



# PLACE **AND** DISPLACEMENT

A Marketplace in Refugee Settlements  
**Architecture and Public Administration Competition**



International Development in Action  
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# CHALLENGE

IDeA challenges the innovative minds around the globe to design a marketplace with an operational plan for a vulnerable population (adolescents, children, single mothers, people with trauma, etc) in one of the refugee settlements below. The marketplace should be able to run for long-term, i.e. 3-5 years, and benefit as many people as possible. The overall budget limit for both construction and operation of the entire marketplace is \$100,000 or less.



# INTRODUCTION

In light of the current surge of refugees in the international arena, refugee livelihoods in transitional settlements have become a crucial topic in contemporary geopolitical relations.

Most inhabitants in refugee settlements rely on humanitarian aid and cannot fully exercise their agency and skillsets. A marketplace can become an embodiment of **dignity** and **resilience** that respects refugee inhabitants' **autonomy**, **creativity** and **capability**. Through trading activities, refugee inhabitants can connect with the world and a future beyond transient settlements.

As more architects, policy makers and social workers engage in the discourse surrounding refugee livelihoods, we are proposing a competition to formulate an interdisciplinary *architecture and public administration* proposal for a marketplace in refugee settlements. The finalists teams will come to New York City to attend a workshop and present at a symposium, in order to:

- 1. Foster collaboration** between the field of architecture and public administration through this social innovation competition;
- 2. Engage with refugee inhabitants** of these settlements through direct or indirect communication, research and experiential learning;
- 3. Work towards implementing the winning proposal** by networking with policy makers, architects, academics, NGOs and refugees, and aiming to attract resources to turn the ideas into action.



# OBJECTIVES

- ▼ Identify the vulnerable population and their needs that the marketplace should serve for.
- ▼ Consider how the refugee inhabitants can be engaged in the design process.
- ▼ Explore innovative ways the marketplace can foster dignity, creativity, community formation, social interaction and cultural exchange.
- ▼ Create a solution for the marketplace to be operated in a cost-effective and sustainable way.
- ▼ Examine how the design can be adaptable to unforeseeable political, social, environmental or other changes.
- ▼ Submissions are not required to meet each of the above objectives, however, doing so may give the entry an advantage over others which do not include all the objectives.

# SITES

## 1. KAKUMA REFUGEE CAMP, KENYA

Kakuma Refugee Camp is located in northwestern Kenya near the Sudanese border, in a semi-arid desert. It was established in 1992, and is currently the largest refugee camp in the world with a population of 160,000 from 8 different countries. In average, the inhabitants stay here for 5 years or more. Far away from cities, Kakuma is mainly administered by the UNHCR.

Refugee inhabitants have been developing their own communities and social structures during their protracted stay. Refugee inhabitants have the freedom to construct buildings with available materials (mud bricks, timber, metal sheets) and develop urban features including markets, recreational centers, schools and churches. In the existing markets, people have been running small businesses to trade food, necessities, clothes, handmade products, construction materials and electronic devices. However, it is difficult for the inhabitants, especially the more vulnerable ones, to start a business without support such as entrepreneurial training, startup loans or a physical space.

### Questions to consider:

- > What does a marketplace mean for a community with different nationalities and backgrounds?
- > How can we create equal opportunities for more vulnerable people to start their businesses?
- > How can the marketplace assist both the temporary life in the camp and prepare the refugee inhabitants for a better future after leaving the camp?





PC | IDeA  
Christina Chi Zhang

Self-developed market  
place in Kakuma





## 2. ZAATARI REFUGEE CAMP, JORDAN

Adjacent to the Syrian Border, Zaatari Refugee Camp is located near the Mafraq City of Jordan, a regional trade center. Established in 2012, 430,000 refugees have since passed through, with around 80,000 currently living here. Zaatari Camp is closely regulated by a joint effort from the Jordanian government and the UNHCR. International organizations offer temporary shelters like tents and caravans to the refugee families.

Refugee inhabitants can only decide their own living conditions within the framework provided by the administrating organizations. Setting up business here requires permissions, but inhabitants in Zaatari has created various forms of businesses including restaurants, cafes, clothes and furniture shops. However, targeted livelihood support for vulnerable demographics is still needed in Zaatari Camp.

