Česká rozvojová agentura

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Č.j. ČRA: 280499/2026-1-CRA

Dodatek č. 1 ke smlouvě o dílo

níže uvedeného dne měsíce a roku mezi smluvními stranami:

Česká republika – Česká rozvojová agentura (ČRA)
Zastoupená: Ing. Michalem Minčevem, MBA, ředitelem
Se sídlem: Nerudova 3, 118 50 Praha
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Číslo účtu: 0000-72929011/0710
Kontaktní osoba: Mgr. Tomáš Daníček
Tel.:
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(dále jen „ČRA“),

a

Pepps Engineering SRL
Zastoupená: Yannickem Gillisem, generálním ředitelem
Se sídlem: Avenue Alexandre Fleming 10, 1348 Louvain-la-Neuve, Belgium
Stát banky: Belgium
IČO: TVA BE0752519268
(dále jen „Zhotovitel“),

ČRA a Zhotovitel společně jen „Smluvní strany“ nebo jednotlivě „Smluvní strana“.

Translation from the Czech language into English language

Ref. No. CzDA: 280499/2026-1-CRA

Amendment No. 1 to the Contract for Work

between the following Contracting Parties on the day, month and year given below:

The Czech Republic - The Czech Development Agency (CzDA)
Represented by: Ing. Michal Minčev, MBA, Director
Registered office: Nerudova 3, 118 50 Prague
Identification No.: 75123924
Banking details: Česká národní banka, Na Příkopě 28, Prague 1
Account no.: 0000-72929011/0710
Contact person: Mr. Tomáš Daníček
Tel.:
E-mail:
(hereinafter “CzDA”),

and

Pepps Engineering SRL
Representedy by: Yannick Gillis, CEO
Registered office: Avenue Alexandre Fleming 10, 1348 Louvain-la-Neuve, Belgium
Bank country: Belgium
Bank name: Belfius Banque SA
Branch code:
Identification No: TVA BE0752519268
(hereinafter the “Contractor”),

The CzDA and the Contractor together only as the “Contracting Parties” or individually as the

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	"Contracting Party".
Článek 1	**Article 1**
1.1. Smluvní strany uzavřely dne 21. 4. 2026 Smlouvu o dílo č.j. 281508/2025-9-CRA na vypracování Studie proveditelnosti pro Národní systém sledovatelnosti dřeva v Zambii (dále jen „Smlouva"). Vzhledem k potřebě koordinace se souvisejícími aktivitami projektu SLIM a zajištění technické synergie s IT infrastrukturou ČRA, dohodly se smluvní strany na uzavření tohoto dodatku ke smlouvě.	1.1. On 21 April 2026, the Contracting Parties concluded the Works Contract Ref. No. 281508/2025-9-CRA for the preparation of a Feasibility Study on a National Timber Traceability System in Zambia (hereinafter as the "Contract"). Due to the need for coordination with related activities of the SLIM project and to ensure technical synergy with the CzDA's IT infrastructure, the Contracting Parties have agreed to conclude this Amendment to the Contract.
Článek 2	**Article 2**
2.1. Smluvní strany se dohodly, že **čl. 3 odst. 3.1. Smlouvy** se mění následovně takto: *3.1. „Zhotovitel se zavazuje provést a předat celé dílo nejpozději do jednadvaceti (21) týdnů od nabytí účinnosti této smlouvy. Jednotlivé výstupy budou předány v následujících termínech od účinnosti této smlouvy:* • *Výstup i – do jedenácti (11) týdnů,* • *Výstup ii – do sedmnácti (17) týdnů,* • *Výstup iii – do jednadvaceti (21) týdnů."*	2.1. The Contracting Parties have agreed that **Article 3, paragraph 3.1.** of the Contract shall be amended to read as follows: *3.1. "The Contractor undertakes to perform and deliver the entire work no later than within twenty-one (21) weeks from the effective date of this Contract. Individual deliverables shall be submitted within the following deadlines from the effectiveness of this Contract:* • *Deliverable i – within eleven (11) weeks,* • *Deliverable ii – within seventeen (17) weeks,* • *Deliverable iii – within twenty-one (21) weeks. "*
2.2. Smluvní strany se dále dohodly na nahrazení **Přílohy č. 1** (Specifikace výstupů díla) a **Přílohy č. 2** (Návrh řešení) Smlouvy novým zněním, které tvoří přílohu tohoto dodatku. Tato aktualizace příloh se provádí výhradně za účelem uvedení harmonogramu plnění do souladu s novými termíny dle čl. 2 odst. 2.1. tohoto dodatku.	2.2. The Contracting Parties have further agreed to replace **Annex No. 1** (Deliverables Specification) and **Annex No. 2** (Solution Design) of the Contract with a new version, which forms an annex to this Amendment. This update of the annexes is carried out solely for the purpose of bringing the implementation

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2.3. Ostatní ustanovení Smlouvy zůstávají beze změny.	schedule into line with the new deadlines pursuant to Article 2, paragraph 2.1. of this Amendment. 2.3. The remaining provisions of the Contract shall remain unchanged.
Článek 3	**Article 3**
3.1. Smluvní strany prohlašují, že tento dodatek byl mezi nimi uzavřen vážně a svobodně, nikoliv v tísni či za podmínek nápadně nevýhodných.	3.1. The Contracting Parties declare that this Amendment was concluded between them seriously and freely, not under duress or under conspicuously disadvantageous conditions.
3.2. Tento dodatek je vyhotoven ve třech (3) stejnopisech s platností originálu, z nichž dva (2) jsou určeny pro ČRA a jeden (1) pro Zhotovitele. V případě elektronického podpisu bude dodatek vyhotoven pouze v jednom (1) vyhotovení opatřeném elektronickými podpisy obou smluvních stran.	3.2. This Amendment is executed in three (3) counterparts with the validity of the original, two (2) of which are intended for the CzDA and one (1) for the Contractor. In the case of an electronic signature, the Amendment will be executed in only one (1) counterpart provided with the electronic signatures of both Contracting Parties.
3.3. Tento dodatek je vyhotoven v českém a anglickém jazyce, přičemž v případě rozporu mezi jazykovými verzemi je rozhodné české znění.	3.3. This Amendment is made in Czech and English, in case of discrepancies between language versions, the Czech version shall prevail.
3.4. Smluvní strany berou na vědomí, že tento dodatek bude zveřejněn v registru smluv dle zákona č. 340/2015 Sb., o registru smluv, a s jeho zveřejněním souhlasí. Zveřejnění zajistí ČRA.	3.4. The Contracting Parties acknowledge that this Amendment will be published in the Contract Register pursuant to Act No. 340/2015 Coll., on the Contract Register, and they agree to its publication. The CzDA shall ensure the publication.
3.5. Tento dodatek Smlouvy nabývá platnosti dnem jeho podpisu oběma smluvními stranami a účinnosti okamžikem uveřejnění v registru smluv.	3.5. This Amendment to the Contract shall enter into force on the day of its signing by both Contracting Parties and shall take effect at the moment of its publication in the Contract Register.

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Seznam příloh: Příloha č. 1: Specifikace výstupů díla; Příloha č. 2: Návrh řešení;	List of Annexes: Annex No. 1: Deliverables Specification; Annex No. 2: Solution Design

V Praze dne: .....
In Prague, on: 29/05/2026

[redacted]

Ing. Michal Minčev, MBA
ředitel ČRA / director of CzDA
ČRA / CzDA

V ..... dne: .....
In ..... on: .....

