:

BFG: WOTRO-ARF (an outlet of the Netherlands Ministry of Foreign Affairs) + enterprise Agrifirm.

FGI: the Netherlands Ministry of Economic Affairs and the Ministry of Foreign Affairs.

FtS: FDOV (an outlet of the Netherlands Ministry of Foreign Affairs) + Achmea Foundation.

SG: The Netherlands Ministry of Economic Affairs - TKI.

Nuffic: an outlet of the Netherlands Ministry of Foreign Affairs).

PAPAB: Embassy of the Kingdom of the Netherlands in Burundi.

PP: FDOV + the enterprise Elaga.

SG: TKI Agrifood (an outlet of the Neth. Min. of Economic Affairs), Soil Cares + Achmea Foundation

YEP: YEP (an outlet of the Netherlands Ministry of Foreign Affairs).

3.8 Ongoing reflection on one's own role and results

With impact in mind, current leaders and staff of projects, businesses and communities need to continually explore options for A&S. This also means re-evaluating their own positions, roles and results, as well as those of the organisations they represent.

For example, completing the project information form (Annex 2) and asking oneself or one's team questions before attending a peer meeting or an A&S workshop can be very useful.

Such brainstorming questions might include: 'What is the most limiting factor to boost impact? Who are my real target groups, and does the Local Action Plan makes a clear distinction between them? What methodologies do we use best? How can others use our results and services? And who should we work with to improve our performance? Is what we're doing still needed, or can we get smarter about restoring the Earth?'

Perhaps scaling up A&S over a larger area or with more organisations is the next feasible step to increase impact. It may then be necessary to use software to manage all the information. The next chapter presents some ideas of what this might look like.

4. Creating A&S over considerable distances

Once the Alignment & Synergy of actors to restore the Earth becomes mainstream over considerable distances, mechanisms must be in place to boost the impact based on the results obtained in different countries. This would mean having a powerful software tool that makes it easier for all stakeholders, from the national level down to the village level, to access and analyse the relevant information to co-create impact.

This chapter presents some proven concepts for such a tool, based on the work done with the Development Synergy and Alignment Tool (DevSAT®; van Duivenbooden, 2016a), primarily to illustrate the ability of such a tool to identify options for A&S to increase impact.

In Burundi, we trained more than two hundred people from different organisations in its use and application (van Duivenbooden, 2016b; idem et al., 2017). In another project, after training staff, we used DevSAT to map value chains in Fuji (van Duivenbooden et al., 2018). Despite the interest of local people, governments and organisations in different provinces, this work stopped because the donors at the time were far from ready to invest further in A&S.

Without going into all the details of the tool, this chapter shows some features related to the stock-taking of project information (next section) and how the similarity between projects (Section 4.2) or the complementarity with them (Section 4.3) could provide options for A&S. It also describes the possible collaboration based on A&S with planning institutions to fill the existing gaps in their development plans or a future Local Action Plan (Section 4.4).

4.1 Getting the overview

This section provides information on the establishment and use of the database of stakeholders, their activities, needs, deliverables, and lessons learned.

The inventory of projects and enterprises was based on the Project Information Form (PIF; Annex 2) and the Business Information Form (BIF), respectively. The BIF collected almost the same information as the former, with the business plan replacing the project proposal. People from national or provincial planning institutions used the Geographical Information Form (GIF), which could specify administrative units down to the fifth level (i.e., the village level) and their respective needs, as described earlier (Subsection 2.4.2; Table 2.2).

4.1.1 Mapping projects and enterprises, and their characteristics

DevSAT could be used to map the location of activities and their main characteristics, such as national plans, methodologies, target groups, target landscape units and value chains (van Duivenbooden, 2016a). Clicking on a marker on the map gave detailed information about the project in keywords, as shown in Figure 4.1. It allows users to get the basic information about the project at a glance.

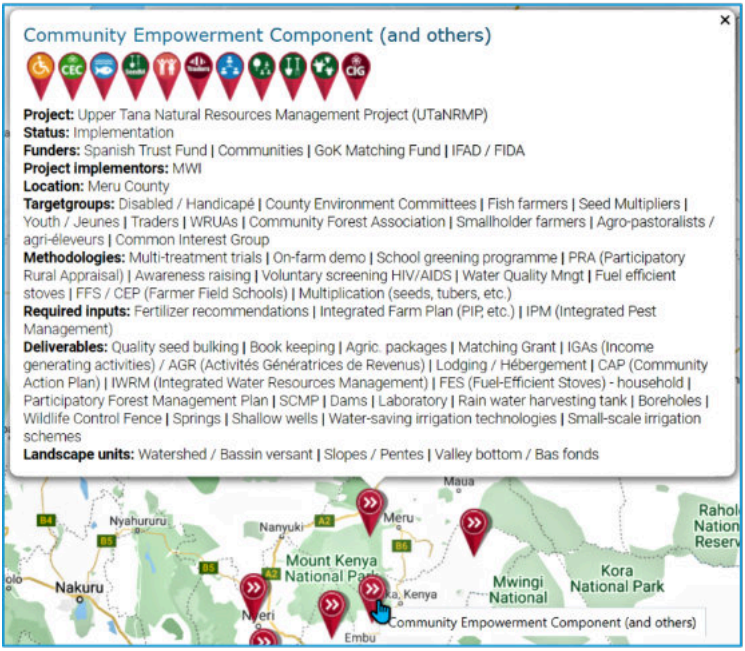


Figure 4.1. Screenshot of project details as constructed with DevSAT after clicking on the marker on the target group map near Mount Kenya. The order of the target group markers is the same as in the list.

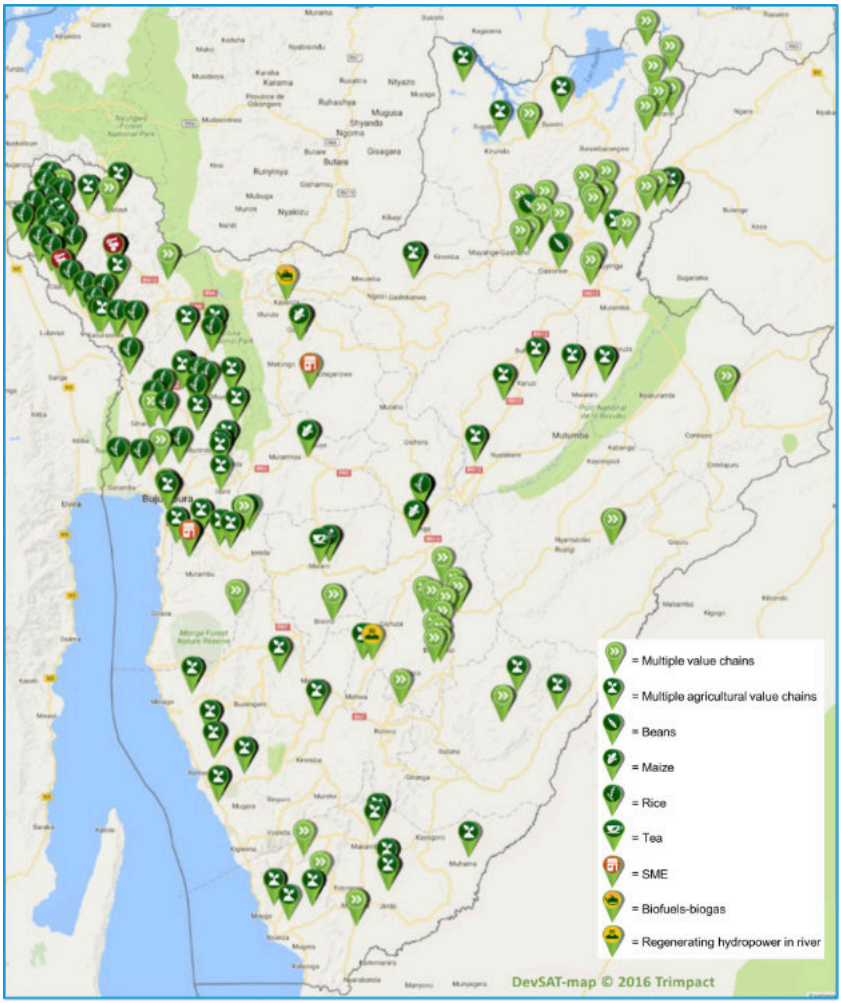


Figure 4.2. Locations of the activities in relation to the value chains addressed in Burundi in 2016 included in DevSAT (van Duivenbooden, 2016b, adapted).

Figure 4.2 shows an example of value chain mapping. Although only a fraction of the total number of projects was included at the time, such maps based on user selection showed the density of projects in a specific area. It was, therefore, an indication of how many people were being reached by the total number of projects.

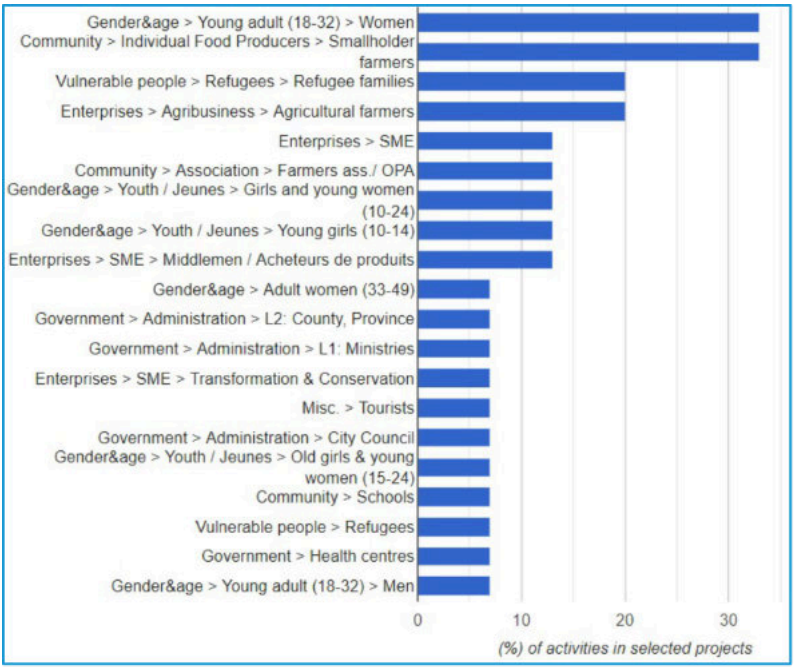


Figure 4.3. An example of the distribution of target groups using Dev-SAT, based on seven publicly reported projects in Jordan (2019).

Having an overview of the main characteristics of all activities in a specific area also provided insight into the actual implementation of projects in relation to the ToC of that area. For example, if the stakeholders had agreed to focus on all women, but in reality the project only focused on women farmers, it became clear that the respective projects needed to be refocused. Figure 4.3 illustrates the distribution of target groups covered by seven projects in Jordan, indicating a focus on young female adults and smallholder farmers.

4.1.2 The Area Needs Profile

Using the GIF by institutional planners at different administrative levels resulted in the Area Needs Profile for a given area taking into account the needs defined at lower and higher scales (cf. Table 2.2).

Table 4.1 illustrates this for the province of Muyinga in Burundi. The corresponding A&S analysis later matched these diverse needs with project and private sector activities (Section 4.4).

Table 4.1. Part of the Area Needs Profile of the province Muyinga in Burundi in 2017 (BDI) constructed with DevSAT based on the explicitly (at that scale ←) and implicitly defined needs from a higher ↓ and a lower scale ↑.

Subject	Needs
National plans*	BDI > PANA_2012-2015>A2. Gas emission mitigation ↓ ↓ Country BDI
	BDI > PNIA_2012-17 > P1 Production > SP3 (intensification of agricultural production) ←
	BDI > PNIA_2012-17 > P2 Producers > SP6 (Organisation & Capacity building) ↑ ↑ Country BDI > Province Muyinga > Commune Butihinda
Target Groups	Community > Seed multipliers ↓ ↓ Country BDI
	Community Smallholder farmers ←
Value chains	Agr > Cereals > Maize ← Agr > Cereals > Rice ←
	Energy ↑ ↑ Country BDI > Province Muyinga > Commune Butihinda

*) PANA = Plan d'Action National d'adaptation aux changements climatiques; PNIA Plan National d'Investissement Agricole.

4.1.3 Search for the deliverables of others

Within DevSAT, a user could also actively search for the deliverables of another activity (project or company) to increase the outputs of his own activity (project).

