



Term of Reference

Jakarta Global City: ASEAN Hub

International Design Competition

A. Background

Kebayoran Baru is one of the most historic and culturally significant urban districts in Jakarta. Planned in the late 1940s as the first modern garden city in Indonesia, it marks an important milestone in the history of urban development in the country. Over time, Kebayoran Baru has evolved into a vibrant mixed-use area where commercial, residential, cultural, and diplomatic functions are integrated.

Within this district, there are several sub-areas, including Blok A, Blok M, The Secretariat ASEAN, as well as a network of public spaces and urban corridors that form an interconnected urban system. This connectivity is strengthened by the support of MRT (Mass Rapid Transit), TransJakarta (Bus Rapid Transit), pedestrian networks, and diverse public spaces. Altogether, these networks reinforce Kebayoran Baru's strategic role as a key hub in South Jakarta.

Kebayoran Baru also holds significant regional importance as the location of the ASEAN Secretariat, positioning it as both a symbol and a center of interaction and collaboration for Southeast Asia. This status establishes the district as a regional epicentrum for diplomacy, business, and cultural exchange. It also underscores its potential to be developed and positioned as an ASEAN Hub that embodies values of collaboration and regional integration.

Despite its strong potential, the urban landscape of this district has not yet been cohesively developed to reflect its regional significance. It continues to face several challenges, including optimizing land use, improving connectivity for public transportation and pedestrian pathways, and enhancing the provision of high-quality green and public spaces. The absence of a distinct ASEAN identity in the spatial and architectural character of the district also limits its potential as a regional center.

This area is envisioned to develop as a sustainable, connected, and people-oriented ASEAN Hub, through the revitalization of its Garden City character with high-quality green spaces and ecological balance; the adoption of world-class standards in safety, telecommunications, and environmental sustainability; the development of integrated high-density, Transit-Oriented Development (TOD) that supports efficient urban activities; and the enhancement of seamless multimodal connectivity between MRT, BRT (TransJakarta), pedestrian networks, and cycling infrastructure. In parallel, the



transformation of the district must be supported by the application of smart city principles prioritizing data-driven governance, inclusive public services, smart mobility integration, low-carbon resource management, strengthening of the local creative economy, and an adaptive, responsive public space system that accommodates community life and regional diplomatic activities.

As Jakarta approaches its 500th anniversary and ASEAN's 60th in 2027, **Jakarta Global City: ASEAN Hub International Design Competition** seeks innovative and inclusive design ideas to reimagine Blok M as a sustainable, smart, and iconic ASEAN Hub with ASEAN secretariat as central anchor of the design area, within an 800 meter radius. Encouraged to explore design approaches that adopt the principles of the 15-minute city as a framework for spatial, social, and functional integration.

This competition invites planners, architects, and multidisciplinary teams from around the world to reimagine the Kebayoran Baru district as a model of a sustainable, green, smart, and inclusive ASEAN Hub.

B. Aims

There are several aims behind this design and planning competition, which is also important to produce a set of values for the future development of the area:

- First, revitalizing the ASEAN Hub supports regional economic integration by providing a collaborative and innovative space for public–private partnerships, joint policy development, and cross-border business initiatives.
- Second, the ASEAN Hub will foster multi-stakeholder collaboration through shared spaces such as co-working areas, innovation labs, and cultural exchange centers that connect diverse ASEAN actors
- Third, the ASEAN Hub will serve as a model for sustainable diplomatic districts, aligning with ASEAN's green economy and sustainability agenda
- Fourth, the ASEAN hub will enhance regional investment attractiveness by becoming a center of excellence for investors, startups, and financial institutions across ASEAN.

C. Competition Objective

The main objective of this design and planning competition is to generate design and planning ideas that able to:

1. guide a forward-looking urban design combining innovation, functionality, sustainability, and strong visual identity.
2. promote seamless connections between public transport systems and vibrant, people-oriented public spaces.
3. shape a distinct ASEAN identity through culture, architecture, and landscape that celebrate regional diversity and unity.



4. enhance environmental quality and livability through well-connected green and pedestrian-friendly spaces.
5. foster economic vitality by integrating creative industries and micro, small and medium enterprises into the urban fabric.
6. establish a comprehensive and adaptable urban development framework guiding the future of the ASEAN Hub.

D. Scope of Competition

Design Aspects

The participating teams are encouraged to submit design and planning ideas (entries) that address key objectives of the competition. The participating teams may address the design and planning to strengthen the atmosphere, cohesiveness and the identity of ASEAN over the designated area either from macro strategic or operational technical levels. Therefore, the participants can submit design and planning that is related but not limited to:

- Spatial planning and zoning
- Innovation in the use of ground space, underground areas, and elevated structures.
- Architecture and landscape
- Creative economy spaces
- Multifunctional and mixed-use space
- Green and inclusive public spaces
- Mobility planning and design, including low-emission zone design.
- Development of adaptive and efficient parking design.
- Smart and sustainable features
- Public art, iconic monuments, and signage that reflect and strengthen ASEAN cultural identity.
- Spaces that enable people-to-people interaction in support of ASEAN public diplomacy, such as integrating design concept into existing school, mosque, and church.