[redacted]

.....
Yannick Gillis
generální ředitel/CEO
Pepps Engineering SRL
Zhotovitel / Contractor

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Annex No. 1: Deliverables Specification

Deliverable	Description	Indicative Share of Contract Value and Timelines
Inception Review Report	This report will set the analytical and organizational foundation for the entire assignment. It will summarize the outcomes of the inception meeting, agreed scope and objectives, and define the analytical framework and detailed workplan. It will also map existing traceability systems, institutional roles, and data management frameworks relevant to timber legality and monitoring. The report will serve as a baseline reference for all subsequent analyses. It shall include: (i) Overview of the traceability environment in Zambia, including existing digital platforms (Forestry Department pilot, GSB, ZamPortal, Corelink), production, trade, licensing and regulatory frameworks, presented together with one integrated diagram mapping platforms and data flows. (ii) Stakeholder mapping and engagement plan, covering institutional mandates and roles of key actors, supported by institutional mapping chart and a stakeholder matrix in table form. (iii) Detailed methodology, analytical framework and timeline, structured as a clear methodology chapter and displayed through a workplan table or Gantt-style timeline. (iv) Risk assessment and mitigation plan, summarised in a concise narrative section with clear identification of key risks and proposed mitigation measures, supported by a simple risk matrix (likelihood × impact) or equivalent project-management tool. (v) Validation and communication plan, outlining planned consultations, validation steps and communication channels, supported by a short, structured narrative.	10 working days (approx. 15 %) Submission 11 weeks from the start

Gap analysis	This analytical report will identify the institutional, technical, legal, and governance gaps that hinder the establishment of a national timber traceability system in Zambia. and evaluate the capacities of government and private actors. A key component of this analysis will be the assessment of Zambia's readiness for compliance with the EU Deforestation Regulation (EUDR), focusing on how existing traceability and legality-assurance mechanisms align with international market requirements. The report will benchmark Zambia's current systems and institutional arrangements against EUDR provisions and similar international frameworks, identifying compliance gaps, capacity needs, and actionable steps for alignment. It shall include: (i) Review of relevant legal and regulatory provisions related to timber trade and enforcement, presented as a concise table capturing key obligations, implementation gaps and areas requiring clarification or reform. (ii) Stakeholder mapping targeting key institutions, producers, processors, exporters and enforcement agencies, supported by a simple RACI-style outline to clarify actual roles, responsibilities and areas where mandates overlap or remain unclear. (iii) Description of coordination and data-sharing mechanisms among the Forestry Department, SMART Zambia, ZEMA and other actors,illustrated through one high-level process map showing main information flows and bottlenecks. (iv) Evaluation of technical infrastructure, data flows and system interoperability, presented through a clear system diagram highlighting platforms, data links and integration points. (v) Assessment of institutional and human capacity needs and gaps, structured as a capacity-needs matrix indicating priority areas, target institutions and suggested types of capacity-building. (vi) EUDR readiness review, featuring a simple alignment check against core EUDR obligations and a short explanation of the main gaps and opportunities for alignment. (vii) Targeted international comparison (e.g., Ghana, Indonesia, Thailand), summarised as a short set of practical lessons that may be relevant for designing Zambia's future system.	30 working days (approx. 45 %) Submission 17 weeks from the start

	(viii) Prioritised recommendations for short- and medium-term actions, organised in a clear action list indicating indicative priority order and suggested responsibility.	
Final Feasibility Study & Actionable Roadmap	This final package will consolidate all analytical results, stakeholder inputs from stakeholder engagement, and costing into a comprehensive feasibility study. It will build directly upon the findings of the Gap Analysis, addressing each identified gap through concrete recommendations and actionable measures. The package will include three components – the Final Feasibility Report, a costed Implementation Roadmap, and a Validation Workshop with a Short Workshop Summary Report documenting key feedback and agreed next steps. Together, these deliverables will provide a realistic and actionable framework for establishing and sustaining a national timber traceability system. It shall include: (i) Synthesis of key analytical findings, integrated into a clear summary chapter highlighting institutional, technical, legal and financial gaps identified across the assignment, supported by one consolidated overview diagram capturing the core system challenges; (ii) Detailed Roadmap with recommendations and remedial measures to address identified gaps, including integration options, policy adjustments and capacity-strengthening actions, presented in a structured narrative with a concise recommendations list showing the rationale for each proposed measure. (iii) Proposed technical architecture and ICT framework ensuring interoperability, scalability and data integrity, illustrated through a high-level architecture schematic and a brief description of key components. (iv) Institutional coordination and governance structure, defining roles, reporting lines and accountability mechanisms, accompanied by a simple governance diagram showing the main coordination flows. (v) Detailed, costed Implementation Roadmap with phased approach, milestones, timelines and responsible entities, presented in a structured roadmap table or Gantt-style timeline with indicative costing per phase. (vi) Verification Framework providing audit, monitoring and compliance mechanisms aligned with EUDR, summarised through a set of verification steps (e.g., high-level verification pathway or compliance checks overview) together with a brief list of key indicators.	20 working days (approx. 40 %) Submission 21 weeks from the start

	(vii) Risk analysis and mitigation plan for implementation, supported by an updated risk matrix (likelihood × impact) outlining major implementation risks and mitigation options; (viii) Financing and sustainability options, including donor and private-sector engagement, presented through a concise costing summary and a short overview of potential funding pathways.	
	(ix) Organisation of a stakeholder validation workshop in Lusaka and preparation of a Short Workshop Summary Report, capturing stakeholder feedback, agreed follow-up actions and any required adjustments to the final recommendations.	

Annex No. 2: Solution Design

5 Technical proposal

5.1 Introduction and Project Context

Zambia is facing growing requirements to strengthen the transparency, governance and traceability of its timber sector in response to evolving international market and regulatory expectations. As a country with significant forest resources and export potential, ensuring the legality and traceability of timber products has become a strategic priority.

The entry into force of the European Union Deforestation Regulation (EUDR) has further reinforced the need for robust traceability and verification mechanisms. For Zambia, compliance with the EUDR represents both a challenge and an opportunity to improve forest governance, enhance market access and increase the credibility of its timber exports.

In this context, the Government of Zambia, with the support of international partners, seeks to assess the feasibility of establishing a national timber traceability system. The objective is to build on existing institutional frameworks, digital initiatives and regulatory mechanisms, while addressing current gaps in coordination, data management and system interoperability.

The present assignment focuses on conducting a comprehensive feasibility study aimed at analysing the current situation and defining a realistic and phased roadmap for the development of a national traceability system. The study will examine institutional, legal, technical and governance aspects, with particular attention to Zambia's readiness to meet EUDR requirements and to ensure the sustainability and effectiveness of future traceability mechanisms.

5.2 Understanding of the assignment

This technical proposal is submitted in the context of the feasibility study aimed at assessing the conditions for the establishment of a national timber traceability system in Zambia, aligned both with national priorities and with European regulatory requirements, in particular the European Union Deforestation Regulation (EUDR).

The assignment takes place in a context characterised by increasing requirements related to legality, sustainability and transparency of forest supply chains, as well as by the need for timber-producing countries to strengthen their institutional, technical and organisational capacities in order to meet international market requirements.

The main objective of the study is to provide Zambian authorities with a structured, realistic and operational analysis enabling them:

- to assess the current state of institutional, regulatory, technical and operational frameworks related to timber traceability;
- to identify existing gaps in relation to international requirements, in particular those stemming from the European regulatory framework;
- to propose concrete options for the establishment or evolution of a national timber

traceability system;
- and to define a phased, costed and capacity-adapted implementation roadmap.

5.2.1 Objectives of the assignment and expected results

The assignment aims to support the Government of the Republic of Zambia in its decision-making process regarding the development of a national timber traceability system, by providing a solid analytical basis and directly actionable recommendations.

The specific objectives of the assignment are to:

- analyse the existing legal, regulatory and institutional framework related to forest management, timber traceability and trade;
- assess the systems, tools and mechanisms currently in place for data collection, management and sharing related to forest products;
- evaluate Zambia's level of readiness with regard to the requirements of the European Union Deforestation Regulation (EUDR);
- identify needs in terms of governance, human capacities, technical infrastructure and inter-institutional coordination;
- propose realistic technical and organisational scenarios and options for a future national traceability system;
- develop a detailed implementation roadmap, including phasing, institutional responsibilities, budget estimates and key risks.

The expected results of the assignment include the production of three key deliverables:

- an Inception Review Report validating the methodology, work plan and understanding of the context;
- a Gap Analysis Report identifying gaps and priorities in a structured manner;
- a Final Feasibility Study accompanied by an Actionable Roadmap for the implementation of the system.

5.2.2 Zambian context and challenges related to a national timber traceability system

The Zambian forestry sector plays an important role both economically and environmentally. It contributes to the livelihoods of local communities, to domestic supply, and to the export of forest products.

However, the sector faces several challenges, including:

- the complexity of forest supply chains;
- the multiplicity of institutional actors involved;
- the need to strengthen control, monitoring and transparency mechanisms;
- and the need to adapt to increasing international market requirements related to legality and sustainability.

