

# **Managing a Project as Part of an Urban Renewal Program: The Case of Development of the BARDO Area for the Construction of an Urban Park CONSTANTINE, ALGERIA**

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## **Abstract**

Today, urban renewal appears as a new and indispensable practice of sustainable urban planning. with a dual objective, to work on the aged and disadvantaged sectors of the city, while meeting the requirements of space saving management, it evokes an urban, social and economic ambition of city re-evaluation through global projects; Each project is distinguished by its unique characteristics and related activities. These projects must respect the deadlines, the defined budget and the prescribed specifications.

Therefore, to carry out such projects, city stakeholders should use the project management body to ensure the effective and efficient implementation of the urban renewal approach. This approach will allow project managers to respond to the project requirements with its issues and complexities, taking into account the needs and expectations of different stakeholders.

In this context of perception, the city of Constantine is the subject since many years of several studies and perspectives of development, metropolisation and modernization, to improve the city image and the quality of life of its inhabitants. The international event of "Constantine Capital of Arab Culture 2015" was the opportunity to go through major projects, playing a founding role in the urban renewal of the city.

In this research we will focus on the Bardo urban park, which takes part in a series of interdependent projects with strategic and operational dimensions of project management

distributed among several parties, emphasizing on how to manage the urban park project that is part of an urban renewal program for bardo.

Through this example we envisage to evaluate the importance of both project management and the program management in a global managerial urban approach.

**Keywords:**urban renewal;project management; program management; Bardo. 7

## **1. Introduction**

Over the past decade, cities around the world have embraced, with renewed interest, urbanism as a concept for creating sustainable environments. To do this, city leaders also recognize the need to conserve resources.

Today, urban renewal appears as a new practice of planning, with a dual objective, to work on the aged and disadvantaged sectors of the city, while meeting the requirements of space saving management, it evokes an ambition urban, social and economic revaluation of the city through global projects; Each project is distinguished by its unique characteristics and related activities. These projects must respect the deadlines, the defined budget and the prescribed specifications.

Therefore, to carry out such projects, city stakeholders should use the project management body to ensure the effective and efficient implementation of the urban renewal approach. This approach will allow project managers to respond to project requirements with issues and complexity, taking into account the needs and expectations of different stakeholders.

In this context of perception, the city of Constantine is the subject in recent years of several studies and perspectives of development, metropolisation and modernization; to improve the image of this city and the quality of life of its inhabitants. With the event of "Constantine Capital of Arab Culture 2015" the city has taken the breath with the opportunities that it is granted through major projects, which play a founding role in the urban renewal of the city. The urban park development project of bardo, which is part of a set of interdependent

projects with strategic and operational dimensions of project management distributed among several parties.

## 2. Project management and program management

We are all brought to realize projects, We make every effort to achieve the product or service requested in the time and budget allocated.

But studies show that, for various reasons, several projects do not achieve their objectives.

However, following simple rules of common sense, drawing on the tools of project or program management, increases its chances to succeed.

### 2.1 The project in project management :

a project is a unique process that consists of a set of coordinated and controlled activities, with start and end dates, undertaken to achieve a goal that meets specific requirements, including time and cost constraints. and resources (ISO 10006 )

So any project, whether big or small, professional or even private, are similar in that they orient their action according to three predefined factors: the desired result (quality), the period of realization (delay) and the cost is the constraints that the project is subjected to.

#### 2.1.1 Causes of failure and conditions for success of a project:

**Table 1.**Causes of failure and conditions for success of a project

	<b>Failure</b>	<b>Success</b>
<b>Objectives</b>	Not well defined, no communication	Clear, shared, Consistent with the missions
<b>Phases of the project</b>	utopian	Control, realism
<b>Resources, Constraints</b>	Underestimated, Mistakenly Analyzed	taking into account the environment
<b>Direction</b>	Direction is not motivated	Poster and shows its involvement
<b>Project team</b>	- Roles not defined, not competent  -Strategies of opposing powers  - Absence of cohesion	- Delegation clear, autonomous, choice of members  - Culture, training, communication -Multidisciplinary, motivated
<b>Management relationship</b>	Orientation to production	Contractualize, negotiate
<b>Management of the project</b>	Management failure	Choosing the projectmanager
<b>Evaluation</b>	Unsuitable criteria	functionality

Many projects do not achieve their objectives because of lack of project management despite simple techniques, tools and methods of project management can increase the chance of success .

