

**TERMS OF REFERENCE: Responsible Partner for Mobile Game Application Revenue
Management
BIODIVERSITY FINANCE INITIATIVE PHILIPPINES**

Since 2014, the United Nations Development Program through its Biodiversity Finance Initiative (BIOFIN) Project, has been supporting the Philippine Government in articulating the financial resources it needs to maintain a healthy biodiversity portfolio in-country. In particular, BIOFIN in collaboration with Department of Natural Resources Biodiversity Management Bureau has conducted the following assessments: 1) Policy and Institutional Review (PIR); 2) Public and Private Biodiversity Expenditure Review (PPBER); 3) Assessment of financial needs (cost and gap analysis of implementing Philippine Biodiversity Strategy and Action Plan (PBSAP)). These assessments significantly contributed to the development of a Biodiversity Finance Plan.

Based on insights gained from the results of the three BIOFIN assessments, this Plan acknowledges the importance of tapping additional financing to support the biodiversity agenda of the Philippines, mainly through its National Biodiversity Strategy and Action Plan (PBSAP), referred to henceforth in this Plan as the Philippine Biodiversity Strategy and Action Plan (PBSAP). This Plan is cognizant of the parallel challenges that could not be addressed by generating financing alone: thus, the Plan transcends the focus on generating additional resources and also identifies a range of “finance solutions” that leverage finance, fiscal and economic tools and strategies to improve the outcome of biodiversity objectives in the country. Financing solutions include a range of transformative actions: generating more financing to fund the PBSAP or associated planning documents; appropriate attribution of biodiversity expenditures in the budget; attaining cost effective budget execution by eradicating overlaps in biodiversity functions; eradicating expenditures that continue to or aggravate dissipation of biodiversity resources; and paving the groundwork for a responsive policy environment through greater awareness on biodiversity and biodiversity financing and enhancing institutional support towards monitoring of PBSAP.

One of the finance solutions identified to mobilize resources is a mobile gaming application. Developed in 2020, a mobile gaming application called “Animal Town” is a simple, casual simulation game where the user plays as a new recruit in a biodiversity advocates team to help a group of talking animals manage a town to efficiently conserve biodiversity. It features quests (dispatch, scenario and daily) and biodiversity trivia to inform and educate its users. Revenues generated by the game app and its peripherals (in-game purchase and ads) will be directed to priority biodiversity conservation projects of the Biodiversity Management Bureau (BMB) of the Department of Environment and Natural Resources (DENR).

The UNDP shall donate the mobile game app to the DENR particularly to the BMB. Given restrictions to government vis-a-vis resource mobilization, the BMB and the UNDP shall select an NGO partner to manage revenues generated by and promote the game application.

Pre-requisite: MOU/partnership between NGO and DENR-BMB for management of game app revenue

A. Scope of Work and Methodology

UNDP through a Responsible Party Agreement with an NGO/CSO, will launch the Animal Town game application with DENR BMB. The NGO will augment revenue generation from the game application through digital marketing and encourage customers to download the game. Revenues will be generated through in-game purchases and advertisements. The proceeds from the game application will be used to fund different projects by developing an operations manual which among others include protocols for awarding of funds.

I. Development of Operations Manual for DENR. BMB

- a. Prepare an operational manual for fund management including the following as preparation for app turnover. This will be developed through consultations with the DENR, and UNDP. The manual for revenue management of the game app should contain:
 - Deployment, maintenance, disposal, and upgrading assets in the most cost-efficient and profit-yielding way possible
 - Detailed fund flow mechanism to receive and manage the revenues from the game app.
 - Disbursement process flow for utilization of revenues coming from the Game App.
 - Process for selection of projects to be funded by revenues from gaming app.
 - Monitoring and evaluation of projects funded by revenues from the gaming app.
 - Sustainability plan for the maintenance of the app, management of funds etc. including exit strategy.
- b. Submission of progress reports including financial statements, to DENR-BMB and UNDP BIOFIN Project.

II. Revenue Management/Grant Provisioning

1. Day-to-day management of revenues generated by the game applications (for 1 year);
2. In line with the creation of the operations manual, manage the grant provisioning to DENR BMB projects;
3. Ensure revenues are effectively declared, secured in an official institution/bank for safekeeping

Methodology

The NGO/CSO is required to fully manage the gaming application for a period of one year, promote the app through an online launch, prepare and undertake the digital marketing plan, collect, and manage the revenues received from the use of this game app and disburse (provide grant) to the suitable NGOs for various applications under the mandate of UNDP BIOFIN project.