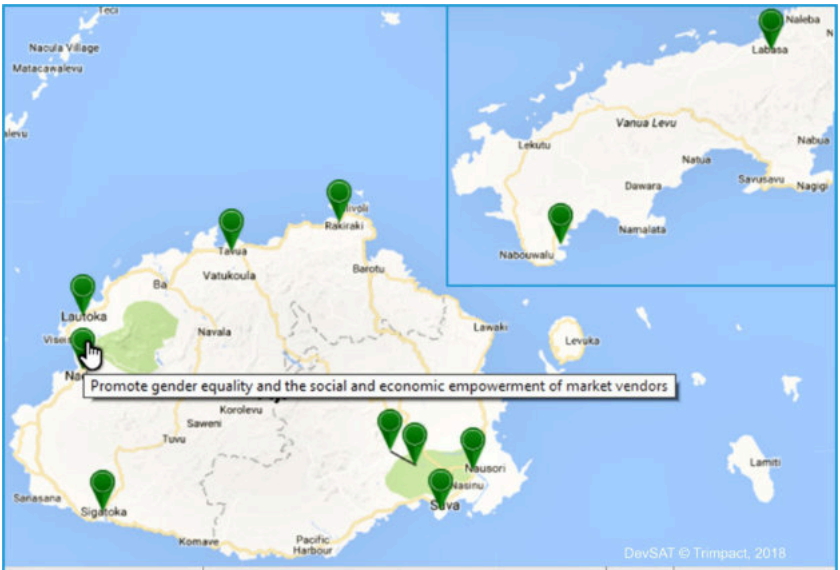
This analysis resulted in a map showing the location of activities that could deliver this item. The nearest delivering actor could then be selected from this map. Using the email address provided in the activity description, it was easy to make contact for follow-up.

In Burundi, for example, one DevSAT user reported that he was able to find the seeds he needed in the neighbouring province. Previously, he would have had to travel to the other side of the country.

4.1.4 Learning from completed projects

Building a database of completed projects with all their details, especially their lessons learned, will allow users to combine this data with planned and ongoing projects (see also Subsection 4.3.1).

In DevSAT, filtering by specific characteristics brought up the lessons learned in a table. The locations of the corresponding activities were then mapped. To combine location and content, a composite of the two print screens from the A&S analysis was made (Figure 4.4).



Title	Description	Date	Learnt in projects
Healthy nutrition education most effective and biggest share of population reached through the school system	Schools provide the most effective and efficient way to reach large portions of the population to reduce prevalence overweight and obese among adolescents.	2014-11-30	• Health and Nutrition
Policy planning most effective when all stakeholders are included	Progress has been made in all Pacific Islands countries to improve effective and timely communications between local authorities and market vendors and most councils are now having monthly meetings with the market vendor association executives to address and resolve market vendors' complaints and issues. The inclusion of representatives of the Suva Market Vendors' Association Executive Committee in the monthly meetings of the Suva City Council is an example of best practice in this regard.	2014-11-30	• Markets for change (M4C)

Figure 4.4. The locations on Fuji and Vanua (inlay) of the lessons learned from the projects, as indicated in the table created with DevSAT (van Duivenbooden et al., 2018; adapted).

4.2 Scaling up transferable technologies by exploiting similarities in activities

Taking the methodology for exploring options for A&S based on similarity within a reasonable distance (Section 3.3) to the next level, DevSAT offered three possibilities. These were: *a)* analysing the number of project characteristics that are the same, *b)* the calculated degree

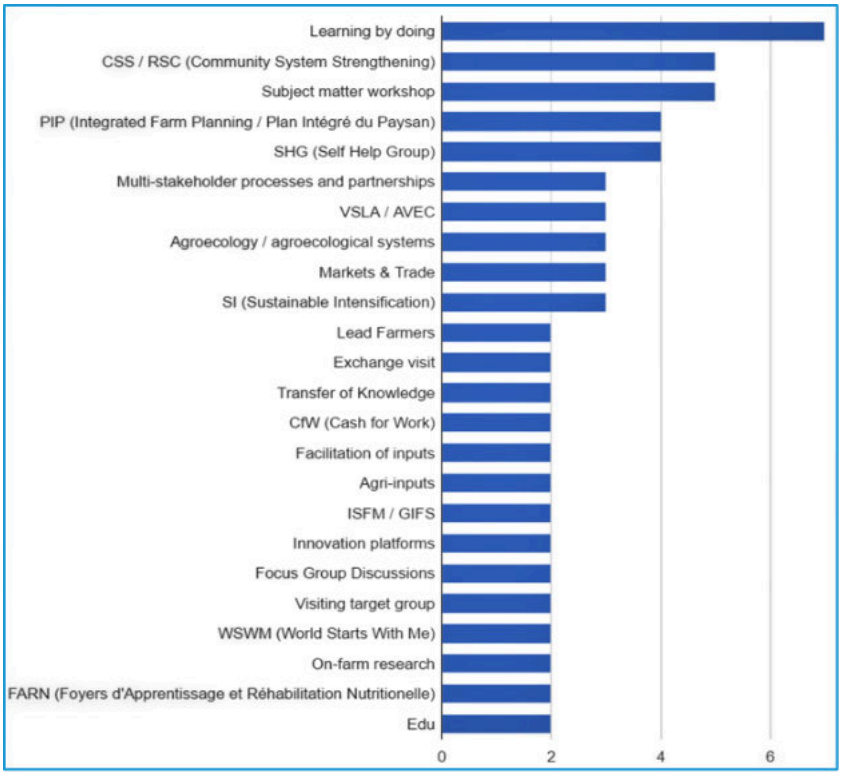


Figure 4.5. The main characteristics of similar projects compared to PAPAB in terms of the methodology applied in the province of Cibitoke, Burundi, using DevSAT. X-axis: the number of projects (van Duivenbooden, 2016b).

of similarity, and *c)* comparing an item within a group of project characteristics.

4.2.1 Assessing similarities in activities

As explained in Subsection 3.3.1, projects can be compared by assessing the similarity in activity characteristics (Synergy Type A, Table 2.3). With a software tool, such as DevSAT, this can be done much faster and in more detail, provided the projects have described their activities in sufficient detail.

In Burundi, in the province of Cibitoke, 20 projects with 42 activities were analysed for identical items within the main characteristics. Figure 4.5 shows the results of the comparison of the PAPAB project with

others in terms of methodology. Using these results could have helped PAPAB interact with the projects and, for example, align with the top five methodologies and share lessons learned so far.

4.2.2 The Similarity Index

An alternative to using the bar charts of the different items within a group of characteristics (previous subsection) is to quantify the similarity between projects, the Similarity Index (SI, cf Synergy Type B, Table 2.3). One compares the five main characteristics of one's own project, the reference project, with the others.

DevSAT had the feature to automatically calculate the similarity between projects using five main characteristics from the project information form. To calculate SI, first, the total number of 'tags' of these main characteristics of the reference project is counted. Next, DevSAT counts the exact matches of these tags, called 'overlaps' for all other projects. SI is then the ratio of overlaps/tags and ranges from 0 to 1. SI greater than 0.66 is considered good, SI between 0.33 and 0.66 is considered medium, and SI less than 0.33 is considered poor.

The higher the SI value, the more likely it is that the results of the reference project can be successfully transferred to the others, provided the level of detail in the description of the activities is approximately the same. Thus, a very detailed description of the reference project may result in a low SI.

The next step was to produce maps showing the locations of the activities with the highest potential (light green markers) to benefit from the results of the activities of the reference project (dark green markers). These maps also revealed that the reference project had the potential to share technologies and other results with projects with medium (orange markers) or low (yellow markers) SI values (Figures 4.6 and 4.7).

To investigate further the potential transfer, more details from existing maps were used. For example, the topographic map provided some further qualitative information on the applicability of a given SI value, as shown in Figure 4.6. The sites at lower altitudes with a medium SI were considered less suitable than those at higher altitudes because the reference project was located at these higher altitudes.

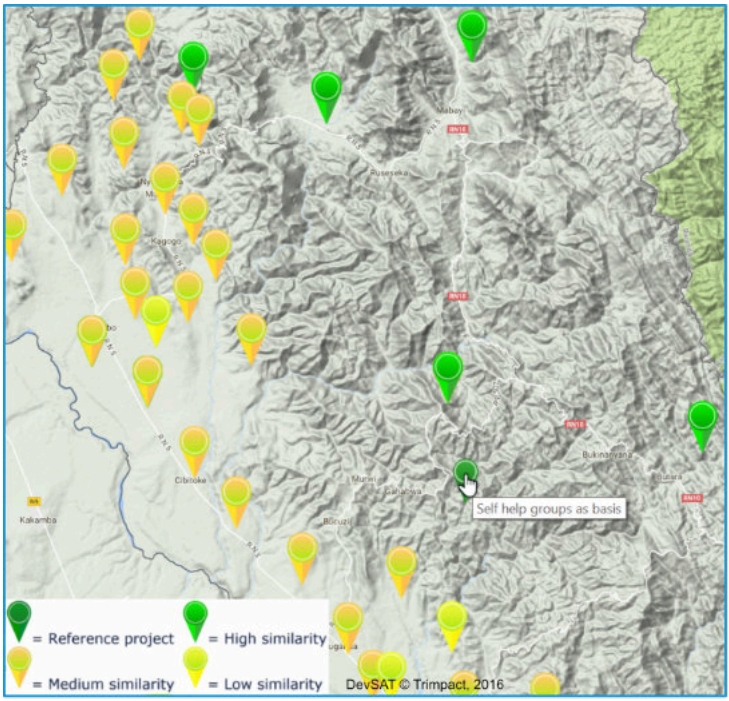


Figure 4.6. Print screen of a map of Cibitoke province, Burundi, made with DevSAT showing the Similarity Index of the locations of project activities with varied similarities (van Duivenbooden, 2016b).

Two other examples of such an A&S analysis are shown in Figure 4.7. In the case of Fuji (subfigure A), the low value implied high complementarity because the level of detail provided for these projects was the same (van Duivenbooden et al., 2018). Although technology transfer is generally practised within a country, subfigure B illustrates the potential to explore opportunities for technology transfer over greater physical distances, in this case, between Kenya and Burundi.

Based on this initial indication of potential collaboration in technology transfer, the next step is to contact these projects and verify other determining factors (e.g., AEZ, rainfall, soil quality, socio-economic conditions).

Finally, notice that a low similarity can also be a good thing, as the activities with a yellow marker could be a good starting point when looking for complementarity (Section 4.3).

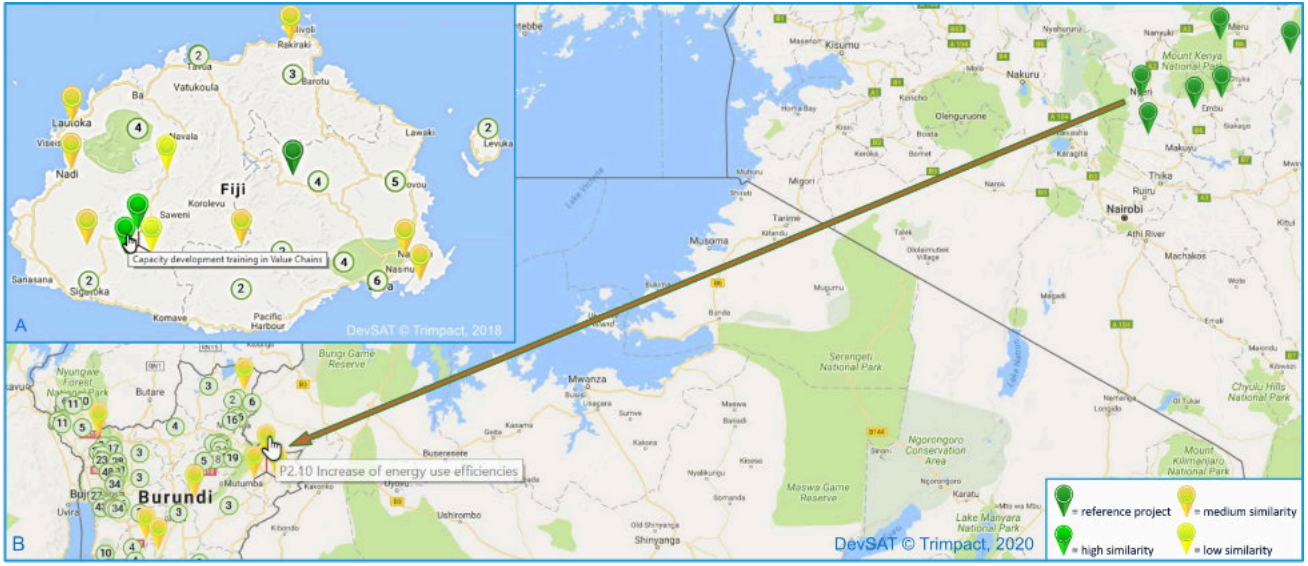


Figure 4.7. Print screen of maps made with DevSAT showing the Similarity Index of the locations of project activities with varied similarities A) in Fuji, as related to Fiji's reference project (van Duivenbooden et al., 2018; adapted), and B) in Burundi, as related to the reference project in Kenya as presented in Figure 4.2).