The establishment of a national timber traceability system represents a strategic lever to:

- improve forest governance;
- strengthen transparency and credibility of forest value chains;
- support national and international regulatory compliance;
- and facilitate access of Zambian forest products to international markets.

5.2.3 Alignment with EUDR requirements and national institutional priorities

The European Union Deforestation Regulation (EUDR) introduces strengthened obligations related to due diligence, traceability and demonstration of non-deforestation for products placed on the European market.

In this context, the assignment aims to assess to what extent existing frameworks in Zambia enable compliance with these requirements, and to identify the adaptations required to ensure progressive compatibility with the EUDR, while respecting national priorities, capacities and institutional realities.

The proposed approach follows a pragmatic and progressive alignment logic, aiming to:

- build upon and strengthen existing national mechanisms rather than replacing them;
- promote institutional and operational ownership of the future system;
- ensure coherence between forest governance objectives, international regulatory requirements and local capacities.

5.3 Presentation of Pepps & BFConsult

Within the framework of this assignment, Pepps is partnering with BFConsult, with whom it has collaborated for several years on projects combining digitalisation, traceability, European regulatory requirements and forest and environmental management. The two partners have already successfully implemented several joint projects, notably in Sub-Saharan Africa, within donor-funded contexts and involving complex institutional frameworks.

This partnership is based on a proven collaboration, a strong mutual understanding of working methods, and an operational complementarity already tested in the field. It goes beyond a one-off association and forms a coherent and experienced partnership, particularly well suited to the implementation of the present assignment in Zambia.

5.3.1 Partnership background and joint project experience

Over the years, Pepps and BFConsult have developed a structured collaboration around projects related to forest traceability, regulatory compliance and digitalisation of processes linked to natural resource management. This collaboration has been built through projects implemented in various countries, particularly in Africa, requiring a close articulation between technical expertise, in-depth understanding of regulatory frameworks and strong knowledge of local operational realities:

- public administrations and sectoral authorities;
- forest operators and private-sector stakeholders;
- international technical and financial partners.

These experiences have enabled the partners to:

- operate effectively within complex multi-stakeholder institutional environments;
- integrate logistical, organisational and human constraints specific to African contexts;
- translate complex regulatory requirements into operational solutions adapted to field realities;
- meet the high standards of quality, transparency and reporting expected by international donors.

This shared experience represents a major asset for the assignment in Zambia, which requires both solid analytical expertise and the ability to propose realistic, implementable and institutionally appropriate recommendations.

5.3.2 Pepps Engineering

Pepps Engineering is a company specialised in the design and development of tailor-made digital solutions, particularly for projects involving complex systems, high traceability requirements and demanding institutional environments. Pepps has confirmed experience in managing IT projects for governments and public organisations, notably in Africa and other developing regions.

Pepps has implemented several projects in Sub-Saharan Africa, including in Cameroon, Senegal, Gabon and Ivory Coast, in areas such as:

- digitalisation of supervision and monitoring systems;
- management and traceability of critical data;
- development of sector-specific platforms for public administrations and industrial operators;
- implementation of solutions addressing strong field constraints, such as limited connectivity, multiple stakeholders and varying technical capacities.

Pepps' expertise notably covers:

- development of complex software platforms and robust, scalable cloud architectures;
- IT project management, including integration of heterogeneous systems and management of structured and geospatial databases;
- design of user-oriented solutions accessible across multiple platforms, including mobile devices, and adapted to African field contexts;
- implementation of agile methodologies such as Scrum, enabling flexible, iterative and

results-oriented project delivery;
- information system security and protection of sensitive data.

In its African projects, Pepps systematically ensures skills transfer and local ownership of developed solutions, both at technical and organisational levels, in order to guarantee the sustainability of implemented systems.

5.3.3 BFConsult

BFConsult is a company specialised in forestry and environmental engineering, with recognised expertise in sustainable natural resource management, particularly in Sub-Saharan Africa and other regions, where it has implemented projects related to:

- sustainable forest management;
- forest governance and timber legality;
- forest traceability and verification systems;
- institutional support and capacity building for forest administrations.

BFConsult
Expertises et gestion

BFConsult's expertise notably includes:

- in-depth knowledge of African forestry regulatory frameworks;
- strong command of European mechanisms such as EUDR, FLEGT VPAs and related timber legality compliance requirements;
- extensive experience working closely with public authorities, local communities and private operators;
- capacity to design and implement training and support activities adapted to African contexts.

Through this strong African experience, BFConsult brings to the partnership a deep understanding of forestry, institutional and socio-economic challenges, which is essential to ensure the relevance, feasibility and ownership of the recommendations formulated within the framework of the assignment in Zambia.

5.4 Experience, references and delivery capacity

Pepps and BFConsult have experience that is directly relevant to the mission in Zambia, both in terms of forest traceability systems and in conducting feasibility studies and master plans in complex institutional contexts, particularly in developing countries and in Africa.

The references presented below demonstrate the partnership's ability to design, analyse and support the implementation of national traceability systems, integrating regulatory, institutional, technical and operational dimensions, as well as European requirements, particularly those related to the EUDR.

5.4.1 Guyana Project – National timber traceability system funded by the European Union

The Pepps – BFConsult partnership is involved in a European Union-funded project to set up a national timber traceability system in Guyana.

This project covers in particular:

- the design and deployment of a national forestry traceability platform;
- the integration of forestry management, control and timber flow monitoring processes;
- the structuring of institutional mechanisms and data flows between public authorities;
- the integration of a specific module to prepare for compliance with the EUDR.

This project has strong similarities with the mission in Zambia, particularly in terms of:

- the central role of the forestry administration;
- the need to articulate the regulatory framework, institutional governance and technical solution;
- the management of sensitive data related to the origin, legality and traceability of timber;
- compliance requirements with European frameworks.

The experience gained in Guyana enables the partnership to provide an in-depth understanding of the operational challenges involved in implementing a national traceability system that complies with the EUDR.

5.4.2 Honduras Project – Forestry traceability system with Master Plan phase

The partnership also carried out a project for the Honduran government, funded by the European Union, on the implementation of a national forestry traceability system.

This project included an initial Master Plan phase, aimed at:

- analysing the existing institutional, regulatory and technical framework;
- identifying gaps and constraints;
- defining implementation scenarios;
- proposing a phased and realistic roadmap.

This phase is directly comparable to the feasibility mission planned in Zambia, both in terms of its approach and its deliverables.

The lessons learned from this project include:

- the structuring of multidimensional gap analyses;
- the translation of analytical findings into operational options;
- the consideration of institutional and human capacities in the definition of solutions;
- the design of progressive and budgeted roadmaps.

This experience strengthens the partnership's ability to conduct a feasibility study geared towards concrete implementation.

5.4.3 CLEAR Origin Project – EUDR Platform and Compliance/Due Diligence

The partnership is also involved in the CLEAR Origin project, which focuses on the development of a digital platform dedicated to EUDR compliance and due diligence mechanisms.

This project focuses on:

- the operational interpretation of EUDR requirements;
- the structuring of traceability and verification mechanisms;
- the management of geolocation data, supply chains and proof of compliance;
- the auditability and transparency of processes.

This reference demonstrates the partnership's mastery of the technical and regulatory requirements related to the EUDR, as well as its ability to translate them into concrete and operational measures.

It is a major asset for the mission in Zambia, where preparation for the EUDR is a central objective of the study.

5.5 Proposed Approach and Methodology

The proposed approach is designed to deliver a clear, realistic and actionable feasibility study, fully aligned with the objectives of the assignment and the institutional context in Zambia. It combines analytical rigour, stakeholder engagement and a strong focus on implementation feasibility, ensuring that recommendations are both technically sound and institutionally viable.

The methodology is structured to progressively build a shared understanding of the current situation, identify gaps and constraints, and translate findings into a coherent and costed implementation roadmap for a national timber traceability system.

5.5.1 Methodological Principles

The methodology is guided by the following core principles:

- **Evidence-based analysis**

All conclusions and recommendations will be grounded in a structured review of existing documentation, systems and regulatory frameworks, complemented by stakeholder consultations and data analysis.

- **Systemic and integrated perspective**

The assignment will consider the timber traceability system as part of a broader institutional and digital ecosystem, taking into account governance structures, data flows, legal mandates and interoperability requirements.