Design Guideline and Constrain

This competition focuses on the Jakarta ASEAN Hub within the Kebayoran Baru District (see Figure 1), a strategic area anchored by key nodes such as the ASEAN Secretariat and the Blok M Hub. While the design must integrate with the broader context, specific locations—including the ASEAN Secretariat HQ, the Blok M Hub area and Transit Oriented Development (TOD) Blok M-Sisingamaraja Plan under the MRT Jakarta, and urban parks like Taman Bendera Pusaka—are fixed constraints and cannot be redesigned.

However, entrants are encouraged to create a cohesive vision that connects these existing structures with wider landmarks (see Figure 2), such as the Gelora Bung

Karno (GBK) complex and additional green spaces like ASEAN Park and Literasi Park. Furthermore, to address critical local challenges, the proposal is encouraged to incorporate adaptive and efficient parking solutions as a key design element.

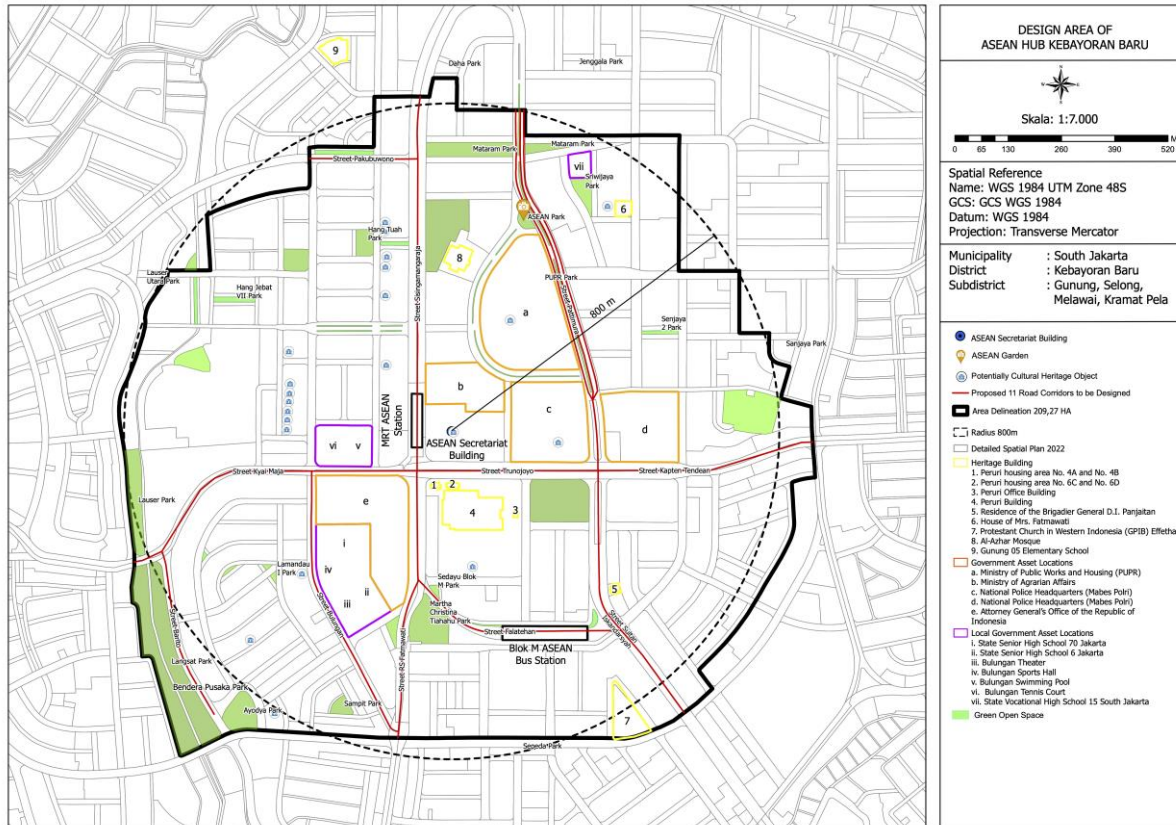


Figure 1. ASEAN Hub Area

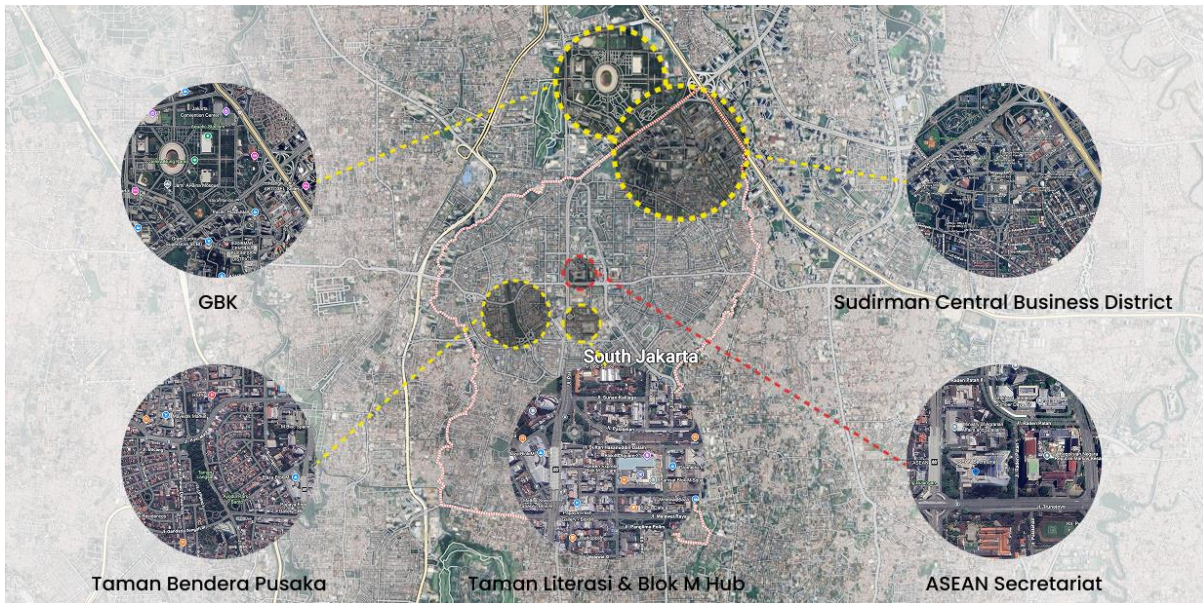


Figure 2: Situational Context Around the ASEAN Hub

Specifically, participants may ground their assignment in one or more of the following key precincts: the ASEAN Secretariat Headquarters, Blok M Hub, Gelora Bung Karno (GBK) Complex, or the Sudirman Central Business District (SCBD). Integration is highly encouraged; approaches might range from a "20-minute city" centered on the ASEAN Secretariat to a creative corridor linking the HQ to Blok M, or even a comprehensive master plan connecting all these zones. Regardless of the chosen scope, specific government facilities and cultural heritage assets (see Figure 3) must remain preserved and protected. These include the Peruri Complex (encompassing the main building, office, and official housing), the historical residences of Fatmawati and the late Brig. Gen. D.I. Panjaitan, the West Indonesian Protestant Church, Al-Azhar Mosque, and SD Gunung 5 Pagi Elementary School.

In specific, the participating teams may consider one of the following lists as a premise for the assignment, but are also allowed and encouraged to integrate some (more than one) or even all of the following list:

- The ASEAN Secretariat Headquarters Area.
- Blok M Hub Area
- Gelora Bung Karno (GBK) Complex
- Sudirman Central Business District (SCBD) Area

Integration is highly encouraged; approaches might range from a "20-minute city" centered on the ASEAN Secretariat to a creative corridor linking the HQ to Blok M, or even connect all these premises into a single design and planning object.

Regardless of the chosen scope, some government facilities and assets (see Figure 3) that already established in the area should be reminded preserved and protected as cultural heritage objects such as:

- Peruri Housing Official Residence
- Perum Peruri Office Building
- Perum Peruri Building
- Residence of the late Brig. Gen. D.I. Panjaitan
- Residence of Fatmawati
- West Indonesian Protestant Church
- Al-Azhar Mosque
- SD Gunung 5 Pagi Elementary School