### **2.1.2 Project management**

The term project management approach is most frequently used as a set of principles and guidelines that define how specific project is managed (Iivari, Hirschheim & Klein, 2000; Introna & Whitley, 1997). The almost similar meaning has a term project management framework, which represents operative set of rules, processes, methods and templates to be used during the project lifecycle (Introna & Whitley, 1997; Office of Government Commerce, 2002; Project Management Institute, 2008 )

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute project effectively and efficiently.

Effective project management helps individuals, groups, and public and private organizations to:

- Meet business objectives;
- Satisfy stakeholder expectations;
- Be more predictable;
- Increase chances of success;
- Deliver the right products at the right time;
- Resolve problems and issues
- Respond to risks in a timely manner

- Optimize the use of organizational resources
- Identify, recover, or terminate failing projects
- Manage constraints (e.g., scope, quality, schedule, costs, resources)
- Balance the influence of constraints on the project (e.g., increased scope may increase cost or schedule)
- Manage change in a better manner.

Poorly managed projects or the absence of project management may result in:

- Missed deadlines
- Cost overruns
- Poor quality
- Rework
- Uncontrolled expansion of the project,
- Loss of reputation for the organization,
- Unsatisfied stakeholders
- Failure in achieving the objectives for which the project was undertaken.

Projects are a key way to create value and benefits in organizations. In today's business environment, organizational leaders need to be able to manage with tighter budgets, shorter timelines, scarcity of resources, and rapidly changing technology.

The business environment is dynamic with an accelerating rate of change. To remain competitive in the world economy, companies are embracing project management to consistently deliver business value.

## **2. 2 Multi-project management:**

Multi-project management has become the mode of operation for several large industrial companies developing parallel projects and medium-sized companies with technological

know-how. It requires a consolidation of subprojects or grouping of business activities, dependencies between projects and the inevitable sharing of resources.

#### 2.2.1 Multi-project management technique:

There are several techniques in multi-project management, the common factor of which is resource sharing. , we will support our work on the master / subproject project technique

##### Master Project / Subproject:

This technique links a phase, activity, task, or milestone of the master project with a task or set of tasks from another project. there is a unifying project bringing together several ancillary projects that require consolidation necessary for the development of a macro-planninggiving an overview.

The operation of this technique is similar to that of a program divided into several projects related to each other in dynamics.( HenriGoergesMinyem 2007)

### **2.3 Program management**

Program management is concerned with the construction of a group of related projects falling under the auspices of a program. The program management process scales the key program has a tool for making decisions throughout the program cycle based on benchmarks, performance metrics, established procedures, and the program aims. In order to find better solutions for many aspects of a program, including planning and scheduling, distribution of resources labor and staff, optimizing the procurement process and minimizing costs while achieving the program objectives. ( Ali .D. Haider 2016)

### 2.3.1 Program Success Factors

What makes some program managers consistently successful and others consistently marginal or average, Before we dive into this question, let's detail what characterizes a successful program. The

key factors are:

- Stability of operations and operations becoming more efficient
  - A proper, strategically identified balance between operations and development/new projects
  - Projects delivered on time and on budget
  - Clear lines of accountability
  - Stable, well-understood budget process
  - Professional growth of program personnel
  - Clear, well-understood project management and decision processes
  - Clear objectives for success
  - Happy stakeholders
  - Constant alignment with the strategic or organizational vision
- All of the above are a subset or result of the culture the program manager must develop. A positive, supportive, structured culture makes programs self-regulating and success automatic.

