

A Paper on  
**WELL-PLANNED URBANIZATION AND DEVELOPMENT:  
Involving Private Sector under Public Private Partnership (PPP)**



Presented as a Key Note Paper at the Seminar attended by  
The Hon'ble Minister of Housing & Public Works  
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By  
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# **WELL-PLANNED URBANIZATION AND DEVELOPMENT:**

Involving Private Sector under Public Private Partnership (PPP)

**Suhel A Choudhury**

**Former Secretary**

**Ministry of Housing and Public Works, GoB**

## KEY PRESENTATION POINTS

1. **State of play in Present Dhaka:** As it stands today Dhaka, which has the unique distinction of becoming a capital city three times in the twentieth century, **is an ill-planned or at best half planned capital city. It is the end product of multiple Stand-Alone projects and or incomplete/half complete/abandoned projects** taken up since 1947 which have contributed towards a messy development of the country's capital city;
2. **Picking up a Role-model for a Well-Planned Capital – 2121:** Due to its past haphazard growth, our Capital needs a role model for its long term development. And in this situation, we suggest Singapore City, neither Delhi nor KL or some other capital. Bangladesh is the most densely populated country in the world and as such the only choice we have is either Singapore or Hong Kong. We suggest Singapore;
3. **Development of new Satellite Townships in and around Dhaka:** We propose more Satellite Towns adjacent to Purbachol (new Purbachols) and other major cities and Sub-cities beside every Special Economic Zones and beyond Dhaka, in areas like Jamuna Parh (beside Jamuna Access Road), Char Janajaat, Arhiol Beel area and so on;
4. **Area Development by the Private Sector:** A chunk of land 200 acres or above (100 acres or above in major cities or townships), perhaps organized under Co-op Societies, Groups or Associations etc could be developed under strict Rules and Regulations formulated by the government and implemented / supervised by agencies like RAJUK /DAMDA/ DRA in the capital and NHA/CDA/KDA/RDA etc in other cities. Such Areas could be incorporated / accommodated within a large developed area, satellite town and proposed sub-cities etc including any urban/semi-urban area as decided by the government/government implementation agency.
5. **Re-development of Old Dhaka and Half-planned or Unplanned areas:** Old town of Dhaka, mixed areas of the capital and other major cities like Chittagong, Khulna, Rajshahi etc could be re-developed to fit in properly within a well-planned city. This has been done in Singapore, Brussels, Jersey City, USA and elsewhere in the world. It is important that we learn from experiences of other capitals in this regard;
6. **Redeveloping entire Hatirjheel, initially in 2031 and finally by 2051, as the New City Centre and Financial District:** A farsighted plan for the development of entire Hatirjheel Area - North and South - including Tejgaon is urgently required. To begin with, the most promising area that could be re-developed is Hatirjheel and adjoining areas as the future City Centre and the Financial District of the capital. **If it is not done now, may be a splendid opportunity would have been lost forever.**

**Re-development and Heritage Sites:** Redevelopment of Burigonga river-front could be taken up in order to protect heritage buildings like Ruplal House etc and to create a beautiful river front for the capital city. It can begin from Forashgonj or earlier and

end at Mitford Hospital (including adjoining areas up to Patuatuli Road – the entire block). This can be a self-financed project with an initial block allocation from the government;

7. **Population Explosion and Rush to Capital and Major Cities:** Giving serious attention to very high population growth in the country since 1947 when population went up from 45m to 160m creating extra pressure on urbanization. In recent years, during a period of only 13 years, 6.7 m people, more than the combined population (6.6m) of Chittagong, Khulna and Rajshahi cities have been added to the capital city of Bangladesh. More and more urban centers would have to be built under a well-planned urbanization program.
8. **Restructuring RAJUK / DAMDA:** Creating a much more powerful and effective RAJUK / DAMDA should be considered as the prime need. Present Rajuk must be totally restructured, perhaps in the line of DDA and renamed as DAMDA in view of severe bottle- necks being faced by the body in its day to day work. A recent report in a national daily mentioned that only 35 percent work of Purbachol has been completed within the scheduled period. Policy makers ought to be very serious about cost over-runs, time over-runs and act without delay.
9. **Climate Change Issues:** Taking Climate Change Issues into serious consideration and **consequent adaptive measures** must get utmost priority. CC is a serious matter, may be life and death question for Bangladesh in the next 30 to hundred years. Even the government of USA has agreed (though earlier denied) that climate change has started affecting the US and they need to take appropriate measures. **We must take adaptive measures sooner than later. In view of climate change predictions, we have to take appropriate measures for rain water preservation. Rain water conservation on top of houses, water bodies in the form of reservoirs, lakes, ponds etc should be incorporated as a part of the planning process of urbanization all over the country. Such measures have to be enforced in order to meet consequences of future multi-year draughts as was predicted by IGPPC.**
10. **Urbanization and PPP:** It is important to consider as to how Public Private Partnerships could help and assist in the development urbanization in the capital and elsewhere. Moreover, other forms of PPP like BOT, BOO, BOOT, G2G, Gp2Gp and so on can and would assist in such ventures identified above. What would be the benefits if private sector is invited to participate with adequate finance, expertise, competent personnel and organizational set-up, deserves serious consideration. Suffice it to say that this would surely expedite completion of development projects and augment finance.