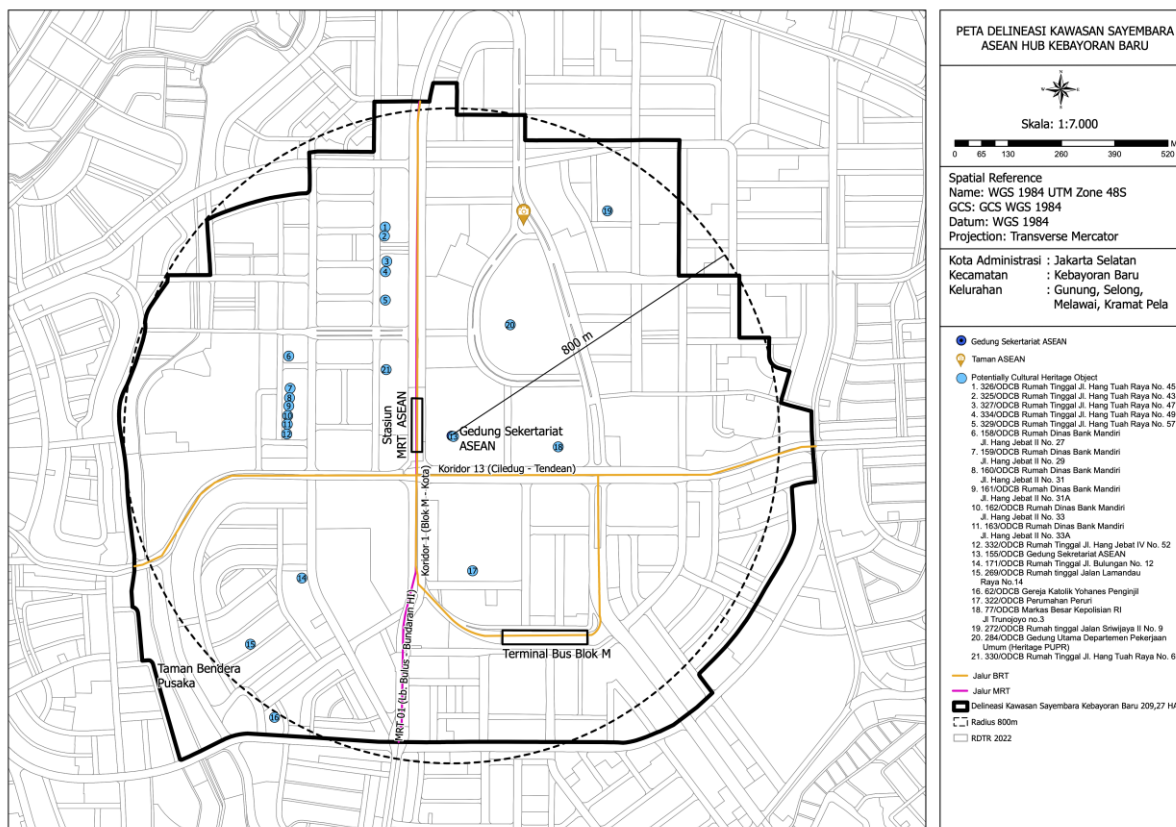


Figure 3: Map of Cultural Heritage Objects

Beyond physical development, participants are also encouraged to strengthen people-to-people interactions among residents by highlighting ASEAN identity. This includes, but is not limited to, the development of religious tourism nodes within Jakarta's Government-owned Cultural Heritage Sites that are associated with religious buildings, such as the West Indonesia Protestant Church (Gereja Protestan Indonesia

Barat) and Al-Azhar Mosque. These sites can serve as design focal points that bring together elements of religion, culture, and the diversity of ASEAN societies.

In addition, local government assets within the ASEAN Hub area, such as school buildings, may be redesigned to function as ASEAN Secretariat–affiliated educational institutions, as part of broader public diplomacy efforts that emphasize and promote ASEAN identity.

