



TEN-YEAR RESTORATION AND REGIONAL PLAN 2026-2035 PROTECTION OF BIODIVERSITY AROUND THE LAKEZOWLA AUTOGO



IAMDES-TOGO

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INTRODUCTION

In the face of the climate and biodiversity crises, every community setting must take appropriate measures not only to contribute to the achievement of the global 30×30 target, but also to identify solutions tailored to the resulting challenges it faces. Immediate and decisive action is required. This, in turn, calls for innovative, predictable, stable, and sustainable resources namely long-term resources and therefore the mobilization of multiple partners around concerted actions.

Accordingly, this roadmap outlines the major lines of action of IAMDES-Togo along the western shore of Lake Zowla. Structured into seven (7) sections, its content is grounded not only in a rapid diagnostic assessment (Group Facilitation Method – *Méthode d'Animation en Groupe*, MAG) conducted in the area, but also in the Community Development Plan (PDC) of the Vo2 Municipality, developed in 2024.

It is also aligned with the country's National Biodiversity Strategy and Action Plan (NBSAP/SPANB, 2021–2030), as well as with the objectives of the Kunming–Montreal Global Biodiversity Framework (GBF) adopted in 2022 at COP15.

Around Lake Zowla, with a view to reducing biodiversity loss, this strategic action plan (like the various global frameworks to which it refers) aims to generate lasting, transformational change at the community level. Its primary objective is closely linked to ambitious municipal, national, and international biodiversity goals for 2030, notably “*the conservation of 30% of land and seas and the restoration of 30% of degraded ecosystems by 2030.*” It also embraces the global 2050 vision: “*Living in harmony with nature.*” For this specific reason, the plan is designed for a ten-year period, from 2026 to 2035.

To achieve its objectives, the most concrete and feasible strategy is to act sustainably at multiple levels simultaneously individual, household, community, and associative. The world is made up of local and individual settings. By reversing biodiversity loss within these two spheres, we will significantly reduce global biodiversity loss. What will then remain are cross-cutting actions common to all these settings. This is precisely the purpose of this ten-year program (2026–2035) around Lake Zowla.

Togo, our country, provides a concrete example of the implementation of the Global Biodiversity Framework through its National Biodiversity Strategy and Action Plan (NBSAP/SPANB) initiated in 1992 (Aichi Targets), subsequently reviewed and aligned including the 2021–2030 version with international commitments. The country has established an Environment and Sustainable Development Fund (FEDD), which finances conservation and restoration projects. Today, Togo is exploring innovative financing mechanisms, such as carbon credits and partnerships with the private sector, to ensure the sustainable management of natural resources. Local NGOs and communities themselves represent valuable assets for the State, provided they are able to mobilize the necessary resources for on-the-ground action.

Through this program, IAMDES-Togo seeks to contribute to transforming the perceptions of communities living along the shores of Lake Zowla regarding biodiversity management, while strengthening their sense of responsibility. These communities must understand that safeguarding ecological dynamics is not only a shared responsibility, but above all the responsibility of the communities most directly affected themselves.

1. THEORY OF CHANGE OF IAMDES-TOGO'S TEN-YEAR PROGRAM

1.1. Overall Impact Vision (Long-term)

The communities living along the shores of Lake Zowla are more resilient, self-reliant, and prosperous, thanks to an integrated model of ecological transition, economic inclusion, participatory local governance, and community self-determination.

1.2. Core Problem (Detailed further in the document)

Ecosystem degradation, climate vulnerability, limited economic diversification in the area, weak local governance, and the heavy dependence of Lake Zowla's riparian communities on fishing and extensive agriculture severely constrain the sustainability of their development, plunging them into acute and chronic poverty.

In short, the degradation of the lake's biodiversity (flora and fauna) has shifted anthropogenic pressure onto terrestrial ecosystems. In turn, these ecosystems have also deteriorated (soils, biomass, erosion, yields, etc.), leading not only to climatic and ecological challenges (water pollution, global warming, greenhouse gas emissions, etc.), but also to deepening poverty-related issues—economic and employment insecurity, food insecurity, malnutrition, and deficits in children's education and health.

1.3. Desired Change

By 2035, this program aims to ensure that:

- Natural ecosystems are restored and protected;
- Livelihoods are sustainable and resilient;
- Local stakeholders possess the capacities, knowledge, and autonomous structures required to lead their own development;
- Local and regional policies integrate the practices and lessons generated by the program into their interventions.

1.4. Results Chain (Logical Summary)

Tableau 1: Results chain

Level	Description	Examples from the Program
Inputs / Resources	Human, technical, and financial resources; local knowledge; institutional partnerships; monitoring tools and action-research mechanisms.	Technical teams, partner NGOs, multi-donor funding, community training programs, field-based research.
Key Activities	Training, ecological restoration, support for sustainable production, creation of green jobs, establishment of local structures and governance tools.	500 households trained; 500 green jobs created; 150 ha of mangroves restored; 100 ha of community forests protected.
Outputs (Short-term)	Trained and organized populations; improved means of production; management and monitoring tools established.	2,500 direct beneficiaries from 500 households; 20 community-based organizations; validated local solutions.
Outcomes (Medium-term)	- Sustained adoption of ecological and sustainable practices; - Increased income and food security;	70% of households improve their living conditions; 70% of communities apply validated solutions.

Level	Description	Examples from the Program
	- Reduced inequalities and strengthened local institutions.	
Impacts (Long-term)	- Resilient and restored environment; - Green and inclusive local economy; - Autonomous and equitable community governance.	250 hectares of forests and mangroves restored; Sustainable reduction of poverty (from 60% to 35%); Empowerment of 60% of women and youth leaders involved in the program; Over 1,000 primary school pupils receive school meals annually.

1.5. Causal Logic

If local communities are trained, supported, and provided with the material and institutional means to restore ecosystems, engage in sustainable production, and manage their natural resources, then they will be able to sustainably improve their living conditions, strengthen their economic autonomy, and actively participate in local governance.

In the long term, this will lead to more equitable, resilient, and sustainable territorial development. Consequently, this ten-year plan seeks to transform the perceptions of Lake Zowla's riparian communities regarding the sustainable management of their biodiversity, while simultaneously strengthening their social, economic, and environmental resilience.

To achieve this sustainable and community-beneficial change, the following indicators, presented schematically, are clearly identified.



Figure 1: Indicateurs d'impacts globaux du programme

In summary, our theory of changes for this ten-year plan will allow us to achieve the following long-term impacts through five (5) projects that will emerge from it: mitigation, adaptation, poverty reduction, capacity building and action research projects, and the governance and autonomy of local structures project:

- Environmental impacts: Regeneration of local ecosystems: aquatic and terrestrial biodiversity:
 - Restoration of 250 hectares of forests and mangroves around Lake Zowla (P1);
 - Reduction of lake pollution from domestic and agricultural waste (P1 & P2) ;
 - Improvement of the water quality of Lake Zowla (P1 & P2);
 - Contribution to carbon sequestration (P1 & P2);
 - Positive change in local climate (P1 & P2).
- Socio-ecological impacts: Improved resilience of 2500 people from 500 households in the face of their vulnerability (P2 and P3):
 - Creation of sustainable green jobs, both individual and collective, with 60% of positions held by young people and women (P3);
 - Reduction of the poverty rate from 60% to 35% (P3), therefore of the pressure anthropological on biodiversity;
 - Improving community health through the reduction of domestic smoke thanks to improved homes and clean kitchens in 500 homes (P2);
 - Enhanced inclusion of women and young people in local decisions for protection of the environment (P3, P4);
 - Strengthening social meals at two (2) primary schools through the introduction of hydroponic fields and systems aquaponies (P2) ; □
 - Economic impacts: Development of sustainable local value chains (agricultural products, fishing, crafts, processing of agricultural products, etc.);
 - Establishment of a green finance fund and support for 150 local micro-enterprises (P3);
 - 30% increase in the average income of beneficiary households (P3);
 - Structuring of cooperatives and local markets for the sustainable development of products. □
 - Institutional and scientific impacts: Creation of a local framework for participatory environmental governance (P4);
 - Training and strengthening of 500 local actors (community leaders, youth, femmes, leaders, associations) ;
 - Implementation of an integrated monitoring and evaluation system (P4, P5);
 - Generation and dissemination of applied scientific knowledge on ecosystems of lac Zowla (P4) ;
 - Advocacy and influence on local and national public policies (P5).

Thus, the indicators of the expected overall impacts of the program support each other to reassure our theory of change by making this hypothesis:

Central Change Hypothesis of Our Theory of Change

If the communities along the shores of Lake Zowla are supported in the restoration of their aquatic and terrestrial biodiversity, in an inclusive approach and if they are actors in the appropriate solutions to their problems, then they will strengthen their resilience and contribute sustainably to their own social, economic and environmental development.
If the lakeside communities around Lake Zowla are supported in restoring their aquatic and terrestrial biodiversity through an inclusive approach, and if they play a leading role in designing and implementing suitable solutions to their challenges, then they will strengthen their resilience and contribute sustainably to their own social, economic, and environmental development. The overall impact will be a transformation in the perception of the riverside communities towards the sustainable management of the biodiversity of Lake Zowla while strengthening its social, economic and environmental resilience
Transforming the perception of lakeside communities regarding the sustainable management of Lake Zowla's biodiversity, while strengthening their social, economic, and environmental resilience.

The necessary steps outlining this theory of change are detailed in the following pages: problem, groups concerned, objectives, detailed description of activities, expected results in relation to indicators, logical framework with details of assumptions and risks, timeline of activities, team or personnel, budgets, risk analysis, evaluation of results, capitalization of lessons learned and reinvestment of learning. These steps also demonstrate the interconnectivity that exists between the 5 projects of the program so that this theory of change becomes a practical reality:

P1 and P2 → protect the ecological base and allow communities to adapt to the effects of climate change;

P3 → generates sustainable income and jobs while strengthening community resilience;

P4 → consolidates the capacities and knowledge of communities to deal with their problems;

P5 → carries the influence of institutional sustainability and the durability of actions.

This coherence among the five (5) projects aligns with the program's long-term, overall impact vision. In this regard, we note that several activities are either cross-cutting or complementary to the five (5) projects, demonstrating their necessity within the program.

2. GENERAL INFORMATION ON THE PROGRAM

2.1. Vision and Overall Objective

The program is entitled: **Restoration, Conservation of Biodiversity, and Economic and Social Inclusion along the Western Shore of Lake Zowla (Anyronkopé Canton, Togo).**

The vision of this program is that, by **2035** (i.e., over a ten-year period), the communities living along the shores of **Lake Zowla**, particularly those in the **Anyronkopé Canton**, will thrive economically and socially while living in harmony with nature and their biodiversity.

The overall objective of the program is to **restore biodiversity while improving the socio-economic living conditions of the communities living along Lake Zowla by 2035** (within ten years).

2.2. Program Summary

The purpose of this program is to restore and protect degraded ecosystems around Lake Zowla and to strengthen community resilience to the impacts of climate change and poverty. It is structured around **five (5) complementary projects** to be implemented over the next **ten (10) years**, provided that stakeholders, including partners and donors, mobilize around the following areas:

- **Mitigation of climate change impacts:** restoration of aquatic and terrestrial biodiversity;
- **Adaptation to climate change impacts:** improvement of energy efficiency (reduction of community and child vulnerability, household energy, agroecology, and living hedges to curb soil erosion and runoff into the lake);
- **Economic and social inclusion – Poverty / Economic and social activities:** with particular emphasis on fisheries and aquaculture, agriculture, children's education (school meals), maternal and child health, etc.;
- **Capacity building and applied, community-based scientific research** to support field actions;
- **Governance and autonomy of projects and local structures.**

These five (5) major areas of action will be broken down into projects lasting **two (2), three (3), four (4), or even five (5) years**, depending on the co-construction frameworks jointly agreed upon with donors and foundations (a relationship of trust established prior to project design). However, the **fourth and fifth components are cross-cutting** and will support and reinforce the impacts of the first three.

The program will mobilize multiple opportunities for collaboration and participation, with the aim of generating **collective and large-scale support** across the various areas of action of the communities living along Lake Zowla.

In short, the program will attract substantial support for the restoration and protection of biodiversity in order to reduce the challenges driven by **extreme poverty** prevailing in the western part of Lake Zowla also known as **Lake Boko** in the south-eastern part of Togo's Maritime Region.

Mangroves have completely disappeared due to the drying up of lake waters caused by the permanent opening of the sea inlet (the Gulf of Guinea at Aného). In addition, eutrophication of the remaining ponds (resulting from waste carried by surface runoff) has led to the disappearance of native fauna and flora, replaced by invasive aquatic plants and algae that thrive on nitrates and phosphates.

In agricultural areas, forest plantations and coconut groves along the shores have been destroyed under combined anthropogenic pressure (search for fuelwood and subsistence) and recurrent drought.

Replanting mangroves, forest species, and coconut trees across this vast area of over **400,000 hectares** is a long-term undertaking that requires sustainable resources. Furthermore, restoring coastal biodiversity through a forest buffer strip that will reduce water pollution from runoff and leaching into the lake is another critical task.

The establishment of living hedges to curb erosion of upstream cultivated lands will gradually restore soil fertility and, as a result, reduce the use of chemical fertilizers and pesticides. Biomass generated from hedge pruning and trimming will be used to produce **biochar** for soil fertilization.

All these actions must be implemented over the long term and guided by a long-term vision. They will also require complementary development initiatives to ensure consolidation. Consequently, a

cluster of actors is needed in the area. This ten-year program therefore invites all interested local and international partners to contribute to a **consolidated and lasting impact**.

2.3. Program Duration: 2026–2035 (10 years)

With its ten-year vision, this program ensures coherence among the five (5) thematic project axes, which will be implemented through projects lasting three (3), four (4), or five (5) years, depending on available resources and mobilized partners. Over the ten-year period, it guarantees the complementarity of their respective impacts, resulting in a consolidated and sustainable effect on both the environment and the communities, collectively and individually.

It is a ten-year strategic action plan that will be translated into well-developed and detailed projects involving all relevant stakeholders.

2.4. Direct Beneficiaries

Direct beneficiaries fall into three (3) categories:

- Individuals directly involved in program activities, including **500 households comprising 2,500 people**, in addition to at least **1,000 primary school pupils** in local villages;
- Communities of the **Anyronkopé Canton**, directly benefiting from forest reforestation and mangrove restoration activities, representing approximately **5,000 people**;
- The **Vo2 Municipality** and populations of other villages on the eastern side of the lake, totaling more than **15,000 inhabitants**.

The number of beneficiaries will evolve according to the progression of activities through “impact tasks” and the mobilization of donors around projects within a highly dynamic cluster. The pursuit of autonomy for community structures and the local NGOs supporting them is a key objective, as it will facilitate the localization of aid in the future.

2.5. Indirect Beneficiaries

Indirect beneficiaries include populations along the entire shoreline of the lake, as well as those in the south-eastern part of the country’s Maritime Region, estimated at **1,346,617 inhabitants** excluding Greater Lomé (RGPH-5, 2022), and potentially the entire Maritime Region, which is home to approximately **4,000,000 people**.

2.6. Location: Lake Zowla Area, Togo

Program projects will be implemented along the shoreline of **Lake Zowla**. The lake is severely degraded, heavily polluted, and largely stripped of its fauna and flora on the western side, particularly in the **Anyronkopé Canton**, before gradually extending to the entire lake area.

