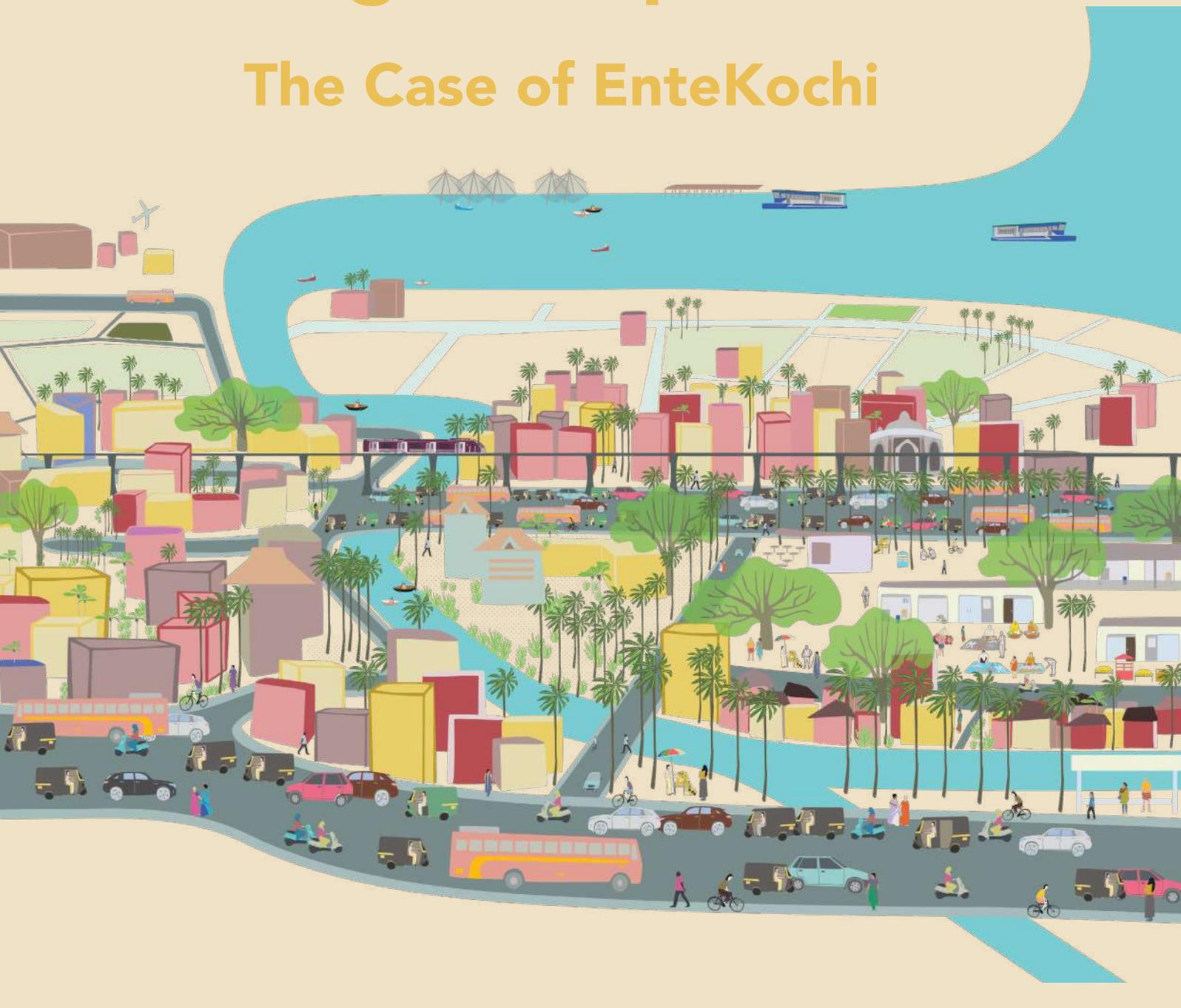


MANUAL

How to conduct an Urban Design Competition

The Case of EnteKochi



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Foreword

“Active involvement of communities in the process of urban planning and design fosters a sense of ownership and is critical to sustainable and inclusive urban development. The Urban Design Competition is an innovative and effective mechanism to facilitate such active participation and effectively bring together people’s voices and technical expertise to address local challenges with relevant solutions. I congratulate the SUD-SC project team of GIZ India who piloted and fine-tuned the UDC for application in Kochi.”



- Adv. M Anilkumar
Mayor
Kochi Municipal Corporation

“The process and the outcome of the UDC have both been extremely useful to the city. I am glad that I could be a part of such an innovative process. I am happy that GIZ India is bringing out this publication on Urban Design Competition for dissemination of the experiences of UDC in Kochi and elsewhere such that it is adaptable and replicable. The manual will serve as a guide to anyone who would like to try out such an innovative programme.”



- Dr. Rajan Chedambath
Director
Centre for Heritage, Environment and Development
(C-HED), Kochi

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1 Background

HOW TO READ THIS MANUAL

This manual is a step-by-step guide to conduct an Urban Design Competition (UDC) for local administrations, planning practitioners and academia. It presents an ideal process of conducting such a competition and is based on specific experiences from the city of Kochi. Each chapter has a general section regarding the competition process, while chapter three has additional detail sections for the Entekochi process. These detail sections are highlighted through a gray textbox and aims at providing further insight into the specific proceedings in Kochi.

OVERVIEW OF EACH CHAPTER

1 Background General Information on the organiser, their partners, and the concept behind the Entekochi UDC in Kochi.

2 Review A brief summary of the Entekochi Participatory process, and the Entekochi Living Lab, 2019 which acted as a preface to the UDC.

3 The Urban Design Competition Overview of the urban design process, the site selection, creative collaborations to formulate agendas and the process of developing a design brief culminating into the jury process.

4 Common Vision and DPR Process Discussion on the process of unified aims and goals for outcomes under a common vision for the master plan by the three winning entries and identifying sites for detailed project reports that exemplify a shared approach to the development of the entire site.

CHECKLIST

- ... Each chapter has a checklist to plan and
- ... organise a UDC with helpful information
- ... conveyed in a simple and practical way.

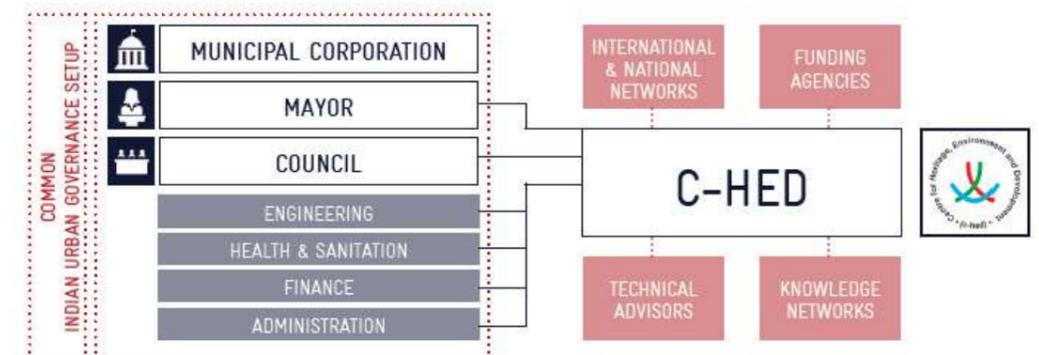
The Organisers

Kochi Municipal Corporation (KMC) in collaboration with the **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)** conducted the UDC as part of the “**Sustainable Urban Development - Smart Cities**” (SUD-SC) project in alignment with Indo-German Bilateral Technical Cooperation. The SUD-SC project supports the National Ministry of Housing and Urban Affairs (MoHUA) and the State Government of Kerala in policy formulation on housing for all, basic services, planning framework, and monitoring of the Sustainable Development Goals (SDGs). The project supports **sustainable, integrated and inclusive urbanisation** with regard to the environmental and climate aspects as well as aims to improve living conditions, especially for the urban poor. The UDC is an instrument that contributes to a sustainable urban development in tune with the SDGs, particularly SDG 11 (Sustainable cities and communities).

In 2019 KMC and GIZ India had conducted the ‘**EnteKochi**’ participatory process, a multi-stakeholder participatory initiative to foster creativity, innovation and the collation of local knowledge to envision the future of the city. Subsequently, the Kochi Urban Design Competition – EnteKochi-Competition – was launched in 2020 as a concrete second step to formulate the most appropriate interventions for the city. It was envisaged to design and facilitate the implementation of an integrated civic project through a competitive process.

The exercise was facilitated by c-hed, the Centre for Heritage, Environment and Development, which acted as the interface between KMC and GIZ India. Its role was crucial in decision making, the public notifications of the Kochi Urban Design Competition and overall management of the project.

c-hed plays a unique role in supporting the KMC with its diverse set of technical support capacities, as well as its unique capacity to envision, promote and foster integrated and sustainable urban development for Kochi. With its capacity to formulate policy recommendations and provide implementation support to projects, c-hed helps overcome existing institutional capacity gaps and fosters decentralisation in the Urban Local Bodies (ULBs). The organisation plays the role of a critical observer of the various developmental works under the elected and administrative officers and also acts as a nodal institution that connects citizens, city government and the city.



1 Background



With the support of GIZ India, c-hed shares this model on a global platform to enable further study of this case, understand its potential and limits through knowledge exchanges and to explore possibilities of replication in similar urban contexts.

The three organisers – KMC, GIZ, and c-hed, were supported by the Kochi collective, comprising urbz, Mumbai (specialists in participatory planning and design) and Design Combine, Kochi (a leading architectural and urban design practice), as well as by urbanista, a German participatory planning and design firm. Kochi Collective was responsible for technically hand holding the UDC at the local and national level. They prepared a detailed competition brief based on people's ideas and inputs, ensured mass and targeted outreach, looked after the communication with participants of the competition, and managed and checked all the received design submissions. urbanista supported the process with their international experience and ensured a good quality competition.

Why An Urban Design Competition?

The EnteKochi-Competition was a national level UDC that aimed to jointly 'design the future city' of Kochi along the Mullassery Canal in Ernakulam. It was envisaged to plan and then facilitate the implementation of an integrated civic project that was of key relevance to the sustainable development of the city. The project followed an interdisciplinary and integrated approach involving stakeholders and ensured they were brought into the process from the beginning.

UDCs are globally reputable instruments for sustainable urban development that can be applied to any urban area, and customised according to size, area, core focus, scope of detail or desired outcome. These instruments are increasingly being used to gather integrated, demand-oriented and multisectoral ideas with the help of swarm intelligence and "crowd-sourced ideation" - facilitating the outreach for creative solutions, setting options and testing things out. But they also serve to improve the capacity of stakeholders (administrative, private sector, citizens, science, interest groups with special needs) and achieve an early involvement for the stakeholders in co-creating and collaborating for the formulation of agendas.