- **Alignment with international standards**

Particular attention will be given to alignment with EUDR requirements and relevant international traceability and legality assurance frameworks, ensuring future compatibility with export market obligations.

- **Pragmatism and feasibility**

The proposed solutions will reflect Zambia's institutional capacities, technical infrastructure and operational constraints, with an emphasis on phased implementation and realistic resourcing.

- **Stakeholder engagement and ownership**

National stakeholders will be actively involved throughout the assignment to ensure relevance, ownership and long-term sustainability of the proposed recommendations.

5.5.2 Overall Organisation of the Assignment

The assignment is organised into three sequential and interrelated phases, each building on the outputs of the previous one.

The first phase focuses on inception and scoping, during which the current traceability environment, institutional landscape and digital systems are mapped, and the analytical framework and workplan are validated with key stakeholders.

The second phase consists of a comprehensive gap analysis covering institutional, legal, technical and governance dimensions. This phase includes an assessment of Zambia's readiness for EUDR compliance and a targeted comparison with relevant international experiences.

The third phase consolidates all findings into a final feasibility study and an actionable implementation roadmap. This phase defines technical architecture options, governance arrangements, implementation phases, indicative costs and risk mitigation measures, and is concluded by a stakeholder validation workshop.

This structured and phased approach ensures coherence across the assignment and provides decision-makers with clear, prioritised and implementable recommendations.

The assignment will be implemented through three structured and interlinked phases. Each phase combines analytical activities, stakeholder engagement and the production of clearly defined deliverables, in line with the Terms of Reference.

5.6 Phase 1 – Inception and Scoping

The inception phase corresponds to a short and structured project scoping phase. Its purpose is to formally launch the assignment, confirm the objectives and scope of the study, identify key stakeholders and existing initiatives, and validate a clear and shared methodological framework for the entire feasibility study.

This phase is organised over a total duration of 15 days and includes a short on-site mission allowing direct engagement with key institutions, complemented by targeted analytical work carried out remotely.

Duration of the phase: 15 days.

Experts involved:

- Team Leader – Governance and Institutional Expert
- Traceability Systems Expert

- Local Coordinator (Zambia)

A short on-site mission of 3 days is foreseen with the team leader and the local coordinator and 5 days with the traceability systems expert to ensure an effective project kick-off, stakeholder consultations and collection of existing documentation.

Key deliverable: Inception Review Report.

5.6.1 Project kick-off meeting

The inception phase starts with a project kick-off meeting with the Contracting Authority.

This meeting aims to:

- confirm the scope and objectives of the assignment;
- validate the roles and responsibilities of the different stakeholders;
- define communication, coordination and deliverable validation arrangements;
- align expectations regarding the implementation of the study and its expected outputs.

This step establishes a clear and shared project governance framework from the outset.

5.6.2 Document review

A targeted review of existing documentation is conducted in order to anchor the study within existing institutional, regulatory and strategic frameworks.

The review notably covers:

- relevant forestry-related laws, regulations and policies;
- national strategies and action plans;
- existing studies and reports related to timber traceability;
- relevant international references, in particular those related to EUDR and other compliance frameworks.

This activity ensures capitalisation on existing work and avoids duplication of previous initiatives.

5.6.3 Stakeholder mapping

A structured stakeholder mapping exercise is carried out to identify key actors involved in forest governance, data management, timber traceability and environmental compliance.

This activity includes:

- identification of key institutions and their mandates;
- analysis of roles, responsibilities and existing coordination mechanisms;
- particular attention to institutional linkages between the Forestry Department (FD-MoGEE), SMART Zambia and the Zambia Environmental Management Agency (ZEMA).

The results provide a solid basis for the in-depth institutional analysis conducted during the subsequent phase.

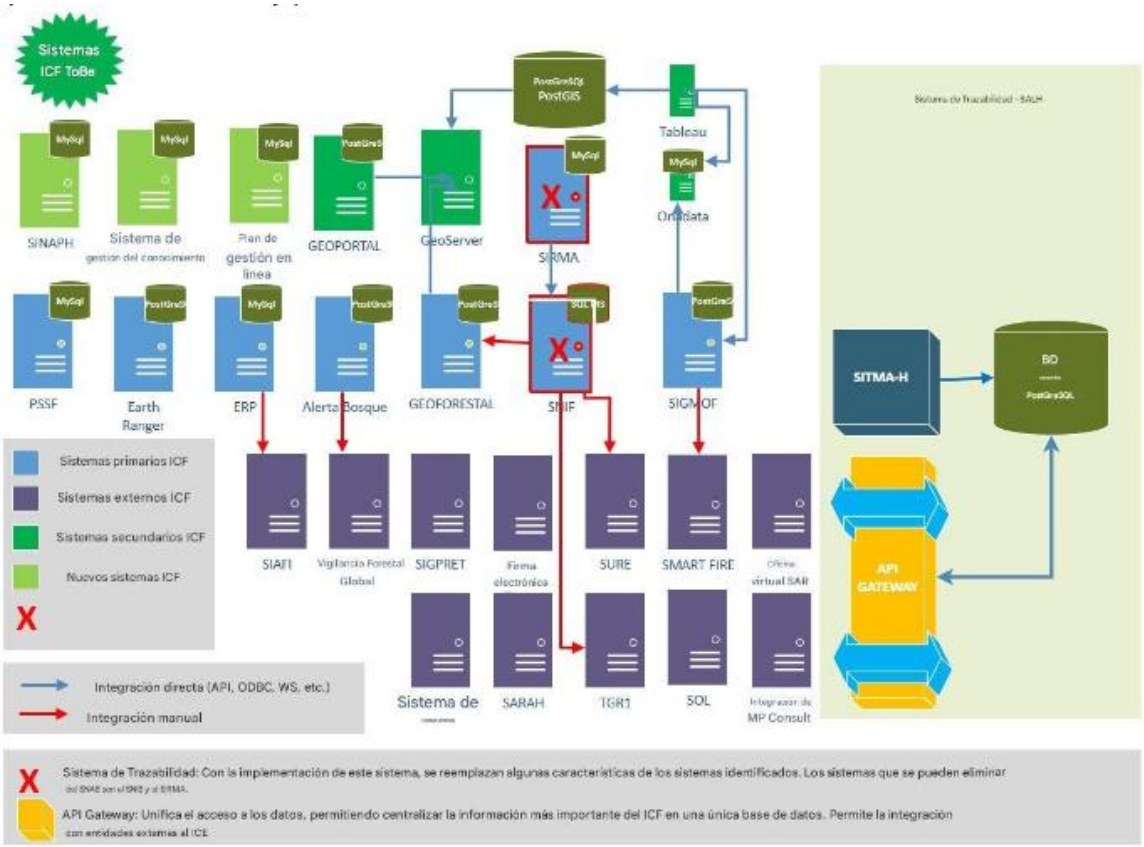
5.6.4 Systems and data flow mapping

A first analysis of existing systems, databases and data flows related to timber traceability is carried out.

This activity aims to:

- identify existing systems and tools within the concerned institutions;
- understand data flows related to permits, harvesting, transport and control of timber;
- identify initial constraints related to data quality, availability and interoperability.

Figure 1 - Example of flow chart for an audit of the different existing system in *Honduras*



This mapping provides a synthetic overview of the existing data ecosystem.

5.6.5 Preliminary Benchmark Analysis

A preliminary benchmark analysis is conducted to assess Zambia's initial level of readiness for compliance with the European Union Deforestation Regulation (EUDR).

This includes:

- an initial assessment of existing mechanisms against due diligence and traceability requirements;
- a preliminary analysis of alignment with other relevant international frameworks and standards;
- identification of key gaps and issues to be further analysed during the gap analysis phase.

This activity is intended to guide subsequent analytical work rather than to draw definitive conclusions.

5.6.6 Methodology and work plan definition

Based on the findings of the previous activities, the detailed methodology of the assignment is validated.

This includes:

- validation of the analytical framework for the feasibility study;
- confirmation of the work plan and timeline;
- identification of key risks and associated mitigation measures;
- validation of coordination and deliverable approval arrangements.

This step secures the overall trajectory of the assignment prior to entering the in-depth analysis phase.

5.6.7 Inception Review Report

All findings from the inception phase are consolidated into the Inception Review Report.

