

**People's Republic of Bangladesh
Rajdhani Unnayan Kartripakkha (RAJUK)**

**Republic of Bangladesh
Project for Development of
Policy and Guidelines for Transit Oriented
Development along Mass Transit Corridors**

**Final Report
(Summary)**

June 2026

Japan International Cooperation Agency (JICA)

Nippon Koei Co., Ltd.

UR Linkage Co., Ltd.

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ALMEC CORPORATION

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Conversion Rate (at July 2022)

BDT 1 = JPY 1.48791,	JPY 1 = KES 0.872
USD 1 = JPY 136.388,	JPY 1 = USD 0.00733

Source: JICA HP

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List of Abbreviations

AC Office	Assistant Commissioner of Land Office
ADB	Asian Development Bank
AIT	Additional Income Tax
AO	Authorizing Officer
BADC	Bangladesh Agricultural Development Corporation
BBA	Bangladesh Bridge Authority
BIWTA	Bangladesh Inland Water Transport Authority
BNBC	Bangladesh National Building Code
BR	Bangladesh Railway
BRT	Bus Rapid Transit
BRTA	Bangladesh Road Transport Authority
BRTC	Bangladesh Road Transport Corporation
BUET	Bangladesh University of Engineering and Technology
BWDB	Bangladesh Water Development Board
CAAB	Civil Aviation Authority of Bangladesh
CAPEX	Capital Expenditure
CBD	Central Business District
CC	City Corporation
CCEA	Cabinet Committee on Economic Affairs
CPI	Consumer Price Index
CWF	Core Working Force
DAP	Detailed Area Plan 2016-2035
DBRTCL	Dhaka Bus Rapid Transit Company Limited
DC	Deputy Commissioner
DC	Development Control Department
DCC	Dhaka City Corporation
DC Office	Deputy Commissioner Office
DMBCR	Dhaka Metropolitan Building Construction Rules
DMP	Dhaka Metropolitan Police
DMRC	Delhi Metro Rail Cooperation
DMTCL	Dhaka Mass Transit Company Limited
DNCC	Dhaka North City Corporation
DPDC	Dhaka Power Distribution Company
DPP	Development Project Proposal

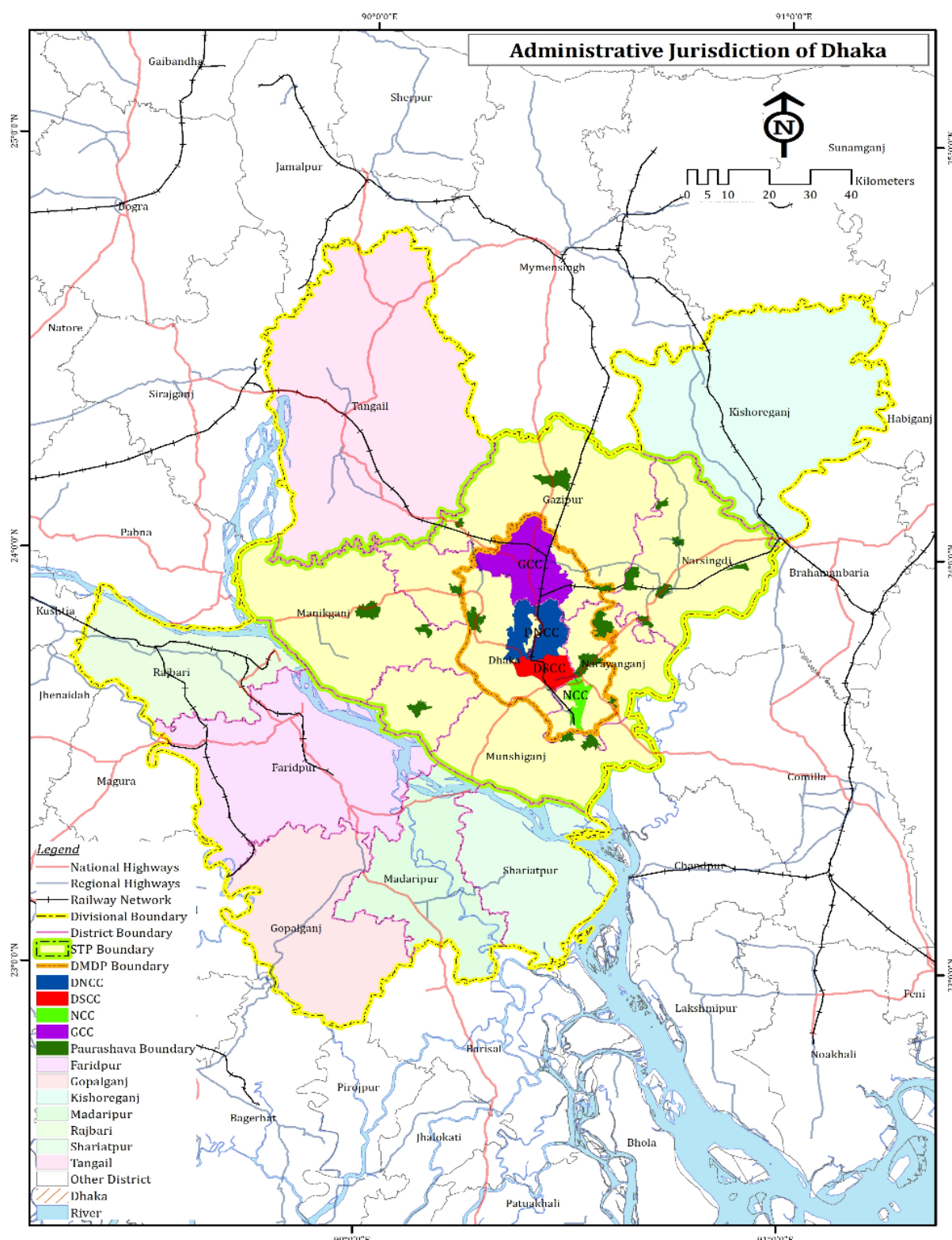
DSCC	Dhaka South City Corporation
DSP	Dhaka Structure Plan 2016–2035
DTCA	Dhaka Transport Co-ordination Authority
DWASA	Dhaka Water Supply and Sewerage Authority
ECA	Environmental Conservation Act
ECR	Environmental Conservation Rules
EIA	Environmental Impact Assessment
ESIA	Environmental and Social Impact Assessment
ESMoP	Environmental and Social Monitoring Plan
ESMP	Environmental and Social Management Plan
FGD	Focus Group Discussion
IEE	Initial Environmental Examination
IRR	Internal Rate of Return
JCC	Joint Coordination Committee
LGDiv	Local Government Division
LGED	Local Government Engineering Department
LGRD&C	Ministry of Local Government, Rural Development and Cooperatives
LOS	Level of Service
LVC	Land Value Capture
MoF	Ministry of Finance
MoHPW	Ministry of Housing and Public Works
MoRTB	Ministry of Road Transport and Bridges
MoU	Memorandum of Understanding
MRT	Mass Rapid Transit
NEP	National Environmental Policy
NHA	National Housing Authority
NPV	Net Present Value
PCU	Passenger Car Unit
PMO	Prime Minister's Office
PPI	Public Private Investment
PPP	Public Private Partnership
PRLDR	Private Residential Land Development Rules
R/D	Record of Discussion
RAJUK	Rajdhani Unnayan Kartripakkha
REHAB	Real Estate & Housing Association of Bangladesh
RHD	Roads and Highways Department

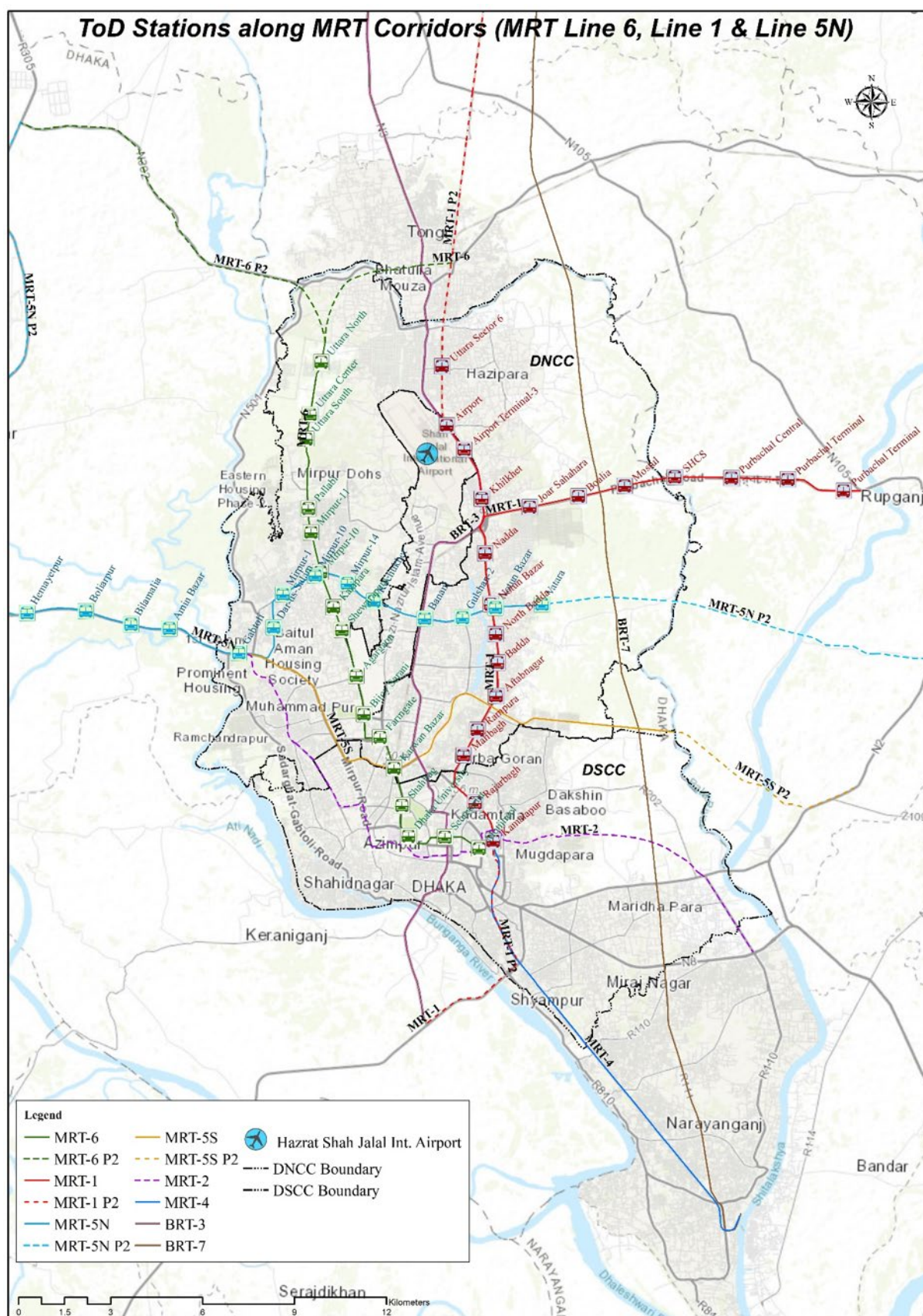
RTHD	Road Transport and Highways Division
SEA	Strategic Environmental Assessment
SIA	Social Impact Assessment
SPC	Special Purpose Company
STP	Strategic Transport Plan for Dhaka
TDR	Transfer of Development Rights
TIA	Town Improvement Act
TIA Survey	Traffic Impact Assessment
TIN	Taxpayer Identification Number
TMC	Technical Management Committee
TOD	Transit Oriented Development
TWG	Technical Working Group
UDD	Urban Development Directorate
VAT	Value Added Tax

List of Definition Words

Words	Brief Explanation
Acre	Unit of land measurement used in Bangladesh; 1 acre equals 3 bigha, 100 decimal, or 60 katha.
Allocated Floor	Floor or unit in a Project Building allocated to a Rightsholder under an approved Rights Conversion Plan.
Allocated Land	Land parcel within a Project Area allocated to a Rightsholder under an approved Rights Conversion Plan.
Allocated Property	Property consisting of an Allocated Floor together with the accompanying land rights, excluding Allocated Land as a separate land parcel.
Bangladesh National Building Code (BNBC)	National code prescribing minimum standards for building design, construction, material quality, use, occupancy, location, and maintenance in Bangladesh.
Bangladesh Survey (BS)	National land survey initiated in 1970 and conducted in designated areas of Bangladesh.
Cadastral Survey (CS)	Land survey conducted under the Bengal Tenancy Act of 1885; basis for preparation of CS Khatian.
City Jorip Survey (CJ)	Land survey conducted for the Dhaka Metropolitan Area between 1999 and 2000.
Detailed Area Plan (DAP)	Statutory local-level planning document providing detailed land-use and development guidance reflecting local characteristics.
Dhaka Metropolitan Area	Area under the jurisdiction of Dhaka North City Corporation and Dhaka South City Corporation.
Dhaka Metropolitan Building Construction Rules (DMBCR)	Regulations governing building construction, development, preservation, and removal within the Dhaka Metropolitan Area under the Town Improvement Act, 1953.
Dhaka Structure Plan (DSP)	Long-term strategic spatial development plan for the greater Dhaka region prepared by RAJUK.
Dhaka–Aricha Road	Section of National Highway N5 connecting Gabtoli in Dhaka with Aricha Ghat in Manikganj District, serving as a key transport corridor linking Dhaka with western and southwestern regions of Bangladesh.
Dolil (Deed)	Registered legal instrument evidencing a land transaction or transfer: Various types of Dolil (Deed) exist depending on the nature of land transfer.
Floor Area Ratio (FAR)	Ratio of the total floor area of a building to the area of the plot on which it is built.
Freehold	Form of land ownership conferring full rights of use, transfer, lease, and disposal, subject to applicable laws.
Gabtoli	Area located in western Dhaka City under Dhaka North City Corporation, functioning as a major transport gateway.
Gabtoli-North Area	Northern part of Gabtoli along the Dhaka–Aricha Road characterized mainly by residential use with limited roadside commercial activities, having been developed organically with narrow roads and limited community facilities.
Gabtoli-South Area	Southern part of Gabtoli located between the Dhaka–Aricha Road and the Kallyanpur Canal, largely comprising government-owned land and a retention pond that supports stormwater management for Dhaka City.
Katha	Unit of land measurement equal to 720 square feet (approximately 67 square meters), equivalent to 1.652 decimal.
Khas Land	Land fully owned by the Government of Bangladesh and administered by the Ministry of Lands.
Khatian	Official record-of-rights document identifying land ownership, possession, and land development tax liability in a standardized ledger format.
Leasehold	Right to use and enjoy land for a specified period in exchange for payment under government-prescribed conditions, typically ranging from 30 to 99 years.
Maximum Ground	Maximum percentage of a plot area permitted to be occupied by a building

Words	Brief Explanation
Coverage (MGC)	footprint at ground level.
Mouza Map	Official cadastral map representing an administrative land unit showing land parcels, boundaries, plot numbers, and land measurements within a mouza.
Mutation Khatian (Namjari)	Updated land record reflecting a lawful change of ownership following land transfer.
Porcha	Certified extract or copy of land records issued by the relevant government authority.
Project Building	Building constructed, reconstructed, or redeveloped within the Project Area pursuant to an approved Rights Conversion Plan, excluding Public Facilities.
Project Entity	Entity authorized by the Government to implement a Rights Conversion Project within the Project Area.
Public Facilities	Roads, parks, open spaces, utilities, drainage, water supply, sewerage, and other public infrastructure provided under the Project.
RAJUK	Rajdhani Unnayan Kartripakkha; the Capital Development Authority of Bangladesh responsible for urban planning and development in greater Dhaka.
Revised Strategic Transport Plan (RSTP)	Updated urban transport master plan defining phased development strategies and priority transport projects. to promote public transport, economic growth, congestion mitigation, and air quality improvement.
Revisional Survey (RS)	Land survey conducted to update ownership and possession records following the Cadastral Survey, approximately 50 years after: It is considered more authoritative than CS records.
Reserved Floor	Floor area in a Project Building retained by the Project Entity for cost recovery or public-interest purposes.
Reserved Land	A land parcel in a Project Area retained by the Project Entity for cost recovery or public-interest purposes.
Rights Conversion	Legal process through which Target Rights are converted into Allocated Properties.
Rights Conversion Plan	Document specifying all details of the Rights Conversion, including, but not limited to, the list of Rightsholders who will or will not convert their Target Rights into the Allocated Property/Land, the layout plan and attribution of each Allocated Floor, Allocated Land, Reserved Floor, and Reserved Land, and the scheduled completion date of the Project Buildings.
Rights Conversion Project	Project intended to comprehensively plan and develop Project Buildings and their sites, as well as Public Facilities, within a designated Project Area, through the conversion of Target Rights into Allocated Properties and/or Allocated Land, and the creation of Reserved Floors and/or Reserved Land to be disposed of for project self-financing.
Rightsholder	Natural or legal person holding Target Rights recognized under applicable laws within the Project Area
State Acquisition Survey (SA)	Land survey conducted under the State Acquisition and Tenancy Act, 1950.
Spatial Plan	Strategic planning framework guiding land use and development to balance economic, social, environmental, and cultural objectives.
Target Rights	Categories of land and building rights subject to Rights Conversion, including: Freehold rights on the existing lands; Ownership of government over the existing government lands; Leasehold rights on the existing lands; Floors of the existing building on the existing lands with freehold rights; Floors of the existing building on government lands with ownership of government; Floors of the existing building on the existing lands with leasehold rights.
Tenancy Act	State Acquisition and Tenancy Act, 1950, governing land tenure and tenant rights in Bangladesh
Town Improvement Act (TIA)	Act providing the legal framework for urban development, redevelopment, land acquisition, and rehousing in Dhaka, Narayanganj, Tongi, and surrounding areas.