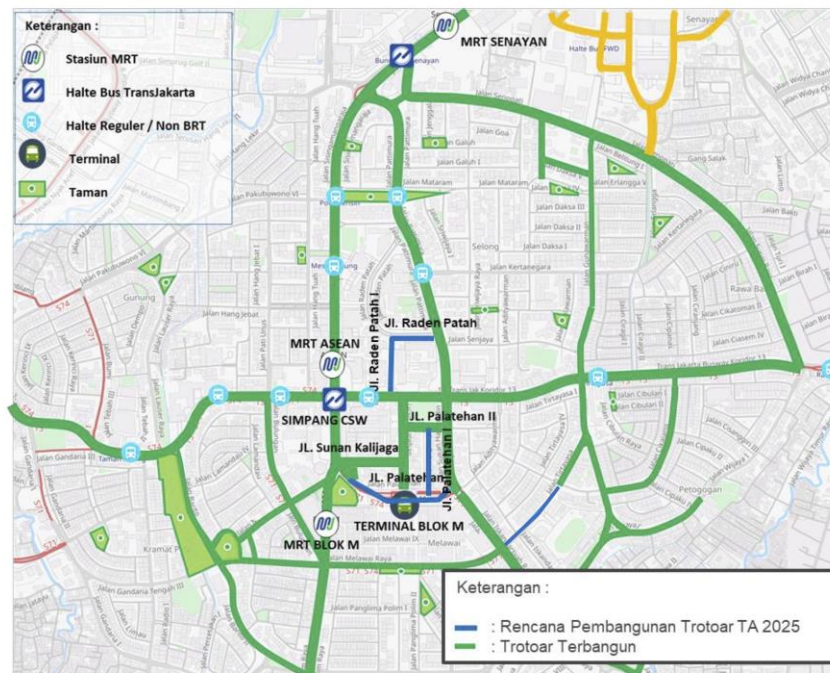


Figure 4: Sidewalk Map

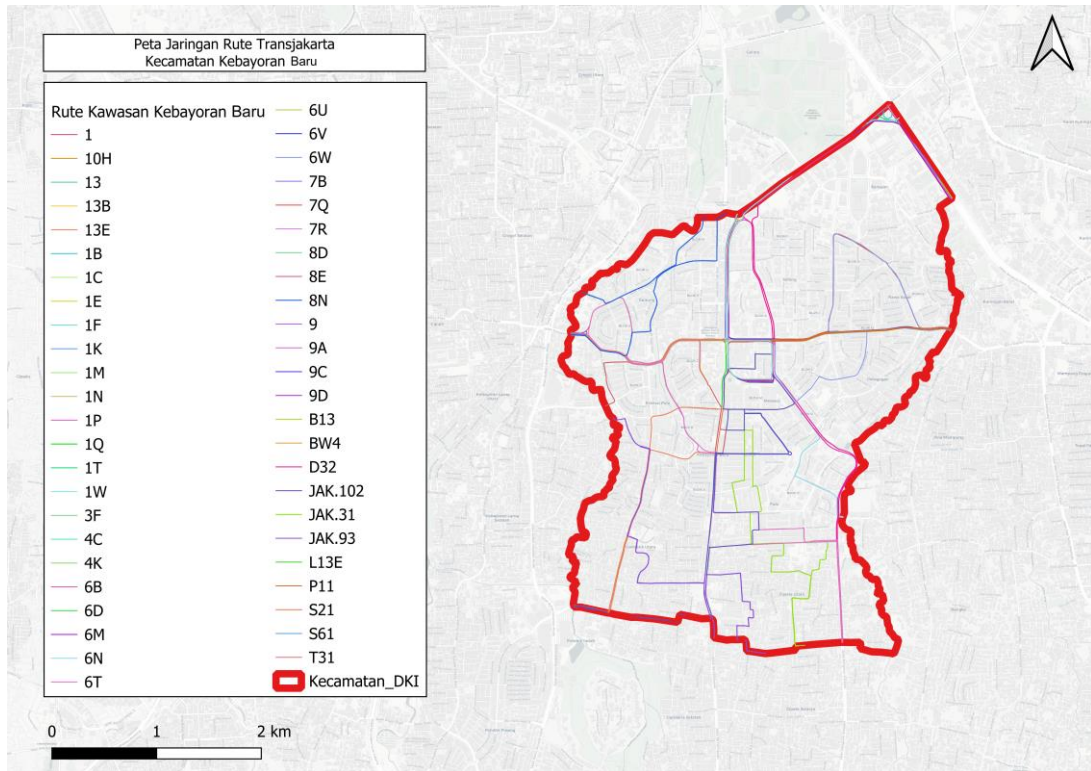


Figure 5: Transjakarta Route Map

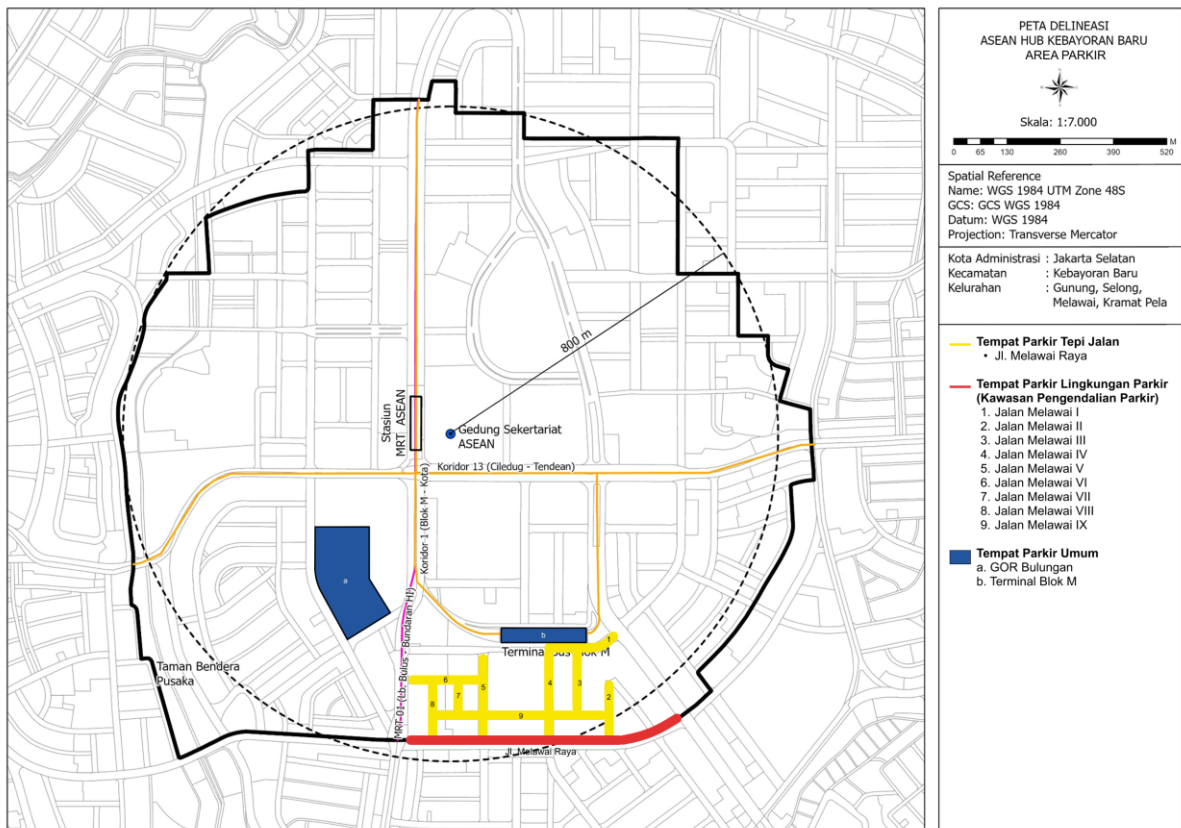


Figure 6: Parking Locations Map

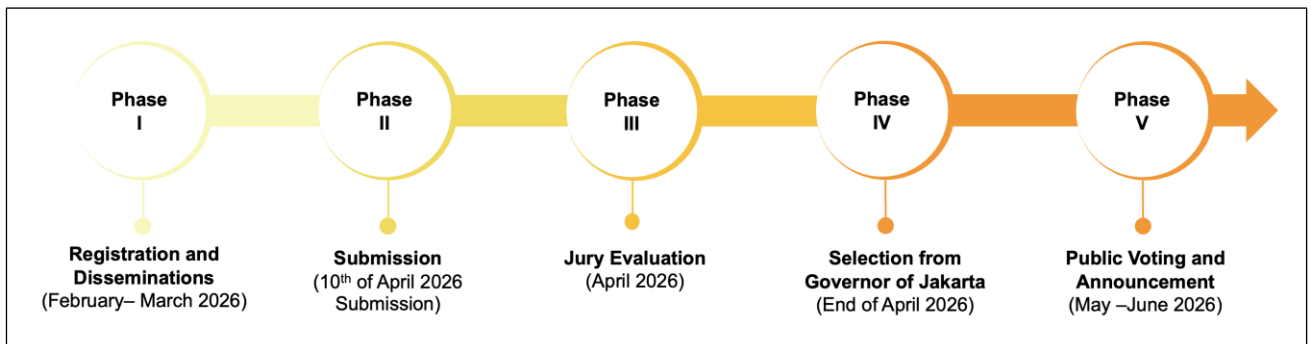


E. Participants and Requirements

- This competition is open to international and local professionals or students in architecture, urban design, planning, or relevant fields.
- Participants may compete individually or as multidisciplinary teams. Individual entry will be counted as one team.
- For teams composed entirely of students, supervision by an academic advisor or a professional mentor is required.
- Each individual may join maximum two teams but may serve as the team leader in only one team and as a member in another.
- Each team is allowed to submit maximum two official entries.
- By registering, participants agree to comply with all competition rules, schedules, and ethical standards.
- The idea or concept must be original and must not have been previously submitted to any competition or implemented elsewhere

F. Competition Process, Timeline and Outputs

Generally, there are four important phases for the competition, namely: (I) Registration and Disseminations, (II) Submission and Initial Evaluation, (III) Jury Evaluation, (IV) Selection from Governor of Jakarta, and (V) Public Voting and Announcement. A detailed explanation and timeline for each phase is outlined below.



Phase I: Registration and Disseminations

Registration opens in **Tuesday, 10 February 2026** and is followed by an online briefing about the competition and Q&A session to address any concerns and enquiries regarding the competition directly. The registration opens for almost three (3) months until the closing of submission of entry. This phase is the longest among other.

During this phase, the organizing committee run series of webinar dedicated to the participating teams which also open to public. This webinar series cover several key themes related to the planning and design assignment, which aim to equip participating teams with necessary information regarding the area as well as some