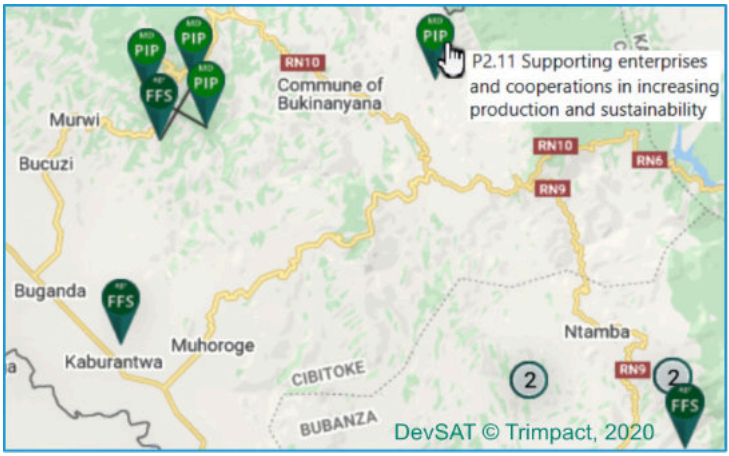


Figure 4.8. Print screen of a map of Cibitoke province, Burundi, made with DevSAT showing the location of comparable methodologies: FFS = Farmer Field School, PIP = Integrated Farm Plan (van Duivenbooden et al., 2017, adapted).

4.2.3 Comparing methodologies

From time to time, implementing organisations want to know what work has already been done in a particular zone to avoid duplication and to build on their experiences and results. For that cause a feature was made to map comparable methodologies, as show in Figure 4.8.

Figure 4.8 was produced for the Burundi case to explore how the PAPAB project could build on the work with vulnerable households of completed projects. These humanitarian aid projects included the donation of agricultural equipment and used the Farmer Field School, among other methods. To continue to support these farmers, the PIP approach could be an appropriate follow-up methodology. Figure 4.8 shows where the two approaches could potentially be aligned to increase impact.

4.3 Using the complementarity of activities

4.3.1 Matching delivering and requesting Impact Accelerators

Similar to the manual matching of actors for the delivery and request of Impact Accelerators, discussed in Subsection 3.4.1 (Figure 3.6; Synergy Types C-E, Table 2.3), DevSAT included this feature.

The A&S analysis first results in a table, depending on the selection made:

a. '*We assist others*': the specific project activity provides the Impact Accelerators to another activity (own project or from a third party) to increase the impact of its activity.

b. '*Others assist us*': impact accelerators of another activity (own project or from a third party) contribute to increase the impact of this activity.

From the Careful Collaboration perspective, the example in Table 4.2 illustrates the former. It shows how a SME could support four activities of three different projects through its commercial and project activities. Such a list can also be used to identify key stakeholders for a given item to facilitate collaboration, see Subsection 4.3.2.

Such a table was then used to create maps of the locations of the delivering actors (green markers) and the requesting actors (orange markers) for a given item. Zooming in and out of the target area provided additional information that could add value to a project using A&S as illustrated in Figure 4.9.

Table 4.2. Print screen of the A&S analysis using DevSAT to match delivering and requesting cross-border activities for the Impact Accelerator FES (Fuel-efficient Stove) in DR Congo and Burundi.

Projects / Organizations we can assist

Selection to map | Export to CSV

Delivering Entity	Delivering Activity	Matches on their needs ...	Requiring Activity	Requiring Entity
Dissémination des foyers améliorés (Project)	Disséminer des foyers améliorés en DRC	Energy > Facilities > FES (Fuel-Efficient Stoves) - household	Improving livelihood of rura poor	Améliorer les moyens de subsistance avec une approche intégrée / Amkeni Tufanye Kazi (ATK) (Project)
BQS s.a. (Enterprise)	Production de foyers améliorés	Energy > Facilities > FES (Fuel-Efficient Stoves) - household	Improving livelihood of rura poor	Améliorer les moyens de subsistance avec une approche intégrée / Amkeni Tufanye Kazi (ATK) (Project)
Dissémination des foyers améliorés (Project)	Disséminer des foyers améliorés en DRC	Energy > Facilities > FES (Fuel-Efficient Stoves) - household	Promoting Social Cohesion, Human Security, and Resilience	Building Bridges in Burundi (Project)
BQS s.a. (Enterprise)	Production de foyers améliorés	Energy > Facilities > FES (Fuel-Efficient Stoves) - household	Promoting Social Cohesion, Human Security, and Resilience	Building Bridges in Burundi (Project)
BQS s.a. (Enterprise)	Production de foyers améliorés	Energy > Facilities > FES (Fuel-Efficient Stoves) - household	P02.1b Renforcement des capacités pour la gestion intégrée des terres (b)	Projet d'Appui à la Production Agricole au Burundi (PAPAB) (Project)
Dissémination des foyers améliorés (Project)	Disséminer des foyers améliorés en DRC	Energy > Facilities > FES (Fuel-Efficient Stoves) - household	P02.1b Renforcement des capacités pour la gestion intégrée des terres (a)	Projet d'Appui à la Production Agricole au Burundi (PAPAB) (Project)

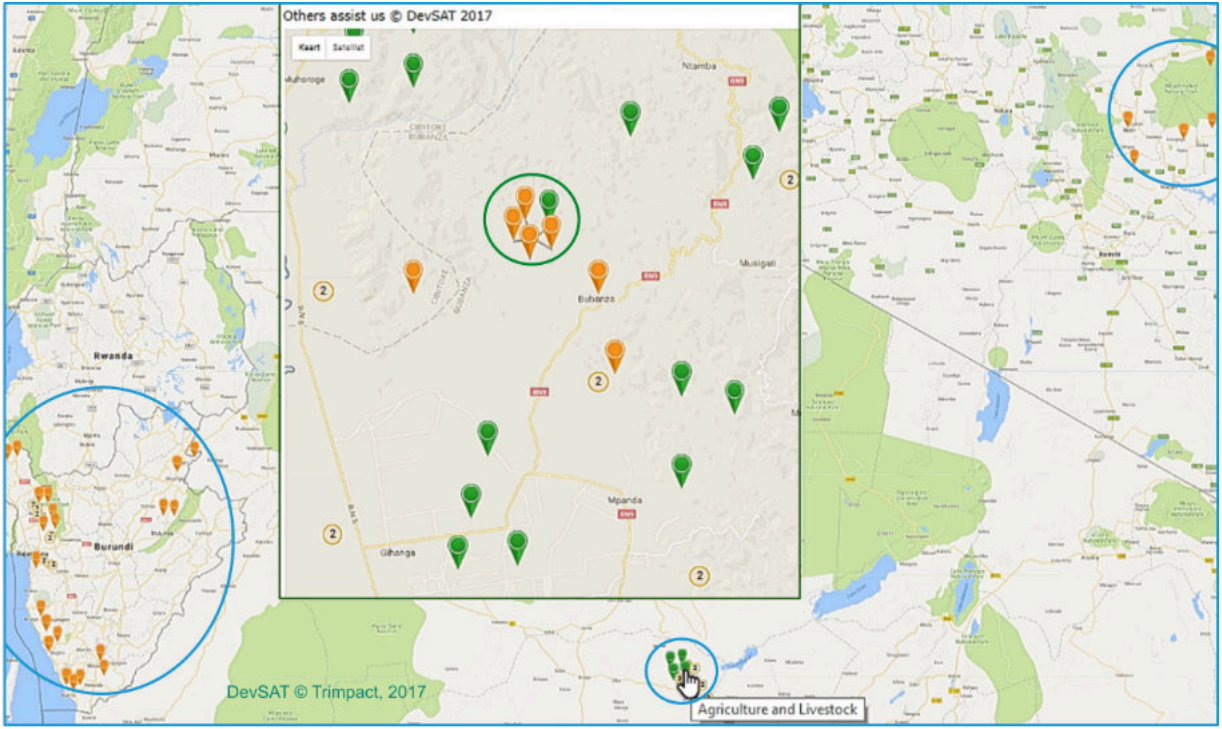


Figure 4.9. An example of A&S analysis with DevSAT showing the locations of the activities that can deliver (green marker) the inputs that another activity requires (orange marker) to increase their results and impact, at different levels of scale: within a village (green circle; inlay) and the East African subregion (blue circles).

Figure 4.9 shows for some projects in Burundi, Kenya and Tanzania, that this matching of delivering and requesting Impact Accelerators can occur at the village level (inlay) and at greater distances (blue circles).

From these and other maps produced for different African countries and Jordan, it is clear that most project activities have the potential to reach and benefit a much larger target group than the one initially focused on in that activity.

4.3.2 Professional Network Analysis

The next step in the A&S analysis is to list the actors that can interact with a particular item, either as a provider or as a demanding actor.

Table 4.3 shows the actors (lead organisation) and the activities (implementing organisation). As the same implementing actor carries out several activities, clustering actors reduces an extensive list of actors to a relatively small overview of stakeholders.

This network analysis could be further worked out in the future with the latest tooling in graph databases.

Table 4.3. The professional network analysis with DevSAT based on the subject (coloured column) that can be the potential core of A&S between the delivering and requesting actors (van Duivenbooden et al., 2018 adapted).
In bold: the ministries* and other actors that occur several times within that combination.

Delivering		Best Match	Requesting	
Lead	Implementor		Implementor	Lead
MoF, MoW, CTA, LRD, PHAMA, POETComm,	**CTA (3x), POETComm (2x),** MoA, MoF, MoW, ACIAR, FAO, FCLC, LRD, FRIENDs Fiji, PIFON, PIPSO, WWF	**Agribusiness** > Services	PHAMA, PIFON, PIPSO, SPC	ACIAR
MoA (17x), ACIAR (5x), CTA (5x), POETComm (4x), PHAMA (4x)	**MoA (20x), CTA (10x), FRIENDs Fiji (5x), LRD (5x), PHAMA (5x), PIFON (5x), PIPSO (5x), POETComm (5x), SPC (5x), ACIAR (4x)**	**Agriculture** > General Agriculture	**MoH (6x), NFNC (6x),** MoEd	MoEd, NFNC
MoF, MoA, ACIAR, PHAMA,	MoA, MoF, ACIAR, LRD, PHAMA, PIFON, PIPSO, SPC, WWF	**Fisheries** > General	**MoH (2x), NFNC (2x),** CTA	MoH, CTA
MoW, CTA, UNWOMEN	MoW, CTA, PIPSO, UNWOMEN	**Gender** > Capacity building > Gender&Value chain	CTA, PIPSO	CTA
MoA	MoA	**Animal Husbandry** > General	MoH, NFNC	MoH
MoH	**NFNC (10x), Unknown health promotor (10x)**	**Nutrition** > Capacity building > Nutritional value	**MoA (5x), FCLC (2x), NFNC (2x),** MoEd, MoF, MoH, CTA, FAO, PIFON, POETComm, SPC, WWF	**MoA (4x), MoH (2x),** MoEd, MoF, LRD

*) Mo = Ministry of: A = Agriculture; Ed = Education, F = Finance; H = Health; W = Women, Children and Poverty Alleviation.

4.4 A&S among different scale levels

Similar to the matching of delivery and request of items (Subsection 4.3.1), there can be a matching between the outputs of actors' activities and the Area Needs Profile (ANP). This A&S analysis across scales and geographical areas is the Area Needs Coverage Analysis (ANCA). Its main objectives are to align actors and optimise the implementation of the multi-scale Local Action Plan.

The matching is done by topic and location. It is expressed as exact, narrower or broader. Narrower means that the item in question covers only a part of the identified needs (e.g., 15-18-year-olds versus all women, or a village versus the province). Broader is the opposite, e.g., all farmers versus rain-fed farmers, or a country versus a province. Broader is, therefore, less specific.

Table 4.4 shows some results of ANCA carried out for the Province of Cibitoke in Burundi. The needs were defined at the provincial level during an A&S workshop (van Duivenbooden et al., 2017).

The upper part of this table shows the case for food production and income generation. Where there is an exact match, the box is coloured green (e.g., the first row). Alternatively, if there is a discrepancy, the box is coloured orange (either narrower or wider). This is the case with the Building Bridges project, which covered only two municipalities, whereas the provincial plan required the whole area to be covered.

The lower part of Table 4.4 shows the potential contribution of a project and a SME to meeting the request for fuel-efficient stoves (FES). Because of the transparency, third parties know where to get the FES, which opens up options for further A&S and increased impact (i.e. in this case, a significant reduction in fuelwood consumption).