Summary

Part 1

1. Introduction

1.1 Background of the Project

Dhaka, the capital of Bangladesh and the country's economic hub, has experienced rapid population growth and motorization driven by sustained economic expansion, resulting in severe traffic congestion and significant economic losses. Despite ongoing investments in mass rapid transit (MRT) under the Revised Strategic Transport Plan, road capacity constraints and fragmented urban development continue to undermine transport efficiency and urban livability.

While MRT Lines 1, 6, and 5 are under development, the absence of a comprehensive and coordinated Transit-Oriented Development (TOD) framework limits the full benefits of these investments. Although TOD concepts are partly reflected in the Detailed Area Plan (DAP 2022–2035), existing institutional and regulatory arrangements remain insufficient for systematic and integrated station-area development. With 49 MRT stations planned, strengthened planning, coordination, and implementation mechanisms are essential to support sustainable and well-integrated TOD across Dhaka.

1.2 Objective

The objective of this Project is to contribute to the promotion of appropriate urban development in Dhaka by formulating TOD policies and guidelines along the MRT lines and establishing and operating a coordination mechanism.

1.3 Project Area

The project covers the MRT corridors in the Dhaka Metropolitan Area, including MRT Line 1, MRT Line 5 (Northern Route), and MRT Line 6. The proposed policies may also be extended to other MRT lines and stations.

1.4 Related Organization

1.4.1 Counterpart

- **Executing Organization-** RAJUK
- **Cooperating Organization-** DMTCL and DTCA

1.4.2 Other Organizations

MoHPW, DNCC, DSCC, BRTA, BR, RHD, DBRTCL

1.5 Contents and Outputs of the Project

1.5.1 Contents of Project and Project Period

The project period was originally planned as 3 years from July 2021 to June 2024, however it has been extended by 23 months, from July 2024 to May 2026 (hereinafter referred to as “extension period”). The amendment of the contents of the project is outlined in Table 1.5.1. Five (5) new activities and training program have been added to enhance the effectiveness of the outputs based on the activities until the end of the original period, July 2024.

Table 1.5.1: Contents of this Project including Additional Items for the Extension Period

Items	Original	Amended
Project period	July 2021 to July 2024	July 2021 to May 2026
Project purpose	To contribute to the promotion of appropriate urban development based on the plan by creating TOD policies and guidelines along the MRT line and establishing and operating a coordination mechanism, in Dhaka.	To contribute to the promotion of appropriate urban development based on the plan by creating TOD policies and guidelines along the MRT line and establishing and operating a coordination mechanism, in Dhaka.
Project area	Bangladesh MRT area (Dhaka metropolitan area, city railway line 1, line 5 (Northern Route), line 6)	Bangladesh MRT area (Dhaka metropolitan area, city railway line 1, line 5 (Northern Route), line 6)
Counterpart	RAJUK and relevant organizations	RAJUK and relevant organizations
Key work items	1) Review of Urban Development & TOD Related Legal System and Development Methods	1) Review of Urban Development & TOD Related Legal System and Development Methods
	2) Formulation of Preliminary Land Use Plan and Transport Plan along the MRT Lines	2) Formulation of Preliminary Land Use Plan and Transport Plan along the MRT Lines
	3) Case Study and Training on TOD in Japan and Other Countries - TOD Concept Arrangement, Mapping Related Actors and Clarification of Role Division - Analysis on TOD Related Organizations, Systems, and Cases in Japan and Other Countries - Holding TOD Case Study Workshops - Holding TOD seminars three times - Training in Japan on TOD Case Studies once	3) Case Study and Training on TOD in Japan and Other Countries - TOD Concept Arrangement, Mapping Related Actors and Clarification of Role Division - Analysis on TOD Related Organizations, Systems, and Cases in Japan and Other Countries - Holding TOD Case Study Workshops - Holding TOD seminars four times - Training in Japan on TOD Case Studies once and on Rights Conversion once
	4) Formulation of Policy and Guideline related to TOD	4) Formulation of Policy and Guideline related to TOD
	5) Formation of Coordination Mechanism for TOD	5) Formation of Coordination Mechanism for TOD
	6) Selection of Target Stations for Plot Project	6) Selection of Target Stations for Plot Project
	7) Implementation of Pilot Project	7) Implementation of Pilot Project
	8) Finalization of TOD Policies and Guidelines	8) Finalization of TOD Policies and Guidelines
	9) Environmental and Social Considerations	9) Environmental and Social Considerations
	(not existed)	10) Review of Existing Situation and Issues on Urban Development and Rights Conversion Scheme
	(not existed)	11) Draft of Regulation for Rights Conversion Scheme
	(not existed)	12) Case Study of Rights Conversion Scheme in Gabtoli North
	(not existed)	13) Case Study of Rights Conversion Scheme in Gabtoli South
	(not existed)	14) Implementation of Coordination Mechanism in Monitoring
Reports	1) Inception Report 2) Progress Report-1 3) Interim Report 4) Pilot Project Interim Report 5) Progress Report-2 6) Draft Final Report 7) Final Report	1) Inception Report 2) Progress Report-1 3) Interim Report 4) Pilot Project Interim Report 5) Progress Report-2 6) Draft Final Report-1 7) Inception Report-2

Items	Original	Amended
		8) Progress Report-3 (this report) 9) Draft Final Report-2 10) Final Report

Items that have been changed are shown in bold and underlined.
Source: JICA Project Team

2. Meetings and Events Conducted in the Project

2.1 Summary of the JCC

The Joint Coordination Committee (JCC) was established by MoHPW to facilitate inter-organizational coordination. A summary of the JCC meetings held since the start of the Project is presented below. A total of seven JCC meetings were held between 2022 and 2026, showing a step-by-step progression of the TOD project from initiation to guideline approval and implementation. The following agenda items were generally presented and approved.

- 1st JCC (2022): Project initiation, confirmation of pilot station sites, and agreement on the overall schedule.
- 2nd JCC (2023): Review of initial activities, introduction of the draft TOD guideline, and presentation of the concept plan.
- 3rd–4th JCC (2024): Progress updates, further development of the TOD guideline, advancement of the Gabtoli pilot study, and project extension.
- 5th JCC (2025): Approval of the TOD guideline by the JCC.
- 6th JCC (2025): Sharing of training outcomes, expansion of stakeholder involvement, and strengthening of inter-ministerial coordination.
- 7th JCC (2026): Sharing of overall output and way forward.

JCC has functioned as a key decision-making platform guiding the project through stages of concept development, guideline formulation, approval, and implementation strengthening.



Source: JICA Project Team

Figure 2.1.1: Meeting Photos of the 1st JCC Meeting and 7th JCC Meeting

2.2 Summary of the TWG meetings

The TWGs and the cross-sectoral JCC were formed to provide platforms for technical review and decision-making on TOD in Bangladesh. To clarify the roles of relevant organizations in TOD, three Technical Working Groups were established: TWG1 for legal systems and urban planning to develop the guidelines, TWG2 for transport planning, and TWG3 for business planning and finance. These groups facilitated discussion and coordination among RAJUK and related organizations. Summaries of the TWG meetings conducted from the start of the Project to February 2024 are shown in Table 2.2.1.

Table 2.2.1: List of TWG Meeting

Date	Meeting Title	Participants	Agenda
6 th November 2021	1 st TWG1 (Online)	RAJUK, DTCA, DMTCL	- Sharing Information in Dhaka
7 th November 2021	1 st TWG2 (Online)	RAJUK, DMTCL, DNCC, DTCA, DSCC, BRTC, BRTA	- Sharing Information in Dhaka
12 th December 2021	2 nd TWG1	RAJUK, DTCA, DMTCL, DNCC, DSCC	- Selection Process and criteria for Pilot Project - Evaluation of Stations and Result of Secondary Selection - Example of Development Story
14 th December 2021	2 nd TWG2	RAJUK, DTCA, DMTCL, DSCC, BRTA	- Pilot Project in the Project - Current Status and Issues - Future Plan and Conceptual Plan
22 nd December 2021	1 st TWG3	RAJUK, DMTCL, DTCA, DNCC, DSCC	- Sharing Information in Dhaka
13 th January 2022	Joint TWG	RAJUK, DMTCL,	- Station Selection
30 th March 2022	3 rd TWG2	RAJUK, DMTCL, DTCA, DSCC, DNCC, BRTC, DMP	- Pilot Project sites in the Project - Current Status and Issues - Conceptual Plan
18 th April 2022	3 rd TWG1	RAJUK, DMTCL, DNCC, DSCC, JICA HQ	- Objectives of the TOD guidelines - Process and Components for drafting TOD Guidelines - Schedule of TWG1-3
24 th April 2022	2 nd TWG3	RAJUK, DMTCL, DNCC	- Objectives of TWG3 - Procedure to realize an Actual Project - Case Study of Integrated Project in Dhaka - Future Schedule in TWG3
1 st June 2022	4 th TWG1	RAJUK, DTCA, DMTCL, DNCC, DSCC	- TOD guidelines - Topic 1: TOD in Dhaka; -Topic 2: Planning Process
26 th June 2022	4 th TWG2	RAJUK, DMTCL, DSCC, DNCC, BRTA, DMP	- Transport Planning and Transport Node - Traffic Mode for TOD area - Transportation Required in front of the station
6 th July 2022	Joint TWG	RAJUK, DMTCL, DSCC, BRTC, DMP	- TOD Concept Masterplan for Uttara Center Station - TOD Masterplan strategies - Emerging TOD Masterplan
19 th July 2022	3 rd TWG3	RAJUK, DMTCL, DNCC	- Identification of Projects - Implementation Structure
7 th September 2022	5 th TWG1	RAJUK, DNCC, DSCC	- Implementation Approach of TOD Guidelines
15 th March 2023	6 th TWG1	RAJUK	- TOD Stations Typology of TOD Guidelines
1 st August 2023	7 th TWG1	RAJUK, DTCA, DMTCL, DNCC	- Planning Elements-Building - Implementation Approach-TOD Zoning System
26 th October 2023	8 th TWG1	RAJUK, DMTCL, DSCC, DTCA	- Definition of TOD Zone and Station Area Plan - Planning Elements-Density and Uses

Source: JICA Project Team



8th TWG1 Meeting on 26th October 2023

Source: JICA Project Team



2nd TWG2 Meeting on 14th December 2021

Figure 2.2.1: Image of TWG1 and TWG2 Meetings

2.3 Summary of the WG meetings

Two Working Groups including relevant stakeholders were formed to work on finalizing the TOD concept master plans for two pilot projects (Gabtolli and Uttara Center Station).

2.3.1 Uttara Center Station TOD WG

Summaries of the Uttara Center Station WGs are shown in Table 2.3.1.

Table 2.3.1: List of Uttara Center Station TOD WG Meeting

Date	Meeting Title	Participants	Agenda
9 th May 2023	UC 1 st WG	RAJUK, DMTCL	- Financial Analysis; -Traffic Survey
9 th Nov. 2023	UC 2 nd WG	RAJUK, BRTC, DMP, RHD	- Result of traffic monitoring and interview survey in UC station - Line 6 opening and TOD development in Uttara Center

Source: JICA Project Team



Source: JICA Project Team

Figure 2.3.1: Image of the 2nd Uttara Center TOD WG

2.3.2 Gabtoli Station TOD WG

Between 2023 and 2025, a series of nine Working Groups (WG) meetings were held to progressively develop the Gabtoli Station TOD from initial concept planning to implementation strategy. The WG meetings functioned as a technical and coordination platform, advancing the discussion from alignment with MRT Line 5 plans, through pilot studies and land arrangement concepts at Gabtoli North, and finally to integrated development planning for Gabtoli South, including retention pond considerations, land ownership, zoning, and land readjustment approaches. In the final stage, development strategies and implementation frameworks were refined through multi-agency coordination.

The primary objective of WG was to support the smooth implementation of integrated development around Gabtoli Station by building consensus among key administrative agencies on the development plan, land consolidation policy, and implementation mechanism.

Summaries of the Gabtoli Station TOD WGs are shown in Table 2.3.2.

Table 2.3.2: List of Gabtoli Station TOD WG Meeting

Date	Meeting Title	Participants	Agenda
19 th January 2023	1 st Gabtoli WG	RAJUK, DMP, MFCA, BIWTA, BRTA, BRTC, BADC, DMTCL Line5 South,	- Tentative Work item and Schedule - Initial explanation on Gabtoli concept plan
24 th May 2023	2 nd Gabtoli WG	RAJUK, BIWTA, DMTCL, BRTC, DTCA, DMP	- Draft Concept Plan on Gabtoli TOD and Discussion - Update the latest plan from Line 5 North and South
2 nd August 2023	3 rd Gabtoli WG	RAJUK, BIWTA, DMTCL, BADC, DTCA, DMP	- Draft Concept Plan of Gabtoli TOD - Pilot activities in Gabtoli Area in TOD project
2 nd November 2023	4 th Gabtoli WG	RAJUK	- Outline of Pilot Activity; Concept of Redevelopment Method; Site Selection of Pilot Study - Planning and Proposal; Implementation Process and Issues
20 th February 2024	5 th Gabtoli WG	RAJUK, BIWTA, DMTCL, BRTC, DMP	- Outline of Pilot Activity - Rights Conversion Plan at Gabtoli North - Method and process for Gabtoli North
6 th February, 2025	1 st Gabtoli South WG	RAJUK, NHA, DTCA, BRTC, DNCC, BADC, BWDB, DMTCL	- Outline of Pilot Activity - Gabtoli South Side in the TOD context - Existing Conditions, Plans and Project in Gabtoli South area. - Discussion about the Retention Pond.

Date	Meeting Title	Participants	Agenda
			- Discussion about possible plan for Gabtoli
21 st May, 2025	2nd Gabtoli South WG	RAJUK, BADC, DMTCL, BIWTA, DWASA, BWDB	- Land Ownership Distribution - Zoning Plan - Case Study of Land Readjustment - Discussion
25 th August, 2025	3rd Gabtoli South WG	RAJUK, DMTCL, BIWTA, DNCC, BWDB	- Current condition - Conceptual Plan - Land arrangement
21 st May, 2025	4th Gabtoli South WG	RAJUK, BADC, DMTCL, BIWTA, DWASA, BWDB	- Current condition - Conceptual Plan - Land arrangement

Source: JICA Project Team



Source: JICA Project Team



Figure 2.3.2: Image of the Gabtoli TOD WGs

2.4 Summary of Core Working Force for Rights Conversion

Core Working Force (CWF) meetings served as an intensive consultation body for examining rights conversion and were held from the start of the extension period to the present. The CWF members consist of representatives from RAJUK and the JICA Project Team.

