

Report On
**Examining Project Management Practices in the Public Sector of
Bangladesh: The Case of Dhaka South City Corporation**

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
Requirements for the degree of
Masters of Business Administration

BRAC Business School
BRAC University
January 2021

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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all the main sources of help.

Student's Full Name and Signature:



Fatin Fuad
18364050

Supervisor's Full Name and Signature:



Dr. M. Nazmul Amin Majumdar
BRAC Business School
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Letter of Transmittal

Dr. M. Nazmul Amin Majumdar

Professor (Adjunct)
BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on

Dear Sir,

With due respect and humble submission, I want to inform you that I have prepared a report named Examining the Project management practices of Government organizations of Bangladesh: A case on Dhaka South City Corporation as per your given instructions. I have tried to give my utmost sincerity and tried my level best to provide as much information as possible and make it comprehensive as I could. This report has helped me to acquire the knowledge of what are the actions required before you launch a small project on-field and what are the limitations. I have gathered all the information from my office, the internet, and different subordinates. Without your friendly support, this report would have been an incomplete one.

I hope that this report will meet your expectation and will be able to enlighten you with enough information regarding my work.

Sincerely yours,



Fatin Fuad

18364050

BRAC Business School

BRAC University

Date: 22 January 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between “Dhaka South City Corporation.” and the undersigned student at BRAC University FatinFuad.

Student Name:Fatin Fuad

Age: 27

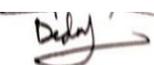
Mailing Address: fatin.fuad@g.bracu.ac.bd

Mentor’s Name: S.M. Didarul Islam

I understand that I may have access to confidential information and confidential information about the business and financial interests of my mentor Mohammad Sirajul Islam. I understand that Confidential Information is protected in every form, such as written records and correspondence, oral communications, and computer programs and applications. I agree to comply with all existing and future policies and procedures to protect the confidentiality of Confidential Information. I agree not to use, copy, make notes regarding, remove, release, or disclose Confidential Information, unless it is permitted by the policy. I agree not to share or release any authentication code or device, password, key card, or identification badge to any other person, and I agree not to use or release anyone else’s authentication code or device, password, key card, or identification badge. I agree to notify the appropriate administrator immediately if I become aware that another person has access to my authentication code or device, password, key card, or identification badge, or otherwise has unauthorized access to the Mentor’s information system or records. I agree that my obligations under this Agreement continue after my employment or my time as a volunteer/employee/intern ends. I agree that, in the event, I breach any provision of this Agreement, the mentor has the right to reprimand me or to suspend or terminate my employment or volunteer status with or without notice at the discretion of the Business Partner, and that I may be subject to penalties or liabilities under state or federal laws. I agree that, if the mentor prevails in any action to enforce this Agreement, the mentor will be entitled to collect its expenses, including reasonable attorney’s fees and court costs.

Student Signature: 

Date: 22.01.2021

Mentor Signature: 

Date: 22.01.2021

Acknowledgment

Firstly, I am thankful to the numerous individuals who helped me to complete this report and I am recognizing them here.

I have been profoundly acknowledged and energized by my internship supervisor. M. Nazmul Amin Majumdar guided me through the report and helped me to complete it. I thank him for his enthusiasm, and patience towards me.

I am also thankful to Mohammad Sirajul Islam (Project Director) and S.M. Didarul Islam (Assistant Engineer) for finding out time from their busy schedule to assist and direct me.

I need to precise my appreciation and for having the opportunity to work well within the organization.

With the assistance of each piece of data given by my team members, I have completed my report viably and on time. The input and help I got whereas working with “Dhaka South City Corporation” made a difference in me to total the report successfully.

Executive Summary

Project management is practicing a set of tasks to complete an objective by applying knowledge, skills, tools, and techniques according to specific requirements of that individual organization. The task includes identifying problems, creating a plan for a solution, and executing it. DSCC is the municipal corporation in Dhaka created by dividing the former Dhaka City Corporation into two. The corporation was created by the Local Government (City Corporation) Amendment Bill 2011 on 29 November 2011, passed in the Parliament of Bangladesh, following the President's approval and Dhaka City Neighborhood Upgrading Project (DCNUP) is a project implemented through project implementation unit (PIU) of DSCC. The report illustrates the project management practices done by the PIU, to achieve the objectives successfully according to the standard set by the World Bank, including the development of a project plan, the management, and the monitoring process of the ongoing project work.

