



Ref. No. CzDA: **280114/2026-2-CRA**

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: Mgr. Karolina Emanuelová
Registered office: Nerudova 3, 118 50 Prague 1
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 the “CzDA”),

and

EDREO s.r.o.

Registered office: Na Močále 990/14, 142 00 Praha 4
Banking details:
Bank country: Czech Republic
Bank name: Fio banka



(hereinafter the “Contractor”),

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



Article 1

Subject of the Contract and the Work

- 1.1 The Contractor undertakes, at its own cost and responsibility, to prepare a Mid-Term Evaluation of the project SLIM – Sustainable Landscape through Integrated Management (hereinafter referred to as the “Work”).
- 1.2 The objective of the Work is to carry out an independent mid-term evaluation of the SLIM project for the period October 2023 to January 2026, assessing its progress, effectiveness, and early results in accordance with the six evaluation criteria (relevance, efficiency, effectiveness, coherence, sustainability and, where feasible, impact). The evaluation shall determine the extent to which the project is proceeding towards the objectives and results set out in the log frame, identify factors enabling or constraining implementation, and provide clear, actionable recommendations to ensure that the project remains on track to achieve its final targets within the remaining implementation period. The Work shall be performed in full accordance with the Technical Specifications and Evaluation Questions defined in Annex No. 1 and based on approved Technical Proposal in Annex No. 2.
- 1.3 Under this Contract, the Contractor undertakes to prepare, produce and deliver the Work consisting of two deliverables:
 - i) Inception Report
 - It will outline the proposed evaluation methodology, including the alignment of methods with the evaluation questions and will contain a binding timetable for the evaluation, including the implementation schedule for the field mission and interviews. The report will be prepared remotely and submitted within 10 days of the contract signing.
 - ii) Mid-Term Evaluation Report
 - The evaluation report will include a main report of no more than 25 standard pages in English and a management summary of no more than 4 standard pages in English, and will provide a summary of key information about the evaluated project, the evaluation methodology, the main findings, a reflection on the main evaluation questions, a presentation of independent findings, conclusions and resulting recommendations.



- To prepare the report, the evaluation team will conduct primary data collection in the project location (Lusaka, Zambia) over a period of **10 days**, which must be initiated within 2 weeks from the approval of the inception report by the CzDA (hereinafter referred to as the “field mission”). The Mid-Term Evaluation Report will then be drafted remotely and submitted to the CzDA within two weeks of the conclusion of the field mission.
- 1.4 Both deliverables of the Work shall be deemed duly delivered and accepted only after its written approval by the CzDA, confirmed by a handover protocol signed by the authorised representative of the CzDA.
 - 1.5 The CzDA shall not be obliged to accept Work if it contains defects, shortcomings or does not meet the requirements of this Contract. If any deliverable of the Work contains defects or unfinished work, the Contractor shall be obliged to address these requirements and submit the revised version to the CzDA no later than 7 calendar days from the refusal to sign the acceptance protocol or from the signing of a protocol identifying the defects and unfinished work. The CzDA must always provide a response within 14 calendar days. The costs associated with this are already included in the price of the Work.
 - 1.6 The Work shall be performed through a combination of a field mission to Zambia and desk-based work, as stated in paragraph 1.3, and in accordance with the approved methodology and timeline, which form an essential part of deliverable (i).
 - 1.7 The Contractor shall ensure its physical presence in Zambia for deliverable (ii) under this Contract, to the extent necessary for cooperation with national partners, carrying out consultations, and verifying information in the field. The Contractor shall also engage with national partners, institutions, and other stakeholders who are directly or indirectly involved in, or relevant to, the implementation of the project and the evaluation process, as identified in deliverable (i) and approved by the Contracting Authority. Such engagement shall serve the purpose of collecting the information and insights necessary for the performance of this Contract. All communication shall be conducted in a professional, ethical, and transparent manner, and the Contractor shall promptly inform the Contracting Authority of any difficulties in stakeholder engagement or access to required information.
 - 1.8 The Contractor shall commence the field mission no later than two weeks from the date on which the CzDA grants approval of deliverable (i) via email. The



Contractor is obliged to confirm the receipt of the approval email without undue delay.

1.9 The Contractor shall use its own equipment (laptop, mobile phone, etc.) and shall not request any equipment from the CzDA.

1.10 The service will be performed by this person(s):

Name: Lucie Jungwiertová - Lead Evaluator



Name: Kristýna Janhubová - evaluator



Name: Lucie Šavelková - thematic expert



Name: Jiřina Bělehradová Svitáková - evaluator



Name: Thomas Mugala - local evaluator



Name: Moyo Musekiwa - local thematic expert



Article 2

Price of the Work and Payments

2.1 The Contracting Parties agree that the CzDA shall pay the Contractor a total price of 19.480 United States Dollars (USD) for the complete performance of the Work described in Article 1 of this Contract. No VAT will be added to the fee as the Project is VAT exempt.

2.2 The remuneration shall be paid as one instalment, subject to the proper delivery and written approval of the deliverables listed in Article 1 paragraph 1.3 of this Contract:



- the payment amounting to 100% of the total price shall be paid after the CzDA signs the acceptance protocol for deliverables (i) and (ii).
- 2.3 Payment shall be based on duly issued invoice and made in United States Dollars (USD) by bank transfer to the Contractor's account specified in the header of this Contract.
- 2.4 The price stated in Article 2 paragraph 2.1 includes all costs associated with the implementation of the Work, including professional services, consultations, travel and accommodation expenses, administrative costs and preparation of both deliverables. The Contractor shall not be entitled to any additional payments or reimbursements beyond the agreed price. Any change in the contract price shall only be valid if made through a written amendment to this Contract duly signed by both Contracting Parties. Without such amendment, no price increase shall be permitted, including claims arising from exchange-rate fluctuations or cost changes.
- 2.5 Within ten days from the CzDA's signing of the acceptance protocol for deliverables (i) and (ii), the Contractor shall issue an invoice. The invoice shall be sent by e-mail to the CzDA's contact person specified in this Contract. The invoice must contain all statutory elements. The CzDA may return an incorrect or incomplete invoice without payment, or if it has not been issued in accordance with the principles of this Contract.
- 2.6 The due date of a correct and complete invoice shall be 21 days from the date of its delivery to the CzDA. Payment shall be deemed made on the day the amount is debited from the CzDA's bank account.

Article 3

Duration and Termination of the Contract

- 3.1 The Contractor shall complete and deliver the entire Work no later than three months from the effective date of this Contract. Deliverables shall be submitted within the following deadlines from the effective date of this Contract:
- Deliverable i)– within 10 days,
 - Deliverable ii) – within 2 weeks after the field mission concludes



3.2 This Contract may be terminated:

- by written agreement of the Contracting Parties;
- by either Contracting Party by withdrawing from the Contract, if the Contracting Party calls the other Contracting Party to remedy the identified defects or to perform its contractual obligations in written notice delivered by e-mail and the other Contracting Party fails to remedy the breach within 21 calendar days of receipt of the email. This period shall begin on the day the notice is delivered;
- by the CzDA by notice of termination without stating any reason, with a 14-day notice period, which shall begin on the date the notice is delivered to the Contractor; in such case, the CzDA shall pay for the proportion of the Work completed as of the termination date;
- by the CzDA by withdrawing from the Contract, if the Contractor enters in liquidation or if insolvency proceedings are initiated against it.

Article 4

Licence

- 4.1 The Work created by the Contractor under this Contract shall constitute a copyrighted work under Act No. 121/2000 Coll., the Copyright Act, as amended. The Contracting Parties expressly agree that the Contractor grants the CzDA an exclusive, unrestricted licence to use the Work. The CzDA shall be entitled, inter alia, to publish the Work, use it in all its promotional materials and in its presentation. The Work may not be modified without the author's consent; however, the author may not unreasonably refuse such modifications. A justified refusal shall only include such changes that would undermine the professional accuracy or substantive accuracy of the deliverable.
- 4.2 The CzDA shall be entitled to require that the Work be used by its suppliers within the project. The exclusivity of the licence means that the Contractor shall not, without the CzDA's prior written consent, use the Work, make it accessible or allow its use by any third party, whether free of charge or for consideration. The CzDA shall not be obliged to use the licence.
- 4.3 The Contractor may publish basic information about the Work for the purpose of self-presentation. The Work may be listed as a representative reference of the Contractor.
- 4.4 The Contracting Parties expressly confirm that the licence fee for the use of the Work for its entire lifecycle is fully included in the agreed contract price.



Article 5

Obligations of the Contractor

- 5.1 The Contractor shall duly and timely perform all obligations arising from this Contract.
- 5.2 The Contractor shall be fully responsible for performing the Work within the scope and deadlines set out in Article 3 paragraph 3.1 of this Contract.
- 5.3 The Contractor shall respond to the point to questions or requests sent by the CzDA by e-mail no later than 5 working days from the date the question/request is delivered to the e-mail address of the Contractor's contact person specified in Article 1 paragraph 1.10.
- 5.4 The Contractor shall maintain confidentiality regarding all information concerning the CzDA obtained in connection with the performance of the Work, even after completion of the Work, unless released from confidentiality by the CzDA in writing or unless otherwise required by law.

Article 6

Obligations of the CzDA

- 6.1 The CzDA shall provide the Contractor with necessary cooperation for the implementation of the Work. Such cooperation shall include, in particular, the provision of all information and documents directly related to the subject of this Contract according to Article 1, within 3 working days of request, unless the Contracting Parties agree otherwise.