Table 2.4.1: List of the CWF for Rights Conversion Study

Date	Meeting Title	Participants	Agenda
4 th February, 2025	Core Working Force 01	RAJUK, JICA Project Team	- Study of URPs (Urban Redevelopment Projects) in Japan - Understanding amendment proposal of TIA
9 th February, 2025	Core Working Force 02	RAJUK, JICA Project Team	- Confirming the summary of CWF-01 - Legal framework and the new Rule under TIA - Confirming the Agenda for Study Team Session
17 th , 20 th , 22 nd , 24 th , 27 th , 30 th April, 2025	Core Working Force 03 Core Working Force 04 Core Working Force 05 Core Working Force 06 Core Working Force 07 Core Working Force 08	RAJUK, JICA Project Team	- The summary of CWF 01 & 02 - Range of Regulations on the Property Rights; Compulsory Power, Examples and Practice in Japan; Restriction on Public Assets, Possible rights for real estates in Dhaka (Government and Private Lands) - Type and Procedure of rights conversion - Draft Contents of the Regulation
21 th , 22 th , 23 rd , 26 th , 27 th , 29 th , 30 th October, 2025	Core Working Force 09 Core Working Force 10 Core Working Force 11 Core Working Force 12 Core Working Force 13 Core Working Force 14 Core Working Force 15	RAJUK, JICA Project Team	- The summary of former CWF discussion results point. - Consensus-building for rights conversion The way of formulation of intention with rightsholders - Draft Contents of the Regulation

Date	Meeting Title	Participants	Agenda
24 th , 25 th November, 2025	Core Working Force 16 Core Working Force 17	RAJUK, JICA Project Team	- Results of model plan of rights conversion in case study site - Draft Contents of the Regulation in formal format

Source: JICA Project Team



Source: JICA Project Team

Figure 2.4.1: Image of the Core Working Force

2.5 Summary of TOD Seminar

A series of four TOD seminars were organized between 2022 and 2025 to strengthen institutional capacity and foster a shared understanding of Transit-Oriented Development among national and local stakeholders. The seminars progressed from introducing TOD concepts and international case studies, to presenting station typology, draft TOD guidelines, and practical redevelopment mechanisms around MRT stations. In the final stage, integrated concept and implementation plans for the Gabtoli South Area were shared, supporting consensus-building on TOD-based station area development. Through high-level participation and multi-agency dialogue, the seminars functioned as an effective platform for mainstreaming TOD principles into policy discussion and implementation practice.



The 1st Seminar: Opening Remarks by Honorable Chairman (Secretary) from RAJUK



The 2nd Seminar: Opening remarks by Mr. Ichiguchi from JICA Bangladesh office



The 3rd Seminar: Speech by Mr. Adilur Rahman Khan from MoHPW



The 4th Seminar: Speech by Ms. Syeda Rizwana Hasan from MoEFCC&WR

Source: JICA Project Team

Figure 2.5.1: Image of Seminars

3. Review on Existing Policy and Plan for Urban Development and TOD

3.1 Summary

The Detailed Area Plan (DAP 2016–2035) prepared by RAJUK designates land use, zoning, and density controls in the Dhaka Metropolitan Area, and existing regulations govern development permission. However, current regulations are not sufficient to promote urban planning based on public transport use at the city level. The Strategic Transport Plan (STP), the transport master plan for the Dhaka Metropolitan Area, is currently being revised with ADB support, and further alignment between the revised STP and the DAP will be necessary to realize TOD at the city level.

The DAP has a policy regarding the realization of TOD at the TOD station area level (including the feeder transportation network area that extends from the TOD station area). However, the "implementation tools" to make this policy a reality, such as a specific interagency organizational structure, an authorized planning system, and legislation to facilitate implementation, are still lacking. The current planning system lacks an integrated and concrete guidance plan for what specific public facilities and development should be implemented within the TOD zone around the station.

Furthermore, DAP defines concepts related to TOD, the idea of TOD zones and FAR incentives for development within those zones, etc. However, it is difficult to exercise those incentives, especially in established urban areas, due to the current conditions of the town (road conditions, building conditions, etc.) and to promote development around stations as indicated in DAP, urban redevelopment around stations is necessary in addition to regulation and incentives to control individual development and redevelopment by private sector.

Under the current situation, this chapter proposes supplementary policies, planning methods, and implementation approaches as part of the TOD Guidelines, while excluding specific legislative tools for TOD implementation, such as urban redevelopment or land readjustment acts.

3.2 Key Challenges in Policy and Planning Level

(1) Establishing and Showing the Concept of TOD Independently

TOD is only briefly mentioned in the DAP. Although the inclusion of TOD in the DAP represents significant progress, it is important to establish and present the TOD concept independently while ensuring consistency with the DAP.

(2) Organizing TOD Framework Systematically

While most basic topics related to TOD appear to be comprehensively covered in the DAP, the relationship between the conceptual level and the implementation level is not clearly specified.

(3) Identifying and Improving the Missing Elements

Some insufficient points in DAP, such as;

- Concise TOD concept
- Principles supporting the concept with explanation
- Medium-scale plan to align whole city level and small site level
- Menu and contents of implementation methods and measures
- Coordination among stakeholders

3.3 Key Challenges in Implementation Level

(1) Difficulties of TOD Projects in Dhaka for Potential Implementing Body

Most planned MRT stations are located in areas where land development has already been undertaken. This means that TOD project sites are essentially brownfield sites, even where the land appears vacant due to the absence of buildings. It is therefore necessary to secure land plots after recent land development activities have taken place.

(2) Lack of Coordination among the government agencies

1) Weak Government Commitment for TOD

Government-led land acquisition should first be considered before adopting rights conversion-type project methods such as land readjustment and urban redevelopment. These methods can help address difficulties in obtaining agreement from property right holders subject to requisition, while also reducing government expenditure as a secondary benefit.

2) Limited Experience of Redevelopment in Brown Field

None of the relevant agencies have sufficient experience in terms of property development.

RAJUK has an excellent track record in public urban development projects, but most of its projects have been implemented in greenfield areas. City Corporations have significant authority to initiate and implement public projects through land and property acquisition, but most past projects have focused on infrastructure development.

As a public railway operator, DMTCL is expected to keep rail fares low, which may lead to financial deficits. DMTCL therefore seeks to promote non-rail businesses to cross-subsidize these deficits, but potential income sources currently appear to be limited to advertising space in trains and stations and rental space for small shops such as kiosks.

From the interviews, private developers showed strong interest in the development along the MRT lines. There is no system that supports land acquisition by private businesses while being a private project. There is no system that supports multiple landowners to assist consolidating their land.

3) Limited Involvement of Private Sector at Formulation of TOD Projects

RAJUK, DTCA, and DMTCL are responsible for the primary site selection as the first step of the implementation and they prepare Development Project Proposal (DPP) for project implementation body. Therefore, it is critically important for the public side project initiator to formulate DPP, especially because the project scheme seems to be determined as a conclusion of this document. There seems to be limited opportunity to provide know-how and conditional requirements held by private sector at least to the core TOD project in the TOD area, other than spontaneous developments around it.

4) Weak Legal Support to Specialized Projects in TOD Areas

There is no unique status provided to the development projects to emerge in the TOD area. This is required if Land Readjustment and/or Urban Redevelopment systems are to be introduced as the major tools for its realization, since these methods require several conditions that may have to override the existing legal systems such as land ownership, registration, way of compensation, and so on. As long as there is no legislation specifically enabling these project methods, some legal status needs to be provided to the area or the project implementation body to adopt and conduct the project.

4. TOD Training in Japan and Implementation/Review of Case Studies in Japan and Other Countries

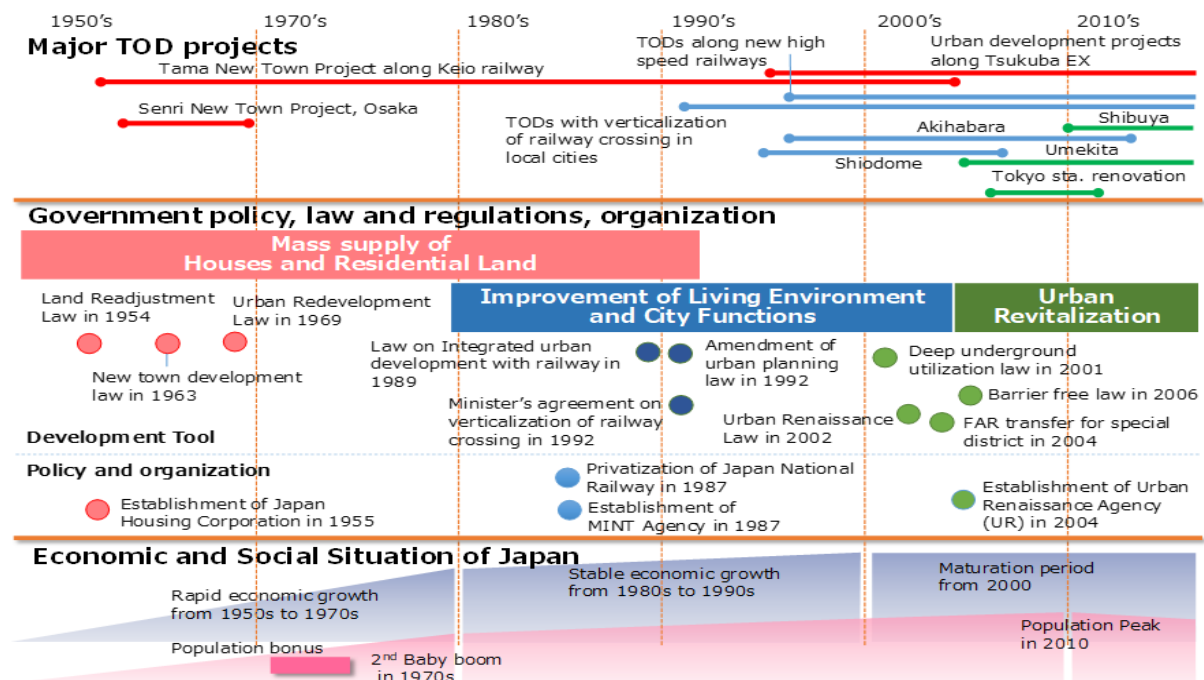
4.1 Usefulness of Introducing Japanese TOD-related Systems and Cases

Urban planning and development in Dhaka were largely undertaken before MRT development, and even in the latest DAP, urban planning and transport planning are not fully integrated. There are still relatively few laws and regulations that serve as tools for guiding and regulating urban development under the concept of TOD. This Project will formulate draft TOD Guidelines to serve as one of the tools for this purpose. In the future, it will be necessary to further improve the legal system in line with the local context of Dhaka.

In Japan, although there is no "TOD Promotion Law," urban development and urban transportation systems have been developed since the postwar period in accordance with the stages of urban development and socioeconomic transition. With the implementation of major projects in each period, the necessary legal and organizational structures have been developed as implementation tools. By introducing the transition of various efforts to realize TOD in Japan and the purpose and outline of each tool, it will help to consider the introduction of legal systems and organizational improvements in line with the local context of Dhaka, rather than the direct application of the tool itself.

4.2 Japan's Approach to TOD and its Background

Even before the term "TOD" was proposed by the American urban planner Peter Calthorpe in the 1980s and spread throughout the world, urban planning and development in Japan had been based on the premise of public transportation. Japan's approach to TOD can be divided into three periods depending on the socio-economic background of the time. In order to meet the socio-economic needs, specific urban development projects have been organized and implemented, and organizations and legal systems have been developed to provide solutions to the issues in implementing the projects. Figure 4.2.1 shows the chronological evolution of such TOD-related efforts in Japan.



Source: JICA Project Team

Figure 4.2.1: Chronological Evolution of TOD-related Efforts in Japan

Nippon Koei Co., Ltd. UR Linkage Co., Ltd.
Oriental Consultants Global Co., Ltd. ALMEC Corporation

4.3 Summary of TOD Workshop

A TOD workshop was organized to:

- to understand TOD cases in Japan and other countries,
- to identify related organizations/systems and other key factors in TOD planning / project implementation in Dhaka, etc.

The outline of the TOD workshop is shown in Table 4.3.1.

Table 4.3.1: Outline of The Workshop

Item	Contents
Purpose of implementation	Understand TOD cases in Japan and other countries, related organizations / systems, and other key factors in TOD planning / project implementation Extract issues in implementing TOD projects in Bangladesh and share awareness of issues among participants. Foster a common understanding of the image of the TOD business targeted by this project
Date & Time	2nd December 2021 10:30 – 13:30
Venue	Nascent Gardenia, Cloud 9 Hall
Agenda	What is TOD?“, “Case study of Japan and other countries “What do you hope for Dhaka to be after 20-30 years through TOD?“)
Participants	Officers from RAJUK, DMTCL, DTCA, BRTC, BRTA, DNCC, DSCC

Source: JICA Project Team

A total of 18 participants attended from TWG 1, TWG 2, and TWG 3. The first half of the workshop consisted of presentations providing a basic overview of TOD and case studies from other countries, while the second half consisted of group discussions on TOD in three groups.



Source: JICA Project Team

Figure 4.3.1: Image of Workshop

4.4 Summary of the Japan Training Program

The first training program provided an overview of the concepts, background, and technical methods for the realization of Transit-Oriented Development (TOD), as well as practical examples in Japan. The program was conducted from 4 December to 15 December 2023, during which participants attended

lectures and site visits to major Japanese projects. The visited projects included Sequential Redevelopment Projects by Private Landowners and Independent Administrative Corporations (Tokyo Marunouchi and Otemachi District), redevelopment projects led by private railway companies (Futako-Tamagawa), and redevelopment of dense urban areas (East area of Tokyo). The program concluded with discussions and participant presentations to consolidate lessons learned. Participants were drawn from relevant national and local agencies, including MoHPW, RAJUK, DTCA, DMTCL, DNCC, and DSCC.

The second training program provided an overview of land readjustment and redevelopment from the perspectives of financing mechanisms, implementation strategies, and consensus-building processes. The program was conducted from 26 May to 4 June 2025. Participants attended lectures and site visits to key Japanese projects, including rights conversion-based development (Nakameguro), land readjustment projects (Koshigaya Lake Town and Himeji Station), dense urban area redevelopment (Koiwa and Shirokane-Takanawa), mixed-use development (Nishinomiya Kitaguchi), and large-scale new town development (Senri New Town). The program concluded with discussions and participant presentations to consolidate lessons learned. Participants were drawn from relevant national and local agencies, including MoHPW, RAJUK, DTCA, DMTCL, DNCC, BRTC, and BADC.



Source: JICA Project Team



Figure 4.4.1: Image of the 1st TOD Training in Japan



Source: JICA Project Team



Figure 4.4.2: Image of the 2nd TOD Training in Japan

5. Integrated Corridor Area Plan for Land Use and Transport along Metro 1, 5N and 6

5.1 Corridor Area Plan

5.1.1 Basic Functions in the Target Corridor Areas

Based on the key concepts above, the Corridor Area Plans propose that station areas along the MRT lines generally share the following functional concepts.

a) Basic Functional Connectivity

Basic functional connectivity includes commercial and institutional functions that support retail, business, and employment activities within each sub-region.

b) Wide-range Functional Connectivity

From the key concept of utilizing local resources, it is proposed to maintain and expand the local resources around stations.

c) Transit Hubs

Transit Hub stations including transit points of MRT and BRT lines, MRT terminal stations, bus terminal stations and airport will work as the focal points of transport modes.