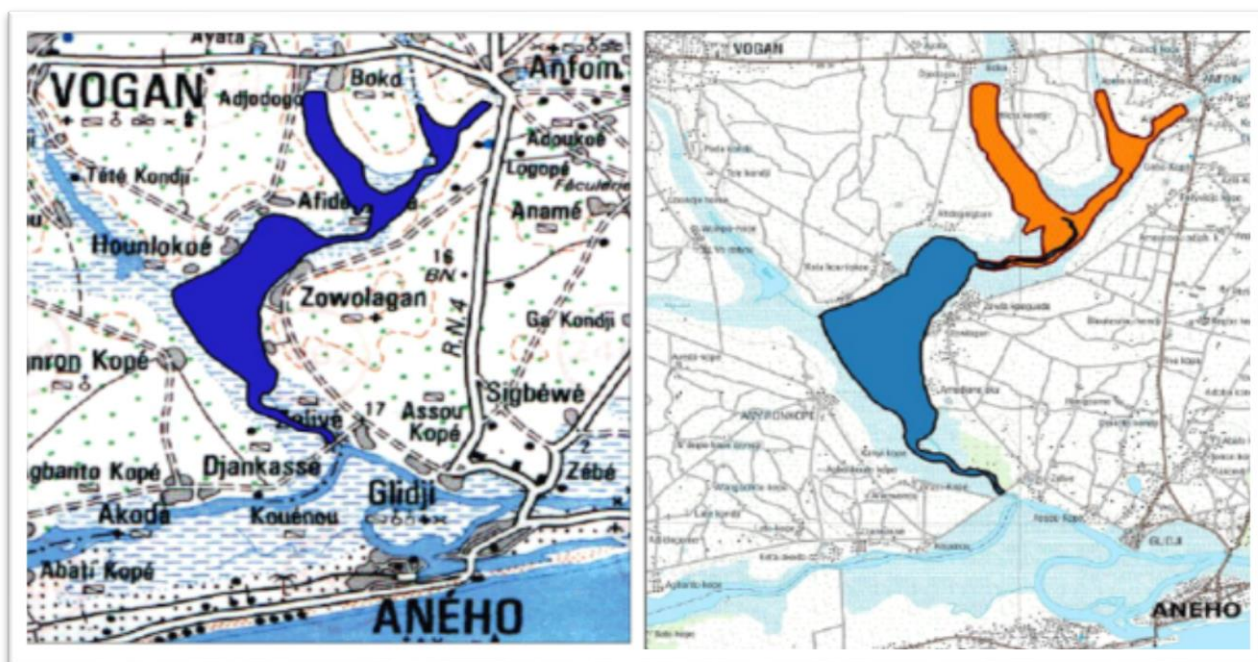


Figure 2: Localisation du lac Zowla au Togo

Its waters are gradually drying up, leading to evaporation accompanied by the release of greenhouse gases (CO_2 and CH_4). Currently, the lake's surface area has already been drastically reduced by **more than 60% over the past thirty (30) years**.

2.7. Implementing Organization and Origins (2006–2009)

The organization implementing the program is known as the **Institute for Alternative Models and Methods of Economic and Social Development (IAMDES-Togo)**.

In 2006, the **Institute for Alternative Models and Methods of Economic and Social Development (IAMDES-International)** was initiated by graduate students from five West African countries (**Benin, Burkina Faso, Mali, Niger, and Togo**) who were enrolled in a Master's program in **Adult Development and Education (DEDA)** at the University of Ouagadougou (Burkina Faso).

Its initial objective was to establish a **non-profit institute** dedicated to community-based scientific research and support for local and community development in West Africa.

Togo, chosen to host the headquarters, officially recognized the institution in **2009**, marking the beginning of its first field-based research activities, financed through contributions from its members. These efforts resulted in documented outcomes published in **four (4) books** and several other reference documents available on the IAMDES-Togo website, including:

- Etchri S. B. K. et al. (2011), *Africa: Altruism or Realism? On the Concept of Poverty and the Declared Intentions of Its Reduction*, Éditions Edilivre, Paris, 326 pp.;
- Etchri S. B. K. (2014), *People from Here and Elsewhere: Toward Ownership of Actions through the Theory of Conscientizing Development (TCD)*, Éditions Edilivre, Paris, 272 pp. (revised edition);
- Etchri S. B. K. (2017), *Traditional Chieftaincy in Anyronkopé: Between Falsehood and Historical Sincerity*, Éditions Du Net, France, 262 pp.;

- Etchri S. B. K. (2023), *Traditional Chieftaincy in Anyronkopé: Between the Dignity of Monsignor Robert Casmir Dosseh and Historical Sincerity*, Éditions Le Continent, Lomé, Togo, 272 pp. (revised edition of the 2017 publication).

IAMDES also contributed to the development of several **Community Development Plans (CDPs)**, including:

- One (1) canton composed of five (5) villages with **thirty-four (34) neighborhoods**;
- One city comprising **27 neighborhoods**, the city of **Tsévié**, one of the largest cities in the country.
- It further supported the establishment, organization, structuring, and capacity building of:
 - ✓ **Thirty-four (34) Neighborhood Development Committees (NDCs)**;
 - ✓ **Five (5) Village Development Associations (VDAs), established in the five (5) villages with a combined population exceeding 15,000 inhabitants in 2013**;
 - ✓ **One (1) Cantonal Development Association (CDA)**;
 - ✓ **One (1) City Development Committee (CDC) in the city of Tsévié, with a population exceeding 59,563 inhabitants, established in 2014.**

These activities were carried out with successive financial support from the **Intervida Foundation (Spain)** for the Davié-Assomé Canton and from **GIZ-Togo** for the city of Tsévié.

Decline and Continuity (2014–2018)

The absence of long-term partners committed to private research in Africa slowed the planned regional momentum, leaving the Togolese focal point as the primary actor ensuring continuity of actions using its own limited resources. Moreover, donor and foundation eligibility criteria often exclude emerging organizations, even when they possess strong competencies and experience. As these organizations age without access to funding, the lack of a “perfect” financial management track record becomes an additional reason for exclusion under rigid grant requirements.

As a result, many capable local organizations have remained effectively “stillborn.” IAMDES-Togo has endured to this day through the personal efforts of its members, providing in-kind services, voluntary contributions, and minimal financial resources depending on availability.

Refoundation (2018–2023)

In 2018, a strategic reflection process was initiated to rethink the role of the Institute and capitalize on the achievements of previous years. This process culminated in the **refoundation of IAMDES-Togo in 2023**, structured around three (3) main pillars:

- **Protection and restoration of biodiversity**, particularly in the sensitive Lake Zowla area, where anthropogenic pressures (deforestation, overfishing, unsustainable land use) threaten ecological balance;
- **Support to indigenous communities living along Lake Zowla** in their efforts to build resilience against poverty;
- **Community-based scientific research**, serving as a central and cross-cutting tool to assess intervention effectiveness and ensure continuous project improvement.

In summary, the current IAMDES-Togo represents an evolution of the Togolese focal point of IAMDES-International created in 2006. In 2023, it became a renewed organization and a key actor in community support, focused on biodiversity restoration and protection, sustainable economic and social inclusion, and community-based action research.

Values, Vision, Mission, and Strategy

Values: Trust, Co-construction, Transparency, Mutual Accountability (TCT);

Vision: By 2035 (ten years), communities living along Lake Zowla actively participate in the protection of their biodiversity and the sustainable local development of their territory;

Mission: To support Lake Zowla's riparian communities in restoring and protecting their environment while improving their socio-economic living conditions through ecological, economic, and social actions and community-based scientific research;

Strategy: A territorial development dynamic centered on strong community responsibility, implemented through a progressive project rollout process, combined with continuous monitoring and evaluation and systematic capitalization of lessons learned.

These four fundamental elements of a development organization (particularly a community-based one) illustrate IAMDES-Togo's commitment to promoting a sustainable future, a preserved environment for future generations, and educated, autonomous communities, despite limited resources.

Accordingly, IAMDES-Togo works closely with communities to accurately identify their development challenges through the **Group Facilitation Method (MAG)**, a sociological research and rapid intervention tool for the collective production of knowledge and understanding (Luc Van Campenhoudt, 2009). This method was used to conduct the rapid diagnostic that informed the design of this program (see Methodology). The problem statement of this ten-year plan is therefore directly derived from this diagnostic.

3. PROBLEM STATEMENT

3.1. Context

Lake Zowla, located in south-eastern Togo, is experiencing alarming degradation characterized by:

- The permanent opening of the lake's waters to the sea (Gulf of Benin), significantly reducing both surface area and depth, while exposing aquatic fauna (fish) to overfishing and riparian vegetation (mangroves and gallery forests) to fuelwood harvesting;
- Increasing water pollution due to domestic waste discharge, unsustainable agricultural practices, and eutrophication, directly affecting fisheries and leading to the collapse of aquatic fauna;
- Disappearance of riparian forests and accelerated degradation of agricultural lands, resulting in declining soil fertility, loss of vegetative cover, and soil erosion;
- Regression of both aquatic and terrestrial fauna and flora as a result of overexploitation, habitat destruction, and climate change;
- Demographic pressure and extreme poverty driving communities to intensively exploit natural resources for immediate survival;
- Etc.

Based on these field realities identified through our rapid diagnostic, multiple development challenges arise, trapping communities in a vicious cycle (like a snake biting its own tail) where they are simultaneously actors and victims of their own actions and those of others.

3.1.1. Environmental and Energy Challenges

Erosion of Lake Zowla: Between 1986 and 2013, Lake Zowla lost more than **60% of its surface area**, shrinking from **7,813 km² to 3,160 km²**, corresponding to a loss of between **316,000 and 400,000 hectares of water**. This decline resulted from massive clearing of riparian forests and mangroves, sedimentation caused by waste-laden runoff, uncontrolled human activities, and above all, the permanent opening of the sea inlet allowing lake water to drain into the ocean. These factors have severely weakened fisheries, agriculture, and local livelihoods. More than **60% of local communities live below the poverty line**.

Pollution and eutrophication: Lake waters in Togo are frequently contaminated by nitrates, heavy metals, domestic and industrial effluents, while increasing sedimentation heightens flood risks and accelerates water quality degradation through the proliferation of invasive aquatic plants.

Loss of biodiversity: Habitat destruction (forests, mangroves, wetlands) has led to a sharp decline in aquatic and terrestrial biodiversity, particularly species dependent on riparian forests and mangrove ecosystems.

Severe loss of forest cover: This has resulted in fuelwood shortages, domestic energy challenges, increased pressure on mangroves, and a heavier time burden on women.

3.1.2. Socio-Economic Dimension

Persistent poverty: In the Maritime Region (excluding Lomé), more than **61.7%** of the population lives below the poverty line, with a higher prevalence in rural areas (**74.3%**), including the Lake Zowla zone. Water pollution, declining fish stocks, and severe land degradation have triggered multiple poverty-related challenges, including food insecurity, malnutrition, poor child health, and limited access to education.

Alarming trend: While the national poverty rate has slightly decreased (from 55% in 2015 to 53.5%), the Maritime Region has experienced an **increase of 8 percentage points in six years** (Republic of Togo).

The government, together with its partners, acknowledged this context and allocated part of the **WACA ResIP-Togo** project to the area for five (5) years, including:

- Reforestation of **283 hectares of mangroves** along Lake Zowla's shores (2019–2023), implemented by the NGO AVOTODE under the WACA ResIP-Togo framework. Restored mangroves serve as biodiversity refuges, buffers against climate hazards, and natural carbon sinks;
- An additional **215 hectares** of reforestation around the lake under WACA ResIP interventions.

In the specific area of Anyronkopé, shoreline reforestation has begun but remains negligible relative to the scale of degradation. Coconut trees (an important income source) have been planted along the coast, yet vast areas remain unreforested. Moreover, the survival of coconut trees and even mangroves is not guaranteed due to insufficient technical follow-up and limited community involvement, as external technicians withdrew once project funding ended.

Planned infrastructure development and income-generating activities (market gardening, cassava processing) were initiated but are currently non-functional. Many actions, particularly the construction of a processing facility, remain unfinished, although completion would be critical.

Despite their structural relevance, WACA ResIP interventions show limitations: insufficient social, technical, and scientific follow-up; weak community anchoring; limited valorization of local knowledge; and inadequate consideration of social and environmental impact assessments and long-term ownership strategies. Project visions were often confined to short-term objectives rather than long-term sustainability.

Biodiversity restoration and poverty reduction must therefore be addressed over the long term, especially given the vast and severely degraded nature of the Lake Zowla area.

In summary, the situation around Lake Zowla is extremely critical: rapid erosion, degradation of natural resources, water pollution, and biodiversity collapse occurring within a context of deep rural poverty. While WACA ResIP actions are commendable, they remain insufficient on their own to address these complex challenges, which require multi-actor, multi-sectoral engagement.

3.2. Justification

The degradation of local biodiversity has triggered numerous development challenges, including school dropout, food insecurity, malnutrition, soil contamination (through chemical use in agriculture and sometimes fishing), general health problems (skin diseases, cancers, etc.), and mental health issues in particular (reduced resilience, lack of social and psychological well-being, anxiety, and distress). While this program cannot address all these challenges, it creates space for other development organizations to intervene, and they are invited to do so for a consolidated impact.

For IAMDES-Togo (a local NGO whose members and coordinator come from the riparian communities) long-term, close, and continuous engagement is both strategic and essential to strengthening community roles and responsibilities. Households, which currently serve as key units of social cohesion, must be reinforced to enable full local ownership and community appropriation (**CTF+D**) of actions after external funding or actors withdraw.

It is within this context that **IAMDES-Togo**, refounded in 2023, positions itself to contribute to ecosystem restoration, community resilience to extreme poverty, and the translation of scientific research findings into concrete local actions.

Given Togo's current context (marked by growing environmental challenges, increasing demographic pressure on natural resources, and the socio-economic vulnerability of Lake Zowla's riparian communities) this program is not only relevant but essential.

Finally, the program is justified by the need to:

- Strengthen local capacities so that communities become active agents of both economic development and biodiversity protection;
- Combine traditional knowledge with scientific research for sustainable resource management;
- Implement sustainable, measurable, and replicable actions in other vulnerable areas of the country and the sub-region.
- Accordingly, the IAMDES-Togo program aims to:
 - Support indigenous Lake Zowla communities in implementing local solutions to restore ecosystems and escape poverty;
 - Conduct community-based scientific research to identify barriers to the effectiveness of existing and future interventions (including WACA ResIP) and propose continuous improvements;

- Create synergies between local knowledge, community actions, and regional initiatives to ensure durable and replicable results across Togo and the sub-region;
- Mobilize multiple stakeholders around key development themes, particularly education, child malnutrition, and child health, with a long-term vision of community autonomy.

Clearly, this program responds to an **ecological, social, and humanitarian emergency**, in line with international definitions (FAO, UNEP, WHO, etc.). Without integrated action, the Lake Zowla area risks irreversible biodiversity loss with severe consequences for local populations. Agricultural lands will become increasingly sterile, and surrounding communities will remain trapped in a vicious cycle of poverty and environmental degradation. Some inhabitants are already selling their land to survive; if this trend intensifies, biodiversity restoration will become even more difficult.

This program is therefore fully aligned with the **National Biodiversity Strategy and Action Plan (NBSAP/SPANB)**, the **Kunming–Montreal Global Biodiversity Framework**, and the **Sustainable Development Goals (SDGs)**, particularly **SDGs 1, 2, 14, and 15**. It promotes biodiversity restoration and protection, food security, and sustainable economic development, while also encouraging attention to the mental health of riparian communities and the rights of children, especially access to education and health. All program activities will necessarily integrate the principles of these international conventions and national strategies.

4. DETAILED DESCRIPTION OF PROGRAM PROJECTS AND ACTIVITIES

This program is composed of five (5) highly complementary projects, which will be implemented in various phases over a ten (10)-year period, depending on available resources.

4.1. Project 1: Climate Change Mitigation

4.1.1. Objectives

Overall objective

The overall objective of Project 1 is to reduce greenhouse gas emissions by enhancing carbon storage through reforestation, ecosystem restoration, and the production of biochar for agricultural production in the area.

Its specific objectives are:

- **Specific Objective 1:** Restore coastal lake ecosystems through mangrove reforestation;
- **Specific Objective 2:** Reforest degraded wetlands with local forest species to improve vegetation cover and terrestrial carbon sinks;
- **Specific Objective 3:** Establish agroecological living hedges upstream and along the lake shoreline to reduce soil erosion into the lake (carbon capture, biomass supply for biochar soil enrichment, etc.).