### Questions to consider:

- > How do we approach a refugee camp with elaborate rules and closely regulated activities?
- > How can the operational plan for the marketplace balance the concerns of various stakeholders, including local government, international organizations, and refugees themselves?





Shelters installed in  
Zaatari refugee camp  
PC | UNHCR/Brian Sokol



Jordan: Same caption  
PC | UNHCR/J Kohler

### 3. BERLIN, GERMANY

According to the German government (Source: BBC News, Reality Check: How many refugees in Germany will become EU citizens), around 1.1 million refugees arrived in Germany in 2015. As the capital city, Berlin has become the center of debates surrounding the current refugee-related policies. Unlike Kakuma or Zaatari Refugee Camp, Germany is already the final destination for the refugees. However, only a limited number of newcomers have already been granted the citizenship and thus are allowed to initiate trading activities in a marketplace, while other refugees are still waiting to get their citizenship and can only be the buyer in trading activities.

Designing a marketplace in Berlin especially requires awareness of the existing policies in Germany, the different legal status of the population refugee groups, and the marketplace's relationship to the city and local communities. For the refugees without citizenship status, the marketplace may serve as a gathering place for information exchange, cultural communication, and community formation. They may also find a sense of purpose and identity, or showcase their unique culture through volunteering in the marketplace. For the newly legalized newcomers who cannot find a job right away, establishing a business or working in a marketplace may serve as a temporary source of income. Another important goal of the marketplace is to increase interaction between refugees and the local community. The activities organized at the gathering place can help both sides participate and understand each other.

#### Questions to consider:

- > How would the marketplace respond to the increasing refugee population? How does the marketplace influence the relationship between the newcomers and the local community?
- > Without a camp setting, former refugees arriving in Germany would eventually dissolve into the urban context. How can the marketplace be a gathering place where they can exchange as well as preserve their community identity?
- > Here, choosing a site is crucial. Should the marketplace occupy a large public open area in Berlin? Or would it take form in small market streets between buildings and inside communities? How would it fit in Berlin's city image?





Newcomers resting in  
the trade fair hall in  
Germany.  
PC | Associated Press



Germany:  
Tempelhof  
Airport, an old  
airport adapted  
to be a temporary  
shelter. PC | Reuters/  
HANNIBAL HANSCHKE