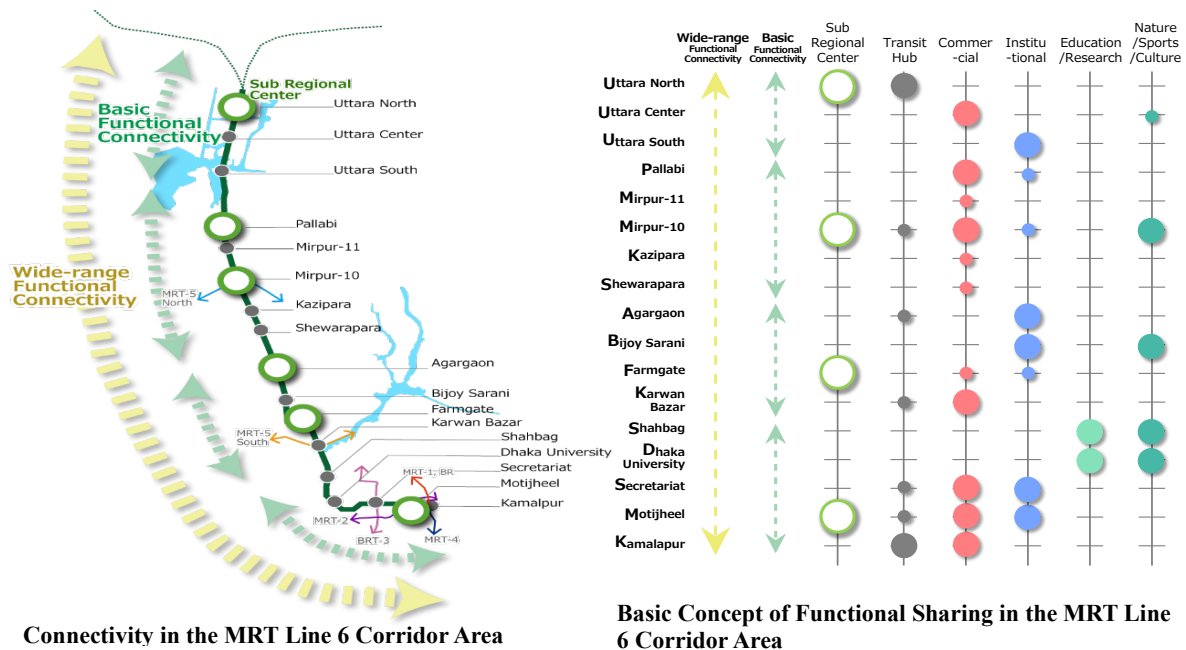
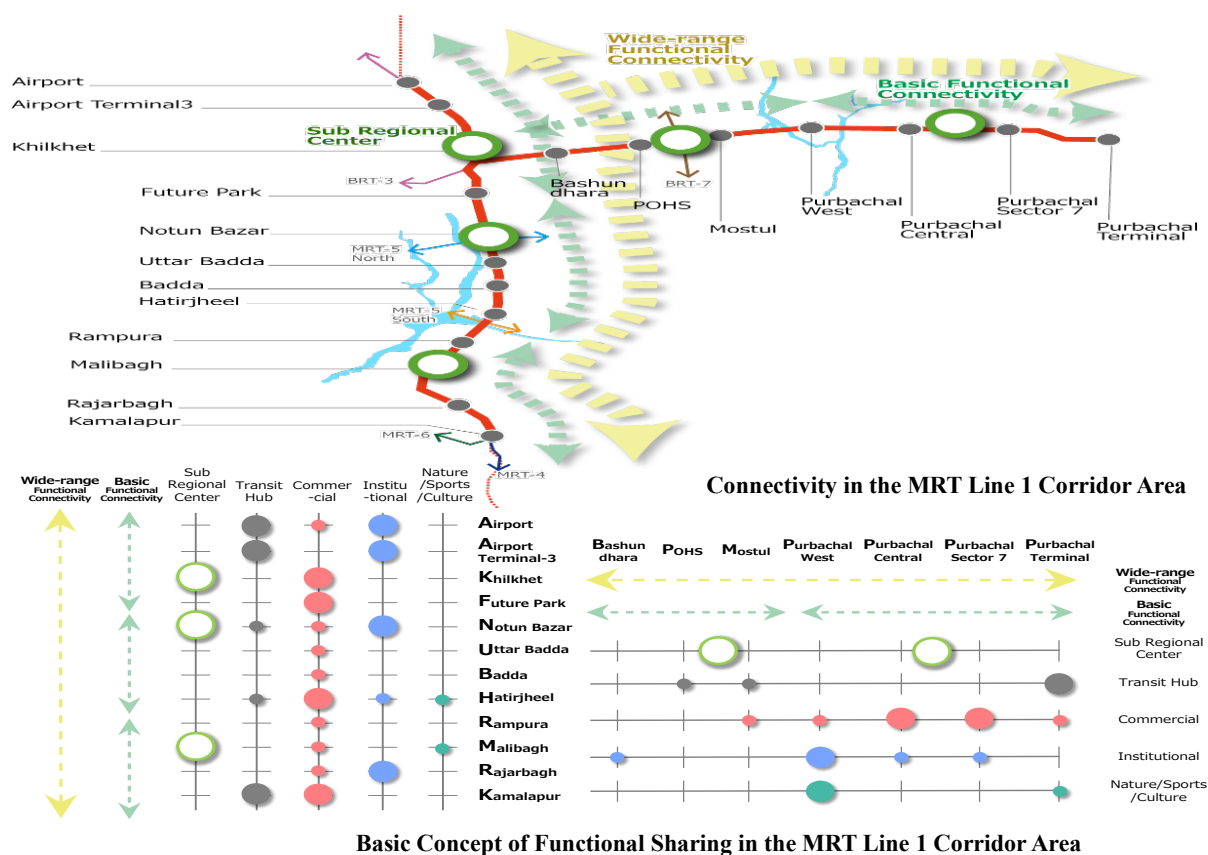
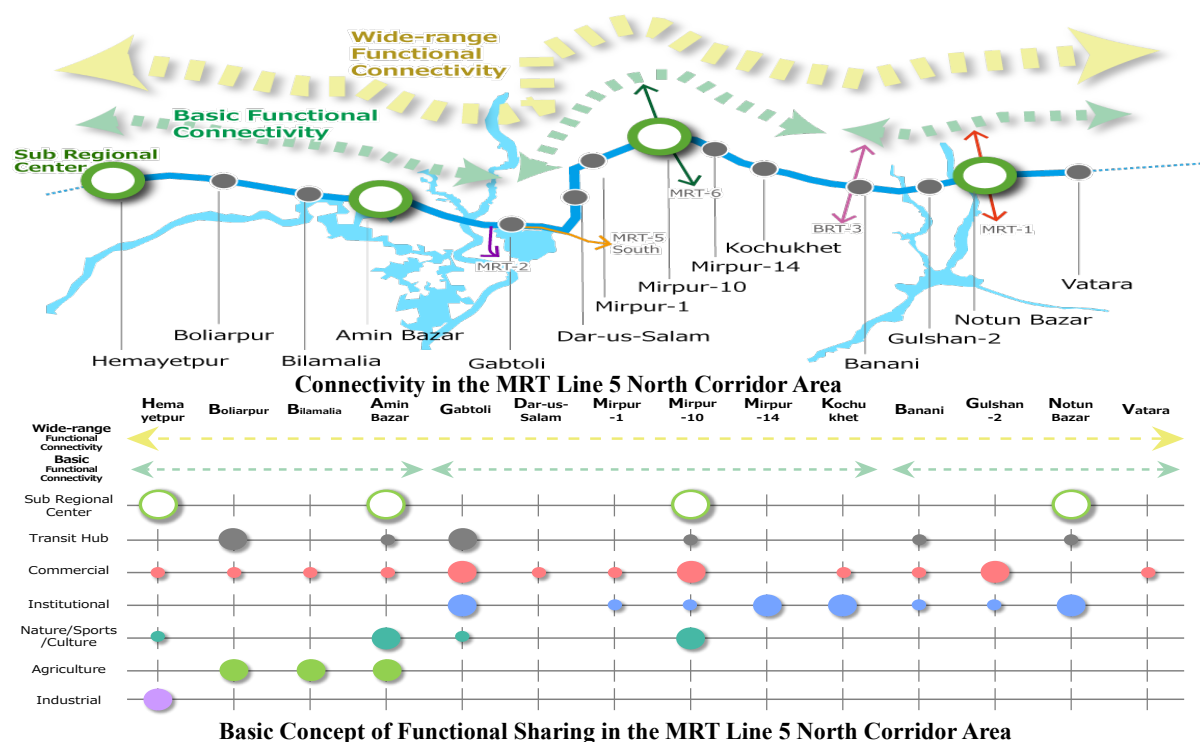


Figure 5.1.1: Basic Concept on Connectivity and Functions in the MRT Line 6 Corridor Area



Source: JICA Project Team

Figure 5.1.2: Basic Concept on Connectivity and Functions in the MRT Line 1 Corridor Area



Source: JICA Project Team

Figure 5.1.3: Basic Concept on Connectivity and Functions in the MRT Line 5 North Corridor Area

6. TOD Policy and Guideline Formulation

TOD policies and guidelines have been discussed in TWG (Technical Working Group) meetings.

6.1 Contents

6.1.1 Objectives

Table 6.1.1: Objectives of TOD Guidelines

Objectives of TOD Guidelines	- To provide practical tools for TOD planning, implementation, and communication - To show the basic and common concepts of TOD in Dhaka
Target Users	Public authorities, public agencies, and public transport operators
Relationship with Laws and Regulations	- TOD Guidelines show how to formulate TOD plans and projects basically based on the existing laws and regulations in Dhaka. - It also provides recommendations for revising the existing laws and regulations necessary to make TOD more feasible in Dhaka.

Source: JICA Project Team

6.1.2 Components

The TWG meetings discussed the major components of the Guidelines, and then proceeded to discuss the contents of each part. The proposed components of the Draft TOD Guidelines are shown in Table 6.1.2.

Table 6.1.2: Components of Draft TOD Guidelines

Title	Sub-Title	Outline of the Contents	Progress
About these Guidelines		Objectives, target users and relationship with laws & regulations (The contents mentioned in Table 6.1.1 above)	The main contents have been drafted.
Part1: TOD in Dhaka		General framework of TOD in Dhaka.	
	Why is TOD for Dhaka?	The reason to focus on TOD in Dhaka	
	Composition of TOD Guidelines	Relationship between several levels of TOD components	
	TOD Scale	Difference of physical scale of TOD	
Part2: TOD Principles	TOD Station Typology	Classification of TOD stations which identifies appropriate ways to take advantage of opportunities according to each station type	
		Principles and standards to be included when a station area plan is made	
	Multimodal Connectivity	Mode Priority, connect to transit network, bus network, rickshaw management, connect to street, and connect to bicycle network and provide bicycle parking	
	Walkability	Connectivity, pedestrian route, and streetscapes	
	Density & Uses	General guidelines for density and uses, and rules on TOD Zone for density & uses	
Part2: TOD Planning Process		Typical process and contents of planning for station area (500m radius from a station)	
	Establishing Stage	Establishment of planning team	
	Analyzing Stage	Analysis and clarification of situation, identification of constraints and opportunities, and real estate demand estimation	
	Planning Stage	Development vision and concept, setting up the TOD station area boundary, schematic plan, setting design principles, TOD layers add on the schematic plan, land use, floor use plan, transport network and transit facility, public hearing, program and project, and DPP preparation	
Part4: Implementation Approach		Basic menu of implementation approaches for realizing TOD for	Under discussion at the pilot projects
Appendix	Case Studies of TOD	Case studies to support for user of the TOD Guidelines to imagine TOD, which includes pilot projects of TOD in Dhaka and other good practices in the world	
	Planning Process of Guidance for Corridor Development	Typical process of planning for guidance for corridor development, which overarches concept of functions of station areas along MRT lines to ensure inter-regional connectivity between them	

Source: JICA Project Team

6.2 Expected Process for Formulation

The final draft of the TOD Guidelines will be provided to RAJUK at the end of the Project, reflecting the implementation of the pilot projects and other necessary updates. The draft is expected to be integrated and further developed by RAJUK as part of the DAP, a statutory urban planning document, during its next update, expected in 2026–2027.

7. Formulation of Coordination Mechanism

7.1 Roles and Responsibilities of the TOD-related Organization

The table on the next page shows the functional role structure with the TOD-related infrastructure and facilities in rows and the project implementation phases in columns.

Table 7.1.1: Roles and Responsibilities of TOD-related Organizations (Enlarged version)

Sector	Sub-sector	Planning				Regulation			
		District Structure Plan (Masterplan)/ Strategic Plan by Sector, & LG Development Plan	Approval/Decision-making	Development Plan/Annual Action Plan	Approval/Decision-making	Regulatory body	Set Administrative & Technical Standards, Service Standards & Guidelines	Approval/Decision-making	Issue Permit/Business License & Building Permit
Urban Planning	Land-use and Zoning	RAJUK	MoHPW	RAJUK	RAJUK	MoHPW	RAJUK/ MoHPW	MoHPW	RAJUK/ MoHPW
	Development Control/Guide & Incentive for Development	RAJUK	MoHPW	RAJUK	RAJUK	MoHPW	RAJUK/ MoHPW	MoHPW	RAJUK/ MoHPW
Road Network Road w/footpath	National Highway (Road & Highway Division)	RHD	MoRTB	RHD	MoRTB	MoRTB	RHD/BBA	MoRTB	RHD/BBA
	District (Zilla) Road (Road & Highway Division)	RHD	MoRTB	RHD	MoRTB	MoRTB	RHD/BBA	MoRTB	RHD/BBA
	Sub-district Road (LGED)	UP/LGED	LGRD&C	UP/LGED	LGRD&C	LGRD&C	UP/LGED	LGRD&C	N/A
	Local Road (CC)	CC	LGRD&C	CC	LGRD&C	LGRD&C	CC	LGRD&C	CC
Road related facilities	Local Road (Union)	UnP	LGRD&C	UnP	LGRD&C	LGRD&C	UnP	LGRD&C	
	Footpath (w/o roadway)	CC	LGRD&C			CC	LGRD&C	CC	
	Bicycle lane	CC	LGRD&C			CC	LGRD&C	LGRD&C	
	Pedestrian bridge/underpass from/to footpath	CC	LGRD&C			CC	LGRD&C	LGRD&C	
MRT	Railway (within ROW and construction as MRT)	MoRTB	MoRTB			MoRTB	MoRTB	MoRTB	MoRTB
	Station (inside ROW)					MoRTB	MoHPW	MoRTB	re-check
	Station plaza/square			undecided	RAJUK	RAJUK	RAJUK	RAJUK	RAJUK
	Pedestrian deck			undecided	RAJUK	RAJUK	RAJUK	RAJUK	RAJUK
	Pedestrian underpass (directly connected to station)			undecided	RAJUK	RAJUK	RAJUK	RAJUK	RAJUK
	Pedestrian crossing			CC	LGRD&C	LGRD&C	CC	LGRD&C	CC
	Footpath (adjoined to the station)			CC	LGRD&C	LGRD&C	CC	LGRD&C	CC
	Bus terminal/berth in station plaza			DTCA & BRTA	DTCA & BRTA	undecided	DTCA	unknown	DTCA & BRTA
	Taxi shelter (alighting/boarding) in station plaza			DTCA	DTCA	unknown	DTCA	MoRTB	DTCA
	Shelter/berth for paratransit in station plaza			CC	CC	unknown	unknown	unknown	CC
	Taxi/paratransit pool			CC	CC	unknown	unknown	unknown	CC
	Car stop areas for dropping off & picking up in st.plz			undecided	RAJUK	RAJUK	RAJUK	RAJUK	RAJUK
	Parking (vehicle)			undecided	RAJUK	RAJUK	RAJUK	RAJUK	RAJUK
	Parking (bicycle/motorcycle)			undecided	RAJUK	RAJUK	RAJUK	RAJUK	RAJUK
	Access from/to BRT (perspective from transit connectivity)	DTCA	MoRTB	DTCA	DTCA	MoRTB	DTCA	MoRTB	DTCA
	Bus (in general)	DTCA	MoRTB	DTCA	MoRTB	MoRTB	MoRTB	MoRTB	
	City bus (route bus) - Network & Route	DTCA & BRTA	MoRTB	DTCA & BRTA	MoRTB	MoRTB	MoRTB	MoRTB	
	City bus (route bus) - Business operation					unknown	unknown	unknown	BRTA
Bus Transport (Private)	Bus (in general)	DTCA & BRTA	MoRTB	DTCA & BRTA	MoRTB	MoRTB	DTCA	MoRTB	BRTA
	City bus (route bus) - Network & Route	DTCA & BRTA	MoRTB	DTCA & BRTA	MoRTB	MoRTB	DTCA	MoRTB	BRTA
	City bus (route bus) - Business operation	DTCA & BRTA	MoRTB	DTCA & BRTA	MoRTB	MoRTB	DTCA	MoRTB	BRTA
Taxi	Taxi (& Ride-hailing service; uber, etc.)					MoRTB	DTCA	MoRTB	DTA
Paratransit	Laguna (mini bus)					LGRD&C	CC	LGRD&C	CC
	Auto-rickshaw (CNG/Bajaj)					LGRD&C	CC	LGRD&C	CC
	Motorcycle taxi (easy bike)					LGRD&C	CC	LGRD&C	CC
	Rickshaw					LGRD&C	CC	LGRD&C	CC
Supporting Infrastructure	Traffic Signal (infrastructure) (not signal control)			RHD/CC	MoRTB/ LGRD&C	MoRTB/ LGRD&C	MoRTB	MoRTB	CC
	Traffic Information System			CC	MoRTB	MoRTB	MoRTB	MoRTB	CC
	Street light (community/neighborhood area)			CC	CC	MoRTB	MoRTB	MoRTB	CC
	Roadside bus stop/shelter	DTCA/CC	DTCA	DTCA/CC	DTCA	MoRTB	MoRTB	MoRTB	CC
Traffic Management	Traffic regulation/one-way, turning regulation, etc.			BRTA	BRTA	MoRTB	BRTA	MoRTB	
	Traffic Signal Control					unknown	unknown	unknown	
	Public Parking (on road parking)	CC	CC	CC	CC	unknown	MoRTB	MoRTB	CC
	Public Parking (off road parking)			CC/Private	unknown	unknown	unknown	unknown	CC
Public facilities	Open space	RAJUK	RAJUK			RAJUK/CC	RAJUK/CC	RAJUK/CC	RAJUK/CC
	Park	RAJUK	RAJUK			RAJUK/CC	RAJUK/CC	RAJUK/CC	RAJUK/CC
	Utility	PDB/DPHE/ WASA/TITAS	MPEMR, LGRD&C	PDB/DPHE/ WASA/TITAS	MPEMR, LGRD&C	PDB/DPHE/ WASA/TITAS	MoHPW, LGRD&C	PDB/DPHE/ WASA/TITAS	PDB/DPHE/ WASA/TITAS

Source: JICA Project Team

7.2 Roadmap for Establishing an Adjustment Mechanism

To ensure effective and sustainable implementation of Transit-Oriented Development (TOD)-based station area development, a dedicated adjustment and coordination mechanism is required. This necessity arises from the fact that the core implementing agencies—centered on RAJUK—operate under the supervision of different ministries, and no single agency has the authority to establish cross-sectoral rules or administrative procedures beyond its legal mandate. While the establishment of a full-fledged inter-ministerial coordination mechanism is the ultimate objective, such institutionalization requires substantial administrative coordination and time. Therefore, a phased and pragmatic roadmap is proposed, beginning with a RAJUK-led coordination framework under existing legal arrangements and gradually evolving into a formal inter-ministerial mechanism with legal and budgetary backing.