Article 7

Liability for Damage, Contractual Penalties

- 7.1 The Contracting Parties expressly agree that lost profit shall not be considered damage under this Contract, and neither Contracting Party shall claim its compensation.
- 7.2 In the event of delay by the Contractor in submitting the individual deliverables of the Work within the deadlines set out in Article 3 paragraph 3.1 of this



Contract, the Contractor shall pay the CzDA a contractual penalty of 0,2% of the total contract price for each commenced day of delay for each deliverable.

- 7.3 In the event of delay by the CzDA in duly and timely paying the price of the Work pursuant to Article 4 of this Contract, the CzDA shall pay the Contractor a contractual penalty of 0,20% of the unpaid amount for each commenced day of delay.
- 7.4 The Contractor shall pay the CzDA a contractual penalty of 2,000 USD for each breach of confidentiality under Article 5 paragraph 5.4.
- 7.5 The Contractor shall pay the CzDA a contractual penalty of 50 USD for each day, or part thereof, of delay in responding to an e-mail under Article 5 paragraph 5.3.
- 7.6 Should the Contractor fail to commence the field mission within the timeframe stipulated in Article 1, paragraph 1.8, the Contractor shall be obliged to pay the CzDA a contractual penalty of 50 USD for each commenced day of delay.

Article 8

Provisions on Personal Data Protection

- 8.1 The CzDA transfers to the Contractor personal data necessary for the Contractor's performance under this Contract. The Contractor therefore acts as a data processor within the meaning of Regulation (EU) 2016/679 (GDPR). The Contractor undertakes to act in compliance with GDPR and with Act No. 110/2019 Coll., on personal data processing. The personal data transferred to the Contractor are specified in Annex No. 3 to this Contract.
- 8.2 Personal data shall be processed by the Contractor only for the duration of this Contract.
- 8.3 The Contractor undertakes to comply with all obligations imposed on it by legal regulations governing personal data protection, in particular GDPR, and to maintain confidentiality regarding all personal data obtained from the CzDA.
- 8.4 The Contractor shall process personal data solely on the basis of documented instructions from the CzDA and shall inform the CzDA of any requirement to transfer personal data to a third country or international organisation, unless such notification is prohibited by law for important reasons of public interest.



- 8.5 The Contractor shall ensure that any person authorised to process personal data on its behalf undertakes confidentiality or is subject to a statutory duty of confidentiality.
- 8.6 The Contractor shall comply with the conditions established by the CzDA for the involvement of any additional processor. In particular, the Contractor shall select such processor with special diligence and shall require guarantees ensuring the protection of personal data at a level at least equivalent to that ensured by the Contractor and in accordance with GDPR. The involvement of an additional processor shall be permitted only with the CzDA's written consent.
- 8.7 The Contractor shall provide the CzDA with all necessary cooperation for the CzDA to comply with its obligation to respond to data-subject requests and cooperate with supervisory authorities.
- 8.8 The Contractor shall not misuse personal data obtained from the CzDA for its own benefit or for the benefit of any third party.
- 8.9 The Contractor declares that personal data obtained from the CzDA shall be protected by adequate technical and organisational measures. These measures shall be regularly reviewed. Among other things, the Contractor shall handle personal data so that they are not accessible to unauthorised persons; personal data in paper form or on exchangeable data media shall be stored in locked spaces, and IT equipment must be secured by access passwords.
- 8.10 The Contractor undertakes to adopt technical and organisational measures to achieve a level of protection equivalent to that of the CzDA, where such measures can reasonably be required with regard to the associated costs.
- 8.11 The Contractor shall cooperate with the CzDA in carrying out data-protection impact assessments and in matters concerning data security and the reporting of personal-data breaches.
- 8.12 In the event of a personal-data breach, the Contractor shall notify the CzDA without undue delay, but no later than 48 hours after becoming aware of the breach.
- 8.13 The Contractor shall provide the CzDA with all information necessary to demonstrate compliance with the Contractor's obligations under data-protection legislation and shall allow and assist with audits conducted by the CzDA.



- 8.14 If the Contractor considers that an CzDA's instruction violates GDPR or other applicable data-protection regulations, the Contractor shall immediately inform the CzDA.
- 8.15 Upon termination of the services, the Contractor shall destroy all personal data processed for the CzDA, except for those data which the CzDA requests to be returned and those which must be archived in accordance with Act No. 563/1991 Coll., on accounting, or other applicable laws.
- 8.16 If, during the performance of the Contract, the Contractor obtains personal data which it will transfer to the CzDA, the Contractor shall obtain a written consent to the processing of such personal data from the data subject, or from the legal representative in the case of minors, unless the CzDA may lawfully process such data under GDPR without consent. Such consent shall be provided using the template included as Annex No. 4 to this Contract.

Article 9

Final Provisions

- 9.1. The Contracting Parties declare that this Contract was concluded between them solemnly and freely, not under duress or under conditions that were conspicuously unfavourable.
- 9.2. Written communication between the Contracting Parties is also permitted by email sent to the email of the other Contracting Party stated in the header of this Contract. The moment an email is considered to be delivered is considered the moment it is sent.
- 9.3. Should this Contract suffer from legal defects, in particular if any of its provisions would be in conflict with the applicable law, as a result of which this Contract could be considered invalid, this provision is considered separate (and therefore separately invalid) and the Contract is appraised as never having contained such a provision.
- 9.4. Unless expressly agreed otherwise in this Contract, relations between the Contracting Parties under this Contract shall be governed by the laws in force in the Czech Republic. The provisions of Section 570 (1), Section 647, Section 1765 (1), Section 1766, Section 1793, Section 1794, Section 1795, Section 1971, Section 1805 (2) of the Civil Code shall not apply to the legal relationship established by



this Contract. In the event of a dispute, the Contracting Parties agree on the District Court for Prague 1 as the CzDA's locally competent district court in the Czech Republic.

- 9.5. This Contract may be amended only on the basis of a numbered written addendum signed by the authorized representatives of both Contracting Parties.
- 9.6. This Contract constitutes the entire arrangement between the Contracting Parties and supersedes all prior arrangements, understandings and communications relating to the work. No other arrangements, declarations, warranties or other matters, whether oral or written, shall be construed as binding on such Contracting Parties in connection with the subject matter of this Contract.
- 9.7. In case of any discrepancy between the main body of the Contract and its Annexes, the provisions of the Contract shall prevail.
- 9.8. This Contract is made in three identical copies with the validity of the original, two are intended for the CzDA and one for the Contractor. In the event of an electronic signature, the Contract will be drafted in just one copy with the valid electronic signature of both Contracting Parties.
- 9.9. The Contracting Parties are aware that this Contract will be published in the Contract Register pursuant to Act No. 340/2015 Coll., on the Contract Register, as the CzDA is a liable person within the meaning of this Act, and they agree to its publication. The CzDA undertakes to ensure its publication within 30 days of both Contracting Parties signing this Contract.
- 9.10 This Contract shall enter into force on the day of its signing by both Contracting Parties and shall take effect on the day of its publication in the Contract Register.



List of Annexes:

Annex No. 1: Technical Specifications and Evaluation Questions

Annex No. 2: Technical Proposal

Annex No. 3: Specification of Personal Data

Annex No. 4: Consent to Personal Data Processing

In Prague, on:



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Mgr. Karolina Emanuelová
Head of Project
Implementation
Department, CzDA

In on:



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RNDr. Lucie Jungwiertová, Ph.D.
EDREO, s.r.o.
Contractor



Annex No. 1: Technical Specifications and Evaluation Questions

1. Context

The objective of the public procurement is to commission an independent evaluation of the project 'Sustainable Landscape through Integrated Management (SLIM)'. The project is implemented by the Czech Development Agency with support from the European Union, Sweden, and the Czech Republic. The project commenced in October 2023 and will conclude in September 2027. The project is operating with a budget totaling 7 million EUR.

SLIM is part of the wider EU Green NEXUS Programme, alongside three other projects: the GIZ-led AWARE 2.0, the WFP-led ELSAM, and a forthcoming fourth component. The role of SLIM within the programme is to facilitate the organization of ILM steering meetings and working groups, create M&E methodologies for the ILM/Nexus, and promote ILM mainstreaming and participatory planning. Furthermore, it is responsible for establishing inter-institutional partnerships and supporting Nexus implementing partners' meetings to ensure smooth coordination and implementation of activities.

SLIM works in close collaboration with the Ministry of Finance and National Planning (MoFNP), the Ministry of Green Economy and Environment (MGEE) – Forestry Department, and the Ministry of Technology and Science (MoTS) – National Remote Sensing Centre (NRSC).

The project is designed to achieve two primary outcomes:

1. **Strengthened governance mechanisms**, policies, and coordination frameworks for integrated landscape management (ILM) and climate adaptation.
2. **Enhanced technical and technological capacities** for ILM and climate adaptation among stakeholders.

To achieve the project Outputs and their indicators, the project focuses on: (a) the development and mainstreaming of ILM, (b) strengthening inter-institutional linkages, (c) developing data products for evidence-based decision-making, and (d) providing comprehensive technical assistance and capacity building.



