Job Description: End -Project Evaluation (EPE) Consultant(s)

Employer

Non-Timber Forest Products – Exchange Programme	**Asia Regional Office**
Location	**Unit 326 Eagle Court Condominium, Matalino Street, Diliman, Quezon City 1100 Philippines**

Job Description

Project Name	"Capacity Building on Enhancing Resilience to Forest Fire, and Local Livelihood and Market Linkages" (AFoCO/032/2022)"
Reporting to	Felix Tanedo, Project Coordinator
Contract Type	Fixed-term consultancy – 3 months maximum; Professional Service Contract
Working hours	On-site and remote
Work Environment	Multi-cultural
Location	Field missions in Cambodia, Lao PDR, and Vietnam; remote and coordination with AFoCO/NTFPEP Asia
Objective	The End-Project Evaluation (EPE) will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document focusing on Output 2, and assess the factors contributing to the success and/or failure with the goal of identifying necessary changes to be made in order to set the project on-track with the remaining project implementation period to achieve intended results. The evaluation will also review the project's implementation strategy, its risks to sustainability.
Scope of Work	• Review project design, logframe, and relevance to country priorities. • Analyze progress against SMART indicators and assess outcomes (income generation, gender equity, governance, environmental benefits). • Conduct stakeholder interviews (government, CSOs, project partners) and field visits in the three target countries. • Evaluate management, financial controls, monitoring & evaluation systems, and adaptivemanagement reporting. • Identify barriers, successes, and sustainability risks (financial, socioeconomic, environmental). • Produce: 1. **Inception Report** (methodology & schedule) 2. **Initial Findings Presentation** 3. **Draft Final Report**

	4. **Final Report** (with executivesummary- recommendation table) 5. **Presentation of Findings** to stakeholders and the Project Steering Committee (June 2026).
Personal Skills and Competencies	• Knowledgeable on social enterprise development • Knowledgeable on community forestry livelihoods (CFL) and community forestry enterprises (CFE) • Project Evaluation • Monitoring and Evaluation • Excellent verbal and written communication and presentation skills. • Strong analytical, research, • Ability to carry out tasks and draft flawless, concise and clear documents, even when working under pressure, and to respond quickly to new demands. • Commitment to assure quality, speed and accuracy in performing duties. • Experienced working in multi-cultural setting • Deep knowledge of national contexts (Cambodia, Lao PDR, Myanmar, or Vietnam). • Data collection, contextual analysis, and stakeholder liaison.

Job Specification

	Compulsory minimum requirements	**Assets**
Qualifications	University Degree in relevant field, e.g. Development Economics, Social entrepreneurship	Post-graduate studies enterprise/community development, development economics, or related field.
Professional Experience	• Extensive experience in similar forestry/agrinaturalresource projects, preferably on community forestry livelihoods and community forestry enterprise development, within the Mekong region.	

	• Minimum of at least 10 years' experience in the implementation of development projects focusing on rural enterprise development; • Demonstrated strong knowledge of Monitoring and Evaluation Methods for development projects; knowledge of results-based management practices; • Demonstrated experience with implementation and/or evaluation of capacity-buiding efforts in developing countries, in the area of rural enterprise development and bio-diversity conservation and sustainable forest management.	
Language	Fluency in the English language and excellent oral and written communication skills.	Understands at least one of the following local languages: Khmer, Lao, or Tiếng Việt

AFOCO CLMV
END-PROJECT EVALUATION
(EPE)
For NTFP-EP Asia Component

Project Title:

"Capacity Building on Enhancing Resilience to Forest Fire, and Local Livelihood and Market Linkages"

TERMS OF REFERENCE

A. INTRODUCTION

In the ASEAN, human development interventions cause further increase in forest degradation and conversion. In the CLMV (Cambodia, Lao PDR, Myanmar, Vietnam) countries, the management of and prevention of forest fires are important to people and communities that are heavily dependent on forest resources for their economic and social well-being. But CLMV countries are poorly equipped to suppress and manage forest fires, and lack the capacity to develop their own Community Forest Management Group (CFMG) and forest-based micro, small, and medium enterprises (MSMEs) who also play important roles in sustainable use and management of forest products and forest conservation.