7.3 Short-term Roadmap (1-2 Years)

In the short term, the most realistic approach is to formalize cooperation among key implementing agencies through a Memorandum of Understanding (MoU). Leveraging its legal mandate and institutional autonomy, RAJUK will take the lead in initiating and coordinating this MoU in close collaboration with the Ministry of Housing and Public Works (MoHPW). The MoU will provide a practical coordination platform among RAJUK, DMTCL, City Corporations, and DTCA, while ensuring alignment with the supervising ministries of each agency. To strengthen its legal and administrative standing, the MoU will be endorsed by the Cabinet Division. Under this framework, a TOD Management Body and a multi-agency TOD Planning Team will be established, and pilot TOD Station Area Plans will be prepared to verify the effectiveness of inter-agency coordination.

Table 7.3.1: Roadmap for Short-term (1 -2 Years)

	Action	Responsible Entity	Remarks
1	Draft and sign an MoU between RAJUK, DMTCL, City Corporation, & DTCA	RAJUK-led, endorsed by MOHPW, MoRTB, & Local Government Division	Use existing laws (RAJUK Act, City Corporation Act, etc.) to justify the MoU.
2	Seek Cabinet Division endorsement of the MoU	Cabinet Division (via Cabinet Secretary)	Strengthen the legal and administrative validity of the Memorandum of Understanding (MoU).
3	Establish TOD Management Body under RAJUK	MOHPW to approve organogram & ToR	Use internal regulations and allocate project-based staffing.
4	Form TOD Planning Team (multi-agency technical team)	RAJUK-led, with DMTCL, City Corporation & DTCA planners	Functionally tied to each MRT station.
	Begin preparing the TOD Station Area Plan	RAJUK-led Planning Team	Demonstrates coordination viability

Source: JICA Project Team

7.4 Medium-term Roadmap (3-4 Years)

Based on the lessons generated through short-term implementation, the coordination framework will be progressively institutionalized at the national level. Under the leadership of the Cabinet Division, an inter-ministerial TOD MoU will be proposed to formalize coordination among relevant ministries. Concurrently, legal authorities, regulations, and administrative procedures related to land use, PPP, and revenue-sharing will be reviewed and aligned to enable multi-sector TOD planning and implementation. The TOD Management Body will be formally established through a Government Order, and a multi-year TOD program will be incorporated into the Annual Development Plan (ADP) to ensure stable funding for station area development, land reorganization, access infrastructure, and public facilities. Given the importance of sustainable financing, the Ministry of Finance will be included as a core member of the TOD Management Board and Planning Team.

Table 7.4.1: Roadmap for Medium-term (3 - 4 Years)

	Action	Responsible Entity	Remarks
1	Propose the formation of an Inter-Ministerial TOD MoU	Cabinet Division	Chaired by PMO/Cabinet Sec; includes Secretaries from MOHPW, MoRTB, Local Government Division, and MoF.
2	Align legal authority for multi-sector planning rules	MOHPW, LGDiv, MoRTB	For example, update land use, PPP, revenue-sharing rules
3	Issue a Government Order establishing the TOD Management Body as an institutional mechanism.	Cabinet Division	The hybrid T1+T3 body assumes a formal structure with secretariat and reporting duties.
4	Create a multi-year TOD program in ADP (Annual Development Plan)	Planning Commission (GED)	Enables fund allocation to inter-agency station projects

Source: JICA Project Team

7.5 Conclusion

A phased approach is essential to establishing an effective TOD adjustment mechanism. The proposed roadmap begins with a RAJUK-led, MoU-based coordination framework under existing legal authority, followed by gradual institutionalization into a formal inter-ministerial mechanism with Cabinet-level endorsement, legal backing, and stable budgetary support. This approach ensures both immediate implementability and long-term sustainability of TOD planning and implementation across metropolitan and national contexts.

Part 2

1. Selection of Pilot Project Station

1.1 Selection Process and Criteria

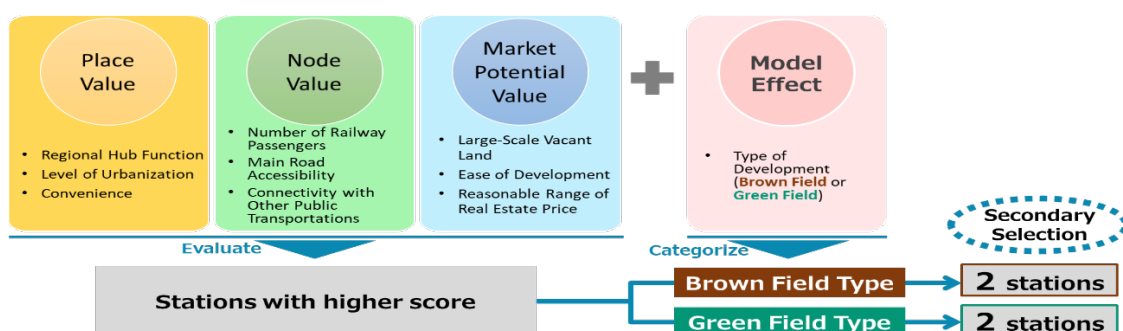
1.1.1 Selection Process

The selection of pilot project sites was carried out through three stages: primary selection, in which 15 stations were selected from Line 6, Line 1, and Line 5 North; secondary selection, in which the 15 stations were narrowed down to four based on evaluation criteria; and final selection, in which two stations were selected from the four candidates considering the characteristics of each station.

1.1.2 Evaluation Criteria

(1) The viewpoint of the Evaluation

Evaluation criteria are set based on the 3V (Value) approach¹ and Model Effect. Two stations with high scores from each of Brown Field and Green Field are selected at the secondary selection. The following figure summarizes the perspective of the criteria used in this study.



Source: JICA Project Team

Figure 1.1.1: The viewpoint of the Evaluation

1.1.3 Result of the selection

Based on the selection results, the four candidate stations were analyzed in detail, particularly from the perspective of “model effect,” and the final two stations were selected. Based on the detailed analysis, a Joint Technical Working Group (hereinafter referred to as “TWG”) was organized, and discussions with relevant parties indicated that further adjustments should be made to designate Gabtoli and Uttara Center as the target stations.

¹ 3V (value) approach is proposed by World Bank to evaluate the potential of TOD.

2. TOD Concept Plan for Uttara Center Station

2.1 TOD Concept Plan for Uttara Center

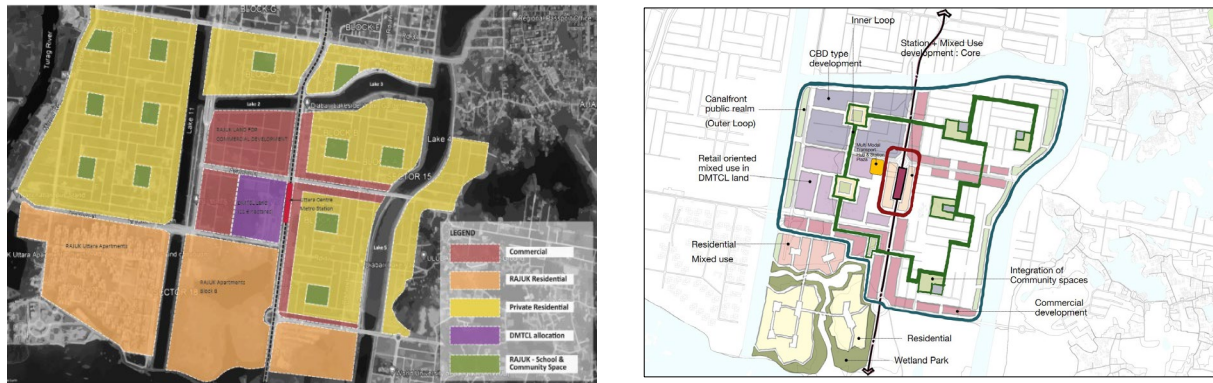
2.1.1 Land Ownership and Planning Approach of Structure Plan

Figure 2.1.1 shows the land ownership pattern within the site context.

- Majority of land is of residential use and is of private ownership in the form of lessee.
- There are land parcels under RAJUK ownership and yet to be developed.

Also shown is a land parcel to the west of the Uttara Center metro station, that is allocated to DMTCL (11.6 ha).

On 19 May 2022, a Vision Workshop was organized with the JICA Project Team and various project stakeholders. During the workshop, two master plan structure approaches were presented to the project stakeholders. The following figure shows the approach selected by the stakeholders.



Source: JICA Project Team

Figure 2.1.1: Land Ownership, Outer Loop and Inner Loop in Uttara Center Station Area

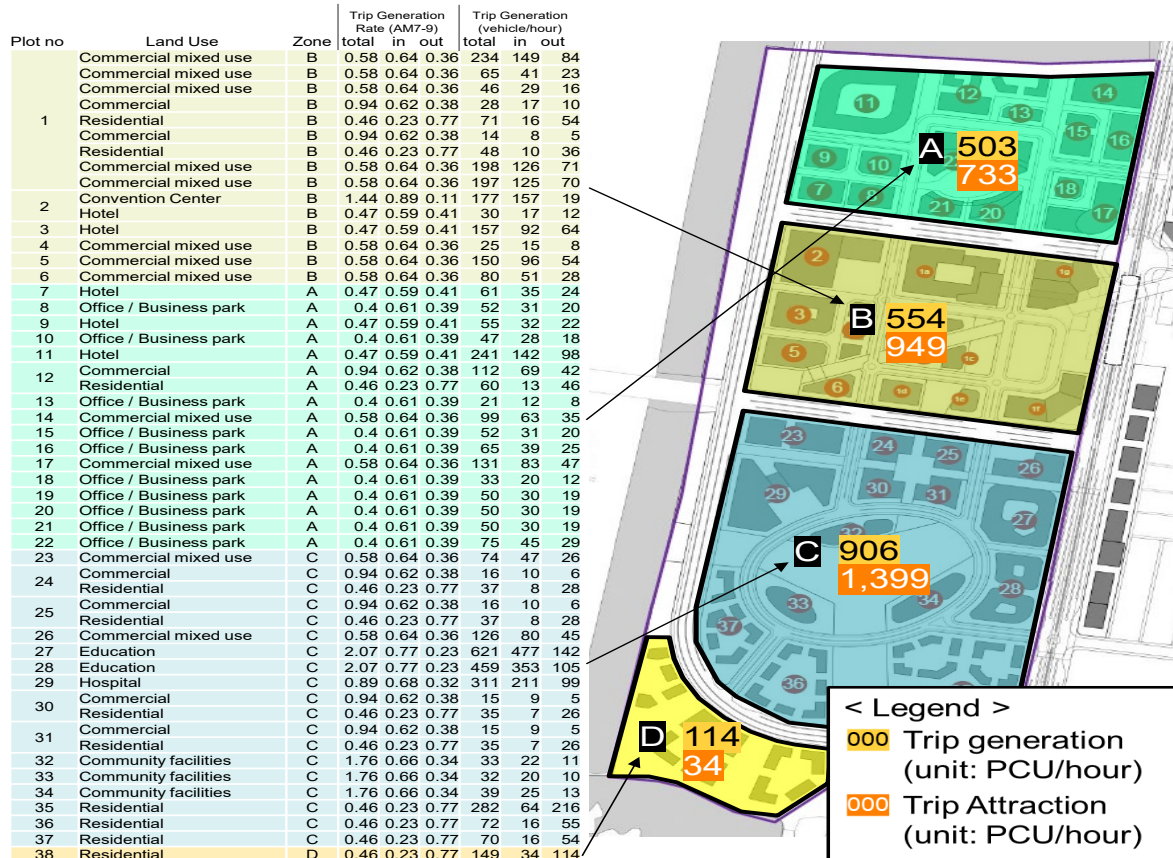
2.1.2 Major Specific Planning Items and Layers for TOD Concept Plan

To make TOD concept plan, the following items and urban layers are studied and planned.

- Land Use Plan
- Development Program (based on real estate demand estimation)
- Building Heights
- Elevated Walkways and Connections
- Parking Strategy
- Walking and Cycling Network
- Multi Modal Interchange Planning (Macro level, Area level, Station Site level)

2.1.3 Traffic Impact Assessment

Traffic demand forecast and traffic impact assessment of major roads in and around TOD were studied to check the traffic situation after the development plan is implemented.



Source: JICA Project Team

Figure 2.1.2: Trip Generation and Attraction within TOD Area



Source: JICA Project Team

Figure 2.1.3: 2D Plan of TOD Conceptual Masterplan for TOD Conceptual Masterplan



Source: JICA Project Team

Figure 2.1.4: 3D Aerial View of the Overall TOD Conceptual Master Plan

2.2 Model Plan (Development Scheme)

2.2.1 Comparison and Preferable Option of Development Scheme

The development scheme options for DMTCL's land in Uttara Center are summarized in Table 2.2.1. One important criterion is the allocation of responsibility for planning and implementation.

Table 2.2.1: Comparison of Development Schemes for DMTCL's Land in Uttara Center

Option	Planning	Implementation	Expected Return	Note
Public Initiative				
1a: Direct Implementation by DMTCL	DMTCL to prepare DPP	DMTCL • Each facilities and buildings are constructed by DMTCL, RAJUK, DNCC, or Private Developer	DMTCL gets returns from private development by selling or leasing out parts of the land	• DMTCL's planning and implementation capacity is required for the entire DMTCL' land. • DMTCL takes planning risks.
1b: Direct Implementation by RAJUK ordered by DMTCL	RAJUK to prepare DPP	RAJUK • Each facilities and buildings are constructed by RAJUK, DNCC, or Private Developer	DMTCL gets returns from private development by selling or leasing out parts of the land	• Cooperation between DMTCL and RAJUK is essential. • RAJUK and DMTCL take planning risks.
Private Initiative				
2a: DPP Basis Development by SPC	SPC to prepare DPP	SPC	DMTCL gets share of the SPC's profits	• DMTCL need to prepare planning condition for SPC.
2b: PPP Scheme	Private Developer or Consortium to obtain development permission	Private Developer or Consortium	DMTCL gets share of the profits of private developer or consortium, according to PPP agreement.	• Existence of a private developer, who is interested in the TOD development including preparation of public facility, is essential. • Planning risk comes under private developer.

Option	Planning	Implementation	Expected Return	Note
Hybrid				
3a : Hybrid PPP Scheme	DMTCL for the land of Public Facilities SPC for the land of commercial buildings	DMTCL for public facilities (RAJUK or DNCC for some facilities) SPC for commercial buildings	DMTCL gets share of the SPC's profits	• DMTCL's planning and implementation capacity is required for public facilities
3b: Combination of Public and Private Development	RAJUK for the land of Public Facilities Private Developer for commercial buildings	RAJUK for public facilities (DNCC for some facilities) Private Developers for commercial buildings	DMTCL gets returns from private development by selling or leasing out parts of the land	• Cooperation between DMTCL and RAJUK is essential.

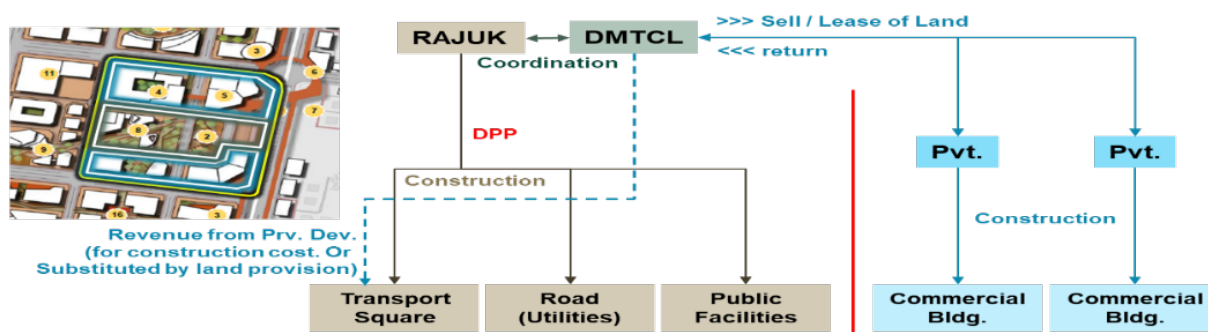
Source: JICA Project Team

2.2.2 Recommendation and Further alternatives for Implementation

Through discussions with DMTCL and RAJUK, a hybrid scheme was deemed preferable from the perspective of feasibility. The main reason is that public facilities, including the transport square, would be prepared under DMTCL's initiative to secure the transit function of the TOD area, while parts of DMTCL's land where commercial buildings are located could be developed by private developers. Planning risks related to the balance between real estate demand and supply could therefore be borne by private developers, excluding such risks from DMTCL's responsibility. At the same time, DMTCL could still obtain returns from private development as a non-rail business, and this revenue could be used for the construction of public facilities or substituted by land provision.

