#### Report On

## CONTRACT MANAGEMENT OF DHAKA CITY NEIGHBORHOOD UPGRADING PROJECT ON PHYSICAL PROGRESS TRACKING BY MICROSOFT PROJECT SOFTWARE

By

#### MD. ASHRAFUZZAMAN Student ID: 21282005

An internship report submitted to BRAC Institute of Governance and Development (BIGD), in partial fulfillment of the requirements for the degree of 'Masters in Procurement and Supply Management'

BRAC Institute of Governance and Development (BIGD)

BRAC University October 2023

© 2023. BRAC University All rights reserved.

## **Declaration**

It is hereby declared that

- The internship report submitted is my own original work while completing 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 which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
- 4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:** 

Md. Ashrafuzzaman 21282005

**Supervisor's Full Name & Signature:** 

Masud Akhter Khan, MCIPS

Joint Secretary, Govt. of Bangladesh & Senior Trainer, BIGD BRAC University **Letter of Transmittal** 

Masud Akhter Khan, MCIPS

Joint Secretary, Govt. of Bangladesh & Senior Trainer, BIGD

**BRAC** University

66 Mohakhali, Dhaka-1212

Subject: Submission of PSM-665: Contract management on physical progress tracking

by Microsoft project software

Dear Sir

With due respect and humble submission, I would like to take the privilege to submit my internship

report entitled 'Contract management of Dhaka City Neighborhood Upgrading Project on

physical progress tracking by Microsoft project software' as a partial requirement to

fulfillment of MPSM at BIGD, BRAC University.

I have tried my best to complete the report with the essential information and suggested proposition

in the exceedingly vital compact and comprehensive manner as possible. I believe that this report

will be meeting the benchmark of the academic report in the best possible manner.

Sincerely yours,

Md. Ashrafuzzaman

Student ID: 21282005

BRAC Institute of Governance and Development (BIGD)

**BRAC** University

Date: July 31, 2023

II

## **Non-Disclosure Agreement**

This agreement has been made and entered into by and between Design, Supervision, And Monitoring Consultants (DSM), Dhaka City Neighborhood Upgrading Project (DCNUP) as the First Party and the undersigned student at BRAC Institute of Governance and Development, BRAC University as the Second Party. The First Party has allowed the Second Party to prepare a report on Contract management of Dhaka City Neighborhood Upgrading Project on physical progress tracking by Microsoft project software in partial fulfillment of the requirements for the degree of Masters of Procurement and Supply Management. The Second Party will have the opportunity to work closely with the officials of the organization and have access to official data and information. Based on work experience, data, and information collected the Second Party will prepare a report. The Second Party will use all sorts of data and information for academic purposes and will not disclose to any party against the interests of the First Party.

Student's Full Name and Signature
Md. Ashrafuzzaman
Student ID: 21282005

Organizational Supervisor's Full Name and Signature

Tarun Kumar Acharya Team Leader DSM, DCNUP Acknowledgement

First of all I pay my gratitude to almighty Allah, to allow me to be in the MASTERS IN

PROCUREMENT AND SUPPLY MANAGEMENT (MPSM) program and blessed me to

submit this report in order to complete my degree.

I would like to express his profound gratitude to my academic supervisor Masud Akhter Khan,

MCIPS, Joint Secretary, Govt. of Bangladesh & Senior Trainer, BIGD, BRAC University, not

only for supervision but also for his proper guidance and advice throughout the report

preparation.

I am thankful to my respected colleagues and workplace supervisor Tarun Kumar Acharya,

Team Leader, Design, supervision and Monitoring Consultant, Dhaka City Neighborhood

Upgrading Project, I am grateful to him for being a source person to complete this report.

I would like to thank the BRAC Institute of Governance and Development (BIGD), BRAC

University, Dhaka, for giving me the opportunity to come and finish the report. I am also

grateful for the support and partnership of Tanzina Mizan, Training Officer, BRAC Institute of

Governance and Development (BIGD), BRAC University, Dhaka. For her precious guidance

during the course, I am extremely indebted to her.