Recognizing these problems, a workshop in 2014 was organized by the Association of Southeast Asian Nations-Republic of Korea (ASEAN-ROK) Forest Cooperation Agreement (AFoCo) on recent forest fire management issues and challenges at the global, regional, and local levels. In December 2014, the ASEAN-ROK Special Ministerial Meeting on Forestry endorsed a statement which include a project aimed at improving knowledge and capacity on forest fire management. Subsequently, Decision (18-II-19S) of the 2nd Session of the Asian Forest Cooperation Organization (AFoCO) Assembly approving the Regional Project denominated as AFoCO/032/2022, entitled: **"Capacity Building on Enhancing Resilience to Forest Fire, and Local Livelihood and Market Linkages"** which was approved by ASEAN Working Group on Forest Management (AWG-FM) and ASEAN Working Group on Social Forestry (AWG-SF) and endorsed by the ASEAN Senior Officials on Forestry (ASOF) and subsequently received funding support from the ASEAN-ROK Cooperation Fund (AKCF) in January 2022.

After months of deliberations, in November 2022, the AFoCO Project ***Capacity Building on Enhancing Resilience to Forest Fire, and Local Livelihood and Market Linkages*** was formalized. The project is a partnership between NTFP-EP Asia and the Asian Forest Cooperation Organization (AFoCO) that aims to enhance the capacities of Community Forestry Livelihoods (CFLs) and linking up Community Forestry Micro-Small and Medium Enterprises (MSMEs) to the market. The AFoCO CLMV Project will be implemented with partners from Cambodia, Lao PDR, Myanmar, and Vietnam until June 2026.

B. PROJECT BACKGROUND AND INFORMATION

Increased loss of Forests due to deforestation and degradation has a huge negative impact on biodiversity and watershed values. Forest fire has been recognized as one of the key drivers of deforestation and degradation in the CLMV countries and the impacts of forest fires on human life, property, and livelihood are and will be more severe. Many human activities trigger forest fires directly and indirectly. Forest fires are caused by negligence during charcoal-making, smoking, and burning of agricultural residues or pastures by the local communities besides practices like slash-and-burn. These fires become often uncontrollable as they encroach on the surrounding forests, making it difficult to suppress or extinguish them.

Given such a situation, the promotion of Community Forest Management Groups (CFMG) and forest-based Micro, Small, and Medium Enterprises (MSME) in the region can provide alternative income through sustainable community forest livelihood and enterprises, thereby adding value to local forest economies and contributing to poverty reduction. These methods, while enhancing forest-based livelihoods and forest enterprise activities through sustainable forest management and enterprise practices, will also encourage local people to protect and invest in their forests.

Therefore, by strengthening Community Forestry Livelihoods (CFLs) and Community Forestry Enterprises (CFEs) engagement in an increasingly competitive economic environment, and supporting their growth and development, the establishment of a robust integrated forest fire management system in the region will reduce incidences of forest fire and thereafter deforestation and degradation in the region.

In this context, Decision (18-II-19S) of the 2nd Session of the AFoCO Assembly approving the Regional Project denominated AFoCO/032/2022, entitled: **"Capacity Building on Enhancing Resilience to Forest Fire, and Local Livelihood and Market Linkages",** was approved by ASEAN Working Group (AWG) on Forest Management and AWG on Social Forestry and endorsed by the ASEAN Senior Officials on Forestry (ASOF) and subsequently received funding support from the ASEAN-ROK Cooperation Fund (AKCF)

in January 2022.

C. EXPECTED PROJECT OUTCOME for NTFP-EP Asia Component:

The project aims to promote the formation and strengthen management capacities of forest-based Micro, Small, and Medium Enterprises (MSME) in the CLMV countries that can provide additional income through sustainable community forest livelihood and enterprises, thereby adding value to local forest economies and contributing to poverty reduction. These methods, while enhancing forest-based livelihoods and forest enterprise activities through sustainable forest management and enterprise practices, will also encourage local people to protect and invest in their forests.