From this example and others reported by van Duivenbooden et al. (2017; 2018), it is clear that ANCA can assist stakeholders in designing and implementing their Local Action Plan. The obtained overview of gaps (orange coloured boxes) indicates how and where to build on ongoing activities, local knowledge (data and lessons learned) and available technologies through A&S. It also guides the best implementation of projects already in the pipeline. As a result, stakeholders can prioritise the required Local Action Plan activities within a specific area.

Table 4.4. Results of the Area Needs Coverage Analysis using DevSAT to match project and private sector activities with the Area Needs Profile for productivity and income (top) and fuel-efficient stoves (bottom) in Cibitoke Province, Burundi (non-published). Green = exact match; orange = partial match (broader or narrower) in terms of topic and location.

Food production > Agricultural productivity and incomes of small-scale farmers

		Match		Subject		Location	
Project/Enterprise	**Activity**	**Subject**	**Location**	**Broader**	**Narrower**	**Broader**	**Narrower**
Project: Agribusiness Incubation Network (ABIN)	Technical trainings on agricultural products processing	*	*				
Project: Building Bridges in Burundi	Promoting Social Cohesion, Human Security, and Resilience	*					◦ Country BI > Province Cibitoke > Commune Buganda ◦ Country BI > Province Cibitoke > Commune Murwi
Project: Integrated Seed Sector Development (ISSD) - Burundi	Assurer une couverture nationale des entreprises semencières	*	*				
Project: Projet d'Appui à la Production Agricole au Burundi (PAPAB)	P01.1 Amélioration des opérations de distribution des engrais		*	◦ 2. Zero hunger			
Project: Projet d'Appui à la Production Agricole au Burundi (PAPAB)	P02.1b Renforcement des capacités pour la gestion intégrée des terres (a)			◦ 2. Zero hunger			◦ Country BI > Province Cibitoke > Commune Mabayi >

Energy > Facilities > FES (Fuel-efficient Stoves) - Household

		Match		Subject		Location	
Project/Enterprise	**Activity**	**Subject**	**Location**	**Broader**	**Narrower**	**Broader**	**Narrower**
Enterprise: BQS s.a.	Production de foyers améliorés	*					◦ Country BI > Province Cibitoke > Commune Buganda > Colline Gasenyi
Project: Projet d'Appui à la Production Agricole au Burundi (PAPAB)	P2.10 Increase of energy use efficiencies	*	*				

Finally, through the use of ANP and ANCA in the design of such a plan, a practical framework for A&S between existing institutional planners and actors emerges.

Sharing the results of this A&S analysis with the local population as part of the informed decision-making process will help them to understand why certain things can and must be done at this time, and why certain things will come at a later stage. This will lead to better collaboration and therefore greater impact.

5. Conclusions & Recommendations

5.1 Conclusions

Since restoring the Earth spans multiple disciplines, levels and dimensions and requires all hands on deck, the impact can only be achieved with the active involvement of the local people, who are intrinsically motivated. It begins with a spark of awareness of the need for a fundamental change to reverse the compartmentalised and fragmented world.

This process is part of a larger multidimensional change. One of the fundamental changes is the re-establishment of Natural Law on Earth. One consequence of 'co-creating life together in respect, trust and freedom' will be an expected evaluation and reformulation of the mandates of organisations, institutions, companies, and SMEs. As a result, they will also communicate and collaborate carefully with partners and their employees. In other words, the restoration of the Earth will be embedded in society as a whole, calling for aligned actions in the domain of each person in synergy with others.

All of this together will inspire and encourage people to take authority. It will be the start of them working together. Individuals or groups of people will formulate and implement Local Action Plans. Local means that ownership (design and implementation) lies with intrinsically motivated local people.

These Local Action Plans are based on stakeholders' shared vision and prioritisation according to local needs. Furthermore, they are formulated through informed decision-making based on discernment, wisdom, transparency, logical thinking and trustworthy information and data. An integrated, multi-disciplinary approach is taken with a focus on mutual benefits beyond the economics.

To optimise their implementation, it is essential that their design takes into account the diverse needs at the different scale levels and the opportunities for Careful Collaboration and resource sharing. This is a fundamental principle for restoring the Earth quickly and effectively, further enhanced by Alignment & Synergy (A&S).

A&S reverses compartmentalisation and fragmentation by aligning stakeholders and achieving the shared vision through the synergy of the activities of different actors.

From the previous chapters, it can be concluded that A&S is a scale-neutral and multidisciplinary concept that increases transparency for the benefit of all stakeholders. Different actors can consequently use it at each level. At the same time, their actions have consequences for the scales at which they operate and the higher levels into which they feed. In this way, decision-making to implement actions to achieve a shared vision at each level is returned to the local people. This will enable them to use their wisdom and discernment, exercise carefulness and co-create the shared vision based on correct and unbiased information.

At each level of scale, decision-making power is strongly determined by the degree of Careful Communication and Careful Collaboration between the various multidisciplinary stakeholders. Local people can benefit from the Indicative Collaboration Analysis to better identify the stakeholders with whom they can collaborate to implement the Local Action Plan in their area effectively. In other words, by aligning stakeholders who co-create A&S greater impact is achieved.

It has been demonstrated that A&S increases significantly when stakeholders are transparent about what they can deliver and request (dare to ask) what they need to improve their performance.

To enhance A&S between stakeholders, the potential Synergy Types can be used as a starting point. The five types identified are synergies between *a)* identical activities within a domain, *b)* similar activities within a domain, *c)* different and complementary activities within a domain, *d)* different and complementary activities within different domains, and *e)* different domains and activities that create impact through their combination. Impact Accelerators can play a significant role in achieving this goal.

In designing of Local Action Plans above the village level, the Area Needs Profile, combined with the Area Needs Coverage Analysis, proved useful in providing insights into *a)* how and where to build on ongoing activities, local knowledge (data and lessons learned) and available technologies, and *b)* to guide projects already in the pipe-

line. The overview can be used in the informed decision-making process and guide stakeholders to prioritise planned activities at different scales. As a result, A&S remains an ongoing process during the implementation of the Local Action Plan activities, keeping the plan up to date.

In light of the restoration of the Earth, coupled with the increase in people's sovereignty, local needs at different scales and their priorities may have changed. This implies that the development and investment plans currently being implemented will have to be re-evaluated. It may also be necessary to update or realign existing legal frameworks, policies, and policy briefs. This reassessment and reformulation of existing overarching plans and policies into guidelines that enhance the speed and quality of the restoration process will then become part of the new Local Action Plan.

There are many Earth restoration initiatives, both funded and voluntary, in different sectors around the world, some with impact and others without due to various constraints. With the paradigm shift of local people becoming the primary decision-makers based on their needs assessment and intention to restore planet Earth, connecting them seems paramount. Moreover, A&S can increase the impact of ongoing projects and programmes that intend to serve the Local Action Plans already designed and those to be developed.

Facilitating this process of co-creating A&S leads to better integration of disciplines and valuable, effective collaboration between all stakeholders. Although the examples of A&S analysis presented here mainly show the African context with a focus on agriculture, co-creating A&S can be instrumental to linking sectors and actors in all countries.

Finally, from another perspective, A&S is collaborating with passion from the Heart. Realising the vision of restoring the Earth from within unites people in a cause that transcends the individual, especially the ego. Humanity can live again from the Heart through which all human beings are connected. In other words, A&S is manifesting Heart Consciousness to reinstate the Earth and humanity. To reinstate the Oneness that humanity originally was. This will bring an inner joy and happiness unknown to mankind and will open up new possibilities for life on Earth.

5.2 Recommendations to get started with A&S

Although the world is on the verge of significant changes as this is being written, which may render the following six recommendations obsolete, they remind us of where we have come from. They are intended to get A&S on the road to restoring the Earth.

5.2.1 Show local leadership and start A&S

One of the above consequences is that people conditioned for years to follow the leader have to change their mindset completely. This means taking the lead, asking the right questions, and mobilising other people to get the process going at their level. As more groups become active, connecting with others and seeking A&S will ignite naturally. Being innovative and stretching the physical and mental boundaries of what has been done and accepted in the past bring new ideas.

It is recommended to form groups of people with whom it is possible to communicate and collaborate carefully and even to have healthy debates. A good start to co-create A&S can be using the Indicative Collaboration Analysis (Figure 2.7) to identify potential stakeholders.

Next, start preparing a Local Action Plan with a shared vision based on the needs assessment for that specific area or sector. Remember that it is better to start with a tentative vision and adapt it as the groups grow rather than spend months thinking about the wording. Especially in a rapidly changing world, the best way to proceed is to go from A to B to C. With the experience gained, it may then be time to go to D and so on.

Identifying A&S between actors can start with limited resources, provided that information on existing projects and development plans is available to the different stakeholders at the village level and above. It is recommended to start by using of the knowledge, information, and innovative technologies already available locally. Next, the potential Synergy Types (Table 2.3) and Impact Accelerators can be used as additional starting points to enhance A&S.

It is also advisable to define the Area Needs Profile to maintain clarity about the implicit and explicit needs of local people and grassroots organisations. In addition, applying the Area Needs Coverage Analysis

is advised to define how and where to build on ongoing activities, local knowledge (data and lessons learned) and available technologies. The overview will help to co-create the priority list and enhance A&S between administrative or landscape levels and units. Moreover, it is recommended to use the Area Needs Coverage Analysis to involve and align existing institutional planners with the shared vision of the multi-scale Local Action Plan.

Finally, all of the above makes A&S an ongoing process with many stakeholders involved, requiring leadership that changes over time. Some people are good at starting things with a small group (i.e. designing the Local Action Plan). In contrast, others are better at implementing and expanding. Like a symphonic masterpiece, different qualities and skills are required. Their alignment and synergy over time will achieve restoration.

5.2.2 Build an aligned team to enhance synergy

Establishing dedicated, intrinsically motivated A&S teams to sustain this A&S process at different levels within the community and different local organisations is strongly recommended. In this way, aligned and synergistic ways of thinking and acting become part of daily life.

Co-creating the Theory of Change for the Local Action Plan with all stakeholders during a workshop is strongly recommended for many reasons.

Firstly, from an A&S co-creation perspective, it is crucial to bring stakeholders together to formulate a shared vision, the basis for any A&S and the formation of the implementation team of actors, i.e. people who do things.

Secondly, it is equally important to identify the Strategic Development Axes, assess the current and future roles of the right actors, and build trust between one another. For the latter, the ToC building process enables participants to recognise the importance of *a)* relying on each other to deliver goods and services on time and *b)* designing and planning the necessary individual or organisational and joint activities as a team.

Finally, taking stock of completed, ongoing and planned projects (governmental and non-governmental) and linking them to this ToC

will provide a bigger picture. In particular, identifying Impact Accelerators to strengthen A&S at a reasonable, practical distance is recommended. These additional exercises will undoubtedly improve the design and implementation of the Local Action Plan.

From an expectation management point of view, it is recommended to take four to five days to cover all the additional exercises to the ToC and to call the whole a ToC+A&S workshop.

5.2.3 Form an Independent Interdepartmental Task Force

Since the old power structure has disappeared, with increasingly positive changes and effects on all levels of society (including households), the next logical step in restoring the Earth should include the immediate termination of all ongoing and planned projects and programmes detrimental to this cause. Therefore, the intent of all activities of these projects must be evaluated and, if possible, realigned and their outputs reprogrammed.

This means that in each country, an independent, motivated, and aligned group (A&S team) representing the various ministries of that country should be formed. The members of the task force should preferably already have experience in combining disciplines and sectors and should work carefully.

Without going into too much detail, as this will be the responsibility of each country, similar temporary evaluation committees can be envisaged at other administrative levels to support the entire local population in making the break with the past system possible. After all, transparency and promptly getting the correct information (e.g., in A&S workshops and meetings and via radio broadcasts) to people is critical to enabling them to perform better and have the impact they need.

It is strongly recommended that the existing overarching plans and policies should soon be reformulated into practical guidelines to improve the speed and quality of the Earth restoration process. Planning institutions should change their way of working. They should be informed about and take into account the needs at the lower scales so that these guidelines can effectively support local people at the different lower levels of scale, such as towns, villages, and hamlets.

With increased transparency of information and data, they should evaluate and map ongoing and planned projects and programmes in relation to the various Local Action Plans. Gap analysis of project and private sector activities to enhance impact and better use of lessons learned from completed projects are also strongly recommended.

Innovative tools are recommended for all representatives at different scales. They should have access to an appropriate mapping system and be trained in its use. This could build on the experiences reported in Chapters 3 and 4. The usage of tools should then be embedded in ways to reach local people in remote areas and those who are illiterate.