thought and discourse over the designated area for competition. To sum up, this phase will cover some following activities:

- Registration opens and receiving submission/entry
- Online briefing and Q&A session on the competition
- Webinar series to equip participating teams with necessary information

The following is detailed topic and schedule for the webinar series **Jakarta Global City: ASEAN Hub International Design Competition**.

Webinar	Date and Time	Theme	Speaker
1	13 Feb 2026	All About the 500 Years of Jakarta: An Introduction of the Competition and Q&A	Speakers: 1. Regional Cooperation Bureau of Jakarta 2. Prof. Bambang Susantono (Dean, Cities and Local Governments Institute Asia Pacific) 3. Jakarta Regional Development Planning Agency in Indonesia / AT Kearney (TBC)
2	17 Feb 2026	Overview of Kebayoran Baru: Past, Present, and Future	Speakers: 1. Head of Jakarta's Office of Human Settlements, Spatial Planning, and Land Affairs 2. Urban+ (TBC)
3	20 Feb 2026	ASEAN's Vision for Jakarta as a Global City	Speakers: 1. ASEAN Secretariat (TBC) 2. Directorate General for ASEAN Cooperation, Indonesia's Ministry of Foreign Affairs (TBC)
4	24 Feb 2026	Blok M Future Mobility	Speakers: 1. Trans Jakarta (TBC) 2. MRT Jakarta (TBC)



			3. Jakarta's Office of Transportation (TBC)
6	27 Feb 2026	Art and Design Potential for the ASEAN Hub of Jakarta	Speakers: 1. Brussels City Government – EU Sec (TBC) 2. Nirwono Joga , Special Staff for Development and Urban Planning for the Governor of Jakarta

Phase II: Submission Detailed Design

This phase is actually overlapped with the Phase 1 and start right away after the registration opens. The most important key date in this phase is the closing entry dateline, which is set up on **Friday, 10 April 2026**. This generous time frame allows the participating teams to have a better preparation over the competition. Participating teams are requested to deliver competition outputs to be submitted to the organizing committee. These outputs consist of: (a) Presentation slide, which covers the concept narrative, proposed master and/or design plan; (b) A set of 