I would like to give my special thanks to my classmates who have served several of my study-

related literature and theory. Special thanks goes to my family, especially my wife, who has

given me the necessary courage and support and whose prayers affection, and best wishes were

a source of inspiration to prepare this report.

Md. Ashrafuzzaman

Student ID: 21282005

BRAC Institute of Governance and Development (BIGD)

**BRAC** University

IV

## **Executive Summary**

This study details the Contract Management of the Dhaka City Neighborhood Upgrading Project (DCNUP) based on the physical progress tracking by Design, Supervision and Monitoring (DSM) consultant through Microsoft Project software. Besides that, this report is to define the scope of works of the DSM Consultant; to conduct a preliminary condition analysis; to suggest methodologies and approaches for each assignment; to establish an implementation plan in order to ensure the quality of the DSM consultancy and the successful completion of the project. Moreover, this paper mainly focused on how to Management the contract based on the Public Procurement Act-2006, The Public Procurement Rules-2008, World Bank contract management principles, and World Bank contract management practices for ensuring the contractor/consultant, and the Dhaka South City Corporation meet their contractual commitments to time, cost, quality, and other agreed matters. It concluded with the best possible recommendations and effective measures taken under kind consideration in order to enhance its existing performance, effectiveness efficiency, achieving Value for Money, and the project objectives of DCNUP.

**Keywords:** Dhaka City Neighborhood Upgrading Project, Contract Management, Microsoft Project software, Contract Management Principles, Contract Management Practices.

## **Table of Contents**

Declaration	I
Letter of Transmittal	II
Non-Disclosure Agreement	III
Acknowledgement	IV
Executive Summary	V
Table of Contents	VI
Chapter 1: Introduction	8
1.1 The Objectives: A Comprehensive Approach	9
1.2 The Legal Framework: Guiding Principles	9
1.3 Synthesizing the Elements: Advancing DCNUP's Excellence	10
Chapter 2: Literature Review	11
2.1 Managing Contracts in Urban Development Initiatives	11
2.2 Monitoring Physical Progress in Infrastructure Projects	11
2.3 The Role of Microsoft Project Software in Project Management	12
Chapter 3: Methodology	14
3.1 Research Design	14
3.2 Data Collection	14
3.3 Sampling	14
3.4 Data Analysis	15
3.5 Limitations	15

Chapter 4: Results	16
4.1 Integration of Microsoft Project Software	16
4.2 Contractual Obligations and Compliance	16
4.3 Challenges and Opportunities	17
4.4 Enhancing Performance and Efficiency	17
4.5 Value for Money and Project Objectives	19
Chapter 5: Discussion	20
Chapter 6: Conclusion	22
References	24
Appendix	255

## **Chapter 1: Introduction**

The success of large-scale infrastructure and urban development projects depends on the effective management of contracts and continuous monitoring of progress. This is especially true for initiatives aimed at improving and revitalizing cities, such as the Dhaka City Neighborhood Upgrading Project (DCNUP).

DCNUP is a major initiative that aims to transform Dhaka, Bangladesh. Like many other large-scale urban development projects, it presents both opportunities and challenges. The success of DCNUP depends on clearly defined goals, efficient implementation, transparency, and high standards. Stakeholders must set effective objectives and manage contracts and progress in real-time.

This report examines the complex field of contract management and progress monitoring, with a particular focus on the valuable role played by the Design, Supervision, and Monitoring (DSM) consultant in guiding this project to success. To facilitate this, we will utilize Microsoft Project software, which is well-known for its expertise in project management. This software is essential for project planning, tracking work progress, and generating progress reports, making it a vital tool for ensuring the smooth execution of DCNUP.

We have taken the following steps to ensure the success of DCNUP:

- DSM has developed a clear and concise project plan that outlines the goals, objectives, and milestones of the project.
- We have established a robust contract management system to ensure that all contracts are executed in accordance with the terms and conditions.
- Put in place a comprehensive progress monitoring system to track the progress of the project and identify any potential risks or issues.
- We are using Microsoft Project software to manage the project and track progress.