## **WELL-PLANNED URBANIZATION AND DEVELOPMENT: Involving Private Sector under Public Private Partnership (PPP)**

### **Background:**

Dhaka has the unique distinction of becoming a capital city three times in the twentieth century, the last being in 1971 when Bangladesh became an independent country. Planned urbanization was perhaps not the first priority of the post Partition government. It began with a small chunk of land in Azimpur area where a government colony was set up. However, the first planned residential area was set up in Dhanmondi area in the early 1950s by the C&B Department of then provincial government. Government of the day felt the need for a city development authority and Dhaka Improvement Trust (DIT) was set up in 1956. Gradually Gulshan, Banani, and Baridhara were planned and executed by the DIT (subsequently renamed as Rajuk). Uttara, then far away from the city, was planned as a satellite township prior to liberation. Unfortunately, the entire provincial capital was not brought under the planning process. Local area development, haphazard constructions etc. resulting in multiple Stand-Alone projects were the order of the day. Moreover nothing was done for the other cities /towns at the same time, except Chittagong, Khulna and Rajshahi, and the urbanization issue in general was not given due attention. Nobody bothered about the rest of the country i.e. former East Pakistan.

- 1.1. Planned urbanization issue did not get priority in the past due to policy failures, lack of resources, frequent political interventions, less competent or incompetent bureaucrats and other factors even after liberation. Absence of a sound policy framework to include the private sector in an organized manner in this sector was also a factor. Social control or management of parks and open spaces and other similar issues and the concept of public private partnership (PPP) in various forms were missing throughout this period. A recent ad-hoc attempt in this regard was very damaging, to say the least. We should also be concerned about damaging factors like bad planning, over-commercialization etc such as the case of beach-front of Coxs Bazar. One of the most beautiful beach-front of this region has been almost destroyed in about fifteen year's time. In the absence of a sound policy framework and adequate supervision, it was destined to fail.
- 1.2. DIT was transformed into Rajuk in the mid 80s and it did not bring good results. Successive chairmen failed to create any impact due to lack of personality, capability and prevailing working environment. Other factors like paucity of fund, frequent political interventions and in many cases personal ambition and greed continued to make the authority inefficient, highly corrupt and almost non-functional. **Incidentally Delhi Development Authority (DDA) started its journey a year after DIT but its performance and achievements are noteworthy.**
- 1.3. Dhaka, a four hundred year old city, has however, not seen continuous growth during this period which was a very good plus point for the country. There was, as such, a scope to develop it as a very well planned city since the partition in 1947. Unfortunately this did not happen. Why it was so. A one-line answer could be the lack of a Total Plan with a Long-term Vision since 1947 and even after liberation in 1971 although several short or medium term plans were formulated. Hardly a single plan was executed within the stipulated timeframe or without being compromised. **It may not be unjust to say that the city has seen a series of stand-alone projects being taken up since 1950s beginning with Dhanmondi RA. All subsequent projects, Gulshan,**

**Banani, Uttara, Baridhara were also stand-alone projects (SAPs). Agargaon-Mirpur Road, Pantho Poth, Sayedabad Road/Progoti Smorani etc and the Eastern Embankment were also SAPs built in the 1980s. Some of these were important projects except that all these projects were conceptualized and implemented without a long-term vision.** Moreover total area development and connectivity with the rest of the capital were not given due importance. It is amazing that the national capital does not have a single East West road though fortunately we have three North South roads built so far. Has anyone ever seen a national capital which does not have several east-west and north –south roads?

- 1.4. **Absence of good road connectivity is, perhaps, one of the major issues which deserve serious examination in our situation. Take the case of Airport Road. It is a part of Dhaka Bongobondhu-Bridge North-Bengal Highway, Dhaka-Mymensing Highway, Dhaka-Gazipur Highway, main lifeline to Uttara Model Town and most of all, the only international airport of Dhaka. Traffic jams beginning from Gazipur to the city is a regular feature.**
- 1.5. **A long term and comprehensive plan, say a hundred year plan ( Capital Dhaka 2121) for the capital Dhaka and a long-term plan for other major cities Chittagong, Khulna, Rajshahi, Sylhet, Barisal and Rangpur (Major Cities 2071) need to be taken without delay. Dhaka would otherwise turn into a non-functional capital within next 20-30 years time even though by-pass surgeries in the form of fly-over are being added here and there.** Due to its unplanned, half-planned and disorderly growth, Dhaka received a “distinction” in the later part of 2013 when it was named the second most worst city in the world after civil war devastated capital Damascus – worse than African capitals!

## **2.0 Introduction:**

**This paper intends to focus on the issue of long term planned urbanization in the capital city (Capital Dhaka - 2121) and in major cities (Major Cities 2071) and satellite towns with the involvement of the private sector. This may be wholly or partially applicable for the major cities such as divisional cities, old district towns where the private sector could also participate in the development process under Public Private Partnership (PPP). We would like to discuss various steps that have been taken during the last 65 years and what went wrong. A national daily has reported on 7<sup>th</sup> June that only 35 percent work of Purbachol has been completed within the scheduled period. Time-bound implementation of plans is also a vital issue. Policy makers ought to be very serious about cost over-runs, time over-runs and take appropriate measures.** If major policy shifts are not initiated without delay, we may continue to see long delays in the implementation process, rising cost, missed opportunities and so on. **Most people say that Dhaka is becoming a dysfunctional city and it may be substantially true. This might be true about the port city Chittagong as well.** We have been told by a prominent citizen of Chittagong that commuting to and from the airport is already a difficult task. At the same time this paper would briefly deal with overall urbanization issue, its impact and the consequent yearly loss of agricultural land in Bangladesh. Bangladesh is the most land hungry country in the world excluding Singapore, which is a city-state. Consequently, we need to utilize our scarce land with extreme care and well intentioned policy interventions.