Table of Contents

Declaration	i
Letter of Transmittal	ii
Non-Disclosure Agreement	iii
Acknowledgment	iv
Executive Summary	v
Table of Contents	1
List of Tables	2
List of Figures.....	5
List of Acronyms	6
Chapter 1 Overview of Internship.....	7
1.1 Student Information	7
1.2 Internship Information	7
1.2.1 Period, Company Name & Department	7
1.2.2 Company Supervisor’s Information	7
1.2.3 Job Scope.....	7
1.3 Internship Outcomes	7
1.3.1 Student’s Contribution to the company.....	7
1.3.2 Benefits to the Student	8
1.3.3 Problems/Difficulties.....	8
1.3.4 Recommendations	8

Chapter 2 Organization Overview, Operations & Strategic Audit	9
2.1 Introduction.....	9
2.1.1 Objectives	9
2.1.2 Methodology	9
2.1.3 Scope.....	9
2.1.4 Limitations	9
2.1.5 Significance.....	10
2.2 Overview of the Company	10
2.3 Management Practices	11
2.3.1 Engaging Workers	13
2.3.2 Rewarding Effort.....	13
2.3.3 Staying Committed	13
2.3.4 Employee Transparency.....	13
2.3.5 Focusing Team Effort.....	13
2.3.6 Holding Regular Meetings	13

2.4 Financial Performance	14
2.4.1 Recurring Expenses	14
2.4.2 Salaries and Benefits	14
2.5 Operations and Information System practices.....	14
2.5.1 Process of e-Tender	15
2.5.2 Mode of Transportation	15
2.5.3 Management Information System.....	15
2.6 Industry and Competitive Analysis	16
2.6.1 SWOT analysis	18
2.7 Summary and Conclusion	19
2.8 Recommendation	19

Chapter 3 Project Part “DCNUP Project”	20
3.1 Introduction	20
3.1.1 Background	20
3.1.2 Objectives	20
3.1.3 Scope	20
3.2 Methodology	21
3.3 Findings & Analysis	22
3.3.1 Demographic data	22
3.3.2 Product Development & Marketing Practices	22
3.3.3 Technical Practices	23
3.3.4 Challenges & My Solution to them	24
3.4 Summary and Conclusions	25
3.5 Recommendations	25

List of Figures

Figure 1: Organogram of DCNUP.....	12
Figure 2: SWOT analysis of DCNUP.....	18
Figure 3: Three guideline books by WB Team	21

List of Acronyms

DSCC	Dhaka South City Corporation
PIU	Project Implementation Unit
DCNUP	Dhaka City Neighborhood Upgrading Project
GoB	Government of Bangladesh
WB	World Bank
DSM	Design Supervision and Monitoring
BOQ	Bill of Quantity

Chapter 1

Overview of Internship

1.1 Student Information:

Name: Fatin Fuad

ID: 18364050

Program: Masters of Business Administration

Major: Operations and Supply Chain Management

1.2 Internship Information:

1.2.1 Period: Full Time Job (From 6th August 2019)

Company Name: Dhaka South City Corporation

Department: Dhaka City Neighbourhood Upgrading Project (DCNUP)

Address: Nagar Bhaban (level 10), West Block, Fulbaria. Dhaka 1000, Bangladesh.

1.2.2 Internship Company Supervisor's Information:

Name and Position: Mohammad Sirajul Islam (Project Director)

1.2.3 Job Scope (description/duties/responsibilities):

- Preparing organogram for the whole team
- Hiring professionals and expertise for the suitable task
- On-field survey for preparing a plan
- Monitoring and checking the quality of fieldwork

1.3 Internship Outcomes:

Working in the DSCC PIU unit helped me to enhance my theoretical knowledge as well as gain expertise in my related field. This internship allowed me to have a better understanding of the basic project management practices in the DSCC DCNUP project.

1.3.1 Student's contribution to the company:

As Dhaka South City Corporation is a government organization, it allowed me to get involved in a government project named Dhaka City Neighborhood Upgrading Project that deals with the improvement of road infrastructure and buildings in Dhaka City.