2-3 presentation boards (A1 Size), which cover proposed master and/or design plan, render detail, and 3D models; (c) Illustrative Digital 3D model video (up to 5 minutes duration); and (d) Team profile information. Participating teams are allowed to submit maximum 2 (two) entries. In addition, a member and/or leader of a team can be listed as well as a member and/or leader of a different team.

Phase III: Jury Evaluation

The organizing committee will anonymize all submissions prior to their review by the jury to ensure the independence and accountability of the evaluation process. From all submissions received, in April 2026 a National Curatorial Team (comprising professional representatives, practitioners, and academics in the field of urban planning) will review and shortlist ten (10) entries.

These ten shortlisted entries will then be submitted to an International Jury for further evaluation, from which five (5) best entries will be selected and presented to the Governor of Jakarta. In determining the five (5) best entries, the final score will be calculated based on a combined assessment, with equal weighting assigned to the National Curatorial Team (50%) and the International Jury (50%).



The jury will assess all submissions in accordance with the predetermined evaluation criteria. Technical guidelines for submission (including upload procedures, file size limits, and other requirements) will be communicated directly to participants after the registration process. The jury will conduct the evaluation and determine the ten (10) best proposals that advance to the next stage. In summary, this stage includes the following key points:

- Entry competition deadline: Saturday, 28 March 2026
- Deliverables:
 - a. Presentation slide: the concept narrative, proposed master and/or design plan.
 - b. A set of 2-3 presentation boards (A1 Size): proposed master and/or design plan, render detail, and 3D models.
 - c. Illustrative Digital 3D model video (up to 5 minutes duration).
 - d. Team profile information.
- Jury Judging (Best 5 (five)).
- Technical guidance for Best 5 (five) teams in the end of March 2026.

