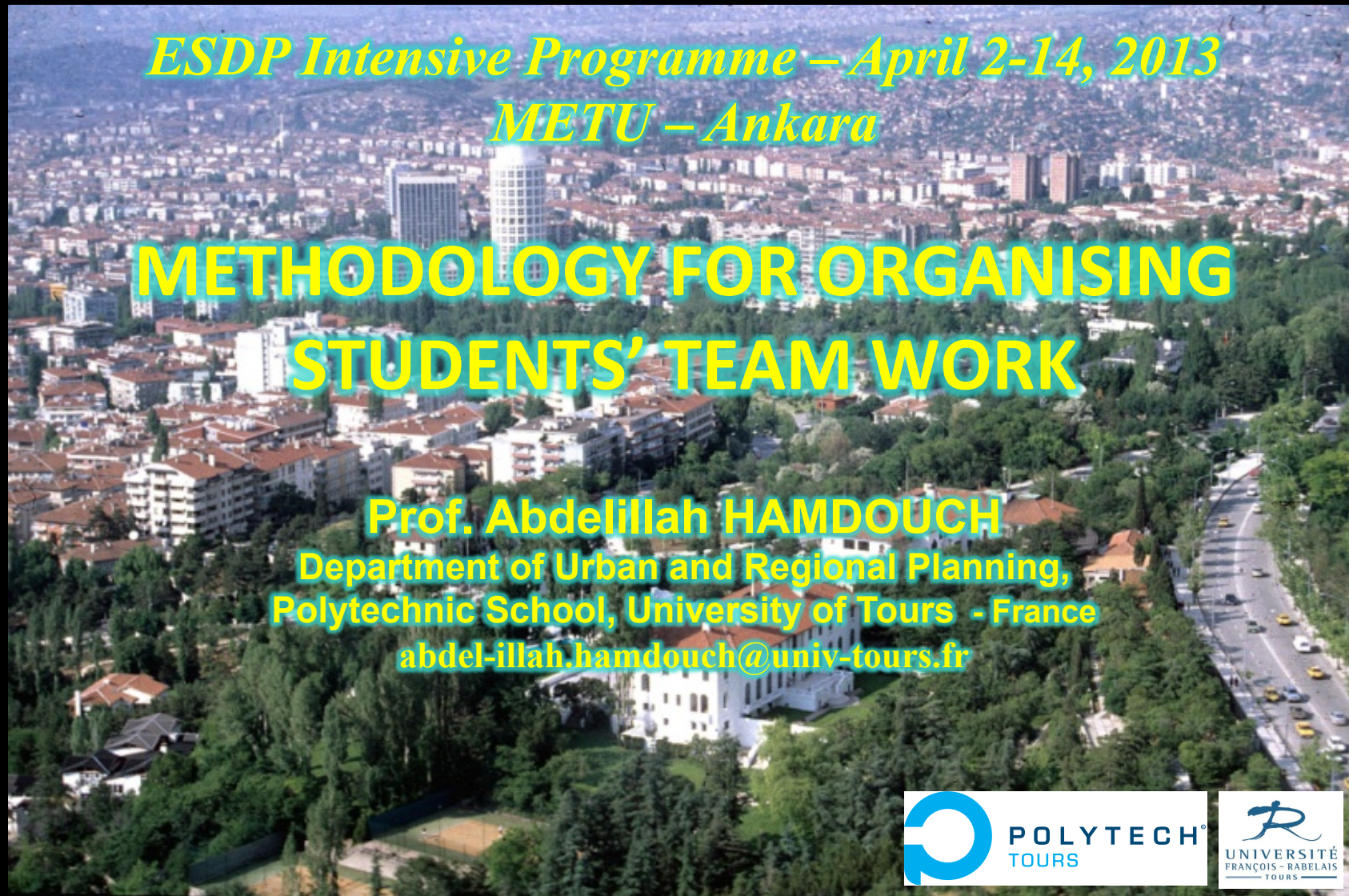




**IPANKARA**  
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**METHODOLOGY FOR ORGANISING  
STUDENTS' TEAM WORK**

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# Methodological approach

- Methodology conceived by **Abdelillah Hamdouch** and **Flavia Martinelli** for IP in Athens (2004 & 2005)
- Adapted/ refined since in Milan (2007 & 2008) and in Stockholm (2010 & 2011)
- Methodological approach meant as **a pragmatic, “workable” way for organising at best students’ team work** in the quite short time available in an IP session (less than 2 weeks!)
- It also helps in **harmonizing the presentations and the reports**, and facilitates the final evaluation