4.1.2. Expected Results and Indicators

Tableau 2 : Expected results and indicators project 1

Specific objectives	Expected Results (ER)	Indicators (I)
SO1: Restore coastal lake ecosystems through mangrove reforestation	ER1.1: 150 ha of mangroves restored in the western part of Lake Zowla (Anyronkopé)	Total area of mangroves replanted (hectares) per year
	ER1.2: Mangrove plantations achieve a satisfactory survival rate of 70%	Survival rate of mangrove seedlings after 1, 3 and 5 years (%)
	ER1.3: Reconstituted mangroves function as carbon sinks and contribute to climate mitigation after 5 years (valued as certified carbon and biodiversity credits)	Tons of CO ₂ equivalent sequestered by mangroves per year (from year 5 onward)
SO2: Reforest degraded wetlands with local species	ER2.1: 100 hectares of degraded areas restored with adapted local species	Number of hectares reforested per year
	ER2.2: Plantations show a sustainable survival rate of at least 70%	Survival rate after 5 years; Number of local species planted
	ER2.3: Forest cover in the intervention area increases steadily, contributing to carbon storage	Forest cover rate in the intervention area (assessed every 2 years)
SO3: Establish agroecological living hedges upstream and along the lake shore	ER3.1: 10 km of agroecological living hedges established over 10 years in Anyronkopé	Number of km of living hedges installed per year
	ER3.2: Riparian households and farms directly benefit from hedges	Area of agricultural land restored; Quantity of wood harvested (tons or bundles/year)
	ER3.3: Increased hedge biomass leads to increased biochar production and carbon sequestration	Tons of CO ₂ equivalent sequestered per year (from year 5 onward)

4.1.3. Detailed Description of Activities

Tableau 3: Detailed description of activities project 1

Specific Objectives / Expected Results	Activities
SO1 – ER1.1: 150 ha of mangroves restored	A1.1.1: Participatory identification of priority reforestation sites with riparian communities
	A1.1.2: Production of mangrove seedlings in community nurseries
	A1.1.3: Annual reforestation campaigns involving youth, women and local associations

Specific Objectives / Expected Results	Activities
	A1.1.4: Physical protection (fencing, marking) of replanted areas
ER1.2: 70% survival rate	A1.2.1: Regular monitoring and evaluation (inventories, geolocation)
	A1.2.2: Plantation maintenance (weeding, replacement of dead plants)
	A1.2.3: Training of local committees on mangrove management
ER1.3: Carbon sink and climate mitigation	A1.3.1: Establishment of biomass and carbon sequestration measurement protocols
	A1.3.2: Training of local youth technicians in carbon data collection
	A1.3.3: Annual carbon sequestration reports and integration into climate programs
SO2 – ER2.1: 100 ha restored	A2.1.1: Participatory mapping of degraded areas
	A2.1.2: Selection and production of adapted local tree species
	A2.1.3: Annual community-based planting campaigns
	A2.1.4: Community surveillance brigades against bushfires and illegal logging
ER2.2: $\geq 70\%$ survival	A2.2.1: Monitoring and maintenance
	A2.2.2: Training households in agroforestry and silviculture
	A2.2.3: Local agreements for sustainable site management
ER2.3: Increased forest cover	A2.3.1: Periodic forest inventories
	A2.3.2: Satellite or drone-based vegetation monitoring
	A2.3.3: Carbon benefit valuation with climate partners
SO3 – ER3.1: 10 km of hedges	A3.1.1: Identification of erosion-prone zones
	A3.1.2: Selection of adapted local species (acacia, moringa, coconut, etc.)
	A3.1.3: Seedling production and distribution
	A3.1.4: Collective hedge establishment with technical support
ER3.2: Household benefits	A3.2.1: Training on hedge maintenance and use
	A3.2.2: Pilot micro-projects for sustainable hedge use
	A3.2.3: Farmer exchange visits
ER3.3: Increased biochar and sequestration	A3.8: Hedge growth and biomass monitoring
	A3.9: Carbon sequestration data recording
	A3.10: Annual dissemination of results

4.2. Project 2: Climate Change Adaptation

4.2.1. Objectives

Overall objective

The overall objective of Project 2 is to strengthen the resilience of communities and ecosystems to climate change impacts.

Specific objectives

- **SO1:** Build resilient infrastructure and provide households with renewable energy and clean cooking solutions;
- **SO2:** Promote resilient agricultural and fisheries practices;
- **SO3:** Train local communities on climate adaptation strategies.

4.2.2. Expected Results and Indicators

Tableau 4: Expected results and indicators, project 2

Specific Objectives (SO)	Expected Results (ER)	Indicators
SO1: Build resilient infrastructure and provide households with renewable energy and clean cooking solutions	ER1.1: Sanitation infrastructure and renewable energy equipment operational	Number of infrastructures built and households equipped
	ER1.2: 2,500 people from 500 households benefit directly	Number of direct beneficiaries
	ER1.3: Reduction of domestic energy constraints	% reduction in time spent collecting domestic energy
SO2: Promote resilient agricultural and fisheries practices	ER2.1: 500 farms adopt resilient practices	Number of farms adopting practices per year
	ER2.2: Expansion of agroecological and agroforestry systems	Area under resilient practices (ha)
	ER2.3: Improved agricultural productivity	Increase in yield (tons/ha)
SO3: Train local communities on climate adaptation strategies	ER3.1: 500 households trained	Number of people trained
	ER3.2: Knowledge applied sustainably	% of households applying practices
	ER3.3: Emergence of community initiatives	Number of community projects launched

4.2.3. Detailed Description of Activities

Tableau 5: Detailed description of activities, project 2

Specific Objectives / Expected Results	Activities
Specific Objective 1: Build resilient infrastructure to protect vulnerable areas while providing households with renewable energy equipment or clean kitchens	
ER.1.1: Sanitation infrastructure (drainage systems, drinking water, household waste management, toilets) and renewable energy equipment (improved cookstoves, clean kitchens, household biogas, etc.) are functional in vulnerable areas	A1.1.1: Technical and environmental studies to identify priority development areas
	A1.1.2: Design and validation of infrastructure plans with local communities
	A1.1.3: Construction of dikes, retention basins, water reservoirs, drainage systems, improved cookstoves, clean kitchens, and household biogas systems
	A1.1.4: Installation or distribution of improved cookstoves, clean kitchens, and household biogas units
ER.1.2: 2500 people 500 households (average size of 5 people) from riverside communities directly benefit from the infrastructure and equipment to secure their livelihoods and domestic energy.	A1.2.1: Organization of information and awareness campaigns on the use of the infrastructure
	A1.2.2: Establishment of community management committees for the maintenance of the facilities
	A1.2.3: Integration of women and youth into management and maintenance
ER.1.3: Problems related to domestic energy gradually decrease thanks to the equipment	A1.3.1: Monitoring of socio-economic impacts (agriculture, housing, trade) after commissioning
	A1.3.2: Organization of annual evaluation meetings with communities
	A1.3.3: A1.10: Dissemination of results and good practices to municipalities and partners
Specific objective 2: Promote resilient agricultural and fish farming practices (conservation agriculture, agroforestry systems, innovative hydroponic and aquaponic farms and in village primary schools, etc.)	
ER.2.1: At least 500 local farms adopt and implement resilient agricultural practices	A2.1.1: Implementation of practical training in conservation agriculture, agroforestry, composting, integrated water management
	A2.1.2: Implementation of practical training in fish farming, hydroponics, aquaponics, greenhouse cultivation, etc.
	A2.1.3: Identification of volunteer pilot farms (agricultural, beekeeping and fish farming, hydroponic and aquaponic fish-garden systems, greenhouse vegetable gardens on farms and in schools)
	A2.1.4: Distribution of sustainable inputs (improved drought-resistant seeds, agro-ecological equipment, etc.)
	A2.1.5: Monitoring of pilot farms and dissemination of results

Specific Objectives / Expected Results	Activities
ER.2.2: The area cultivated under agro-ecological and agroforestry systems increases each year, and hydroponic and aquaponic pilot centers are being established	A2.2.1: Support for planting agroforestry trees (moringa, acacia, fruit trees, especially coconut palms) in fields
	A2.2.2: Development of demonstration farms for sharing of resilient practices (agriculture, beekeeping and fish farming, aquaponics of fish gardens, greenhouse cultivation of hydroponic vegetable gardens in schools)
	A2.2.3: Mapping of changes in cultivated areas under resilient practices
ER.2.3: The agricultural productivity of the farms concerned improves sustainably despite climatic hazards	A2.3.1: Demonstrations of water management techniques (mulching, drip irrigation, greenhouse cultivation, trellising, soilless cultivation, hydroponics, aquaponics, etc.).
	A2.3.2: Implementation of agricultural early warning systems (weather reports, agricultural advice broadcast on local radio stations, etc.).
	A2.3.3: Economic development of products from resilient agriculture and fish farming (local markets, cooperatives, restaurants, school meals, specific brands for international markets, coconut oil, for example). Specific objective 3: Train local communities on adaptation strategies to climate change
Specific objective 3: Train local communities on adaptation strategies to climate change	
ER3.1: 500 households comprising 2,500 members of communities living around the lake (farmers, fishers, community leaders, women, youth, local schoolchildren, etc.) are trained on adaptation strategies	A3.1: Development of training modules adapted to local realities.
	A3.2: Training sessions targeting farmers, community leaders, women, and youth
	A3.3: Organization of awareness campaigns via local radio and visual materials, etc
ER3.2: The acquired knowledge is documented, maintained, and applied over time.	A3.2.1: Establishment of climate clubs or community monitoring groups
	A3.2.2: Post-training follow-up (field visits, coaching).
	A3.2.3: Organization of community competitions rewarding best practices in adaptation and mitigation (well-maintained plantations).
ER3.3: Sustainable community initiatives and projects emerge, reducing local vulnerability to climate risks.	A3.3.1: Technical and financial support for individual and community micro-projects (water management, agroforestry, clean energy, catering, small-scale coconut oil and cassava flour production units, food security projects such as fish and food preservation, etc.) ;
	A3.3.2: Creation of inter-community exchange platforms to share experiences
	A3.3.3: Capitalization and dissemination of local successes to authorities and partners

4.3. Project 3: Economic Inclusion – Poverty Reduction and Economic Activities

4.3.1. Objectives

The overall objective of Project 3 is to promote economic inclusion while reducing poverty through the development of sustainable economic activities.

Its specific objectives are as follows:

- **Specific Objective 1:** Support the creation of green jobs, particularly in the agricultural, forestry, energy, and commercial sectors;
- **Specific Objective 2:** Improve access to finance for micro-entrepreneurs and small businesses;
- **Specific Objective 3:** Develop local value chains based on products derived from natural ecosystems (e.g. non-timber forest products, biochar, fish, coconut, cassava, etc.).

4.3.2. Expected Results and Indicators

Tableau 6: Expected results and indicators, project 3

Specific Objectives (SO)	Expected Results (ER)	Indicators (I)
SO1: Support the creation of green jobs, particularly in the agricultural, forestry, energy, and commercial sectors	ER 1.1: Each year, households create green jobs in the agricultural, forestry, energy, and commercial sectors	Number of green jobs created annually
	ER 1.2: Beneficiaries gain access to stable and sustainable employment through local initiatives	Rate of sustainable integration of beneficiaries into stable jobs
	ER 1.3: New green enterprises are created or strengthened in the intervention area beyond the duration of the project	Number of green enterprises created or strengthened
SO2: Improve access to finance for micro-entrepreneurs and small businesses	ER 2.1: Each year, 10 micro-entrepreneur households and small businesses receive increasing financial support	Amount of financing allocated annually to micro-entrepreneurs
	ER 2.2: At least 50% of funded projects achieve a high success rate and become economically viable	Number of funded projects and success rate of supported enterprises
	ER 2.3: Beneficiaries experience an increase of at least 50% in their annual turnover	Average annual increase in beneficiaries' turnover
SO3: Develop local value chains based on products derived from natural	ER 3.1: Four women-led mini-processing cooperatives or local small enterprises are	Number of enterprises or cooperatives created around local products

ecosystems (e.g. non-timber forest products, fish, coconut, cassava, etc.)	created and structured by 20 women around ecosystem-based products	
	ER 3.2: Production and marketing of local products increase sustainably	Volume of production or sales of ecosystem-based products
	ER 3.3: The market share of local products increases at the community and municipal levels	Market share of local products in community and municipal markets

4.3.3. Detailed Description of Activities

Tableau 7: Detailed description of activities project 3

Expected Results (ER)/ Specific Objectives (SO)	Activities (A)
SO1: Support the creation of green jobs, particularly in the agricultural, forestry, energy, and commercial sectors	
ER 1.1: Each year, households create green jobs in the agricultural, forestry, energy, and commercial sectors	A1.1.1: Identify green job opportunities around the lake (sustainable fishing, ecotourism, reforestation, renewable energy, etc.) A1.1.2: Train youth, women, and fishers in green occupations (agroecology, local processing, solar system maintenance) A1.1.3: Establish internship and apprenticeship programmes linked to green value chains
ER 1.2: Beneficiaries gain access to stable and sustainable employment through local initiatives	A1.2.1: Support the creation of green micro-enterprises and local cooperatives A1.2.2: Develop partnerships with local institutions to promote sustainable job placement A1.2.3: Establish contracts or agreements with private sector actors to ensure job continuity
ER 1.3: New green enterprises are created or strengthened in the intervention area beyond the project	A1.3.1: Provide advisory and incubation services to green initiative promoters A1.3.2: Support existing enterprises through technical and organizational assistance A1.3.3: Monitor and evaluate the economic and social sustainability of the enterprises created
SO2: Improve access to finance for micro-entrepreneurs and small businesses	
ER 2.1: Each year, 10 micro-entrepreneur households and small businesses receive increasing financial support	A2.1.1: Create a local green microfinance fund (financing that promotes environmental protection and the fight against climate change, renewable energy projects for households, sustainable agriculture, energy-efficient generators, green insurance products to support the most vulnerable populations who, for example, sell their land for survival, and the green economy at the local, municipal, or even regional level).

	A2.1.2: Facilitate access to green loans from local financial institutions.
	A2.1.3: Establish a local guarantee or co-financing system to reduce risks
ER 2.2: At least 50% of funded projects achieve a high success rate and become economically viable	A2.2.1: Support micro-entrepreneurs in preparing bankable business plans
	A2.2.2: Offer training in financial management, simplified accounting, and marketing
	A2.2.3: Monitor the economic and social performance of funded projects
ER 2.3: Beneficiaries experience an increase of at least 50% in their annual turnover	A2.3.1: Organize workshops to strengthen business management skills
	A2.3.2: Facilitate access to new markets (local, regional)
	A2.3.3: Support innovation and diversification of products/services to increase competitiveness
SO3: Develop local value chains based on products derived from natural ecosystems (e.g. non-timber forest products, fish, coconut, cassava, etc.)	
ER 3.1: Four women-led mini-processing cooperatives or local small enterprises are created and structured by 20 women around ecosystem-based products	A3.1.1: Identify local products with high potential (fish, coconut oil, cassava flour, tapioca, honey, etc.)
	A3.1.2: Support the creation and structuring of producer cooperatives and groups, and school farms
	A3.1.3: Assist cooperatives in formalizing their operations and accessing financing
ER 3.2: Production and marketing of local products increase sustainably	A3.2.1: Train stakeholders in processing, preservation, and packaging techniques
	A3.2.2: Develop short distribution channels (local markets, fairs, partnerships with hotels)
	A3.2.3: Establish pilot processing units to strengthen local production
ER 3.3: The market share of local products increases at the community and municipal levels	A3.3.1: Promote local products through a labeling or collective branding strategy (“Products of Lake Zowla or Anyronkopé”)
	A3.3.2: Organize awareness campaigns and fairs to promote local products in the surrounding villages
	A3.3.3: Develop commercial partnerships with regional, national, and even international distribution networks (e.g., Flour from Lake Zowla or Anyronkopé)

4.4. Project 4: Capacity Building and Community-Based Scientific Research around Lake Zowla

4.4.1. Objectives

Overall objective

The overall objective of Project 4 is to strengthen local capacities by promoting participatory, community-based scientific research applied to the environmental, climatic, and socio-economic challenges of Lake Zowla.