2. Specific objectives of the Evaluation

- Assess the performance of the project against the logical framework and theory of change, paying attention to the flow of results linking them.
- Evaluate the level of ownership of decision-makers and extent to which the project interventions were aligned with the priorities and context of beneficiaries and respond to their needs.
- Assess the extent to which project outcomes are likely to be sustained beyond the project duration and with continued support from relevant stakeholders.
- Identify lessons learned from the project implementation and identify deficiencies and “blind spots” in processes and propose corrective actions for the remaining project period.
- Evaluate the effectiveness of Green Nexus programme partners cooperation and impact on the implementation.

3. Evaluation Criteria

The Contractor is required to evaluate the project based on the following international criteria:

- **Relevance:** The extent to which the intervention objectives and design respond to beneficiaries’ and partner/institution needs, policies, and priorities, including in light of evolving needs and priorities.
- **Coherence:** The compatibility/complementarity of the intervention with other interventions in Zambia and other funders.
- **Effectiveness:** Assess progress: the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
- **Efficiency:** The extent to which the intervention delivers, or is likely to deliver, results in a cost effective and timely use of resources.
- **Impact:** The assessment of early indications of higher-level effects and the likelihood that the intervention will generate significant intended or unintended long-term changes, based on available evidence and emerging results.
- **Sustainability:** The extent to which the net benefits of the intervention continue or are likely to continue and promote long-term impact.

4. Key guiding evaluation questions

- To what extent has the project efficiently and effectively contributed to the integration of the ILM approach into policies, regulations, and other relevant policy instruments?



- How effective has the project been in establishing and maintaining partnerships that actively support ILM mainstreaming at national and subnational levels, including evidence-based examples of achievements?
- How efficient and effective have the capacity-building activities been in strengthening evidence-based decision-making and the use of data among key stakeholders?
- To what extent has the project generated direct and indirect impacts on policies, regulations or strategic documents in relevant thematic areas?
- What have been the main challenges encountered in project implementation, and how have they influenced progress toward intended results?
- What is the level of awareness, ownership and engagement of key decision-makers and administrative structures in ILM and related processes?
- How effective are the current collaboration and coordination mechanisms in supporting ownership and long-term sustainability of data products and ILM tools?
- To what extent has staff turnover among trained professionals affected the technical and technological capacities of institutions and the long-term sustainability of ILM-related skills?
- To what extent has cooperation among Green Nexus Programme Partners contributed to project SLIM implementation and delivery of results?
- How efficiently and effectively SLIM has promoted ILM, monitor and reported on ILM results?

5. The evaluation will furthermore assess:

- Gender inclusion throughout project implementation
 - The extent of the activities impact on gender inclusion through reports on gender disaggregated achievements and data.

6. Scope of the evaluation

The evaluation will cover the period from October 2023 to January 2026 and will assess progress made towards the achievement of the project objectives and expected results as outlined in the project log frame; the extent to which they were achieved and the contributing factors affecting the achievement of the intended results; leading to recommendations for ensuring the final targets in the log frame will be reached by end of the project.



The total duration of the assignment is **3 months** from the effective date of the Contract. This period includes all preparation, the field mission, drafting of reports, and the incorporation of feedback from the CzDA.

Deliverables:

i. The Inception Report

- It will outline the proposed evaluation methodology, including the alignment of methods with the evaluation questions and criteria. It will also contain a binding timetable for the evaluation, including the implementation schedule for the field mission and interviews.
- The report will be created remotely without requiring physical presence in the project location and submitted to CzDA within 10 days of the contract signing.

ii. The Mid-term Evaluation Report

- The evaluation report will include a main report – no more than 25 standard pages in English, and a management summary, no more than 4 standard pages in English.
- The report will include a summary of key background information about the evaluated project context, applied evaluation methodology, summary of main findings, reflection on the main evaluation questions, presentation of independent findings, conclusions, and resulting recommendations.
- In order to prepare the report, the evaluation team will conduct primary data collection in the project location, Lusaka (and surrounding area), Zambia, over an estimated period of 10 days.
- The Mid-term Evaluation Report will be created remotely without requiring physical presence in the project location submitted to the CzDA within two weeks after the field mission is completed.



Mid-Term Evaluation of the “Sustainable Landscape through Integrated Management (SLIM)” Project in Zambia

Technical proposal

EDREO s.r.o.	
Head Office	Na Močále 990/14, 142 00 Praha 4
Main Registration Number	06397794
Web	www.edreo.cz

May 2026

1. Applicant profile and evaluation team

EDREO s.r.o. is a company primarily focused on consultancy and research services in the fields of development cooperation, regional development, public policy, and evaluation. Members of the team have participated in numerous strategic and evaluation projects for Czech public institutions (primarily in the areas of EU policies and development cooperation) and have also been involved in international consortia working on a range of analytical and evaluation projects commissioned mainly by various Directorates-General of the European Commission and other European Union institutions. Clients have included international contracting authorities (European Commission – DG REGIO / JUSTICE / EMPLOY / COMPET; European Policies Research Centre, University of Strathclyde, Glasgow; the Swiss Agency for Development and Cooperation), Czech ministries (Ministry of Foreign Affairs, Ministry of Regional Development, Ministry of Finance, Ministry of Labour and Social Affairs, Ministry of Culture, Ministry of the Environment, Ministry of Education); regional authorities (Central Bohemian Region, Ústí Region, Karlovy Vary Region, South Moravian Region); other institutions (Technology Agency of the Czech Republic, South Moravian Innovation Centre, Charles University in Prague – Faculty of Science and Faculty of Social Sciences); and Czech non-profit organisations (e.g. People in Need, Dementia I.O.V., z.ú., Etincelle o.s.). At the same time, team members also bring substantial practical expertise.

We demonstrate our experience through references and the expertise of individual team members, as requested by the Contracting Authority.

In implementing our projects, we have found it highly effective to combine evaluators responsible for evaluation design, overall project management, and data collection with subject-matter experts, practitioners, and representatives of the academic sector who contribute up-to-date theoretical and practical knowledge relevant to the evaluated topic. This approach ensures the transfer of relevant expertise into the assignment and increases the overall added value of the evaluation. By understanding the needs of the public sector while also being familiar with the capacities of academia, we aim to facilitate knowledge brokering — i.e., mediation of knowledge transfer towards the public sphere.

The assignment will be carried out by an experienced six-member team. Structured CVs of all team members are included in the annex. For clarity, the experience relevant to the Contracting Authority's requirements is highlighted in the table below. For completeness, we note that all team members have English language proficiency at level C1. The roles of the individual team members in the implementation of the assignment are described in Chapter 4.2.

Evaluation team:

- Lucie Jungwiertová - Lead Evaluator
- Kristýna Janhubová - evaluator
- Lucie Šavelková - thematic expert
- Jiřina Bělehradová Svitáková - evaluator
- Thomas Mugala - local evaluator
- Moyo Musekiwa - local thematic expert

Required qualification	Member of the evaluation team and demonstrated experience (for details, see CVs)
Required qualifications - mandatory	
Lead Evaluator Experience in independent evaluation of international donor funded projects including evaluation methodologies and data collection At least 3 successfully completed M&E assignments within the last 5 years.	RNDr. Lucie Jungwiertová, Ph.D. More than 15 years of experience in the evaluation of EU Structural Funds at both national and international levels, as well as in international development cooperation (comprehensive experience covering strategic design, implementation, evaluation, and project management), including evaluations and socio-economic analyses. Selected references: • Evaluation of the Three Projects in the Foreign Development Cooperation Programme “Aid for Trade”, (Ministry of Foreign Affairs of the Czech Republic, April – September 2024) – main evaluator, leader of the team • The Evaluation of Development Cooperation Priority Sector Inclusive Social Development/Health Priority Sector Evaluation – Cambodia (Ministry of Foreign Affairs of the Czech Republic, October 2022 – April 2023) – main evaluator, leader of the team • The Evaluation of Development Cooperation Projects in the Sector Agriculture and Rural Development in Moldova (Ministry of Foreign Affairs of the Czech Republic, May 2021 – January 2022) – main evaluator, leader of the team • O KROK – project exploring innovative approach towards employment of disabled people at open labour market (funded by European Social Fund through Ministry of Labour and Social Affairs, realized by Etincelle o.p.s., February 2020- June 2023) – main evaluator
Region-specific experience (Southern Africa), demonstrated by at least 1 independent evaluation Local expertise and experience specific to region, demonstrated by at least 1 independent evaluation	Thomas Mugala Program Quality, Monitoring, Evaluation, Research and Learning, Systems Strengthening, and Organizational Development expert with 20+ years of experience across public health, social protection, environmental management, food security, disaster risk reduction, resettlement, and governance within Zambia and the Southern African region - particularly through long-term assignments under USAID/PEPFAR-funded programmes implemented by Pact Zambia Selected references: • 2021 - 2025 - Systems Strengthening Advisor – MERL and MIS within the ACHIEVE Project funded by USAID/PEPFAR. He led the design, pilot testing, and implementation of the digital Community Case Management Information System (CCMIS), including stakeholder coordination with USAID, SMART Zambia, the World Bank, UNICEF, and other partners. He designed and implemented monitoring, evaluation, and learning frameworks, including outcome monitoring using Outcome Harvesting methodologies and reporting to USG/PEPFAR. • May - October 2025 Monitoring & Evaluation Advisor under the ACHIEVE OVC Lifesaving Initiative implemented by Pact