# 1. Key common **Topics & Dimensions** in all **ESDP Network IPs**

- **Sustainable urban design and planning approaches:** concepts, images and technologies for the development of an attractive, environmentally friendly and accessible urban district/area
- **Social sustainability and governance:** understanding and managing the social mixture of the area, encouraging social networks and participative governance...
- **Environmental sustainability:** measures and strategies to minimise impacts of the developed area on nature, environment and climate...
- **Economic viability:** clustering of innovative/ creative/ cultural activities; development of retail and services in a local and regional context; strategies for attracting investors to develop the area as planned...

## 2. Important remarks

- Sustainability is a **common/ transversal dimension** to all 4 themes
- All themes involve a **double dimension**: **theme** (and specific subthemes); **area** (or specific parts of it)
- **Interaction dynamics** among actors and **governance patterns** are crucial whatever the theme/ subtheme and the dimension addressed

### 3. Aims of the teams' work

- A critical analysis/ assessment of the Development/Redevelopment/Regeneration Plan (globally or according to specific projects it comprises) and of its (their) implementation patterns
- Recommendations for improving the Plan (or specific project) and its implementation patterns:
  - What can be done to enhance and/or redistribute benefits?
  - What can be done to limit/ redistribute costs and/or solve/ reduce problems or conflicts?
  - Alternative scenarios: opportunities, constraints and required means

## 4. Work steps/ phases

The work of the teams can be organised in **3 main steps**, all specified according to the main theme(s) addressed:

- *Step 1: Background work: the context and the Plan*
- *Step 2: Critical analysis of the Plan*
- *Step 3: What could/ should have been done (or can still be done) differently?*

## *Step 1: Background work: the context and the Plan*

1.1. General context: brief assessment of the concerned theme/ issues/ area addressed in the working group:

- Institutions and planning instruments
- Urban context (built environment, infrastructure, etc.)
- Society
- Economy
- Environment
- ...

## *Step 1: Background work: the context and the Plan*

### 1.2. The Plan and its projects:

- The official aims and “claims”
- The expected impacts (from the Plan)
- The expected implementation process
- ...



## *Step 2: Critical analysis of the Plan (1)*

### 2.1. Identifying stakeholders and actors:

- Mapping the main categories of actors and stakeholders (active or “silent”)
- Identifying their needs/ demands/ objectives and their level of organisation/ coordination
- Who pays for and who benefits from the Plan (ex ante broad analysis)?
- Key issues, forms of interaction/ negotiation, conflicts and their (possible) impacts on the implementation of the Plan (and/or the projects it comprises)

## *Step 2: Critical analysis of the Plan (2)*

2.2. Identifying main expected and unplanned *benefits/ disadvantages of the Plan* (and of the projects it comprises) for the communities/ stakeholders and/or the city at large, from various points of view:

- Social
- Economic
- Environmental
- Cultural
- ...

## *Step 2: Critical analysis of the Plan (3)*

2.3. Identifying main expected and unplanned *costs/problems brought about by the implementation of the Plan and projects* for the communities/ stakeholders and/or the city at large, from the same points of view:

- Social
- ...

This second step should be carried out through *further readings* and *info/ data collecting/ processing*, but also with the help of *interviews with privileged witnesses*: planning officials, professors of METU, experts, economic/ financial actors, NGO or community representatives, the *people (especially residents)*, etc.