The program manager is, in essence, an icon. As the icon, he or she serves as the focal point for the entire program, and others imitate

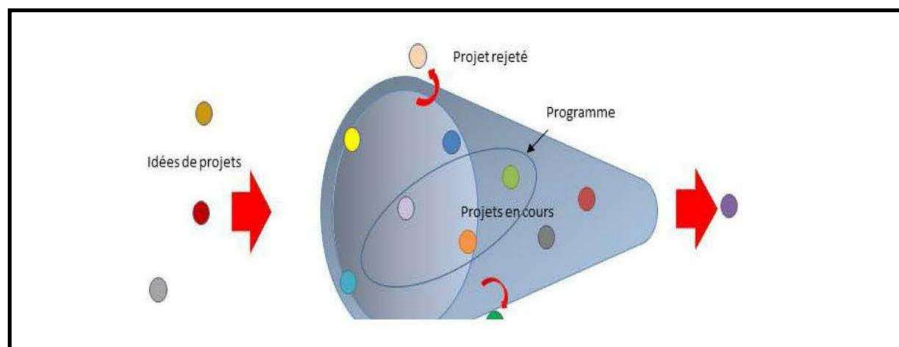


Figure 1: Project selection( le grand livre de la gestion de projet )

### **2.3.2 Strategies Are Designed to Ensure Organizational Discipline**

The program manager needs to have a strategy for instilling discipline throughout the organization. Two overriding factors are involved in any kind of organizational discipline: (1) compliance of

everyone in the organization because of the desire to please the leadership, and (2) compliance because of the fear of pain (negative repercussions).

Creating the kind of culture in which the organization has a desire to please the leadership hinges on relationship building. The strategies that provide pain when there is a lack of discipline in the

organization are also required. Both approaches are required to maximize success, because all people are not alike. In any organization you'll have a percentage of people who will test the boundaries,

and crossing some of these boundaries should lead to negative consequences for those who do so. Pain is often the most effective motivator for instilling discipline. For example, if someone willfully or callously violates a safety rule, punishment is in order. An organization left to its own actions in the absence of leadership (personal or process) will not have any discipline and will be doomed to failure.

Many paths lead to program success. The key is having the discipline to stick to the path.

While the mentoring process and the status process contribute to discipline, the program manager acting

with integrity contributes to discipline even more so. Realize that discipline is best when it is self-regulating. Therefore, having a certain amount of pride in yourself and in the organization is a

powerful way to instill discipline in others. Instilling pride within an organization is absolutely necessary. (James .T.Brown 2008 )



## 2.4 Comparative Overview of Programs and Projects

**Table 1.** Comparative Overview of Programs and Projects( Pmbok 6th edition )

	Projects	Programmes
Definition	A project is a temporary endeavor undertaken to create a unique product, service, or result.	A program is a group of related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a scope that encompasses the scopes of its program components. Programs produce benefits to an organization by ensuring that the outputs and outcomes of program components are delivered in a coordinated and complementary manner.
Change	Project managers expect change and implement processes to keep change managed and controlled.	Programs are managed in a manner that accepts and adapts to change as necessary to optimize the delivery of benefits as the program's components deliver outcomes and/or outputs
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Programs are managed using high-level plans that track the interdependencies and progress of program components. Program plans are also used to guide planning at the component level
Management	.Project managers manage the project team to meet the project objectives	Programs are managed by program managers who ensure that program benefits are delivered as expected, by coordinating the activities of a program's components.
Monitoring	Project managers monitor and control the work of producing the products, services, or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction	A program's success is measured by the program's ability to deliver its intended benefits to an organization, and by the program's efficiency and effectiveness in delivering those benefits.