The report notably includes:

- a summary of the kick-off meeting and stakeholder consultations;
- the results of the document review;
- stakeholder mapping;
- mapping of systems and data flows;
- the preliminary EUDR benchmark analysis;
- the validated methodology, work plan, timeline and risk mitigation measures.

The Inception Review Report constitutes the reference document for the remainder of the assignment and enables the reader to clearly understand how the feasibility study will be conducted, without the need for further clarification.

5.7 Phase 2 - Gap analysis

The gap analysis phase constitutes the analytical core of the assignment. Its objective is to assess, in a structured and in-depth manner, the gaps between the current situation in Zambia and the requirements for establishing a national timber traceability system aligned with international standards and compliant with the European Union Deforestation Regulation (EUDR).

This phase enables the identification, qualification and prioritisation of legal, institutional, organisational, technical and human capacity gaps, providing a solid analytical basis for the definition of implementation options and an actionable roadmap.

Duration of the phase: 30 days.

Experts involved:

- Team Leader – Governance and Institutional Expert
- Traceability Systems Expert
- ICT Management Expert
- Local Coordinator (Zambia)

The traceability systems expert involved in the on-site mission during Phase 1 will remain on site for an additional five working days during Phase 2 in order to support the gap analysis. In addition, the ICT Management Expert will also undertake an on-site mission to support technical assessments and system reviews. The Team Leader will be primarily home-based, ensuring overall coordination and quality control, while continuous support from the Local Coordinator will be provided to facilitate information gathering and interaction with national institutions.

Key deliverable: Gap Analysis Report.

5.7.1 Objectives and scope of the gap analysis phase

The gap analysis phase pursues the following objectives:

- analyse the legal and regulatory framework governing timber traceability and enforcement;
- assess existing institutional arrangements and governance mechanisms;
- analyse data-sharing and data governance mechanisms between institutions;
- evaluate existing systems and technical infrastructure;
- identify gaps in institutional and human capacities;
- assess Zambia's level of readiness for compliance with the EUDR;
- draw relevant lessons from comparable international experiences.

The analysis is conducted in a factual, structured and action-oriented manner.

5.7.2 Legal and regulatory analysis

A detailed analysis of the legal and regulatory framework governing forest management, timber traceability and enforcement mechanisms is carried out.

Activities include:

- analysis of laws, regulations and implementing texts related to timber harvesting and trade;
- identification of existing legal obligations related to traceability and control;
- identification of gaps, inconsistencies and areas requiring clarification or amendment;
- mapping of the national legal framework against relevant international requirements, in particular the EUDR.

The results are synthesised in concise analytical tables highlighting key obligations, implementation gaps and operational implications.

5.7.3 Institutional and governance analysis

This activity aims to assess existing institutional arrangements and governance mechanisms related to timber traceability.

Activities include:

- analysis of mandates, roles and responsibilities of involved institutions;
- assessment of coordination and decision-making mechanisms;
- targeted analysis of interactions between the Forestry Department (FD-MoGEE), SMART Zambia and the Zambia Environmental Management Agency (ZEMA);
- identification of overlapping mandates, institutional gaps and critical dependencies.

The analysis is supported by tools such as RACI matrices and governance diagrams.

5.7.4 Analysis of data-sharing and data governance mechanisms

A dedicated analysis is carried out on data-sharing and data governance mechanisms related to timber traceability.

Activities include:

- identification of key data produced and used by each institution;
- analysis of existing data-sharing processes and arrangements;
- assessment of legal, organisational and technical constraints affecting data sharing;
- identification of bottlenecks and risks related to data quality, reliability and accessibility.

The results are synthesised through process maps highlighting data flows and bottlenecks.

5.7.5 Evaluation of existing systems and technical infrastructure

An in-depth evaluation of existing systems and technical infrastructure is conducted to identify current capacities and technical gaps.

Activities include:

- analysis of existing platforms, databases and tools;
- assessment of system interoperability;
- identification of potential integration points and critical dependencies;
- analysis of constraints related to security, hosting and system maintenance.

The results are formalised through system diagrams illustrating existing platforms, data links and integration points.

5.7.6 Institutional and human capacity gaps analysis

This activity aims to identify gaps in institutional and human capacities required for the implementation of a national timber traceability system.

Activities include:

- assessment of existing capacities within key institutions;
- identification of gaps in technical, organisational and operational skills;
- identification of priority institutions for capacity building;
- formulation of preliminary orientations for capacity-building activities.

The results are synthesised in capacity needs matrices.

5.7.7 EUDR readiness assessment

A dedicated assessment of Zambia's level of readiness for compliance with the EUDR is carried out.

This assessment focuses on:

- the ability to ensure full traceability of timber products;
- availability and reliability of geolocation data;
- existing verification and control mechanisms;
- auditability of processes and data.

Identified gaps are directly mapped against EUDR requirements to facilitate their integration into subsequent phases.

5.7.8 Targeted international benchmarking

A targeted international benchmarking exercise is conducted based on relevant timber traceability experiences.

Activities include:

- selection of comparable and relevant international cases;
- analysis of institutional, technical and organisational approaches implemented;

- identification of lessons learned that are transferable to the Zambian context.

The benchmarking aims to enrich the analysis without imposing exogenous models.

5.7.9 Gap Analysis Report – content and added value

The results of the gap analysis phase are consolidated into the Gap Analysis Report.

This deliverable includes in particular:

- detailed legal and regulatory gap analysis;
- institutional and governance analysis;
- analysis of data-sharing and data governance mechanisms;
- evaluation of systems and technical infrastructure;
- institutional and human capacity gap analysis;
- EUDR readiness assessment;
- a synthesis of gaps, risks and prioritised recommendations presented as an action list.

The Gap Analysis Report provides the analytical foundation for defining strategic options and the implementation roadmap.

5.8 Phase 3 - Final feasibility study & actionable roadmap

The final phase of the assignment aims to transform the findings and analyses resulting from the gap analysis phase into concrete and operational recommendations. It results in the delivery of a comprehensive feasibility study and a realistic, phased and costed implementation roadmap, enabling the Zambian authorities to make informed decisions regarding the progressive establishment of a national timber traceability system.

This phase combines analytical work carried out remotely with a targeted on-site mission dedicated to the validation of findings and recommendations with key national stakeholders.

Duration of the phase: 18 days.

Experts involved:

- Team Leader – Governance and Institutional Expert
- Traceability Systems Expert
- Local Coordinator (Zambia)

A targeted on-site mission of 2 days is foreseen, involving the Team Leader and the Traceability Systems Expert, in order to conduct the stakeholder validation workshop and ensure final alignment with national institutions.

Key deliverable: Final Feasibility Study & Actionable Roadmap, including a costed implementation roadmap.

5.8.1 Objectives and scope of the final phase

The final phase pursues the following objectives:

- consolidate and synthesise the findings from the gap analysis phase;
- define realistic technical, institutional and organisational options for a national timber traceability system;
- propose a clear governance and institutional coordination framework;
- develop a phased, prioritised and costed implementation roadmap;
- validate the proposed recommendations with national stakeholders.

This phase aims to deliver a decision-support framework that is directly actionable by the competent authorities.

5.8.2 Cross-cutting synthesis of findings

A cross-cutting synthesis is carried out in order to integrate and align the legal, institutional, technical and organisational findings of the gap analysis.

Activities include:

- cross-analysis of findings across the different analytical dimensions;
- identification of interdependencies between regulatory frameworks, institutional governance and technical solutions;
- prioritisation of critical issues to be addressed.

This synthesis provides the analytical foundation for the definition of implementation options and recommendations.

5.8.3 Technical architecture options

Based on the identified gaps and constraints, feasible technical architecture options are defined for the establishment of a national timber traceability system.

Activities include:

- definition of guiding principles for the system architecture;
- identification and description of alternative technical architecture options, taking into account existing systems and data sources;
- analysis of implications in terms of interoperability, data security, hosting and system maintenance;
- assessment of alignment with national e-government frameworks and standards coordinated by SMART Zambia.

The proposed options are compared in terms of feasibility, risks, scalability, institutional ownership and indicative costs.

5.8.4 Governance and institutional coordination framework

A governance and institutional coordination framework is proposed to ensure coherent and

sustainable implementation of the future traceability system.