Description Of Involved Parties And Planned Resources

For an Urban Design Competition, it is most important to set clear goals and get on board a team of organisers who understand these goals and have the capacity to convert them into a competition. The city administration can appoint local and international urban planning and architecture firms to provide technical support to the competition process.



URBAN DESIGN COMPETITION ACTORS AND ROLES

2 Review

The EnteKochi

Participatory

Process

The EnteKochi process began in 2019 as an urban living lab, a participatory visioning and planning process that encouraged the participation of as many different people as possible in thinking creatively and freely about the future of Kochi. The underlying hypothesis was that only by focusing on the different functions of the city – and factoring its distinctive socio-cultural, economic and ecological aspects – will an approach for an integrated urban development be possible and successful.

Through an open-ended format, such a laboratory approach towards the city's development provides space for experiments. It emphasises new collaborations and encourages new perspectives and ideas to develop, while highlighting the potential in existing practices. Therefore, it encourages an integrated view of the city-level challenges and enables a search for synergies among stakeholders towards these challenges.

THE ENTEKOCHI URBAN LIVING LAB CAME UP WITH THE FOLLOWING 7 KEY URBAN CHALLENGES THAT THE CITY OF KOCHI MIGHT WANT TO WORK TOWARDS:

1. The Coastal Climate Challenge
2. Public Common Grounds & Environment
3. The Mobility Factor
4. Local Economy and Labour Space
5. Basic Services and Welfare
6. Neighbourhoods and Houses
7. The Kochi Identity

The identified challenges provided crucial guiding principles on the long-term development goals of Kochi. They also acted as critical points of attention for the participants of the EnteKochi-Competition.

2 Review



THE MAIN OBJECTIVES OF THIS PROCESS WERE:

- To collect experiences and spread awareness among the public about present and future urban development challenges and opportunities.
- To highlight existing urban development initiatives in the city and to promote new ones that can enable sustainable urban development, through new digital and offline formats of participation.
- To strengthen the concept of cross-sectoral cooperation and develop a joint understanding of Integrated Urban Development (IUD) in Kochi.
- To identify a set of potential locations for piloting IUD approaches in Kochi jointly with the SUD-SC project

The EnteKochi methodology comprised a diverse set of participatory tools manifested in different events and activities that stretched over a period of four months. The process included physical and digital collection of qualitative and quantitative data about the city that was collected, discussed and displayed at diverse venues. The physical format included an interactive exhibition space, neighbourhood level consultation exercises and workshops involving user groups while the digital format included a Web-App for wider outreach. The knowledge gained through these interactions were summarised, analysed and converted into initial ideas for possible development projects in the city. The entire process was a preface for the UDC and helped identify the main challenges faced by Kochi.

* EnteKochi 2019 Report is available for download at entekochi-competition.org/design-brief

3 The Urban Design Competition

This chapter provides a step-by-step overview of the whole Urban Design Competition Process, focusing on the location search (verifying sites and topics) and the particularities regarding the process of co-creative, collaborative setting of agendas. It also gives important inputs in how to develop a design brief and guide a jury session, besides a detailed description of the process opted for the EnteKochi-Competition.

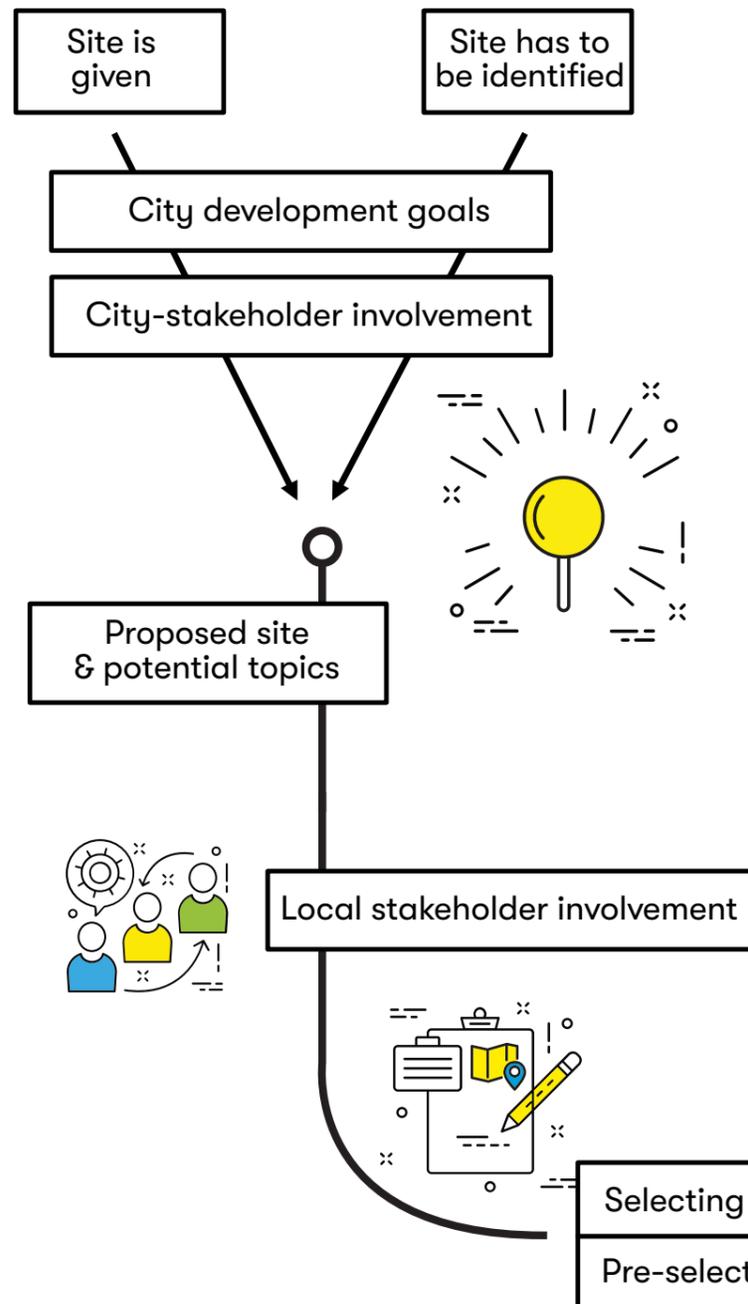
Following the Urban living lab, GIZ led the EnteKochi Urban Design Competition accompanied by urbanista and Kochi Collective (urbz and Design Combine). The competition was collaboratively designed with a human centered focus. It combined the creative energy of the participating teams and the needs and requirements of the local population. Through an involvement of local citizens and stakeholders, it aimed to ensure that the results were practical, and would sustainably enhance the living conditions of the chosen sites.

ADAPTED FROM THE GERMAN GUIDELINES FOR ARCHITECTURAL AND URBAN DESIGN COMPETITIONS THE UDC CONSIDERED THE FOLLOWING PREMISES TO BE ELEMENTARY AND FUNDAMENTAL ✓

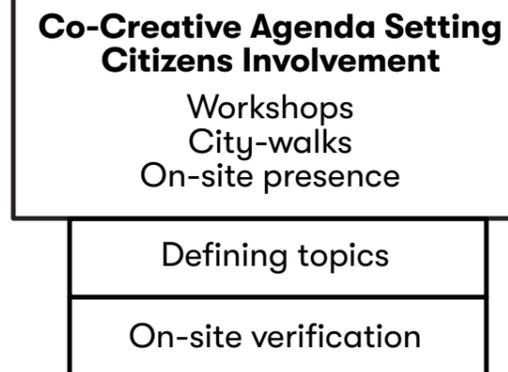
- **Transparency:** The decision-making process and all necessary information must be clear, transparent and accessible to everyone. The appointment of the competition winners is the sole responsibility of the jury.
- **Anonymity:** The authors of the drafts should not be identifiable after the jury decision has been made. It is thus entirely content-based.
- **Professionalism:** Experience plays a decisive role in the involvement of consulting and organising offices, as well as in the appointment of the professional jury.

URBAN DESIGN COMPETITION WORKFLOW

Phase 0 Location search



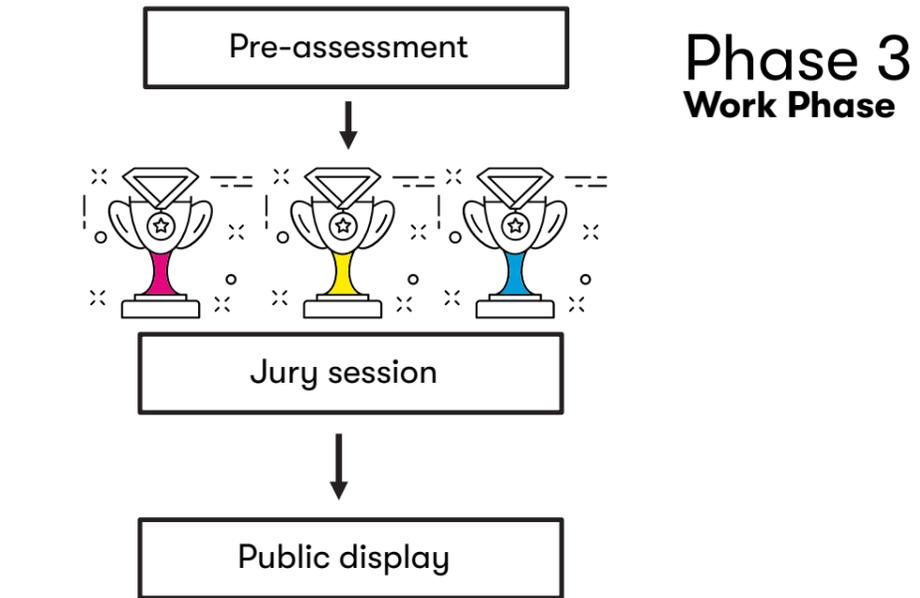
Phase 2 Developing



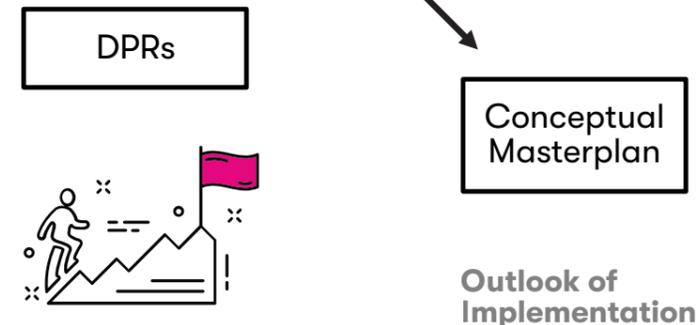
Phase 1 Verifying Sites & Topics Locally

DESIGN COMPETITION

Design-call



Phase 4 Common Vision Process



Outlook of Implementation

Phase 0 Adequate Location Search



The UDC starts with identifying site-specific development needs and city development goals. These goals are usually presented in the form of a strategic citywide master plan or a city-vision.

It is important to collate all previous site studies and problem findings to understand the city and its problems. These studies help to connect and identify goals for the site and consequently for the competition.