Project or program management is essential for better project management, among them urban renewal projects, throughout the project phases as soon as the need for intervention on the project to its implementation applying knowledge, skills, tools and techniques, first to anticipate, anticipate, act and control and secondly to correct and make the necessary decisions; identify the causes of the drifts between the realized and the expected; identify new points of intervention and redefine processes as necessary.

### **3. Urban Renewal**

The purpose of urban renewal is to improve specific areas of a city that are poorly developed or underdeveloped. These areas can have old deteriorated buildings and bad streets and utilities or the areas can lack streets and utilities altogether. Urban renewal provides the following tools:

First it allows for the use of tax increment financing (explained below) to finance improvement projects.

Second, it allows for special powers to buy and assemble sites for development or redevelopment, if that is desired.

And third, it allows for special flexibility in working with private parties to complete development projects. For a municipality to use urban renewal it must establish an urban renewal agency and it must adopt an urban renewal plan (Tashman Johnson LLC, April, 2005) .

#### **3.1 The bardo urban park project in the context of urban renewal in Constantine**

On the occasion of the designation of Constantine Capital of Arab Culture 2015, the local authorities decided to build an urban park within the Bardo area. After the eradication of slums. The operation was registered under the program of accompaniment of the event. the project consists in enhancing the heart of the city in a cultural and leisure area. The latter consists of three lots: "roads and various networks", "building and equipment" and "landscaping and green areas" which covers an area of 65 ha. The urban park of Bardo aims to improve the image of the city, through a cultural and tourist pole

Successive external changes caused by the park project's adjoining projects, such as the reclamation project for the wadirhummel, which divides the park into two parts (the right bank and the left bank) causing a change in the initial state of the soil.

Direction of water resources plans to make a waterfall on the left bank of the wadi at the bottom of the gardens of the olive trees. The realization of this cascade encroaches on one of the thematic gardens programmed in the urban park of bardo, thus hindering the interventions on this part of the project.

the salahbey viaduct works caused very significant deformations that affected the site and its morphology, thus modifying the initial study carried out by the study office (joint Algerian-Italian SFC joint consortium), subject of contract with the grouping companies responsible for the construction of the urban park, thus changing the nature of the soil.

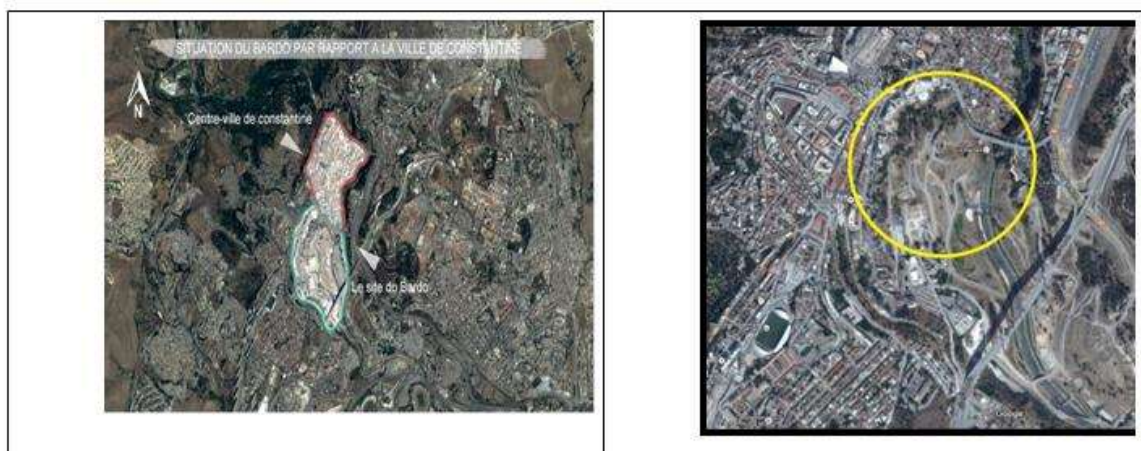
It is also planned the construction of a drainage tunnel to ensure the safety of the work of salahbey and its stabilization in the right bank that will occupy a large area of the park project and it will have an impact on the wadirhummel, the modification of the plans and the location of the theater caused by the next works of the drainage tunnel.