## **3.0 Important Issues:**

**We intend to raise important issues that could change the entire scenario if we become serious as a nation. Bangladesh aspires to become a middle-income country and even a**

**developed country within this century. Can we do it? Of course we can do it. We have the capacity, if the entire nation is serious. How can we be a middle income or a developed country if we do not have a well-planned capital city? On the issues of well-planned urbanization, we must think big and come up with long-term plans – say up to 2121--about hundred years from now. It can however be segmented as Plan for 2031, 2051, 2071.**

Are we talking about a dream? Yes, it is a dream but if a country does not have a dream, it is not worth a country.

**3.1** However, at this stage we are not talking about a dream, it is left to a future date. **We would be talking about Well-planned Urbanization and PPP, Development of Satellite Townships, Planned and Time-bound Work plans, Re-structuring of Rajuk/DAMDA, Creating RDA, taking Population Explosion into serious consideration, Climate Change issues etc.**

#### **4.0 The Key points raised in this paper are:**

- i) State of play in present Dhaka.** As it stands today, it is the end product of multiple Stand-Alone Projects since 1947 which have contributed towards a messy development of capital city;
- ii) Picking up a role-model for planned development of our capital city.** Here we suggest Singapore city since Bangladesh is the most densely populated country in the world. Consequently, the only choice we have is either Singapore or Hong Kong. Are there any third option? We do not think so;
- iii) Development of new Satellite Townships around Dhaka, meaning more Purbachols and Sub-cities beside each Special Economic Zones and beyond Dhaka, in areas like Jamuna Parh beside Jamuna Access Road, Char Janajat, Arhiol Beel and so on involving private sector. Similar or modified plans could be drawn up for major cities like Chittagong, Khulna, Rajshahi, Sylhet, Rangpur, Barisal etc.** Even in Purbachol, there could be some areas where the development could be done through PPP with some modification of the existing plan which would ensure good results by accommodating more people and ensuring much quicker implementation.
- iv) Area Development by the Private Sector, in a chunk of land 200 acres or above.** Area development may perhaps be organized under Co-op Societies, Associations or Groups etc under strict guidelines formulated and supervised by the government agency. **Prior Rules and Regulations** would have to be formulated by Rajuk/DAMDA.
- v) Redevelopment of old Dhaka, half-planned and unplanned areas and so on, as have been done in Singapore, Brussels, Jersey City, USA and elsewhere in the world.** It cannot be a viable option for the country to see its capital composed of developed, partly developed and undeveloped areas in 2071, a century after its independence. If no initiative is taken now, it may be lost forever.
- vi) Re-development of entire Hatirjheel Area - North and South - including Tejgaon as the New City Centre cum Financial District of the nation's capital. The entire Hatirjheel, both sides of the water body and adjoining areas, could be turned into a New City Centre of the Capital for 50 – 100 years (the capital city does not have a city centre since the demise of Gulistan area after 1971). It would be a posh Commercial Area and the new Financial District of the capital for the next century with multiple entry and exit points on both sides including Eskaton, Moghbazar,**

Rampura in the south and Kawranbazar, Tejgaon, Mohakhali Crossing, Gulshan etc for easy flow of traffic in the future. Absence of such measures would make traffic jams unbearable in future. A not-so-wide lake may be incorporated in the revised Hatirjheel-Tejgaon Plan (Tejgaon portion) and connect it to Hatirjheel lake so that future water logging during heavy rains could be avoided.

Redevelopment of Hatirjheel-Tejgaon can be done under PPP without a big allocation from the government. However, PPP may not be the only addition to the existing usual practice. In such cases, i.e. re-development of old / mixed areas of the capital, century old concept of acquisition of land, payment of compensation, allotment of individual plots etc and all other old practices / formulas may have to be totally discarded. A “New Formula/Concept”, perhaps similar to “Singapore Formula and or Hong Kong Formula”, may have to be adopted by Rajuk / DRA. To speak the truth, such a new set of rules and regulations would be a must for Dhaka sooner or later if the nation aspires for a modern, well-planned capital city by 2051 and beyond. If the Hon’ble Minister can do this and we are sure he can, he would be remembered by the Bangladeshis like Mr. Madani for a long time.

Re-development of a lot of other areas like Tannery-free Hajaribag, Kalshi-Mirpur (previously a very backward area pre-existing since 1960s on both sides of newly developed wide road from Mirpur Section 11.5 – connecting the fly-over to Airport / Banani), Nimtoly-Fulbarhia, old-Dhaka etc would be viable exercises in no distant future.

**Re-development and Heritage site:**

**Redevelopment of Burigonga River-Front** from Forashgonj Ruplal House or earlier to Mitford Hospital could make this site very attractive and at the same time save heritage buildings/sites. It could be done under PPP and be a self-financed project.

- vii) **Population Explosion since 1947 and consequent urbanization.** Appropriate solutions have to be found for the population explosion since 1947 when population of former East Pakistan was around 45m and which has reached 160m now. Huge pressure of population would create, in fact it has already created, tremendous constraints on Urbanization Plans throughout the country including its capital. Amazingly, 6.7m people have been added to capital’s population, more than the combined population (6.6m) of three major cities Chittagong, Khulna and Rajshahi during the last 13 years.
- viii) **Creating a much more powerful and effective Rajuk - totally restructured - and renamed as DAMDA.** Rajuk may be totally restructured and given more powers. It may perhaps be in the line of Delhi Development Authority (DDA) with a senior minister as the chairman of the board, a senior secretary as vice chairman and CEO and so on;
- ix) **Taking Climate Change Issues into serious consideration and consequent adaptive measures.** The present government has already taken up certain issues into consideration. There may be foreign funding available for such projects;
- x) **Finally how Public Private Partnership can and would assist in these ventures.** The private sector may be invited to participate with adequate finance, competent persons and organizational strength.