Specific objectives

- **Specific Objective 1:** Establish a community-based monitoring system for pollution and biodiversity in Lake Zowla through the training of local actors (youth, fishers, women, technicians);
- **Specific Objective 2:** Strengthen the capacity of local communities to collect, analyze, and use environmental and social data, with a system for capitalizing and disseminating results;
- **Specific Objective 3:** Promote the use of generated data to guide local climate mitigation, adaptation, and sustainable lake management actions.

4.4.2. Expected Results and Indicators

Tableau 8: Expected results and indicators, project 4

Specific Objectives (SO)	Expected Results (ER)	Indicators (I)
SO1: Establish a community-based monitoring system for pollution and biodiversity	ER1.1: A local environmental monitoring committee is operational around the lake	At least one local committee created and functional by the end of Year 2
	ER1.2: Trained local actors regularly participate in data collection (target: 50 people over 2 years, 40% women)	Number of trained local actors around the western shore of the lake
	ER1.3: A simple monitoring protocol (plastic pollution, agricultural inputs, household waste, etc.) is adopted	Frequency of participatory monitoring campaigns (minimum 4 per year)
SO2: Strengthen community capacity to collect, analyze, and use data	ER2.1: Local communities are able to conduct basic environmental and social studies	Number of monitoring forms or community databases established (at least one active local system)
	ER2.2: Collected data are used to guide local decision-making	Number of reports or bulletins produced and disseminated (target: 2 per year)
	ER2.3: A system for capitalizing and publishing results is operational	Number of community feedback meetings organized (target: 3 per year)

Specific Objectives (SO)	Expected Results (ER)	Indicators (I)
SO3: Develop applied local scientific research	ER3.1: The Lake Zowla area is recognized as a pilot local research site for climate mitigation and adaptation in Togo	Number of community actions initiated based on data (minimum 2 actions/year)
	ER3.2: Scientific partnerships are established with universities and research centers	Number of scientific articles produced; Number of meetings between communities and researchers
	ER3.3: Innovative local solutions are tested and capitalized	Number of recognitions/sharing events at local, communal, regional, national or international levels (at least one by Year 4)

4.4.3. Detailed Description of Activities

Tableau 9: Detailed activities, projet 4

Specific Objectives / Expected Results	Activities
SO1: Establish a community-based monitoring system for pollution and biodiversity	
ER1.1: Local monitoring committee operational	A1.1: Identify and equip community environmental monitoring committees
	A1.2: Establish a participatory local database to centralize results
	A1.3: Organize coordination meetings to ensure effective operation
ER1.2: Trained actors participate in data collection	A2.1: Train community members on simple tools (measurement kits, observation sheets)
	A2.2: Conduct practical field monitoring workshops
	A2.3: Strengthen technical capacities through continuous monitoring and evaluation
ER1.3: Monitoring protocol adopted	A3.1: Organize regular pollution monitoring campaigns (plastics, household waste, agricultural inputs, erosion, etc.)
	A3.2: Disseminate results through community workshops and public feedback sessions
	A3.3: Integrate collected data into local development plans
SO2: Strengthen community capacity to collect, analyze, and use data	
ER2.1: Communities conduct simple studies	A2.1.1: Training sessions on data collection (observations, surveys, participatory mapping)
	A2.1.2: Develop user-friendly monitoring tools (forms, local mobile apps, drones, etc.)
	A2.1.3: Practical field data collection exercises
ER2.2: Data used for decisions	A2.2.1: Support local youth and technicians in targeted studies
	A2.2.2: Establish a community validation mechanism for collected data

Specific Objectives / Expected Results	Activities
	A2.2.3: Organize data-based local prioritization workshops
ER2.3: Capitalization system operational	A2.3.1: Publish and share results (reports, bulletins, community displays, sketches)
	A2.3.2: Create a local knowledge and experience library
	A2.3.3: Develop digital dissemination platforms (website, social media)
SO3: Develop applied local scientific research	
ER3.1: Lake Zowla as pilot site	A3.1.1: Identify research priorities with communities
	A3.1.2: Develop a local scientific roadmap with communities and authorities
	A3.1.3: Promote Lake Zowla as a pilot site in national and international forums
ER3.2: Scientific partnerships	A3.2.1: Establish partnerships with national and international academic institutions
	A3.2.2: Organize internships and field research for students and young researchers
	A3.2.3: Formalize scientific collaboration agreements
ER3.3: Innovative solutions tested	A3.3.1: Set up pilot demonstration sites (agroecology, shoreline management, plastic control, etc.)
	A3.3.2: Document and evaluate best practices from local research
	A3.3.3: Disseminate results to decision-makers, donors, and partners

4.5. Project 5: Sustainability and Autonomy of Projects and Implementing Structures

4.5.1. Objectives

Overall objective

The overall objective of Project 5 is to ensure the sustainability and financial independence of projects through autonomy strategies and sustainable management mechanisms.

Specific objectives

- **Specific Objective 1:** Establish a sustainable economic model for each project to ensure long-term financing
- **Specific Objective 2:** Strengthen local and internal governance for autonomous and inclusive project management;
- **Specific Objective 3:** Diversify funding sources through public-private partnerships, unrestricted funds, climate funds, carbon credit projects, and local income-generating initiatives.

4.5.2. Expected Results and Indicators

Tableau 10: Expected results and indicators, projet 5

Specific Objectives (SO)	Expected Results (ER)	Indicators (I)
SO1: Sustainable economic models	ER1.1: Local economic mechanisms are operational (ecotourism, environmental fees, waste valorization, etc.)	Number of projects generating recurrent income
	ER1.2: Projects generate increasing internal financial resources	Percentage of budget covered by internal/local resources
	ER1.3: Local organizations apply sustainable financial management tools	Number of local organizations trained and operational
SO2: Strengthen governance	ER2.1: Local structures actively participate in governance	Number of local organizations involved in project governance
	ER2.2: Communities actively participate in decision-making	Stakeholder satisfaction rate
	ER2.3: Jointly developed management plans are adopted	Existence of validated management and sustainability plans
SO3: Diversify funding sources	ER3.1: Public and private partnerships established	Number of partnerships per year
	ER3.2: Climate funds and unrestricted funds mobilized	Amount of funding mobilized
	ER3.3: Communities develop income-generating initiatives	Number of income-generating initiatives

4.5.3. Detailed Description of Activities

Tableau 11: Detailed description of activities, project 5

Specific Objectives / Expected Results	Activities
SO1 – ER1.1: Local economic mechanisms	A1.1: Identify and develop income-generating activities linked to lake protection
	A1.2: Develop innovative local value chains (green crafts, biodiversity products)
	A1.3: Organize local fairs and markets
ER1.2: Internal resources increase	A2.1: Establish a sustainability fund
	A2.2: Annual monitoring of project economic viability
	A2.3: Develop self-financing mechanisms
ER1.3: Financial management capacity	A3.1: Train local organizations in financial management
	A3.2: Implement simplified monitoring and audit tools
	A3.3: Organize peer-learning sessions
ER2.1: Governance participation	A2.1.1: Establish and train local lake management committees

Specific Objectives / Expected Results	Activities
	A2.1.2: Create multi-stakeholder dialogue platforms
	A2.1.3: Develop participatory operational manuals
ER2.2: Community decision-making	A2.2.1: Organize regular consultation workshops
	A2.2.2: Strengthen women and youth representation
	A2.2.3: Develop community monitoring mechanisms
ER2.3: Management plans adopted	A2.3.1: Define and adopt sustainable lake management plans
	A2.3.2: Train local leaders in participatory governance
	A2.3.3: Conduct participatory monitoring and evaluation
ER3.1: Partnerships	A3.1.1: Establish partnerships with private sector actors
	A3.1.2: Develop financial co-management agreements
	A3.1.3: Promote initiatives to attract funding
ER3.2: Funding mobilization	A3.2.1: Identify and mobilize climate funds
	A3.2.2: Develop attractive project proposals
	A3.2.3: Implement transparent monitoring and reporting systems
ER3.3: Local initiatives	A3.3.1: Support community micro-initiatives
	A3.3.2: Support local cooperatives
	A3.3.3: Annual evaluation of financial sustainability

5. LOGICAL FRAMEWORK AND ACTIVITY SCHEDULE OF THE PROGRAM

Programme Vision (2026–2035):

By 2035, i.e. within ten (10) years, the communities living around Lake Zowla, particularly those of the Anyronkopé canton, will achieve economic and social well-being while living in harmony with nature and their biodiversity.

Total annual programme budget: 344,700,000 FCFA (~€525,492 / USD 614,965)

Total budget over 10 years: 3,447,000,000 FCFA (~€5,254,918 / USD 6,149,647)

5.1. Project 1: Climate Change Mitigation

- Annual budget: 72,300,000 FCFA (~€110,221 / USD 128,987)
- 10-year budget: 723,000,000 FCFA (~€1,102,206)

Overall Objective

To reduce greenhouse gas emissions while enhancing carbon sequestration through reforestation and ecosystem restoration actions.

Tableau 12: Logical framework, project 1

ER	Activities	Indicators	verification	Assumptions/Risks	Ressources
Specific Objective 1: Restore coastal ecosystems through mangrove reforestation					
ER 1.1: 150 hectares of mangroves restored in the western Lake Zowla area (Anyronkopé))	Identify priority areas 1-Produce seedlings 2-Carry out planting	Number of hectares of mangroves replanted per year	Activity reports, field visits	Favorable climatic conditions, absence of major pollution	2 field agents, mangrove seedlings, planting tools, 1 motorbike per agent (~10,000,000 FCFA/year)

ER	Activities	Indicators	verification	Assumptions/Risks	Ressources
	3-Install protection measures against grazing and erosion				
ER 1.2: Mangrove plantations achieve a satisfactory survival rate of 70%	1-Plantation maintenance 2-Gap filling 3-Community training in participatory monitoring	Survival rate after 5 years (%)	Monitoring reports, photographs	Hydrological flow dysfunction	2 additional agents, monitoring equipment (~8,000,000 FCFA/year)
ER 1.3: Restored mangroves function as carbon sinks and contribute to climate mitigation after 5 years (carbon and biodiversity credits)	1-Install biomass measurement points 2-Collect and analyze data 3-Report results to communities and partners	Tons of CO ₂ sequestered per year	Scientific reports, communications	Adapted methodologies and available equipment	1 scientific officer, carbon measurement tools (~7,000,000 FCFA/year)
Specific Objective 2: Reforest degraded areas with local forest species					
ER 2.1: 100 hectares of degraded land restored with adapted local species	1-Identify priority zones 2-Prepare the soil and plant 3-Install protective measures	Number of hectares reforested per year	Field reports and site visits	Community engagement.	Local seedlings, field agents, agricultural tools (~8,000,000 FCFA/year)
ER 2.2: Plantations show a sustainable survival rate	1-Regular monitoring of seedlings 2-Replacement of dead seedlings 3-Awareness-raising among local populations	Survival rate after 5 years.	Field reports and site visits	Sufficient rainfall and absence of poaching.e	Field agents, monitoring equipment (~5,000,000 FCFA/year)

ER	Activities	Indicators	verification	Assumptions/Risks	Ressources
ER 2.3: Forest cover increases annually, contributing to carbon storage	1-Map forest cover 2-Monitor growth and biomass 3-Annual report	Forest cover rate.	Scientific reports, GIS.	Available Tracking Technologies	Measurement equipment, training, scientific agent (~5,000,000 FCFA/year)
Objectif spécifique 3 : Mettre en place des haies vives agroécologiques					
ER3.1: 10 km of agroecological live hedges established over 10 years	1. Identify suitable areas 2. Plant agroecological hedges 3. Protection measures	Km of hedges planted per year	Field reports	Community participation	Seedlings, field agents, tools (~6,000,000 FCFA/year)
ER3.2: Households benefit from hedges (soil protection, fertility, wood)	1. Identify households 2. Install hedges on farms 3. Awareness raising 4. Use biomass for biochar	-Restored land area (kg/ha) -Wood harvested after 5 years	Reports, surveys	Household cooperation	Field agents, training tools (~4,000,000 FCFA/year)
ER3.3: Increased biomass and carbon sequestration through biochar	1. Hedge growth measurement 2. Biomass monitoring 3. Carbon storage reporting	Linear biomass (t/ha/year)	Scientific reports	Favorable climate	Scientific agents, monitoring tools (~4,000,000 FCFA/year)

5.2. Project 2: Adaptation to Climate Change Impacts (25.30%)

Annual Budget: 87,200,000 FCFA (~€132,936 / USD 155,570)

10-Year Budget: 872,000,000 FCFA (~€1,329,355 / USD 1,555,698)

Overall Objective: Strengthen the resilience of communities and ecosystems to the impacts of climate change.

Tableau 13: Logical framework, project 2

ER (Expected Results)	Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
Specific Objective 1: Build resilient infrastructure to protect vulnerable areas from floods and droughts.					
ER1.1: Sanitation infrastructure (drainage systems, drinking water supply, household waste management, toilets) and renewable energy equipment (improved cookstoves, clean kitchens, household biogas, etc.) are functional in vulnerable areas	1. Build dikes and drainage systems 2. Install improved cookstoves, clean kitchens and household biogas systems 3. Maintain and repair infrastructure	Number of infrastructures built (drainage systems, drinking water supply, household waste management, toilets) and number of households equipped (improved cookstoves, clean kitchens, household biogas)	Activity reports, field visits	Favorable climatic conditions, absence of vandalism	Construction materials, 2 technical officers, tools, 1 motorcycle per officer (~15,000,000 FCFA/year)
ER1.2: 2,500 people from 500 households (average household size of 5 people) in lakeside communities directly benefit from the infrastructure and equipment to secure	1. Identify beneficiaries and local priorities 2. Raise awareness on proper use and maintenance 3. Train local maintenance and management committees	Number of people directly benefiting from the infrastructure	Reports, surveys, community meetings	Community participation	Field agents, training materials, information kits (~8,000,000 FCFA/year)

ER (Expected Results)	Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
their livelihoods and domestic energy					
ER1.3: Problems related to household energy gradually decrease thanks to the installed equipment	1. Annual monitoring of economic impacts 2. Adjustment of infrastructure according to needs 3. Annual reporting to partners	Percentage reduction in economic losses	Economic reports, local surveys	Community engagement, favorable climate	Economic officers, monitoring tools, computers (~7,000,000 FCFA/year)
Specific Objective 2: Promote Climate-Resilient Agricultural Practices (Conservation Agriculture, Agroforestry)					
ER2.1: Local agricultural farms adopt climate-resilient practices	1. Train farmers in conservation agriculture and agroforestry techniques 2. Establish demonstration plots 3. Provide continuous monitoring and advisory services	Number of farms adopting these practices	Training reports, field visits	Farmers' willingness, sufficient rainfall	Trainers, field agents, training materials (~7,000,000 FCFA/year)
ER2.2: At least 500 local agricultural farms adopt and implement climate-resilient agricultural practices	4. Implement practical training in conservation agriculture, agroforestry, composting, and integrated water management 5. Practical training in fish farming, hydroponics, greenhouse farming, etc. 6. Identification of voluntary pilot farms (agriculture, beekeeping, aquaculture, hydroponics, aquaponics combining fish-vegetable systems, greenhouse gardening in farms and schools) 7. Distribution of sustainable inputs (drought-resistant improved seeds, agroecological equipment, etc.)	Number of farms or households adopting climate-resilient agricultural practices each year	Field reports, GIS data	Favorable climatic conditions	Seedlings, organic fertilizers, technical agents (~6,000,000 FCFA/year)