the urban park, which offers access and continuity for the tourists' path, the wastewater discharged from the old town prevents the work of the educational farm and the sidirached bridge which influences the landscape view of the bardo zone, all these projects have an impact on the progress of the project . ( environment direction 2017)

the change of the lots during the realization of the project of the urban park the problem of the

landslide caused an ambiguity of the deliverables, a blatant overtaking in the cost, delay and in the risks that will arise and influence on the final quality of the park, these transformation have caused a terrible management and anarchy in the entirety of the project , from this observation, various questions arise about the best way to manage this project

### 3.1.3 The presentation of the project of the urban park of BardoContantine



**Figure 2 :** location of the bardo district in relation to the city center ( google earth)

### 3.1.2 The potentialities of the site:

*"The Bardo site offers considerable land and landscape potential. Located along the Rhumel, in the continuity of the Medina and against the low Coudiat, Bardo aims to decongest the center, reconcile the city with its Wadi, a founding and structuring element, and renew the urban landscape along the streets. shores in a perspective of reorientation of urban development towards the South-East and to pick up urban fragments by a new coherent structure. "(Badia BELABED-SAHRAOUI, January 2009)*

The area of the Bardo has characteristics of great interest because of the context in which it is and the spatial configuration of the natural system to which it belongs.

### 3.1.3 The topography

According to the geotechnical sketch of this pos one could bring out the following areas:

- The first zone covers almost all the terrain are Mio-Pliocene continental terrains. They are clays, and silts sometimes terraincailleux high slope between 15% -25% and sometimes exceeds 25%.

- The second zone, which represents Priabonian clays, with a slope of between 15% and 25%

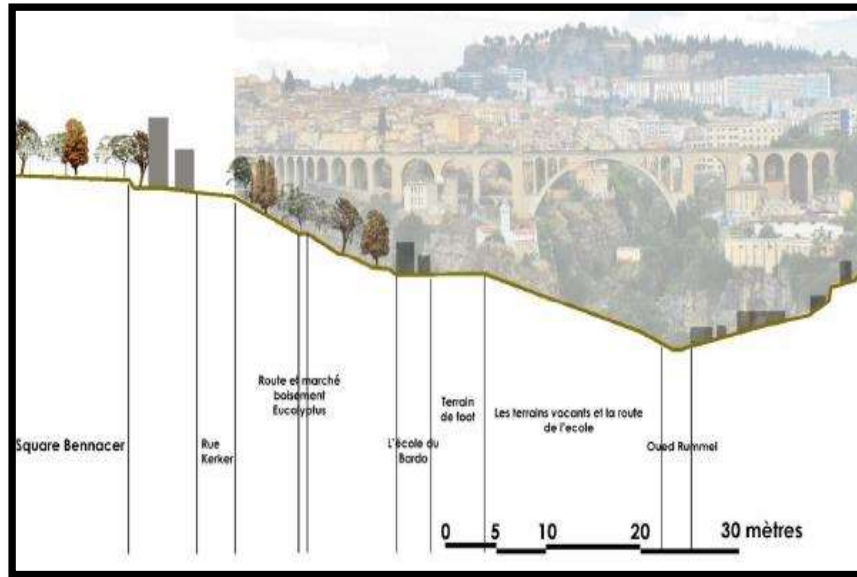


Figure 3: Schematic cut on the site of the Bardo (*Skillshare un Espace de sauvegarde du Savoir-faire par R. Fritah*)

### 3.1.4 Consistency of the work of realization:

Lot n ° 01: VRD including earthworks, roads, sanitation, AEP.

Lot n ° 02: Building and equipment including open air theater, trade building, parking, Bardo house, educational farm, service and maintenance building.