## **5.0 Let us now discuss these points a little more elaborately:**

### **i) Present Dhaka:**

We have meanwhile discussed the situation prevailing in Dhaka which is the end product of all stand-alone projects. As it stands today Dhaka is an ill-planned or at best half planned capital city. It is the result of multiple Stand-Alone projects and or incomplete / half complete / abandoned projects since 1947 which have contributed towards a messy development of the country's capital city. In addition a number of projects were either ill-planned or half-planned and in some cases not implemented properly. Lack of adequate allocations by the government is another factor that impacted severely. In most cases leadership qualities of successive chairmen of DIT/Rajuk since liberation can be questioned by the citizens of Dhaka. Moreover large parts of Dhaka were not brought under the planning process and we have seen areas like Jikatola, Hajaribag, major parts of Mohammadpur-Johuri Moholla, Mirpur, Mugdaparha, Bashabo, Nakhparha, Shahjahanpur etc left out and have grown like slums/basties or near basties during the last 50-60 years. Fifty years back, as a university student, we had to use a boat to reach a construction site in Mugdaparha, just across the central railway station Kamalapur. Non-planning or ill-planning has made these areas and so many other areas modern slums.

### **ii) A role model for Dhaka:**

We think our capital city needs a role model. New Delhi has been a well-planned capital city but it cannot be our role model since we do not have enough land like in India. Neither KL nor Islamabad could be the choice as we cannot build a new capital either due to scarcity of land. We think our choice is pretty much limited to either Hong Kong or Singapore. Shall we suggest we follow Singapore, may be with some changes to suit our conditions? Let us not go for reinventing the wheel. A far better option would be to benefit from experiences available in this region – not the United States of America, or any capital of Europe.

### **iii) Development of more Satellite Townships:**

In addition to Purbachol, more satellite townships should be developed in and around Dhaka. We learnt that Purbo Baridhara, Savar Satellite Town and Keranigonj New Town are being planned now. If we recollect properly, we were told about Purbo Baridhara in 1999, about fifteen years back and perhaps it is still in the drawing board. That is why implementation modalities may have to be thoroughly revised now with a view to expediting implementation of new townships which may include, among other things, the private sector in various ways, including PPP.

Hon'ble Minister may like to consider whether it would be better to start a new satellite town beside Purbachol in areas like Nagori, Nagori Bazar, Daudpur, Tumulia etc or Rupgonj, Kayetparha, Bulta, Gongapur etc. since a lot of existing facilities like 300 ft wide road, fly-over and other services, already built for Purbachol, could be utilized better. From various ad's that we see every day, a lot of these areas have already been purchased by private developers, societies, associations and perhaps sold or received approval as well.

A newly devised scheme, involving various forms of PPP, some major changes in land utilization policy in the capital, much higher holding tax for independent plots etc would encourage people to form co-op societies and go for high-rise apartment blocks like in Singapore, Hong Kong and elsewhere. Accordingly our proposed New

Purbachol (beside on-going Purbachol) could perhaps be implemented in about 10 years time, making it cost-effective and time-effective.

Moreover, **Sub-cities beside each Special Economic Zones and beyond Dhaka would have to be planned at the same time.** All SEZ's would require a nearby urban township. **This would meet the urban needs of SEZ's as well as arrest march of people towards Dhaka.** We would also like to suggest a sub-city in areas like Jamuna Parh (beside Jamuna Access Road), Aorhiol Beel, Char Janajat etc. This would divert a lot of people who would otherwise have migrated to the capital. **However, such sub-cities would have to be very well-planned keeping in mind the long term needs of this land hungry country. Executions of such plans may, however, take time.**

#### **New Modalities:**

**We have to evaluate our experience in the past with regard to the development of Purbachol or even Uttara. And this would convince us the need for a separate implementing authority for such purposes. Dhaka Re-development Authority could take up these projects as and when the government would so decide. Private sector could also play its due role here in various ways including PPP, BOT, BOO, BOOT, G2G, Gp2Gp (G2G + Private Sectors on both sides) and so on.**

**If there is a possibility, the Hon'ble Minister may like to revisit Purbachol Plan and make necessary changes so that the implementation process is made faster and it could accommodate more people in the process of re-densification as are being done by DDA in New Delhi and elsewhere. We have not tried one thing which other capitals have done before. A few dozen applicants were given a plot where they could build high-rise block making much better utilization of scarce land and at the same time accommodation less expensive. More over past practice of giving rehabilitation plots to the affected person should be discarded. They might be offered suitable group plots, according to their financial ability, to go for high-rise apartment blocks. Population of Dhaka is increasing at a very high rate and we cannot afford the luxury that was in our mind-set 25-30 years before. A major daily has reported recently that 6.6mn people live in 3 major cities, Chittagong 4.5mn, Rajshahi 1.5 mn and Khulna 05mn whereas in the last 13 years 6.7 m people have been added to the population of Dhaka city. Every day 1418 persons are added to Metropolitan Dhaka. Do we need to wait further to amend or modify our old plans/modalities?**