I worked as Sub Assistant engineer- electrical for this project. I tried to learn the basic practices as an electrical engineer and helped to form all the documents related to the electrical utilities such as work plan layout, BOQ for the project and also learned to communicate and coordinate with a related government organization to implement certain tasks successfully.

Being the only electrical engineer in the team, it was challenging for me to go through all the procedures and implement tasks effectively.

1.3.2 Benefits to the student:

The practical work experience that I received is invaluable which I could never get in a classroom environment, thus making it one of the most significant benefits. During my internship period, I have received expertise knowledge of fieldwork and project management and also learned to coordinate a group to perform tasks successfully.

Also, I have learned certain protocols that Bangladesh government organizations have to follow before they go on to perform a task.

Working on the DCNUP project helped me to understand the project management aspect better, as I have learned in the classroom.



1.3.3 Problems/Difficulties:

It was difficult to work in a new environment especially in a government organization. I faced new challenges every other day so to understand their working strategy, culture, and the protocols they follow.

Fieldwork is a very tough job and you need to be physically fit for such a job. Difficulties like unpleasant weather, transportation, etc. were very common in such cases.

Negotiating with different stakeholders, vendors and higher officials were tough and it was tough to get timely appointments for any meeting.

Not getting salaries on time at the beginning of a fiscal year due to slow paperwork and complex procedures.

1.3.4 Recommendations:

- o Arrange training programs and workshops for the whole team.
- o Start using modern-day practices and approaches in government organizations for faster work progress.
- o Make the Organogram simpler so that decision making becomes quicker and easier to apply contingency plans.

Chapter 2

Organization Overview, Operations, and a Strategic Audit

2.1 Introduction

2.1.1 Objectives

Dhaka South City Corporation is one of the two municipalities which are formed by dividing the previous Dhaka City Corporation. The objective of the Dhaka South City Corporation is to serve the citizens of the south part of Dhaka, i.e. get proper taxes and provide them all the government facilities available. The organization works towards making Dhaka a better place to live in and offers all the facilities that a citizen has the right to get.

2.1.2 Methodology

By reacting to stakeholder's needs and time demands, DSCC is focused on the growth and development of the city as well as coordinate all the local government official activities like councilor activities which are appointed ward wise. They have also undertaken several projects to improve the infrastructure of the city and traffic control to provide a better lifestyle for the stakeholders.

2.1.3 Scope

Opportunity to work with high officials and under the Bangladesh government.

Good salary structure and benefits.

The working hour and environment are flexible.

Great opportunity to engage with government organizations and expand communication network.

2.1.4 Limitation

Many competitive businesses are there whose goods and services are identical.

Understanding the customer's potential demand is difficult as it changes with time and circumstances.

Politically biased and unrest situations are faced at times.

Tough to meet and satisfy all consumers and stakeholders

A competitive commodity at a lower price. Because of our country's unpredictable political situation, investors are not interested in investing more in Bangladesh.

2.1.5 Significance

High regional impact- Dhaka south city Corporation controls all the local government activities in Dhaka south, so it has a major impact on this city.

Satisfactory Brand Identity- Belonging to DSCC is significant because it is a renowned government organization and has a brand identity.

Wide overall consumer and customer awareness- Almost every citizen in Dhaka metropolitan city knows what the functions of DSCC are and what facility it provides. So a consumer is well aware of the types and quality of service they are getting from the government organization.

The services provided are unique- DSCC provides certain services that are unique and necessary for example death certification, holding a tax license, or improving the light facilities of a road.

2.2 Overview of DSCC & DCNUP Project

Dhaka South City Corporation (DSCC) is one of the two municipal corporations in Dhaka created when the former Dhaka City Corporation was divided into two. The Corporation was created by the Local Government (City Corporation) Amendment Bill 2011 on 29 November 2011, passed in the Parliament of Bangladesh, following the President's approval.

Dhaka South City Corporation consists of 57 wards comprising the thanas of Maghbazar, Basabo, Azimpur, Motijheel, Malibagh, Jatrabari, Dhaka Kotwali, Sutrapur, Bangsal, Wari, Gendaria, Lalbagh, Hazaribagh, Dhanmondi, Shahbagh, New Market, Khilgaon, Kamrangirchar & some others. Ward No.24 to Ward No. 92 falls under DSCC and these wards are divided into five zones.