It should be noted that DMTCL has limited experience in urban development, whereas RAJUK has extensive experience. Through discussions with DMTCL and RAJUK, hybrid schemes were considered preferable. In the case of "3a: Hybrid PPP Scheme," DMTCL's planning and implementation capacity would be highly required. Therefore, the "3b: Combination of Public and Private Development" option is recommended. In this case, cooperation between DMTCL and RAJUK is essential.

However, development option 3b remains challenging for DMTCL because a high level of planning capability is required. To address this issue, strong coordination between RAJUK and DMTCL is necessary, as shown in Figure 2.2.1.



Source: JICA Project Team

Figure 2.2.1: Alternative for the Option 3b: Combination of Public and Private Development

In this case, DMTCL needs support from RAJUK, or RAJUK should take the lead in developing the entire DMTCL land area on behalf of DMTCL. RAJUK's extensive experience in urban planning and implementation can provide an important basis for successful development. Considering the current situation, this approach appears more feasible, and it is expected that urban planning and implementation capacity can be transferred to DMTCL in the future through TOD development.

Thus, the development option 3b is recommended, and the financial study has been done based on this option to confirm the feasibility of the private development.

3. Pilot Project Activities in Uttara Center Station TOD Area

3.1 Establishment of the Uttara Center TOD WG

Based on the draft TOD concept plan for the Uttara Center station area, which received basic approval at the 2nd JCC in January 2023, the Uttara Center Station TOD Working Group was established in May 2023 as a coordination body to work with the implementing agencies and relevant organizations to promote the pilot project. The aim of the Uttara Center Station TOD Working Group (members from RAJUK, BRTC, DMTCL, DNCC, JICA project team) is to deepen discussions on the implementation of development.

3.2 Technical Assistance for Preparing Draft DPP for Transit Area

To promote the development of transit space in front of Uttara Center on DMTCL land, the JPT has been discussing the following topics with DMTCL and RAJUK.

- How to proceed transit space development in DMTCL land in UC
- How DMTCL and RAJUK can cooperate and how to prepare DPP
- What is each agency's role to play

RAJUK and DMTCL may need a common understanding to support each other.

3.3 Monitoring and Analysis of the Current Traffic Situation around the Station

3.3.1 Traffic Volume Survey

A traffic volume survey was conducted to confirm the level of congestion on arterial roads during peak hours after the opening of the MRT and to monitor the shift from private vehicles to MRT use. A summary of the traffic volume survey is shown in Table 3.3.1.

Table 3.3.1: Summary of Traffic Volume Survey

	Date	Time	Weather	Temperature
1st	12 April 2023	8:00 a.m. - 10:00 a.m.	Sunny	38 degrees Celsius
2nd	16 August 2023	8:00 a.m. - 10:00 a.m.	Sunny	30 degrees Celsius
3rd	7 February 2024	8:00 a.m. - 10:00 a.m.	Sunny	25 degrees Celsius

Source: JICA Project Team

Results of the traffic volume survey is shown in Table 3.3.2. Traffic volume has been decreasing with the extension of MRT operation hours and the extension of the operation section. This indicates a shift from vehicle use to MRT use.

Table 3.3.2: Results of Traffic Volume Survey

	Rickshaw	Motor cycle	Car	CNG	Microbus	Bus	Truck (2axles)	Truck (more than 3 axles)	Leguna	Total (vehicle/2h ours)	Total (PCU/2hours)
Apr. 2023	208	770	1,886	195	558	15	334	114	6	4,086	4,575
Aug. 2023	146	600	1,783	218	0	27	202	69	102	3,147	3,292
Feb. 2024	179	511	1,646	172	0	75	236	3	110	2,931	3,123
PCE	1.0	0.5	1.0	1.0	1.5	3.0	2.0	3.0	1.5	-	-

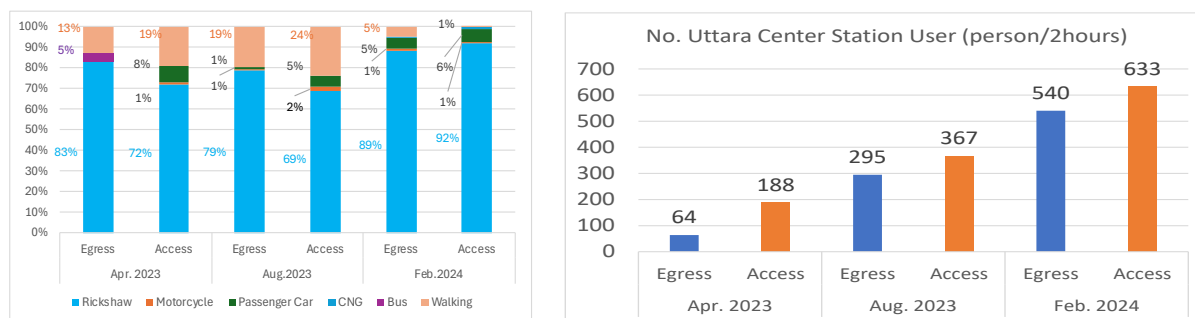
*PCE: Passenger Car Equivalent

Source: JICA Project Team

3.3.2 Access and Egress Mode

An access and egress mode survey at Uttara Center Station was conducted on the same dates, times, and locations as the traffic volume survey to confirm feeder transport use after the opening of the MRT. The results are shown in Figure 3.3.1.

Across all three survey periods, rickshaws accounted for the highest share of feeder transport, exceeding 70% (Figure 3.3.1). The number of Uttara Center Station users has increased with the extension of MRT operating hours and service sections, indicating a shift from vehicle use to MRT use.



Source: JICA Project Team

Figure 3.3.1: Percentage of Vehicle Type and Number of Users in UC Station

3.3.3 MRT Passenger Questionnaire Survey

As shown in Table 3.3.3, the attributes of the users and their OD and satisfaction of feeder traffic were identified.

Table 3.3.3: Questionnaire Contents

• Basic attributes (gender, age) • Frequency of MRT use • Place of origin • Place of destination • Purpose of MRT use • Mode of transportation used to reach Uttara Center station • Satisfaction with travel to MRT stations • Improvements to facilities near Uttara Center station
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Source: JICA Project Team

Result of the questionnaire survey is as followed.

- Regarding the frequency of MRT use, daily was the most common.
- Regarding the purpose of MRT use, many people used MRT for commuting.
- Regarding the type of feeder traffic, rickshaws accounted for the majority of vehicles.
- Regarding the satisfaction with Feeder Traffic, many MRT user were satisfied.
- Regarding the request for infrastructure improvements, it was desired to provide shuttle bus service.
- Regarding the origin stations, many people came to Uttara Center station from Mirpur 10 station, a trend that has continued even after the extension to Motijheel station.
- Regarding the destination stations, more than half of the people went to Agargaon station, but after extending MRT to Motijheel station, more than half went beyond Agargaon station.
- Regarding the origin and destination around Uttara Center stations, most of the origin and destination were on the west side of the Uttara Center station, where Rajuk's residential area is located.

4. TOD Concept Plan for Gabtoli Station

4.1 Current Status

4.1.1 Site Overview

Gabtoli Station was approved by the JCC members as a pilot case for brownfield TOD.

Figure 4.1.1 shows the feature of Radius 5km from Gabtoli Station. Gabtoli station location is strategically positioned at the confluence of major city level transport infrastructure proposals -MRT Line 5 North, Line 5 South, Line 2, Inner circular Road and Circular Railway. There is a wetland called Kallyanpur Retention Pond, and DNCC has a plan to enhance the Kallyanpur Retention Pond as a major city level recreational space to form the “Kallyanpur Ecopark”. This will become a new City level Blue Green space for a 5 km radius from Gabtoli station.

The south side of the station is formed by several public lands. South of the location of the proposed Gabtoli station, there are currently an inter-urban bus terminal, a BRTC bus yard that operates intra-urban buses and the Kallyanpur Retention Pond. The intercity bus terminal is planned to be relocated following the construction of Metro lines 5 North and 5 South.



Source: JICA Study Team

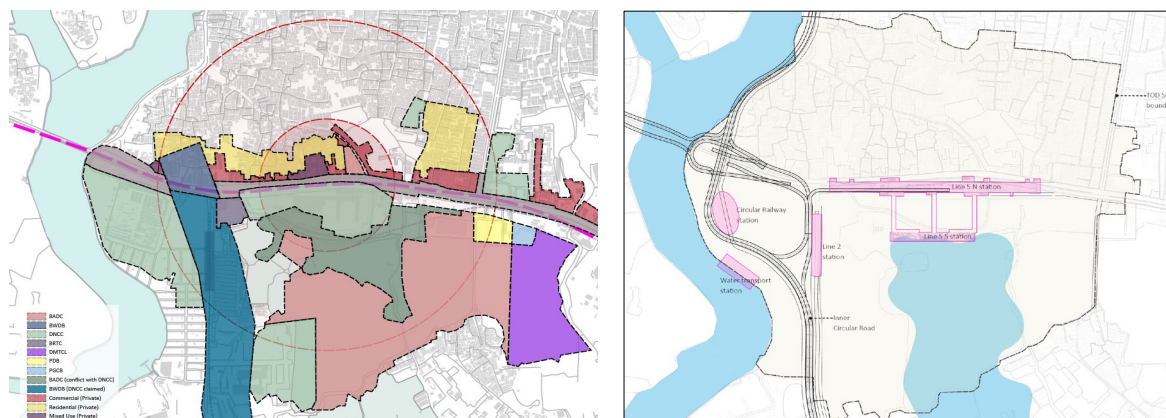
Figure 4.1.1: Radius 5km from Gabtoli Station

4.2 TOD Concept Plan for Gabtoli

4.2.1 Land Ownership and TOD Station area in Gabtoli MRT Station

On the south side of the station, land is owned by various government departments. Development planning would not be appropriate if existing land boundaries were considered separately; therefore, the area is treated as “public land” and simplified for inclusion in the TOD plan.

In the station north, it is a dense mixed-use neighborhood, mostly privately owned land and buildings. This would be more complex in terms of TOD intervention.



Source: JICA Project Team

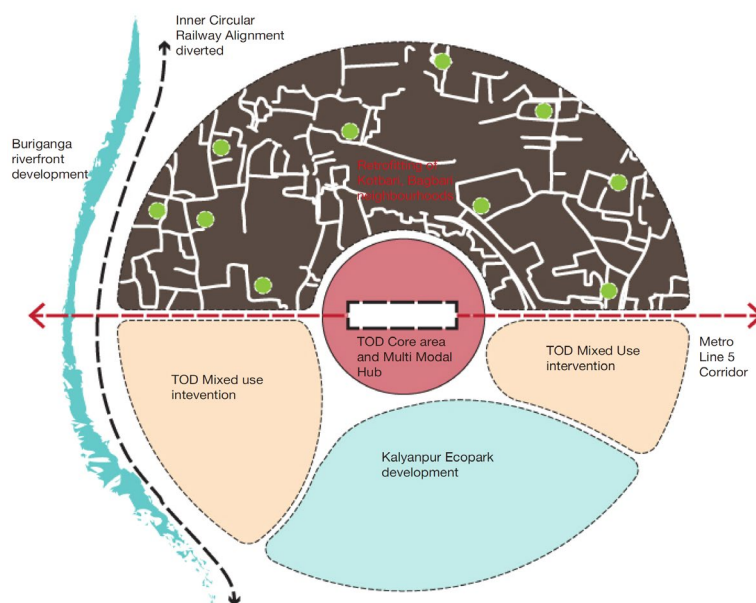
Figure 4.2.1: Land Ownership in Gabtoli TOD Site area Area

Based on analysis of the project context and reading of Issues and opportunities for the Gabtoli TOD site, TOD Masterplan Boundary is defined for Gabtoli based on the following considerations.

- 500m radius from Gabtoli Line 5 North station.
- Developable land available to the south and southwest of the station.
- Existing road network of Neighborhoods to the north of the station (Kotbari, Bagbari)
- Natural features – Buriganga River and Kallyanpur retention pond.

4.2.2 Planning Approach of Structure Plan

As a result of discussions in both the WG and the stakeholder meeting, the project stakeholders expressed their preference for the development scenario “Redevelopment of the South Part and Retrofitting of the North Part.”

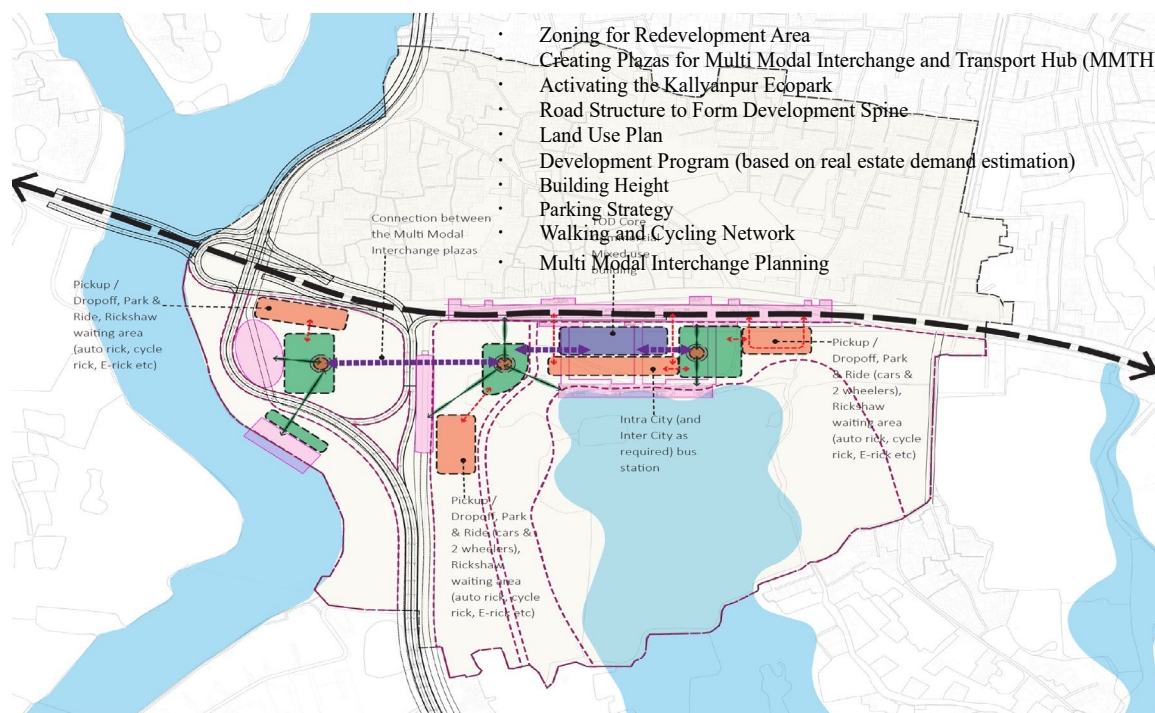


Source: JICA Project Team

Figure 4.2.2: Concept Diagram of ‘Redevelopment of South part and Retrofitting of North part’

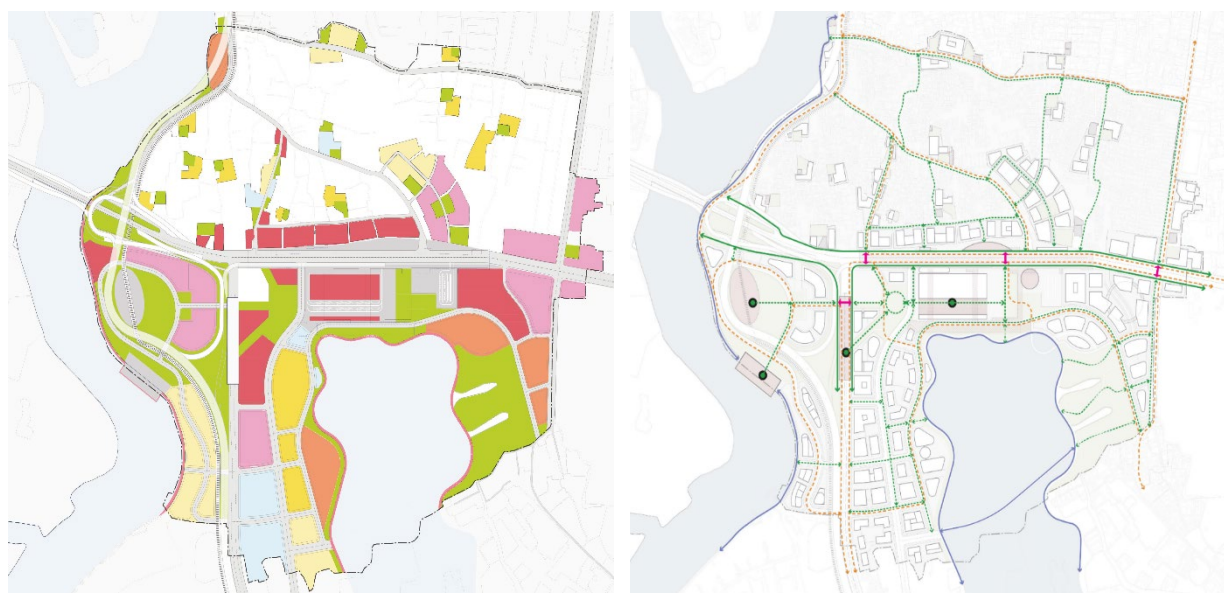
4.2.3 Major Specific Planning Items and Layers for TOD Concept Plan

To make TOD concept plan, the following items and urban layers are studied and planned.