Furthermore, in support of the "Initiatives for ASEAN Integration" (AIA) and bridging the gap among ASEAN Member States most especially the CLMV countries, and contributing to forest conservation, the project supports the capacity development of Community Forestry Livelihoods (CFLs) and Community Forestry Enterprises (CFEs) towards sustainable economic options for local communities where forest fire occurrence or potential is high. CFEs have proven to add value to both local economies and larger value chains, CFEs have yet to be maximized in ASEAN's plans for sustainable and equitable growth. Potential CFE markets within ASEAN are yet to be fully tapped and access to CFE capacity development programs is disparate particularly for countries such as Cambodia, Lao PDR, Myanmar, and Vietnam.

D) Project Objectives and Outputs

The Project's Main Objectives are:

1. Strengthen Community Forestry Livelihoods (CFLs) and Strengthening Capacities and Market Linkages in Community Forestry MSMEs

The project has three (3) expected outputs but the EPE shall focus only on Output 2 and Output 3:

Output 1: Develop an integrated fire management system through the introduction of early detection and monitoring systems, provision of fire suppression equipment, and involvement of local communities along with restoration of forestland damaged by fire.

- Development of basic infrastructure and equipment for fire monitoring and prevention

- Restoration/Reforestation of forest land damaged by forest fire
- Revitalization of local livelihood and reduction/elimination of man-made forest fires

Output 2: Strengthening Community Forestry Livelihoods (CFLs) and Strengthening Capacities and Market Linkages in Community Forestry MSMEs.

- Upscale at least 50-60 promising Mekong (CLMV) CFEs towards improved community livelihood appraisal, productivity, marketing, financial management, and entrepreneurship
- At least 40-50 Mekong (CLMV) CFE MSMEs with enhanced and concrete engagement to markets and forward and backward linkages resulting in increased revenues, savings, and expanded partnerships
- At least 30-40 Mekong (CLMV) CFs/ CFEs with improved resource management practices and systems at least 20 of 40-60 CFEs having clearer, stronger forest resource access and/or progressing forest tenure recognition linked to forest products business, and at least 30 local governments with increased knowledge and skill on NTFP development and resource management

Output 3: Strengthen institutional and technical capacities for the integrated management of forest fires through training programs and public awareness-raising activities.

- Training program and development of training modules/guidelines
- Project monitoring and evaluation

E. EVALUATION OBJECTIVES:

The End-Project Evaluation (EPE) will assess progress towards the achievement of the project objectives and outcomes for the NTFP-EP Asia component, with primary focus on Output 2 (Strengthening Community Forestry Livelihoods and Market Linkages in Community Forestry MSMEs). The EPE will identify key the factors contributing to the success and/or failure, and provide actionable recommendations to support the completion of intended results by June 2026. The evaluation will also review the project's implementation strategy, its risks to sustainability.

The EPE will apply the following standard evaluation criteria: (i) Relevance — the extent to which the project addresses the needs and priorities of target communities and CLMV country governments; (ii) Effectiveness — the degree to which project outputs and outcomes have been achieved; (iii) Efficiency — the relationship between inputs, activities, and outputs; (iv) Impact — the broader changes resulting from project interventions; and (v) Sustainability — the likelihood that benefits will be maintained after

project closure. These criteria are in line with OECD-DAC evaluation standards and AKCF evaluation guidelines.

(NOTE: The Project Evaluation will focus on the assessment of achievements and outcomes under Output 2.)