If a preselected site development is the starting point of a UDC, the broader site research can be skipped. Otherwise, the process should begin with the selection of possible site(s) that are the ideal ground(s) for implementation of city development goals.

It is important to check if the shortlisted site(s) have been selected in previous studies, including the details of the agencies involved and the context of such a study. More background research needs to be carried out on relevant, completed and on-going projects implemented on the selected/shortlisted site(s), by different departments and sectors of the government. This is important to avoid overlaps and/or to explore possible future collaborations. It also aids in understanding important technical issues such as those related to jurisdiction and specific rules and regulations connected to the governing bodies.

CONSULTATION WITH EXPERTS

To select the site(s) for the UDC, one can consult with different stakeholders from the city. This typically takes the form of preliminary discussions with different technical experts, including people with expertise in their fields, local bodies, and partnering organisations. Such consultation is crucial to get an understanding of the overall city and its development patterns and to acquire knowledge of the on-going development projects and the specific sites and institutions that are part of these projects. All this helps in identifying locations that need attention and intervention.

The stakeholder consultation is also important to understand the full scope and intention of the UDC. Conversations with experts and personnel in concerned government bodies help to gain sharper insights into framing the goals and objectives, giving the competition design brief a stronger grounding. Such clear outlining of the goals and objectives helps to spotlight the particular aspects and benefits the city should receive along with streamlining the overall intention of the competition. Moreover, factors such as scalability, applicability, and feasibility can be discussed and understood through these consultations.



FIELD VISITS

Once an overview of the city is obtained, a list of sites can be generated that need attention and intervention. Further to this list and a detailed understanding of the context and issues, more field visits need to be carried out in the shortlisted sites. These field visits are important to verify and cross-check information on paper with the actual conditions on the ground. Interviews with the public help gather information on the specific challenges faced in each of these sites.

WHILE SELECTING SITE(S) FOR A UDC THE FOLLOWING MAY BE CONSIDERED: ✓

- Sites with a specific need for action (for example, extreme climatic or housing conditions)
- Sites that could set a good example for integrated sustainable planning, or areas that could solve several urban challenges together.
- Exemplary sites which are also suitable for a city-wide up-scaling
- Sites where the city administration has already planned measures
- The selection of site(s) is a requirement before the pre-selection of specific topics can take place. However, the stakeholder consultation should also include a pre-selection of broader thematic and topics.

ENTEKOCHI IN DETAIL

PHASE 0 - SITE SELECTION FOR THE UDC

Area and Topic Proposal for Urban Design Competition in Kochi

The EnteKochi process in 2019 helped provide a strong perspective on sustainable, people-centric urban planning. As a multi-stakeholder, participatory, envisioning process, it helped create a comprehensive understanding of Kochi and fostered creativity, innovation and collation of local civic knowledge.

During this process, urban challenges were formulated and discussed among citizens. They were informed by the participation of city-stakeholders such as government officials, representatives of residents' welfare association, labour unions, Kudumbashree groups (locality specific women self-help groups and networks), and differently abled groups among others. The process was also informed by national and international experts.

These urban challenges formed the basis for developing a vision for a sustainable urban future for the city. They were also used as indicators to make the decision for possible competition sites. The potential development of these sites could help solve neighbourhood and citywide challenges. Besides the urban challenges, the Ente-Kochi process, specially the EnteKochi Change Map and the accompanying symposium in the Kochi town hall, helped narrow the choices for the competition sites.

An important theme identified from the Entekochi 2019 exercise was the significance of Kochi's blue-green infrastructure. This emerged as a key constituent of the city's identity as a coastal urban center, having a direct impact on the quality of public life. This theme became the basis for shortlisting the sites for the EnteKochi-Competition

From the above process, following areas and corresponding topics were considered for further exploration:

A) MICRO-RENEWAL OF HERITAGE ZONES:

With great respect to the existing urban fabric and socio-economic structures, a development process should enhance the quality of life in the neighborhood. Solutions should be found for the most urgent challenges of the area: Local Economy, Neighborhood and houses, Basic Services and Public Spaces. Since economic aspects and living conditions are deeply connected in Mattancherry, this site could have been suitable for an integrated planning approach.

B) OLD HARBOUR AREA - CLIMATE-RESILIENT NETWORKS AND LIVING SPACES IN THE HISTORIC CENTER:

The area is a fragmented urban fabric of industry, logistics, defense and living spaces. Being situated on the shore of Fort Kochi, it is especially challenged by effects of climate change. The area is of great historical and cultural importance but in strong need of saving its built heritage from decay. A UDC for this site could address both, the renewal of a potential cultural heritage site with great attention on climate adaptation. Thus, the urban challenges of Local Economy, Neighbourhood and houses, Basic Services and the coastal climate challenge could play an important role here.

C) INNER CITY CANALS

These canals are man-made features located on the mainland portion of the city. Many canals are covered and encroached on either side, displaying intermittent signs of poor water quality and reduced floodwater carrying capacity. Today they are increasingly neglected. A UDC process in this case could help generate a dynamic, climate-responsive design intervention to reintegrate such canals into the urban fabric in a contextually sensitive and sustainable manner.



Ente Kochi Change Map

3 The Urban Design Competition



STAKEHOLDER CONSULTATION

The potential site(s) were discussed among the organisers, contracted planning firms, experts, officials and specialists selected by involved key stakeholders and GIZ. Water emerged as a larger theme for the EnteKochi-Competition. Discussions further reinforced the idea that the many canals and the coastline of Kochi and other parts of Kerala are of key importance to the cultural and ecological environment of the region. These discussions and additional research helped narrow down to two different types of water facing sites - canals and backwaters typical in the city.

A two day-long intensive Kick-off workshop zeroed on to the Mullassery canal and Mattancherry waterfronts with the idea of reintegrating them into the civic fabric. Discussions were conducted with the inhabitants and users of these sites to develop a thorough comparative analysis. This comparative site analysis was reviewed in terms of the identified thematic areas, potentials for implementation and need of development. Finally, Mullassery canal precinct was seen to be the most appropriate site for the EnteKochi-Competition on the basis of the following criteria:

MAXIMUM IMPACT ON KOCHI

Cross/multi-sectoral integration and city-wide scalability were two important goals for the competition. These aspects were important for the implementation of successful and diverse urban design interventions. In this regard, the two principal questions were:

- Are the aspects of an integrated (multi-sectoral) approach applicable on the site?
- Will the proposal on the site be replicable or scalable at the city-wide level?

These questions were answered positively by the selected site.

IMPLEMENTABILITY

Implementability was the prime objective of the EnteKochi-Competition. Site studies and analysis were carried out keeping this in mind. Availability of public land, private land ownership, eligibility of funding, willingness of concerned stakeholders to participate were some of the other important factors that were considered for the competition. The study determined the scope of the project and helped identify elements that could increase the implementability factor.

ATTRACTIVENESS

Another factor that was considered was soliciting high quality entries and ideas by making the competition attractive to professionals and the best of creative minds. It was thus important to review the sites on the basis of the creative challenges it raised. Thus, for a UCD that is pragmatic and aims towards implementable urban development projects, it is important to identify sites that are in line with the city's and people's needs. Stakeholder Consultations and competition focused thematics help to identify the sites more efficiently. For finalisation of the competition site, scale and impact on the city, concerned stakeholders and competition participants are important factors of consideration.

Phase 1

Verifying Site And Topics



After finalising the site for the competition, the next key principle of the UDC is to bring together local citizens' needs and ideas, city-stakeholder interests and the creativity of talented designers and researchers. Stakeholder participation is vital for the competition site especially to ensure the success of such a project. Site level community organisations, activists, RWAs, government representatives and subject experts need to be approached to collect information. They are both experts of their neighbourhoods besides and its end-users. They offer unique perspectives, opinions and valuable insights that become key to the UDC. Thus, the competition process needs to emphasise the involvement of inhabitants and stakeholders to identify local perspectives and experiences that can then be articulated as the goals of the competition Design-Brief.

To bring the UDC into the neighbourhood and to include a preparatory step for the Design-Brief, the following formats are useful:

SITE LEVEL WALKS AND NEIGHBOURHOOD PUBLIC PLANNING OFFICES

are great methods to get to know the area and discuss topics on site. The direct outreach is extremely important in order to address the right questions and appropriate topics within the Design-Brief. The on-site presence will not only inform about the competition, but involve people at an early stage of the process and take into account initiatives and projects at a neighbourhood level.

WORKSHOPS

to delineate the competition site beyond administrative boundaries is useful as they validate local experiences. In a cognitive mapping, the people support the determination of the competition site and its limitations. The workshops should invite representatives from the user groups that inhabit the competition site. Inhabitants are the experts of their neighbourhoods. So, it is important to procure qualitative information from the local community. The challenges they face, how (or if) they manage to overcome these challenges - what are the specific changes they do or desire - and their relationship with the site; such details are best provided by the locals. During the workshops, important issues at the neighbourhood level are discussed and the pre-selection of topics verified (done with the stakeholders in phase 0). Furthermore, the purpose of the workshop event(s) is to start with the outreach strategy as well. Such kick-off events are held to announce the design competition and garner maximum support for its implementation.

STAKEHOLDER INTERVIEWS AND CONSULTATION

Key persons of a community should be identified and consulted directly in order to receive additional knowledge and gain acceptance for the process.

EXPERT KNOWLEDGE

While inhabitants of the site might highlight the issues at a micro level, it is also necessary to understand the challenges and opportunities at a macro level. These insights come from the local government/non-government organisations, elected representatives, research institutions and other experts. Thus, identifying and shortlisting the

3 The Urban Design Competition



common challenges at a macro level is equally crucial for proposing implementable policy changes and design interventions.

It is through such forms of local engagement, that the involvement of the local public gets started at an early stage. This catalyses the approval process and enhances the quality of the results of the competition.

The collected material needs to be summarised in a Design-Brief Data Package. In addition to the formal requirements of the Design-Brief, the Data Package provides in-depth and comprehensive information of the competition site and the socio-spatial context in a clearer way. The Data Package should be provided to each team participating in the UDC in the form of 'working material' to ensure a transfer of knowledge from the sites to participating teams.

(During the special circumstances of the Covid-19 Pandemic, the detailed Data Package had become even more important for teams who were not able to visit the site, and enabled them to participate in the competition).

Checkbox

- Site reconnaissance to have a better spatial understanding.
- Identify/map different user groups and inhabitants of the site.
- Prepare open-ended questionnaires to gather information on the site and theme of the UDC. The questions can be based on but are not limited to the following:
 - History of the site
 - Challenges faced
 - Initiatives taken to overcome these challenges
 - Use of space
 - Relationship with the site
- Meeting the local community to procure qualitative information based on the questionnaires.
- Conducting collective discussions, workshops, focus group discussions, and one-on-one interactions.
- Meeting with the local government/non-government organisations, elected councillors, research institutions and experts to understand the challenges and opportunities at a macro level.
- Photographing the site for preliminary study.
- Conduct secondary research on the UDC site.