5.2.4 Get the size of the Local Action Plan right to grow A&S

As this is likely to be the first time that local people are or have been involved in designing a Local Action Plan based on their actual needs, a step-by-step approach is recommended. Start small within reach of all stakeholders involved to co-create A&S within a given area and progressively achieve impact.

If a challenge applies to a large group, start working on it, aligned and in synergy, prepare a Local Action Plan with a fair budget and submit it for funding[12], or part of it. For example, as part of the larger plan, an organic farm may need to expand with new sheds and a shop to sell its products, so that more people can eat healthy, organic food. In this case, the Local Action Plan is limited to the farm level.

On the other hand, some people in an aligned group may be able to design a multi-scale Local Action Plan for a larger area, such as a province or watershed, based on the Area Needs Profile. At this scale, it is recommended that this plan be dovetailed with a Strategic Environmental Assessment during the design phase to involve all stakeholders. To further optimise the design, the use of the Area Needs Coverage Analysis is advised.

Taking stock of '*who is already doing what, where and when, for whom, with what methodology, and what has already been achieved*' to optimise A&S and co-create impact is paramount.

12. Teams and individuals can obtain funding for their Local Action Plan to restore Earth only through the portal: https://unitedcare.earth

5.2.5 Create new well-paid jobs to strengthen A&S

With the Earth Restoration Plan in place, it will be possible to finance activities that were previously unpaid obligations. Therefore, the Local Action Plan should include the creating jobs to strengthen A&S as a flywheel to achieve impact.

The creation of new jobs requires the definition of a suitable production line. The essential prerequisite is that it at least affects life by increasing the life force energy and improving the quality of life of the individual and those around him.

Another essential Local Action Plan to be developed at the national level should include the infrastructure, health, and education sectors. Among other things, it should aim to provide new jobs and stop the brain drain from the country. Secondly, it should build the necessary capacity to implement Local Action Plans at lower levels of scale. It is recommended that these plans also include opportunities for A&S to collaborate effectively with other sectors and neighbouring countries to further enhance the impact of all activities.

5.2.6 Strengthen individual and institutional capacities

The consequence of the paradigm shift mentioned in Section 5.1 also means more decision-making power at lower scale levels. Therefore, capacity building of individuals and local teams is a basic need. Suggested topics include awareness raising, management and other related skills needed to implement their Local Action Plan.

Institutional strengthening of national institutions is also essential. One of the topics should be capacity building in the design of the new practical guidelines.

Among other things these guidelines should enable and encourage A&S at and between the different levels of public administration to boost the impact of Local Action Plans in these areas towards their vision in alignment with the restoration of the Earth.

References

AFARD (The Agency for Accelerated Regional Development), 2023. Agro-ecology Training Manual - Climate Action Model Village (CAM) Project, AFARD, Nebbi, Uganda, 44 pp.

Agula, C., M.A. Akudugu, F.N. Mabe & S. Dittoh, 2018. Promoting ecosystem-friendly irrigation farm management practices for sustainable livelihoods in Africa: the Ghanaian experience. Agric Econ 6 (13), 21 pp. https://doi.org/10.1186/s40100-018-0109-1

Anand, S., C. Desmond, N. Marques & H. Fuje, 2012. The cost of inaction. Case studies from Rwanda and Angola. Francois-Xavier Bagnoud Center for Health and Human rights, Boston, USA, 333 pp.

Andriesse, W., L.O. Fresco, N. van Duivenbooden & P.N. Windmeijer, 1994. Multi-scale characterization of inland valley agro-ecosystems in West Africa. Neth. J. Agric. Science 42: 159-179.

Bachmann, L. & S.M. Seck, 2018. Promouvoir l'agriculture saine et durable auprès des exploitations familiales. Voies durables pour un meilleur système alimentaire au Sénégal. Rapport final Evaluation Nr. 2153-Z1031-1147, MISEREOR, Allemagne & ENDA PRONAT, Sénégal, 166 pp.

Barrett, F.J., 1998. Creativity and improvisation in Jazz and organizations: Implications for organisational learning. Organization Science 9: 605-622.

Bello, E., B. Koné & N. van Duivenbooden, 2018. Elaboration du Programme de Développement Intégré et Durable du Sourou avec son Evaluation Environnementale Stratégique (PDIDS/EES). Rapport de Cadrage. Comité Restreinte de l'Inter-collectivité du Sourou, Bankass, Mali, 90 pp.

Catasav, S.I., 2006. One World: Teaching Tolerance and Participation. International Debate Education Association Press, New York, USA, 244 pp.

Cejudo, G.M. & C.L. Michel, 2017. Addressing fragmented government action: coordination, coherence, and integration. Policy Science 50: 745–767. https://doi.org/10.1007/s11077-017-9281-5

Chimenya, A. & B. Qi, 2015. Investigating determinants of brain drain of health care professionals in developing countries: A review. Net Journal of Business Management 3(2): 27-35.

Chinseu, E., L.C. Stringer & A.J. Dougill, 2018. Policy Integration and Coherence for Conservation Agriculture Initiatives in Malawi. Sustainable Agriculture Research 7(4): 51-62. DOI: 10.5539/sar.v7n4p51

Cockburn, J. E. Rosenberg, A. Copteros, S.F. Cornelius, N. Libala, L. Metcalfe & B. van der Waal, 2020. A relational approach to Landscape Stewardship: Towards a new perspective for multi-actor collaboration. Special Issue

Collaboration and multi-stakeholder engagement in landscape governance and management in Africa: Lessons from practice. Land 9(7), 224. https://doi.org/10.3390/land9070224

CR, 2019a. Rapport sur le Programme de Développement Intégré et Durable du Sourou (PDIDS) au Mali. PDIDS/EES Volume 1 version 1.0. Comité Restreint de l'Inter Collectivité du Sourou (ICS), ICS, Bankass, Mali, 146 pp.

CR, 2019b. Rapport d'Evaluation Environnementale Stratégique (EES) du Programme de Développement Intégré et Durable du Sourou (PDIDS) au Mali. PDIDS/EES Volume 2 version 1.0, 29 mai 2019. Comité Restreint de l'ICS, ICS, Bankass, Mali, 148 pp.

CR, 2019c. Rapport d'étape sur la Synergie et l'Alignement - Contributions actuelles et potentielles des programmes et projets au PDIDS. PDIDS/EES Volume 4 version 1.0. Comité Restreint de l'ICS, ICS, Bankass, Mali, 130 pp.

Dagne, H., E. Assefa & E. Teferi, 2023. Sustainable use of Soil and Water Conservation technologies and its determinants: The Case of the Handosha Watershed, Omo-Gibe River Basin, Ethiopia. Earth 4: 315–330. https://doi.org/10.3390/earth4020017

Desalos, C. & N. van Duivenbooden, 2015. Initiative des Terres Fertiles au Burundi Rapport de l'atelier sur la théorie du changement pour l'augmentation durable de la productivité agricole au Burundi. Janvier 2015, Bujumbura, Burundi. Rapport ITF-B1, Alterra WUR, Wageningen, les Pays-Bas, 30 pp.

Devkota, M., K.P. Devkota & S. Kumar, 2022. Conservation agriculture improves agronomic, economic, and soil fertility indicators for a clay soil in a rainfed Mediterranean climate in Morocco. Agricultural Systems 201: 103470. https://doi.org/10.1016/j.agsy.2022.103470

DCF, 2021. Synthesis of Monitoring, Evaluation and Learning (MEL) approaches from the Devolved Climate Finance mechanism: Lessons from Kenya, Tanzania, Senegal and Mali. Devolved Climate Finance Alliance (DCF), Working paper, 40 pp. https://www.iied.org/20316g

Dietz, J., A.C. Treydte & M. Lippe, 2023. Exploring the future of Kafue National Park, Zambia: Scenario-based land use and land cover modelling to understand drivers and impacts of deforestation. Land Use Policy 126: 106535. https://doi.org/10.1016/j.landusepol.2023.106535

Duddigan, S., L.J. Shaw, T. Sizmur, D. Gogu, Z. Hussain, K. Jirra, H. Kaliki, R. Sanka, M. Sohail, R. Soma, V. Thallam, H. Vattikuti & C.D. Collins, 2023. Natural farming improves crop yield in SE India when compared to conventional or organic systems by enhancing soil quality. Agron. Sustain. Dev. 43 (31). https://doi.org/10.1007/s13593-023-00884-x

Eichler Inwood, S.E. & V.H. Dale, 2019. State of apps targeting management for sustainability of agricultural landscapes. A review. Agron. Sustain. Dev. 39 (8). https://doi.org/10.1007/s13593-018-0549-8

Falayi, M., J. Gambiza & M. Schoon, 2020. Unpacking changing multi-actor and multi-level actor ties in transformative spaces: Insights from a degraded landscape, Machubeni, South Africa. Special Issue Collaboration and multi-stakeholder engagement in landscape governance and management in Africa: Lessons from practice. Land 9(7), 227. https://doi.org/10.3390/land9070227

FAO, MAFF and CASIC. 2022. Bottom-up solutions to promote conservation agriculture in Cambodia. Results from a multi-stakeholder policy dialogue process. FAO, Rome, Italy, 14 pp. https://doi.org/10.4060/cc2698en

FAO, Biovision Foundation, Food Policy Forum for Change & Agro-ecology Coalition. 2023. Agro-ecology dialogue series: Outcome brief no. 2, January 2023 – Beyond the farm: Exploring the synergies between agro-ecology and conservation communities. FAO, Rome, Italy, 15 pp. https://doi.org/10.4060/cc4098en

Gandah, M., J. Brouwer, N. van Duivenbooden & P. Hiernaux, 2003. Fertility management and landscape position: farmers' use of nutrient sources in western Niger and possible improvements. Nutrient Cycling in Agroecosystems 67: 55-66.

GLOPAN, 2022. Policy Brief on the July 2021 National Dialogue "Transformation and Future of Aquatic Food Systems in Nigeria." Nigerian Federal Ministry of Agriculture and Rural Development/Global Panel on Agriculture and Food Systems for Nutrition, GLOPAN, London, UK, 23 pp.

Graef, F., J. Haigus, B. Altmann, N. van Duivenbooden & K. Stahr, 1999. Local knowledge and determinants on soil and crop management in the Sahel as a base for the bottom-up assessment of research needs. In: G. Renard, S. Krieg, P. Lawrence and M. von Oppen (Eds), Farmers and scientists in a changing environment: assessing research in West Africa. Proceedings workshop, Cotonou, 22-26 February 1999. Margraf Verlag, Weikersheim, Germany, pp. 203-213.

HLPE, 2019. Agro-ecological and other innovative approaches for sustainable agriculture and food systems that enhance food security and nutrition. A report by the High-Level Panel of Experts on Food Security and Nutrition of the Committee on World Food Security, Rome, Italy, 163 pp.

IFDD, 2019. Cartographie de l'évaluation environnementale et sociale dans la Francophonie. J-P. de Reveret & E.L. Ngo-Samnick (Eds). Institut de la Francophonie pour le Développement Durable, Québec, Canada, 224 pp.

Ismail, A., A.R. Affriani, S. Himayah & Y. Malik, 2019. Participatory for community-based watershed management, Lesson learn from Central Java and West Nusa Tenggara. IOP Conf. Series: Earth and Environmental Science 286: 012024. doi:10.1088/1755-1315/286/1/012024

Kaba, A.J., 2011. The status of Africa's emigration brain drain in the 21st century. The Western Journal of Black Studies 35(3):187-195.

Kessler, A., N. van Duivenbooden, F. Nsabimana & C.L. van Beek, 2015. Bringing ISFM to scale through an Integrated Farm Planning approach – a case study from Burundi. Special Issue on "African Eco-Efficient Solutions to Food Insecurity and Climate Change" Nutrient Cycling in Agro-ecosystem 105: 249-261. http://link.springer.com/article/10.1007%2Fs10705-015-9708-3

Khairuddin, I.E., N. Ahmad Uzir, M.K. Zaini & A.K. Ghazali, 2022. Decentralized distribution of humanitarian aid for natural disaster relief. Environment-Behaviour Proceedings Journal 7 (SI10): 233-239.

Koné, B. & N. van Duivenbooden, 2019. Approche méthodologique de l'élaboration du Programme de Développement Intégré et Durable du Sourou (PDIDS) avec son Evaluation Environnementale Stratégique (EES) au Mali. PDIDS/EES version 1.0 Annexe 1. Inter Collectivité du Sourou, Bankass, Mali, 44 pp.

