

PROPOSAL GUIDELINES

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SUGGESTED READINGS

Before you begin, please keep in mind the following: Don't mechanically answer the questions in this guide. The information we provide here is designed to provoke deep thoughts about your concept and is not a comprehensive list. Use them to develop a submission that tells a riveting story of your idea's potential.



REQUIRED DELIVERABLES

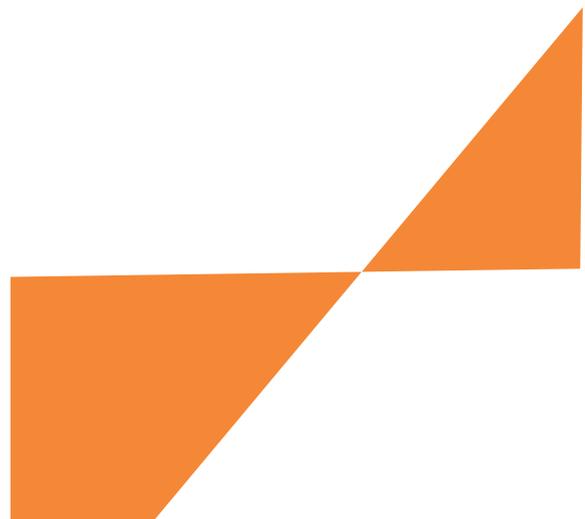
The proposal should take the form of a graphic-oriented spread and an operational plan. The graphic spread should present a working concept that will be ready for further design development, whilst the operational plan should strive to be actionable and sustainable. All information submitted by participants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

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

Include: title, drawings (may include plan, section, elevation), graphics or photos, 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.



PROPOSAL GUIDELINES

Overview

This guide walks you through the many issues you may address, section by section, when developing your proposal. We may also update this document during the submission period. Please check our website and follow our social media platforms to make sure you don't miss it.

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.
- Well thought-out architectural and operational plans that delivers value to key users and stakeholders.
- A reasonable path to financial and operational sustainability.

PROPOSAL GUIDELINES

Background and Opportunities

How is the natural environment?

What's the demographic distribution and cultural background?

What are the policies for trading activities and marketplaces?

Why is the status quo currently less than optimal?

Who are the vulnerable groups that needs livelihood support?

What have they already been doing to change the situation?

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

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

Concept and Solutions

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

How can you engage with both the refugee inhabitants and the administering organizations?

Interviewing field workers and inhabitants or reading their works may help you incorporate their narratives into the proposal.

Consider the spatial arrangements and the operations taking place.

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?

Feasibility

What local materials are obtainable in the community?

Any material innovations?

What key resources and partnerships would you need?

How can the marketplace work with existing trading activities, or enhance its surroundings?

Which entity should own and manage the marketplace?

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?

Sustainability

What are some existing organizations or training programs you can collaborate with?

How can the marketplace be operated without external help?

Can the marketplace's operations be financially sustainable?

To what extent can refugees engage in the management of the marketplace?

In the long-term, will the ownership in the marketplace shift, so more people can benefit?

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

Scalability (Growth)

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

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

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



Measuring Social Impact

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 any political, governmental, social or cultural obstacles you may encounter?

How will you overcome them?

What legal or regulatory issues could adversely impact the business?

What are the key technical hurdles you must overcome to implement your design?

What strategic alliances, if formed, could help you reduce risks?

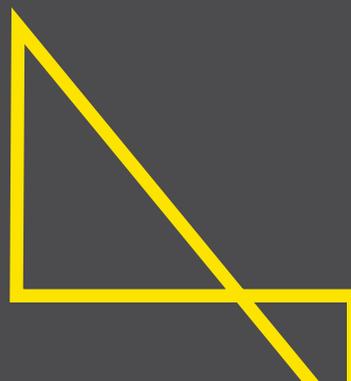
Budget

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

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 programs, etc.?

Your preliminary cost analysis can reflect fixed versus variable costs.





SUGGESTED READINGS

The suggested readings only cover the basics. The information we provide here is designed to provoke deep thoughts about your concept and is not a comprehensive list.

Background Information for the Discourse on Displacement

UNHCR Trends 2015

UNHCR overview of the refugee crisis in 2015 from a global perspective.

Understanding the Asylum Seeker Debate

News article on the treatment of asylum seekers and refugees under Australian laws. Great background information for understanding the discourse.

Building Livelihood Opportunities for Refugee Populations: Lessons from Past Experience

MPI report detailing the various types of refugee livelihood initiatives in countries of first asylum and the challenges that hinder their effective implementation; holistic analysis of pitfalls and potential of livelihood programs.

Put Innovation at the Heart of Refugee Protection Work

News article discussing the vital role of innovation in the prevention of protracted refugee situations.

Refugee Economies: Rethinking Popular Assumptions

Oxford publication examining the economic considerations of refugee markets in local, national, and global contexts; insightful research on the economic role of refugees in Ugandan refugee camps.

Architecture Precedents of Displacement Related Projects

Women's Opportunity Center by Sharon Davis

In collaboration with Women for Women International, a humanitarian organization helping female survivors of war to rebuild their lives, the architects designed an architectural agenda to create economic opportunity, rebuild infrastructure, and restore cultural heritage.