F. APPROACH AND METHODOLOGY:

The End-Project Evaluation must provide evidence-based information that is credible, reliable and useful. The EPE Team will review all relevant sources of information including documents prepared during the preparation phase (ASEAN documents, Project Implementation Agreement), Periodic Project Progress and Financial Reports, Budget Revisions, Legal Documents, and any other materials deemed useful. In addition, primary data will be collected through: (a) structured surveys targeting CFE/MSME beneficiaries; (b) focus group discussions with community forestry groups in selected project sites; and (c) key informant interviews with government partners, local CSOs, and NTFP-EP Asia project staff. All data will be triangulated across sources to ensure credibility and reliability.

The EPE Team will follow a collaborative and participatory approach, ensuring close engagement with local civil society organizations, government counterparts, the NTFP-EP Asia Project Team and key AFoCO personnel. The EPE methodology will use mixed methods, combining qualitative and quantitative data collection and analysis, with findings triangulated across document review, interviews, and field observations.

Engagement of project stakeholders is vital to a successful EPE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing offices, senior forestry officials and other partner CSOs.

The EPE Team shall conduct a field mission to selected project sites in Cambodia, Lao PDR and Vietnam. Myanmar is excluded from the field mission due to prevailing operational and access constraints; available data from Myanmar will be assessed through document review and remote interviews where feasible.

Interviews will be held with the government implementing partners in the 3 countries and relevant stakeholders.

The EPE report should describe the full EPE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

The Project Team shall be required to present the EPE Findings and Recommendations to the Project Stakeholders in a meeting to be scheduled in June 2026 and to the Project Steering Committee (PSC) and to the relevant ASEAN Working Group/s.

G. SCOPE OF EPE

The following scope questions apply to the NTFP-EP Asia component of AFoCO/032/2022, with primary focus on Output 2. Where relevant, reference may also be made to Output 3 in relation to institutional capacities and M&E.

1. **Project Strategy:**
   - Project Design:

     - Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.

     - Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?

     - Review how the project addresses country priorities in terms of conservation and utilization of forest resources.

     - Review stakeholder ownership. Was the project concept in line with local and national rural development priorities and plans of the participating countries?

     - Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, the those who could contribute information or other resources to the project, taken into account during the project design processes?

     - Review the extent to which relevant gender issues were taken into consideration during the project design processes.

   - **Results Framework/Log Frame:**

     - Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" (Specific-Measurable-Attainable-Relevant-Time bound) the end-of-project targets are.

- Are the project's objectives and outcomes or components clear, practical and feasible within its implementation time frame?

- Examine if progress achieved so far has led to or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance and environmental conservation)

2. **Progress Towards Results:**

   Review the log frame indicators against progress made towards the end-of project targets and rate the achievements made based on the levels of progress achieved. Make recommendations on how to improve on the accomplishment of the targets that have been rated as partially achieved.

   In addition to the progress towards outcomes analysis, the EPE shall identify the barriers and challenges encountered in project implementation that affected the achievement of project objectives.

   The EPE shall review the aspects of the project that have already been successful and identify ways in which the project can further expand these benefits.

   The EPE shall summarize the project's progress towards results in terms of contribution to sustainable development benefits as well as global environment benefits

3. **Project Implementation and Adaptive Management:**

   Management Arrangements:

   The EPE shall review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner?

   The EPE shall review the quality of execution main Executing Agency (NTFP-EP Asia) and the other implementing partners (AFoCO/AKCF) (local CSO partners in the CLV countries) and recommend areas for improvement.

   Review the quality of support provided by the main Executing Agency (NTFP-EP Asia) and recommend areas for improvement.

Work Planning:

The EPE shall review any delays in project start-up and implementation, identify the causes and examine if they have been resolved in a timely manner.

Are work-planning processes results-based?

Examine the use of the project's results framework/log frame as a management tool and review any changes made to it since project start.

Financial Management:

Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.

Review changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.

Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?

Project-Level Monitoring and Evaluation Systems:

Review the monitoring tools currently being used: Do they provide the necessary and information? Do they involve key partners? Are they efficient? Are they cost effective? Are additional tools required? How could they be made more participatory and inclusive?

Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources allocated effectively?

Stakeholder Engagement:

Project Management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and vital stakeholders?

Participation and Country driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in decision-making that supports efficient and effective project implementation?