DSM is confident that these measures will ensure the success of DCNUP and help to transform Dhaka into a more livable and sustainable city.

## 1.1 The Objectives: A Comprehensive Approach

DSM have set four objectives in this study:

- 1. To define the DSM Consultant's role and responsibilities within the DCNUP project.
- 2. To analyze the project's current state, providing an overview of its conditions, challenges, and opportunities.
- 3. To present a range of methods and strategies tailored to address the unique challenges posed by the urban upgrading project.
- 4. To outline an implementation plan that serves as a blueprint for the quality of DSM consultancy services.

The first objective is important for effective project management. The DSM Consultant must have a clear understanding of their role and responsibilities in order to effectively contribute to the project.

The second objective is important for understanding the project's current situation and identifying potential problems. This information can be used to develop strategies to address these problems and ensure the project's success.

The third objective is important for developing effective solutions to the project's challenges. The DSM Consultant must be able to identify and assess the unique challenges posed by the project and develop strategies to address them.

The fourth objective is important for ensuring the quality of the DSM consultancy services. The implementation plan should be clear, concise, and easy to follow. It should also be realistic and achievable.

The implementation plan is not just a formality; it is the foundation upon which the project's success depends. It goes beyond being a set of guidelines; instead, it serves as a roadmap that guides DCNUP towards the achievement of its objectives, step by step.

## 1.2 The Legal Framework: Guiding Principles

DCNUP's success is based on aligning contract management practices with a clear and unambiguous legal and procedural framework. This framework is guided by key sources, such as the Public Procurement Act-2006, The Public Procurement Rules-2008, and internationally

recognized best practices as articulated by the World Bank. Adhering to these principles ensures that all contractual commitments, whether related to time, cost, quality, or any other agreed-upon aspect, are met with the utmost precision. It is within this legal framework that both the contractor/consultant and the Dhaka South City Corporation find assurance of their obligations.

## 1.3 Synthesizing the Elements: Advancing DCNUP's Excellence

This report provides a set of practical recommendations and measures to improve the performance, efficiency, and overall effectiveness of DCNUP. These recommendations are not just abstract concepts; they are concrete steps that can yield greater value for investments and help DCNUP achieve its primary objectives. In formulating these suggestions, we envision a future where DCNUP not only revitalizes Dhaka's urban landscape but also serves as a benchmark for excellence in urban development initiatives.

As we explore the complex world of contract management and progress tracking within the dynamic and transformative context of DCNUP, it becomes clear that the path to success is built on careful planning, diligent execution, and an unwavering commitment to transparency and accountability. In this study, we embark on this enlightening journey with a shared goal: to achieve excellence in project management in the fascinating field of urban development.

## **Chapter 2: Literature Review**

## 2.1 Managing Contracts in Urban Development Initiatives

Effective contract management is essential for success of urban development projects. It ensures that all parties involved in the project are aware of their responsibilities and that the project is completed on time and within budget. Contract management also helps to mitigate risk and resolve disputes [1]. According to Hartmann and Fischer's research, well-structured contract management procedures play a vital role in ensuring contract compliance, efficient resource allocation, and risk mitigation [1]. The importance of establishing a clear contract management framework is especially emphasized in the case of complex projects like DCNUP, which involve multiple contractors and stakeholders [6].

Additionally, Bredillet and Chantal's insights emphasize the strategic importance of contract management as a connecting link between project design and execution [3]. Hu et al. emphasize the significance of risk assessment in contract management, particularly in the context of urban development projects [4].

## 2.2 Monitoring Physical Progress in Infrastructure Projects

It is essential to accurately track the physical progress of infrastructure projects to assess their status. As Al-Gharaibeh et al. have stated, real-time monitoring of construction progress allows project managers to make informed decisions quickly, which can help to minimize delays and cost overruns [2]. Real-time monitoring is especially important for urban development initiatives like the DCNUP, which have a direct impact on public welfare and resource utilization.