ER (Expected Results)	Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
	8. Monitoring pilot farms and dissemination of results				
ER2.3: Agricultural productivity of the targeted farms improves sustainably despite climate hazards	1. Annual yield monitoring 2. Adjust practices based on results 3. Reporting to communities and partners	Increase in productivity (tons/hectare)	Production reports, surveys	Absence of major pest outbreaks	Agronomists, monitoring tools, computers (~6,000,000 FCFA/year)
Specific Objective 3: Train Local Communities on Climate Change Adaptation Strategies					
ER3.1: 500 households comprising 2,500 members of lakeside communities (farmers, fishers, leaders, women, youth, local school pupils, etc.) are trained on climate adaptation strategies	1. Training sessions for farmers, women, and community leaders 2. Practical demonstrations 3. Distribution of educational guides	Number of people trained	Training reports, attendance lists	Community participation	Trainers, field agents, training materials (~4,000,000 FCFA/year)
ER3.2: Acquired knowledge is capitalized, maintained, and applied sustainably over time	1. Post-training follow-up at 1 and 3 years 2. Refresher meetings and coaching 3. Application assessment	Percentage of people or households effectively applying the acquired knowledge	Monitoring reports, surveys	Sustained motivation of beneficiaries	Monitoring agents, evaluation tools, transportation (~4,000,000 FCFA/year)

ER (Expected Results)	Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
ER3.3: Sustainable community initiatives and projects emerge, reducing local vulnerability to climate risks	1. Support pilot community projects 2. Facilitate access to microcredit 3. Monitoring and capitalization of best practices	Number of community projects launched	Reports, field visits	Community engagement	Project officers, equipment, microcredit (~4,000,000 FCFA/year)

5.3. Project 3: Sustainable Economic Development (23.10%)

- **Annual budget:** 79,800,000 FCFA (~€121,630 / \$142,368)
- **10-year budget:** 798,000,000 FCFA (~€1,216,297 / \$1,423,678)

Overall Objective: Support the creation of green jobs and the economic empowerment of communities living around Lake Zowla

Tableau 14: Logical Framework, project 3

ER (Expected Results)	Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
Specific Objective 1: Support the Creation of Green Jobs in the Agricultural, Forestry, and Energy Sectors					
ER1.1: Each year, households create green jobs in agricultural, forestry, energy, and commercial sectors	1. Identify green job opportunities around the lake (sustainable fishing, ecotourism, reforestation, renewable energy) 2. Train youth,	Number of green jobs created	Reports, beneficiary surveys	Community engagement and socio-economic stability	Trainers, field agents, training materials, 2 motorcycles (~7,000,000 FCFA/year)

ER (Expected Results)	Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Riskss	Required Resources (Cost)
	women, and fishers in green occupations 3. Support the creation of micro-enterprises and local cooperatives				
ER1.2: Beneficiaries access stable and sustainable employment through local initiatives	1. Establish internship and apprenticeship programs 2. Monitor professional integration 3. Adjust programs based on field feedback	Number of beneficiaries integrated into employment	Monitoring reports, surveys	Availability of internships and job opportunities	Monitoring agents, training materials, computers (~6,000,000 FCFA/year)
ER1.3: New green enterprises are created or strengthened within and beyond the project intervention area	1. Support the creation of enterprises and cooperatives 2. Provide technical assistance and business plans 3. Monitor economic performance	Number of enterprises created or strengthened	Financial reports and surveys	Entrepreneurial willingness and market access	Economic agents, consultants, monitoring tools (~6,000,000 FCFA/year)
Specific Objective 2: Improve Access to Financing for Micro-Entrepreneurs and Small Businesses					
ER2.1: Each year, 10 micro-entrepreneur households and small businesses each benefit from increasing financial support	1. Establish a local green microfinance fund 2. Support the preparation of business plans	Number of beneficiaries financed	Reports from financial institutions	Local economic stability	Financial officers, credit fund, training materials (~7,000,000 FCFA/year)

ER (Expected Results)	Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Riskss	Required Resources (Cost)
	3. Facilitate access to green credit				
ER2.2: At least 50% of financed projects achieve a high success rate and become economically viable	1. Regular monitoring of financed projects 2. Coaching and mentoring 3. Adjustment of interventions	Percentage of successful projects	Monitoring reports	Beneficiary commitment	Monitoring agents, monitoring tools (~6,000,000 FCFA/year)
ER2.3: Beneficiaries record an increase of at least 50% in their annual turnover	1. Organize workshops to strengthen skills in business management 2. Facilitate access to new markets (local, regional) 3. Support innovation and diversification of products/services to enhance competitiveness	Percentage increase in turnover	Reports, surveys	Accessible and competitive markets	Economic agents, monitoring tools, training (~6,000,000 FCFA/year)
Specific Objective 3: Develop Local Value Chains Around Products Derived from Natural Ecosystems					
ER3.1: Four (4) women-led mini processing cooperatives or local small enterprises are created and structured by 20 women around products derived from natural ecosystems	1. Identify high-potential local products 2. Create and structure cooperatives 3. Train stakeholders in processing techniques	Number of cooperatives created	Field reports, surveys	Commitment of producers	Field agents, training sessions, technical equipment (~7,000,000 FCFA/year)

ER (Expected Results)		Main Activities	Objectively Verifiable Indicators (OVI)	Sources of Verification	Assumptions / Riskss	Required Resources (Cost)
ER3.2: The production and marketing of local products increase sustainably	1. Train stakeholders in processing, preservation, and packaging techniques	Volume of production or sales of products derived from local ecosystems	Production and sales reports	Sufficient market demand	Economic agents, logistical equipment (~6,000,000 FCFA/year)	
	2. Develop short marketing channels (local markets, fairs, partnerships with hotels)					
ER3.3: The market share of local products increases at community and municipal levels	3. Establish pilot processing units to strengthen local production	Market share (%)	Commercial reports, surveys	Acceptance of local products	Marketing agents, promotional materials (~6,000,000 FCFA/year)	
	1. Promote products through labeling or a collective brand					
	2. Organize promotional events					
	3. Collect market share data					

5.4. Project 4: Capacity Building and Community-Based Scientific Research (14.50%)

- **Annual Budget:** 49,800,000 FCFA (~ €75,920 / \$88,846)
- **10-Year Budget:** 498,000,000 FCFA (~ €759,196 / \$888,461)

Overall Objective: Strengthen local capacities while promoting community-based scientific research applied to environmental and climate-related challenges.

Tableau 15: Logical framework, project 4

ER (Expected Results)	Main Activities	Indicators (OV)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
Specific Objective 1: Establish a Community-Based System for Monitoring Pollution and Biodiversity in Lake Zowla Through Training of Local Actors (youth, fishers, women, technicians)					

ER (Expected Results)	Main Activities	Indicators (OV)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
ER1.1: A local environmental monitoring committee is operational around the lake	1. Identify and equip environmental monitoring committees 2. Train members in the use of measurement tools (water quality, biodiversity) 3. Organize regular monitoring campaigns 4. Establish a participatory local database to centralize results	- At least one local committee created and operational by the end of year 2 - A local database established by at least year 3	Activity reports, field visits	Community engagement and availability of tools	Field agents, measurement kits, 2 motorcycles (~6,000,000 FCFA/year)
ER1.2: Trained local actors regularly participate in data collection (target: 50 people over 2 years, including 40% women)	1. Training sessions on environmental monitoring 2. Practical field workshops 3. Assessment of acquired skills	Number of people trained	Training reports	Active participation of communities	Trainers, educational materials, teaching aids (~5,000,000 FCFA/year)
ER1.3: Collected data inform planning processes	1. Establish a participatory database 2. Collect, centralize, and analyze data 3. Disseminate results to communities and authorities	Frequency and quality of collected data	Monitoring reports, database	Maintenance of tools and motivation of members	Scientific staff, software, computers, training (~5,000,000 FCFA/year)
Specific Objective 2: Strengthen the Capacity of Local Communities to Collect and Use Environmental and Social Data					
ER2.1: Local communities are able to conduct basic environmental and social studies	1. Training in data collection (observations, surveys, mapping) 2. Support for young researchers and technicians 3. Development of user-friendly tools	Number of communities conducting studies	Reports, field surveys	Motivation of youth and technicians	Trainers, educational materials, survey kits (~5,000,000 FCFA/year)
ER2.2: Collected data are used to guide local decision-making	1. Support young local actors and technicians in targeted studies (pollution, biodiversity, social dynamics, etc.) 2. Establish a community validation mechanism for collected data	Number of decisions influenced by data	Meeting reports, minutes	Collaboration of local authorities	Scientific staff, analysis and reporting support (~4,500,000 FCFA/year)

ER (Expected Results)	Main Activities	Indicators (OV)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
	3. Organize local prioritization workshops based on data				
ER2.3: A system for capitalizing and publishing results is operational	1. Produce reports and bulletins 2. Publish results on community platforms 3. Regularly update databases	Number of publications and updated materials	Reports, bulletins, displays	Availability of dissemination resources	Staff, printer, computers, communication materials (~4,500,000 FCFA/year)
Specific Objective 3: Develop Applied Local Scientific Research to Make Lake Zowla a Pilot Natural Laboratory for Climate Change Adaptation					
ER3.1: The Lake Zowla area is recognized as a local pilot research site for climate change mitigation and adaptation in Togo	1. Identify research priorities with communities (biodiversity loss, pollution, intensive fishing, causes of land degradation, social research, etc.) 2. Develop a local scientific roadmap in partnership with communities and local authorities 3. Promote Lake Zowla as a pilot site in national and international forums	Number of community actions initiated based on data (target: at least 2 actions/year)	Reports, partnership agreements	Academic and local collaboration	Scientific staff, research equipment, 2 motorcycles (~6,000,000 FCFA/year)
ER3.2: Scientific partnerships are established	1. Mobilize universities and research centers 2. Define collaboration programs 3. Monitor and evaluate research activities	Number of active partnerships	Reports and agreements	Willingness of institutions	Scientific staff, meetings, logistical resources (~5,000,000 FCFA/year)
ER3.3: Innovative local solutions are tested and capitalized	1. Establish pilot sites for agroecology and waste management 2. Monitor and document experiments 3. Disseminate best practices	Number of solutions tested and implemented	Experimentation reports	Community ownership	Field agents, experimental equipment, dissemination materials (~5,000,000 FCFA/year)

5.5. Project 5: Local Governance and Financial Sustainability of Initiatives Around Lake Zowla

Annual Budget: 55,600,000 FCFA (~ €84,762 / \$99,194)

10-Year Budget: 556,000,000 FCFA (~ €847,617 / \$991,936)

Overall Objective: Ensure inclusive governance and sustainable financing of projects related to the ecological, economic, and social resilience of Lake Zowla.

Tableau 16: Logical framework, project 5

ER (Expected Results)	Main Activities	Indicators (OV)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
Specific Objective 1: Establish a Sustainable Economic Model for Each Project to Ensure Long-Term Financing					
ER1: Local economic mechanisms (ecotourism, environmental fees, waste valorization, etc.) are operational	1. Identify and develop income-generating activities (ecotourism, waste valorization, ecosystem services) 2. Develop innovative local value chains (green handicrafts, valorization of biodiversity-based products) 3. Organize local fairs and markets to promote these initiatives	Number of projects generating recurrent revenues	Activity reports	Local participation and economic attractiveness	Project staff, equipment, seed funding (~10,000,000 FCFA/year)
ER2: Projects have own-source revenues covering an increasing share of their budgets	1. Establish a sustainability fund fed by local contributions, generated revenues, and financial reserves 2. Implement annual monitoring of project economic viability 3. Develop self-financing mechanisms (membership fees, local partnerships, high-return activities, etc.)	Percentage of budget covered by own resources	Financial reports, audits	Sound management and transparency	Financial officers, accounting software (~7,500,000 FCFA/year)

ER (Expected Results)	Main Activities	Indicators (OV)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
ER3: Local organizations are trained and apply sustainable financial management tools	1. Train local organizations in accounting and financial monitoring 2. Implement simplified monitoring and audit tools adapted to the local context 3. Organize peer-learning sessions on best management practices	Number of trained and operational organizations	Training reports	Motivation and availability of local actors	Trainers, educational materials (~5,000,000 FCFA/year)
Specific Objective 2: Strengthen Local Governance for Autonomous and Inclusive Project Management					
ER1: Local structures actively participate in governance and decision-making	1. Establish participatory management committees 2. Create multi-stakeholder dialogue platforms (communities, authorities, NGOs, private sector) 3. Develop a participatory operating manual for these structures	Number of committees established and meetings held	Reports, meeting minutes	Community engagement	Project staff, meeting venues, equipment (~6,000,000 FCFA/year)
ER2: Local communities actively participate in decision-making	1. Organize regular consultation workshops between communities, local authorities, and partners 2. Strengthen the representation of women and youth in local bodies 3. Develop community consultation and monitoring mechanisms	Participation rate in committees and activities (%)	Activity reports	Availability and motivation of participants	Awareness agents, educational materials (~5,000,000 FCFA/year)
ER3: Jointly developed and validated management plans are adopted by local structures	1. Define and adopt sustainable lake management plans (fisheries, reforestation, climate adaptation, etc.) 2. Train local leaders in participatory governance and community mediation 3. Ensure participatory monitoring and periodic evaluation of implemented actions	Number of plans adopted and implemented	Reports, validation minutes	Stakeholder ownership	Experts, meetings, printed materials (~5,000,000 FCFA/year)

ER (Expected Results)	Main Activities	Indicators (OV)	Sources of Verification	Assumptions / Risks	Required Resources (Cost)
Specific Objective 3: Diversify Funding Sources through Public-Private Partnerships, Climate Funds, and Local Initiatives					
ER1: Public and private partnerships are regularly established to support projects	1. Establish partnerships with local, regional, and international companies (local presence, CSR, co-investment) 2. Develop financial co-management agreements with local authorities 3. Promote local initiatives to the private sector to attract funding	Number of active partnerships	Reports, agreements	Willingness of partners	Project staff, missions and meetings (~6,000,000 FCFA/year)
ER2: Funding from climate funds (national and international) is mobilized (Partnership Mobilization Unit – PMU)	1. Identify and mobilize relevant climate funds (Green Climate Fund, Adaptation Fund, etc.) 2. Develop attractive project proposals for donors and private investors 3. Establish a monitoring and evaluation mechanism to ensure transparent reporting to donors	Amount of funding mobilized	Financial reports, donor reports	Compliance with funding criteria	Consultants, project staff, proposal development tools (~5,000,000 FCFA/year)
ER3: Local initiatives generate additional income for communities and local structures (additive and subtractive financing mechanisms)	1. Support community micro-initiatives and high-income-generating activities (handicrafts, local products, trade, etc.) 2. Support local cooperatives for the marketing of products from the lake and surrounding forests 3. Annually monitor and evaluate mobilized funds and their impact on project sustainability	Number of initiatives supported and income generated	Activity reports, surveys Unit accounting records Bank accounts	Community commitment Donors' limited understanding of autonomous financing mechanisms	Field agents, equipment, training (~5,000,000 FCFA/year)

6. ACTIVITY SCHEDULE (GANTT CHART)

Legend for activity timelines in the following tables

- Semesters are indicated from 2026 S1 to 2035 S2, using ● and ○ depending on the actual duration of each activity;
- Plantations (mangroves, reforestation, hedgerows): 2026 → 2032;
- Monitoring & replanting: active from 2026 → 2032, followed by a gradual phase-out after 2033;
- Reporting & CO₂ measurements are spaced approximately every two years, rather than every semester;
- Continuous monitoring and evaluation activities.

6.1. Project 1: Climate Change Mitigation (2026 S1 → 2035 S2)

Overall Objective: Reduce greenhouse gas emissions while enhancing carbon sequestration through reforestation actions and ecosystem restoration.