	Zambia. Jiřina Bělehradová Svitáková Senior evaluation specialist with more than 15 years of experience in designing, managing, and delivering evaluations of public policy, social innovation, education, crime prevention, and development cooperation projects, with a strong methodological background in theory-based, realist, process, outcome, and impact evaluations, including mixed-methods research, monitoring indicators, evaluation planning, and data collection and synthesis for decision-makers. Brings substantial international and development expertise supported by a Ph.D. and MSc in tropical and subtropical agriculture and sustainable rural development, as well as evaluation and research field experience in Angola, Mexico, Cambodia, and Mongolia. Selected references: • Socio-agricultural research in Bié Province, Angola Project “Center for Agricultural Education in Bié Province”, supervised by the Institute of Tropics and Subtropics, CULS 5/2007-7/2007, field researcher using questionnaires, interviews and observation in a development
At least 1 successfully completed M&E assignments within the last 5 years in ILM based initiatives, projects/programmes involving landscape management approaches to natural resource management, alternatively 3 years of experience in implementation of ILM based initiatives projects/programmes	Ing. Lucie Šavelková, Ph.D. Agricultural, Agri-environment, Agro-forestry, Rural Development and Agri-economy expert and consultant with more than 22 years of experience in design, implementation and operation of agri-environmental policies, large scale monitoring approaches based on Earth observation (EO satellite, aerial, drone data), landscape management approaches, disaster monitoring approaches, Geo-spatial systems, machine learning algorithms, ground-truth data and validation mechanisms, GNSS services, drafting large scale land monitoring national policies, developing action and implementation plans, assessments and feasibility studies, terms of reference and functional specifications for large scale landscape monitoring services, data interoperability, risk management, quality assurance, and thematic trainings. Vast experience in institutional and capacity building including governmental institutions, EU pre-accession and accession activities, European Space Agency (ESA) Programme, European Union Agency for the Space (EUSPA) Programme, EU Joint Research Centre, World Bank, UNDP, other. Selected references: 09/2003 - ongoing State Agricultural Intervention Fund (governmental institution), CZ <i>Expert on integrated area monitoring systems and large scale landscape monitoring</i> Integrated large scale landscape and land-use management and monitoring approaches (Copernicus Sentinel, Landsat, Planet, EGNSS, other), area monitoring systems at national scale, natural disaster recovery EO monitoring services, other equivalent ILM initiatives: • Area monitoring national scale mapping system (01/2024 - ongoing) - operational running large scale landscape management approaches for agri-environment and agro-forestry domains • Earth Observation-Expert Judgement application project (01/2023 - 12/2024): integrated landscape monitoring approach via expert judgement tool, integrated landscape monitoring activities and algorithms

es involving landscape management approaches to natural resource management	• PEOPLE4CAPproject (01/2022 - 12/2023): demonstration and validation of Earth Observation (EO) and sensor-based large scale landscape monitoring systems to support implementation of EU NewCAP environment eco-schemes • Sen4CAP project (07/2017 - 01/2023): use of Copernicus Sentinel satellite mission for EU Common Agricultural Policy large scale land monitoring approaches • EO4AMS-DROMAS project (01/2016 – 06/2022): integrated national scale landscape monitoring approaches and activities, monitoring of droughts • Black Sea Danube project (01/2020 - 12/2022): integrated landscape large scale monitoring approaches including agro-forestry
Additional relevant thematic expertise	
At least 1 successfully completed M&E assignments within the last 5 years in Geospatial systems, GIS-based monitoring, spatial data analysis, or digital environmental information systems, alternatively - 3 years of experience in implementation of Geospatial systems, GIS-based monitoring, spatial data analysis, or digital environmental information	Moyo Musekiwa Strategic ICT, Geospatial, and Digital Transformation Specialist with over 11 years of experience supporting enterprise technology systems, digital information management, and data-driven operational environments across the development sectors, mining, banking, and media within Zambia and the Southern African region. Extensive experience in the development and implementation of geospatial systems, GIS-based monitoring, spatial data analysis, and digital environmental information systems in Zambia and the Southern African region. His expertise includes geospatial mapping, environmental data integration, land use planning, natural resource management, livelihood restoration, and climate resilience projects. He has supported monitoring and evaluation (M&E) processes through the use of digital tools, dashboards, geospatial systems, and analytics-based reporting mechanisms. He has also contributed to the implementation of environmental and social safeguard frameworks, including the World Bank Environmental and Social Framework (ESF) and IFC Performance Standards. Ing. Lucie Šavelková, Ph.D. Agricultural, Agri-environment, Agro-forestry, Rural Development and Agri-economy senior expert and consultant with more than 22 years of experience in design, implementation and operation of agri-environmental policies, Geo-spatial information system, GIS-based monitoring, spatial data analysis and spatial data use, digital environmental information systems, including defining terms of reference and functional specifications, systems testing, and validation. Vast experience in institutional and capacity building including governmental institutions, EU pre-accession and accession activities, European Space Agency (ESA) Programme, European Union Agency for the Space (EUSPA) Programme, World Bank, UNDP, other. • UNDP Moldova Accelerating Digital Transformation in Public Sector in the Republic of Moldova project (RFP23/02658),

systems	Ministry of Agriculture and Food Industry (12/2022 - 12/2024), <i>Integrated GIS-based and Geo-information systems expert</i> - development activities on implementation of digital National Farmers Registry, pilot activity for implementation of the geospatial systems and use of Artificial Intelligence for GIS-based monitoring ● EU RESEARCH PROJECT Interoperability case study for landscape features and preparation of input materials for the IACS-INSPIRE interoperability technical guidelines - IACS65 (CT-EX20190362947-101) (12/2021 – 05/2022), European Union Joint Research Centre, <i>Technical research expert</i>, conceptualisation and technical definition of geo-spatial systems and data, GIS-based landscape features monitoring, data interoperability and INSPIRE ● EU TWINNING PROJECT Further support to agriculture, rural development and food safety in the Republic of Moldova (MD16ENVIAG0119) (04/2021 – 09/2021), Ministry of Agriculture, Rural Development and Environment and National Food Safety Agency, <i>Twinning and integrated GIS-based systems expert</i>, designing technical concept of agricultural, rural development and environment GIS-based systems
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2. Context of the evaluation

The Sustainable Landscape through Integrated Management (SLIM) project is a strategic initiative co-financed by the European Union (EUR 6 million) and the Czech Republic (EUR 1 million) (European External Action Service [EEAS], 2023). Running from October 2023 to September 2027, the project is implemented by the Czech Development Agency (CzDA) and focuses on building ecosystem resilience and improving local livelihoods in Zambia (Ministry of Foreign Affairs [MZV], 2024a). **The project marks a significant milestone in delegated cooperation, as it is the first instance where the CzDA serves as a standalone implementer of EU funds in Zambia** (MZV, 2024b).

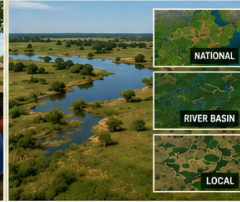
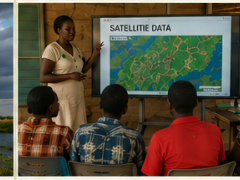
The project facilitates the transfer of Czech expertise in geospatial data and remote sensing to Zambian institutions, addressing critical challenges like land degradation and deforestation (Charles University, 2026). By providing high-resolution thematic maps and advanced technical training, SLIM enables evidence-based decision-making for sustainable land use, forestry, and water management (Czech Development Agency [CzDA], 2024a). It operates as a foundational component of the Team Europe Initiative, aligning with Zambia's 8th National Development Plan and international climate commitments (EEAS, 2023).

Strategic Context and Alignment SLIM is centrally integrated into the EU Green Nexus Programme (2024–2031), a EUR 46 million umbrella initiative designed to promote resilient and inclusive development in Zambia under the Global Gateway strategy (EEAS, 2025b). Designated as Project Component N. 1, SLIM focuses on sustainable land management and aligns with the EU-Zambia Forest Partnership (EEAS, 2025a). The project supports Zambia's revised Nationally Determined Contributions (NDCs) under the Paris Agreement and its obligations under the UN Convention on Biological Diversity (EEAS, 2023).

Integrated Landscape Management (ILM) represents a landscape-based approach focused on large-scale processes in an integrated and multidisciplinary manner, combining natural resource management with environmental and livelihood considerations. The landscape approach also takes human activities into account, treating them as an integral part of the system rather than as external factors.

The 10 fundamental principles of ILM include:



1 Continuous learning and adaptation  We continuously learn from practice, experience and evidence and adapt our approaches as conditions change.	2 A principle based on the public interest  Decisions and actions aim to protect the common good and contribute to the long-term well-being of society.	3 Multiple scales of assessment  We assess impacts and benefits at different levels – local, landscape and national.	4 Multifunctionality  We support the multiple functions of the landscape – food production, biodiversity conservation, water regulation and livelihoods.	5 Diverse stakeholders  We engage a wide range of stakeholders – local communities, government, private sector, scientists and non-governmental organizations.
6 Negotiated and transparent logic of change  We develop a shared vision and agree on clear steps for change through open and transparent communication.	7 Clarification of rights and responsibilities  We clearly define and respect rights to land, water and natural resources, and the responsibilities that come with them.	8 Participatory and user-friendly monitoring  We jointly monitor changes in the landscape using simple tools and data that are understandable and useful for all.	9 Resilience of the approach  We build the resilience of landscapes and communities to withstand and adapt to droughts, floods, fires and other risks.	10 Capacity building of stakeholders  We support education, knowledge sharing and access to technology to improve decision-making and landscape management.