The executive power of the Corporation is of the Mayor/Administrator as per existing law. There are several Committees to monitor and guide all kinds of activities of the organization. DSCC's official headquarter is situated at 'Nagar Bhaban' and the departments are divided as follows: Office of the Mayor, Office of the Chief Executive Officer, Office of the Secretary, Engineering Department, Health Department, Revenue Department, Waste Management Department, Urban Planning Department, Estate Department, Transport, Accounts Department, Store & Purchase Department, Information Technology, Law Department, Public Relation, Social Welfare, Internal Audit, Slum Improvement Development, Security Department, Electric Department, Office of the Zonal Executive Officer Zone-1, Office of

the Zonal Executive Officer Zone-2, Office of the Zonal Executive Officer Zone-3, Office of the Zonal Executive Officer Zone-4, Office of the Zonal Executive Officer Zone-5.

Despite many development efforts by the government organizations, Dhaka city has been ranked 137 out of 140 cities, as one of the least livable cities in the world. Due to its unplanned expansion the city currently hosts hundreds of urban slums and many other unplanned structures.

To address these issues, The World Bank (WB) is assisting the Government of Bangladesh (GoB) through the Dhaka South City Corporation (DSCC) in preparing the Dhaka City Neighborhood Upgrading Project (DCNUP). The project has two components: (i) neighborhood-level public space upgrading and (ii) urban management, capacity building, and implementation support.

2.3 Management Practices

Good management practice helps an organization to grow and prevent from falling apart since it undergoes necessary changes with time and demand. Good management is important for efficiency and consistency of service. Organizational structure plays an important role in how projects are managed to achieve organizational objectives through the utilization and coordination of resources. As a project manager, if there is a task that requires assistance or coordination with others, the planning and performing cycle becomes more complex, i.e. the larger and complex the task is, the more people are involved, and the whole process must be well organized.

A local government organization usually focuses on four project management areas:

1. Project Scope Management- This is done by the WB team
2. Project cost management- This is done by the financial consultant and the PIU team and monitored by the WB team
3. Project time Management- This is done by the PIU team.
4. Project Procurement Management- This is done by the procurement specialist in the team.

Good management is important for an organization containing a good number of employees as a single person, often the CEO, struggles to control anything as efficiently as possible. There are 3 units of people involved in the implementation of the whole project, i) The WB team ii) the DCNUP PIU team and iii) the DSM consultant team.

Since I got the chance to work in the PIU team, the following is being highlighted throughout this paper.

The hierarchy in this team is well maintained which has both advantages and disadvantages.

Any sub-project approval has to come from the mayor and the WB team before it comes to the PIU team for implementation. The PIU team is responsible for doing the on-field survey, planning and finalizing the map layout, prepare all the required paperwork, and then forward it for approval. Later the PIU team launches the sub-projects on the field after approval and the DSM consultant team assists the PIU team to enhance the quality of work done on and off the field.

The organogram of DCNUP is given below:

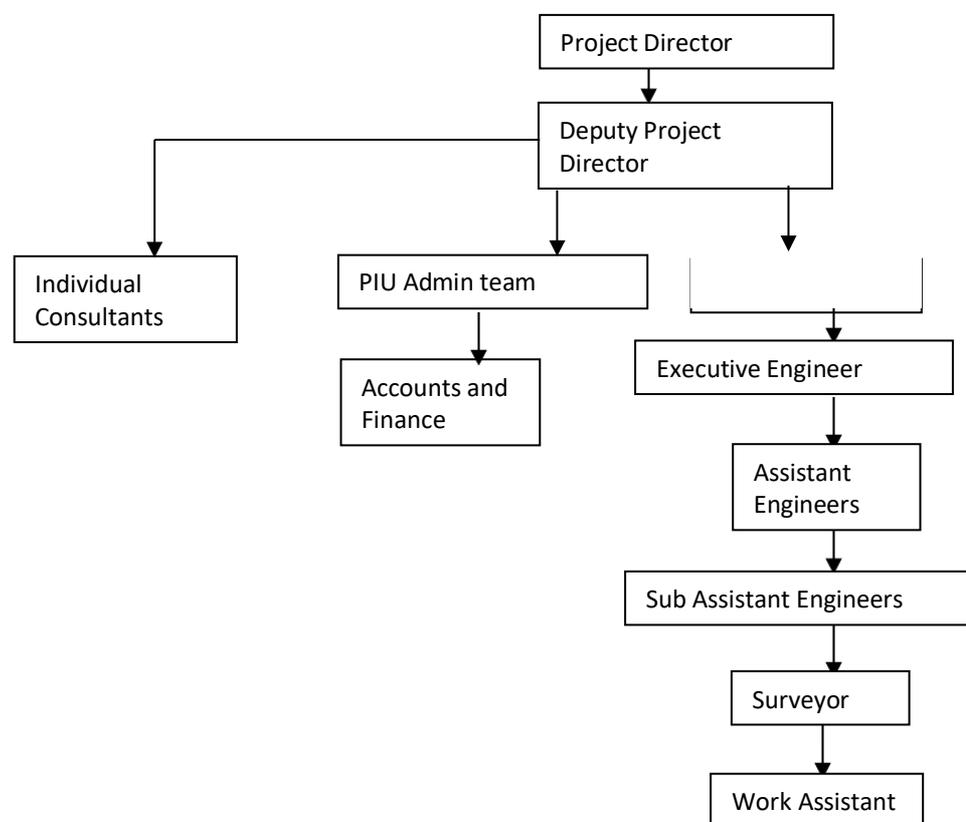


Figure 1: Organogram of DCNUP

The management of DCNUP is very much structured and I like the way all the arrangements are done. The environment here is good for my professional growth.

2.3.1 Engaging Workers

All the employees engaged in this DCNUP project are well managed and everyone is well aware of their assigned tasks. Employees in top positions communicate effectively with everyone and keep track of what each employee is doing on daily basis. Fieldworks are well-coordinated and timely managed.

2.3.2 Rewarding Effort

When an individual is being recognized by their organization for their job, it gives that individual a sense of commitment and motivation. DCNUP team always tries to appreciate their subordinates and team members for doing a good job and pushes each other towards growth, thus creating a positive working environment.

2.3.3 Staying Committed

Staying committed to the team and the organization gives the whole thing a positive environment where discussions and disagreement are encouraged constructively. Meetings are held weekly or monthly, the project director of DCNUP motivates everyone to stay committed and positive about their works.

2.3.4 Employee Transparency

Transparency in our organization is very important as it is a government organization and if anything goes wrong there will be legal consequences. All the employees are asked to report to their immediate seniors about their work progress on a given report format and every employee is aware of what their team member is doing so that the coordination is maintained well.

2.3.5 Focusing Team Effort

Team effort is important to ensure participants are not overloaded by any individual event that takes them off the track. So DCNUP team always focuses on team effort.

2.3.6 Holding regular meetings

Weekly or monthly meetings are held to know each individual's work progress and solutions are given to the obstacles that we usually face during fieldwork. Weekly site visits are done every Saturday.

2.4 Financial Performance

Financial management is the strategic planning, administration, and management of financial aspects within an entity or institution. A project consists of managing the fund given and spends it effectively throughout the project period. Have a look at the goals involved:

Maintaining adequate resources for the Project;

Ensuring proper usage of the funds and estimating proper costs.

2.4.1 Recurring expenses

There are different types of periodic costs. Some are monthly costs like salaries, logistics, etc. and some are day-to-day costs like transportation, daily meals, etc.

(i) Monthly

Monthly expenses like salaries are paid by bank checks and are given from the project fund itself and logistics costs are been registered each month before giving out to the employees.

(ii) Occasionally

Here, occasional expenses are incurred for particular purposes as follows:

Transportation fuel and maintenance costs are given.

Receipts for every transport incurring are mandatory with due date and time. Employees need to sign and date the expenditure receipt before sending it to the department of finance and accounts

Meals are offered to employees but it is occasional such as at the time of workshops and meetings.

2.4.2 Salaries and benefits

The wages of the employees are paid under the agreement given by the organization while handing over the offer letter as per government scale and occasional bonuses are offered as per government rule.