ENTEKOCHI IN DETAIL

PHASE 1 - EXPLORING AND VERIFYING TOPICS AT SITE / CO-CREATIVE AGENDA SETTING

IDENTIFYING CHALLENGES AND TASK AT SITE

The EnteKochi-Competition process began by enquiring into the challenges faced in Mullassery canal precinct. This information gave a detailed understanding of the site through the following steps.

GATHERING INFORMATION (FROM INHABITANTS AND USER OF THE SITE)

A reconnaissance was performed by the organiser at the site along with its surrounding neighbourhoods. This was essential for two reasons: to get familiarised with the spatial context and identify different user groups. These user groups became the first repository of the neighbourhood level local knowledge. Working closely with them helped develop a special ecosystem of knowledge, as they engage more with their immediate environment.

These local groups comprised educational institutions, Residents Welfare Associations (RWAs), auto rickshaw associations, Kudumbashree groups, a church-based welfare society, and vendors groups in the canal precinct. The competition organising team also met the elected representatives of the neighbourhood.

DURING THIS PROCESS THE FOLLOWING USER GROUPS WERE CONSULTED:

- *Students, faculty members and non-teaching staff of a reputed women's college in the locality who gave the gendered perspective on the neighbourhood. The challenges they faced and scope of improvement were also discussed.*
- *The auto rickshaw drivers highlighted the mobility issues.*
- *The representatives of women SHGs (Kudumbashree,) who work on waste management in the locality, explained the challenges in the existing system within the Mullassery canal precinct.*
- *The locals residing alongside the canal raised concerns regarding the flooding and water-logging during monsoons.*
- *Senior citizens talked about how the canal has changed over the years.*
- *The vendors association explained the economic and civic challenges they face in the neighbourhood.*

The information gathered through these preliminary discussions was more qualitative. Different issues got highlighted by different user groups - issues that were often overlooked by institutions working at a macro level. What was particularly valuable through this process was getting a glimpse of local initiatives taken by residents to improve the neighbourhood.

Visits were also conducted to other canals of Kochi and nearby regions. The purpose was to understand the traditional and contemporary practices initiated by people to manage canals.

To provide further support to the identified challenges, secondary information was also gathered. In the case of Mullassery Canal precinct, the organising team referred to past studies on the canal that were available. Since the competition site was vulnerable to yearly flooding, news articles also became the source to understand the intensity of this challenge.

Collectively, the primary and secondary information gave a detailed understanding of the challenges that the canal site was subjected to.

SITE SURVEY DATA COLLECTION

After collecting the qualitative and quantitative information from the locals, public-private institutions, and local experts, the next step is to physically map the competition site with the help of survey and leveling tools. For this task, it is important to appoint a surveying agency. The aim is to prepare a measured drawing of the entire site and all the physical elements that exist on the site. This drawing should be made available in an editable drawing file/format (dwg, dwt, etc.) which will help participants design appropriate solutions for the site, based on the space available.

Different forms of survey tools are typically used to conduct such a survey, depending on specific geographical features of the site.

WHY SITE SURVEYS ARE IMPORTANT

Site survey plays an integral part in any development/infrastructural project. For a UDC, accurate drawings of the site are mandatory. It is crucial to give as much data as possible. This helps the teams prepare design responses which address the problems in real time. In most cases, the urban design competitions are held on a national or international level. The technical information along with the qualitative data help the participants understand the context and the challenges better.

3 The Urban Design Competition

The site surveys inform the accuracy of the design, identify potential problems, and reduce deviation from the actualities of site context. They are important for locating project features in a precise manner. The site survey helps to understand the land, and, most importantly, the use of the site for the intended purpose (if at all). The data from this survey includes topographic measurements, utility overviews, conditions of sidewalks, streets, etc.

The site information gathered during this phase helps formulate the Design Brief for the competition. It is essential to process this information in the right form and make it available to the phase of preparing the design brief. It can be developed in the form of written text, illustrative maps, photographs, graphs, etc.

ENTEKOCHI IN DETAIL

For the EnteKochi-Competition, an actual scale 2D drawing of the Mullassery canal precinct was made available in an editable file format (dwg). It was layered with the following list of details:

1. Road Width.
2. Canal Width.
3. Water Level in the canal.
4. Storm Water Drains.
5. Canal covering – points it is open or closed.
6. Building access over canal – where gates open and where canal flows against boundary walls or non-accessible spaces.
7. Bus stops.
8. Auto stands.
9. Union sheds.
10. Public amenities.
11. Street sections

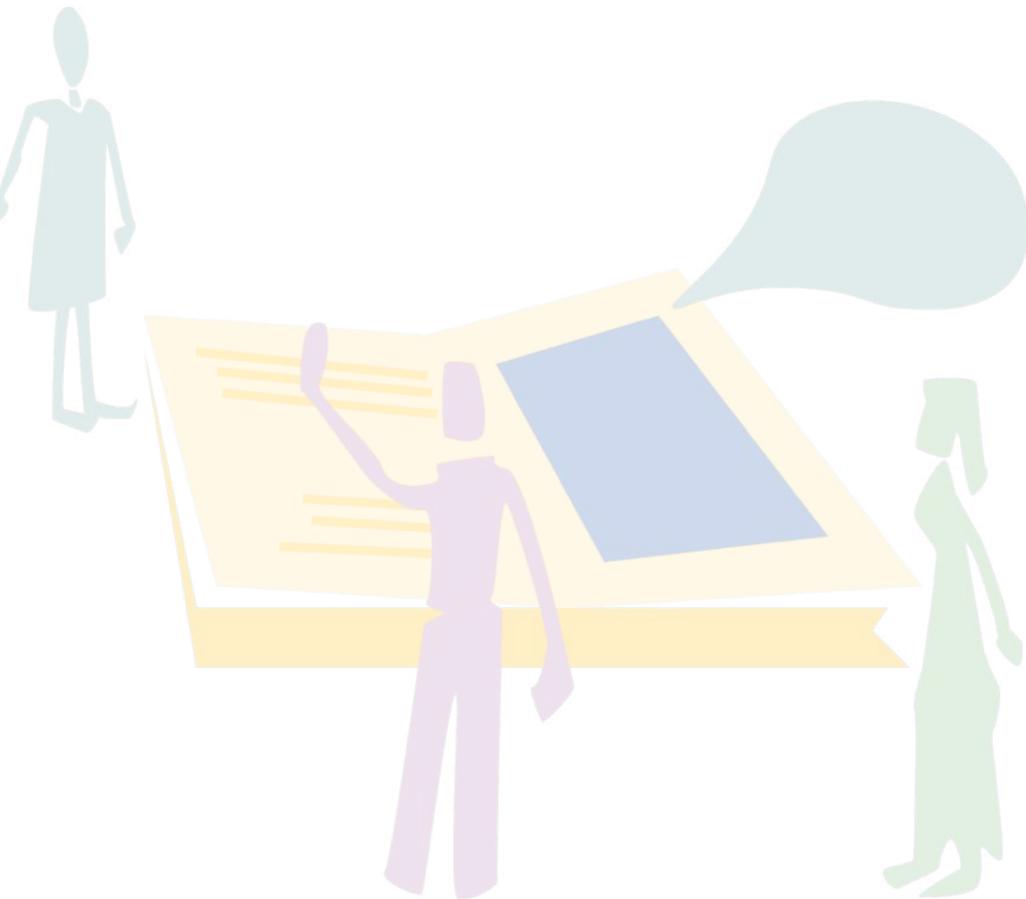
Along with the 2D drawing, canal street elevation photographs were also shared in the competition Data-Package.

CHECKBOX

- Identify the boundaries of the site that needs to be surveyed.
- Prepare the list of information that is required from the surveying task.
- Appoint a surveying agency.
- Discuss the list of information with the surveyor and identify the method of survey such as:
 - Drone/Aerial survey.
 - Topographical Survey.
 - Survey for digital elevation model.
 - Lidar Survey.
- The surveyor should provide a measure drawing of the site in an editable drawing files/format (dwg, dwx, etc.)

Phase 2

Design Brief



This part of the manual guides the importance of how to choose the right type of competition, showing advantages and disadvantages, besides providing information about the specific procedure to develop the design brief and ways to promote the design call and brief.

Before starting to formulate the Design-Brief, the preferred type of competition must itself be decided. In general, there are **two basic types** of competitions to choose from:

THE CLOSED FORMAT WITH INVITED PARTICIPANTS

A limited number of teams can apply or are appointed to take part in the competition. Usually less than 10 teams are invited. A good mix of experienced and young talented teams are selected.

ADVANTAGES AND DISADVANTAGES OF CLOSED COMPETITION

- + explicit selection of teams.
- + more intensive cooperation with the teams possible.
- + higher quality expectancy and control.
- + lower organisation effort.
- smaller range.
- higher costs for participation, remuneration for the teams, travel expenses etc.

THE OPEN FORMAT, WELCOMING ALL PARTICIPANTS

All teams who meet a minimum qualification criterion are eligible to enter the competition and submit an entry. The number, quality and standard of participating teams cannot be regulated or foreseen.

ADVANTAGES AND DISADVANTAGES OF OPEN COMPETITION

- + large reach.
- + media presence.
- + wider range of contributions.
- + participation of young offices
- lower costs for organisers compared to closed competitions
- possibility of many contributions to be reviewed
- no explicit selection of teams
- lower quality expectancy and quantity control

The development of the Design-Brief is one of the most crucial stages of a competition process. A good Design-Brief must be negotiated between landowners, city officials and stakeholders and - ideally - endorsed by the local community. Only if all the parties see their interests reflected in the document, will the competition lead to design proposals that have the potential to be implemented.

3 The Urban Design Competition

TWO KINDS OF CRITERIA MUST BE DEFINED WHEN DEVELOPING THE DESIGN-BRIEF

- a) The conceptual tasks and goals (defining the evaluation criteria).
- b) The formal submission criteria.

The work should begin with the conceptual tasks, based on Phase 1 (Exploring and verifying topics at site). It should be defined in terms of what the competing teams have to accomplish. What should they research, explore and design? Should they design a building, a housing framework and/or a landscaping task? Should they give thoughts on implementation strategies or develop directly implementable objects? Topics should ideally reflect a variety of urban planning thematic areas and foster an integrated approach of development. Through stakeholder and citizen involvement there are usually topics identified that are more relevant than others. This “weighting” of the design goals is important to be site-specific enough to generate sharp results.

For a transparent review of submitted entries by a technical pre-assessment and the jury it is mandatory that the main conceptual tasks and goals get clearly formulated as evaluation criteria. It must be ensured that only these criteria be used to evaluate an entry for shortlisting or as winning entry.