Integrated landscape management for a sustainable and prosperous Zambia



Better for our communities



Sustainable for the environment



Evidence-based decisions



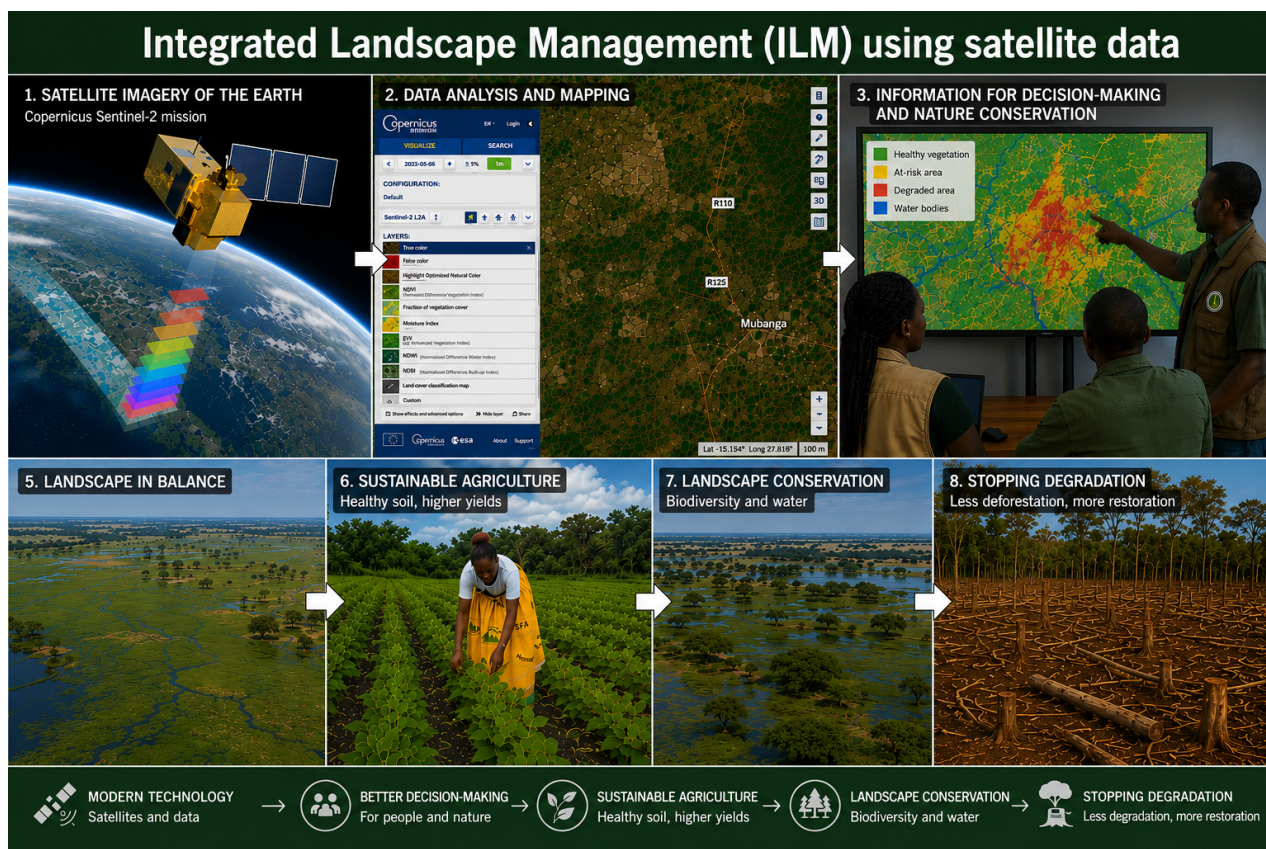
Respect for people and nature



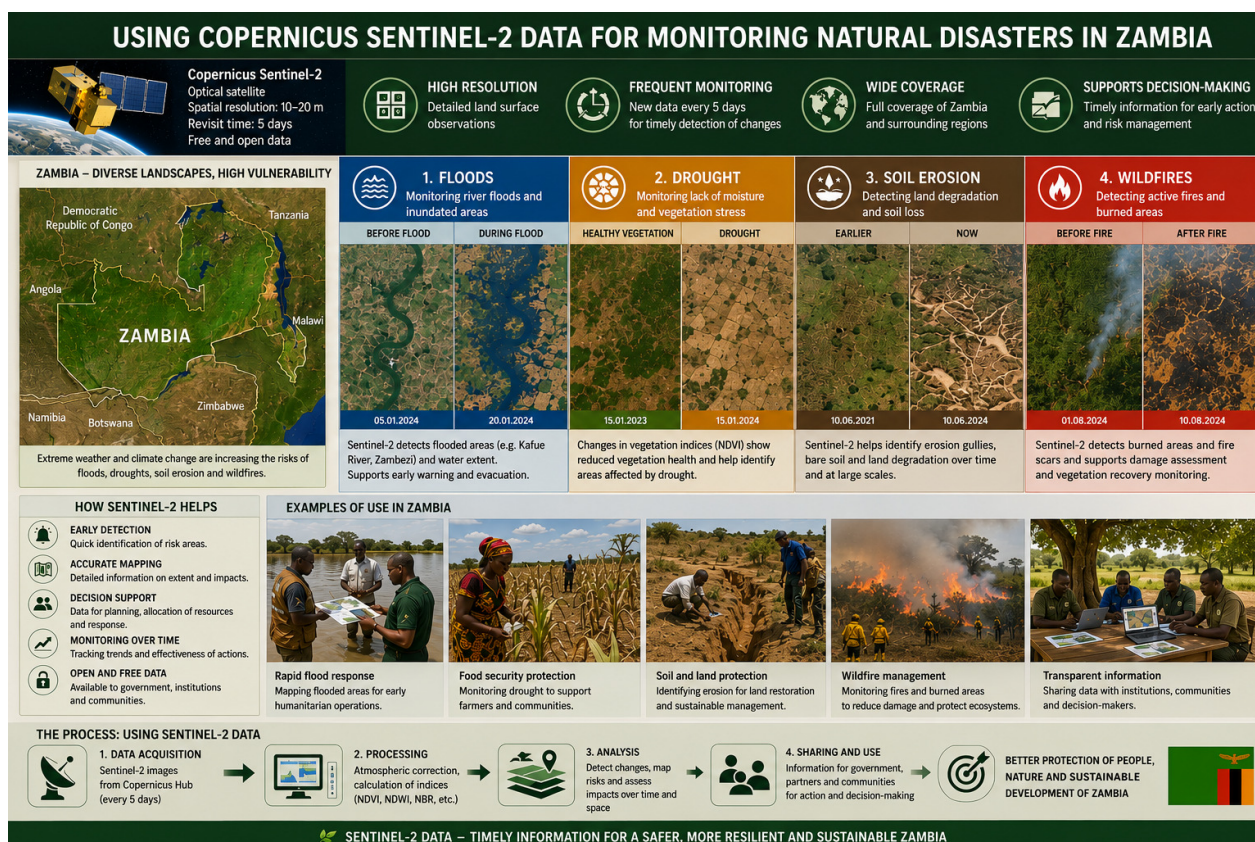
For the present and future generations

Large-scale monitoring places significant demands on the availability of large volumes of input data and big data, their timely processing, subsequent analytical activities and decision-making, the implementation of follow-up actions leading to change, and the provision of appropriate support measures. Monitoring of landscapes, natural resources, biodiversity, agricultural activities, land management, land degradation, drought, deforestation, and other aspects are closely interconnected phenomena that should be approached in an integrated manner using geographic systems, which enable not only the extraction of statistical data but also the precise geolocation of areas of interest through the use of GIS-based systems.

A major contribution to large-scale monitoring of land cover, land use, and related activities over the past decade has been the use of satellite data, particularly data from the European Copernicus programme, including the Sentinel-2 mission (optical data) and the Sentinel-1 mission (radar data), which provide revisit time of the same location every 5–6 days. These data are available free of charge, easily accessible via the EU Copernicus Data Space Ecosystem (CDSE) and, given the imagery frequency (temporal resolution), enable extensive automated data processing in the form of time series using machine learning techniques, near real-time situation monitoring, and the provision of relevant data for subsequent analytical activities and fact-based decision-making.



Satellite data also make a significant contribution to the timely detection and assessment of the extent of natural disasters and, given the availability of historical data, enable the comparison and analysis of a wide range of operations.



3. Proposed approach to the evaluation, methodology

The evaluation design selected for this assignment has the following key characteristics:

- a non-experimental mixed-method evaluation design,
- a design based on an appropriate combination of data collection and analysis methods, both qualitative and quantitative, with a particular emphasis on qualitative methods,
- use of secondary data sources (primarily project documentation, project monitoring outputs provided by the Czech Development Agency, and other available resources),
- adherence to the principles of triangulation of methods, sources, and evaluators wherever possible; for this reason, the field mission will also be carried out by two Czech evaluators, with the support of qualified local experts,
- interlinkage and configuration of methods to ensure feasibility with regard to potential risks, i.e. a realistically designed evaluation framework.

The starting point for the entire evaluation will be the research conducted in the Czech Republic, during which all resources related to the supported project will be analyzed in detail, and a stakeholder analysis and theory of change will be developed (depending on the level of detail of available project documentation). The theory of change will help to understand the intervention logic of the projects and to identify effects, linkages, and interconnections. This corresponds to the selected overarching evaluation approach, which is based on the concept of Theory-Based Impact Evaluation (TBIE), specifically through the application of the theory of change and selected elements of outcome mapping. The theory of change will be developed (reconstructed) during the initial phase of the evaluation, and the identified outputs, outcomes, and impacts will subsequently be verified through the evaluation activities.