Lot n ° 03: Landscaping and planting including 07 thematic gardens (Botanical, nurseries, irrigation, lighting, development of thematic areas.)

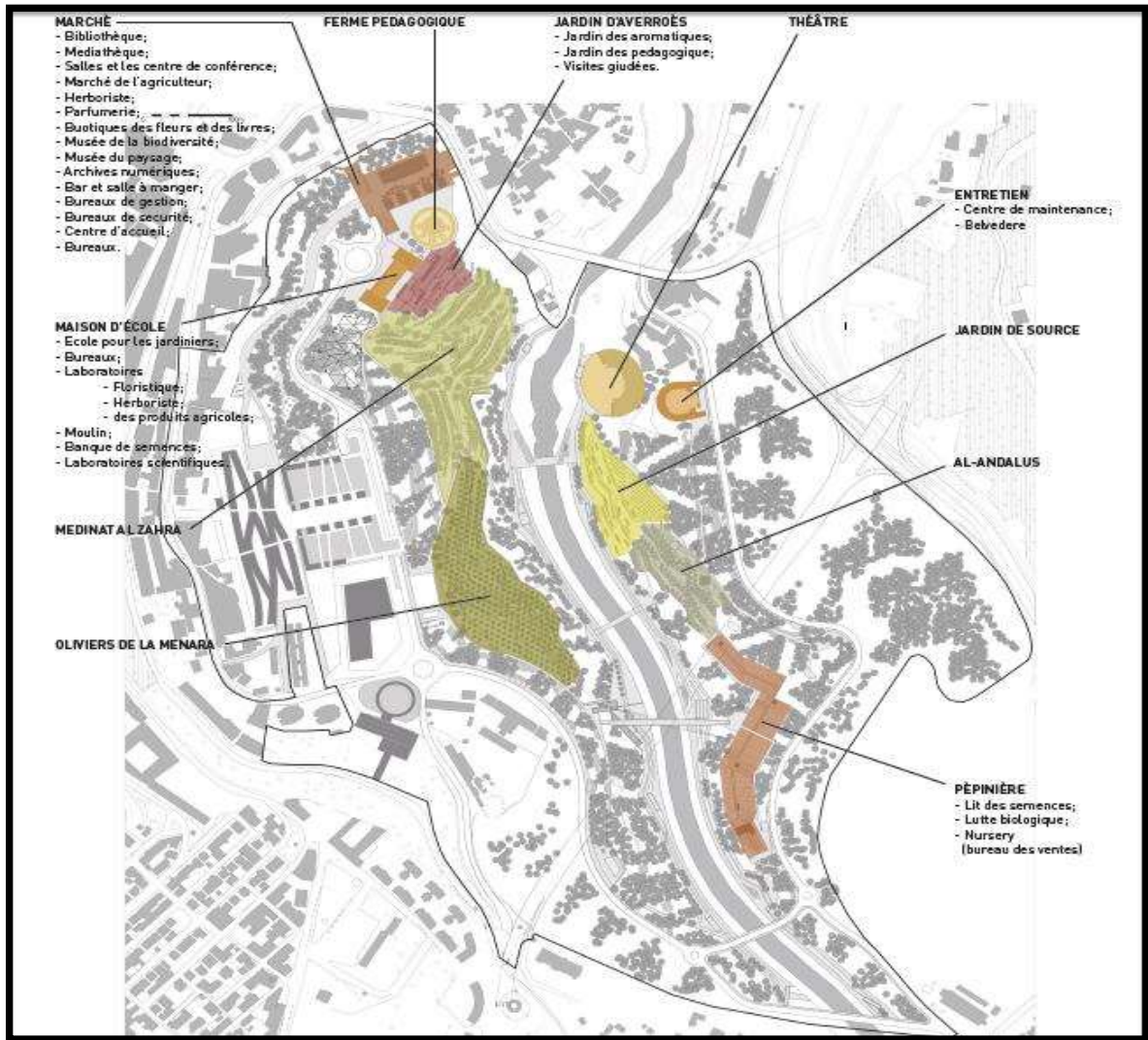


Figure4 : presentation of lots of urban park bardo (Study and monitoring of the BARDO Urban Park of Constantinemission 1 )

All work scheduled on the right bank of the project site is suspended until the completion of the work of the Public Works Department which consists of the realization of a drainage gallery SalehBey Viaduct.