The formal submission criteria are based on the conceptual tasks and therefore should only be defined when they are finalised. Depending on the subject matter, it would be wise to use a specific scale and paper size of the drawings. For more architecture-related competitions, a physical model can be part of the submission requirements. It is important to clearly articulate in the Design-Brief, that all entries have to comply with the given formal criteria to be eligible and would otherwise be disqualified.

The Design-Brief should be supplemented by extensive material from Phase 1 (Exploring and verifying topics at site). This can be photographs, maps, or satellite images. It can be useful to add results from conducted workshops or write-ups, but it is always to ensure that the given material follows the conceptual goals and does not lead teams into confusion because of other goals getting inadvertently implied within the material.

* The EnteKochi Design-Brief was the outcome of a participatory effort involving major stakeholders of the Mullasserry Canal precinct. It is available for download at ente-kochi-competition.org/design-brief

TIMELINE / PROCEDURE

The procedure of a competition must follow a strict schedule, which has to be clearly communicated in the Design-Brief. As a first step, the deadline for submission of applications must be set. The second fixed date is the official start of the competition. It is mandatory that all relevant and necessary materials be submitted to the teams by this date. As a third milestone, a deadline for questions from the competing teams regarding the Design-Brief and the related task needs to be set. This date should be chosen after one third of the active competition phase is over. This gives the teams enough time to work on their proposals. The submission date marks the end of a competition – like all competition-related dates, it is non-negotiable and binding. Any submission after the deadline is automatically disqualified from the competition. Depending on the complexity of the design-task, an active competition phase can last from two to several months.

- It is highly important to provide the same information (data, maps, other information) at the same time to all participants.
- All milestones (such as registration deadline) must be strictly met.

PRIZE MONEY

An appropriate Prize Money should be clearly communicated within a design brief to garner sufficient interest from potential participants and ensure their commitment towards the work required for effective engagement with the brief. The prize money should be adequate to address the work required for the competition. Only entries which receive an award with a connected Prize Money should be eligible for implementation in whole or in parts.

DESIGN CALL (DISTRIBUTION OF THE DESIGN-BRIEF)

The design call for the UDC should contain enough relevant and formal framework information to garner adequate interest from potential participants, and should be promoted through all appropriate channels for maximum reach. Further, targeted direct communication must be used to reach potential participant groups, like architect and urban designer groups. Design teams expressing interest in participating, should be required to formally register with proof of minimum qualifications as may be required for the effective engagement with the brief. Professional experience of practice or equivalent Master’s Degree for at least two members of the group is highly recommended for good quality of results.



PROMOTION OF THE COMPETITION

There are several ways to promote a UDC. Some of the most crucial ones are detailed below:

WEBSITE

One of the best ways to promote the UDC is through a dedicated website. It is important to set up a clear and informative website that serves the wider public, competition participants as well as the organisers. It is advisable to have a bi-lingual website - in English and the local language. The website should keep evolving and cover (but not be limited to) the following information:

- Details about the competition - note on the objectives of the competition.
- Encouraging residents and professionals to participate in their respective capacities.
- Overview of the site.
- Quick links to the Design Brief.
- Link to Registration page which can be inbuilt or be developed on a 3rd party portal.
- Community involvement plugins and page.
- Blog posts about the site to engage residents and participants.
- Information about the Jury.
- Winning entries.
- Organising team.
- Contact information.
- Link for subscribers to receive newsletters.
- FAQ page.

The link to subscribing newsletters is a good feature of the website service. The newsletters are useful to promote and update the subscribers on different stages of the competition. The website should also provide buttons to access social media such as Instagram, Facebook, Twitter, among others. Visible associations with local stakeholder partner organisations through cross posting on their website and other social media handles provide more credibility to the competition.

3 The Urban Design Competition



In the EnteKochi-Competition experience, local Institutions (such as c-hed) hosted a button/link to the competition on their website as well.

Such associations give instant credibility and wider reach to the competition, especially among local people. In addition, other institutions which have their own up and running websites that relate to the urban environment can be a good platform to promote the competition.

SOCIAL MEDIA

Promoting a UDC also involves the use of various social media platforms such as Instagram, Facebook, LinkedIn, WhatsApp, among others. Promotional material including photos, posters, flyers, videos and messages will have to be created for use on social media platforms.

For the EnteKochi-Competition, promotional material was curated for Instagram, Facebook, WhatsApp, and LinkedIn. The organising teams' networks were used to get followers on the social media platforms for the competition. Social messaging apps were useful as it enabled quick sharing of the competition website links, posters and videos. Regular posts on social media platforms were used to keep the interest in the competition going. The posts would give information about the stages of the competition and link to blog articles on the website. Social media page for the competition was made public to encourage users to find other interested professionals to team up for participating in the competition. This was done to facilitate a platform where people could consolidate their teams in case they did not have one.

To boost the reach one can also consider paid ads on social media platforms. (This was not needed for the EnteKochi-Competition however).

EMAIL

Apart from the competition website and social media, it is equally important to gain access to and compile a database of contact information of potential participants, which is generally based on the eligibility criteria of the competition. This is useful for a targeted promotion of the competition.

The EnteKochi-Competition was open to architects, landscape architects, urban planners and social scientists. A database of practitioners in these fields was systematically compiled by reaching out to relevant representatives, professional bodies and universities. Subsequently, an email campaign to these potential participants ensured that the competition was promoted in a targeted manner.

PROMOTION TO RESIDENTS

It is advisable to design promotional messages, flyers and videos to circulate within the inhabitants of the competition site through the social messaging apps. This material must be prepared in contextual languages to increase public engagement with the competition. Apart from these, the local promotion should be encouraged with the help of competition posters displayed within the neighbourhood. (Please note that the display techniques should not cause any damage to the property).

NEWS, MAGAZINES AND RADIO

Local and National newspapers can be a good platform to promote an urban design competition. This can be done by placing an advertisement in the paper, or by asking the editors of the newspaper if they would be interested in running an article about the competition. An urban design competition can make a great topic for a news article.

In the case of EnteKochi-Competition, Kochi Municipal Corporation, 'c-hed' and the organising team introduced the idea of the project competition and site to the relevant authorities who then approved it in the Kochi Municipal Corporation budget. This news was featured in local newspapers which gave more publicity to the competition.

Radio is also a good bet for local promotion, especially amongst citizens. This is because local radio shows will most likely be in the local language.

Another avenue that can be explored is magazines that specialise in specific topics or themes or target a certain professional reader base. There are ample architecture and design magazines that can be contacted to run an advertisement or article about the competition.

CHECKBOX FOR WEBSITE

- Design promotional materials such as logos, posters of different sizes, illustrations, maps, stickers, etc. with the help of the graphic designer.
- Design a website for the competition on a free or paid website creator. This task can be done with a special website developing team.
- Buy a domain name for the website. It should closely resemble the competition name for better outreach.
- Set a subscription and competition registration links on the website. Synchronise them with the email id.
- Acquire/prepare a repository of email addresses of targeted groups.
- Send out mass promotional emails.
- Post promotional blogs on the website.
- Circulate material on social media by creating dedicated pages for the competition.
- Design strategies to promote the competition among the user groups and inhabitants of the competition.
- Promote the competition in newspapers, radios, magazines and other promotional mediums.

CHECKBOX FOR DESIGN BRIEF

- Defining the type of competition - close or open format.
- Providing a clear timeline from the announcement to the jury session.
- Indicating the prize money for the winning teams.
- Setting up the promotional channels to maximise participation.

Phase 3

Work Phase



In this phase there are two main assignments attached to several smaller tasks that need to be done: the pre- assessment process to be done by a technical team to ensure that the quality of shortlisted projects is maintained, and the jury session itself, which needs to represent a fair and transparent selection process.

PRE-ASSESSMENT

A timeframe of at least two weeks from announcement to deadline of registration is recommended. The work phase may be scheduled within a 6-8 week window. During this period, a permanent support for inquiries and questions from the participants should be established. Necessary maps and urban data should be provided digitally to all participants to ensure a quality outcome of the process. Digital submission of all plans and results is highly recommended to reduce costs for participating teams.

For pre-assessment, a catalogue of criteria for the pre-selection of competition results must be set up to identify and measure the effect of entries in accordance with the development goals identified in the Design-Brief. The reviewing of the entries and the preparation of a shortlist needs to be handled by professional planners and experts.

This duly filled pre-assessment catalogue becomes an additional support to the appointed jury. It will give guidance from a broad field of professions, but should be strictly seen as a supportive document that should not interfere with the sole competencies of the jury in the decision-making process.

After receiving the competition design submissions, the pre-assessment process is one of the most crucial steps for any UDC. This process ensures good quality of shortlisted projects which ultimately ensures a high quality in the entries of the winning teams and thus the future of the project itself.

Objectivity and a systematic approach are important to conduct a good review of the entries. In addition, reviewers with relevant experience must be selected. For a fair and objective evaluation, it is important to create a common evaluation rubric to minimise any subjectivity or bias. The rubric helps with consistent criteria for grading and evaluating the entries based on the challenges mentioned in the design brief.

CHECKBOX

- Select members with relevant experience to review the design entries. These reviewers should be from the organising team.
- Sort and check the design entries for eligibility criteria of the competition.
- Design a common evaluation rubric for objective and effective assessment.
- All the design entries should be evaluated by all the appointed reviewers.
- Cumulate the scores given by all reviewers to generate the top entries list.

JURY SESSION

To determine the winning entries, all competition entries (or shortlisted entries) must be reviewed by an esteemed and independent jury. The idea is that the competition does not serve to find the first available, but the best solution for the task set. Therefore, the jury shall assess the competition entries in accordance with the evaluation criteria stated therein or in the Design-Brief, when discussing and voting on the entries.

The jury session is a formal act and follows an established protocol. Hence, the session should be organised and coordinated by the contracted professional office, which guarantees transparency and anonymity during the whole procedure.

Composition of the Jury: One of the most important aspects to guarantee a successful competition and jury session is the composition of the jury itself. The jury preferably consists of technical judges and local experts and should be supplemented by representatives of the local community.

IN ORDER TO ENSURE AN ADEQUATE, INDEPENDENT AND DIVERSE COMPOSITION OF THE JURY FOLLOWING POINTS SHOULD BE CONSIDERED: ✓

- ❑ An experienced head of jury with authority and competency to lead the session and moderate discussion and dissension.
- ❑ A well-thought-out jury panel should be composed of technical and local experts. Members invited should have a profound technical knowledge in complex urban design processes aligning with project's sectoral requirements. They should meet the team's registration criteria and preferably have experience in competitions. Specially as jury members with requisite knowledge of the local context and conditions.
- ❑ Inclusion of representatives of the citizens within the jury.
- ❑ The jury should consist of an uneven number of persons (minimum of 7 persons but not exceeding 13 persons) to allow for simple majority voting.

Furthermore, the independence of the jury members vis-à-vis the participants of the competition is one of the most important principles of a fair competition procedure. Therefore, it is crucial that the jury members have no knowledge of the identity of the respective authors of the submitted design entries and are not affiliated with any of the teams.