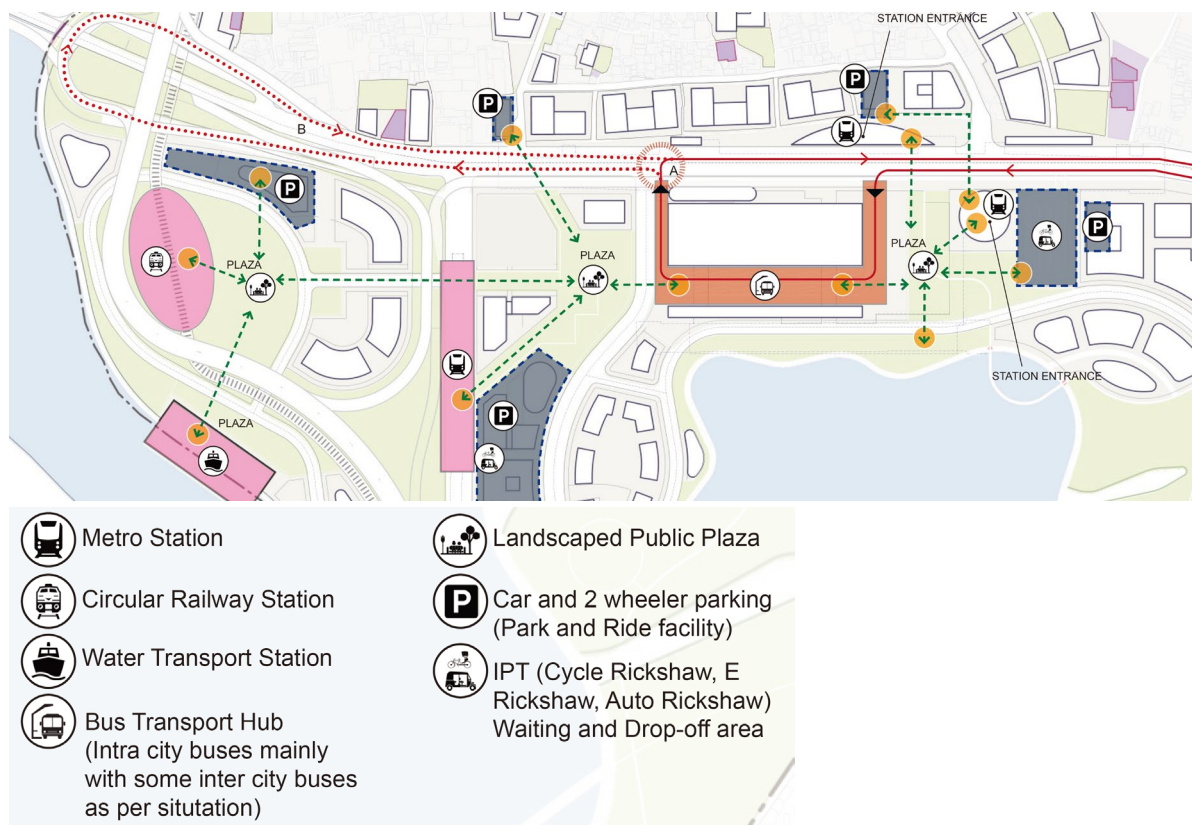
Source: JICA Project Team

Figure 4.2.3: Multi Modal Interchange and Transport Hub (MMTH)



Source: JICA Project Team

Figure 4.2.4: Land Use Plan, Walking & Cycling Network



Source: JICA Project Team

Figure 4.2.5: Multi Modal Interchanges



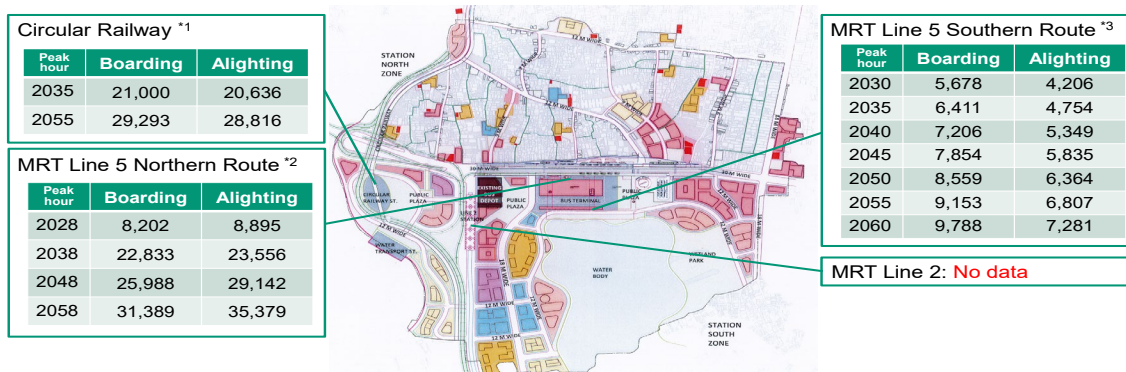
Source: JICA Project Team

Figure 4.2.6: 3D Aerial View of the Overall TOD Conceptual Master Plan Area (Gabtoli)

4.2.4 Traffic Impact Assessment

(1) Future demand forecast results for each route based on existing studies

The study of future demand forecasts was collected for the Circular Railway, MRT Line 5 Northern Route, and MRT Line 5 Southern Route, which are planned to be built in the Gabtoli area in the future. The results are shown in Figure 4.2.7. For MRT Line 2, the results of the future demand forecast could not be obtained.



*1 Source: Feasibility Study for Construction of Circular Rail Line around Dhaka City Project

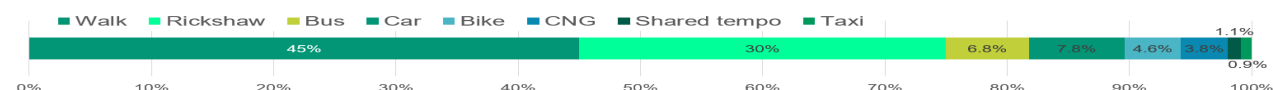
*2 Source: Detailed Design, Tender Assistance and Construction Supervision for Dhaka Mass Rapid Transit Development Project MRT Line 5 Northern Route
Source: Dhaka MRT Line-5 (Southern Route) Draft Traffic Demand Model

Figure 4.2.7: Future Demand Forecast Results for Each Route

(2) Modal Share of Feeder Trips at Gabtoli Station

According to “Consulting Services for Detailed Design, Tender Assistance and Construction Supervision for Dhaka Mass Rapid Transit Development Project (Line 5): Northern Route”, Gabtoli station is classified as a Low-density area.

The above modal share is organized in Figure 4.2.8.



Source: JICA Project Team created based on “Consulting Services for Detailed Design, Tender Assistance and Construction Supervision for Dhaka Mass Rapid Transit Development Project (Line 5): Northern Route”

Figure 4.2.8: Modal Share of Feeder Trips at Gabtoli Station

(3) Feeder Traffic at Gabtoli Station

The number of vehicles of each feeder type of traffic was estimated by multiplying the 2055 ridership of Circular Railway, MRT Line 5 Northern Route, and MRT Line 5 Southern Route by the modal share of feeder traffic and dividing it by the vehicle occupancy. The results are shown in Table 4.2.1.

Table 4.2.1: Feeder Traffic at Gabtoli Station in 2055

	Modal Share*	Vehicle Occupancy*	2055 (unit: vehicle/hour)		
			Circular Railway	MRT Line 5 Northern Route	MRT Line 5 Southern Route
Walk	45%	-	26,149 (person)	28,474 (person)	7,182 (person)
Rickshaw	30%	1.5	11,622	12,655	3,192
Bus	6.8%	40	99	108	27
Car	7.8%	1.6	2,833	3,085	778
Bike	4.6%	1.2	2,228	2,426	612
CNG	3.8%	1.5	1,472	1,603	404
Shared tempo	1.1%	8	80	87	22
Taxi	0.9%	1.6	327	356	90
Total (only vehicle)			18,660	20,319	5,125

* Consulting Services for Detailed Design, Tender Assistance and Construction Supervision for Dhaka Mass Rapid Transit Development Project (Line 5): Northern Route
Source: JICA Project Team

4.3 Model Plan (Development Scheme)

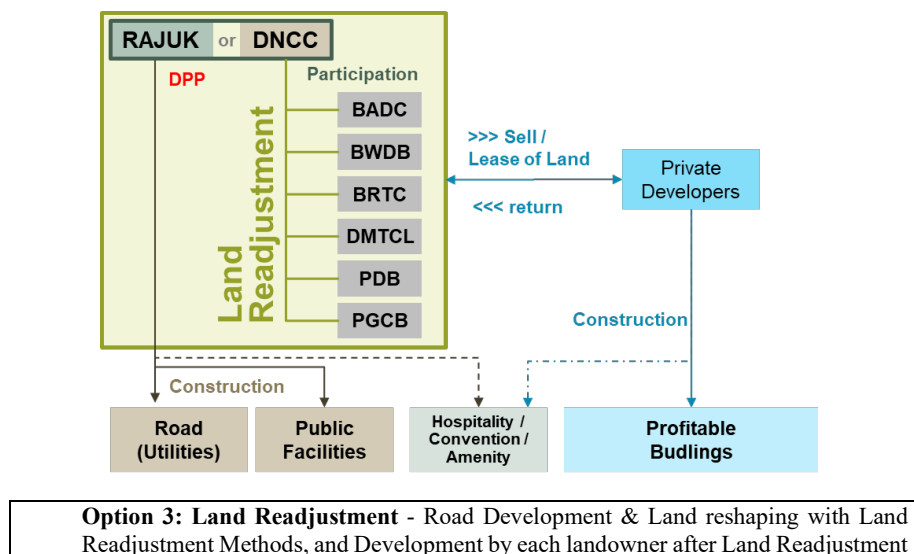
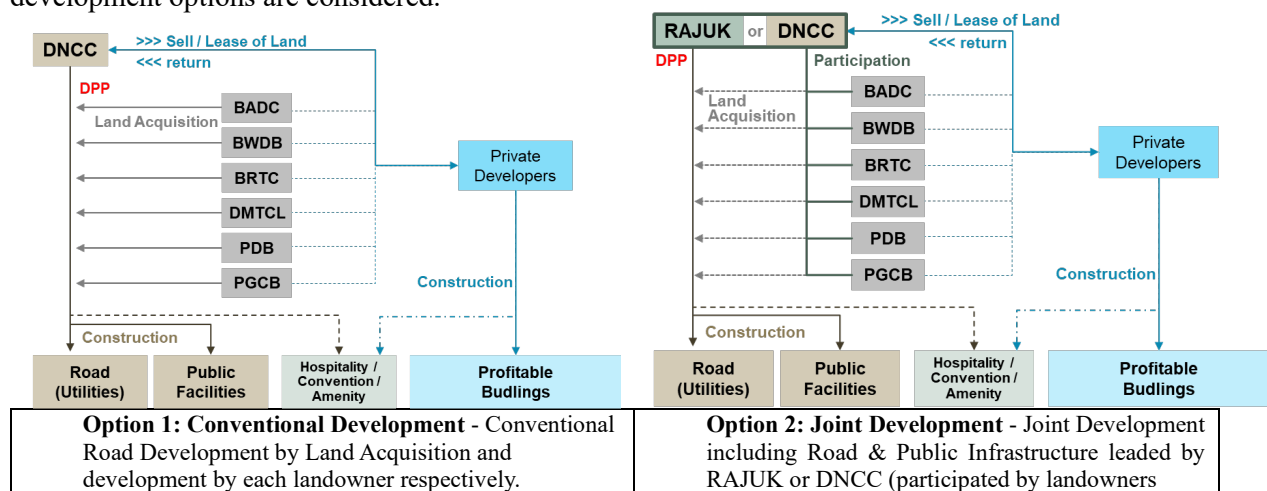
4.3.1 Development Options for North Side

Development option for North side is redevelopment of the area along the arterial road using the method of rights conversion, not land acquisition. Case study of utilizing rights conversion for redevelopment project has studied and summarized in Chapter 12.

4.3.2 Development Options for North Side

Lands in the southern part of the TOD are owned by public sector: DNCC (Dhaka North City Cooperation), BADC (Bangladesh Agricultural Development Corporation), BWDB (Bangladesh Water Development Board), BRTC (Bangladesh Road Transport Corporation), PDB (Bangladesh Power Development Board), and PGCB (Power Grid Company of Bangladesh).

Based on the proposed buildings and facilities, and the current land ownership, the following development options are considered.



Source: JICA Project Team

Figure 4.3.1: Model Plan Options for Gabtoli South

5. Pilot Project Activities in Gabtoli Station TOD Area

5.1 Establishment of the Gabtoli TOD WG

With approval at the 2nd JCC in January 2023, the Gabtoli Station TOD Working Group (members from RAJUK, DTCA, BR, BRTC, DMTCL, BRTA, DNCC, DMP, BIWTA, BADC, JICA project team) was established as a coordination body to work with the implementing agencies and relevant organizations to promote the pilot project.

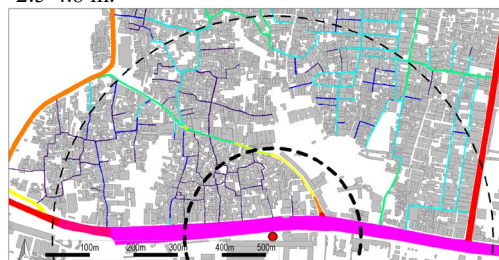
5.2 Overview

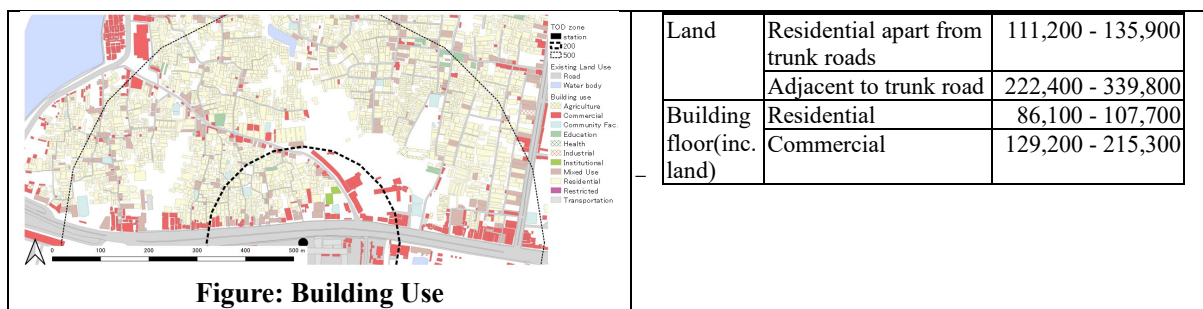
A case study on the north of Gabtoli Station was carried out in order to examine feasible methods to realize urban environmental improvements including decent development as TOD area in Dhaka.

5.3 Current Situation

Physical and social conditions were surveyed through GIS analysis and interviews with organizations such as RAJUK, DNCC, and private developers. Table 5.3.1 shows a summary of the survey.