2.5 Operations Management and Information System Practices

As DCNUP is a government project being run with the help of local government DSCC, all the operations done are being monitored by the government officials and the World Bank team assigned for the project. The whole project is being divided into sub-projects and the work is assigned to outside vendors through e-tenders online.

2.5.1 Process of e-Tenders:

Once the whole sub-project is ready, i.e. the first two phases of project management i)Project initiation and ii) Project Planning, e-tendering falls into the third phase, i.e. project execution. Each sub-project is launched under separate tenders and outside vendors need to apply online and drop a quotation to get the work assigned.

Vendors with the best offers and lowest bids usually get the assignment.

However, there are complexities, rules and regulations and a standard code to be followed. Even if the lowest bidder fails to follow any of the aspects mentioned above, the subproject goes for re-tender, and the whole process repeats.

2.5.2 Mode of Transportation

For project work, the DCNUP team uses the following modes of transport:

Ground Transportation: This means transportation through roads or railways. Ground transportation is very much price flexible and since the whole project requires rigorous field works and site visits, the on-field engineers are given motorbikes to travel along with the fuel and maintenance cost. Other than that all the transactions are done by road.

2.5.3 Management Information System

MIS plays a vital role for a project to run and complete successfully. As MIS is the mixture of people, equipment, software, and other tools of communication that gather information from different sources, it is used as the main tool of initial operation for DCNUP

All employees require information to get their daily activities done as well as communicate with different stakeholders and other related government organizations.

The fundamental elements of the Information Management System have discussed herewith the related aspects of ‘DSCC DCNUP Project’:

Hardware:

Computer hardware consists of physical parts of a computer system which includes CPU, RAM, hard disk drive, motherboard, video card, network card, keyboard, mouse, monitor, printer, etc. This hardware helps to achieve the objectives of Information System Management within the organization. as the planning process of engineers and keep transaction records for the finance and accounts department.

DCNUP uses different types of hardware for their MIS. They use CPU, keyboard, motherboard, printer, mouse, monitor, scanner, photocopy machine, network card, HDD for

running their computer system smoothly for day to day operations in the organization. A continuous PABX system is required to communicate with employees inside the office.

Besides, different documents and map layouts are needed to be printed and scanned for official purposes. So different types of printers and scanners are used in the office to do the daily work.

Software:

Computer Software is computer instructions placed according to the users. Everything operated in a computer is done by the software. In the DCNUP office, every office work, planning diagrams, layouts, preparing bills, etc. is done with the help of software. Computer systems in the DCNUP office are as follows:

System Software: It's a computer program to run the entire hardware and application program, i.e. Windows program is installed in every computer which helps to run all other software programs.

Programming Software: There is a website of DSCC itself and there is a website for World Bank and in these two websites all the available information of DCNUP is accessible.

Application Software: Application Software is designed to perform special tasks that are not possible otherwise. DCNUP uses some basic software like MS Word and Excel, AutoCAD and Adobe Illustrator, etc. Mailing software that is available like Gmail and Google Drive is used for day to day purpose. Several tools like Google meet is used for online meetings during the covid period.

2.6 Industry and Competitive Analysis

ICA aims to understand factors that impact the business input, as well as the organization's output within the scenario. Every organization is correlated with some kind of degree of success and can be used to forecast their growth.

ICA is often used by managers as a tool to distribute capital, achieve strategic objectives and help the company to strengthen its position in the industry.

DCNUP aims to enhance the accessibility, usability, safety, attractiveness, and disaster management of public spaces, improve user mobility and pedestrian access to destinations and improve traffic safety and also improve the capacity of DSCC in providing urban services in selected areas of Dhaka city south. To do this DCNUP is working on developing narrow roads of old Dhaka, improving the public community centers, markets, and parks as well as improving sidewalks, footpaths, and transport lanes. An area-based approach is taken, within a locality for generating integrated solutions. Community development will be ensured overall by upgrading many different components in each area such as public facilities, drainage systems, street lights, sidewalks, etc.