#### **iv) Area Development:**

**Private sector may be allowed to develop areas under its own initiative. However, this must be done under strict rules and regulations of the Rajuk or Dhaka Redevelopment Authority. A parcel of land exceeding 200 acres and up to 1,000 acres could be allowed to be developed as housing areas under the initiative of the private sector. Even mini-industrial areas could be set up under this plan provided that pollution-free industries are set up. However it must conform to the overall planned growth of Dhaka city and elsewhere. No chaarh or khatir should be shown to any land grabber or an unscrupulous person for this purpose. Proper development of the capital city as well as other cities must get top priority over everything else in this regard.**

#### **v) Redevelopment of old Dhaka, Half-planned and Unplanned areas and so on:**

**Along with the planned development of new sites and areas, redevelopment of old, unplanned and half-planned areas of the capital must be taken up without delay.**

**Similar redevelopment exercises have been done in Singapore, Brussels, Jersey City, USA and elsewhere in the world. If no initiative is taken now, it may be lost forever.** In the older parts of Dhaka and in unplanned / half-planned areas most people are converting their old dilapidated houses in to multistoried buildings, by the side of old narrow streets etc leading to haphazard growth, more severe congestion, lack of parking spaces, lack of modern civic facilities, high cost of land and so on. Already there are areas in Dhaka, Chittagong and elsewhere where a fire-fighting vehicle cannot enter during emergencies. This could be avoided if well-planned growth in the form of ‘re-development’ of areas become our policy as is the case with other countries. And a lot of it can be done under PPP without a big government allocation. More on this may be seen in the next point.

**vi) Dhaka Re-development Authority (DRA):**

**We need a redevelopment authority like Singapore, Jersey city etc to redevelop existing areas and turn those into modern developed areas. This has been done elsewhere with success. Jersey City in the US is also four hundred years old like Dhaka city. A part of Jersey City has been thoroughly reconstructed by the redevelopment authority which fascinates everyone. Pretty old Nord Area of Brussels has been re-developed and it is now known as mini Manhattan. In our case Dhaka Redevelopment Authority can start with Hatirjheel area, north and south plus Tejgaon old industrial area up to the beginning of Mohakhali, and turn it into a New City Centre - cum - Financial District of the capital. It can be a self financed project if adequate rules and regulations are framed and the private sector is involved. It can be done under PPP without a big allocation from the government. However, only PPP may not be the only addition to the existing usual practice.**

**In such cases (re-development of old/mixed areas) the old concept of acquisition of land, payment of compensation, allotment of individual plots end go for redevelopment of such areas in right earnest. It may be necessary that most of the existing practices/formulas have to be totally discarded. We may perhaps borrow new concepts from Singapore, Hongkong etc and Rajuk / DRA may suitably apply those in our context. Such a new set of rules and regulations would be a must for Dhaka (and other major cities) sooner or later if a modern, well-planned capital city by 2051 and beyond is the target of the nation. To speak the truth, such a new set of rules and regulations would be a must for Dhaka sooner than later if the nation aspires for a modern, well-planned national capital by 2031 and beyond.**

**With regard to Hatirjheel-Tejgaon area re-development mentioned earlier, Minister in charge of Housing and Works perhaps remember that during his previous tenure in the MoH&W, it was decided that Tejgaon Industrial Area (which received government approval on 31 Dec. 1949 – about 65 years earlier when Dhaka had started its’ journey as the new capital of a back-ward province) was to be treated as a commercial and residential area. The next area to be taken up for re-development could be Tannery-free Hajaribag, backward Kalshi-Mirpur (entire area, under-developed and undeveloped and backward for more than half century, having a newly built wide avenue form Mirpur Section 11.5 at a high cost) , Nimtoly-Fulbaria area and the old-Dhaka (as an extension of Nimtoly-Fulbaria?).**

**Re-development and Heritage Sites: Redevelopment of Burigonga river-front could serve the twin purpose of re-development of an old dilapidated area as well as protection of heritage buildings like Ruplal House etc. It can begin from Farashgonj**

and end at Mitford Hospital (including adjoining areas near to Patuatuli Road – the entire block). This can be a self-financed project with an initial block allocation from the government;

**Singapore Experience:**

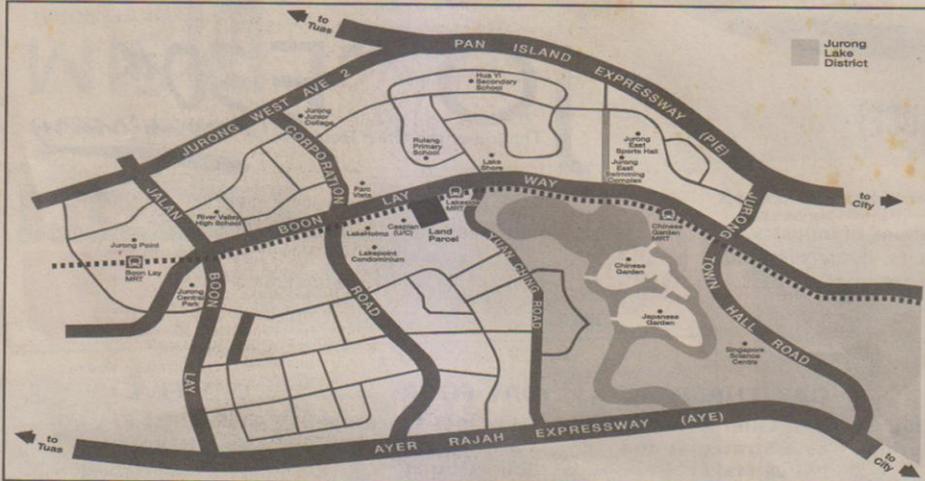
**We are showing below two tenders floated by the Urban Redevelopment Authority of Singapore in 2010 for development by the private sector:**