## JURY

Architecture



**Eui Sung Yi**  
Design Principal,  
Director  
**Morphosis Architects**  
**The Now Institute**



**Marie Aquilino**  
Founder & Director,  
**Haiti Water Atlas**  
**Consortium**



**Sergio Palleroni**  
Senior Fellow for  
Institute for  
Sustainable Solutions  
**Portland State**  
**University**



**Nabeel Hamdi**  
Professor  
**Oxford Brooks**  
**University,**  
**Harvard Graduate**  
**School of Design**



**Carlo Ratti**  
Founder & Director  
**Carlo Ratti Associates**  
**& MIT Senseable City**  
**Lab**



**David Turnbull**  
Director of ATOPIA  
Innovation  
**Cooper Union**



**Mohamad Hafez**  
Founder  
**Mohamad Hafez Arts**  
**And Architecture**



**Sean Anderson**  
Curator, Department  
of Architecture and  
Design  
**Museum Of Modern**  
**Arts**



**Erinn McGurn**  
Founder & Executive  
Director  
Principal  
**Scale Africa**  
**SCALEStudio**



**Todd Lester**  
Executive Director  
**Global Arts Corp**



**Karla Britton**  
Head of the  
Architecture Theory  
Department  
**Yale School Of**  
**Architecture**

## JURY

Public Administration



**Dilip Ratha**  
Head of KNOMAD  
and Lead Economist  
**World Bank**



**Ashraf El Nour**  
Permanent Observer  
**International**  
**Organization for**  
**Migration (IOM)**



**Heiko Thoms**  
Ambassador and  
Deputy Permanent  
Representative  
**German Permanent**  
**Mission to the UN**



**Samar Sukkar**  
First Secretary  
**Jordan Permanent**  
**Mission to the UN**



**Koki Muli**  
Ambassador and  
Deputy Permanent  
Representative  
**Kenya Permanent**  
**Mission to the UN**

## JURY

Public Administration



**Philipp Charwath**  
Minister and Deputy  
Permanent  
Representative  
Austria Permanent  
Mission to the UN



**Audrey N. Abayena**  
Minister Counsellor  
Ghana Permanent  
Mission to the UN



**Fabienne Bartoli**  
Counsellor  
French Permanent  
Mission to the UN



**Tim Mawe**  
Deputy Permanent  
Representative  
Ireland Mission to  
the UN



**Natalie Africa**  
Senior Director  
UN Foundation



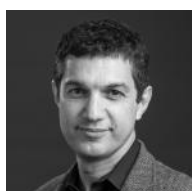
**Philip Alston**  
Special Rapporteur &  
Professor  
United Nations & NYU  
Law



**Domaso Reyes**  
Senior Fellow  
World Policy Institute

## JURY

Academics, Civil Societies, Foundation



**Kaveh Khoshnood**  
Director of  
Undergraduate Studies  
Yale School Of Public  
Health



**Kwame A. Appiah**  
Professor  
NYU Law and  
Philosophy



**Liam Murphy**  
Herbert Peterfreund  
Professor  
NYU Law and  
Philosophy



**Thomas Pogge**  
Leitner Professor  
Yale Philosophy and  
International Affairs



**James Nolt**  
Professor  
NYU International  
Relations



**Quan Tran**  
Lecturer  
Yale Ethnicity, Race  
And Migration  
Department



**Tony Tolentino**  
Vice President  
Blackstone Charitable  
Foundation



**John Norris**  
Executive Director  
Center for American  
Progress



**Sera Bond**  
Executive Director  
Circle of Health  
International



**Will Kneerim**  
Director of  
Employment and  
Education Services  
Iris: Integrated  
Refugee And  
Migration Services

# PRIZE | \$30,000 TOTAL

## 1 Overall Winning Team - \$3,000

One overall winning team will be selected at the final symposium by the audience and rewarded an additional \$3,000.

## 3 Winning Teams - \$7,000 each

Jury will select three winning teams, one from each site, to be rewarded \$3,000 each. We also cover winners' round trip flight tickets to New York City and two nights of accommodations for up to two people per team, the value of which is estimated at \$4000 per team. Winners are responsible for acquiring their own visas, if necessary.

## 6 Honorable Mentions - \$1,000 each

The jury will choose six honorable mentions, two from each site. Each team will be awarded \$1,000. All awarded teams will be featured on publication platforms for architecture and public administration.

**All awarded submissions will be presented to a group of related humanitarian organizations and philanthropies with credits to the teams.**



# ELIGIBILITY

Competition is open to all who wish to compete. No professional or educational qualification is required. Forming an interdisciplinary team of 2 is strongly recommended. A team with more than 2 members is allowed, but please keep in mind that we only offer flight tickets and accommodations in New York City for 2 members per winning team.

# DELIVERABLES

The proposal should take the form of a graphic-oriented spread and an operational plan. The graphic spread should present a working concept that will be ready for further design development, whilst the operational plan should strive to be actionable and sustainable. All information submitted by participants must be in English.

## **GRAPHIC SPREAD (2 pages) – 24 in x 36 in**

Include: title, drawings, graphics or photos, and captions to explain background and opportunities, concept and solutions, and design parameters.

## **OPERATIONAL PLAN (3 pages) – Times New Roman, font size 11, single spaced, 8.5 in x 11 in, 1" margins on all sides.**

Include: summary, feasibility, sustainability, scalability, measuring social impact, critical risks, and budget. Page limit does not include endnotes or references.

# EVALUATION

## EVALUATION PROCESS

Submissions in three different sites will be judged separately. This means that there will not be competition amongst different sites.

The submissions will be subjected to three rounds of judging.

**1. First round: 30-50 submissions** will be chosen by the board of directors of IDeA and advance to the second round. The selection will be based on Competition Requirements and Evaluation Criteria listed in the brief;

**2. Second round:** Submissions will be reviewed by the jury. The architecture design, operational plan, and the integration of both are equally important. The jurors will score each submission according to the evaluation criteria. The total score of a submission is the average scores given by all jurors who have reviewed the submission;

**3. Final round:** 3 submissions with the highest total score among their own site will be selected to advance to the final round of judging. This means there will be a total of **9 submissions**, 3 from each of the 3 sites, in the final round of evaluation. All jurors will review the 9 submissions and score again. The jury will together choose the **three winning teams** (one from each site) with the highest total scores and **six honorable mentions** (two from each site). The jury's decision is final and sovereign in determining all winning teams.

