TERMS OF REFERENCE

ICLEI — Local Governments for Sustainability

ICLEI seeks to appoint a contractor to design and develop a serious game aimed at stakeholder consultation for enabling the renewable energy transition as part of the 100% Renewables Cities and Regions Roadmap Project

Timeline for proposal submission:
Date of publication: **25 February 2022**
Last day for submission: **27 March 2022, 18:00 CET**
Notification of interview for shortlisted proposals: Within 5 working days of call closure
Notification of decision: Within 5 working days of interview

Send all completed proposals and queries to rohit.sen@iclei.org with kanak.gokarn@iclei.org and tim.lazaroff@iclei.org in copy.

This Terms of Reference is for work that falls under the broader 100% Renewables Cities and Regions Roadmap project. A project description is provided below for context.

Description of the 100% Renewables Cities and Regions Roadmap project

The 100% Renewables Cities and Regions Roadmap project, funded by the German Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) through the International Climate Initiative (IKI), works with local and regional governments in Argentina, Kenya and Indonesia to help develop strategies towards achieving 100% renewable energy use in their regions by 2050.

In each country, ICLEI works with 3 cities/regions: one deep-dive city, and two networking cities. Deep-dive cities/regions receive much greater support (detailed energy systems modeling, workshops, multilevel governance dialogues and cooperation, etc.) and are the main targets for project work. These cities/regions are **Avellaneda** in Argentina, **Kisumu** County in Kenya, and the Province of **West Nusa Tenggara** in Indonesia.

The project runs through 2019-2023, with one of the final deliverables being a roadmap that is developed and validated by all stakeholders involved in the project. This roadmap includes likely scenarios based on energy systems modeling, plans for enabling policy frameworks, accessing finance, integrating technology, and stakeholder engagement. Across the three countries, many have begun the roadmap development process, having already completed the energy systems modeling stage, which will require extensive consultation with concerned stakeholders including local and regional governments.

Context for the renewable energy transition and serious gaming

The ultimate aim of the 100% Renewables Cities and Regions Roadmap project is to enable local and regional governments to attain 100% renewable energy use by 2050. This requires all energy end uses—i.e. heating/cooling, transportation and electrification—to be met by renewable energy sources (solar, wind, bioenergy, geothermal, tidal or hydropower) and their enablers—including electricity grids, green hydrogen and storage technologies—within these regions.

The scale of the transformation is vast, requiring the engagement of all stakeholders including local, regional and national governments, public and private sector players,

utilities and regulators and communities. An example of the possible relevant stakeholders is given in **Appendix I**.

The relevant stakeholders will need to come together to develop a roadmap, incorporating data on energy systems, enabling policy and regulatory frameworks, and eventually projects on the ground, in order to make this transition possible. They each bring with them various valid concerns, many of which can be local and over the short-term, and therefore clash with the goal of transitioning to renewable energy as well as the longer-term, global objective of limiting the rise in global temperatures to well below 2°C.

As the energy transition is fundamental and intrinsically linked to an economic transformation, and decisions that affect the energy system are bound to come into conflict or at least interact with issues regarding livelihoods, land use patterns, local economies, socio-economic outcomes and the environment. Conflicts are bound to come up between various concerned groups with different interests and priorities, and so simulating these challenges in an open and constructive space can help cities and regions be better prepared when encountering them in the real world.

Possible challenges to overcome include siting issues, which may conflict with environmental concerns; behavioral changes such as switching to public transport, or shifting electricity demand; changes affecting business models for various stakeholders such as utilities; more active engagement on the part of citizens with the energy system.

In order to facilitate such discussions, an innovative approach is required that brings together the above stakeholders. Gaming and play have been shown to improve interactions among stakeholders while allowing them to learn valuable lessons and adopt different perspectives, something which is not always possible in traditional workshop formats. This can lead them to interact with each other, play out various scenarios and discuss issues that may otherwise be contentious, in order to develop a way forward that has the buy-in and participation of everyone involved. It is in this context that 'serious gaming' can act as an important tool to be able to gather all perspectives and identify synergies, challenges and roadblocks and unlock new creative solutions to problems.

Scope of work

The service provider will be responsible for **designing a participatory serious game** which can be used during multi-stakeholder engagement centered around a just and inclusive transition towards 100% renewables.

1) This serious game would need to be easy to use so that a person without specific training in education could facilitate a session without difficulties.
2) It should also be easily modifiable so that technical teams can make it their own and adapt to the local context and so that it can also be adapted for other projects.
3) Technical concepts should be used related to the renewable energy transition (technologies, policies and environmental impacts and so on, which could also include energy generation assets, grid infrastructure, energy storage facilities, energy efficiency measures, etc.), although they must be easy to understand.
4) The service provider will also be required to conduct a trial run (with role play) of the game with ICLEI staff before finalizing the product.