Onboarding: To guarantee a successful jury session an onboarding meeting with all jury members and the organiser may be conducted in advance. The onboarding meeting explains the reviewing /selection process during the jury session. During the onboarding (or at least before to the actual jury session) a declaration of confidentiality must be signed by all jury members.

Since the jury session must follow a strict procedure, led by the head of the jury, it is recommended to have an extra onboarding meeting with the head of the jury.

FOR THE JURY SESSION THE FOLLOWING ASPECTS ARE HIGHLY IMPORTANT:

- The jury only has a quorum if all judges with voting rights are present, therefore all jury members must participate during the whole session.
- All jury members have equal voting rights.
- Judges have the task to formulate a factual and professional assessment regarding the different entries and express the same during the different selection rounds in the jury session.
- The jury session is confidential. This means that the competition entries remain anonymous until the final decision is made by the jury. Similarly, all documents (if any) circulated in physical or digital form within the jury session are confidential.
- The decision of the jury is final and can only be appealed in the event of procedural errors.
- The decision of the jury must be documented in a comprehensible manner by taking minutes.

ENTEKOCHI IN DETAIL

JURY SESSION - PRE-ASSESSMENT

For the EnteKochi-Competition, all the submitted entries were checked to see if they complied with the eligibility criteria of the competition. Accepted entries were then organised into 12 sub-folders with approximately 10 entries each.

Within the evaluation rubric, the Master Plan was given a weightage of 60 points out of a total of 100. In it, the overall approach to integrated urban design had a maximum score of 20 points. Addressing the core urban concerns such as Flood mitigation, Connectivity, Inclusivity, Ecological approach etc. totaled at 40 points.

The competition also required the design of two sub-sites which were allocated 20 points each. The Overall approach, Core concerns and Sub-sites were further broken down into sub-topics that could be easily identified and assessed in the designs. These were marked from a range of 0 - 4 and in case of subsites 0 - 10.

Negative marking was used if the designs violated any relevant rules and regulations such as CRZ regulations or local Building By-Laws. The negative marking was done according to a pre-decided table which listed the number of negative marks based on the type of violation, not exceeding -5 points. Likewise, additional marks were awarded for extraordinary designs, not exceeding 5 points.

The EnteKochi Competition received 243 registrations in total, out of which 233 entries qualified for the competition. By the end of the design submission deadline, the competition received 117 entries. These entries were evaluated by four reviewers with relevant experience in architecture, urban planning and landscape architecture. Two of the reviewers were Kochi based practitioners which further grounded the review process.

Each reviewer reviewed 117 entries independently. Each reviewer was given an evaluation rubric where they filled in scores and comments. These were not privy to the other reviewers. The evaluation of 117 entries took two weeks to complete. Finally, the evaluation rubrics were consolidated and the average scores of all reviewers generated a top 20 list. The entries on the top 20 list were further discussed by the reviewers to ensure that the final top 20 was ratified and agreed upon by all reviewers.

Due to the COVID-19 pandemic, the EnteKochi-Competition jury session was planned and conducted as an online session. Since an online format is quite unusual, a rehearsal or preparation meeting with all the jurors was conducted in advance to ensure that all members are aware of the tasks and procedures including the voting procedure and could use the digital settings.

The session was led by Prof. KT Ravindran, an experienced head of jury, and accompanied by the lead members of GIZ, urbanista and Kochi Collective.

The jury consisted of citizen delegates, international, national, and local experts, governmental representatives, and representatives from GIZ.

JURY SESSION - FIRST DAY SESSION

The first day of the jury session started with a formal introduction and welcome from the organisers and the formal constitution of the jury, including the confirmation of the chairmanship and the presence of all the jury members.

After giving time for the jury to conduct a quick overview of all competition entries, a short and neutral presentation of 21 shortlisted entries (focusing on a preliminary examination and special remarks) was given by the pre-assessment reviewers. For the jury members to evaluate the competition entries individually, these entries were displayed on an online whiteboard. A pre-selection report was distributed to the jury members for the purpose of taking individual notes. (Screenshot Miro Board).

After the proposed shortlisted entries were confirmed by all jury members, a first selection round took place, which shortlisted the top nine entries (and announced by the head of the jury). All jury members used the chat channel of the online conference tool, for conversations and announcements of their decisions. This worked well in the online format being followed.

The first day of the jury concluded with an explanation on the activities planned for the second day – the small group discussion sessions/breakout rooms and selecting the winners of the competition.

JURY SESSION - SECOND DAY SESSION

To discuss the shortlisted nine entries, small group discussions were made possible within the online conference tool (i.e., breakout rooms), during the second day of the jury session. Each small group (of three jury members) was given a short time period (half an hour each) to examine three entries within one breakout room. The small groups went through all break-out rooms one by one to review all the shortlisted entries. This procedure helped create an intimate working atmosphere and a direct exchange between jury members.

The small group discussions were followed by another round for the selection of the top five entries. A comparative discussion was conducted, where pros and cons regarding the remaining entries were exchanged and a voting of the top three entries took place. In one last round of discussion, the top three entries along with its order were selected.

The decision-making process was documented in a comprehensible manner by Kochi Collective. As a last formal act, all jury members had to agree and sign the written documentation (minutes) of the jury session.

3 The Urban Design Competition



After the jury session: Before publishing the results, it is recommended to forward the official remarks to all the participants and provide detailed feedback to the winning teams. In recognition of all participants, all or shortlisted competition entries may be displayed in a public exhibition.

RESULTS OF THE COMPETITION

Announcing the results of an urban design competition is the moment that everyone is waiting for. It is the culmination of months of effort and hard-work by the organising team and the participants alike. It is important to make sure that this event gets the publicity it deserves. In an ideal situation, the announcement should be made at a public event, where the shortlisted entries are exhibited. It is encouraged to make arrangements for the shortlisted/winning participants to attend this event.

In the case of the EnteKochi-Competition, the announcement was first made on the website, social media and via email. The three winning teams were contacted separately to initiate the on-boarding process, which included signing of the contract and other formalities for the next phase.

The winning teams of the competition got the chance to jointly develop (in close cooperation with the Kochi Municipal Corporation supported by GIZ India) the detailed plans for the Mullaşsery Canal keeping in mind the overall participatory ethos of the process.

THE WINNING TEAMS ARE LISTED BELOW:

FIRST PLACE: ADAPT + CONNECT + EMPOWER – Toolkit for Resilient, Vibrant, and Inclusive Kochi

Praveen Raj R M, Sourav Kumar Biswas, Shreya Krishnan, Manushi Ashok Jain, Suriya KP, Aditi Subramanian, Balaji Balaganesan, Sujhatha Arulkumar, Pankti Sanganee

The project leveraged Kochi's natural assets and social capital to make the city more resilient, vibrant, and inclusive while moving towards a circular resource paradigm. The team took inspiration from traditional forms of natural resource management, that have sustained Kochi's landscape for generations, and reinterpreted it for the dense cosmopolitan city of Kochi. The team proposed a nature-based solution (NBS) approach to build up climate resilience with multi co-benefits, particularly well-being, placemaking, and biodiversity. To this end, the team proposed a comprehensive toolkit of strategies: **ADAPT, CONNECT, and EMPOWER.**

3 The Urban Design Competition

SECOND PLACE: Weaving with Water

Chandra Sekaran S, Bala Nagendran M, Preetika B, Ganesh Perumalsamyh, T R Radhakrishnan

Weaving with Water is a water driven collective framework towards a climate-proof Kochi, that addresses the intersections between four layers: Ecology, Infrastructure, Community, and Governance. The entry proposed an integrated Kochi Water Vision for the greater urban area that addresses the watershed basin holistically, through 4 strategies:

1. Regenerative blue-green networks for a resilient Kochi
2. Adaptive infrastructure for an economically thriving Kochi
3. Livable neighborhoods for a socially inclusive Kochi
4. Collaborative decision-making for an equitable Kochi

THIRD PLACE: Holding Water: An equal Music...

Samira Rathod, G. K. Bhatt, Umang Prabhakar, Rhea Shah, Jeenal Sawla, Dr. Aparna Parikh

Keeping in mind the waterlogging issue of the Mullassery canal precinct, the team proposed a design which gives back the space to the canal to swell, hold, and rejuvenate through a series of natural and technology-based solutions. The proposal emphasised the importance to build climate resilience into the urban development codes and design guidelines, with an enabling environment for community stewardship in the area.

PUBLIC EXHIBITION OF THE RESULTS

Along with the co-creation in developing the Design-Brief and the inclusion of representatives of the citizens within the jury, the UDC process should be continued to be brought to the public. Therefore, it

is recommended to host an exhibition showcasing the entries shortly after the jury's decision. In recognition of all participants, ALL entries should be displayed in the public exhibition. For a better understanding of the jury's decision, each entry should be commented by the jury in a written form. In addition, there should be a simple and graphical system of evaluation, which is easily understandable for the public.

To showcase the EnteKochi-Competition shortlisted entries, a public event was first planned at the Kochi Town Hall, but it had to be postponed as the result was announced amidst the Covid-19 pandemic and the nationwide lockdown. Once the lockdown and the travel restrictions were eased, the exhibition was held in January 2021. Instead of an indoor event, an outdoor street display format was adopted observing the social distancing protocols. The event was inaugurated by the newly elected Mayor of Kochi, Mr. M. Anil Kumar in the presence of the then Member of Legislative Assembly (MLA) T J Vinod and the winning teams. The shortlisted entries were printed on panels for an exhibition arranged along a street near the Mullassery Canal. This allowed the residents of the neighbourhood to have a look at the winning entries while taking a walk, thereby maintaining safety protocols. The panels provided instructions on how visitors to the exhibition could give their feedback online.

CHECKBOX FOR WORK PHASE ✓

- For pre-assessment, the technical team of competition organisers should develop a clear assessment rubric, based on which the first round of shortlisting of design entries can take place.
- Present the shortlisted entries to the Jury panel in a catalogue format.
- Jury panel reviews the entries in a two-day jury session to select the finalist of the competition.
- It is important to note the minutes of the jury session.
- After selection of the finalist, take jury notes that can then be shared with the finalists.
- Announce the winners on all promotional platforms that are set for the competition - website and social media.
- Host a public exhibition event showcasing the all or shortlisted finalists.

4 Common Vision And DPR Process

Urban Design Competitions can end after awarding the winning firm. However, if there is a focus on implementable designs and ideas then another process after the competition needs to be completed. This includes the process of developing a common vision and development of detailed project reports. In the case of EnteKochi-Competition the three winning teams were contracted to develop such results embedded within a participatory process that included various stakeholders.

A common vision can be sought in the form of a concept master plan that becomes a guidebook for the future development of the site. It showcases a long-term vision and a desirable future condition of the planning site. To make the concept master plan implementable, projects must be derived from the proposals. These projects should be chosen with the potential implementation abilities of partners, available funding and planning capacities in mind. These can also be chosen based on the urgent needs of the different user groups and the site at large. In order to implement a project, a detailed project report (DPR) is necessary to communicate it to the relevant authorities.