Kagunyu, A.W., E.G. Thuranira & J.G. Wanjohi, 2017. Development agents and their role in cushioning the pastoralists of Isiolo Central Sub-County, Kenya, against negative effects of climate variability. Pastoralism: Research, Policy and Practice 7, 33. https://doi.org/10.1186/s13570-017-0103-3.

Leakey, R.B., 2018. Converting 'trade-offs' to 'trade-ons' for greatly enhanced food security in Africa: multiple environmental, economic and social benefits from 'socially modified crops.' Food Security 10: 505–524. https://doi.org/10.1007/s12571-018-0796-1

Leakey, R.B., 2020. A re-boot of tropical agriculture benefits food production, rural economies, health, social justice and the environment. Nat Food 1, 260–265. https://doi.org/10.1038/s43016-020-0076-z

Lencioni, P., 2005. Overcoming the five dysfunctions of a team – a field guide for leaders, managers and facilitators. Jossey-Bass, San Francisco, USA, 155 pp.

Linssen, R. & M. Meeske, 2020. From drawing to reality: the Impact-of the PIP-approach on farmers' motivation, resilience and stewardship in rural Burundi. Oxfam Novib, The Hague, the Netherlands, 70 pp.

Ly, S.A., C.L. Bielders, N. van Duivenbooden, A. Tassiou, A.S. Gouro & K. Anand Kumar, 1998a. Technologies diffusables et transférables aux producteurs. 1ère Partie: Dossiers techniques. INRAN/ICRISAT, Niamey, Niger, 95 pp.

Ly, S.A., C.L. Bielders, N. van Duivenbooden, A. Tassiou, A.S. Gouro & K. Anand Kumar, 1998b. Technologies diffusables et transférables aux producteurs. 2ème Partie: Fiches techniques. INRAN/ICRISAT, Niamey, Niger, 32 pp.

Martinsuo, M. & R. Anttila, 2022. Practices of strategic alignment in and between innovation project portfolios. Project Leadership and Society 3: 100066. https://doi.org/10.1016/j.plas.2022.100066

Mazhandu, Z.S., E. Muzenda, M. Belaid & T. Nhubu, 2023. Comparative assessment of life cycle impacts of various plastic waste management scenarios in Johannesburg, South Africa. The International Journal of Life Cycle Assessment 28:536–553. https://doi.org/10.1007/11367-023-02151-3

Namugumya, B.S., J.J. Candel, E.F. Talsma & J.A.M. Termeer, 2020. Towards concerted government efforts? Assessing nutrition policy integration in Uganda. Food Security 12: 355–368. https://doi.org/10.1007/s12571-020-01010-5

NCEA, 2021. Strategic Environmental Assessment for sustainable development of the Hydropower Sector. Five influential cases: India, Myanmar, Pakistan, Rwanda, Viet Nam. A.J. Kolhoff and R.Slootweg (Eds), Netherlands Commission for Environmental Assessment, Utrecht, The Netherlands, 116 pp.

Ndiaye, D. & A. Keita, 2018. Initier les acteurs locaux à la cartographie participative des ressources naturelles. AGRIDAPE, Issue spéciale de Projet Décentralisation des Fonds Climat (DFC) au Mali et au Sénégal, Un mécanisme innovant de financement de l'adaptation, pp. 15-17.

Nganzi, P. & N. van Duivenbooden, 2014. Report on Theory of Change workshop Fertile Grounds Initiative (FGI), 27 – 28 November 2014, Kampala, Uganda. FGI Internal report, WUR-Alterra, Wageningen, the Netherlands, 13 pp.

Ogungbile, A.O., R. Tabo & N. van Duivenbooden, 1999. Multi-scale characterization of production systems to prioritize research and development in the Sudan Savanna Zone of Nigeria. Information Bulletin 56. ICRISAT, Patancheru, India, 124 pp.

Pasiecznik, N. & C. Reij (Eds), 2020. Restoring African Drylands. Tropenbos International, Wageningen, the Netherlands, 272 pp.

Pit, J. & N. van Duivenbooden, 2022. Reinstate the Original Human Being, Live Heart Consciousness in your daily life. Human innovator, Joure, the Netherlands, 210 pp.

Rukundo, D., P. Nganzi, K. Sneyers, N. Herold & N. van Duivenbooden, 2015. Towards nutrient cycle optimization through synergies with Sustainable Land Management stakeholders in pilot zones of the Fertile Grounds Initiative in Uganda. FGI Report U01, Alterra Wageningen UR, the Netherlands, 33 pp.

Samaké, O. & N. van Duivenbooden, 1999. Alternate land use systems at different scale levels in the Sahel, West Africa: the case of Lagassagou, Mali. In: A.S. Faroda, N.L. Joshi, S. Kathju and Amal Kar (Eds), Management of arid ecosystems. Arid Zone Research Association of India and Scientific Publishers, Jodphur, India, pp. 315-324.

Savage, G.T., T.W. Nix, C.J. Whitehead & J.D. Blair, 1991. Strategies for Assessing and Managing Organizational Stakeholders. Academy of Management Perspectives 5(2): 61-75.

Sidibé, Y., M. Myint, & V. Westerberg, 2015. An economic valuation of agroforestry and land restoration in the Kelka Forest, Mali. Assessing the socio-economic and environmental dimensions of land degradation. Report Economics of Land Degradation Initiative, Nairobi, Kenya, 41 pp.

Sinek, S., 2011. Start with Why. How great leaders inspire everyone to take action. Penguin, London, UK, 256 pp.

SKI, 2020. Whole landscapes, whole communities. Working with nature to heal, transform and regenerate landscapes. Seed and Knowledge Initiative Agroecology Landscape Barefoot Guide Writer's Collective (SKI). A Mini Barefoot Guide Agroecology Series. Bare Foot Guide, 46 pp.

Toudou, A., A. Tougiani & C. Reij, 2020. Lessons for policy and practice. In: Pasiecznik, N. & C. Reij (Eds), Restoring African Drylands. Tropenbos International, Wageningen, the Netherlands, pp. 93-100.

UICN-PACO, 2019. Réussir la gouvernance environnementale par le partenariat. Leçons apprises du programme PAGE. UICN, Ouagadougou, Burkina Faso, 54 pp. https://portals.iucn.org/library/sites/library/files/documents/2019-006-Fr.

UNECE, 2011. Resource Manual to Support Application of the Protocol on Strategic Environmental Assessment. UNECE, Geneva, Switzerland, 189 pp.

van der Haar, G., 2015. Addressing complex realities, searching for synergy: How has the Dutch Consortium on Rehabilitation done? In: P. Das et al., (Eds). Addressing complex realities and searching for synergy - Complementary evaluation studies on the strategic pillars of the Dutch Consortium for Rehabilitation Programme. CARE, HealthNet TPO, Save the Children, ZOA, the Hague, the Netherlands, p. 26-30.

van Duivenbooden, N., 1993. Impact of inorganic fertilizer availability on land use and agricultural production in the Fifth Region of Mali. II. Scenario definition and results. Fertilizer Research 35: 205-216.

van Duivenbooden, N., 1995. Land use systems analysis as a tool for land use planning, with special reference to North and West African agro-ecosystems. PhD thesis Wageningen Agricultural University, 176 pp.

van Duivenbooden, N., 1997. Exploiting multi-scale variability of land use systems to improve natural resource management in the Sudano-Sahelian zone of West Africa (MUSCLUS), Methodology and work plan. Integrated Systems Project Report Series 1. ICRISAT, Patancheru, India, 40 pp.

van Duivenbooden, N., 2016a. DevSAT Manual - How to work with the Development Synergy and Alignment Tool, version 10 October 2019. Trimpact Reports #1. Trimpact, Dieren, the Netherlands, 52 pp.

van Duivenbooden, N., 2016b. Options for Alignment and Synergy to increase the impact of PAPAB - A pilot for the Province of Cibitoke, Burundi. Serie Creating Impact R2, Trimpact, Dieren, the Netherlands, 48 pp.

van Duivenbooden, N. & P. Gosseye (Eds), 1990. Compétition pour des ressources limitées : le cas de la cinquième région du Mali. Rapport 2. Productions végétales, animales et halieutiques. Centre for Agrobiological Research (CABO-DLO), Wageningen, les Pays Bas/Etude sur les Systèmes de Productions Rurales en 5ème Région (ESPR) Mopti, Mali, 321 pp.

van Duivenbooden, N. & D. Muhima, 2016. Rapport de l'Atelier d'alignement pour la création de nouveaux Moyens de Subsistance dans la province Sud-Kivu, 21 – 25 Mai 2016, Bukavu, RD Congo. Série Création de l'Impact R1. Trimpact, Dieren, les Pays-Bas, 30 pp.

van Duivenbooden, N., C.T. de Wit & H. van Keulen, 1996a. Nitrogen, phosphorus and potassium relations in five major cereals reviewed in respect to fertilizer recommendations using simulation modelling. Fertilizer Research 44: 37-49.

van Duivenbooden, N., P.N. Windmeijer, L.O. Fresco & W. Andriesse, 1996b. The Integrated Transect Method as a tool for land use characterization, with special reference to inland valley agro-ecosystems in West Africa. Landscape and Urban Planning 34: 143-160.

van Duivenbooden, N., E. Hanak Freud, L. Cisse & A. Bationo, 1998. Resource management research in semi-arid West Africa: Challenges and new opportunities. In: Renard, G., A. Neef, K. Becker & M. von Oppen (Eds), Soil fertility management in West African land use systems. Proc. of the Regional Workshop, Univ. of Hohenheim, ICRISAT Sahelian Centre and INRAN, 4-8 March 1997, Niamey, Niger, pp. 437-444.

van Duivenbooden, N., M. Pala, C. Studer & C.L. Bielders (Eds), 1999. Efficient soil water use: the key to sustainable crop production in dry areas of West Asia, and North and sub-Saharan Africa. Proceedings of the 1998 (Niger) and 1999 (Jordan) workshops of the Optimizing Soil Water Use (OSWU) Consortium. ICARDA, Aleppo, Syria/ICRISAT, Patancheru, India, 496 pp.

van Duivenbooden N., A. Kessler, I. Moed & F. Nsabimana, 2015. The PIP Approach Manual: A step-by-step explanation of the different phases of the

creation and implementation of Integrated Farm Plans with examples from Burundi. Version 1.2; December 2015 (work in progress). Report of Project Fanning the Spark, Alterra Wageningen UR, Wageningen, the Netherlands, 57 pp.

van Duivenbooden, N., D. Mbazumutima & C. Barikore, 2017. Impulser la synergie et l'alignement des projets dans six provinces du Burundi afin d'augmenter l'impact avec accent sur l'agriculture. Rapport projet PAPAB, Trimpact, Dieren, Pays-Bas, 72 pp.

van Duivenbooden, N., J. Dietershagen & J.A. Francis, 2018. Mapping baseline data Value Chain stakeholders in Fiji for measuring the impact of the project Promoting Nutritious Food Systems in the Pacific Islands. Trimpact, Dieren/CTA, Wageningen, the Netherlands, 48 pp.

Veeneklaas, F.R., S. Cissé, P.A. Gosseye, N. van Duivenbooden & H. van Keulen, 1990. Compétition pour des ressources limitées: le cas de la cinquième Région du Mali. Rapport 4. Scénarios de développement. Centre for Agrobiological Research (CABO-DLO), Wageningen, les Pays-Bas/Etude sur les Systèmes de Productions Rurales en 5ème Région (ESPR) Mopti, Mali, 220 pp.

Veeneklaas, F.R., H. van Keulen, S. Cissé, P. Gosseye & N. van Duivenbooden, 1994. Competing for limited resources: options for land use in the Fifth Region of Mali. In: L.O. Fresco et al. (Eds), The future of the land, mobilising and integrating knowledge for land use options. John Wiley & Sons, Chichester, UK, pp. 227-248.

Wezel, A., M. Casagrande, F. Celette, JF. Vian, A. Ferrer & J. Peigné, 2014. Agroecological practices for sustainable agriculture. A review. Agron. Sustain. Dev. 34: 1–20. https://doi.org/10.1007/s13593-013-0180-7

Wigboldus, S., L. Klerkx, C. Leeuwis, M. Schut, S. Muilerman & H. Jochemsen, 2016. Systemic perspectives on scaling agricultural innovations, A review. Agron. Sustain. Dev. 36: 46. DOI 10.1007/s13593-016-0380-z

Annex 1. Principles of Agro-ecology

Table A1.1. The consolidated set of thirteen agro-ecological principles (HLPE, 2019; reproduced with permission).