Phase IV: Selection from Governor of Jakarta

The fourth phase begins in the end of April 2026. The five (5) shortlisted teams will be submitted to and evaluated by the Governor of DKI Jakarta, who will select three (3) top teams (the detailed mechanism will be determined at a later stage). Teams eliminated at this stage will receive an Honorary Certificate of Appreciation from the Governor of Jakarta as semi-finalists, while the remaining teams will proceed to the final stage. To sum up, this phase will cover some following activities:

- Evaluation of five (5) shortlisted teams by the Governor of Jakarta.
- The Governor of Jakarta selects the top three (3) teams to proceed to the public voting phase.
- Teams eliminated at this stage will receive an honorary certificate from the Governor of Jakarta.

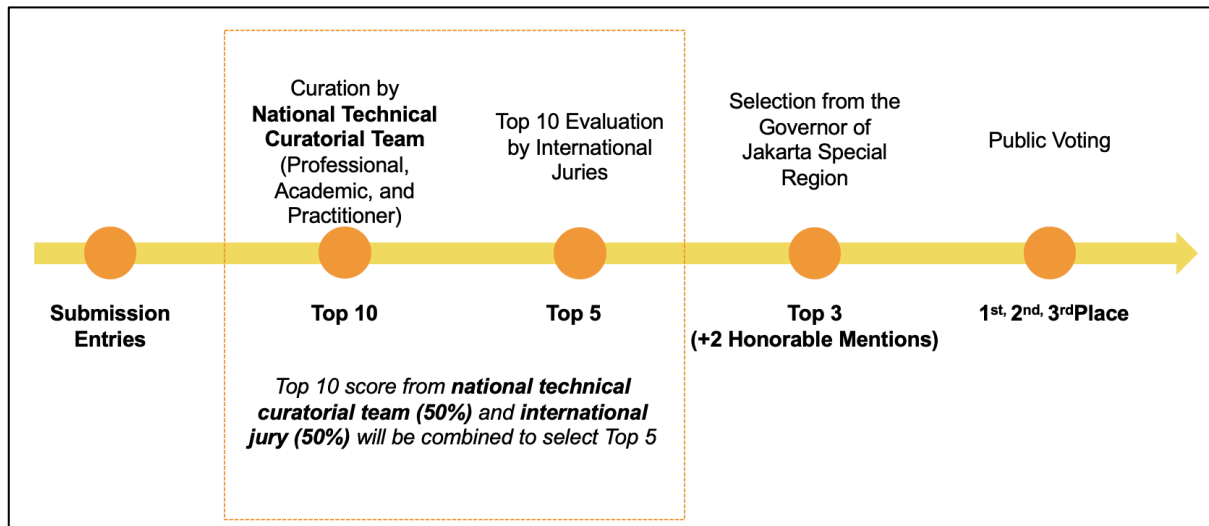
Phase V: Public Voting

Public voting is the last stage in this competition. The public voting will be arranged through offline and online. Offline public voting begins with the official opening of an exhibition “Jakarta ASEAN Hub Towards Global City” in the end of May or early of June 2026. The exhibition will be conducted in Jakarta’s Town Hall or other suitable venue that will be determined further. The offline public voting remains open and will be managed by the organizing committee until the end of exhibition. At the same time, the online public voting will be organized by the organizing committee through the official social media (e.g. Youtube, IG, FB, etc.) of the Jakarta Government. Both offline and online public voting will have the same weight to formulate the final score of top 3 (three) teams. Announcement of the winner will be on 22 June 2026 at the



commemoration of 499 Years of Jakarta. In brief, this phase will cover some following important points:

- Exhibition “Jakarta ASEAN Hub Towards Global City”.
- International open for offline and online public voting.
- Announcement of the top 3 Winner and 2 Honorable Mentions.



G. Prizes

- 1st Place : USD 10,000 + Certificate
- 2nd Place : USD 7,500 + Certificate
- 3rd Place : USD 5,000 + Certificate

H. Important Dates in 2026

- 10 Feb : Competition launch, Registration opens, Receiving submission
- 14 Jan – 25 Feb : Online briefing, Q&A session on the competition, Webinar Series
- 28 March : Deadline of submission/ entry
- April : Jury evaluation, Shortlist of the top 5 teams announced.
- May : The Governor selects Top 5 teams
- June : Exhibition towards 500 Years of Jakarta, International public voting
- 22 June 2026 : Jakarta 499th anniversary, Final announcement of the Winners

I. Judging Criteria

There are five key judging criteria: (1) Innovation and originality, (2) Design quality and urban integration, (3) Sustainability, (4) Feasibility, and (5) Presentation quality. The explanation of each criterion and its weight as follow:



1. **Innovation and originality (weight: 25%)**
 - Demonstrate creative and forward-thinking design and approaches.
 - Capability to deliver ASEAN's vibe and atmosphere that reflects regional identity and shared values.
 - Deliver co-benefits to address Jakarta's key urban challenges, including flood resilience and climate change.