In this context, a sectoral perspective, embedded in the Zambian context, will also be important. Inspiration and evidence will be drawn both from international professional literature (academic articles, studies, key strategies, as well as evaluations) and from the experience of the experts involved in the team and experts included among the informants.

Given the nature of some evaluation questions, it is also necessary to apply other concepts and methods, specifically outcome mapping, particularly in terms of changes in behaviour, relationships, and interactions among individuals, groups, and institutions. The underlying premise is that not all consequences of an intervention can be planned in advance; therefore, they are identified progressively and are not based solely on pre-defined effects, as in the case of the theory of change. The parallel application of both TBIE concepts – theory of change and outcome mapping – will enable a more comprehensive understanding of the effects and contributions of the individual projects. In addition to theory of change and outcome mapping, which may to some extent be perceived as theoretical concepts, additional data collection and analysis methods will also be used (see Chapter 3.2). The applicant has carefully considered the barriers and limitations of the individual methods as well as of the overall evaluation design.

Based on the materials prepared during the research phase in the Czech Republic and the sectoral analysis, a field mission to Zambia will subsequently be prepared and implemented. During the mission, the theories of change, linkages between individual effects, sustainability parameters, economy, coherence, and effectiveness will be verified.

3.1 Evaluation matrix

The evaluation design is structured in the evaluation matrix (see below). The questions from the Contracting Authority (marked in the matrix with green underlining) were categorized according to the evaluation criteria and were supplemented by the applicant with several additional questions or sub-questions (marked in the matrix with yellow underlining). For each question, the metrics were listed to ensure that the question is answered. The data collection methods and data analysis methods that the evaluation team plans to use are also schematically indicated for each question. However, methods, the scope of their use and sub-questions may still change following the initial meeting with the client based on mutual agreement on the understanding of all questions. This matrix will be specified further in the Inception Report.

The evaluation matrix demonstrates the interrelationship of methods, criteria and evaluation questions. The methods have been designed in such a way that their robustness ensures the formulation of clear, objectively verifiable and sufficiently concrete conclusions. The recommendations will be directly linked to the evaluation findings and conclusions.

Evaluation Matrix

Evaluation Question from the ToR	Evaluation Sub-question	EQ Type	Metrics and indicators (what will be tracked)	Data collection methods					Data Analysis Methods								
Evaluation Question Added by the Tenderer				Desk research	In-depth interviews	Collection of best practices	Evaluation visits	Workshop	Case studies	Content analysis	Stakeholder analysis	Process analysis	Statistical analysis	ToC	Best/worst practices	Outcome mapping	Geospatial data analysis
1. Relevance																	
1.1 To what extent is the ILM approach relevant to the needs of environmental and socio-economic challenges in Zambia?		Normative	Overview of environmental and socio-economic challenges and relevant strategic objectives, number of strategic gaps identified by stakeholders that are actively addressed by ILM tools, assessment of relevance of ILM approach														
1.2 What is the level of awareness, ownership and engagement of key decision-makers and administrative structures in ILM and related processes?		Descriptive	Interviewed decision-makers demonstrating accurate knowledge of ILM, Frequency of administrative use of ILM tools/outputs, Qualitative evidence of 'ownership'														
2. Coherence																	
2.1 To what extent has cooperation among Green Nexus Programme Partners contributed to project SLIM implementation and delivery of results?		Normative	Evidence of the benefits of the partnership for project implementation and delivery of results, shared resources/data between partners														
2.2 How was communication and cooperation among Green Nexus Partners organized?		Descriptive	Methods/tools for supporting partner coordination and their evaluation														
2.3 How effective has the project been in establishing and maintaining partnerships that actively support ILM mainstreaming at national and subnational levels, including evidence-based examples of achievements?		Descriptive	Active national/subnational partnerships, examples of best practices														
3. Effectiveness and Efficiency																	
3.1. To what extent has the project efficiently and effectively contributed to the integration of the ILM approach into policies, regulations, and other relevant policy instruments?		Descriptive	Aspects of efficiency and inefficiency of the project (both implementation and focus), Examples of policies, regulations, or legal drafts incorporating ILM frameworks, examples of best practices														

Evaluation Question from the ToR	Evaluation Sub-question	EQ Type	Metrics and indicators (what will be tracked)	Data collection methods					Data Analysis Methods								
Evaluation Question Added by the Tenderer				Desk research	In-depth interviews	Collection of best practices	Evaluation visits	Workshop	Case studies	Content analysis	Stakeholder analysis	Process analysis	Statistical analysis	ToC	Best/worst practices	Outcome mapping	Geospatial data analysis
4. Impact																	
4.1 To what extent has the project generated direct and indirect impacts on policies, regulations or strategic documents in relevant thematic areas?		Descriptive	Qualitative (and quantitative, if available) evidence of changes in policies, regulations and strategic documents, the project's area of influence in the theory of change														
4.2 What have been the main challenges encountered in project implementation, and how have they influenced progress toward intended results?	4.2.1 What have been the main internal and external challenges encountered in project implementation?	Descriptive	Number and severity challenges in project implementation														
	4.2.2 How have the challenges influenced progress toward intended results?	Descriptive	Variance between planned timelines/targets vs. actual achievements, changes in planned activities.														
4.3. How efficient and effective have the capacity-building activities been in strengthening evidence-based decision-making and the use of data among key stakeholders?"		Descriptive	Assessment of the increase in ILM data usage among key stakeholders, changes in institutional capacity regarding the use of ILM, examples of best practices														
5. Sustainability																	
5.1 How effective are the current collaboration and coordination mechanisms in supporting ownership and long-term sustainability of data products and ILM tools?		Descriptive	Allocated budget for tool maintenance in upcoming fiscal years														
5.2 To what extent has staff turnover among trained professionals affected the technical and technological capacities of institutions and the long-term sustainability of ILM-related skills?		Descriptive	Aproximate turnover rate of trained professionals, influence on the sustainability of the ILM-related skills														
6. Other evaluation criteria																	
6. 1 To what extent has the project integrated gender inclusion throughout its implementation?		Descriptive	Means of incorporating gender inclusion into project implementation														
6.2 How efficiently and effectively SLIM has promoted ILM, monitor and reported on ILM results?		Descriptive	Efficiency and effectiveness of the SLIM project promotion and communication activities														

3.2 Data collection methods allowing triangulation and its limitations

The provided brief description of the proposed methods in relation to the assignment is not intended as a general description of the methods themselves — the relevant literature covers this — but rather as a **description of their anticipated practical application** within the assignment, **including the specification of sampling and sample size where relevant, as well as the limitations and risks** associated with the use of each method in the implementation of this contract.

It is important to emphasise that the main strength of the proposed evaluation design lies in the appropriate combination of the selected methods with regard to triangulation. The evaluation will rely on both qualitative and quantitative data, depending on data availability.

Data collection methods

Our evaluation design is based on the following data collection methods:

Desk Research

Method application:

During the initial phase, a screening of relevant documents and materials will be carried out. Following the initial review, the evaluation team will conduct an in-depth analysis of relevant strategic, programme, project, and implementation documents. The team will also assess the availability and usability of relevant statistical data. In addition, the evaluation team will work with appropriate domestic and international professional and academic literature. The key documents to be analysed will consist of publicly available materials or documents provided by the Contracting Authority (e.g. project documentation, monitoring and annual reports, manuals, internal procedures, etc.). Secondary data will represent a very important source of information for this evaluation.

In addition to “standard” desk research, the evaluation team proposes a more in-depth analysis of project reports, aimed primarily at qualitative categorisation and aggregation of information on outputs and outcomes. At the same time, documents relevant to the sectoral orientation of the evaluation — including strategic, conceptual, implementation, and legislative documents — will also be analysed.

Sample:

All relevant documentation will be analysed and various monitoring data sources will be reviewed. Particular emphasis will be placed on the use of professional literature in support of a robust theory-based evaluation approach. The team will also work with relevant evaluations. Special attention will be devoted to the in-depth analysis of the project documentation. The objective will be to categorise and aggregate information on outputs and outcomes achieved at the project level, as recorded in the final and annual project reports.

Limitations:

The evidence base for desk research will depend to a significant extent on the availability of documentation provided by the Contracting Authority.

Evaluation Interviews

Method application:

Interviews are considered the key data collection method necessary for assessing all evaluation criteria within this evaluation. Interviews will be conducted with the following groups of informants:

- project implementers and final beneficiaries,
- representatives of partner institutions in Zambia,
- representatives of local, regional, and sectoral stakeholders - according to stakeholder analysis,
- programme guarantors and programme implementers/administrators under which the projects were funded (particularly the Czech Development Agency).

Our team has extensive experience in conducting evaluation interviews and often obtains valuable information through personal interaction with informants beyond the original interview guide, which can subsequently be effectively used during analysis and formulation of findings and recommendations.

Face-to-face interviews are preferred, but the evaluation team will accommodate any limited availability of informants, and interviews may therefore also be conducted online. Both individual and group interviews will be conducted.

Sample:

Given the timeline and sample size, in-depth interviews represent a key method within the proposed design. We anticipate conducting approximately 24–30 in-depth interviews in total, including approximately 5 interviews from the Czech Republic (implementers, programme administrators, project implementers) and approximately cca 15-20 interviews in Zambia. Informants will be selected purposively based on their competence and role within the project. Key stakeholders from the analyzed project will be approached.