Mian et al. expand on this perspective in their discussion of real-time progress tracking in building projects, emphasizing how it enables prompt decision-making, efficient resource allocation, and effective project management [5]. Kumaraswamy and Chan also highlight the importance of monitoring key path operations in large-scale building projects, which is closely related to progress tracking [7]. Urban development projects, such as the DCNUP, can greatly benefit from the insights of experts in the field. These experts can provide valuable information and guidance on a wide range of issues, including transportation, housing, and economic

development. By taking advantage of the expertise of these professionals, urban development projects can be more successful in meeting their goals and objectives.

# 2.3 The Role of Microsoft Project Software in Project Management

Microsoft Project Software has become an essential tool in the field of project management due to its wide range of capabilities, including project scheduling, resource allocation, and activity tracking. It is a powerful tool that can help project managers to plan, track, and manage their projects effectively [8]. The software's real-time data and team collaboration features make it attractive for complex projects such as DCNUP. Building on these technological advancements, Al-Gharaibeh and Al-Majali discuss how project management software can enhance overall project performance. Their research emphasizes the software's ability to streamline project processes and facilitate communication and collaboration among stakeholders [9].

Building on this technological perspective, Song et al. provide insights into the integration of Building Information Modeling (BIM) and project management software. They demonstrate how technological advancements are reshaping project management in the construction and urban development fields.

BIM is a process that creates a digital representation of a building or infrastructure project. This digital model can be used to plan, design, construct, and operate a project. BIM can also be used to manage project information, such as costs, schedules, and risks.

Project management software is used to plan, schedule, and track the progress of a project. BIM can be used to create a more accurate and detailed model of a project, which can help to identify potential problems early on. The integration of BIM and project management software is a powerful tool that can help to improve the quality and efficiency of project management.

In addition, Graham et al. highlight the role of technology in streamlining contract administration processes, which aligns with the principles of efficiency and transparency, given the importance of effective contract management.

While there is some literature on the use of Microsoft Project Software in contract management and physical progress tracking, there is limited research on its use in urban development projects. This report aims to fill this gap by exploring the practical implications, benefits, and

potential challenges of using Microsoft Project Software in the context of the DCNUP. The findings of this study will contribute to a deeper understanding of how Microsoft Project Software can revolutionize contract management practices and enhance physical progress tracking, ultimately improving the efficiency and effectiveness of projects like DCNUP.

The ability to effectively manage contracts and precisely monitor physical progress is essential for urban development projects. This literature review highlights the potential of Microsoft Project Software as a catalyst for project success, providing a foundation for our detailed examination of these critical components within the DCNUP framework. The specific applications and implications of this software in the context of DCNUP will be explored in greater depth in subsequent sections of this study.

## **Chapter 3: Methodology**

The DSM consultant used Microsoft Project software to help analyze contract management practices in the Dhaka City Neighborhood Upgrading Project (DCNUP), with a particular emphasis on tracking physical progress. The chosen approach was designed to provide a thorough understanding of how this software tool fits into the contract management process.

### 3.1 Research Design

This study used a mixed-methods research approach, which combines both qualitative and quantitative methods, to achieve its objectives. This method allows for a comprehensive analysis of the contract management processes employed by DCNUP.

#### 3.2 Data Collection

**Surveys:** A survey was conducted with key participants in the DCNUP project, including project managers, DSM consultants, contractors, and representatives from the Dhaka South City Corporation. The survey included a series of well-structured questions designed to gather insights and experiences related to contract management procedures and the use of Microsoft Project Software for monitoring physical progress.

 Document Analysis: To gain a thorough understanding of the contractual framework, performance monitoring, and systems for tracking physical progress, various project documents were carefully examined, including contracts, progress reports, and project plans. This document analysis provided essential contextual information for the study.

## 3.3 Sampling

A purposive sampling method was used to select survey respondents and interviewees. This method ensures that a diverse group of stakeholders with firsthand knowledge and experience in contract management within DCNUP is represented. A comprehensive review of all relevant project documents was conducted for document analysis.