Proposing NGO/CSOs must describe detailed methodology in their technical proposals for undertaking the following activities:

1. **Receive and Manage the Revenues Received from the Gaming Application:**
 - a. Develop an operational manual in collaboration with UNDP and DENR for revenue fund management which will include the following but not limited to:
 - Monitoring of revenues coming from the gaming application;

- Managing the revenues according to the instructions of UNDP and DENR for smaller projects within the mandate of UNDP BIOFIN project;
 - Developing requirements for the administration of grants (coming from game application revenues) to different DENR BMB projects;
 - Administering Call for Proposals based on UNDP's guiding principles (fairness, integrity, transparency, through competition and best value for money) and DENR's public procurement policies for granting purposes (for DENR BMB projects)
 - Management of bank interest accrued
- b. Open a dedicated bank account in the name of the project (or as agreed with UNDP and DENR-BMB) to receive the revenues generated from the game app.
 - c. Issue a call for proposal for selection of projects based on the criteria and procedures set forth in the approved operations manual (Assumption: The operations manual has been developed and approved by DENR for use)
 - d. At the end of one year, the revenue received should be either fully disbursed as per the operation manual or transferred to DENR for continuation of the project.
 - e. Develop a sustainability plan including an exit strategy on how the game app will be operationalized after transfer to DENR-BMB.

B. Expected Outputs and Schedule of Deliverables

Deliverables/ Outputs	Estimated Duration to Complete	Review and Approvals Required
Development and implementation of an Operations Manual for game app revenue management	30 days	Project Manager, UNDP BIOFIN project
Game App Launch	2 days	Director, Biodiversity Management Bureau
Semi-Annual Progress Reports (Physical and Financial) <ul style="list-style-type: none"> - Includes status of grants to be selected in collaboration with BMB - Financial Reporting of funds received and disbursed (in relation to game app revenues) 	15 days	Team Leader, UNDP Climate Action Team

*Subject to change depending on the date of the awarding of the agreement

C. Key Performance Indicators

Deliverable	Monitoring	Report Approvers
Operations Manual	All activities shall be monitored by the project management unit, led by the BIOFIN Project Manager and the Senior Programme Assistant	Plans shall be coursed through the PBSAP Implementation Technical Secretariat (TS) created by DENR BMB. Upon approval by the TS, the RPA may proceed with the agreed activities.
Launch of the App (Conduct of at least 1 event)		
Semi-annual Progress		Quarterly reports shall be endorsed by the

Reports (Physical and Financial Accomplishment)		Project Manager to the CAP Team Leader, for approval.
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D. Governance and Accountability

The UNDP BIOFIN Project Manager and the BMB, through the Biodiversity Policy, Planning and Knowledge Management Division (BPKMD) Chief, shall directly supervise and approve and accept the output/s of NGO. Based on the table above, outputs will be submitted to UNDP Project Manager in the dates indicated. At different points during project implementation, the NGO is expected to liaise/ interact/ collaborate/ meet with the BMB, BIOFIN team and with other relevant stakeholders.

Semi-Annual Progress Reports shall be submitted every 5th day of the following month. Quarterly Reports shall be submitted to BMB and UNDP for approval.

E. Duty Station and facilities to be provided by UNDP

The NGO is not expected to report on a daily basis to the Project Management Office based in BMB in Quezon City but shall be available on an on-call basis.

Considering the COVID-19 pandemic and declaration of State of Public Health Emergency in the Philippines, all work of the NGO shall be done within the guidelines and protocols set by the local and national government. During the entire duration of the Enhanced Community Quarantine, this consultancy shall be performed remotely and will be a home-based assignment. The NGO is expected to provide its own equipment, office space, internet connectivity and other materials to implement the project. All needed office facilities and project materials are to be included in the financial proposal. All acquired equipment for this project will have to be returned by the winning NGO/CSO after completion.

The NGO shall not engage in any unrelated meetings or activities outside their homes. Coordination/meetings shall be done through phone or online communication until such time that the quarantine is lifted. UNDP and the winning NGO/CSO shall assess, once the Enhanced Community Quarantine is lifted, if it is safe and necessary to have in-person meetings and collaboration.

F. Duration of Work

Length of engagement: 12 months

Indicative Period covered: July 2022 to July 2023

* Within 2 weeks of the RP's submission of their outputs, the UNDP Project Manager, BPKMD Division Chief, and CAPT UNDP Programme Analyst shall provide their comments, otherwise, output is deemed approved.