Tableau 17: Activities schedule, project 1

Projet	OS	ER	Activity (code)	2026 S1	2026 S2	2027 S1	2027 S2	2028 S1	2028 S2	2029 S1	2029 S2	2030 S1	2030 S2	2031 S1	2031 S2	2032 S1	2032 S2	2033 S1	2033 S2	2034 S1	2034 S2	2035 S1	2035 S2
P1	OS1	ER1	A1—Identify and prepare sites	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2—Plant mangroves	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○
			A3—Install protective measures (fencing, bunds/embankments, hedgerows)	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○
		ER2	A1—Regular monitoring	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○
			A2—Replacement / replanting	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○
			A3—Participatory training of communities	●	●	●	●	○	○	○	○	○	○	○	○	●	●	○	○	○	○	○	○
		ER3	A1—Biomass survey / inventory	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2—Periodic CO ₂ measurements	○	●	●	○	●	○	●	○	●	○	●	○	●	○	●	○	○	○	○	○
			A3—Analysis and reporting	○	○	●	○	○	○	○	○	○	○	●	○	○	○	○	○	○	○	○	○
	OS2	ER1	A1—Identify degraded areas	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2—Prepare soils and plant local species	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○

Projet	OS	ER	Activity (code)	2026 S1	2026 S2	2027 S1	2027 S2	2028 S1	2028 S2	2029 S1	2029 S2	2030 S1	2030 S2	2031 S1	2031 S2	2032 S1	2032 S2	2033 S1	2033 S2	2034 S1	2034 S2	2035 S1	2035 S2
			A3—Protective measures (fencing, fire management)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	○	○	○	○	○	○
		ER2	A1—Monitoring of plantation survival	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	○	○	○	○
			A2—Replanting & interventions	○	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	○	○	○	○
			A3—Awareness raising & community guarding	•	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		ER3	A1—Mapping & satellite imagery	○	○	•	○	○	○	•	○	○	○	•	○	○	○	•	○	○	○	○	○
			A2—Field surveys	○	○	•	•	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○
			A3—Reports / integration	○	○	•	○	○	○	○	○	○	○	•	○	○	○	○	○	○	○	○	○
	OS3	ER1	A1—Identify agroecological sites	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2—Plant live hedgerows	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	○	○	○	○
			A3—Protection / initial maintenance	•	•	•	•	•	•	•	•	•	•	•	•	•	•	○	○	○	○	○	○
		ER2	A1—Household census	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2—Install hedges on plots	○	•	•	•	•	•	•	•	•	•	•	•	•	•	○	○	○	○	○	○
			A3—Maintenance training	•	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		ER3	A1—Baseline biomass measurement of hedges	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2—Monitoring biomass & soil	○	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	○	○	○	○
			A3—Reports & recommendations	○	○	•	○	○	○	○	○	○	○	•	○	○	○	○	○	○	○	○	○

6.2. Project P2 – Community Adaptation and Resilience (2026 H1 → 2035 H2)

General Objective: Strengthen the resilience of communities and ecosystems against the impacts of climate change.

Tableau 18: Activities schedule, project 2

Projet	OS	ER	Activity (code)	2026 S1	2026 S2	2027 S1	2027 S2	2028 S1	2028 S2	2029 S1	2029 S2	2030 S1	2030 S2	2031 S1	2031 S2	2032 S1	2032 S2	2033 S1	2033 S2	2034 S1	2034 S2	2035 S1	2035 S2
P2	OS1	RA1	A1 — Build dikes & reservoirs	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Installer foyers améliorés / cuisines propres	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Monitoring economic losses	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		RA2	A1 — Training farmers in resilient practices	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Implement agroforestry	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Monitor agricultural productivity	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		RA3	A1 — Assess risks & losses	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Propose corrective measures	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Train in mitigation practices	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
	OS2	RA1	A1 — Awareness and training	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Install resilient infrastructures	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Monitoring & maintenance	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
		RA2	A1 — Develop agroforestry	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Monitor plantation growth	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Train farmers	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
		RA3	A1 — Monitor productivity	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
			A2 — Indicator analysis	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
			A3 — Practice adjustments	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Project	OS	ER	Activity (code)	2026 S1	2026 S2	2027 S1	2027 S2	2028 S1	2028 S2	2029 S1	2029 S2	2030 S1	2030 S2	2031 S1	2031 S2	2032 S1	2032 S2	2033 S1	2033 S2	2034 S1	2034 S2	2035 S1	2035 S2
	OS3	RA1	A1 — Train communities	•	•	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○
			A2 — Maintain knowledge	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
			A3 — Raise awareness on maintenance	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
		RA2	A1 — Launch microprojects	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○		
			A2 — Monitoring and reporting	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○		
			A3 — Assess impact	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○		
		RA3	A1 — Launch community projects	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○		
			A2 — Project monitoring & reporting	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○		
			A3 — Assess impact and provide recommendations	•	•	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○		

6.3. Project 3: Poverty & Economic Activities (AGR)

General Objective: Strengthen the economic capacities and autonomy of youth and women living around Lake Zowla through smart agricultural initiatives, micro-enterprises, and sustainable short supply chains.

Tableau 19: Activities schedule, project 3

Project	SO	RO	Activity (code)	2026 H1	2026 H2	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2	2030 H1	2030 H2	2031 H1	2031 H2	2032 H1	2032 H2	2033 H1	2033 H2	2034 H1	2034 H2	2035 H1	2035 H2
P3	SO1	RO1	A1 — Identify green jobs	•	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Train youth and women	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Support creation of micro-enterprises	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		RO2	A1 — Create green microfinance fund	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Support business plans	•	•	•	•	•	•	○	○	○	○	○	○	○	○	○	○	○	○	○	○

Project	SO	RO	Activity (code)	2026 H1	2026 H2	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2	2030 H1	2030 H2	2031 H1	2031 H2	2032 H1	2032 H2	2033 H1	2033 H2	2034 H1	2034 H2	2035 H1	2035 H2
			A3 — Monitor economic performance	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○
		RO3	A1 — Identify local products	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Train cooperatives	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Develop short supply chains	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
	SO2	RO1	A1 — Train young entrepreneurs	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Establish incubators	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Raise awareness on sustainable management	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		RO2	A1 — Identify micro-projects	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Support business plans	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Monitor micro-project performance	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		RO3	A1 — Identify local market opportunities	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Organize trainings & workshops	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Establish economic monitoring	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
	SO3	RO1	A1 — Identify local value-added products	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Train cooperatives on sustainable management	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Support product commercialization	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○

Project	SO	RO	Activity (code)	2026 H1	2026 H2	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2	2030 H1	2030 H2	2031 H1	2031 H2	2032 H1	2032 H2	2033 H1	2033 H2	2034 H1	2034 H2	2035 H1	2035 H2
		RO2	A1 — Develop short supply chains	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Monitor quality and quantity of production	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Continuous training of cooperatives	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		RO3	A1 — Identify regional markets	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Support marketing strategies	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Monitor economic impact	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○

6.4. Project 4: Capacity Building & Community-Based Scientific Research

Overall Objective:

Strengthen scientific knowledge, environmental monitoring, and local innovation to support the sustainable management of Lake Zowla and surrounding ecosystems.

Tableau 20: Activities schedule, project 4

Project	OS	RA	Activité (code)	2026 S1	2026 S2	2027 S1	2027 S2	2028 S1	2028 S2	2029 S1	2029 S2	2030 S1	2030 S2	2031 S1	2031 S2	2032 S1	2032 S2	2033 S1	2033 S2	2034 S1	2034 S2	2035 S1	2035 S2
P4	OS1	RA1	A1 — Identify and equip local committees	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Train local stakeholders	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Data collection and dissemination	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
		RA2	A1 — Training on basic research studies	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○

			A2 — Support young researchers	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Publish and capitalize research results	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
			A1 — Identify research priorities	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		RA3	A2 — Establish scientific partnerships	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Pilot sites and documentation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	OS2	RA1	A1 — Training on basic research studies	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Support young researchers	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Publish and capitalize research results	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		RA2	A1 — Identify research priorities	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Establish scientific partnerships	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Pilot sites and documentation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		RA3	A1 — Identify research priorities	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○			
			A2 — Establish scientific partnerships	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Pilot sites and documentation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	OS3	RA1	A1 — Identify research priorities	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A2 — Establish scientific partnerships	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○
			A3 — Pilot sites and documentation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

		RA	A1 — Identify research priorities	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
			A2 — Establish scientific partnerships	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
			A3 — Pilot sites and documentation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		RA3	A1 — Identify research priorities	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
			A2 — Establish scientific partnerships	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
			A3 — Pilot sites and documentation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

6.5. Project 5: Economic Empowerment and Inclusion

Overall Objective:

Promote economic and social inclusion of communities living around Lake Zowla through micro-initiatives and sustainable management of local resources

Tableau 21: Activities schedule, project 5

Projet	OS	RA	Activity (code)	2026 S1	2026 S2	2027 S1	2027 S2	2028 S1	2028 S2	2029 S1	2029 S2	2030 S1	2030 S2	2031 S1	2031 S2	2032 S1	2032 S2	2033 S1	2033 S2	2034 S1	2034 S2	2035 S1	2035 S2
P5	OS1	RA1	A1 – Identify income-generating activities	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 – Select beneficiaries and provide training	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 – Monitoring and support of beneficiaries	○	●	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○
		RA2	A1 – Establish a local sustainability fund	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 – Financial management and training of committees	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○

		A3 – Fund monitoring and reporting	○	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
		A1 – Training in financial management	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		A2 – Support the creation of micro-projects	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
		A3 – Monitoring and capitalization of micro-initiatives	○	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
	OS2	RA1	A1 – Establish local committees	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 – Community awareness and consultation	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 – Monitoring and evaluation of committees	○	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
		RA2	A1 – Consultation workshops for local plans	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 – Development of sustainable management plans	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 – Validation and dissemination of plans	○	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
		RA3	A1 – Establish monitoring mechanisms	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 – Capitalize best practices	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 – Annual reports and recommendations	○	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
	OS		A1 – Mobilize climate funds	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 – Prepare funding proposals	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A3 – Monitoring of financing and fund utilization	○	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
		RA2	A1 – Develop attractive project portfolios for investors	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○

			A2 – Train local stakeholders on investment attractiveness	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○		
			A3 – Monitoring and evaluation of project proposals	○	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○
		RA3	A1 – Launch local micro-initiatives	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
			A2 – Support monitoring of micro-initiatives	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○		
			A3 – Reporting and capitalization of micro-initiatives	○	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○

7. GENERAL MONITORING AND EVALUATION (M&E) FRAMEWORK OF THE PROGRAM

7.1. Objective of the M&E Framework

- Track the daily implementation of each of the five projects (P1–P5) and evaluate them at specific intervals according to the project timelines;
- Measure progress toward impact by monitoring strategic objectives (SO) and expected results (RA) through their indicators, using both internal and external evaluations at planned frequencies;
- Identify overlaps or redundancies in field activities for adjustment during implementation and when designing new projects over the program period.

This monitoring and evaluation (M&E) framework provides both strategic and operational elements. It offers a comprehensive structure for the M&E approach that IAMDES-Togo must adopt throughout project implementation. For each program project, data collection protocols, monitoring grids, and Terms of Reference (ToR) for evaluations will be developed according to this structure:

- M&E objectives
- Principles and approach
- Indicators (impact, result, activity)
- Data collection methods / sources
- Frequency and responsibilities
- Tools and mechanisms
- Institutional arrangements
- M&E budget
- Expected deliverables
- Other requirements from partners or contextual needs

7.2. “Monitoring and Evaluation” vs. Monitoring

Here, we refer to daily and weekly monitoring, which simultaneously serve as daily or weekly evaluations. These will be conducted using specialized tools based on indicator types, supported by data collection grids, protocols, and data analysis and modeling software.

7.2.1. M&E Objectives

- Ensure effective and transparent daily implementation of the five projects through daily monitoring and evaluation;
- Measure normal progress toward specific and overall objectives via results and their indicators compared to daily data;
- Generate key decisions for activity adjustments based on reliable data;
- Produce reliable reports for partners, donors, communities, and other beneficiaries.

7.2.2. Principles and Approach

The fundamental principle of IAMDES-Togo's actions is community empowerment to solve their own problems. Communities are therefore at the forefront of project implementation and will play a central role in the M&E system, including internal and external evaluation.

The approach for implementing this M&E and monitoring-evaluation framework will cover:

- **Community and beneficiary participation:** Full immersion in data collection and analysis. Project 4 (capacity building and community-based research) is designed to enable communities to collect and analyze their own project data with support from IAMDES-Togo scientific researchers and technical staff;
- **Transparency:** Regular communication of results to stakeholders at the local level by the communities themselves. Communities will be trained through Project 4 and supported by IAMDES-Togo staff to transform their learnings into relevant informational messages and disseminated documents for partners and external audiences;
- **Equity:** Gender, youth, and vulnerable groups will be considered in the M&E system;
- **Sustainability:** Integration of M&E into community and local structures in the program area to ensure continuity of actions beyond 2035. Communities should view M&E as a core activity that strengthens all other ongoing actions in their area.

7.2.3. Logical Framework of Monitoring & Evaluation Indicators

Each project (P1–P5) and the program will follow the same template.

Example for the program (referencing the logical framework of activities for project indicators – IOVs)

Tableau 22: Monitoring and evaluation key indicators

Level	Example of Key Indicators
Impact (Overall Program)	- % reduction of extreme poverty in the area (from 65% to 35%)- Improvement of community resilience index (in Togo, there is no resilience index. Here we will use the number of green jobs created: 500)- Ecosystem regeneration rate (mangroves, forests, live hedges around Lake Zowla) (at least 250 hectares regenerated of the total area)
Outcomes (per OS/RA)	- Number of hectares restored (at least 250)- Number of households adopting resilient agricultural practices (500)- Number of income-generating initiatives created (500)- Survival rate of planted seedlings (100 / 150,000 plants × number of surviving plants)- Number of youth and women trained (60% of 500)
Activities	- Number of income-generating initiatives created (500)- Number of seedlings planted per year (at least 150,000)- Number of training sessions conducted (several per project)- Number of infrastructures installed (dikes, improved stoves, etc.)- Number of awareness campaigns conducted (several per project)

7.2.4. Sources and Data Collection Methods

- **Household surveys** (baseline at project start, mid-term for adjustments, endline at the end of each project);
- **Field reports** (community facilitators, technicians, researchers);
- **Satellite imagery and GPS** for monitoring reforestation and ecosystems;
- **Reports from local committees and published documents**;
- **Independent impact studies** (internal and external evaluations at mid-term and program end).

7.2.5. Level, Frequency, and Responsibilities

Tableau 23: Data collect frequency and responsibilities

Level	Frequency	Responsible
Activity data collection	Daily / Weekly / Monthly / Quarterly	Communities / Community facilitators / Field agents / Project managers / Researchers or scientists
Results monitoring	Quarterly / Semi-annual	Project coordinators / Researchers or scientists
Overall program monitoring	Semi-annual / Annual	M&E Unit of IAMDES-Togo
External evaluations (overall program impact)	2029 (mid-term), 2035 (final)	Independent consultants / Donors

7.2.6. Tools and Mechanisms

- Digital dashboards (Excel / PowerBI for internal sharing among staff, other monitoring software).
- Mobile forms (KoboCollect with ODK application and others) for field data collection, synthesis, and communication between field teams, office, and partners.
- Periodic reports: monthly, semi-annual, annual, mid-project, end-of-project, etc.
- Participatory review meetings with communities, local authorities, and partners.

7.2.7. Institutional Setup

- **IAMDES-Togo M&E Unit:** 1 coordinator + 2 assistants + 1 data manager to oversee all five projects.
- **Project Heads:** 1 M&E focal point per project (P1–P5).
- **Local Committees:** Community relays or animators for participatory data collection.
- **External Partners:** Universities, consulting firms, partner NGOs.

7.2.8. M&E Budget (% of program cost)

Each of the five projects will allocate 5–7% of its total budget to monitoring and evaluation, as recommended by international institutions. Indicative allocation:

- 40% Data collection & processing

- 30% M&E personnel
- 20% External evaluations
- 10% Equipment & software

With this framework and structure, we can then tailor it for each project (P1–P5), using the specific indicators defined for each OS/RA in the logical framework.

8. PROJECT-LEVEL MONITORING AND EVALUATION FRAMEWORK

8.1. Project 1 – Climate Change Mitigation (2026–2035)

Overall Objective: Reduce greenhouse gas emissions while enhancing carbon storage through reforestation and ecosystem restoration in the area.