Limitations:

The effective application of this method depends on the cooperation of the identified informants. However, the team has extensive experience in approaching stakeholders and does not anticipate major difficulties. Contacting informants may also be supported by an official introductory letter prepared by the Contracting Authority. Although face-to-face interviews are preferred, the team has experience with conducting evaluations through online data collection where necessary.

Evaluation Visits (Field visits)**General description:**

This method involves direct contact between evaluators and beneficiaries or institutions implementing activities for beneficiaries, or visits to project implementation sites. Evaluation visits serve to identify and better understand relationships and linkages within the evaluated intervention. Personal visits and direct contact with beneficiaries, representatives of supported target groups, and other actors involved in implementation usually allow for the collection of more detailed information, richer materials and datasets, and “soft” information needed for thorough evaluation analysis.

Method application:

Evaluation visits will be carried out during the field mission to Zambia. Additional data collection methods will also be used during the visits — particularly individual and group in-depth interviews with relevant stakeholders and representatives of project beneficiaries (final recipients). Relevant documentation and soft information necessary for identifying and assessing the benefits, impacts, and sustainability of the project will be collected and analysed.

Sample:

Based on the information currently available, the number of directly supported institutions appears to be such that the evaluation team will aim to cover all supported institutions during the evaluation mission; this will be further specified following the inception document review and analysis. The effort to cover all involved institutions is also facilitated by the fact that the evaluation mission will be carried out by two Czech team members, while the local experts additionally provide both evaluation and thematic expertise.

Limitations:

The usefulness of this method depends on the cooperation of key informants and the proper identification of relevant stakeholders. Evaluation visits will be conducted by experienced members of the evaluation team, who are generally able to establish trust and identify the required respondents and informants without difficulty.

Case Study / Collection of best practices**Method application:**

Case studies will be used to identify examples of good/bad practice of the supported project. One of the key assessment criteria will be the replicability of these examples in other territories, in line with the sustainability criterion.

Sample:

The evaluation team anticipates preparing several “mini case studies” in the form of good/bad practice examples.

Limitations:

The effective use of this method depends on the proper identification of suitable examples and cooperation from key informants. The relevance of selected examples with regard to trends in integrated landscape management will also be ensured by the thematic experts involved in the team.

Workshop**Method application:**

Workshops will be used to validate preliminary evaluation findings.

Sample:

One workshop will be organised in Prague.

Limitations:

One limitation may be the willingness of relevant stakeholders to participate. We will therefore seek to identify suitable dates well in advance and inform participants early enough. The workshop will also include space for informal discussion among participants.

Methods and techniques for data analysis

The following methods and techniques for **data analysis** will also be used within the evaluation design:

Content Analysis

Method application:

Content analysis will be used in connection with desk research to analyse collected information, interview findings, and workshop discussion with regard to the evaluation questions. Given the volume of secondary data to be analysed, this method will play a particularly important role in the evaluation.

Limitations:

The key condition is the availability of quality documentation from the Contracting Authority.

Stakeholder Analysis**Method application:**

A stakeholder analysis will be conducted at a broader level, for the ILM in Zambia, i.e. relevant institutions.

Limitations:

There is a risk of omitting important stakeholders or assigning incorrect roles. This risk will be mitigated through the involvement of experienced (local) evaluators and experts, as well as intensive cooperation with the Contracting Authority and project implementers.

Process Analysis**Method application:**

The evaluation will include process analysis focusing on the practical implementation setup of the project, including whether implementation criteria are appropriately designed and which factors contribute to the effectiveness or inefficiency of the selected solutions.

Sample:

All available documents will be reviewed, including implementation reports and other project/programme-related documentation.

Limitations:

Differences may exist between formally defined processes and informal implementation practices. The applicant will therefore seek to capture informal practices through interviews with implementation structures and supported entities, and reflect these findings within the process analysis.

Statistical Analysis Methods**Method application:**

Rather relatively simple statistical methods are expected to be used, depending on the nature of monitoring data provided by the programme guarantor.

Theory of Change**Method application:**

For the purposes of this evaluation, a theory of change will be developed during the initial phase of the assignment for the analysed project. It will be discussed with the Contracting Authority, the thematic expert, and subsequently verified against evaluation findings. The evaluation team uses a well-established approach to developing theories of change, based on theoretical insights from academic and professional literature.

Outcome Mapping

Method application:

Selected elements of this method will be applied in assessing project effects and outcomes, particularly regarding behavioural changes and changes in relationships and interactions among people. The method is based on the premise that not all project consequences can be predicted in advance; therefore, changing conditions need to be continuously monitored and programmes adjusted accordingly.

Limitations:

The application of this method includes an element of uncertainty regarding whether evaluators will succeed in identifying all important unintended outcomes.

Comparative Analysis

Method application:

Elements of comparative analysis will be used for the critical assessment of identified good practice examples, particularly with regard to the replicability of analysed approaches in other territories.

Geospatial data analysis

Method application:

Geospatial data analysis will be used to assess the spatial dimensions of the evaluated intervention and to better understand geographic patterns, relationships, and environmental context relevant to the project objectives. The method will involve the collection, processing, visualisation, and interpretation of spatial and georeferenced data from available project documentation, GIS datasets, remote sensing outputs, and publicly available environmental and socio-economic databases.

3.3 Identification of target groups and sampling approach

To set up the evaluation, it is essential to know who the key actors of the assessed projects are, i.e. who the evaluation concerns. The stakeholder analysis will be processed in the initial part of the contract implementation and will be part of the Inception Report. At this point, the overview of the main stakeholders is only a framework, based on publicly available resources.¹

Implementers and Institutional Partners

- **Czech Development Agency (ČRA):** the implementer of the SLIM project under a Contribution Agreement with the EU, the ČRA manages the funding and ensures the project aligns with Czech and EU development goals.
- **Representatives of the academic sector and companies involved in the implementation of the project** (e.g. Faculty of Science, Charles University, GISAT s.r.o)
- **National Remote Sensing Centre (NRSC):** A local partner that serves as Zambia's national hub for remote sensing data. It is critical because it **hosts the central geodatabase**, receives extensive

¹ Česká rozvojová agentura. (2024, September 5). Výzva k podání žádosti o dotaci v rámci dotačního programu „Posilování kapacit v oblasti zpracování a využití geoprostorových dat pro úspěšné zavádění integrovaného hospodaření v krajině“ (Č. j. 282367/2024-1-CRA).

technical capacity building, and is intended to become a sustainable provider of geospatial services for the state.

- **Zambia Agricultural Research Institute (ZARI):** A local partner essential for technical activities such as **soil degradation mapping**, field sampling, and verifying erodibility factors.

Zambian Government Entities

- **Ministry of Green Economy and Environment (MoGEE):**
 - **Forestry Department (FD):** Critical for developing **land cover change analysis** (2000–2024) and implementing early warning systems for **forest fires**.
- **Disaster Management and Mitigation Unit (DMMU):** Important for the validation and implementation of **flood and drought early warning systems**, ensuring that data products lead to effective disaster response.
- **Ministry of Agriculture (MoA):** A key stakeholder for monitoring agricultural pests and coordinating with existing drought monitoring systems like ZADMS.
- **Water Resources Management Authority (WARMA):** Essential for monitoring water levels and collaborating on **flood prediction models**.
- **Ministry of Lands and Natural Resources (MoLNR):** Responsible for coordinating the National Drought Response Plan and strategic land management.

International & Strategic Partners

- **European Union (EU):** Provides cofinancing and sets the strategic framework (Multi-annual Indicative Programme 2021-27) that SLIM must support.
- **"Green Nexus" Partners (GIZ, WFP, AFD):**
 - **GIZ:** SLIM will analyze the impacts of GIZ's land restoration measures (targeting 50,000 hectares).
 - **World Food Programme (WFP):** Collaborates on creating pilot maps for monitoring **crop pests**.
 - **French Development Agency (AFD):** A partner in the integrated "Green Nexus" approach focusing on forestry value chains.
- **National Land Audit (NLA):** A project mandated to create the new National Spatial Data Infrastructure (NSDI). SLIM must coordinate with NLA to ensure its data structures are **interoperable with national standards**.
- **Joint Research Centre (JRC) in Ispra:** Provides scientific expertise and training on the **Copernicus program** services for Zambian experts.

Academic & Community Stakeholders

- **University of Zambia (UNZA):** A key venue for educational outreach, such as hosting **GIS Day** to popularize geospatial technology.
- **Local Communities and Traditional Structures:** They are the ultimate beneficiaries whose livelihoods depend on improved landscape management and **disaster prevention**.

Sampling:

The data collection methods planned for this evaluation are predominantly qualitative. The SLIM project is highly complex and involves many partners and stakeholders (see above). The exact selection of stakeholders will be specified in the next phase based on thorough research. However, all key stakeholders will be included in the evaluation. At this stage, we expect approximately 24–30 in-depth interviews.

The evaluator pays attention to the early identification of key informants, and in past evaluations, the procedure of involving local experts in organizing interviews has proven successful. In previous evaluation missions, the team confirmed that, in addition to thorough preparation of the mission, it is also necessary to flexibly respond to the naturally increasing number of informants directly during the mission itself. If, after agreement between the Contracting authority and the evaluation team, it is necessary to supplement the data collection with, for example, a questionnaire survey, the evaluation team has sufficient experience to determine a representative sample.