2. **Design quality and urban integration (weight: 30%)**
 - Demonstrate a unique and iconic design proposal that fits to the overall concept of Jakarta as ASEAN's Hub.
 - Demonstrates a holistic and well-integrated approach that combines multiple key premises within the Jakarta ASEAN Hub area. (Note: Proposals that successfully integrate all premise areas into a cohesive urban vision will receive higher evaluation scores than those focusing on a single site or premise).
 - Ensures coherence between urban form, function, mobility, and community experience across the Hub's premises.
 - Demonstrating inclusivity for all groups, including persons with disabilities, vulnerable communities, as well as supporting gender equality and youth participation.

3. **Sustainability (weight: 20%)**
 - Demonstrates responsible use of materials and energy, aligned with the UN Sustainable Development Goals (SDGs).
 - Support Jakarta's mission to achieve net-zero emissions.
 - Support the vision of Jakarta to achieve 30% green space target.

4. **Feasibility (weight: 15%)**
 - Offers a design that can be practically implemented by the Jakarta Government without requiring major or fundamental changes to planning regulations.
 - Offers a suitable financing idea to implement the proposed design

5. **Presentation quality (weight: 10%)**
 - Communicates ideas clearly and convincingly through visual, written, and technical presentation materials

J. Jury Panel

The jury is divided into two (2) bodies: a National Technical Curatorial Team and an International Expert Jury, representing the Government of DKI Jakarta, the ASEAN



Secretariat, urban practitioner associations, and academia, with backgrounds in architecture and urban planning from leading universities in Indonesia and abroad.

National Technical Curatorial Team

The National Technical Curatorial Team consists of professional representatives, academics, and practitioners from Indonesia. This team is responsible for reviewing and evaluating all submitted entries and shortlisting ten (10) selected design proposals to be forwarded to the International Expert Jury. The following is the list of members of the National Curatorial Team:

1. **TBD**, Representative for Jakarta Government
2. **Ar. Teguh Aryanto**, Chairman of Indonesian Institute of Architects of Jakarta (Ikatan Arsitek Indonesia/IAI DKI Jakarta)
3. **Meyriana Kesuma**, Chairman of Indonesian Association of Urban and Regional Planners of Jakarta (Ikatan Ahli Perencanaan Indonesia/IAP DKI Jakarta)
4. **TBD**, Chairperson of Indonesian Institute of Urban Designers of Jakarta (Ikatan Ahli Rancang Kota Indonesia/IARKI DKI Jakarta)
5. **Evan Sandjaja, ST.**, Chairman of Indonesian Society of Landscape Architects (Ikatan Arsitek Lanskap Indonesia/IALI DKI Jakarta)
6. Prof. Dr.Eng. Puspita Dirgahayani, S.T., M.Eng., Institut Teknologi Bandung
7. **Assoc. Prof. Rukuh Setiadi**, ST, MEM, Ph.D., Diponegoro University

International Expert Jury

The International Expert Jury will evaluate the ten (10) design proposals shortlisted by the National Technical Curatorial Team. From these submissions, five (5) best designs will be selected based on a combined scoring system, with equal weighting assigned to the National Curatorial Team (50%) and the International Expert Jury (50%).

The five (5) top teams will then be proposed to the Governor of DKI Jakarta for selection of three (3) finalist teams. The following is the list of members of the International Expert Jury:

1. **Prof. Bambang Susantono**, Cities and Local Governments Institute Asia Pacific
2. **Prof. Marlon Boarnet**, University of Southern California
3. **Prof Dr. Walter Timo de Vries**, Technical University of Munich

K. Supporting Data

The organizer provides supporting data accessible to competition participants, consisting of:



- Data on asset buildings owned by the Jakarta Provincial Government and the Central Government (*Note: participants may propose design interventions for Jakarta Provincial Government assets, but not for Central Government assets.*)
- Data on Cultural Heritage Objects and Presumed Cultural Heritage Objects
- Road and pedestrian condition data
- Maps of transportation systems and networks
- Maps and data of Green Open Spaces (RTH)
- *DKI Jakarta in Figures 2024*
- *South Jakarta City in Figures 2024*
- *Kebayoran Baru District in Figures 2024*
- *2022 Detailed Spatial Plan (RDTR) for the Kebayoran Baru Area*
- Urban Design Guidelines Blok M–Sisingamangaraja (ASEAN) Transit-Oriented Development (TOD)

L. Competition Provisions and Appendices

Competition and usage. All submitted works belong to the Committee for documentation and exhibition materials. Winning designs may be utilized for Blok M development projects with proper attribution. All works must be original and free from plagiarism. Any violation of this condition will result in immediate disqualification.

Other provisions. The Jury's decisions are final and not subject to appeal. The Committee reserves the right to amend the competition rules if necessary. Additional information, including maps, data, and detailed guidelines, will be provided upon registration. All enquiries should be directed to the official competition email.

Appendices. The organizing committee will provide some basic data and information for all participating team that can be accessed after registration. The appendices may include: map of the Study area, Demographic data, Site photographs, and Zoning regulations.

M. Registration Procedures

- **Registration of Participants** – will be advised further following the availability of information system (website and data storing)
- **Point of Contact (QnA)**
For any questions or clarification regarding the competition, please contact us via email at: aseanhubcompetition@jakarta.go.id.