The sub-projects are located in four neighborhoods of Dhaka: (i) Kamrangirchar (ii) Lalbagh (iii) Sutrapur-Nayabazar-Gulistan (iv) Khilgaon-Mugdha-Bashabo. These neighborhoods are chosen through a series of structured consultations with counterparts and stakeholders following certain criteria and considerations:

Having demonstration potential or deprivation need meaning areas having the potential public space assets under DSCC that can demonstrate the improvement in public spaces and enhanced lifestyle.

It is community-focused i.e. Areas having the potential for community engagement in low-income areas, that help to build confidence between citizens and municipal authorities, and having potential benefits to peer groups especially women.

The project is implemented by the Dhaka South City Corporation (DSCC) and will administratively report to the Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Co-Operatives (MLGRD&C).

There are other government organizations like LGD doing similar development works and DSCC takes assistance from DPDC, WASA, and BTCL, to coordinate effectively from time to time and complete the given project work. Meetings are held to take major decisions, on-field problems are solved by site visits and there are always DSM consultants to assist throughout the process.

2.6.1 SWOT Analysis



Figure 2: Organogram of DCNUP

2.7 Summary and Conclusion

This report is designed to highlight the organization's operational activities and project management practices as guided by the World Bank assigned team.

The overview of the organization itself and the project gives a basic idea of how DSCC functions in the project area and how the whole thing is structured. Then comes the hierarchy of the project team that explains how each task is classified and employees are accordingly assigned, what tools they use for subproject planning and how they go on to execute the plans effectively. The final step in the review is the SWOT analysis that explains the challenges and limitations a government organization faces while serving the stakeholders.

2.8 Recommendation

So, there are some limitations of DSCC that hampers its performance and efficiency. DSCC can give better output if this kind of obstacle can be handled with care by the organization.

Following steps can be taken to remove the obstacles:-

- Generate more revenue by finding new sources of income

- Reduce corruption

- Have to minimize the decision making procedure by giving authority to lower officials.

- Can use e-mails over official letter writing process to make the whole system faster.

Chapter 3

Examining the Project Management Practices of Government Organizations of Bangladesh: a case on Dhaka South City Corporation.

3.1 Introduction

3.1.1 Background:

This whole study relates to the academic study of BRAC University's MBA program and its goal is to focus on the real-life project management practices done by one of the major government organizations. I received guidance from my supervisor Dr. M. Nazmul Amin Mojumdar, Ph.D., BRAC Business School, for successful completion of the report titled "Examining the Project Management Practices of Government Organizations of Bangladesh: a case on Dhaka South City Corporation".

The aim of writing this paper is to meet the criteria of the MBA program, to relate the lessons learned in the MBA program with the practical world, to understand the real-life work environment better, and understand the obligations and limitations.

3.1.2 Objectives:

The key objectives of this report are:

- i. To understand how the World Bank plans for the development of countries like Bangladesh, and how they coordinate with local governments like DSCC to successfully implement them.
- ii. To understand the Project Management practices done by government organizations like DSCC.
- iii. To understand the working environment and the limitations faced.
- iv. To understand the problems and propose my solutions
- v. The contribution of DSCC to the environment and society.

3.1.3 Scope of the Report:

The study is by using real-life experience and theoretical knowledge in line with the actual scenario of the workplace and to this, I have chosen "Examining the Project Management Practices of Government Organizations of Bangladesh: a case on Dhaka South City

Corporation” for this study and address its limitations and recommendations. I have understood the basic project management practices and standards that needed to be followed by working in a practical environment and on-field experience.

3.2 Methodology

To get to know about Dhaka City Neighborhood Upgrading Project, the primary and secondary approach to data was used to collect information from related research and development through interviews with colleagues and stakeholders, all the related departments and available websites.

The sources are jotted below:

Primary Sources:

Interviewing the team members and project director

On-field visit and stakeholder meetings

Involvement with the consultants and PIU team on the field

The hard copy of few project documents

Secondary Sources:

Guideline books were given by the World Bank: the Bluebook, Green book, and Red book.