More detailed information on the sampling for each data collection method is provided in Section 3.2.

4. Workplan

4.1 Timeline

The timeline of the implementation has been designed to comply with the requirements of the Terms of Reference. The expected start of the assignment is at the beginning of June, and the activities are planned in a way that allows the evaluation to be completed and the final evaluation report submitted by the end of August 2026. The field mission is planned for the turn of July and August; however, the exact timing may vary depending on the availability of key stakeholders. The field mission is envisaged as a 10-day mission. Based on experience from the region, we also anticipate that some respondents may need to be interviewed online if they are not available during the field mission.

Stage	Type of Activity	Activity	June				July				August			
			1	2	3	4	1	2	3	4	1	2	3	4
Preparatory Work and Development of the Evaluation Design	Preparatory Work	Meeting with the Contracting Authority – Kick-off Meeting												
		Transfer of Background Data and Materials from the Contracting												
		Further Specification of the Evaluation Design / Schedule												
		Team Meeting, Briefing, Stakeholder Analysis												
		Preparation of the Inception Report, i.e. a Detailed Work Schedule Including a Plan for In-person/Online Interviews, etc.												
	Desk Research at the Project, Programme and Thematic Levels	Desk Research of Relevant Literature (Documents Related to the Project, Internal Materials)												
		Organization of a Field Mission												
		Development of the Theory of Change (intervention logic)												
		Preparation of Interview Guides												
		Interviews with the Implementation Structure (Czechia, Europe)												
Implementation of Field Research, Data Collection and Processing	Conducting Interviews and Survey Research	Field Mission												
		Interviews with Stakeholders in Zambia												
		Processing Data from Interviews and Survey Research												
Synthesis of Information and Preparation of the Final Report	Synthesis of Information	Synthesis of Information from All Sources												
		Formulation of Recommendations												
		Additional Collection of Information on Selected Topics												
		Internal Review of the Draft Evaluation Report by the Evaluation Team												
	Finalisation of the Evaluation Report	Workshop on Key Findings and Formulation of Recommendations												
		Submission of the Evaluation Report												
		Comments from the Contracting Authority												
		Finalisation of the Evaluation Report												
		Processing of the Executive Summary												
		Submitting of the Mid-Term Evaluation Report												
Continuous Activities	Project Management and Coordination	Including administrative activities related to the assignment												
	Communication with the Contracting Authority	Regular follow-up throughout the assignment and communication regarding the scope of work												

Note: The individual months are schematically divided into four weeks. The expected start of activities is based on the anticipated announcement of the selected contractor for this evaluation assignment.

4.2 Division of tasks

The following table summarises the division of tasks and responsibilities among the individual members of the evaluation team in carrying out the evaluation and preparing the evaluation reports. More detailed information on the experience of the individual experts can be found in the annexed CVs.

Team member	Tasks
Lucie Jungwiertová - Lead Evaluator	Methodological leadership of the assignment, design of the evaluation framework, coordination of evaluation activities, data collection and analysis (particularly evaluation interviews), contribution to data assessment and preparation of analyses and individual sections of the evaluation report, communication with the client, the field mission, contribution to mission preparation – including stakeholder analysis, preparation of inputs, responsibility for meeting deadlines and ensuring the quality of outputs, and presentation of results. Responsibility for compliance with the Czech Evaluation Society's Formal Standards for Evaluation and adherence to the Ethical Code of Evaluators of the Czech Evaluation Society.
Lucie Šavelková - Czech thematic expert	Contribution to the development of the evaluation design, contribution to mission preparation – including stakeholder analysis, and preparation of interview guides; responsibility for partial thematic analysis, the field mission, and preparation of the respective sections of the report. Responsibility for ensuring thematic expertise.
Kristýna Janhubová - evaluator	Contribution to the methodological design of the evaluation, data collection and analysis (particularly desk research of background materials, including in-depth analysis of project documentation), preparation of draft theory of change, preparation of draft interview guides for interviews in both the Czech Republic and Zambia, and contribution to data assessment, analysis, and drafting of individual sections of the evaluation report.
Jiřina Bělehradová Svitáková - evaluator	Contribution to the methodological design of the evaluation, data collection and analysis (particularly desk research of background materials, contribution to the coordination of the mission field).
Thomas Mugala - local evaluator	Contribution to the organisational arrangements of the mission – organisation of meetings, communication with informants. Support in contacting key stakeholders.
Moyo Musekiwa - local thematic expert	Responsibility for ensuring thematic expertise embedded into local context, incorporating regional specificities of development and implementation of geospatial systems, GIS-based monitoring, spatial data analysis, and digital environmental information systems in Zambia into the evaluation. Support in contacting key stakeholders.

4.3 Mission Approach

The evaluation mission to Zambia will constitute a central component of the entire evaluation. The mission will be carried out by four members of the evaluation team: thematic expert Lucie Šavelková, evaluation team leader Lucie Jungwirthová, and local team members Thomas Mugala and Moyo Musekiwa.

The mission is scheduled for late July and early August, particularly in view of the availability of key stakeholders. The exact timing will be determined in coordination with the Contracting Authority and the Embassy of the Czech Republic.

The stakeholders' coverage will be discussed with the Contracting Authority and the Embassy. The research will rely primarily on qualitative methods, especially evaluation visits and in-depth interviews.

The applicant anticipates conducting interviews with approximately 15–20 individuals in Zambia, including:

- representatives of local institutions,
- representatives of other donors,
- project partners and representatives of final beneficiaries,
- local, regional, and sectoral stakeholders.

The mission will be preceded by detailed desk research of available documentation for each project, including project applications and monitoring/annual reports, to ensure that field research is as targeted and efficient as possible. Theories of change will also be developed to enable identification and subsequent verification of effects, linkages, and synergies. This preparatory analysis will also help identify suitable informants in Zambia and ensure that they are contacted in a timely manner.

The Contracting Authority will be informed about the planned interview themes and list of informants prior to the mission and will have an opportunity to comment on them. A preliminary overview will already be included in the Inception Report.

The mission setup will be elaborated further in the Inception Report, which will be submitted within 10 days of the contract signing, in accordance with the Terms of Reference.

5. Budget

The tender price (in US dollars)	
The tender price (without VAT):	USD 19.480

The company is not a VAT payer.



Annex No. 3: Specification of personal data

Purpose of processing:
Processing in accordance with the provisions of <i>Article 6(1)(b) of Regulation (EU) 2016/679 (GDPR)</i> The processing is necessary for the performance of the cooperation agreement.
Categories of data subjects:
Administration staff, contractor and supplier and their statutory bodies, contact person of the contractor and supplier, contact person of the embassy, contact persons of the partner involved in the development cooperation project, beneficiaries of the development cooperation project, contact persons of the partner organisations, tenderer and its statutory body, subcontractor of the tenderer and its statutory body, employees of the tenderer, members of the tenderer's expert team, contact persons for verification of references
Categories of personal data:
<i>(a) the applicant, tenderer, contractor, supplier, subcontractor</i> name, surname, registered office, residence, date of birth, birth number, signature, email address, telephone number, registration number <i>(b) the statutory body of the grant applicant, tenderer, contractor, supplier or subcontractor</i> name, surname, place of residence, function, signature, email address, telephone number <i>(c) the Administrator's staff, the contractor and supplier and their statutory bodies, the contact person of the contractor and supplier, the contact person of the embassy, the contact persons of the partner involved in the development cooperation project, the beneficiaries of the development cooperation project, the contact persons of the partner organisations, the tenderer and its statutory body, the tenderer's subcontractor and its statutory body, the tenderer's staff, members of the tenderer's expert team, the contact persons for checking references</i> name, surname, telephone number, email address

**Annex No. 4: Consent to the processing of personal data****Data subject:**

Name:	
Surname:	
Date of Birth:	
Address:	
Person holding parent responsibility:	

1. I hereby give my consent to the Czech Republic - Czech Development Agency, registered office Nerudova 3, Prague, Post Code 118 50, Czech Republic, Registered number: 75123924 (hereinafter the "Controller") to the processing of my personal data specified below under the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (hereinafter the "GDPR").
2. I give consent to the Controller to process my name, surname and address and take photographs and videos of me in connection with activities of the Controller in development cooperation and publish them:
 - in printed presentation materials
☐ YES ☐ NO
 - on Controller's websites
☐ YES ☐ NO
 - on Controller's Youtube
☐ YES ☐ NO
 - on Controller's accounts on social media networks (e.g.: Twitter, Facebook, Instagram)
☐ YES ☐ NO
 - as illustrational photographs to the Controller's announcements on Controller's websites and accounts on social media networks and Controller's presentation materials
☐ YES ☐ NO

in order to present Controller's activities in development cooperation.

3. I acknowledge to have following rights:
 - a) right to withdraw my consent anytime (by mail or letter sent to the contact address of the Controller),
 - b) to request information about which of my personal data are processed,
 - c) right to request explanation about processing of personal data,
 - d) right to request access to the personal data and let them update or rectify,
 - e) right to request erasure of the personal data,
 - f) to object to processing of personal data over the right portability of personal data,
 - g) to lodge a complaint to the supervisory authority (Office for Personal Data Protection),
 - h) archiving depends on the fulfilment of the purpose for which the personal data were processed and is governed by the internal regulations of the Controller. Once it is no longer possible for the Controller to process the personal data for the above stated purpose, they will be disposed in reasonable time.

Date:

.....
Signature of the data subject