Structure of the game:
The serious game must align to the following guidelines:
- Be centered on the energy transition, specifically the use of renewable energy and other enablers to allow a transition towards 100% renewables;
- Involve a wide range of representatives from various stakeholder groups (at least three groups, mandatorily the local government representatives);
- Allow for roleplaying to some extent or facilitating stakeholders adopting the viewpoint of others (e.g. through different teams, rounds etc.);
- Adopt a more cooperative approach rather than a competitive one;
- Facilitate in-person interaction between stakeholders, with modifications possible for virtual engagement (i.e. not an online-only, single-user game);
- The game should be able to be completed within a few hours (max. 8 hours/day-long), with the major objectives achieved during that time frame;
- Involve related visual aids and designed materials, such as maps or playing cards
- All materials should be in **English.**

Desired outcomes of the game:
- Essentially, the game should result in new perspectives and learnings that cannot be provided through regular consultation methods. The overarching objectives should be to:
    - Maintain a clear focus on different renewable energy technologies and their associated challenges in an easily understandable way;
    - Facilitate dialogue and exchange among various stakeholders and interest groups;
    - Allow for the adoption of alternative perspectives through adopting various roles (role playing);
    - Unlock decision paralysis by enabling the adoption of creative approaches to overcome challenges during the game, and by overcoming entrenched attitudes/behaviors, and
    - Ultimately lead to strategies to create buy-in from all stakeholders to be incorporated into the 100% renewables roadmap.

The trial run:
- The trial run, with ICLEI staff, will need to be conducted in **English**
- The trial run is preferred to be in-person, unless there are external constraints (e.g. Covid restrictions), in which case virtual options are also possible.
    - The proposal should include an additional budget separately for the costs associated with the trial run (in-person or virtual)

Deliverables and time frame

The final deliverables the service provider will be responsible for:

- **A game prototype** ready to use. This must include:
    - Instruction/facilitation manual that includes details about:
        - How the game is meant to be played;
        - Details on teams, objectives, players, roles and responsibilities, and
        - Any special considerations for the persons facilitating, any materials required, etc.
    - Designed material for the game. All material should be made available digitally and in editable formats, so that it can be modified as required and printed out for use where required. This can include, depending on the game structure:
        - Maps (fictional maps are possible for simulations, if not then ability to transfer onto real-world maps can also be an option);
        - Cards;
        - Boards, etc.
    - All deliverables are to be produced in **English**

- **A trial run**, to be conducted ideally in-person with ICLEI staff (virtually is also possible depending on the circumstances).
    - The dates, venue, logistics etc. will need to be confirmed in consultation with ICLEI.
    - In case of an in-person trial run, physical materials should be provided by the service provider.

Time frame

Deliverables	Timeframe
Presentation of initial methodology and structure for the game prototype to ICLEI for feedback and approval (outlines, sketches, flow of the game, objectives, etc.)	Mid-May 2022
Game prototype is presented to the technical team and the regional offices, including designed materials and instructions for facilitation, ready for use	End May-Early June 2022
Trial run of game	July 2022
Submission of the final deliverables i.e. the game itself including the materials for the game, instructions on facilitation etc.	August 2022

Key principles

The service provider will be working closely with ICLEI staff for thematic and technical guidance. The guiding principles for the work will be:

- To work under the support and guidance of ICLEI staff
- Regular consultations for technical guidance on the specifics of renewable energy are possible and encouraged between ICLEI and the
- Regular consultations for technical guidance on the specifics of renewable energy are possible and encouraged between ICLEI and the service provider
- Regular liaison and communication for logistics and feedback, including updates on progress

Key requirements for bidding

The project proposal should include:
- A detailed **technical proposal** for the game including a timeline, including its possible:
    - methodology,
    - structure and format,
    - applicability to the renewable energy transition
    - resources required (personnel, technical equipment etc.) to carry out activities and accomplish all deliverables in an effective and time bound manner
- Any limitations and solutions foreseen shall be part of the technical proposal.
- Proven **ability and experience** of designing serious games with references, as well as CVs of key experts involved in the design
- Proven **ability and experience** of facilitating similar participatory serious games will be considered an advantage
- **Financial proposal**
    - Estimated budget for the completion of deliverables, with a breakdown of the budget required for designing the serious game and its materials and timeline
    - Separate budget submission to carry-out the trial run with ICLEI staff in-person (including lodging, boarding within Germany as the reference point)
    - Separate budget submission to carry-out the trial run with ICLEI staff virtually
    - Proposal to include preferred payment terms and conditions

Applicants can be based in any country, as long as they are able to fulfill the criteria above.

Applicants can be individuals as well as organizations.

Proposals will be evaluated based on the **technical offer including a timeline (50%), financial offer (35%) and proven previous experience (15%)** for the serious game design.

The service provider may not subcontract other parties to assist them.

The bid shall be valid for a period of 30 days from the date of submission of bid document.

A bidder shall submit the bid documents that satisfies each and every condition laid down in this notice, failing which, the bid will be liable to be rejected by ICLEI World Secretariat.

Closing date for submission of proposals

Kindly submit your proposal and supporting documents via email to Rohit Sen at rohit.sen@iclei.org by 18:00 (CEST) on 27 March 2022. Please keep kanak.gokarn@iclei.org and tim.lazaroff@iclei.org in cc.

For any queries related to the submission, please contact ICLEI via the email address above.

The shortlisted bidder will be selected by **early April 2022**, following which an interview will be conducted.

Shortlisted applicants will be notified within 5 working days of the date of closing of the submissions if they were selected for an interview. Only shortlisted candidates will be contacted. Late submissions will not be accepted.

The winning proposal will be selected after the interview, and the chosen service provider will be notified within 5 working days of the interview.

A (non-exhaustive) example of the stakeholders involved in the energy sector from Kenya