### *Step 3: What could/ should have been done (or can still be done) differently?*

- In this final step students should sketch **scenarios** and formulate **recommendations** for enhancing benefits, reducing costs, and/or solving potential problems
- In the overall above work, when talking about impact, and more generally, when expressing their critical assessment of the Plan and its implementation, students in each working group should clearly say which **parameters and/or criteria** they are using (and justify for them)

# 5. Presentations

5.1 Students are asked to make **3 presentations in plenary sessions** (2 on their **work in progress** and 1 **final**) according to the following calendar, **time allowed / Group (presentation + comments)** and expected contents:

- *1<sup>st</sup> (starting) presentation (Saturday 6/4 morning): 5 + 5mn*
- *2<sup>nd</sup> (intermediate) presentation (Tuesday 9/4 afternoon): 15 + 10mn*
- *3<sup>rd</sup> (and final) presentation (Saturday 12/4 all day): 25 + 15mn*

5.2 **Not all students** are required to speak in every of the 2 first presentations (half of the team for each of 2 the intermediate is enough)

5.3 **ALL** students speak for the final presentation

5.4 For each presentation, prepare a **PowerPoint**

## *1<sup>st</sup> (starting) presentation (Saturday 6/4 morning)*

### Expected output:

- General **context/ background** of area or issue
- **Main issues/ questions** to be addressed and answered; area concerned (WHAT?)
- **Parameters of critical evaluation** (FROM WHICH POINT OF VIEW?)
- **Basic methodology** (HOW?)
- **Work chronoprogram** (WHEN?)

## 2<sup>nd</sup> (intermediate) presentation (Tuesday 9/4 afternoon)

### Expected output:

- **In-depth analysis** of identified issues (literature, statistics, other info) and their diverse implications
- List of provisionally identified main **benefits** and **costs/problems** of implemented programs/ projects from the Plan (specify if a specific project and/or part of the area)
- **Provisional critical assessment**: how different from initial/ official objective or expected impact (if already engaged)?
- **Methodology** for further assessing such benefits and costs/problems
- Possible ideas to enhance benefits and solve problems (**scenarios**)

## *3<sup>rd</sup> and final presentation (Saturday 13/4 all day)*

### Expected output and guidelines:

- Submission of a **final written report** and **PPT presentation**
- The text of the report (all included: tables, charts and pictures, references, appendices) should be **between 50-70 pages** per working group. Tables, charts and pictures can be in the text or in a separate appendix
- The oral presentation should emphasize the **crucial issues addressed** and the **value added** provided by your team work
- A **CD with the full report** (including slides and pictures) must be attached to the printed report
- All final reports should be **organised according to the following model:**



# TABLE OF CONTENTS OF THE FINAL REPORT:

1. **Introduction** (what is your topic, a synthesis of what you are going to say, your methodology and what is the structure of the report)
2. **The context** (a brief description of your theme/ area and its issues, the planning framework specific to it, the programs and projects, their implementation, what are the expected effects (official aims and “claims”), etc.)
3. **The official/ potential impacts of the Plan** (here the impacts of the programs and projects, as you have identified and assessed them should be provided in detail)
4. **The key issues/ problems identified** (detailed analysis, interpretation and hypotheses)
5. **Alternative scenarios and recommendations** (in this section, your ideas for improving benefits and solving problems should be described)
6. **Concluding remarks:** what can be learned from this Plan (or projects) and what will it involve in terms of urban sustainable development planning and its governance
7. **References** (**ALL your sources:** papers, documents, articles, books, websites, interviews, lectures, etc.); **all information/data/quotations in the text must be precisely sourced and the hypertext links indicated where appropriate**
8. **Appendices** (tables, charts, pictures, interview questionnaires, etc., as well as the printed slides of your PowerPoint final presentation)

# Final recommendations/ advices/ wishes:

- **In your group:** organise your work (divide the tasks, agree on coordination meetings, ...), be kind one to each other, communicate, share, be inclusive and cohesive, discuss (even sharply) but converge to consensual agreements...  
**The success of the team work depends heavily on that!**
- **With other groups:** communicate, cooperate, exchange, confront views, share information... The success of the whole IP is conditioned by the collaboration among you as students and teams. So please, **“share the wealth”!**
- **Tutors** are here **for helping and advising you, not for doing your work!**
- We hope you will **enjoy this unique experience!**
- Now, **it’s time for serious work**, but **conviviality** and **shared nice moments** are also serious endeavours, **granted that the “job is done” in due time... YALLAH!**

**BEST WISHES!**