Activities include:

- clarification of roles and responsibilities of the institutions involved;
- definition of coordination mechanisms between the Forestry Department (FD-MoGEE), SMART Zambia and the Zambia Environmental Management Agency (ZEMA);
- proposal of steering, decision-making and monitoring arrangements.

This framework aims to strengthen institutional coherence and reduce the risk of system fragmentation.

5.8.5 Costed implementation roadmap

A costed implementation roadmap is developed in order to translate the selected options into an operational and realistic action plan.

Activities include:

- definition of implementation phases in the short, medium and long term;
- prioritisation and sequencing of actions;
- estimation of investment and operational costs associated with each phase;
- identification of institutional responsibilities for implementation;
- consideration of potential funding sources and sustainability aspects.

The roadmap is designed to be progressive, realistic and aligned with national capacities, providing a clear view of required resources and budget implications.

5.8.6 Stakeholder validation workshop

A targeted on-site mission of 2 days is organised to present and validate the findings and recommendations with key stakeholders.

Activities include:

- organisation and facilitation of a stakeholder validation workshop;
- presentation of technical options, governance arrangements and the costed implementation roadmap;
- collection of feedback and comments from participants;
- adjustment and refinement of recommendations based on stakeholder inputs.

This workshop is a key step to ensure institutional ownership and acceptance of the proposed roadmap.

5.8.7 Final Feasibility Study & Actionable Roadmap – content and added value

All outputs of the final phase are consolidated into the Final Feasibility Study & Actionable Roadmap.

This deliverable includes in particular:

- the cross-cutting synthesis of findings;
- the presentation and comparison of technical architecture options;
- the proposed governance and institutional coordination framework;
- the phased and costed implementation roadmap;
- integration of feedback from the stakeholder validation workshop.

The Final Feasibility Study & Actionable Roadmap provides the Zambian authorities with a clear, structured and operational framework to guide decision-making and support the progressive implementation of a national timber traceability system.

5.9 Work Plan, Timeline and Resource Allocation

The following tables present the indicative work plan and timeline of the assignment, including the Gantt chart, a detailed breakdown of activities and sub-activities, and the allocation of expert inputs expressed in working days. Together, these tables provide a clear overview of the sequencing of tasks, the level of effort per activity and the contribution of each expert throughout the assignment.

Table 1 - Timeline (Gantt chart)

	Weeks																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Phase 1 - Inception Review Report																					
Project kick-off meeting																					
Document review																					
Stakeholder mapping																					
Systems and data flow mapping																					
Methodology and work plan definition																					
Risk assesment and Mitigation plan (including risk matrix)																					
Priliminary Benchmark Analysis																					
Inception Review Report																					
Phase 2 - Gap analysis																					
Legal and regulatory analysis																					
Institutional and governance analysis																					
Data-sharing mechanism																					
Evaluation of the technical infrastructure																					
Institutional and human capacity gaps analysis																					
EUDR readiness assessment																					
International benchmarking																					
Gap Analysis Report																					
Phase 3 - Final Feasibility Study & Actionable Roadmap																					
Synthesis of findings																					
Technical architecture options																					
Governance and coordination framework																					
Costed implementation roadmap																					
Stakeholder validation workshop																					
Final Feasibility Study and Roadmap																					

Table 2 – Detail of activities

Phase	Phase title	Main activities	Sub-activities	Duration (in days)
Phase 1	Inception Review Report	Project kick-off meeting	Kick-off meeting with the Contracting Authority to confirm scope, objectives, roles, communication and validation arrangements.	15
		Document review	Review of relevant policies, regulations, studies, strategies and international references related to forestry, traceability and EUDR.	
		Stakeholder mapping	Identification of key stakeholders, institutional roles, responsibilities and coordination mechanisms.	
		Systems and data flow mapping	Overview of existing systems, databases and data flows related to timber traceability.	
		Priliminary Benchmark Analysis	Priliminary assesment of Zambia Readiness for compliance with EUDR and alignement with other international frameworks	
		Methodology and work plan definition	Validation of methodology, analytical framework, work plan, timeline and risk mitigation measures.	
		Inception Review Report	Consolidation of Phase 1 findings and validated work plan.	
Phase 2	Gap analysis	Legal and regulatory analysis	Analysis of the legal and regulatory framework governing timber traceability and enforcement (concise table capturing key obligations, implémentation gaps and areas requiring clarifications).	30
		Institutional and governance analysis	Assessment of institutional arrangements and governance mechanisms relevant to traceability (supported by RACI matrix).	
		Data-sharing mechanism	Assessment of the different data-sharing mechanism between Forestry Departmet, SMART Zambia, ZEMA, ... (supported by process map showing flows and bottlenecks).	
		Evaluation of the technical infrastructure	System Diagram showing platforms, data links and integration points.	
		Institutional and human capacity gaps analysis	Priority areas, tartget institutions and suggested types of capicity building (capacity need matrix).	
		EUDR readiness assessment	Evaluation of compliance readiness with EUDR traceability and verification requirements.	
		International benchmarking	Targeted review of relevant international timber traceability experiences.	
		Gap Analysis Report	Consolidation of gaps, risks and prioritised recommendations (Action List).	
Phase 3	Final Feasibility Study & Actionable Roadmap	Synthesis of findings	Cross-analysis of institutional, technical and regulatory findings.	18
		Technical architecture options	Definition of feasible technical architecture options for a national traceability system.	
		Governance and coordination framework	Proposal of an institutional governance and coordination model.	
		Costed implementation roadmap	Development of a phased, costed and realistic implementation roadmap.	
		Stakeholder validation workshop	Presentation and validation of findings with key stakeholders.	
		Final Feasibility Study and Roadmap	Finalisation of deliverables integrating stakeholder feedback.	

Table 3 – Resource allocation

Expert name	Role	Expert base	Location of the assignment	Phase 1	Phase 2	Phase 3	Total of person-days	Number of flights (RT)
				Inception Review Report	Gap analysis	Final Feasibility Study & Actionable Roadmap		
Gauthier Van Damme	Team Leader, Governance & Institutional Expert	Belgium	Homebase	2	5	5	**12**	0
			On-site	3	0	2	**5**	2
Alexandre Westeel	Traceability Systems Expert	Belgium	Homebase	2	10	6	**18**	0
			On-site	5	5	2	**12**	2
Angelo Ciliberto	ICT Management Expert	Belgium	Homebase	0	0	0	**0**	0
			On-site	0	5	0	**5**	1
Lisa Kawanambulu	Local Coordinator	Zambia	Homebase	3	5	3	**11**	0
			On-site	0	0	0	**0**	0
			Total	**15**	**30**	**18**	**63**	**5**

5.10 Team Organisation and Coordination

The assignment will be implemented by a compact and complementary team of senior experts, combining institutional, technical and sector-specific expertise. The team structure is designed to ensure full coverage of the key dimensions of the study: governance and institutional analysis, timber traceability systems, ICT and digital solutions, and local coordination and stakeholder engagement in Zambia.

Overall coordination and leadership of the assignment will be ensured by the Team Leader, who will act as the primary point of contact with the Contracting Authority and will be responsible for the quality, coherence and timely delivery of all outputs.

Gauthier Van Damme – Team Leader, Governance & Institutional Expert

Gauthier Van Damme will serve as Team Leader and will lead the institutional, governance and regulatory components of the assignment. With more than 17 years of experience in managing complex IT and digital transformation projects for public institutions and digital stakeholders, he has developed strong expertise in project governance, institutional coordination and client relationship management in international contexts across Europe, Africa, Latin America and Asia. Among other projects, he is currently acting as Project Manager for two national timber traceability system projects in Honduras and Guyana, where he oversees institutional coordination, project governance and delivery in compliance with international requirements.

Throughout his career, he has managed multiple projects in parallel for institutional clients, ensuring continuous coordination, clear formalisation of needs and high-quality communication throughout the project lifecycle. He has extensive experience in supervising multidisciplinary teams, including software engineers, UX designers and domain experts, and in maintaining direct and regular interaction with strategic decision-makers to ensure compliance with functional, technical and contractual commitments.

Gauthier Van Damme has also led the design and deployment of digital platforms and collaborative applications for public and private clients, coordinating the interaction between developers, designers and institutional decision-makers. His experience with public-sector governance enables him to manage planning, budget monitoring and quality assurance processes, as well as to conduct technical and organisational audits and implement traceability and quality mechanisms aligned with stakeholder requirements.