Participation and Public Awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

Assess how adaptive management changes have been reported by the project management and shared with the Project Steering Committee (PSC).

Assess how well the Project Team and partners undertake and fullfill the AKCF/AFoCO reporting requirements.

Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

Review internal project communication with stakeholders: Is communication regular and effective? Are there key project stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?

Review External Communication: Are proper means of communication established to express the project progress and intended impact to the public?

4. **Sustainability:**

Validate whether risks identified in the Project Document and periodic progress reports are the most important and whether they have been considered in project planning activities.

Assess the identified risks and their effects to project sustainability.

Financial Risks to Sustainability:

What is the likelihood of financial and economic resources not being available once the project assistance ends (consider potential resources can be from multiple sources, such as public/government and private sources, income generating activities and other funding that will be adequate financial resources for sustaining project outcomes)?

Socio-Economic Risks to Sustainability:

Are there any social or political risks that may jeopardize sustainability of project outcomes?

What is the risk that the level of stakeholder ownership and control of forest resources will be sufficient to allow for the project outcomes/benefits to be sustained?

Is there sufficient public/stakeholder awareness in support of the long term objectives of the project?

Are lessons learned in the implementation of the project being documented by the Project Team and shared/transferred to appropriate parties who could learn from the project and potentially replicate it in the future?

Environmental Risks to Sustainability:

Are there environmental risks that may jeopardize sustenance of project outcomes?

5. **Conclusions and Recommendations:**

The EPE Team shall include a section on the report setting out the evaluation's evidence-based conclusions, in the light of the findings.

Recommendations should be concise suggestions for critical intervention that are specific, measurable, achievable and relevant. A recommendation table should be put in the report's executive summary.

H. Time Frame:

The duration of the EPE will be eight (8), commencing upon contracting (expected late March 2026) and shall not exceed three (3) months. The following indicative milestones shall apply: (i) Contracting completed — by 31 March 2026; (ii) EPE Inception Report submitted — by 15 April 2026; (iii) Field missions conducted — April to May 2026; (iv) Initial findings presented — by 22 May 2026; (v) Draft Final Report submitted — by 5 June 2026; (vi) Final Report and stakeholder presentation — by 30 June 2026.

I. Deliverables:

1. EPE Inception Report – the EPE Team clarifies the objectives, methodologies and specific activities and schedules of the EPE.
2. Presentation of the Initial Findings.

3. Draft of Final Report
4. Final Report
5. Presentation of Findings to Stakeholders in a meeting called for that purpose in one of the CLV countries and to the Project Steering Committee (PSC) and to the relevant ASEAN Working Groups.

J. Evaluation Arrangements:

The principal responsibility for managing the EPE resides with the NTFP-EP Asia – AFoCO CLMV Project Coordinator.

The NTFP-EP Asia will contract the evaluation consultants and ensure the timely provision of per diems and travel arrangements within the countries covered by the evaluation for the EPE Team.

The AFoCO CLMV Project Team shall be responsible for liaising with the EPE Team to provide all relevant project documents, set up stakeholder interviews and arrange field visits.

K. EPE Team Composition:

The EPE Team shall be composed of two independent consultants, namely:

1. Team Leader – with experience and exposure to similar projects and evaluations, preferably familiar with the conditions in the Mekong Region, and has a strong background in enterprise/business development especially in the forestry/agricultural/natural resource sector;
2. Local Consultant - with extensive experience in similar projects, preferably coming from one of the CLV countries.

The Consultants should not have participated in the project preparation, formulation and/or implementation and should not have any conflict of interest with the project-related activities. Shortlisted consultants will be required to submit a signed Conflict of Interest Declaration prior to contracting. Any potential conflict identified must be disclosed immediately to NTFP-EP Asia for assessment.