## URBAN REDEVELOPMENT AUTHORITY

To make Singapore a great city to live, work and play in

### Land Parcel At Boon Lay Way



- Near Lakeside MRT Station
- Located within an established private residential estate with condominiums such as Lake Holmz, Parc Vista, Lakeshore and the upcoming Casplan
- Easy access to retail and dining facilities at Jurong Point, Jurong East and Jurong West Town centres
- Near Jurong Lake District which will be transformed into an attractive commercial hub and a world class leisure destination

**DETAILS OF LAND PARCEL AT BOON LAY WAY**

Site Area	16,117.2 m <sup>2</sup>
Allowable Development	Residential
Maximum Building Height	60m AMSL*
Maximum Gross Floor Area	56,411 m <sup>2</sup>
Lease Period	99 years

\* Above Mean Sea Level

**SUBMISSION OF TENDER**

Submission Date : 4 May 2010

Time : 9.00am to 12 noon

Venue : Room 13-1, 13th Storey, Tower, The URA Centre, 45 Maxwell Road, Singapore 069118

**DEVELOPER'S PACKETS**

Details of the site and particulars of tender requirements are available in Developer's Packets which can be purchased at S\$105/- (excluding delivery charges) each via URA-online at:

[http://www.ura.gov.sg/sales/sale\\_of\\_developer's\\_packet.html](http://www.ura.gov.sg/sales/sale_of_developer's_packet.html)

or can be purchased from:

Customer Service Counter  
1st Storey, The URA Centre  
45 Maxwell Road, Singapore 069118

**Boon Lay Way**

**Both projects were for residential purposes. 1. Boon Lay Way area above was allowed residential building having height of 60 meter (about 20 storied) above MSL+ and 2. Simei**

Street 3 below was allowed 49 meters above MSL+. And the lease was for 99 years.

You may find that the regulatory body was auctioning two separate parcels of land of to the bidders for development. All necessary details like height of the buildings to be built and all other details are laid down clearly.

# SALE OF SITES FOR RESIDENTIAL DEVELOPMENT

## Land Parcel At Simei Street 3

- Near Simei MRT Station
- Located within an established private residential estate with condominiums such as Modena and Tropical Spring
- Access to nearby Simei Town Centre and Eastpoint Mall
- Near East Coast Park and Laguna National Golf and Country Club

Site Area	11,793.0 m <sup>2</sup>
Allowable Development	Residential
Maximum Building Height	49m AMSL*
Maximum Gross Floor Area	27,124 m <sup>2</sup>
Lease Period	99 years

\* Above Mean Sea Level

### SUBMISSION OF TENDER

Submission Date : 11 May 2010  
 Time : 9.00am to 12 noon  
 Venue : Room 13-1, 13th Storey, Tower, The URA Centre, 45 Maxwell Road, Singapore 069118

### ENQUIRIES:

- Customer Service Hotline: (65) 6329 3326
- For Land Parcel at Boon Lay Way/Lakeside Drive: (65) 6321 8004 or (65) 6329 3327
- For Land Parcel at Simei Street 3: (65) 6329 3272 or (65) 6321 8397
- Online enquiries: [http://www.ura.gov.sg/sales/site\\_enquiry.jsp](http://www.ura.gov.sg/sales/site_enquiry.jsp)
- Via the Enquiry Forms provided in the Developer's Packet

### Simei Street 3

It was not like Dhaka where the design of a building on a piece of land measuring 2/3/5/10/ kathas would be shown to Rajuk officials and they would give necessary approval for construction resulting in the formation of mixed or poorly developed areas, seriously compromising the sky-line of Dhaka. Usually most people would deviate from approved plans

and roads and other common facilities would suffer.

**vii) Population Explosion and Resultant Urbanization:**

**Appropriate solutions would have to be found for the population explosion since 1947 when population has gone up from 45m to 160m. Admittedly such a huge population growth would create tremendous constraints on future urbanization plans. It naturally demands that our past urbanization plans would have to be drastically modified and we need to go for a ‘New Urban Model’, both for the capital city as well as major cities, other old towns, newer urban towns, Upazilla towns etc.**

Moreover we have to notice the new concept “developing middle class” which includes a citizen earning \$ 4 a day. Such a new middle class would create extra pressure on urbanization. Per capita income of average Bangladeshi has been going up and it would continue to rise. Accordingly, apart from traditional middle class as our sociologists have seen in the past, a new ‘developing middle class’ is also emerging now. If our urban planners are not aware or alert about it, all current plans might fail or might not be successful.

We are aware that population of Dhaka is increasing at a very high rate and we cannot afford the luxury that was in our mind-set 30-35 years before. A major daily has reported recently that 6.6m people live in 3 major cities, Chittagong 4.5m, Rajshahi 1.5m and Khulna 05m whereas **in the last 13 years 6.7 m people have been added to the population of Dhaka city. Every day 1418 persons are added to Metropolitan Dhaka.** We cannot afford to wait further to amend or modify our old plans and upgrade new plans.