As a result of the EnteKochi-Competition jury session, three winners were contracted to develop a concept master plan for the Mullassery canal precinct based on their competition submissions.

The Conceptual Master Plan

The next stage is to transfer the ideas and strategies from the winning entries into a planning framework. With this planning framework, it will be possible:

- To bring together good aspects as learned from the results of the competition.
- To develop the ideas further, turn them into implementable spatial strategies.
- To promote the development purpose as a package that addresses a wide range of issues and thus connects the interests of different stakeholders as well as the public.

Different terminologies are used for this planning framework, e.g., Common-Vision, master plan or Planning Framework. Since the master plan terminology is already in use for different purposes in the Indian context, we suggest referring to this particular framework as a conceptual master plan.

WHY DO WE NEED A CONCEPTUAL MASTER PLAN?

Conceptual master plans usually address the long-term perspectives of urban planning, something that lies beyond the horizon of immediate visibility. It brings together different topics and thematic layers and thus promotes an integrated view of urban planning. For a sustainable approach of development, it is essential to look into different topics such as housing, mobility, work-spaces or ecology aspects. With synergies emerging while addressing different aspects, solutions can be found that provide a large surplus of life-quality for the development sites. The conceptual master plan – the big picture, will have to consider all functions of the site that need to be developed. A good conceptual master plan will also help promote the planning purpose. Through a good mix of writing, visualisations and plans, the content can be communicated to city stakeholders, governmental agencies, project developers and even the general public.

HOW IS A CONCEPTUAL MASTER PLAN STRUCTURED?

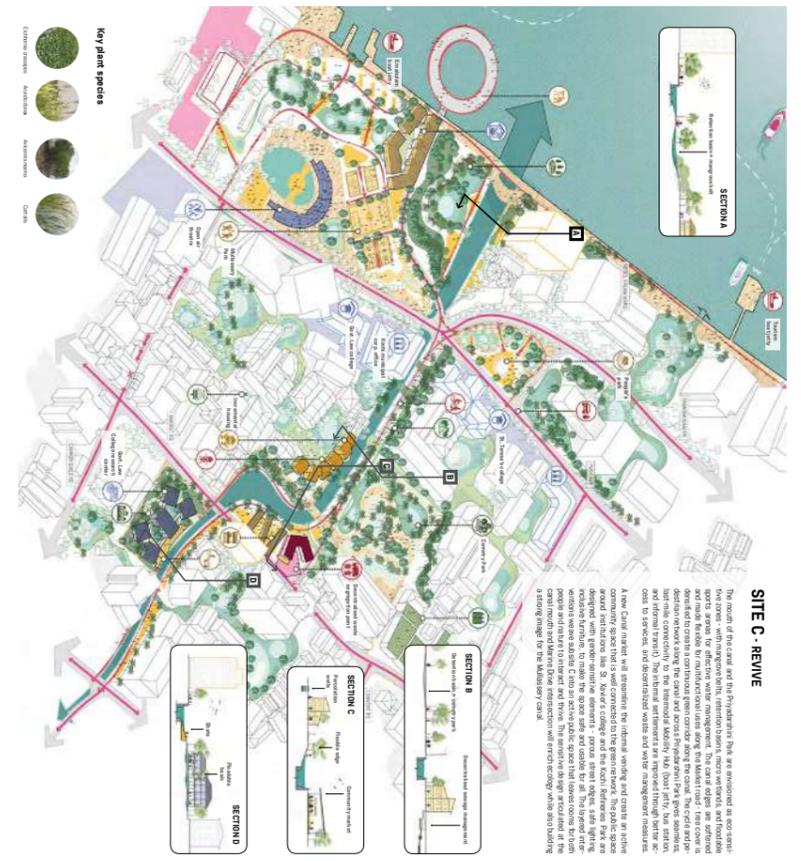
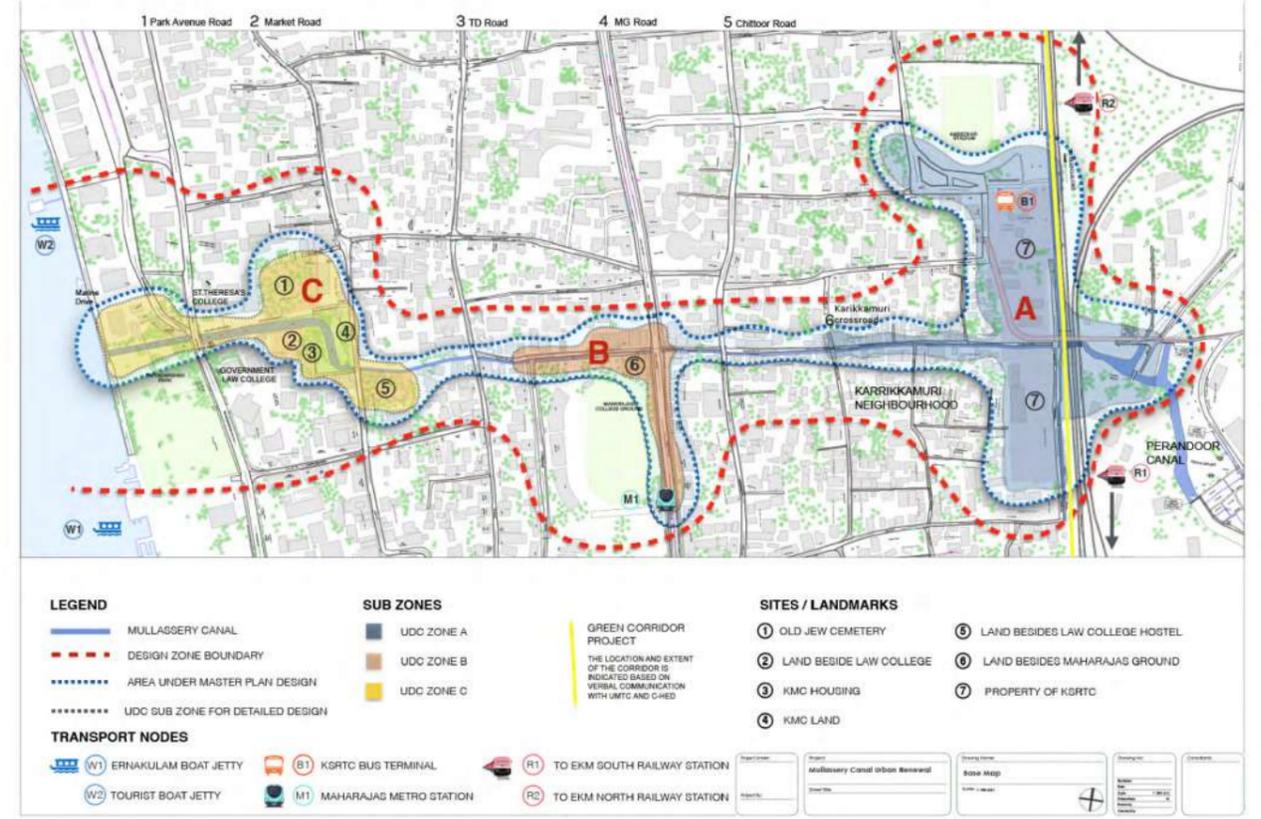
A conceptual master plan is an informal planning instrument and therefore not regulated in its composition and structure. This flexibility can be seen as the strength of this particular planning tool, since it can be made adaptable to the specific planning context. A conceptual master plan document is published in a brochure form with supplemental maps. The document usually addresses and displays the planning task and needs, the wider context in which the master plan exists (like the borough or city), the overall proposed development, thematic and spatial focuses, projects for implementation and phasing or timeframe for development. Typical thematic layers of a master plan are: the land-use and structural plan (principal plan), the mobility plan, the greenery and landscape plan and the phasing-strategy. Since every planning context is different, other layers such as waste-management or historical conservation can be added to the mix. The scale of plans is depending on the site, the principal-plans are usually in the range of 1:2000.

The master plan document is ideally informed by public consultations, surveys, planning initiatives, existing development initiatives, and social, cultural and economic factors.

4 Common Vision And DPR Process

MASTER PLANNING CAN ASSUME SOME OR ALL OF THESE ROLES:

- Develop a phasing and implementation schedule and identify priorities for action.
- Act as a framework for regeneration.
- Attract investment.
- Conceptualise and shape the urban environment.
- Define the nature of public spaces and public amenities.
- Determine the mix of uses and their physical relationship.
- Engage the local community and act as a builder of consensus.



Implementation Strategy And DPR Development

In order to bring a Conceptual Master Plan into implementation, it should identify short-term, mid-term and long-term projects. This identification is an integral part of the planning framework. While DPRs must be developed for the projects, small low-scale interventions should be realised immediately after the Master plan is published to demonstrate the will of the authors to put the plan into effect.

DETAILS PROJECT REPORT (DPR)

Detailed Project Reports (DPRs) are very detailed and elaborate outputs of the design and planning stage of a project that shape overall programming and structure the different roles and responsibilities, activities and resources required for the project. It is an important step in urban development that allows effective quality and service delivery of infrastructure projects. Under the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) guidelines, the DPR should have "sufficient details to ensure appraisal, approval, and subsequent project implementation in a timely and efficient manner.

THE DPR SHOULD HAVE THE FOLLOWING COMPONENTS

1. Sector background context & broad project rationale
2. Project definition, concept and scope
3. Project cost
4. Project institution framework
5. Project financial structuring
6. Project phasing
7. Project O&M framework and planning
8. Project financial viability/sustainability
9. Project benefits assessments

Each section should focus on the key issues and other relevant details about the project. To prepare a DPR for a project in India and to know more about the above-mentioned components, there are guidebooks/toolkits available online.

4 Common Vision And DPR Process



CHECKBOX

- Organise orientation sessions with the winning teams to explain what is a DPR.
 - Determine the nature of the DPR ('good for funding', 'good for tender', 'good for construction', etc.).
- Share a DPR template with the winning teams.
- Follow DPR templates of the possible funders, which the organisers may have already considered.
- Share reference text, drawings, and bill of quantities, which are mandatory for DPRs.
- Organise a team of technical experts who can support the winning teams to prepare a DPR. These experts can be as follows:
 - A person experienced in preparing DPRs.
 - Structural engineer.
 - Bill of quantities expert.

¹ <http://localbodies.up.nic.in/Toolkit/DPR.pdf>

Task List – Case Of Kochi

What was the task for the teams?

The three top teams in EnteKochi-Competition were contracted for a specific tenure to collaboratively develop their winning ideas into implementable urban design components which would carry forward and deliver on ground the core themes as was envisioned in the competition design brief. The process included long and frequent online collaborations coordinated by Kochi Collective as well as site visits by the teams and in person collaborative meetings in Kochi which evolved the common vision behind the unified concept master plan with floor resilience framework.