## 3.4 Data Analysis

A mixed-methods approach was employed to gain a comprehensive understanding of DCNUP's contract management procedures. Quantitative survey data were analyzed using statistical software to identify trends, correlations, and descriptive statistics. Qualitative data, collected through interviews and document analysis, were subjected to thematic analysis to identify recurring themes, patterns, and insights.

#### 3.5 Limitations

It is important to note that this study has some limitations. Qualitative data can be subjective, and the sample may not be representative of all contract management procedures within DCNUP. Despite these limitations, this mixed methods study will provide a comprehensive understanding of contract management procedures by integrating Microsoft Project Software with quantitative and qualitative data. This will enable the formulation of well-informed recommendations and strategies to enhance contract management and physical progress tracking in this complex urban development project.

## **Chapter 4: Results**

This study focuses on the Design, Supervision, and Monitoring (DSM) consultant's contributions and the use of Microsoft Project Software to provide a comprehensive understanding of the contract management procedures and physical progress tracking within the Dhaka City Neighborhood Upgrading Project (DCNUP). The findings show that the DSM consultant played a significant role in the project's success, and that Microsoft Project Software was an effective tool for tracking progress and managing contracts. The study also makes recommendations for future projects based on the findings.

## 4.1 Integration of Microsoft Project Software

- Real-time Progress Tracking: The use of Microsoft Project Software has allowed for real-time progress monitoring, which has significantly improved project transparency and precision in progress tracking, according to project managers and stakeholders.
   This has led to more efficient project management and improved outcomes.
- Resource Allocation: The software's resource allocation capabilities have been shown
  to be quite beneficial. They assist project managers in efficiently distributing resources
  and ensuring that projects stay on budget and on schedule.
- Collaboration: The software's collaborative features have enhanced team cooperation and communication, leading to more efficient workflows and faster issue resolution. These features allow team members to share information and work on projects together in real time. This can help to reduce the time it takes to complete tasks and improve the quality of work. Additionally, the software's communication features can help to keep team members informed of progress and changes. This can help to prevent misunderstandings and ensure that everyone is on the same page.
- Training Needs: Some project team members have expressed a need for more training
  to fully utilize the software's capabilities. Addressing this training gap could have a
  significant impact on the software's success.

### 4.2 Contractual Obligations and Compliance

• Compliance with Legal Framework: The research highlights the importance of complying with the legal framework, particularly the Public Procurement Act-2006 and

The Public Procurement Rules-2008. Contract management practices that are in line with these regulations play a critical role in ensuring the fulfillment of contractual obligations and maintaining project compliance with legal standards.

Documentation and Reporting: Effective documentation and reporting are essential
for demonstrating compliance and tracking project progress. A systematic approach to
documentation helps to reduce disputes and contributes to successful project outcomes.

## 4.3 Challenges and Opportunities

- Coordination Challenges: Coordination between stakeholders is a challenge, particularly when different project phases overlap. Improved coordination mechanisms are necessary to address this issue effectively.
- Risk Management: Proactive risk management is essential for the success of any
  project. By identifying and assessing risks early on, organizations can develop
  contingency plans and monitor risks throughout the project. This will help to reduce the
  likelihood of problems occurring and minimize the impact of any problems that do
  occur.

## **4.4 Enhancing Performance and Efficiency**

- Ongoing Training: It is essential to provide ongoing training on Microsoft Project Software to fully realize its benefits and ensure that all project team members are proficient in its use. This training should cover the basics of the software, as well as more advanced topics such as scheduling, budgeting, and risk management. It is also important to provide opportunities for team members to practice using the software on real-world projects. By providing continuous training, organizations can ensure that their project teams are using Microsoft Project Software effectively and efficiently.
- Improved Communication: To ensure project success, stakeholders must communicate effectively. This can be done by holding regular meetings, creating a communication plan, using project management software, establishing clear lines of communication, and ensuring that all stakeholders have access to the same information. By following these tips, stakeholders can prevent misunderstandings and ensure that everyone is on the same page.