**viii) Restructuring Rajuk:**

**Creating a much more effective Rajuk or Dhaka Metropolitan Development Authority (DAMDA) is the need of the day. Citizens of the capital have seen Rajuk during the last 30 years or so. Compared to Rajuk, its predecessor DIT performed much better. However, things have become more complicated now. It should have a powerful board like Delhi. A senior minister may be made the chairman of the board and vice-chair could be senior secretary to the government. Commissioners or Principal Commissioners could be secretaries/addl secretaries.** Mid level officials were made boss of Rajuk for a pretty long time. Unfortunately for the nation, they possessed neither the competence nor guts or personality required for such a position. What a shame for the citizens of the country and its capital city. **Proposed Dhaka Redevelopment Authority (DRA) would work under the re-structured Rajuk / DAMDA with a view to achieve better coordination.**

**We also propose that the name of Ministry of Housing and Public Works should be changed to Ministry of Housing and Urban Development or simply The Ministry of Urban Development** (housing being an issue inclusive in urban development). In that case all urban development issues, other than local government related issues, would naturally be the responsibility of the Ministry of Urban Development.

Let us now briefly try to identify the deficiencies, inherent disabilities of Rajuk. Dhaka Improvement Trust, Rajuk’s predecessor, was allowed much more autonomy. It was also enjoying better financial health. It was headed by a very senior and capable bureaucrat (Madani’s name is still remembered by the senior citizens of Dhaka). Other officials were also capable and generally honest. Moreover it did not suffer from bad side-

effects of trade unionism in the form of ‘samity’ and ‘welfare associations’ – which has gone from bad to worse in the post-nineties. No chairman (CEO) of DIT had ever received even one-tenth of phone calls/visits per day as were received by the later day chairmen of Rajuk. It has worsened in the recent years. On the day of the Seminar, we heard a remark made by a senior official of Rajuk that while sitting in the office of DDA Vice Chairman (CEO) during his visit to New Delhi, he had observed no such phone calls (tadbirs) being received by the vice-chair of DDA. The vice-chair was surprised to know that his Dhaka counterpart receives continuous phone calls throughout the day. What a difference in work culture existing in our next-door country? How can Rajuk chairman work normally and look after his important tasks if he has to spend most of the time either listening to non-stop tadbirs or attending meetings?

We do not intend to elaborate on other issues like policy failures, lack of adequate funding and consequent cost-over runs and time-over runs, frequent interventions from vested quarters and Bhumi Doshshus, vested quarters interest in delaying computerization, lack of adequate and well-qualified human resources etc. We are not mentioning corruption as a separate issue since it is everywhere and as such were not the only prerogative of Rajuk officials.

**If for any particular reason, explained or unexplained, Rajuk is not thoroughly restructured as has been suggested in this paper, we suggest that its ‘name’ be changed to DAMDA in order to make a fresh start without past baggage and a senior minister be made the chairman of the board and the board given more powers. In addition, a senior secretary ought to be made vice chairman and CEO. All redevelopment work, as mentioned in this paper, would have to be given to the proposed Dhaka Redevelopment Authority. In addition, on-going work could be transferred to DRA fully or partially in order to relieve the heavy work-load of the superior body, policy making and implementing body – Rajuk / DAMDA.**

**ix) Climate Change Adaptation:**

**We need to be seriously concerned that climate change and consequent sea level rise is going to affect Bangladesh in more than one ways. We may have to plan our urban areas and adapt to new conditions that have been foreseen by the IGPC. Chittagong and coastal areas would be more seriously affected. Fortunately for us, the government is sensitized by the Climate Change experts and we are told that the height of Padma Bridge has meanwhile been raised by one meter. Similar adaptation measures are necessary in all other issues as well, including urbanization. In view of climate change predictions, we have to take appropriate measures for rain water preservation.**

**Rain water conservation on top of houses, water bodies in the form of reservoirs, lakes, ponds etc. should be incorporated as a part of the urban planning process. Such measures would have to be enforced rigidly in order to meet the consequences of future multi-year draughts predicted by IGPC. Perhaps we need to raise the floor levels of future buildings or structures in Dhaka, Chittagong and elsewhere. As we understand, international fund might be available to finance such adaptive measures.**

Moreover, we need to go for more high-rise buildings, fifteen to twenty stories for residential purposes and forty to sixty stories for commercial uses, much bigger apartment blocks as we see in Singapore, Hong Kong and elsewhere. **Small independent plots in**

**the capital or major cities, either residential or commercial, should be treated as luxuries and has to be made pretty expensive and put on auction. Higher revenue thus generated could be used to provide the cross subsidy that would have to be provided to the less fortunate and low income groups (LIGs). Water reservoirs, small and big, would have to be incorporated in the future urbanization process. This would serve twin purpose – provide water to the nearby urban residents during serious droughts that have been predicted by IGPC and at the same time provide open spaces, in the form of lakes, parks for the residents living in the concrete jungles of future cities.**

**May we suggest that, in the future, we hire experts or consultants from Singapore, Hong Kong or other places facing similar situation like Bangladesh -- not from USA, Canada or similar countries having abundant land. We have to take many more actions to face the climate change issues and remain alert and keep on changing or adjusting our plans as and when required.**

x) **Urbanization and PPP:**

**How public private partnerships (PPPs) could and would assist in these ventures like Satellite Towns, Sub-cities, Re-development plans, well planned urbanization across the country etc need to be given due importance by the government. This is the last point of this presentation which is the involvement of private sector in the area of urbanization process. If private sector is invited to participate with adequate finance, competent persons and organizational strength, implementation process of Satellite Towns, Sub-cities, Re-developed areas etc would be much faster. Time-bound work plans can be given to experienced and competent private sector and completion expedited. However, it should be kept in mind that only established firms with reputation and experience can be made eligible in such cases and there cannot be any exception made on political or unethical grounds.**