8.1.1. Indicators

Impact:

- % of forest cover gained in the area
- 150 ha of mangroves restored by 2035
- 100 ha of community forests protected by 2035
- 150,000 forest and mangrove seedlings planted over 10 years
- 10 km of live hedges installed over 10 years
- 70% survival rate of planted seedlings
- 50,000 tons of CO₂ sequestered over 10 years (average 5,000 tons/year)

Results (by RA):

- RA1: Number of seedlings planted / hectares of restored sites
- RA2: Seedling survival rate after 5 years
- RA3: Tons of CO₂ sequestered

Activities:

- Number of seedlings planted
- Number of ecosystem management training sessions
- Number of km of fences/windbreaks or live hedges installed

8.1.2. Sources / Methods

- GPS & satellite imagery (forest cover monitoring)
- Monthly reports from community facilitators
- Reforestation technical sheets
- Surveys of local households

8.1.3. Frequency & Responsibilities

- Activity collection: monthly (field agents)
- Results monitoring: semi-annual (P1 project manager)
- Impact monitoring: annual (IAMDES M&E unit)

- External evaluations: 2029 (mid-term), 2035 (final)

8.1.4. Tools / Mechanisms

- KoboCollect / ODK for mobile data collection
- Excel / PowerBI database
- Local participatory meetings
- Shared dashboards with donors

8.1.5. Required Resources (P1)

- 2 dedicated M&E agents for the project
- Annual M&E budget: TBD
- Total 10-year budget: TBD

8.2. Project 2 – Community Adaptation and Resilience

Overall Objective: Strengthen community capacity to adapt and build resilience to climate hazards while reducing social and economic vulnerability.

8.2.1. Indicators

Impact:

- % of households with improved resilience (>60% of 500 target households by 2035)
- Increase in economic income or production activities (≥30% increase in participant incomes by 2035)

Results:

- Number of farmers trained and using climate-smart practices (500)
- Number of households using improved cooking stoves (500)
- Number of km of live hedges installed (10 km)

Activities:

- Number of training sessions per year (≥20)
- Number of production/economic activities implemented (500)
- Number of awareness sessions & improved stoves distributed (500)
- Number of protective structures installed

8.2.2. Sources / Methods

- Resilience surveys (baseline/midline/endline)
- Field reports
- Beneficiary activity registers
- Economic gain studies

8.2.3. Frequency & Responsibilities

- Data collection: monthly (field agents)
- Results monitoring: semi-annual (P2 coordination)

- Impact monitoring: annual (M&E unit)
- External evaluations: 2029, 2035

8.2.4. Tools / Mechanisms

- KoboCollect / ODK
- Resilience index (scorecard for comparing results)
- Annual community workshops

8.2.5. Required Resources

- 2 field M&E agents
- Vulnerability studies: baseline, midline, endline
- M&E budget: TBD
- Total project budget: TBD

8.3. Project 3 – Poverty Reduction and Promotion of Green Jobs

- **Overall Objective:** Promote economic inclusion while reducing poverty through sustainable economic activities.

8.3.1. Indicators

Impact:

- Poverty rate in target villages reduced from 65% to 35% by 2035
- 500 green jobs created and maintained ($\geq 60\%$ youth/women)

Results:

- Number of green micro-enterprises created (500 households)
- Number of beneficiaries supported through green microfinance (500)
- Number of local cooperatives strengthened (20)

Activities:

- Number of youth/women trained (500)
- Total amount of green credits granted (over 10 years)
- Number of local products marketed (300–500 references)

8.3.2. Sources / Methods

- Green microfinance reports
- Annual socio-economic surveys
- Cooperative registers
- Local market studies

8.3.3. Frequency & Responsibilities

- Activity collection: monthly (economic agents, P3)
- Results monitoring: semi-annual (P3 coordination)
- Impact monitoring: annual (IAMDES M&E unit)
- External evaluations: 2029, 2035

8.3.4. Tools / Mechanisms

- KoboCollect / ODK
- Microfinance dashboards (Excel/PowerBI)
- Participatory socio-economic scorecards
- Household impact surveys

8.3.5. Required Resources

- 2 specialized M&E agents (employment/local finance)
- Market studies & poverty assessments
- Annual workshops with cooperatives and local banks
- M&E budget: TBD
- -Total project budget: TBD

8.4. Project 4 – Capacity Building and Action Research

Overall Objective: Strengthen local capacities by promoting participatory community-based research applied to environmental, climate, and socio-economic issues.

8.4.1. Indicators

Impact:

- Number of publications / applied research results (>50 by 2035)
- Adoption of validated solutions by $\geq 70\%$ of riverside municipalities

Results:

- Number of functional local committees formed (20)
- Number of supported young researchers (20)
- Number of established scientific partnerships (20)

Activities:

- Number of technical training sessions organized (X)
- Number of documented pilot sites (X)
- Number of capitalization workshops (X)

8.4.2. Sources / Methods

- Training & workshop reports
- Scientific publications & research reports
- Local committee registers
- Pilot site documentation

8.4.3. Frequency & Responsibilities

- Activity collection: quarterly (capacity building P4 agents)
- Results monitoring: semi-annual (P4 coordination)
- Impact monitoring: annual (IAMDES M&E unit + academic partners)
- External evaluations: 2029, 2035

8.4.4. Tools / Mechanisms

- Digital knowledge management platform (SharePoint / KoBo)
- Researcher monitoring dashboards
- Annual capitalization reports
- Multi-stakeholder workshops (NGOs, universities, municipalities)

8.4.5. Required Resources

- 2 specialized M&E agents (training/research)
- Research support fund (small competitive grants)
- Annual knowledge-sharing workshops
- M&E budget: TBD
- Total project budget: TBD

8.5. Project 5 – Project and Institutional Autonomy

Overall Objective: Ensure project sustainability and financial independence through autonomy strategies and sustainable management.

8.5.1. Indicators

Impact:

- A sustainable economic model ensured for each project
- Local, autonomous, and inclusive governance of projects and lead institution
- Diversified funding sources

Results:

- RA1: Each project has a mechanism generating recurring revenues
- RA2: Increasing share of the budget covered by internal/local resources in the last two years of the program
- RA3: Local organizations trained and autonomous in financial management and fundraising

Activities:

- Number of projects generating recurring revenues
- Percentage of budget covered by internal/local resources
- Number of functional local organizations trained in financial management and fundraising

8.5.2. Sources / Methods

- Project activity reports
- Action registers
- Bank account statements of the structures

8.5.3. Frequency & Responsibilities

- Activity data collection: quarterly (capacity building P5 agents)
- Results monitoring: semi-annual (P5 coordination)
- Impact monitoring: annual (IAMDES M&E unit)
- External evaluations: 2029, 2035

8.5.4. Tools / Mechanisms

- Fund monitoring dashboards
- Annual capitalization reports of local resources
- Profitability assessments of activities

8.5.5. Required Resources

- 2 specialized M&E agents for P5
- M&E budget: TBD
- Total project budget: TBD

All the necessary details for designing monitoring and evaluation forms, data collection and analysis, and ToRs preparation are included in the project logical framework.

9. BUDGETS AND CONVERSIONS

9.1. Detailed total program budget by project (Financial summary – 10 years)

Tableau 24: Total program budget

Project (short title)	Annual budget FCFA	10-year budget FCFA	Annual budget EUR	10-year budget EUR	Annual budget USD	10-year budget USD	% of total budget
Project 1: Mitigation	72,300,000	723,000,000	110,221	1,102,206	128,987	1,289,874	21.0
Project 2: Adaptation	87,200,000	872,000,000	132,936	1,329,355	155,570	1,555,698	25.3
Project 3: Economic Development	79,800,000	798,000,000	121,630	1,216,297	142,368	1,423,678	23.1
Project 4: Capacity Building & Research	49,800,000	498,000,000	75,920	759,196	88,846	888,461	14.5
Project 5: Governance & Financial Autonomy	55,600,000	556,000,000	84,762	847,617	99,194	991,936	16.1
Total Program Budget	344,700,000	3,447,000,000	525,492	5,254,918	614,965	6,149,647	100

The total 10-year program budget is estimated at **three billion four hundred forty-seven million CFA (3,447,000,000)**, equivalent to **€5,254,918** or **\$6,149,647**.

This corresponds to **344,700,000 FCFA per year**, or **€525,492 / \$614,965** in annual overall resource needs for the five (5) program projects.

On a per-beneficiary basis, this translates to **133,880 FCFA**, or **€204.10 / \$237** per direct beneficiary (2,500) per year.

Visual representation of the program budget by project over 10 years

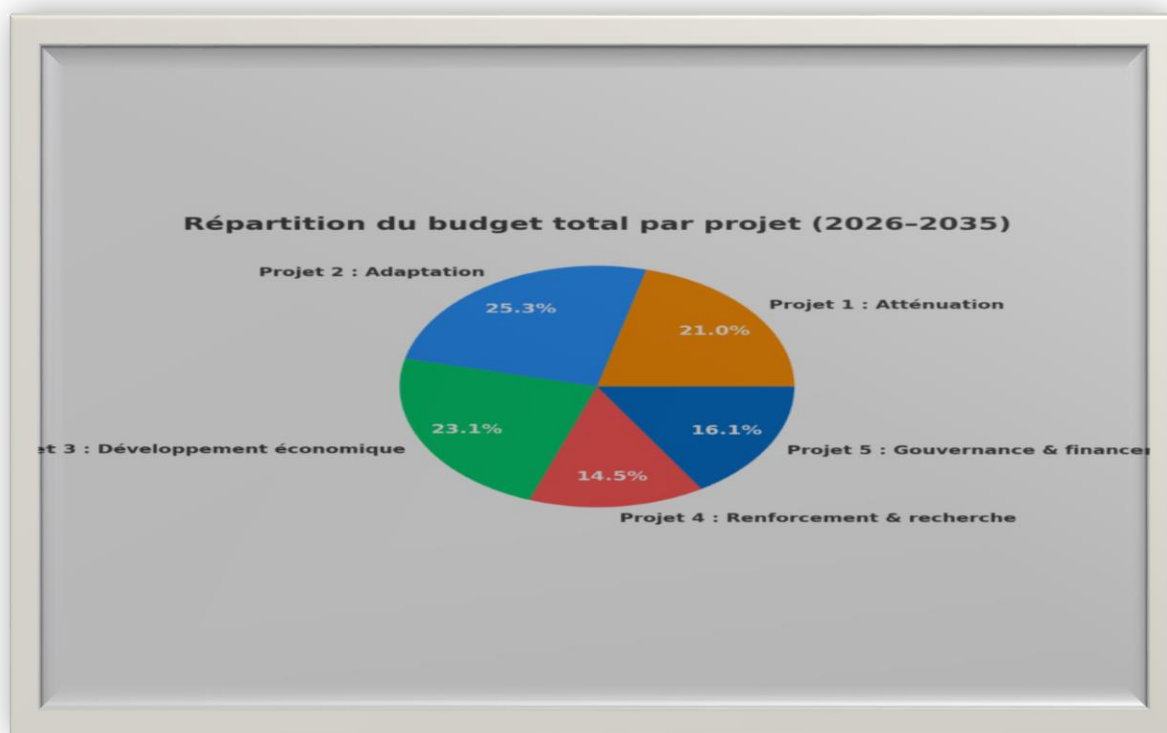


Figure 3: Budget distribution by project for 10 years

The allocation of this budget by project is as follows: **21%** for the Mitigation project (P1), **25.3%** for Adaptation (P2), **23.1%** for Economic Development and Poverty Reduction (P3), **14.5%** for Capacity Building & Research (P4), and **16.1%** for Governance & Financial Autonomy (P5).

The Mitigation (P1) and Adaptation (P2) projects alone account for **46.3%** of the total budget. Adding the Economic Development project (P3) to reduce anthropogenic pressure on biodiversity brings the total to **68.8%** of the overall budget. The Capacity Building & Research (P4) and Governance & Autonomy (P5) projects together account for **32.2%** of the budget.

9.2. Consolidated total program budget by budget category (5 projects) over 10 years

Tableau 25: Consolidated program budget

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% of Annual Budget
Human Resources	75,625,000	756,250,000	115,815	1,158,150	135,790	1,357,900	21.9
Operations & Equipment	42,625,000	426,250,000	65,079	650,790	76,408	764,080	12.4
Field Activities	95,000,000	950,000,000	145,075	1,450,750	166,560	1,665,600	27.5
Training & Capacity Building	64,000,000	640,000,000	97,625	976,250	114,390	1,143,900	18.5

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% of Annual Budget
Empowerment & Microprojects	46,000,000	460,000,000	70,200	702,000	80,310	803,100	6.4
Monitoring & Evaluation	22,075,000	220,750,000	33,583	335,830	37,943	379,250	13.3
Total Program	344,700,000	3,447,000,000	525,492	5,254,918	614,965	6,149,647	100

We visualize the data from this table using **pie charts** for in-depth analysis of budget distribution by category.

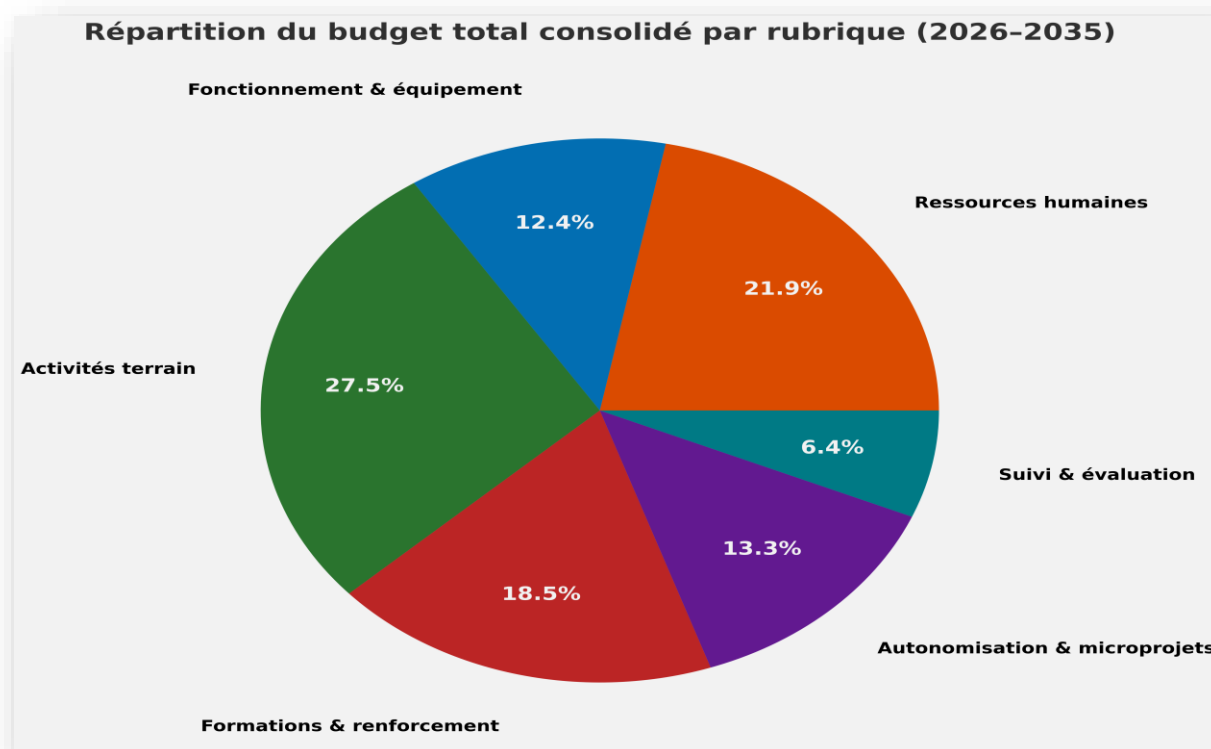


Figure 4: Breakdown of the overall consolidated budget by categories

From this chart, we observe that **46% of the project activities** are direct investments in the environment and communities: **27.5%** for field activities and **18.5%** for community capacity building. **34.3%** consist of human resources (21.9%) and operational costs (12.4%) to support field activities and capacity building.