G. Eligibility and Qualifications of the Successful NGO Partner

I. Eligibility:

The NGO/CSO must have:

1. Functional expertise in any of the following:
 - Communication and advocacy
 - Biodiversity/Conservation
 - Design and implementation of biodiversity related projects/programs
 - Organization management including planning, M&E and financial management.
2. NGO must have thematic expertise in the following:
 - Project management
 - Biodiversity conservation
3. The NGO/CSO must be based in the Philippines
4. The NGO/CSO should submit its Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation (last 2 years)

II. Qualifications of the NGO/CSO:

The NGO/CSO shall be tapped through a Responsible Party Agreement (RPA), selected under a Quality-Based Fixed Budget Selection (QB-FBS) process. Prospective candidates shall be sourced through open competitive bidding and the winner selected based on the technical and financial proposal.

- a) The NGO/CSO should have:
 1. At least 2 years track record in fund management and grant making, supporting projects/initiatives including marketing / promotion of various initiatives of NGOs, POs and CBOs in biodiversity conservation.
 2. At least 2 years' experience in working with government agencies and development partners
 3. Completed at least three (3) development projects related to biodiversity
- b) Key Personnel of the NGO/CSO

The Contractor shall designate a Project Lead and minimum of three (2) other personnel to the project consisting at most two (2) technical staff and (1) finance staff. The strategy for sourcing other staff will be left to the NGO/CSO, which should be explicit in the methodology (e.g. outsourcing of marketing and technical people).

1. Project Lead
 - a. Minimum Masteral Degree in the field of biology, environmental planning, environmental science, forestry, business management and other related fields; and
 - b. At least 5 years' experience in project management
2. Technical Staff (1): minimum 3 years' experience in project/grant management
3. Finance Staff (1): Minimum 3 years' experience in fund management (disbursement, financial reporting, etc.)

The NGO/CSO may propose additional personnel commensurate to the scope and resources required by the work but within the fixed budget ceiling. Any additional personnel to be proposed,

and their roles and level of effort, must be indicated in the proposal.

The NGO/CSO must indicate in both Technical and Financial Proposals the level of effort (in equivalent person-days spread across the contract duration) that each personnel will dedicate to the work.

H. Budget and Financial Proposal

The total budget for this project is Php 2,000,000.00 (Two Million Philippine Pesos) total agreement price inclusive of management cost. Payment will be disbursed based on the completion of identified project deliverables in section C and upon acceptance of UNDP of the deliverables.

The NGO/CSO shall submit a technical and financial proposal (Cost to conduct the activities based on Scope of Work), which should contain the activities for the implementation of the project and the corresponding budget.

Firms must submit their financial proposal supported by their Itemized Cost Estimates. (Please refer to the UNDP Itemized Cost Estimates as guide).

The following components should be included in the financial proposal to be submitted to UNDP as seen below:

- Approximate amount for the expenditure of the NGO for the scope of work/methodology in Philippine Peso (PHP)
- Professional fees of key personnel inclusive of travel, living allowances and corresponding level of effort and for the period of twelve months
- Separate costs related to additional personnel other than the 3 key personnel;
- Cost of the conduct the activities based on Deliverables/Scope of Work;
- Management and operational costs – should be between 10% of the total cost.
- Facilitation of payments under the Scope of Work (breakdown per activity)
- Cost for Communications, Materials, reproduction, transportation/travel, office supplies and others as may be relevant to the scope of work
- All the staff working under this project must have appropriate Medical/health insurance cover.

I. Payment Schedule

1. The payments will be release based on the below schedule of payments:

Deliverables/ Outputs	%	Deadline
Submission and acceptance of inception Report	20%	July 30, 2022
Submission and acceptance of approved Operations Manual for game app revenue management	30%	August 30, 2022
Submission and acceptance of 2022 Year-end Progress Reports (Physical and Financial)	25%	November 30, 2022

<ul style="list-style-type: none"> - Includes status of grants based on the guidelines described in the operations manual - Includes status of implementation of digital marketing plan - Financial Reporting of revenues 		
Submission and acceptance of 2023 Midyear Progress Reports (Physical and Financial) <ul style="list-style-type: none"> - Includes status of grants based on the guidelines described in the operations manual - Financial Reporting of revenues 	25%	June 30, 2023

2. The report should contain both the activities of the firm and the deliverable. Consolidation of finance and activity report will be done monthly.

- a) Progress Report (monthly) - narrative of activities implemented
- b) Financial Report (monthly) -every tranche payment
 - Expenditure of activities implemented (in parallel to Narrative)
 - If there is any other expenditure not envisaged during the time of financial proposal should be taken up with UNDP prior to contracting
- c) Final Report - detailing evidence of results achieved

All reports will be approved and certified by the UNDP (BIOFIN Project Manager and CAPT Team Leader) prior to release of payments.