DSCC and World Bank Website



Figure 3: The three guideline books of the WB team

3.3 Findings and Analysis

The research was done by going through all the hardcopy documents that guide the steps and process of project planning and implementation, with a given standard to follow, and also done interviews on colleagues to find out the outcome of the subject. The interview consists of 25 respondents. All the Respondents belong to the same project team but different departments. Following are my findings due to the interview:

3.3.1 Part 1

Demographic Data:

The whole DCNUP project team who took part in the interview consists of 24 male employees (96%) and 1 female employee (4%)

It is also notable that the DCNUP team has 80% of the employees within the age range of 35-45, 20% of the employees are within the age range of 25-35.

3.3.2 Part 2

Project Management Practices:

According to the interview, 15 (60%) of the employees had the basic idea of project management basics and tools before any workshops or training took place and 10 (40%) employees had less or no idea what project management is or how it is carried out since they previously worked in sectors different from where they are at.

So whenever they are asked about a project planning process or about doing the documentation, the response was negative. Also, 6 employees (24%) are such that they have worked previously in MNCs and so they struggled to understand the rules and regulations of government organizations.

Talking about my own experience, I struggled to write formal letters to government officials because I have never done it before and I was never taught about the whole process.

3.3.3 Part 3

Technical Practices:

In the DCNUP project team, 5 employees (20%) who are engineers struggle to understand the technical aspects of work since they were new in this field. For instance, an electrical engineer who has never worked with traffic signals and only worked with building construction struggled to understand the technicalities while handling traffic signal lights.

12 employees (48%) had a partial idea of the whole project work and the rest 8 employees (32%) were well experienced and aware of the whole project implementation works.

3.3.4 Challenges & My Solution to them

Technical Difficulties:

One of the difficulties that employees faced in understanding the technical terms and aspects of the whole project and the management mechanism such as how to keep the work progress records, what are the quality standards that need to be followed while monitoring ongoing work.

Solution: Conduct technical workshops individually, i.e. workshop on electrical components of the project for electrical engineers working on this project.

Risk Management:

Some challenges affect the whole project if there is no contingency plan available. For example, if a tender quotation is invalid, re-tendering takes 1 more month to process so slowing down the whole project progress.

Solution: There should always be a contingency plan in such cases since government processes are time-consuming and complex. There should be rules and regulation that provides a quicker solution to hamper the project efficiency less.

Corruption:

Considering the current scenario of our country, corruption is a common case in most government organizations. In project works, the quality of work is often questioned by the stakeholders that hamper the reputation of the project and the organization itself.

Solution: Form an external monitoring committee like third party consultants to monitor the quality of work and make it mandatory to test the quality of each component as per the standard set by the officials before it goes out for implementation.

Inexperience Employee:

It is seen in the research process that many team members who previously worked in other different sectors are new to this whole project, for which the project progress was hampered initially. This was due to a lack of specific knowledge and experience.

Solution: While hiring someone to be a part of the team, the requirement, and qualification of an individual should be more specific and one must go through proper screening and training before they are ready to join for the job.

3.4 Summary and Conclusions

I have divided my whole paper into three chapters. The first chapter will give you a brief idea about my job nature in DCNUP and my job responsibilities and also my contribution to the Organization. It also explains the benefits I got from working on this project and the obstacles and challenges I faced.

In chapter 2, I have given a brief introduction with objectives, methodology, scope, and limitations of DSCC and then a brief overview of DSCC and DCNUP Project itself. Next, I have talked about the management practices and tried to give a good idea of the operations management of the DCNUP project thoroughly and the MIS. Then I have done a SWOT analysis on the DCNUP project.

In the last and final chapter, i.e. chapter 3, I have tried to provide some idea about the project management practices that we do in DCNUP Project through background, objective, and significance. Then the methodology of doing my research, findings, and possible solutions are discussed further.

3.5 Recommendations

Here is some of my recommendation:

To provide some more practical knowledge on report processing, i.e. an individual should have minimum knowledge of how to do the project documentation properly. So it is recommended that the educational institutes should include this part in their curriculum.

To reduce corruption, adopt an anti-corruption code of conduct, set up an internal alert system that allows everyday reports of employees, and also allow external audit control on the project fund to monitor any corruption.

Conducting workshops and training sessions on project works for fresher and graduates to help them have a better understanding.

Introducing new technologies and tools to help enhance the quality and efficiency of project work, like software that is not available in our country.

Invite experienced renowned individuals from the government sector to share their experiences through a seminar to get a better knowledge about the real-life experience.

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