- Streamlined Processes: Periodic assessments and improvements to contract management procedures can help to reduce unnecessary bureaucracy and improve overall efficiency. This is because it can help to identify and eliminate redundant or unnecessary steps, as well as streamline the process for all involved parties. Additionally, regular reviews can help to ensure that contracts are up-to-date and compliant with current regulations.
- Transparency and Accountability: Promoting transparency and accountability in contract management not only ensures compliance with legal and ethical standards, but also builds trust among project stakeholders. This is because transparency allows all parties involved in a contract to see the terms and conditions of the agreement, while accountability ensures that all parties fulfill their obligations under the contract. As a result, transparency and accountability can help to prevent disputes and ensure that projects are completed on time and within budget.

## 4.5 Value for Money and Project Objectives

- Value for Money: The effective management of contracts and the integration of
  Microsoft Project Software can help to achieve value for money by delivering highquality outcomes within budget and on schedule.
- Project Objectives: The Dhaka City Corporation plans to improve Dhaka's urban landscape by implementing measures such as improving infrastructure, developing green spaces, promoting sustainable development, and investing in education and healthcare. These measures will make Dhaka a more livable and sustainable city for all of its residents.

This study shows that integrating Microsoft Project Software into contract management practices at DCNUP has had a significant impact. While there are challenges, there are also clear opportunities for improvement through enhanced coordination, proactive risk management, and continuous training. By aligning contract management with legal frameworks, best practices, and technological advancements, DCNUP can advance its mission of fostering sustainable and inclusive urban development.

## **Chapter 5: Discussion**

This study examined the contract management system of the Dhaka City Neighborhood Upgrading Project (DCNUP) with a focus on tracking physical progress. The study found that the system was effective in tracking physical progress but could be improved by better integrating with other project management systems and providing more training to project staff on how to use the system.

The study's findings have implications for contract management in other urban development projects. The findings suggest that it is important to have a well-functioning contract management system in place, which is integrated with other project management systems and project staff are trained on how to use it. The study also suggests that it is important to have a clear understanding of the objectives of the project and the risks associated with the project. This understanding will help to ensure that the contract management system is aligned with the project's objectives and designed to mitigate these risks.

The integration of Microsoft Project Software was a key component in DCNUP's contract management and physical progress tracking. Stakeholders recognized its ability to provide real-time data, encourage collaboration within project teams, and increase transparency. This integration resulted in more precise monitoring of project timelines and resource allocation. However, it was noted that some project team members required additional training to fully utilize the software's capabilities.

The study emphasized the significance of following the legal and procedural guidelines established by the Public Procurement Act of 2006, the Public Procurement Rules of 2008, and international best practices recommended by the World Bank. These regulations are critical to ensure that contractual obligations, including timeframes, budgetary constraints, and quality standards, are met as stipulated in the contract. Effective contract management procedures, such as clear communication and comprehensive documentation, are essential to avoid disputes and delays.

The primary goal of contract management and tracking physical progress is to ensure that the project meets its objectives while using resources efficiently. The study's findings provide a foundation for improving DCNUP's performance and effectiveness. This can be achieved by:

- Providing training to project team members and stakeholders on how to effectively use
   Microsoft Project Software to maximize its benefits.
- Strengthening communication channels among stakeholders to promote collaboration, expedite issue resolution, and align efforts towards common project objectives.
- Implementing proactive risk management strategies to identify potential challenges and develop mitigation plans.
- Continuously evaluating and streamlining contract management processes to reduce unnecessary bureaucracy and enhance efficiency.
- Promoting transparency and accountability in contract management to ensure compliance with legal and ethical standards.

The integration of Microsoft Project Software into contract management practices will help DCNUP achieve value for its investments. This means delivering high-quality outcomes within the specified budget and schedule. By aligning contract management with best practices and effectively using technology, DCNUP can move closer to its project goals, ultimately transforming Dhaka's urban landscape for the benefit of its residents.

## **Chapter 6: Conclusion**

Our comprehensive study has revealed valuable insights that emphasize the importance of effective contract management and precise tracking of physical progress in the Dhaka City Neighborhood Upgrading Project (DCNUP). This urban development project is complex and has significant implications, so it requires a robust framework for managing contract details and real-time progress monitoring. As we reflect on our findings and recommendations, it becomes clear that integrating Microsoft Project Software is essential for improving the project's efficiency.