As we have mentioned earlier that the **private sector could also play its due role here in various ways including PPP.** However, there could be various modes of operation in such circumstances like BOT, BOO, BOOT, G2G, Gp2Gp (G2G + Private Sectors on both sides) and so on. Unfortunately, we do not have a good understanding of PPP nationally even now. Hence such cases should be cross examined through public hearing, not being a part of closed-door discussions. **With regard to area development, a different route could be envisaged. However, proper rules and regulations must be framed beforehand so that city's greater interest or greater public interest is not compromised at all. Area development can be treated as relatively small scale project where private sector can do it within well-defined rules and regulations enforced by competent people.**

## **6.0 Conclusion and recommendations:**

**6.1 Taking lessons from our past mistakes and not repeating stand-alone projects as in the past.** All projects undertaken or approved by the city authorities must be in conformity with the **global plan for the Capital City–2121, a very long-term and comprehensive plan for the city keeping in mind how we want to see our capital in 2121 and 2071 and medium term in 2031 and 2051.**

**6.2 Need to choose a role model for the capital city, Dhaka.** Since Bangladesh suffers from serious land scarcity, Singapore or Hong Kong could be the ideal choice in this regard – we suggest Singapore.

- 6.3** Development of Satellite Townships around Dhaka and Sub-cities beyond Dhaka under revised plans and ideas, PPP included. Development of new Satellite Townships may be started without delay in Purbo Baridhara, Savar, Keranigonj in planning stage now or in areas adjacent to Purbachol like Nagori, Tumulia, Daudpur or Rupgonj, Kayetparha, Bulta etc in order to take full advantage of Purbachol connectivity and other services. Development of Sub-cities beyond capital city and beside each Special Economic Zones and in areas like Jamuna Parh, Ariol Beel, Char Janajat etc. would have to be planned at the same time but implemented gradually. Similar actions are required for major cities of Bangladesh.
- 6.4** Area Development: Private sector may be allowed to develop areas under its own initiatives and included in the overall plan for the city. However, this must be done under strict rules and regulations of the Rajuk / Dhaka Redevelopment Authority.
- 6.5** Redeveloping old, unplanned or half-planned areas of Dhaka. If planned re-development of such areas like Hatirjheel-Tejgaon, Kalshi-Mirpur, Hajaribag, Old-Dhaka are not undertaken sooner than later, most people would do it on their own, make the city more and more clumsy and ultimately a redevelopment exercise would be either impossible or at least an extremely difficult task in the future.
- 6.6** Creating Dhaka Re-development Authority (DRA) such as we find in Singapore, Jersey City and elsewhere. Rajuk/DAMDA would be the policy making and enforcing agency and would act as the superior body supervising the work of DRA. The first re-development exercise could begin with Hatirjheel (north and south) - Tejgaon area, followed by Kalshi-Mirpur, Hajaribag etc. All implementation / oversight tasks would be performed by DRA and others as permitted by Rajuk/DAMDA.
- 6.7** Taking care of population explosion and consequent urbanization plans are becoming more and more valid questions. Huge growth of population since 1947 should have bothered us and our planners much earlier. Surplus people are already migrating to Dhaka and other major cities and this trend would definitely increase in future. As such we have to come up with much better planned cities in Bangladesh.
- 6.8** Restructuring Rajuk and creation of DAMDA to make it much more effective is the need of the day. Rajuk has to be strengthened and given more powers like DDA. It may be re-named as DAMDA (Dhaka Metropolitan Development Authority) headed by a senior minister as the chairman of the board. A senior secretary to the government may be made vice chairman and the CEO. Commissioners / Principal Commissioners could be of the level of additional secretaries/secretaries. However, all of them cannot be time servers. Fifty percent would be directly recruited having proven competence and integrity.
- 6.9** The country needs to be seriously concerned that climate change and consequent sea level rise is going to affect Bangladesh in more than one ways. Urban development must include climate change issues and suitable adaptation measures, including incorporation of large and medium water reservoirs, open spaces in between large blocks of high rise structures etc ensured by the policy makers. Fortunately such adaptation measures have already been initiated by the government and Padma Bridge's height has been raised by 1 meter.

**6.10 Public Private Partnership, in various forms, can be of good assistance in urban development exercise. Competent and able private sector entities may be invited to participate with adequate finance, highly efficient persons and organizational strength. Private sector could also play its due role here in various ways including PPP, BOT, BOO, BOOT, G2G, Gp2Gp (G2G + Private Sectors on both sides) and so on.**

## **7.0 Conclusion:**

**It is important to realize that several new issues have to be included from now on to ensure proper urbanization in the country in general, in order to save and protect precious land for the future generations. Similarly, Chittagong, Khulna, Rajshahi, Sylhet, Rangpur, Barisal and other important cities outside Dhaka and the capital city in particular would have to be given particular attention for making those lively cities even in 2121 – a hundred years from now (if we begin planning now and start implementing by 2021, may be a few urgent projects much earlier) . A lot of measures need to be taken to ensure proper growth. Private sector has a role to play and sooner it is realized the better. A better and long-term policy frame-work, say up to 2121 and mid-term 2031, 2051 and 2071 would make this task easier. This can be done and we have the capacity to do it. However, this is a tall order and we have to rise beyond our narrow self or group interest for the sake of the nation.**

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