The Team Leader shall do the following tasks, viz.:

1. Responsible for the submission of the EPE Inception Report;
2. Responsible for the orderly and timely conduct of the project evaluation;
3. Responsible for the timely submission of the Evaluation Report and presentation of Evaluation Results to project stakeholders;
4. Shall make the calendar of evaluation activities to conform with the timeline provided by NTFP-EP Asia and in coordination with the Local Consultant;

5. Responsible for the liquidation of expenses incurred during field evaluation in selected project areas;
6. Responsible for ensuring the overall quality, coherence, and consistency of all evaluation deliverables prior to submission to NTFP-EP Asia and AFoCO.

The Local Consultant will primarily support the Team Leader in the conduct of the evaluation mission.

The Local Consultant shall do the following tasks, viz.:

1. Assist the Team Leader and provide inputs in the preparation of the EPE Inception Report and the External Project Evaluation Report;
2. Assist in the conduct of the evaluation mission especially in the gathering and analysis of data and information;
3. Provide the national context in the analysis of the projects results and accomplishments;
4. Provide recommendations for future interventions to sustain project outputs.

Proficiency in English and at least one national language of the CLV countries (Khmer, Lao, or Vietnamese) required.

The Evaluation Team is expected to discuss and agree among themselves their detailed division of work and should be clearly articulated in the EPE Inception Report.

The Local Consultant shall report to the Team Leader. The NTFP-EP Asia AFoCO CLMV Project Team will provide support to the development of the evaluation work plan in consultation with key project partners. The AFoCO CLMV Project Coordinator will serve as the main contact of the EPE Team and shall provide the necessary administrative support to ensure the satisfactory completion of evaluation deliverables.

The AFoCO CLMV Project Team will make available all relevant project documents and provide contact information to key project partners and stakeholders, facilitate contact when needed. The Project Team will assist in organizing any briefing/de-briefing meetings including coordination of stakeholders' input in the evaluation draft report.

QUALIFICATIONS OF SUCCESSFUL CONSULTANTs:

Education:

Advance degree in enterprise development and management, community development, development economics or any related courses.

Work Experience:

- Minimum of at least 10 years' experience in the implementation of development projects focusing on rural enterprise development;
- Demonstrated experience in designing and leading project evaluations using mixed-methods approaches; strong knowledge of results-based management and monitoring and evaluation frameworks in development project contexts;
- Demonstrated experience with implementation and/or evaluation of capacity-buiding efforts in developing countries, in the area of rural enterprise development and bio-diversity conservation and sustainable forest management.

Language:

- Fluency in the English language and excellent oral and written communication skills.

Competencies:

- Strong analytical and research skills;
- Expertise in data collection and analysis;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to work under pressure and tight schedules;
- Excellent organizational and communication skills;

PAYMENT MODALITIES AND SPECIFICATIONS:

Consultants will be contracted by NTFP-EP Asia and remunerated according to the agreed upon financial proposal. The contract will be output-based and payment issued only upon delivery of satisfactory outputs/milestones.

- 10% - Following submission and acceptance of the EPE Inception Report
- 40% - Following submission and approval of the First Draft of the EPE Report
- 40% - Following submission and approval of the Final EPE Report by NTFP-EP Asia and AFoCO
- 10% - Following presentation of the EPE Evaluation Report to Project Stakeholders in a meeting called for such purpose.

CRITERIA FOR SELECTION OF EPE CONSLTANTS:

The Consultants' offer will be evaluated based on Combined Scoring Method – where the qualifications and methodology will be weighted a maximum of 70% and combined with the price offer which will be weighted maximum of 30%.

RECOMMENDED PRESENTATION OF OFFER AND APPLICATION PROCESS:

Applicants are requested to submit via email, the following documents to NTFP-EP Asia c/o Mr. Felix Tanedo (felix.tanedo@ntfp.org).

1. Letter of Interest and Availability that indicates the all-inclusive lumpsum contract price supported by a breakdown of costs for the services to be rendered and number of days to be contracted;
2. Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Applicant and at least three (3) professional references;
3. Sample work/s relevant to End-Project Evaluation.

Application requirements should be emailed on or before 27 March 2026, close of business, Manila Time.