### 3.1.5 Progress of the work of realization

**Table 2 . the Progression of the work of realization ( urban park Bardo )**

Lot number	Designation of work	Physical rate	Constraints
Lot n ° 01: <u>VRD</u>	Highways	90%	Soil movement requiring a slip study.
	Sanitation	90%	
	Drinking water supply	100%	
	Lighting	75%	
Lot 02: <u>Building and equipment</u>	House of the bardo	95%	
	Ferme pédagogique	95%	
	Educational farm	0%	Very unstable terrain requiring the realization of a stability wall
	Open theater	5%	- Change of the original place planned on the right bank. - New study at CLC level for approval.
Lot n ° 03: <u>landscaping and planting</u>	Olive trees EL MANARA	70 %	Sliding caused by the calibration work of OuedRhumel
	Madinat EL ZAHRA	45%	
	Jardin D' AVERROE	45%	
	Garden of water	0%	Work subordinated to the completion of the OuedRhumel Calibration works which encroaches on the Park site.
	Garden of SOURCES	0%	Works subordinate to the completion of the works of realization of a drainage gallery for the stability and safety of SalehBey viaduct.
	EL ANDALOUS Garden	0%	
	Alignment trees	0%	
	Nursery	0%	- Change of the site on the left bank. - The initial site is occupied by the viaduct drainage gallery works. - The new site is still occupied by the equipment of the company ANDRADE in charge of the work of the SalehBey Viaduct.

### 3.1.6 The management of the interfaces of the five projects adjoining the urban park

The process of the management of interfaces applies to internal and external interfaces, we opted for this process because its importance lies in the fact that it ensures a good coordination between the different projects realized in the zone of bardo, moreover it the

elimination of the negative impacts resulting from the interaction between these same projects.

The application of this process must be started from the initialization stage of the projects to the exploitation phase through the study and implementation phases.