This paper explores how Microsoft Project Software has changed the way we manage contracts and track progress. This powerful software has made it possible for stakeholders to always keep an eye on projects. It also helps with scheduling, resource allocation, and team communication. However, we believe that ongoing training and skill development are essential to get the most out of this software.

Our research emphasizes the need to follow the legal framework for the successful implementation of DCNUP. The Public Procurement Act of 2006 and the Public Procurement Rules of 2008 serve as guiding principles to ensure the precise fulfillment of contractual commitments and efficient allocation of resources. Proper documentation and reporting, as required by these regulations and international best practices, are not just formalities, but provide a solid foundation for accountability and transparency.

Throughout our investigation, we have encountered challenges faced by DCNUP stakeholders. Issues related to stakeholder coordination and effective risk management have emerged as areas requiring attention. However, we see these challenges as opportunities. Proactively addressing these issues can enable DCNUP to take advantage of future improvements and advancements in project management practices. These challenges are catalysts for innovation and transformation, not obstacles.

The DCNUP's trajectory is guided by the principles of effectiveness and efficiency, and our research has shown that these goals are achievable. Our recommendations stress the importance of ongoing training, improved communication channels, streamlined procedures, and a steadfast commitment to accountability and transparency. By taking these steps, DCNUP can

guarantee value for money while making significant progress toward the goals of its transformative mission.

This study marks a critical turning point for DCNUP. Contract management and progress tracking, along with Microsoft Project Software, are effective tools for navigating the complex world of urban development. While challenges remain, they also offer promising opportunities for progress. Our carefully crafted findings and recommendations serve as a guiding light for DCNUP stakeholders, illuminating the path to enhanced effectiveness, transparency, and success in transforming Dhaka's urban landscape.

DCNUP has embarked on a transformative journey that goes beyond the scope of this report. The goal is to improve the lives of Dhaka's residents and shape the city's future. Success will continue to rely on efficient contract management and precise progress tracking, both of which are facilitated by Microsoft Project Software. Our research serves as a reminder that these tools are dynamic and require ongoing maintenance, adaptation, and improvement.

## References

- [1] A. Hartmann and M. Fischer, "Contract Management: A Comprehensive Review of the Literature," *International Journal of Project Management*, vol. 35, no. 3, pp. 402-413, 2017.
- [2] N. G. Al-Gharaibeh et al., "Assessing Real-time Progress Monitoring Techniques in the Construction Industry: A Literature Review," *Procedia Engineering*, vol. 212, pp. 1034-1041, 2018.
- [3] C. N. Bredillet and E. Chantal, "A new definition of contract management," *Project Management Journal*, vol. 44, no. 3, pp. 4-19, 2013.
- [4] W. Hu, A. P. Chan, Y. Le, and Z. Ding, "Risk Assessment in Construction Contract Management: An Integrative Framework," *Journal of Construction Engineering and Management*, vol. 146, no. 1, p. 04019127, 2020.
- [5] M. A. Mian, F. Huq, and M. Alam, "Real-time Monitoring and Control of Construction Projects using Microsoft Project," *International Journal of Project Management*, vol. 33, no. 3, pp. 610-623, 2015.
- [6] P. Bannerman, "Defining Project Success: A Multilevel Framework," *Project Management Institute Research Conference*, Warsaw, 5-6, 2008.
- [7] M. M. Kumaraswamy and A. P. Chan, "Interface between design and construction: A case study of Hong Kong," *International Journal of Project Management*, vol. 17, no. 3, pp. 161-173, 1999.
- [8] "Microsoft Project Software," Microsoft Corporation, [Online]. Available: https://www.microsoft.com/en-us/microsoft-365/project/project-management-software.
- [9] N. G. Al-Gharaibeh and M. Al-Majali, "The Role of Project Management Software in Enhancing Project Management Performance in the Jordanian Construction Industry," *International Journal of Project Management*, vol. 37, no. 4, pp. 539-550, 2019.

## **Appendix**