We Built this City: How the Refugees of Calais became the Camp's Architects

An article from the Guardian discussing refugee camp inhabitants' own responses to camp housing.

Norman Foster Droneport prototype at Venice Architecture Biennale 2016

A demonstration of the combination of high-tech and low-tech, with hypar structure made by local materials. On the policy side, it is an effective disruption of logistics market - the innovative use of drones explores ways to develop delivery services and medical aid.

Nepal Project by Shigeru Ban

An example for material innovations, also note that the project had multiple phases implementation, involving different levels of local responses.

School in Kiberia by Halloeverything

Commissioned by Louisiana Museum of Art and originally intended to be a pavilion, the architects decided to make the structure an actual project for a school in slum. An example for unusual use of materials.

Makoko Floating School by Kunlé Adeyemi

An example for creative space making and the repropose of local materials.

Community Center by Alvaro Rojas - Writeup

Community Center by Alvaro Rojas - Images

A community center for Ciudad Colón community. Made with local bricks and under tight budget.

Information for Kakuma Refugee Camp, Kenya

Contextual Information:

UNHCR Data for Kakuma Refugee Camp

Provides quantitative data on Kakuma camp population and demographic composition, newsfeed of relevant developments, and list of on-site partners.

Kakuma Refugee Camp Site Map

Information on Kakuma site conditions, to be viewed along with Google Maps.

Market Assessment: Kakuma Refugee Camp

WFP report on dynamics of refugee marketplaces and their implications on market-based food assistance programs and camp social structure; primarily focused on factors affecting agricultural businesses.

UNHCR Data Kakuma Comprehensive Refugee Programs 2016

Overview of all refugee-related programs implemented in Kenya that will be delivered by international, transnational, and domestic actors in 2016.

Kenya UNHCR Kakuma Operational Update July 2016

UNHCR report on the current operational status and recent achievements of livelihood, community, health, and education initiatives.

Recent News:

Dadaab and Kakuma camps inject Sh1.4bn into economy yearly, says WB

News article on the businesses in refugee camps and the realized local and national economic benefits of hosting refugees in Kenya.

Refugee Camps or Cities? The Socio-economic Dynamics of the Dadaab and Kakuma Camps in Northern Kenya

Academic publication examining the factors involved in the development, maintenance, and growth of refugee camps; provides detailed discussion of the history and current status of Kakuma Refugee Camp.

Information for Al Zaatari Refugee Camp, Jordan

Contextual Information:

[UNHCR Data for Al Za'atari Refugee Camp](#)

Provides quantitative data on Al Za'atari camp population and demographic composition, settlement descriptive information, calendar of camp events, and list of on-site partners.

[Site Plan for Zaatari Refugee Camp](#)

Information on Zaatari site conditions, to be viewed along with Google Maps.

[Market Assessment in Zaatari Refugee Camp](#)

REACH/UNHCR collaborative report on the dynamics of refugee marketplaces and their implications on service provision, planning, and coordination amongst aid actors within the camp; comprehensive overview of businesses and market activities.

[Syria Regional Refugee Response Complete List of Partners](#)

[Jordan UNHCR Operational Update September 2016](#)

UNHCR report on the current operational status and recent achievements of livelihood, community, and education initiatives.

Recent News:

[World's largest Syrian refugee camp has developed its own economy](#)

News clip and transcript about the aspirations of Syrian refugees and the importance of the Al Za'atari marketplace in their livelihood activities.

[Haves and have-nots in Jordan's Za'atari camp](#)

News article on the prevailing conditions within the Al Za'atari camp marketplace and their effects on the overall refugee population.



Information for Berlin, Germany

Contextual Information:

UNHCR Data for Europe

Quantitative data on the refugee population in Europe. Includes demographic composition, settlement descriptive information, calendar of camp events, and list of on-site partners.

Cities and Refugees: The German Experience

Discussion paper providing an analysis of the distribution of refugees within Germany and the governmental response to the recent refugee crisis; examines the problems hindering the economic and social integration of refugees.

A Tour of Berlin, Guided by Refugees

Gain a quick and basic understanding of the refugee experience in Berlin.

Germany's Response to the Refugee Situation: Remarkable Leadership or Fait Accompli?

Article on the historical considerations and political motivations behind current German migration policies and the governmental response to the recent refugee crisis; contains highly recommended discussion of possible remediative actions relevant to the Berlin site in the "Key Challenges and Potential Solutions" section.

The Refugee Surge in Europe: Economic Challenges

IMF publication analyzing the economic impacts of the recent influx of refugees into the European Union and the challenges of integrating refugee populations into the labor forces. In the end, it also discusses the economic impacts refugees have on the host country and mentions relevant policies and recommendations.

Recent News:

Is the Refugee Crisis an Opportunity for an Aging Europe?

News article discussing the influence of migrant inflow in Europe. It also offers an overview on the economic productivity of the arriving population.

Education is the key to integrating refugees in Europe

A World Bank article on refugee education in Europe. It may offer insights to understand the vulnerable populations.



International Development in Action
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