He holds a triple Master's degree in Business Administration, Computer Engineering and Electrical Engineering, is fluent in French, Dutch and English, and has been recognised with several international awards for digital innovation. His profile ensures rigorous project leadership, structured governance and effective stakeholder coordination, fully aligned with the requirements of a Team Leader role in an international institutional assignment.

Alexandre Westeel – Traceability Systems Expert

Alexandre Westeel will be responsible for the analysis of timber traceability systems from a forestry and supply chain perspective. He is a graduate forestry engineer from ISTOM (France) and has more than ten years of professional experience in tropical forest management, land-use planning and timber legality and traceability systems.

He is specialised in the design, implementation and operational support of local and national timber

traceability and legality verification systems compliant with international requirements such as FLEGT, EUTR/EUDR and forest certification schemes (FSC, PEFC, PAFC). His experience covers a wide range of countries and contexts, including Honduras and Guyana (national VPA-FLEGT digital wood traceability systems), as well as several countries in Africa (Central African Republic, Congo, Gabon, Côte d'Ivoire), Belgium and Laos.

Within BFConsult, Alexandre has been directly involved in system diagnostics, audits of existing procedures and digital platforms, specification of technical requirements, preparation of system documentation, monitoring of software development, field implementation, operational testing and user training. He has worked for and with a wide range of clients, including national forestry administrations, ministries in charge of forests and environment, the European Union (VPA-FLEGT processes), international NGOs such as WWF, and private forestry operators, on projects related to timber traceability, legality assurance, due diligence and EUDR compliance.

He also actively contributes to the design and development of digital and GIS-based tools supporting forest management, supply chain transparency and compliance with market requirements, including data preparation modules aligned with EUDR obligations. His profile combines strong field-based knowledge of tropical forestry operations with hands-on experience in traceability workflows, spatial data management and digital system implementation, making him particularly well suited to assess existing traceability practices, identify gaps and formulate realistic, technically feasible and sector-appropriate recommendations.

Angelo Ciliberto – ICT Management Expert

Angelo Ciliberto is a full-stack Software Developer with more than five years of experience in the design and implementation of web-based digital platforms for institutional and regulated environments. He holds a Bachelor's degree in Applied Computer Science (Business IT) and has contributed to the development of complex information systems supporting structured workflows, secure data management and user-oriented digital services.

He has been directly involved in the development of national timber traceability systems in Honduras and Guyana, where he contributed as team lead and full stack developer to the implementation of core platform components supporting end-to-end traceability, data validation workflows and interoperability with institutional systems within APV-FLEGT and EUDR-related contexts. His work included backend development using C#, .NET and Entity Framework, as well as the implementation of user-facing web interfaces supporting operational and institutional users.

His expertise also covers the design and management of relational databases, ensuring data integrity, security and performance, as well as the development of responsive and user-friendly web interfaces using React, HTML, CSS and JavaScript. Accustomed to working on international projects across Europe, Africa and other regions, Angelo applies Agile development methods and places strong emphasis on performance, reliability and code quality. His technical profile and hands-on experience in delivering robust digital platforms make him a strong contributor to large-scale, multi-stakeholder information systems such as national timber traceability platforms.

Lisa Kawanambulu - Local Coordinator – Zambia

As Local Coordinator, Lisa Kawanambulu will support the implementation of the assignment by ensuring effective local coordination and stakeholder engagement in Zambia. She will facilitate interactions with

national institutions, local authorities and relevant stakeholders, support field activities and consultations, contribute to the collection and validation of contextual information and assist with the organisation of meetings and the validation workshop in Lusaka. Her strong knowledge of the local institutional, regulatory and community context will support accurate analysis, effective stakeholder engagement and smooth communication between the project team and local counterparts throughout the assignment. This role ensures strong local anchoring and contributes to the relevance and feasibility of the proposed recommendations.

Lisa Kawanambulu is a Zambian environmental and natural resource management professional with over three years of experience in field-based project implementation, environmental data collection and reporting, stakeholder engagement and coordination with public institutions. She has worked closely with Zambian government agencies, including local forestry offices, the Department of Water Resources Development, the Zambia Statistics Agency (ZAMSTAT) and the Zambia Electricity Supply Corporation (ZESCO).

Her experience includes the organisation and execution of field missions, support to community consultations, liaison with regulatory authorities and government institutions, and the preparation of technical reports and activity summaries to support decision-making processes. She has also contributed to World Bank–funded projects, ensuring high-quality field data collection in line with strict ethical and quality standards, and facilitating engagement with local communities and authorities.

As a Data Management Coordinator Intern within a District Forestry Office, Lisa Kawanambulu contributed to timber tracing and monitoring processes, GPS-based data collection and environmental monitoring activities related to forestry operations. This experience has provided her with a practical understanding of the operational realities of the forestry sector in Zambia and the importance of reliable field data for monitoring and compliance purposes.

She holds a Bachelor of Science in Natural Resource Management from the University of Zambia and demonstrates strong capacity for field coordination, local stakeholder engagement, technical documentation and regulatory compliance, making her a relevant profile to support local coordination, consultations and on-the-ground activities for this assignment.

5.10.1 Coordination and Communication Mechanisms

The experts will work in close and continuous coordination throughout the assignment. Regular coordination meetings will be organised to ensure alignment between institutional, technical, sectoral and local perspectives. Clear reporting lines and communication channels will be established from the outset, with the Team Leader ensuring overall coherence, quality control and timely delivery of all outputs.

It is important to note that Gauthier, Angelo and Alexandre is currently working on two ongoing timber traceability system projects, ensuring close operational collaboration, shared methodologies and direct transfer of lessons learned from active implementations. This long-standing collaboration ensures strong complementarity, efficient coordination and a shared understanding of project governance and delivery standards.

5.11 Risk Management and Quality Assurance

The successful implementation of the assignment requires proactive risk management and a robust quality assurance framework. The proposed approach is designed to anticipate potential risks, minimise their impact and ensure the delivery of high-quality, reliable and actionable outputs in line with the Terms of Reference.

5.11.1 Risk Management

Risk management will be integrated throughout the entire assignment and reviewed regularly by the Team Leader. Key risks have been identified at institutional, data and operational levels, together with corresponding mitigation measures.

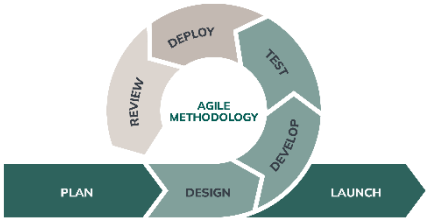
Institutional and coordination risks may arise from the involvement of multiple public stakeholders with different mandates and priorities. These risks will be mitigated through early stakeholder mapping, clear identification of roles and responsibilities, and structured consultation mechanisms supported by the Local Coordinator.

Data availability and data quality risks relate to incomplete, inconsistent or non-digitised information across existing systems. These risks will be addressed through triangulation of sources, validation of findings with stakeholders and transparent documentation of assumptions and limitations.

Schedule and delivery risks may result from delays in consultations or access to information. To mitigate these risks, the work plan includes sufficient buffers, regular progress monitoring and close coordination with the Contracting Authority to ensure timely decision-making.

5.11.2 Quality Assurance

Quality assurance is embedded at each stage of the assignment to ensure consistency, accuracy and relevance of all deliverables. The quality assurance approach follows the same structured and iterative principles applied by the team when developing digital platforms, notably inspired by Agile and Scrum methodologies.



The Team Leader is responsible for overall quality control and validation of all outputs. Deliverables are produced through iterative cycles, allowing for regular internal reviews, continuous refinement and early identification of inconsistencies between institutional, technical and regulatory analyses.

Draft deliverables are systematically reviewed internally to ensure coherence, clarity and alignment with the Terms of Reference. As in a Scrum-based delivery process, intermediate versions are validated step by step before progressing to the next stage, ensuring that quality is maintained throughout the assignment rather than only at final delivery.

All deliverables will be structured in accordance with the client and will clearly document methodologies, sources, assumptions and limitations. Findings and recommendations will be evidence-based and directly linked to the analyses conducted during the assignment.