The post-design competition tasks need to be laid out within the framework of the common vision. These are usually very specific to the context, skills of the winning teams and the interests and concerns of local stakeholders. The scale of the tasks can simply be determined by the needs of the competition site. The detailed site understanding, gathered during the design competition phase, helps conceptualise some of the tasks. Once the competition organisers finalise these tasks, it is important to discuss them with the winning teams and stakeholders involved in the process.

It is important to clearly explain the expected outputs to the winning teams. This helps streamline their deliverables and avoids complications. If required, timely and regular meetings should be scheduled to keep the project on track.

For the EnteKochi-Competition Process, the winning teams were given the following tasks:

Task 1 - Concept Master Plan for Sub-sites of the Mullassery Canal Precinct

The aim was to refine ideas proposed in competition proposals with stakeholder feedback and other considerations that address ecology/hydrology, mobility/safety, community/SWM. The Mullassery Canal site was divided into 3 Sub-sites. Each team was allotted a single Sub-site and were responsible for preparing a Concept Master Plan for the respective sub-sites.

The Concept Master Plan comprised of the following:

- A Biodiversity Plan – The plan focused on the socio-ecological restoration and rejuvenation of the canal and made considerations for long term resilience by harnessing potential ecological functions and native flora and fauna. Planning resilience towards coastal climate change, sea level rise and floods were some aspects that the plan addressed along with contributions to local livelihoods and improvement of quality of life in the neighbourhood.
- Integrated Water Management and Flood Mitigation strategies - A complete urban design intervention on both sides of the canal, along with water edge development, cleaning of the canal, rejuvenating the experience of the canal and increasing its

carrying (and expansion) capacity especially geared towards flood mitigation strategies was requested. The plans had to integrate stormwater management strategies and to consider both existing and future waterways and catchments in order to plan for utility infrastructure along the canal.

- Solid and Liquid waste management - The master plan had to propose a holistic waste management strategy which integrated the existing system.
- Transport and pedestrian planning - Facilitation of pedestrian connections that integrated several nodes of public transport around the canal precinct was requested. This pedestrian network was to be envisioned as part of a larger civic design enterprise. Walkable, barrier free and well-connected transit nodes replenished by rejuvenated public spaces and activities that welcome citizens to enjoy a walk and 'hang out' were to be core needs for the city center. An emphasis was laid on additional focus on the needs of persons with disabilities and gender marginalised groups is required here.
- Sustainable livelihoods. Reimagination of the integration of street vendors and informal shopping zones within the core urban fabric to release the canal from encroachments and restore the zone back holistically within a zero-displacement framework.
- Open public space planning - The canal was to be made accessible to create a continuous and connected spatial expression. Placemaking would need to address good practices that encourage 24x7 safety measures for citizens, especially for all women, the sexual and gender minorities, children, and the elderly, while ensuring access for persons with disabilities. Waterlogging mitigation strategies that converge with flexible public uses along the canal in an innovative, simple and incrementally implementable manner were other guidelines.

Task 2 - Canal edge Master Plan

The second task was to prepare a Canal Edge Master Plan to address flooding, mobility and solid waste management issues with proposals for renaturalisation, daylighting, and dredging illustrated via critical sections for different site conditions as may be required integrating a Cloudburst Resilience Framework to develop climate-smart network of the canal, streets, and open spaces that mitigates flood impact and guides future investments (for the entire precinct area including blue-green infrastructure framework integrating other sub-site proposals).

Task 3 - Detailed Project Reports (DPRs):

Each team was asked to develop a 'Good for Funding' Detailed Project Report for strategic pilot projects within their respective Sub-sites along the canal.

The DPRs addressed key issues of the canal, which were replicable and scalable for other areas along the canal as well as for other canals in the city. Specific site selection

depends on stakeholder feedback or analysis that can be easily implemented as a pilot project within 2 years.

Why did we give these tasks?

Conceptually, the tasks of DPR preparation were conceived during the Design Competition Phase. It was envisaged that the EnteKochi-Competition will lead to 'good-for-funding' DPRs. Series of detailed discussions between the organisers and winning teams added the layer of a Master Plan and a Canal Edge Plan with a Cloudburst resilience framework to come up with strategic pilot projects. The aim was to give a holistic development package to Kochi city that focuses on the rejuvenation of the Mullassery Canal precinct in a sustainable and integrated manner.

Site visits to the Mullassery Canal:

Site visits were the crucial tasks of the Master Plan and DPR development phase. It was important for all the members to understand the spatial elements of the UDC site explained in the competition brief.

The EnteKochi team developed various timely strategies to overcome challenges thrown up by the ever-evolving pandemic situation that the UDC and post UDC phase were conducted within. Weekly online meetings were organised to monitor the progress of the project. To remind everyone of the goals and objectives, timely orientation sessions were conducted within the project team. Topic experts were organised to support and guide the development of the designs, Master Plan and DPRs. For the members who could not visit Kochi due to the pandemic, detailed explanatory sessions were conducted to orient them around the spatial components of the UDC site. While not being able to replicate the energies of in-person collaborative processes as is ideal during a design phase, these strategies helped mitigate some of the critical gaps which could have risen in the situation in the best possible way, despite the challenges faced on ground.

Stakeholder Consultations

The above three tasks given to the winning teams were further detailed in consultation with city-level stakeholders. These discussions also helped in defining the boundaries of the sub-sites for the teams to design. The aim was to carry out various stakeholder consultation sessions that would help the teams in localising their designs and developing integrated, innovative and implementable DPRs.

Round 1

The first round of consultations took place virtually in the month of December 2020 due to the Covid-19 restrictions. Different technical stakeholders were invited to participate in this round. The aim was to guide the three winning teams of the competition with the expert knowledge of the stakeholders. Collectively, the teams presented their initial ideas and questions to stakeholders during the consultation session. The stakeholders were encouraged to give open feedback and to contribute to the discussions, as this was expected to form the basis for the project developments. This process helped the teams to narrow down their focus based on the information provided by the stakeholders.

Round 2

The second round of consultations took place in the month of January 2021 physically on site. It was a week-long process during which the winning teams presented their design propositions to the relevant stakeholders.

A meeting with the city administration (Mayor) inaugurated the proceedings. This meeting helped the teams determine a proper methodology for preparing a master plan for the canal with the blue-green infrastructure approach and creating water holding areas along with the site. Following this, the teams met the Kochi Municipal Corporation Engineers to discuss the technical approach to achieve a sustainable master plan for the Mullassery Canal.

The winning teams also met the representatives of the RWA, a professor of an institution that is located in the vicinity of the canal, a representative of the small-scale merchants' association, members of the Jewish community and Kudumbashree groups. These meetings helped discuss several critical points, such as the integration of the Jewish cemetery and street vendors within the Mullassery Canal Master Plan, solid waste management strategy for the canal, etc.

The stakeholder consultation round ended with a concluding meeting with the city administration (Mayor) and district administration (District Collector) of the region. This meeting charted out the next steps for the process and development of the Mullassery canal. Overall, the consultation process helped the winning teams to detail out their ideas at the design level.

Survey Data Collection

Within the second phase of the EnteKochi-Competition process, a detailed site survey was conducted. After finalising the tasks, the first step was to list down the missing information required to prepare an effective Master Plan and DPRs. The following list was prepared in collaboration with the winning teams.

- Canal path, width, depth, slope, cover and open path of the canal, surface water level, High Tide Line, Low Tide Line since Mullassery is a tidal canal
- Road with abutting the canal, road slope, curb height, pedestrian paths, location and networks of storm water drains with invert levels, wells and borewells, percolation pits
- Sewage pump station location and sewerage network, inlet and outlet, major STP lines within the site
- Surface and subsurface service lines such as electrical, storm water drain, water supply, telecom, internet, sewage, manholes
- Details on the flora including species, location, height and canopy spread
- Building foot-prints, heights, compound walls with entry points
- Soil profile up to 10 m at 10 different locations, pH value and soil composition
- pH value of water, characteristics of water
- Street furniture, signages, and miscellaneous built forms
- Petroleum line
- Aerial image of the site

Along with the survey data other secondary data such as city development plans, city building laws, city's solid waste management schemes, flooding data, rainfall data, and information on the other projects which are in the pipeline in and around the competition site were made available.

What happens with the DPRs and master plans?

The Concept Master Plan prepared for the Mullassery Canal precinct focuses on an integrated blue-green infrastructure for flood mitigation with improvements in the public realm and streetscapes that positively impact citizen wellbeing, livelihoods, biodiversity and sustainable urban mobility. It provides ideas and methods to implement ecological solutions for the Mullassery canal.

Once approved by the KMC administration, the Concept Master Plan will become a dynamic long-term framework that determines the future development of the canal.

4 Common Vision And DPR Process



In the second phase, the 'good for funding' DPRs were embedded within the Concept Master Plan. The larger planning frameworks were showcased in the report through micro level design intervention details. These DPRs thus took the project a step closer towards implementation.

On being sanctioned by the KMC, the DPRs will be taken ahead to the next stage, in which they will be expanded into tender ready documents that will invite various interested participants for the development of the Mullassery Canal.

CHECKBOX FOR COMMON VISION AND DPR

- Set a task list for the winning teams.
- Explain clear outputs of the process.
- Conduct a survey of the site that becomes a base drawing for the teams to work on and provide additional data that is required to prepare implementable projects.
- Conduct site-visits with the winning teams.
- Organise stakeholder consultations in which the teams can get feedback on their competition designs and ground their ideas in the local context.
- Handhold the winning teams throughout the Master Plan and DPR development phase.

5 Outlook

Urban Design Competitions can become vital tools for participatory and integrated urban development. They can ensure a holistic approach in the development of urban areas by involving citizens and practitioners from various professions.

The design brief for the competition can help steer sustainable urban development goals into civic processes in a very effective way. They can be flexible and applied to any urban area by being customised in terms of specific size, area, core focus, scope of detail or desired outcome.

This manual addresses governmental officials, professional planning practitioners and academia. We encourage them to use it as an instrument for integrated and sustainable urban development - through the process of conducting urban design competitions.

Activities in the next phase of the GIZ project "Sustainable Urban Development – Smart Cities" will help develop the manual further and encourage various stakeholders at a City, State and National level to get involved by organising UDCs.

It is envisaged to be included in training for planning practitioners and to conduct Urban Design Competitions geared towards concrete sustainable development projects in a truly participatory way.



About: Sustainable Urban Development - Smart Cities

The Ministry of Housing and Urban Affairs (MoHUA) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH India are jointly implementing the “Sustainable Urban Development - Smart Cities” (SUD-SC) project, as part of the Indo-German Bilateral Cooperation. The objective of the project is to support different levels of governments in achieving sustainable development in the background of India’s rapidly growing cities. This is to be achieved through the implementation of a holistic and integrated approach to urban planning in the selected smart cities of Kochi, Coimbatore and Bhubaneswar.

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