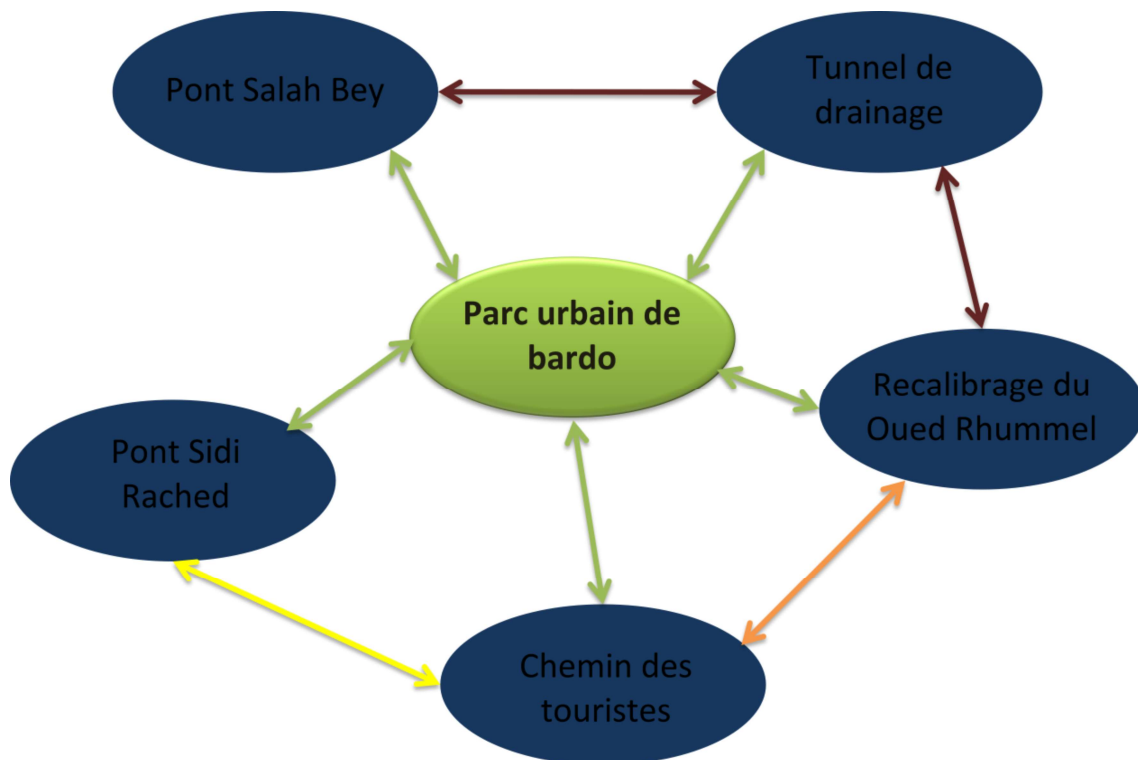


Figure 5: Interfaces between Urban Park Joint Projects (author treatment )

- ↔ interface between the Urban Park project and other projects
- ↔ interface between the drainage tunnel project with the two projects recalibrating the OuedRhummel and Salah Bey Bridge
- ↔ interface between the projects of the path of the tourists and recalibration of Oued
- ↔ interface between the projects of the path of the tourists and the bridge SidiRached

All the problems encountered can not be solved. It is above all a problem of governance and someone with enough political power must take the responsibility to review, with techniques, the upstream management of the project. When upstream there has been no preparation, we find ourselves confronted with inextricable situations.



#### **4. Proposal and recommendation**

Given the state of progress of the project, we have limited ourselves to recommendations and solutions, starting from the audit at the internal (project) and external (program), to resolve the situation it is necessary to alert the sponsors by explaining:

it is a problem of governance and consideration of all projects as one and the same program.

-In the projects of realization of the programs of urban development, it is essential to integrate a cell of coordination, control and scheduling in each project which will be charged with its mission, the works this last one will be headed by an urban OPC which will manage the complete program.

- to make the authorities aware that the preliminary studies, the diagnoses and the consultation have a

delay and a cost that some elected officials are reluctant to pay, but the absence of these studies and debate around projects have a deadline and an even greater cost than at the time of their

realization or / and during the life of the work in its environment.

-It is necessary for an experienced program director to completely review the project plan and subproject plans. This one will have to accompany the project managers well and to be very supported by the sponsors (the state) and the sponsors.

-It takes a pilot on the plane, supported by the right people with enough power to punish the subcontractors

#### **5. Conclusion**

The urban park of Bardo is an ambitious project that aims to promote a natural site in the heart of the city of Constantine. on the occasion of the event of Constantine capital of the Arab culture 2015 the project had the opportunity of its realization.

However, this project has experienced several changes and disturbances at the internal level (change of lots, change of plans, respective stoppages of work, a deformation of the morphology of the land, many endorsements ...), at the external level (the projects adjoining the urban park have impeded the progress of the work and which have occupied the field of the perimeter of the project) these obstacles are due mainly to a lack of planning upstream of the project, the absence of programmatic studies and its mismanagement on the one hand, and on the other hand, the existence of external interfaces with other joint projects that are managed independently at the strategic level as well as at the operational level. All these problems are caused by the absence of a city contract and the problem of governance which has engendered problems of coordination.

Indeed the success of these projects, including the project of realization of the urban park of bardo, requires an efficient and effective management by the actors who carry them like a unified and coherent whole in the form of a program by applying a management approach program that integrates project management processes .

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