In total, **71.3% of the program's total budget** is dedicated to biodiversity restoration activities, as well as adaptation and community resilience. The remaining **28.7%** covers evaluation activities (6.4%) and governance and local structure autonomy (13.3%).

These allocations are detailed in the following tables by category for the five (5) projects to highlight the necessary information for financial analysis.

9.3. Budget Details by Project and Category over 10 Years

All five projects maintain the same cost allocation ratios for budget categories. Field activities and community capacity building represent the largest portion of each project's budget, followed by human resources and operations/equipment costs.

Investment in project autonomy is also significant, comparable to field activities. While often overlooked, these investments are essential for sustainability after external financing. All five projects (P1, P2, P3, P4, P5) have allocated appropriate portions of their budgets to autonomy, with percentages adjusted alongside evaluation costs.

9.3.1. Project 1 – Mitigation (10 years)

Tableau 26: Budget, project 1

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% Annual Budget
Human Resources	15,500,000	155,000,000	23,650	236,500	27,650	276,500	21.45
Operations & Equipment	10,625,000	106,250,000	16,182	161,820	19,000	190,000	14.69
Field Activities	20,000,000	200,000,000	30,500	305,000	35,700	357,000	27.68
Training & Capacity Building	12,000,000	120,000,000	18,300	183,000	21,420	214,200	16.60
Empowerment & Microprojects	8,000,000	80,000,000	12,200	122,000	14,280	142,800	11.06
Monitoring & Evaluation	6,175,000	61,750,000	9,418	94,180	11,571	115,710	8.53
Total Project 1	72,300,000	723,000,000	110,220	1,102,206	128,987	1,289,874	100

9.3.2. Project 2 – Adaptation (10 years)

Tableau 27: Budget project 2

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% Annual Budget
Human Resources	15,500,000	155,000,000	23,650	236,500	27,650	276,500	17.78
Operations & Equipment	10,625,000	106,250,000	16,182	161,820	19,000	190,000	12.19
Field Activities	25,000,000	250,000,000	38,125	381,250	44,625	446,250	28.66

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% Annual Budget
Training & Capacity Building	18,000,000	180,000,000	27,450	274,500	32,130	321,300	20.64
Empowerment & Microprojects	12,000,000	120,000,000	18,300	183,000	21,420	214,200	13.76
Monitoring & Evaluation	6,075,000	60,750,000	9,229	92,290	10,779	107,790	6.96
Total Project 2	87,200,000	872,000,000	132,936	1,329,355	155,570	1,555,698	100

9.3.3. Project 3 – Economic Development (10 years)

Tableau 28: Budget project 3

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% Annual Budget
Human Resources	15,500,000	155,000,000	23,650	236,500	27,650	276,500	19.43
Operations & Equipment	10,625,000	106,250,000	16,182	161,820	19,000	190,000	13.32
Field Activities	20,000,000	200,000,000	30,500	305,000	35,700	357,000	25.06
Training & Capacity Building	16,000,000	160,000,000	24,400	244,000	28,560	285,600	20.05
Empowerment & Microprojects	12,000,000	120,000,000	18,300	183,000	21,420	214,200	15.04
Monitoring & Evaluation	5,675,000	56,750,000	8,598	85,980	10,072	100,720	7.11
Total Project 3	79,800,000	798,000,000	121,630	1,216,300	142,368	1,423,680	100

9.3.4. Project 4 – Capacity Building & Research (10 years)

Tableau 29: Budget project 4

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% Annual Budget
Human Resources	12,000,000	120,000,000	18,300	183,000	21,420	214,200	24.10
Operations & Equipment	7,125,000	71,250,000	10,865	108,650	12,704	127,040	14.31

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% Annual Budget
Field Activities	15,000,000	150,000,000	22,875	228,750	26,775	267,750	30.12
Training & Capacity Building	8,000,000	80,000,000	12,200	122,000	14,280	142,800	16.06
Empowerment & Microprojects	5,000,000	50,000,000	7,625	76,250	8,600	86,000	10.04
Monitoring & Evaluation	2,675,000	26,750,000	4,066	40,660	4,867	48,670	5.37
Total Project 4	49,800,000	498,000,000	75,920	759,196	88,846	888,460	100

9.3.5. Project 5 – Governance & Finance (10 years)

Tableau 30: Budget project 5

Budget Item / Activity	Annual Amount FCFA	10-year Amount FCFA	Annual Amount EUR	10-year Amount EUR	Annual Amount USD	10-year Amount USD	% Annual Budget
Human Resources	12,000,000	120,000,000	18,300	183,000	21,420	214,200	21.58
Operations & Equipment	7,125,000	71,250,000	10,865	108,650	12,704	127,040	12.81
Field Activities	15,000,000	150,000,000	22,875	228,750	26,775	267,750	26.99
Training & Capacity Building	10,000,000	100,000,000	15,250	152,500	17,850	178,500	17.99
Empowerment & Microprojects	6,000,000	60,000,000	9,150	91,500	10,710	107,100	10.79
Monitoring & Evaluation	5,475,000	54,750,000	8,272	82,720	9,734	97,340	9.85
Total Project 5	55,600,000	556,000,000	84,762	847,620	99,193	991,936	100

Total Program	344,700,000	3,447,000,000	525,492	5,254,918	614,965	6,149,647	100
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Project 5 serves as the **pillar for the sustainability** of the entire 10-year program, strengthening local community autonomy and ensuring financial and institutional continuity for mitigation, adaptation, research, and inclusion actions around Lake Zowla. It requires support and funding like the other four projects.

Human Resources and Operations/Equipment allocations are detailed in the following tables, showing their relative weight in each project.

9.3.6. Detailed Annual Distribution of Human Resources & Operations/Equipment

Tableau 31: Distribution of human resources and operation/equipment

Project / Category	Number	Annual Amount FCFA	Annual Amount EUR	Annual Amount USD	Description / Included Resources
Project 1 – Mitigation					
Field Agents	2	8,000,000	12,200	14,280	Salaries + allowances + social charges + 13th month
Executive Team Share	1.66	7,000,000	10,667	12,492	Proportional salaries, 13th month, insurance (allocated P1–P3)
Community Ambassadors	2	3,500,000	5,340	6,244	Allowances and logistics
Operations & Equipment	1	7,625,000	11,625	13,600	Rent, office supplies, energy, vehicles, motorcycles
Total Project 1		26,125,000	39,832	46,616	

(Same structure repeated for Projects 2–5, with totals 26,125,000 FCFA for P1–P3 and 19,125,000 FCFA for P4–P5)

9.3.7. Weight of Human Resources, Operations & Equipment in the Program Budget

Tableau 32 Weight of human resources in the program:

Budget Item	Annual Amount FCFA	% Annual Budget	10-year FCFA	% 10 years	Annual EUR	% Annual	10-year EUR	% 10 years	Annual USD	% Annual	10-year USD	% 10 years
Human Resources & Operations/Equipment	116,625,000	33.83	1,166,250,000	33.83	177,826	33.83	1,778,260	33.83	208,096	33.83	2,080,960	33.83
Total Program	344,700,000	100	3,447,000,000	100	525,492	100	5,254,918	100	614,965	100	6,149,647	100

It should be noted that **17–21% of the total 33.83%** is dedicated to field technicians and community ambassadors, including their equipment and operational costs. This allocation supports field actions, which are crucial for achieving the effectiveness and sustainability of the projects.

The operational phase of each project will include an **Annual Budgeted Work Plan (PTAB)** over 10 years, or according to the project duration, allowing the implementation to be adapted to priorities, field realities, and available resources. Each operational project will also include a **detailed cash flow plan (PT)** for rigorous financial management, monthly monitoring of flows, and progressive adaptation of finances to real needs while mitigating the risk of negative cash flow.

9.3.8. Example of Cash Flow Assimilation – Inflows / Outflows / Variances (P1 – Year 1–2026)

Total annual expenses projected in 2026, Project 1: 72,300,000 FCFA

Assumed simulated inflows: 70,000,000 FCFA / year

Breakdown of assumed simulated inflows:

- January: 20,000,000 FCFA (initial advance)
- April: 15,000,000 FCFA (1st quarterly disbursement)
- July: 15,000,000 FCFA (2nd disbursement)
- October: 20,000,000 FCFA (year-end balance)

Tableau 33: Monthly table of inflows/outflows/Balance/variance

Month	Inflows (FCFA)	Projected Outflows (FCFA)	Monthly Balance	Cumulative Balance	Variance (Inflows – Outflows)
Jan	20,000,000	7,583,334	+12,416,666	12,416,666	+12,416,666
Feb	0	5,458,334	-5,458,334	6,958,332	-5,458,334
Mar	0	5,458,334	-5,458,334	1,499,998	-5,458,334
Apr	15,000,000	6,000,000	+9,000,000	10,499,998	+9,000,000
May	0	5,750,000	-5,750,000	4,749,998	-5,750,000
Jun	0	5,250,000	-5,250,000	-500,002	-5,250,000
Jul	15,000,000	5,625,000	+9,375,000	8,874,998	+9,375,000
Aug	0	5,625,000	-5,625,000	3,249,998	-5,625,000
Sep	0	5,625,000	-5,625,000	-2,375,002	-5,625,000
Oct	20,000,000	4,850,000	+15,150,000	12,774,998	+15,150,000
Nov	0	4,300,000	-4,300,000	8,474,998	-4,300,000
Dec	0	3,875,000	-3,875,000	4,599,998	-3,875,000
TOTAL	70,000,000	72,300,000	—	4,599,998	-2,300,000 (theoretical annual deficit)

This proposed **quarterly version** below provides less detail and less precision regarding potential risks. The monthly version highlights months (June and September) as periods of negative cash flow risk.

Tableau 34: Quarterly table of inflows/Outflows/Balance/vVariance

Quarter	Inflows	Outflows	Quarterly Balance	Cumulative Balance
Q1	20,000,000	18,500,000	+1,500,000	1,500,000
Q2	15,000,000	17,000,000	-2,000,000	-500,000
Q3	15,000,000	16,875,000	-1,875,000	-2,375,000
Q4	20,000,000	19,925,000	+75,000	+4,599,998
TOTAL	70,000,000	72,300,000	—	+4,599,998

Although these tables are indicative, they allow a **quick and iterative analysis** of the strengths of the annual operational project budget, showing for example:

- The project remains positive most of the time thanks to quarterly advances;
- The final annual balance is positive: +4,599,998 FCFA, thanks to the last disbursement.

At the same time, it warns that, **with this scheduling of disbursements or fund mobilization as in the assumed simulated inflows**, two periods of negative cash flow appear:

- June (-500,002 FCFA);
- September (-2,375,002 FCFA).

These signal potential risks that must be anticipated by:

- Requesting an additional advance, or
- Rescheduling donor disbursements.

For these reasons, both tables, PTAB and PT, are necessary to consider in developing operational projects within this ten-year program. They are included in this strategic document so that our **partner mobilization and fundraising strategy**, presented in the following pages, takes them into account.

10. MECHANISM FOR MOBILIZING DONORS, FOUNDATIONS, AND OTHER POTENTIALLY INTERESTED ORGANIZATIONS

Each local or community development organization must, from the start, anticipate and plan **both a partnership mobilization plan and strategies for autonomy**. In this strategic action plan, our approach is to integrate **both our partnership mobilization ideas and the autonomy strategies** of its five (5) projects.

To strengthen this choice, it is essential to design a strategy based on solid mechanisms **from the very beginning of project development**, with concrete, planned activities integrated into the projects. In fact, this program document serves as the **first foundation of this mechanism**, which suggests a trust-based partnership relationship before project development.

It is through this document or plan that we will initiate first contacts with partners to present our **vision and value**, anchored in four pillars:

- **Trust**: building confidence among partners before project development;
- **Co-construction**: jointly developing projects with a long-term perspective after establishing trust;
- **Transparency**: managing the execution of co-constructed actions openly;
- **Mutual accountability**: ensuring all stakeholders are responsible with the goal of achieving autonomy.

10.1. Strategy for Partner and Resource Mobilization: IAMDES-Togo Decennial Program (2026–2035)

10.1.1. Context and Justification

This ten-year program (2026–2035) of IAMDES-Togo is based on the **integrated implementation of five (5) interdependent projects** aimed at biodiversity restoration and sustainable poverty reduction in the Lake Zowla area, Togo. To generate a consolidated and long-lasting impact, these projects are designed to be implemented simultaneously in the same geographic area and timeframe.

This integrated approach allows the impacts of each project to **reinforce each other**. In particular, reducing the socioeconomic vulnerability of local communities will directly contribute to decreasing anthropogenic pressures on ecosystems, thereby enhancing positive effects on biodiversity, climate, and ecosystem services. The program's success relies on **coordinated and sustainable mobilization** of partners and resources across its projects.

For this reason, our strategy aims to develop over ten (10) years a **solid, committed, and trust-based network** capable of supporting actions technically, institutionally, digitally, through media, and financially.

The vision pursues four main objectives:

- 1- Build a portfolio of at least **30 active and diversified partners** (NGOs, foundations, companies, institutions, universities, etc.) around the projects;
- 2- Ensure **progressive financial stability** of the program, with local mobilization covering at least 40% of the annual budget by 2035;

- 3- Deploy and consolidate the **five flagship projects** within a long-term perspective;
- 4- Increase **national and international visibility** of the program, positioning IAMDES-Togo as a reference actor.

The strategic axes for partner mobilization rely on a **progressive and complementary combination of local, national, and international resources**. Priority is given to **community and local resources**, in-kind contributions, services, and, when possible, financial contributions. This approach strengthens local ownership, resilience, and autonomy of the involved structures.

Simultaneously, the strategy targets **financial and technical partners aligned with a long-term vision**, including:

- Traditional foundations evolving toward more flexible and unrestricted funding mechanisms;
- Non-conventional, trust-based foundations offering unrestricted financing;
- Climate and environmental donors;
- Diaspora, crowdfunding;
- Innovative mechanisms such as carbon credits and green credits.

As a result, IAMDES-Togo's strategy has identified **65 partners** across diverse approaches for interdependent and complementary actions to achieve consolidated and sustainable impact. Collective participation reduces each partner's contribution proportionally. Mobilizing even 10 out of 65 partners is considered a success.

10.1.2. Partner Tables by Approach

Legend for SDGs (common framework across program projects):

SDG 1: No poverty – SDG 2: Zero hunger

SDG 13: Climate – SDG 15: Biodiversity – SDG 5: Gender – SDG 16: Governance – SDG 17: Partnerships

(Tables for Trust-Based & Non-Conventional Foundations, Transitioning Traditional Foundations, Climate/Biodiversity/Carbon Donors, Diaspora & Crowdfunding, Private & Institutional actors included here in the same format as French text.)

10.1.3. Autonomy and Sustainability After External Funding

A central pillar of our strategy is **gradually strengthening the autonomy of local structures** involved in the program. Internal mechanisms will ensure continuity beyond external funding. The **gradual disengagement of international partners** must result in operational and financial autonomy of local initiatives.

A local NGO must plan sustainability strategies **from inception**, aiming for **community autonomy**.

For this program, **community base strengthening** is essential for NGO autonomy. Communities should be able to:

- Ensure **food security** (at least 10 months/year);
- Make **local decisions**;
- **Sustainably manage natural resources**;

- Finance at least 50% of actions;
- Continue activities after partner withdrawal.

Community Autonomy Axes and Expected Results *(summary table included in translation as in French)*

(Followed by detailed tables for NGO autonomy, revenue diversification, income-generating activities, reserve funds, internal governance, and gradual disengagement over 10 years.)

Conclusion and Perspective

By focusing on **trust-based, flexible, long-term, unrestricted funding partnerships**, IAMDES-Togo's partner mobilization strategy around its five interdependent projects establishes conditions for **sustainable biodiversity restoration and structural poverty reduction**, while reducing anthropogenic pressure on the Lake Zowla ecosystem.

This strategy invites **diverse partners** for economies of scale and consolidation of impact, forming the basis for discussions **before co-constructed or co-produced projects**.