Principle
Improve resource efficiency
1. **Recycling.** Preferentially use local renewable resources and close as far as possible resource cycles of nutrients and biomass.
2. **Input reduction.** Reduce or eliminate dependency on purchased inputs and increase self-sufficiency.
Strengthen resilience
3. **Soil health.** Secure and enhance soil health and functioning for improved plant growth, particularly by managing organic matter and enhancing soil biological activity.
4. **Animal health.** Ensure animal health and welfare.
5. **Biodiversity.** Maintain and enhance diversity of species, functional diversity and genetic resources and thereby maintain overall agro-ecosystem biodiversity in time and space at field, farm, and landscape scales.
6. **Synergy.** Enhance positive ecological interaction, synergy, integration, and complementarity among the elements of agro-ecosystems (animals, crops, trees, soil, and water).
7. **Economic diversification.** Diversify on-farm incomes by ensuring that small-scale farmers have greater financial independence and value-addition opportunities while enabling them to respond to demand from consumers.
Secure social equity/responsibility
8. **Co-creation of knowledge.** Enhance co-creation and horizontal sharing of knowledge, including local and scientific innovation, especially through farmer-to-farmer exchange.
9. **Social values and diets.** Build food systems based on the culture, identity, tradition, social and gender equity of local communities that provide healthy, diversified, seasonally and culturally appropriate diets.
10. **Fairness.** Support dignified and robust livelihoods for all actors engaged in food systems, especially small-scale food producers, based on fair trade, fair employment, and fair treatment of intellectual property rights.
11. **Connectivity.** Ensure proximity and confidence between producers and consumers through promotion of fair and short distribution networks and by re-embedding food systems into local economies.
12. **Land and natural resource governance.** Strengthen institutional arrangements to improve, including the recognition and support of family farmers, smallholders, and peasant food producers as sustainable managers of natural and genetic resources.
13. **Participation.** Encourage social organisation and greater participation in decision-making by food producers and consumers to support decentralised governance and local adaptive management of agricultural and food systems.

Annex 2. Inventory of projects

Table A2.1. The Project Information Form to summarise the details of the project and its activities.

Main characteristics of the project		
1	Name of project + its abbreviation	
2	Execution period	
3	Project status/phase	
4	Goals and objectives	
5	The primary sector or topic	
6	Lead Organisation(s)	
7	Budget	
8	Financing Partner (Donor)	•
9	Other characteristics	•
10	Impact obtained	•
11	Contact person Tel Email Website	
Main characteristics of Activity 1		
A	Name and a brief description	
B	Sectors/fields; only the ones that you directly work on (obtain results)	•
C	Technical Partners (effective collaborators)	• •
D	Located in the Country or countries	
	In the Region(s) [2nd level of admin. zone]	
	In the Province(s) [3rd level]	
	In the Commune(s) [4th level]	
	In the Village(s) [5th level]	
E	Rainfall (average normal year) and modality	mm; # of growing seasons
F	Aligned with existing Action Plans	
G	Expected results *[by this activity at the end]*	• •
H	Target groups focussing on	•
	Involvement of local stakeholders	•
I	Value chains and certificates, when applicable	•
J	Target land use units focussing on	•
K	Methodologies/approaches used	•
L	Results obtained	• •
M	DELIVERY: *What deliverables you have for others to enable them to increase their impact*	• •
	REQUEST: *What you need from others to increase your impact*	• •
N	Lessons Learned *[during and after the project]*	• •
O	Other relevant remarks	• •

Source: van Duivenbooden (2016a), adapted.

Index

A

Action Plan xi, 92
- Household or family Action Plan 14
- Local Action Plan x, 6, 9–11, 13, 16, 18–20, 23–25, 28, 30–35, 41–42, 44, 49, 54–56, 58–59, 75–79, 81–82
- Multi-scale Local Action Plan 26, 28, 73, 79, 81

Agro-ecology 7, 38, 91
- Agro-ecological zones 13, 18, 24, 33, 67

Agro-ecosystems 7, 91

Align 3, 5, 7–9, 11, 16, 18, 20, 30–32, 35, 37, 39, 52, 55–56, 66, 69, 73, 75–76, 79–81
- Alignment xi, 5, 7–8, 11, 39, 57, 79
- Alignment & Synergy (A&S) x–xii, 6–11, 14, 19–20, 22, 28–32, 35, 37–38, 40–43, 45–46, 48–51, 54–59, 62–64, 67, 70–81
- A&S analysis 42–43, 52–53, 62–63, 67, 70–74, 77
- A&S gap 54
- A&S Workshop 52–53, 58, 73, 80

Animals 6–7, 30, 38
- Animal health 91

Approach x, 5, 9, 26–27, 29–30, 40, 50, 55, 69, 75, 81
- PIP approach 14–15, 69

Assumptions 16, 20, 22

Attitude 6, 36–37, 39

Authority 3, 8
- Take authority 11–12, 75

Autonomy 46

Aware 4, 3, 11, 13, 50
- Awareness 4, 6, 14–15, 75, 82

B

Biodiversity 18, 30, 43, 53, 91

Brain drain 3, 82

Bricolage 3, 39

Business / Company 7, 20, 24, 41, 50–51, 58, 60, 63, 75
- Business plan 50, 60

C

Capacity building 9, 43–44, 50, 53, 82

Careful 23, 36–37, 80
- Carefulness 36, 44, 76

Change 4–6, 9, 11, 13–15, 21–23, 27–28, 35, 38–40, 46, 75, 77–80

Characterisation 18, 23–25, 46, 54

Choice x, 3, 14, 33

Clarity xii, 10, 25, 36–37, 51, 78

Collaboration xii, 3, 9–12, 15, 17, 20, 22, 31, 35, 37–39, 41, 46–50, 55, 57, 59, 67, 70, 74, 77
- Careful Collaboration 20, 31, 35, 37, 51, 70, 75–76, 78
- Collaborate 6–7, 12, 42, 47
- Collaborator 20, 22, 31–32, 48–49, 92
- Indicative Collaboration Analysis 19, 22, 76, 78

Commitment 12, 34–35, 37–38

Communication 1, 19, 36–37, 52, 75
- Careful Communication 20, 22, 35–37, 75–76, 78
- Communicate 36, 44, 52
- Feedback 19, 33
- Healthy debates 17, 33, 38, 40, 78

Community xii, 1, 5, 9–10, 18, 20–21, 39–40, 46, 55, 58, 79, 91

Compartment 13, 41
- Compartmentalisation 2, 7, 41, 76
- Compartmentalised 1, 6, 11, 75

Cooperation x, 11–12, 37
- Cooperatives 16

Coordination 1–2, 37
- Coordinate 1, 8, 39

Creation 12, 18, 82
- Co-create x, 5, 10, 12–13, 15, 18–20, 23, 27, 35, 41–42, 45, 48, 52, 59, 76–79, 81
- Co-creation 11, 16–17, 22, 33, 37, 41, 55–56, 79, 91
- Creative Power 3

Crops 7, 20, 23, 38, 46, 56
- Crop production 6, 20, 53

D

Decision 9, 13, 18–19, 22, 25, 30, 33, 35, 37–38

Decision-maker 55, 77

Decision-making 2, 18–19, 27, 33, 38, 76, 91

Decision-making power 3, 20, 22, 51–52, 76, 82

Informed decision-making 18–19, 26, 30, 33, 74–75, 77

Heart's decision 18, 38

Delusion of the day 3

Design x, 3, 5, 14, 17, 19, 24, 26–27, 30–31, 33, 41–42, 56, 75, 77, 79–82

Design phase 11, 17, 55, 81

Development plan xii, 5, 20–21, 27, 43, 53, 59, 77–78

Development Synergy & Alignment Tool (DevSAT) xi, 59–72, 74

Discernment xii, 3, 6, 9, 38–39, 75–76

Disciplines 1, 4, 9, 11, 29, 31, 41, 49, 75, 77, 80

Multidisciplinary 8, 49, 76

E

Earth Restoration Plan 4, 82

Education 30, 43, 72, 82

Energy 4, 17, 29–30, 43, 52

Life Force Energy x, 2, 4, 8, 82

Environment 3, 5, 14, 18, 23, 32, 38, 43, 49

Equality 37

F

Fisheries 6, 43, 53

Food 12, 27, 81, 91

Food production 2, 18, 20, 29, 73, 86

Food value chain 20

Fragment xii, 41

Fragmentation 1–2, 41, 76

Fragmented 1–2, 6, 11, 75

Freedom 4, 30, 75

G

Gap 16, 54, 59, 73

Group 4, 7–9, 12–13, 16, 18, 22–23, 28, 33, 35, 41, 47, 56, 75, 78, 80–81

Guidelines 6, 20, 25–26, 28, 77, 80, 82

H

Health 30, 43, 53, 72, 82

Heart x, xii, 4, 8, 11, 30, 36, 51, 77

Heart's Decision 18, 38

Household xi, 14, 26, 69, 80

Human 4, 37

Human Being x, 4, 11, 51, 77

Human well-being 23

Humanity xii, 4–6, 77

I

Impact x–xi, 1–2, 4–5, 7–11, 14–15, 19, 22–23, 27–35, 37, 41–42, 44–45, 47–48, 50–52, 54–59, 69–71, 73–75, 77, 80–82, 92

Environmental Impact Assessment 33

Impact Accelerators 50–54, 69–70, 76, 78, 80

Infrastructure 28, 30, 41, 43, 53, 82

Innovation 39, 41, 48

Innovative 2, 25, 36, 39, 47, 78, 81

Inspire xi–xii, 10–11, 16, 19, 22, 34, 56, 75, 88

Integrated xi, 1, 7, 9, 14–15, 21, 24, 49, 77, 91

Integrated development xii, 6, 14, 21

integrated development plan 18, 44, 49

Integrated Farm Plan (IPP) 14, 69

Intention xi–xii, 4, 10, 13, 19, 22, 36–37, 51, 77, 80

Invest 14–15, 20, 26, 59

Investment xi–xii, 27, 57

Investment plans 5–6, 20, 27, 77

J

Joy 9, 39, 77

K

Knowledge 8, 16, 28, 45–46, 91

Local knowledge 7, 73, 76, 78–79

L

Landscape 2, 13–15, 43, 60, 91

Leader 35, 40, 58, 78

Leadership 11, 35, 55, 78–79

Legal frameworks 27, 77
Level xi, 5, 9, 11, 13, 16, 19–20, 23, 26, 28, 30, 37, 62, 64, 66–67, 71, 75–76, 78–80
Continental level 14
Farm level 20, 38, 81, 91
Household level xi, 13, 20
Landscape level 14–15, 79
Municipal level 26
National level 14, 20, 56, 59, 82
Organisational level 20
Plot level 14, 19, 26, 38, 91
Provincial level 13, 20, 27, 56, 73, 81
Subcontinental level 20, 27
Village level 15, 20, 59–60, 72, 76, 78

M

Manifestation 4, 11, 77
Mapping 28, 56, 60–61, 81
Participatory mapping 42
Match 5, 22, 50–51, 62, 66, 70, 73–74
Matching 52–54, 69, 72–73
Meaningfulness 11, 13
Mind 18, 30, 35–36, 40, 58
Mindset 6, 14–15, 35, 46, 78
Ministry 9, 20, 31, 33, 47, 49, 56–57, 72, 80, 85
Mitigation measures 33
Monitoring, Evaluation & Learning (MEL) 43, 55
Evaluation 15, 24–25, 33, 43, 52, 58, 75, 77, 80–81
Lessons learned xi, xii, 6, 10, 23, 28–30, 42, 44, 48, 55, 59, 63–64, 66, 73, 76, 79, 81, 92
Motivation 8–9, 14, 19, 80, 86
Apparent motivation 22
Intrinsic motivation xi, 4–5, 8–11, 14–15, 17, 19, 22, 34, 75, 79

N

Natural Law 4, 75
Natural Resource Management 15, 30, 43
Needs xi, 3–6, 8–11, 13–14, 16, 18, 23, 25–26, 29–30, 35, 38, 44, 50, 52, 59–60, 62–63, 73, 75, 77, 80–82
Area Needs Coverage Analysis 74, 78–79, 81
Area Needs Profile 27, 62–63, 73-74, 76, 78, 81
Explicit needs 26–27, 30, 78
Implicit needs 26–27, 78
Needs assessment x, 5, 18, 23, 26, 30, 56, 77–78

O

Optimise x, 23, 28, 54, 73, 75, 81, 98
Organisation / Institution x–xii, 1–5, 7–9, 14, 17, 19–20, 25–28, 30–37, 42, 47, 50, 56, 58–60, 69, 72, 75, 80, 91
Grassroots organisations 2–3, 33, 41, 51, 78
Local organisation 16, 31, 79
National organisation xi, 3, 41, 82
Ownership 5, 29, 34, 41, 75