J. Criteria for Evaluation of Proposal

The following firms will be chosen primarily based on the eligibility and qualification requirements mentioned in Section H.

Only shortlisted NGOs/CSOs based on the analysis of the information and documentation provided in response to the RFI and CACHE, will be evaluated for its technical and financial proposal.

The technical proposal shall be evaluated based on the Quality Based- Fixed Budget Selection (QB-FBS) methodology. This implies that all proposals have the same maximum overall price (which cannot exceed the known fixed budget amount), focusing the selection on the quality of the proposal and the CSO/ NGO proposed approach and methodology. Management cost should be included in the firm's proposal not to exceed 10% of the total financial proposal cost.

CSOs need to provide their best technical proposal and financial breakdown within the budget shared in a single envelope.

Evaluation of all technical proposals shall be carried out, in accordance with below outlined evaluation criteria, and the institution which obtains the highest technical score shall be selected. Proposals need to translate community needs into implementable activities by the NGO/CSOs under the QB-FBS, and the assessment focuses on maximizing transfer of value to the beneficiary user within a given budget.

The financial breakdown shall clearly state the proposed components including overhead expenses and management fees. CSOs/ NGO exceeding the established fixed budget in their financial proposals will be rejected.

Summary Proposal Evaluation		Points Obtainable
1	Experience specific to the requirement	300
2	Proposed methodology and approach	400
3	Key personnel	200
4	Value for money	100
Total		1000

Section 1. NGO/CSO experience specific to the requirement		Points Obtainable
1.1	At least 5 years track record in grant making, supporting projects/initiatives including marketing / promotion of various initiatives of NGOs, POs and CBOs in biodiversity conservation; Minimum 5 years = 70 points. Additional years = 5 points up to a maximum of 100 points	100
1.2	At least 5 years' experience in working with government agencies and development partners Minimum 5 years = 70 points. Additional years = 5 points up to a maximum of 100 points	100
1.3	Completed at least three (3) development projects related to biodiversity Minimum 3 projects = 35 points. Additional project = 5 points up to a maximum of 50 points	100
Total Section 1		300

Section 2. Proposed methodology, approach, and work plan		Point Obtainable
2.1	Overall Methodology and Approach. Clear and comprehensive yet concise articulation of the proposed methodology consistent with <i>Part B</i> above, with sound and doable strategies on how to meet the key results outlined in the current pandemic context.	200
2.2	Work Plan well-specified work plan on how to deliver the outputs and results in <i>Parts D</i> , with the proposed timelines and milestones strategically defined and consistent with the project timeline.	200
Total Section 2		400

Section 3. Management Structure and Key Personnel		Points obtainable
3.1	Project Lead	100

	Minimum Advanced Degree in the field of biology, environmental planning, environmental science, forestry, business management and other related fields Minimum Master's degree = 35 points; Doctorate = full points	50	
	Minimum 5 years' experience in managing projects related to biodiversity and/or environment Minimum 5 years = 35 points; Additional year = 5 points up to a maximum of 50 points	50	
3.2	Technical Staff		50
	Minimum 3 years' experience in game app management/maintenance	50	
3.3	Finance Staff		50
	Minimum 3 years' experience in fund management (disbursement, financial reporting, etc.)	50	
Total Section 3			200

Section 4. Value for Money		Points Obtainable
4.1	Financial proposal is within the budget ceiling and keeps national overhead costs (project team and management fees) within 30 percent or less of the total agreement.	100
Total Section 4		100

I. ITEMIZED COST ESTIMATES (sample)

PLANNED ACTIVITIES	Timeframe				Planned Budget	Schedule of payment					
	Q1	Q2	Q3	Q4	Desc	Total Amount (PHP)	Total Amount (USD)**	Quarter 1 (PHP)	Quarter 2 (PHP)	Quarter 3 (PHP)	Quarter 4 (PHP)
List all activities to be undertaken											
Updating and maintenance of the Game App											
Hiring of game app developer					Consultant	200,000.00	4,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Project identification, evaluation, and monitoring of projects											
Project Evaluator					Consultant	50,000.00	1,000.00	50,000.00			
Meeting Costs					Learning Cost	45,000.00	900.00	45,000.00			
Launch					Learning Event	50,000.00	1,000.00	50,000.00			
Total						500,000.00	10,000.00	255,000.00	75,000.00	15,000.00	15,000.00
Administrative Cost (10%)					50,000.00						
Grand Total											