Results will be announced within 3 weeks after the submission process completes. After announcing the results, the three winning teams will be given feedback to continue developing their designs and proposals, and at the same time, proceed to prepare their travel to New York City.

# EVALUATION

## EVALUATION Criteria

Submissions will be judged based on innovation, feasibility, and sustainability equally from both the architectural and operational perspectives. To help participants understand the evaluation criteria better, we will publish the jury's evaluation form soon after submission opens. Please check IDeA's website and social media notifications for updates.

**1. Clarity of scope and depth of research:** a thorough and critical analysis of the selected site within a well-defined and clearly articulated purview;

**2. Originality and creativity:** a novel design and proposal that responds to research findings;

**3. Interdisciplinary collaboration:** the design and the operational plan are reflective of and responsive to each other.

**4. Addresses refugee experience:** the degree of direct or indirect engagement with refugee inhabitants through interviews or primary sources (documentaries, photos, refugee's narratives);

**5. Feasibility:** the cost effectiveness, social impact and scalability of the operational plan and overall budgeting.

**6. Sustainability:** long-term plans on how the marketplace could evolve and operate without being overly reliant on external support.

**7. Quality of the presentation:** effectiveness of the text and graphics in communicating the proposal.





# TIMELINE

## **Registration: Nov. 14, 2016 11:59 PM EST - Feb. 1, 2017 00:00 AM EST**

Early bird Registration: <b>\$30</b>	Nov. 14, 2016 11:59 PM EST - Dec. 3, 2016 11:59 PM EST
Regular Registration: <b>\$50</b>	Dec.4, 2016 00:00 AM EST - Dec.31, 2016 11:59 PM EST
Late Registration: <b>\$70</b>	Jan.1, 2017 00:00 AM EST - Feb. 1, 2017 00:00 AM EST

Registration should be made at IDeA's portal.

After confirmation of payment, teams will receive a registration package with their confirmation number.

## **Submission: Dec. 4, 2016 00:00 AM EST - Feb. 1, 2017 11:59 PM EST**

Submission should be made at IDeA's portal.

Only submissions made by registered teams are considered as valid.

No late submissions accepted.

All material submitted to the competition will be considered as property of IDeA. IDeA reserves all rights to publishing material for promotion. All published material will have appropriate attributes to authors. IDeA maintains the right to modify material to adapt it to the media of publications.

## **Workshop: Mar. 31, 2017**

The three winning teams will attend an immersive 24-hour workshop in New York City to work closely with coaches from public policy, architecture, civil societies, and refugee communities.

## **Symposium: April 1, 2017**

Following the workshop, all winning teams will present their designs and operational plan at a symposium open to the general public. The panelists will include policy makers, architects, academics, NGOs, philanthropists, and refugees. It is an opportunity to attract funding and collaborate with local organizations to turn ideas into action.

# NOTES

IDeA will continue to update the brief, competition materials and FAQs. Please check IDeA's website and social media platforms for updates.

# APPENDIX

## PROPOSAL GUIDELINES

### Overview

Is your idea innovative, feasible and sustainable?

That's the primary question your proposal must answer. You will be evaluated based on your ability to make a convincing case that yours is an idea with the potential to grow. To do this you must clearly articulate:

- A potentially transformative solution to a pressing social need.
- Strategies for measuring your concept's social impact.
- A well thought-out operational plan that delivers value to key users and stakeholders.
- A reasonable path to financial and operational sustainability.

This guide walks you through the many issues you must address, section by section, when developing your proposal.

Before you begin, please keep in mind the following: Don't mechanically answer the questions in this guide. These questions are designed to provoke deep thought about your concept and do not mean to be a comprehensive list. Use them to develop a submission that tells a riveting story of your idea's potential.

### Sections

#### Background and Opportunities

What are current environment and related policies of the site?

What's the demographic distribution and cultural backgrounds of the refugee camp?

Why is the status quo currently less than optimal?

Who are the vulnerable groups that needs livelihood support?

What are their needs and how can this marketplace cater for these needs?