P

Paradigm x, xii, 2, 6, 23, 35
Paradigm shift 4–5, 77, 82
People & Population x–xii, 1–7, 9, 11, 13, 16–17, 19–20, 23, 28, 32, 35–37, 41, 46, 50, 54, 60, 75, 77–81
Local people xi, 1, 3–5, 10, 16, 19, 24, 26–27, 29–30, 33–35, 47, 49, 51, 59, 75–78, 80–81
Local population 2, 4, 18–19, 27, 30–31, 33, 35, 45–46, 74, 80
Perform 18, 38, 80
Performance 36, 58, 76
Person xii, 3, 9, 12–13, 20–22, 34, 36–37, 39, 75, 92
Perspective 14, 29, 45, 70, 77, 79
Planning x, 2, 17, 21, 28, 33, 38, 79
Participatory planning 15
Planners 20, 62, 74, 79
Planning institutions xi, 14, 26, 59–60, 80
Policy x, 1–3, 6, 14, 27, 35, 52, 77, 80
Policy briefs 24, 28, 77
Priority xi, 6, 25–27, 43, 77, 79
Prioritise 18, 30, 73, 75, 77
Project Information Form 28–29, 42, 53, 58, 60, 66, 92

R

Resources 4, 7, 16, 18, 21, 24, 27, 32, 37, 43, 51–53, 75

Respect 4, 13, 36–37, 39, 41, 45, 62, 75

Responsibility 2–5, 16, 33, 36, 38, 80, 91

S

Scales x–xi, 9–10, 13–14, 19, 23–25, 27–28, 30–31, 33, 46, 48, 58, 62–63, 71, 73, 75–77, 80–82, 91

Sector 1, 5–7, 9, 17, 23, 29–30, 32, 41–42, 44, 47, 77–78, 80, 82, 87, 92

- Private sector 25, 31, 33, 62, 74

Self-confident 13, 39–40

Sharing x, 1–2, 6, 9–10, 18, 24, 27, 40, 44–47, 52, 66, 74–75, 91

Similarity Index 66–68

Skills xi, 3, 6, 12, 22, 32, 37–38, 40, 50–52, 79, 82

Small and Medium Enterprise (SME) 16, 33, 51, 53–54, 70, 73, 75

Soil xi, 7, 14, 20, 26, 32, 54, 67, 91

- Soil Health 20, 54, 91

Solution x, 2–3, 5, 23, 25, 33, 45, 47

Sovereign x, 13

- Sovereignty 27, 41, 77

Stakeholders xi–xii, 2–7, 9–11, 13, 15–23, 25–26, 28–31, 34–36, 38, 41, 44–45, 53, 55-56, 59, 62, 70, 72, 75–79, 81, 92

- Stakeholder analysis model 21

Strategic Development Axes (SDAs) 16–18, 24, 26, 30, 33, 43–44, 49, 55, 79

Strategic Environmental Assessment (SEA) xii, 18, 33, 49, 81

Synergy 7–8, 11, 14, 20, 26, 35, 39, 42, 45, 52, 56, 75–76, 79, 81, 91

- Synergise 16, 30
- Synergistic 9, 20, 46–47, 79
- Synergy Type 31–32, 41, 45–46, 49–50, 52, 65–66, 69, 76, 78

T

Target group 2–3, 6–8, 29, 44–48, 50–51, 58, 60, 62, 72, 92

Task force 18, 35, 80

Team xi–xii, 7, 9, 12–13, 17, 33–34, 36, 38–40, 58, 79, 81–82

- Teamwork 9, 11–12, 38

Technology 2, 8, 19, 44–45, 47–48, 66, 73, 76, 78–79

- Technology transfer 48–49, 67
- Transferable technologies 23, 41, 44, 46, 50, 64

Theory of Change (ToC) 13, 15–17, 56, 62, 79–80

- ToC workshop 16–17, 22, 54
- ToC+A&S workshop 80

Transition x, xii, 6, 41, 56

Transparent 6, 19, 22, 26, 28, 51, 76

- Transparency 20, 36, 40–41, 51, 73, 75–76, 80

Transport 30

Trees 7–8, 91

Trust xii, 4, 9, 13, 17, 20, 36–38, 40–41, 45, 75, 79

V

Value chain 7, 9, 20, 59–61, 72, 92

Vision x, 1, 6, 9, 11, 14–16, 18, 21, 23, 27, 30, 37, 40, 77–78, 82

- Shared vision xi, 5, 7–9, 11, 13, 15–16, 20, 27, 31, 41, 49, 75–76, 78–79

W

Water x, 7–8, 14, 18, 21, 29–30, 43, 53, 91

Wisdom 4, 7, 37, 75–76

List of boxes

Box 1. Definitions of Alignment and Synergy 7

Box 2. Definitions of creation, collaboration, cooperation, teamwork & commitment 12

Box 3. A&S of projects into a larger programme to boost the impact of all 57

List of figures

Fig. 1.1. The unaligned actions by the actors in silos resulting in a small and fragmented impact and the common situation in the landscape of projects. 2

Fig. 1.2. Schematic illustration of the impact achieved within a domain by the different actors in isolation, based on individual personal or organisational goals without A&S (left) and with A&S where the actors are connected and actions are aligned towards achieving the shared vision. 8

Fig. 2.1. The different levels of scale at which activities of the Local Action Plan can be adhered to. 13

Fig. 2.2. The Integrated Farm Plan (PIP) drawn by the whole family with their current situation and their vision of their future farm as presented during the PIP workshop in Gitega, Burundi (2014). 15

Fig. 2.3. A workshop participant explaining the Theory of Change built together and how all identified intermediate steps with corresponding actors and assumptions lead to the realisation of the vision (Bujumbura, Burundi, 2015). 16

Fig. 2.4. The simplified Theory of Change with its interacting Strategic Development Axes (SDA) for South Kivu, DR Congo, agreed upon by all stakeholders with the general prerequisite. 17

Fig. 2.5. The different steps of informed decision-making that underpin the formulation and continuous improvement of the Local Action Plan. 19

Fig. 2.6. The complex legal framework for the integrated development of the Sourou Valley (PDIDS/EES) in the Mopti Region of Mali. 21

Fig. 2.7. The Indicative Collaboration Analysis to preselect a potential collaborator for A&S in restoring the Earth, based on decision-making power and apparent motivation. 22

Fig. 2.8. Simplified diagram of the steps to design detailed Local Action Plans at different scale levels. 24

Fig. 2.9. The complexity of obtaining reliable agricultural data determines the decisions in Kenya. 25

Fig. 2.10. Exploring options between several identical projects to define a joint activity (A) to achieve impact (B), or to design a new Local Action Plan (C) to further increase impact (D). Either way can benefit from Careful Collaboration with the private sector. 31

Fig. 2.11. The improvement in the formulation of the Local Action Plan over time. 34

Fig. 3.1. The typical situation in 2023 without exchanges between projects (A) and the three phases of co-creating A&S to boost impact (B-D). 42

Fig. 3.2. The possibility to exchange information and results between identical projects within a reasonable distance. 45
Fig. 3.3. The possibility to exchange information and results between similar projects within a reasonable distance. 47
Fig. 3.4. Two examples of similarities between three applied research projects that provide options to co-create A&S to increase the impact of these projects, as identified during a workshop in 2014 in Uganda. 48
Fig. 3.5. The possibilities to exchange information and results between complementary projects within practical distance. 49
Fig. 3.6. The concept of deliverables of a project activity serving the target group of the original project (outputs) and, as potential Impact Accelerators, one or more activities from other projects which, in turn, may also deliver Impact Accelerators. 51
Fig. 3.7. The principle of optimising A&S by filling the identified gap to increase the impact of the overall portfolio of activities. 54
Fig. 3.8. The functioning of a consultation framework using the defined Strategic Development Axes to ensure and further strengthen A&S already at the design phase of new project activities to boost impact. 55
Fig. 3.9. The old situation with many donors and projects (left) and the potential process of co-creating A&S between the existing institutions at the national level. 56
Fig. 3.10. Input-output links between different projects in Burundi (2014/15) and their alignment towards increased food and financial security. 57
Fig. 4.1. Screenshot of project details as constructed with DevSAT after clicking on the marker on the target group map near Mount Kenya. The order of the target group markers is the same as in the list. 60
Fig. 4.2. Locations of the activities in relation to the value chains addressed in Burundi in 2016 included in DevSAT. 61
Fig. 4.3. An example of the distribution of target groups using DevSAT, based on seven publicly reported projects in Jordan (2019). 62
Fig. 4.4. The locations on Fuji and Vanua (inlay) of the lessons learned from the projects, as indicated in the table created with DevSAT. 64
Fig. 4.5. The main characteristics of similar projects compared to PAPAB in terms of the methodology applied in the province of Cibitoke, Burundi, using DevSAT. 65
Fig. 4.6. Print screen of a map of Cibitoke province, Burundi, made with DevSAT showing the Similarity Index of the locations of project activities with varied similarities. 67
Fig. 4.7. Print screen of maps made with DevSAT showing the Similarity Index of the locations of project activities with varied similarities, A) in Fuji, as related to Fiji's reference project, and B) in Burundi, as related to the reference project in Kenya. 68
Fig. 4.8. Print screen of a map of Cibitoke province, Burundi, made with DevSAT showing the location of comparable methodologies: the Farmer Field School and the Integrated Farm Plan. 69
Fig. 4.9. An example of A&S analysis with DevSAT showing the locations of the activities that can deliver the inputs that another activity requires to increase their results and impact at different levels of scale: within a village and the East African subregion. 71

List of tables

Table 2.1. Principle of the local needs assessment identifying Strategic Development Axes per administrative unit. 26

Table 2.2. Principle of the Area Needs Profile of Province X in Country 1, based on the needs defined explicitly at this (←) scale and implicitly from a higher (↓) and a lower (↑) scale. 26

Table 2.3. Overview of potential Synergy Types between Local Action Plan collaborators within and across geographical areas or sectors. 32

Table 3.1. Example of the A&S analysis in terms of location and the degree of the priority coverage of the Strategic Development Axes for the Sourou integrated development plan by a part of the projects. 43

Table 3.2. Results of the A&S analysis of matching actors for the delivery and request of Impact Accelerators for different Strategic Development Axes, based on the received project information forms and the A&S workshop working groups. 53

Table 4.1. Part of the Area Needs Profile of the province Muyinga in Burundi in 2017 constructed with DevSAT based on the explicitly (at that scale ←) and implicitly defined needs from a higher ↓ and a lower scale ↑. 63

Table 4.2. Print screen of the A&S analysis using DevSAT to match delivering and requesting cross-border activities for the Impact Accelerator FES (Fuel-efficient Stove) in DR Congo and Burundi. 70

Table 4.3. The professional network analysis with DevSAT based on the subject that can be the potential core of A&S between the delivering and requesting actors. 72

Table 4.4. Results of the A&S analysis using DevSAT to match project and private sector activities with the Area Needs Profile for productivity and income (top) and fuel-efficient stoves (bottom) in Cibitoke Province, Burundi. 74

Table A1.1. The consolidated set of thirteen agro-ecological principles. 90

Table A2.1. The Project Information Form to summarise the details of the project and its activities. 91

Co-creating Alignment & Synergy

How to realise the Vision of restoring the Earth together

As restoring the Earth is multidisciplinary and requires all hands on deck, it is crucial that local people design Local Action Plans based on their shared vision. To optimise implementation, the plans will take into account the needs of local people and opportunities for collaboration and resource sharing at different scales. This also implies improving the way we do things. To improve co-creation and achieve impact, this book introduces Alignment & Synergy (A&S).

Alignment & Synergy reverses compartmentalisation and fragmentation by aligning stakeholders and achieving the shared vision through the synergy of the activities of different actors.

After explaining the need for A&S and its prerequisites, the book gives practical examples of A&S from integrated development projects. They highlight the potential types of synergies for A&S over short and long distances and the importance of a multi-scale approach. To enhance A&S between current, past, and future actors, a form is given to collect the essential information on their activities. It is concluded that untapped collaboration between people, projects, and profit and non-profit organisations can be enabled through A&S. This can increase the impact of all actors to reinstate the Earth and humanity.

Although the focus has been on the land and water sectors in some African countries, the A&S principles are applicable everywhere. The book will challenge you to alchemise the information it contains, make it your own and apply A&S wherever you can.

About the author: Niek van Duivenbooden obtained his PhD in 1995 with a thesis on integrated multi-scale land use planning based on applied research within various development projects in several African countries. He then continued to work for, and in Africa and began to co-create A&S. This book draws some lessons from that work.

Human innovator

TRIMPACT

www.trimpact.nl

ISBN 978-90-832447-4-7

9 789083 244747