Stakeholder validation is an integral part of the quality assurance process. Intermediate

findings will be discussed with key stakeholders to verify accuracy, relevance and feasibility, while the final validation workshop will provide an opportunity to confirm conclusions and ensure shared ownership of the proposed roadmap.

This iterative and quality-driven approach, aligned with proven Agile delivery practices, ensures that potential constraints are proactively addressed and that the final outputs meet the highest standards of quality, credibility and usability for decision-makers.

5.12 Our added value for the assignment in Zambia

The added value of the Pepps – BFConsult partnership lies in the combination of advanced digital expertise, in-depth knowledge of forestry and regulatory issues, and proven experience in implementing projects in Africa within complex institutional environments. This complementarity enables the partnership to address the assignment in Zambia through an integrated, pragmatic and results-oriented approach.

5.12.1 Complementarity of technical, forestry and regulatory expertise

The partnership brings together two key and interdependent areas of expertise essential for the success of the assignment:

- Pepps' expertise in the design and deployment of complex digital systems, including critical data management, interoperable architectures and traceability tools;
- BFConsult's expertise in forestry engineering, natural resource governance and compliance with international regulatory frameworks, in particular European ones.

This complementarity ensures that proposed recommendations are not only technically sound, but also institutionally realistic and operationally applicable. It guarantees that options proposed for Zambia take into account regulatory requirements, existing technical capacities and on-the-ground forestry practices.

5.12.2 Ability to operate in complex, multi-stakeholder African contexts

Both companies have strong experience in implementing projects in Sub-Saharan Africa. These experiences have fostered a deep understanding of:

- institutional and organisational constraints specific to African public administrations;
- coordination challenges between ministries, technical agencies and private-sector actors;
- operational field realities, such as limited connectivity, geographical dispersion of stakeholders and heterogeneous human capacities.

This African experience enables the partnership to adopt an approach adapted to the Zambian context, based on close stakeholder engagement and on recommendations that can be progressively implemented in line with national capacities.

5.12.3 Strong familiarity with international donor requirements and European frameworks

Pepps and BFConsult have confirmed experience in projects funded by international donors, particularly the European Union and AFD. The partnership is fully familiar with the associated requirements, notably in terms of methodological rigour, quality of deliverables, traceability of analyses and transparency of recommendations.

The partnership also has strong command of European regulatory frameworks applicable to the forestry sector, in particular:

- FLEGT VPAs and timber legality assurance systems;
- the European Union Deforestation Regulation (EUDR) and its operational implications for producer countries.

This expertise allows European requirements to be integrated from the analysis phase onwards, following a progressive alignment logic that remains compatible with national realities.

5.12.4 Pragmatic approach focused on feasibility, institutional ownership and sustainability

The approach proposed by the partnership is firmly oriented towards feasibility and long-term sustainability. It is based on the following principles:

- building upon existing mechanisms, systems and institutional frameworks rather than proposing exogenous solutions;
- prioritising technically simple options with strong operational impact;
- integrating budgetary, human and organisational constraints from the design phase;
- fostering institutional and operational ownership by national stakeholders.

This approach aims to provide Zambian authorities not only with a comprehensive analysis, but above all with a realistic decision-making framework and a clear implementation pathway for the progressive establishment of a national timber traceability system.

Building on this complementarity, the partnership benefits from direct and ongoing involvement in the design and implementation of national-scale timber traceability systems, providing first-hand and up-to-date experience of the technical, institutional and operational challenges specific to the forestry sector. This experience covers the full timber value chain, from harvesting and transport to processing and export, including field data collection, digital documentation, verification workflows and institutional oversight mechanisms.

As a custom IT solution provider, the team brings hands-on development expertise and a clear understanding of what is technically feasible, scalable and sustainable in real-world implementation contexts. Technical recommendations are therefore pragmatic and grounded in concrete development experience, taking into account interoperability constraints, data structures, security requirements and long-term maintenance considerations.

The approach integrates governance, regulatory and digital system perspectives, ensuring alignment between institutional frameworks, enforcement mechanisms and operational realities, particularly in relation to EUDR compliance requirements. The team's lean and senior composition, combined with strong local anchoring through a Local Coordinator, supports effective stakeholder engagement, phased implementation and realistic, sustainable recommendations.

6 Budget

The following table presents the budget breakdown by phase and by expert. With the table representing the allocation of expert inputs expressed in working days in the section *5.9 Work Plan, Timeline and Resource Allocation*, they provide a transparent overview of the level of effort, distribution of responsibilities and cost structure of the assignment, ensuring consistency between the proposed methodology, work plan and financial offer.

Table 4 – Budget breakdown

Expert name	Role	Expert base	Location of the assignment	Price per day	Phase 1	Phase 2	Phase 3	Flight cost	Per diems	Total
					Inception Review Report	Gap analysis	Final Feasibility Study & Actionable Roadmap			
Gauthier Van Damme	Team Leader, Governance & Institutional Expert	Belgium	Homebase	598,40 €	$ 1.196,80	$ 2.992,00	$ 2.992,00			$ 7.180,80
			On-site	598,40 €	$ 1.795,20	$ -	$ 1.196,80	$ 2.393,60	$ 1.172,86	$ 6.558,46
Alexandre Westeel	Traceability Systems Expert	Belgium	Homebase	598,40 €	$ 1.196,80	$ 5.984,00	$ 3.590,40			$ 10.771,20
			On-site	598,40 €	$ 2.992,00	$ 2.992,00	$ 1.196,80	$ 2.393,60	$ 2.814,87	$ 12.389,27
Angelo Ciliberto	ICT Management Expert	Belgium	Homebase	598,40 €	$ -	$ -	$ -			$ -
			On-site	598,40 €	$ -	$ 2.992,00	$ -	$ 1.196,80	$ 1.172,86	$ 5.361,66
Lisa Kawanambulu	Local Coordinator	Zambia	Homebase	239,36 €	$ 718,08	$ 1.196,80	$ 718,08			$ 2.632,96
			On-site	239,36 €	$ -	$ -	$ -	$ -	$ -	$ -
				Total	**$ 7.898,88**	**$ 16.156,80**	**$ 9.694,08**	**$ 5.984,00**		**$ 44.894,36**

Certificat de réalisation

Identifiant d'enveloppe: E84C875F-2223-8CA9-818D-1FFC31202608

État: Complétée

Objet: Complétez avec Docusign : Amendment No. 1_MM.pdf

Enveloppe source:

Nombre de pages du document: 37

Signatures: 1

Émetteur de l'enveloppe:

Nombre de pages du certificat: 4

Paraphe: 3

Yannick Gilis

Signature dirigée: Désactivé

Adresse IP: 81.246.129.77

Horodatage de l'enveloppe: Désactivé

Fuseau horaire: (UTC-08:00) Heure normale du Pacifique (États-Unis et Canada)

Suivi du dossier

État: Original
29/05/2026 08:00:55

Titulaire: Yannick Gilis

Emplacement: DocuSign

Événements de signataire	Signature	Horodatage
Yannick Gilis y.gilis@pepps.be CEO Pepps-Engineering Niveau de sécurité: E-mail, Authentification de compte (aucune)	 Sélection d'une signature : Écrit sur un appareil En utilisant l'adresse IP: 81.246.129.77	Envoyée: 29/05/2026 08:01:07 Consultée: 29/05/2026 08:01:19 Signée: 29/05/2026 08:01:53 Signature sous forme libre

Divulgation relative aux Signatures et aux Dossiers électroniques:
Accepté: 01/08/2023 00:00:08
ID: 94047195-b548-4cfb-880e-e6ea7281d9ba

Événements de signataire en personne	Signature	Horodatage

Événements de livraison à l'éditeur	État	Horodatage

Événements de livraison à l'agent	État	Horodatage

Événements de livraison intermédiaire	État	Horodatage

Événements de livraison certifiée	État	Horodatage

Événements de copie carbone	État	Horodatage

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Événements notariaux	Signature	Horodatage

Récapitulatif des événements de l'enveloppe	État	Horodatages
Enveloppe envoyée	Haché/crypté	29/05/2026 08:01:07
Livraison certifiée	Sécurité vérifiée	29/05/2026 08:01:19
Signature complétée	Sécurité vérifiée	29/05/2026 08:01:53
Complétée	Sécurité vérifiée	29/05/2026 08:01:53

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Divulgation relative aux Signatures et aux Dossiers électroniques

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