What are refugees' own narratives regarding the needs?

What short-term or long-term changes you foresee in the population and their respective settlement?

## Concept and Solutions

How will your solution enhance the way people live, work, and/or do business?

Define your stakeholders. Why will your target group and other stakeholders prefer your solution to existing alternatives?

How can the design focus on the perspective of the refugee inhabitants, as well as the administering organizations? Interviewing field workers and inhabitants, and incorporating their narratives into the proposal are highly encouraged.

How can the marketplace foster dignity, creativity, community formation, social interaction and/or cultural preservation or exchange?

How can the marketplace become a window for interactions with the local community and its governing system?

## Design Parameters

Describe the dimensions, costs, risks and development.

## Feasibility

What local materials are obtainable in the community?

How can the design be as cost-effective as possible?

Will you be able to manufacture your product? What key resources and partnerships must be in place?

Which entity should own and manage the marketplace?

How can we make sure the people who need this marketplace most can first get access to it?

Who should be allowed to conduct business in the marketplace and for how long?

What kind of training would the business owners need to undergo?

How long is the training time for your target group?

How can the marketplace work with or enhance its surrounding?

## Sustainability

What kinds of collaboration with existing programs or operations will enable you to acquire necessary resources/inputs?

How can the marketplace be operated without the constant intervention of humanitarian organizations or governmental bodies?

To what extent can refugees engage in the design process, program and management of the marketplace?

How can the marketplace's operations be financially sustainable?

In the long-term, will the ownership of the marketplace shift?

How does the time spent and experience learnt from the marketplace help the target group transition to other means of livelihoods or lives outside of this settlement?

## **Scalability (Growth)**

How do you grow the users of the marketplace?

Can the marketplace be easily transferrable to other vulnerable groups with slight modifications?

Can the structure easily adapt to the projected growth of the user base?

Can the structure be flexible enough to accommodate the users' changes of needs?

What's your plan to scale up the marketplace and its operations?

What physical, intellectual or human resources must you have to scale up the marketplace?

## **Measuring Social Impact**

How will you assess your effectiveness in achieving your stated social mission?

What are some indicators that you can use to assess your effectiveness?

How will you measure these indicators to determine your social impact?

Who can carry out the measurement of these impact? Consider potential on-site partners.

## **Critical Risks**

Are there political, governmental, social or cultural obstacles you'll likely encounter?

What are they? How will you overcome them?

What legal or regulatory issues could adversely impact the business?

What regulatory approvals are required?

What are the key technical hurdles and milestones that must be overcome to bring your design into implementation?

What partnerships must you forge to insure success? What strategic alliances, if formed, could help you reduce risks?

## **Budget**

What are your anticipated startup expenses? How much cash will you need to get to launch? Try to include all cash/out of pocket expenses such as: employees, contractors, professional fees, equipment, supplies, leases, inventory, licenses, etc.

How much cash will you need to reach important milestones, e.g., prototype, regulatory approval, pilot program, etc.?

Include a general budget for both the architecture and operations cost for the intended operation length.

Estimate the per unit cost to produce and deliver your design. Your preliminary cost analysis can reflect fixed versus variable costs.





# APPENDIX II

## ADDITIONAL NOTES

Every aspect of this competition was fully initiated and developed by IDeA. IDeA was not hired or contracted to organize this competition.

All material submitted to the competition will be considered as property of IDeA. IDeA reserves all rights to publishing material for promotion. All published material will have appropriate attributes to authors. IDeA maintains the right to modify material to adapt it to the media of publications.

IDeA reserves the right to make modifications on the competition organizations. All registered teams will receive notifications via email when changes occur. It is the responsibility of the team to check emails and the IDeA website regularly.

For this competition, IDeA offers opportunities and resources for the winning teams to pitch their ideas to policy makers, architects, academics, NGOs and philanthropists, but IDeA will not be responsible for any collaborations between the participants and other parties. IDeA will not be responsible for the implementations of the proposals. IDeA has no right to the use of any of the competition sites mentioned above.

IDeA is not responsible for any in-person research done by the participants in the competition sites mentioned above. Participants are expected to abide by local laws when they conduct any type of research. Participants should not use any materials or methods without consent whose rights belong to a third party. Any violation of rights committed by participants will not be IDeA's responsibility.





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