Table 5.3.1: Summary of Survey on Current Situation

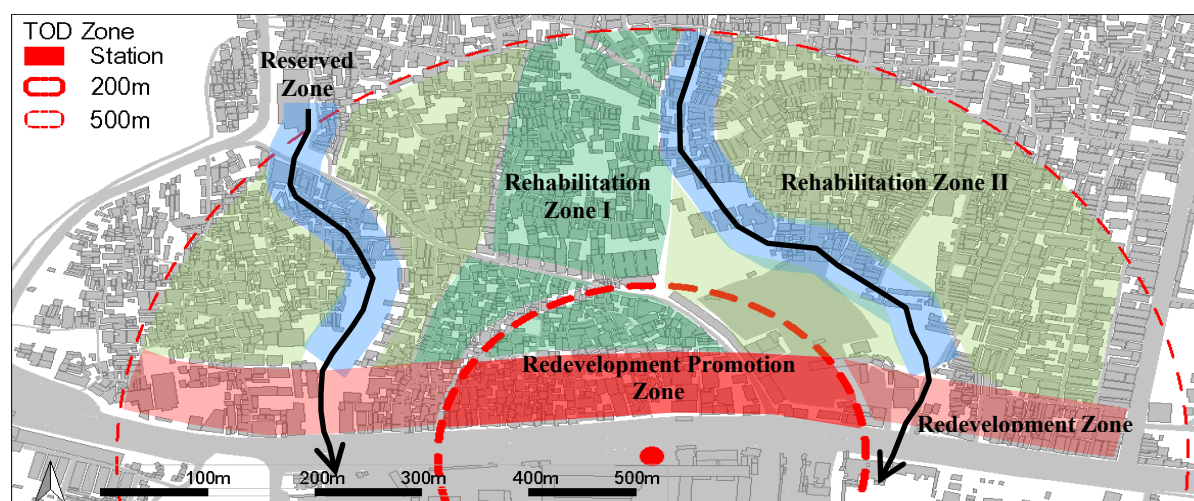
Road	Drainage			
- The structure and hierarchy of the roads in the north of Gabtoli is adequate. - The southwest of the area has poor local road network which is 1.8m or less. Especially, areas within 200 m of the station have few roads with a width of 1.8m minimally required in DAP despite of the TOD Zone designation. This causes no direct access of more than 30% of the land to a suitable public road, where has the highest TOD potential. - The northeast of the area has a road network with a width of 2.5-4.8 m.  Figure: Road Network and Widths	- Gabtoli North is not designated as flood prone area in DAP. - Drainage system in Gabtoli North is gravity flow type. - Most of all public roads may have underground ditches or pipelines such as 900mm diameter according to an interview with DNCC.  Figure: Elevation			
Building	Property Ownership			
- Major building use is residential. - A majority of number of building stories is two, though some have more than five stories located along wider roads. - A majority of building age is 21 to 30 years old.	- This pilot activity does not target communication with local stakeholders and survey of legal status on property rights to examine feasible framework. - Value of land and building floor is assumed as shown in below table. Table: Assumed Property Value <table><tr><th>Type</th><th>Condition</th><th>Price[BDT / m2]</th></tr></table>	Type	Condition	Price[BDT / m2]
Type	Condition	Price[BDT / m2]		



Source: JICA Project Team, based on DAP and interviews

5.3.1 Development Method

The target area was evaluated to clarify the priority of urban renewal through an analysis of high-intensity land use potential and redevelopment feasibility.



Source: JICA Project Team

Figure 5.3.1: Evaluation of Priority and Potential in Gabtoli North

5.4 Pilot Planning in Gabtoli North

5.4.1 Site Selection, Land Use and Architecture Plan

At the Gabtoli Working Group held on 2 August 2023, participants agreed that the candidate site for the rights conversion case study should be located in the “Redevelopment Promotion Zone,” which has the highest priority. A target site comprising several plots was proposed at the eastern corner of the zone and in front of the MRT station. Land use and road infrastructure were studied as follows.

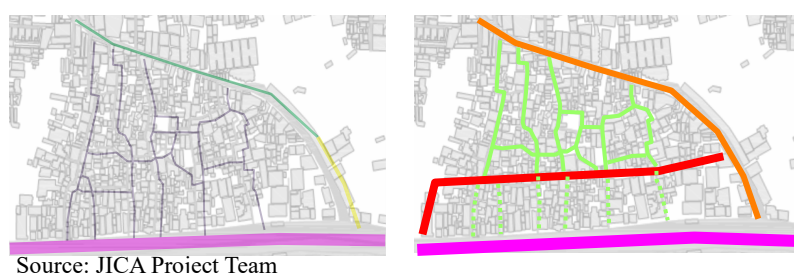
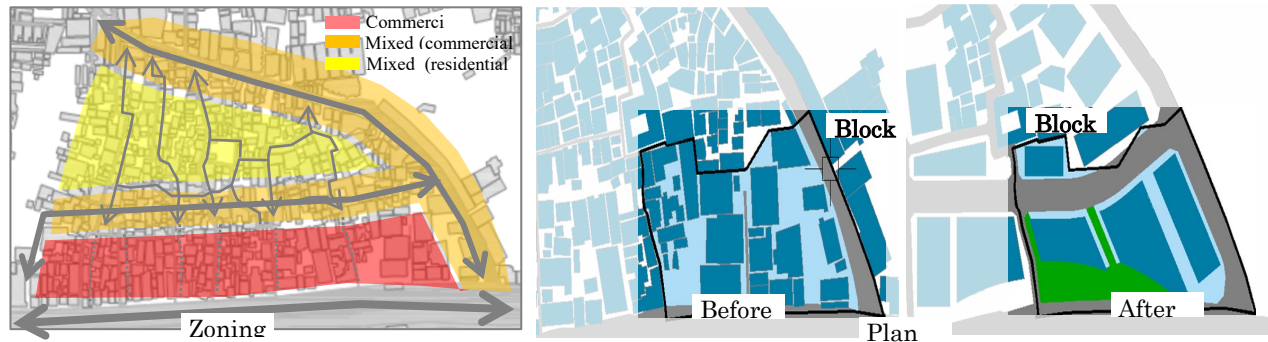
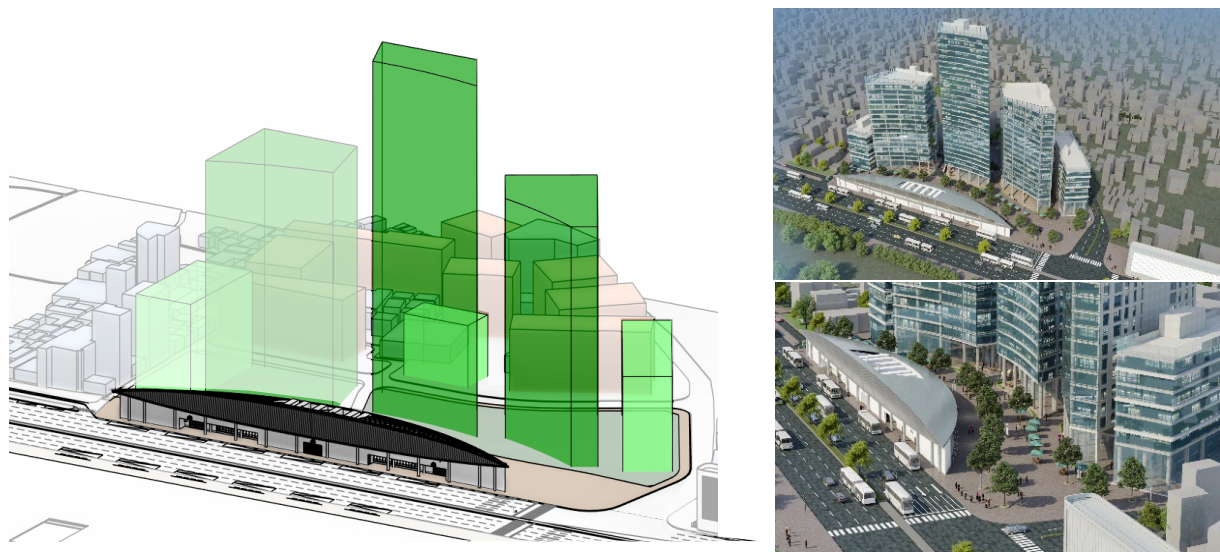


Figure 5.4.1: Target Site and Road Plan for Pilot Project Activities in Gabtoli Station



Source: JICA Project Team

Figure 5.4.2: Land Use Zoning and Plan around Case Study Site



Source: JICA Project Team

Figure 5.4.3: Building Perspective for Pure Commercial Building

5.5 Conclusion and Way Forward

5.5.1 Implementation of Trial Project

(1) Methodology for Urban Renewal

Conclusion: The Gabtoli North area was divided into five zones, with urban renewal proposals developed based on urban issues, TOD potential, and redevelopment feasibility. The rights conversion method can contribute significantly to urban renewal, but it is not a universal solution. The pilot activities for Gabtoli North concluded that selecting appropriate methods based on the local context is essential for effectiveness and efficiency.

(2) Infrastructure Layout for TOD Built-up Area

Conclusion: A process was provided for preparing a detailed site plan with a concrete infrastructure layout based on the local context and higher-level plans such as the DAP and TOD Concept Plan. The spatial study indicated that high-FAR development around stations promoted by TOD may affect traffic on trunk roads. The pilot activities in Gabtoli North concluded that TOD infrastructure should be

designed to secure walkable access to stations from surrounding areas and minimize negative impacts on the overall urban transport system.

(3) Architectural Planning for Financial Feasibility

Conclusion: The financial study of two different architectural plans clarified that financial feasibility depends on the gap between the theoretical maximum FAR and the existing FAR. The study provided a process for maximizing potential FAR through detailed assessment of existing regulations and surrounding infrastructure. The pilot activities concluded that integrated spatial planning between infrastructure and architecture, aimed at increasing the land area adjacent to wider roads, is a key approach to creating financial feasibility and realizing TOD with higher FAR around stations.

(4) Institutional Enhancement

Conclusion: The pilot activities conducted a desktop study to estimate project feasibility, which was confirmed from a financial perspective. Social communication should be led by Bangladeshi organizations rather than international development partners. A task force responsible for preparation and implementation of the trial project should be established. RAJUK agreed to assign specialists to the task force.

Way forward: Technical capacity development is required for RAJUK and the task force, including know-how for promoting the involvement of rightsholders and improving agreement ratios. Internal arrangements should also clarify RAJUK's responsibilities among relevant organizations in urban redevelopment, as the proposed special committees will be chaired by RAJUK and include organizations responsible for city administration and infrastructure development in accordance with the RAJUK Redevelopment Guideline.

5.5.2 Improvement of Legal System

(1) Profit Sharing (Floor Sharing)

Conclusion: 4 types of profit sharing concept between existing property owners and developer were studied. There are a lot of practices so called 50:50 Percent method, which is one type of rights conversion existing in Dhaka. This method is so practical because of the simplicity and advantageous condition to existing property owners. The pilot activities indicated 3 alternate concepts for profit sharing and suggested that appropriate ratio of profit sharing differs by architectural plan even in the same site.

Way forward: In the initial stage of establishment of rights conversion approach, profit sharing method could be selected reasonably and optionally as per individual situation of projects because there are no reliable methods.

(2) Consensus Building

Conclusion: An appropriate timing of consensus building was proposed in order to increase the agreed ratio through incorporation of stakeholders' opinions at initial planning stage by reviewing RAJUK Redevelopment Guideline. Also, it is identified that 100% agreement is a critical issue through review of RAJUK's redevelopment project in Old Dhaka. Effectiveness and possibility of utilization of compulsory power stipulated in Land Acquisition and Requisition Act which is commonly used in infrastructure project were discussed.

Way forward: Conditions to enforce compulsory power in rights conversion project will be discussed and identified with responsible organizations.

(3) Regulation on Public Property

Conclusion: Series of discussions with RAJUK and Gabtoli WG members indicated there might be regulations by law on rights conversion of public property although involvement of public property owners is important to promote urban renewal by rights conversion method.

Way forward: Regulations on public property in rights conversion project will be discussed and identified with responsible organizations.

6. Environmental and Social Considerations

6.1 Strategic Environmental Assessment

The Strategic Environmental Assessment (SEA) approach was applied to both the Uttara Center Station TOD Concept Plan and the Gabtoli Station TOD Concept Plan. Environmental and social impacts were analyzed, and mitigation measures were proposed for the development alternatives of each station TOD plan.



Source: JICA Project Team

Figure 6.1.1: Settlements Located in the Uttara Center TOD Area



Source: JICA Project Team

Figure 6.1.2: Settlements Located in the Gabtoli TOD Area

6.2 Stakeholder Consultations

Three stakeholder consultation meetings were held in total, on 24 March 2022, 2 June 2022, and 31 January 2023, as summarized in Table 6.2.1.

Table 6.2.1: Summary of Stakeholder Consultations

Meetings	1st Stakeholder Consultation	2nd Stakeholder Consultation	3rd Stakeholder Consultation
Date and time	24 March 2022 (10:45-13:00)	2 June 2022 (10:30 - 13:00)	31 January 2022 (10:30 – 13:10)
Purpose	1) Introducing TOD in Dhaka	Hearing willingness for alternative developments	Hearing willingness for alternative developments and opinions on

Nippon Koei Co., Ltd. UR Linkage Co., Ltd.
Oriental Consultants Global Co., Ltd. ALMEC Corporation

Meetings	1st Stakeholder Consultation	2nd Stakeholder Consultation	3rd Stakeholder Consultation
	2) Exchanging concerns and other feedback from the environment and social aspects	and opinions on environmental and social impacts projected in the study for the Uttara Center TOD	environmental and social impacts projected in the study for the Gabtoli TOD
Agenda	1) Introduction of the concept of TOD, the outline of the JICA Project (by JICA team) 2) Explanation of Environmental and Social Consideration and Scoping Result (by BETS Consulting Services Ltd., sub-contractor) 3) Q&A and discussion	1) Explanation of TOD plans (by JICA team) 2) Study result for TOD alternatives of Uttara Center (by BETS Consulting Services Ltd., sub-contractor) 3) Q&A and discussion	1) Explanation of TOD plans (by JICA team) 2) Study result for TOD alternatives of Gabtoli (by BETS Consulting Services Ltd., sub-contractor) 3) Q&A and discussion
Major Discussion Points	- Paratransit, feeder bus service to integrate with other transport modal, and cycling and walking facilities are crucial. - The drinking water crisis is a serious issue, so water logging needs to be minimized. - For different utility lines, a common utility duct is requested to be provided. - Modern facilities for elderly persons, such as seating arrangements along the walkway and smooth access, need to be installed. - Enhancement of integration among all stakeholders is important. Project details with positive and negative impacts must be presented so that people are aware of it. Increasing coordination among the stakeholders and project implementation authority, concerned departments is also important. - Better and quality public transport services are encouraged to reduce the number of private cars used. Moreover, public transport is required to be managed properly. - The provision of rickshaws is essential, so cycling spaces in TOD areas need to be considered. - People expect environment-friendly and sustainable TOD development through the development of existing road transport infrastructures, availing clean footpaths and cycle lanes, creating green space along the roads, etc.	- Involvement of the private sector, including bus owners' association in the early stage of the development is required. - Consideration of socially weak people, such as senior citizens, pregnant women, and mothers with babies, is important. - Public transportation needs to be connected with developing residential areas. - Land allocation for engineering infrastructure, such as power supply, should be ensured. - Consideration for safety and security is essential. - Multi-story parking is recommended to be built in the TOD area to obtain parking spaces to tackle the scarcity of land. - Consideration for traffic congestion is needed.	Enhancement of urban environment - Residential areas and various amenities, including green /open space and a police station, need to be allocated near and accessible from the station. - An unplanned development area in the north of the station needs to be controlled. - Pedestrian safety needs to be put priority. The width of footpaths should be sufficient (ideally 8 feet and more). - Access to the river needs to be considered as part of TOD because a waterway project has been announced. Transportation-related matters - Bus routes need to be rationalized. - Measurements for traffic congestion during the construction period need to be taken, so a traffic circulation plan needs to be prepared. - Because passenger movement along the MRT stations seems to increase congestion and accidents, pedestrian facilities and car control need to be well planned. Natural environment-related matters - Environmental considerations, especially waterbody preservation for the Kallyanpur retention pond and Buriganga River, measurements for noise pollution, air pollution (dust), and vibration, and waste management need to be planned. Social environment-related matters - Impacts on people and businesses need to be carefully considered. - Hawkers on sidewalks need to be restricted. Implementation arrangement - Coordination among various government organizations has to be enhanced. - Stakeholder engagement and collaboration is important.
Number of Participants	29 participants including RAJUK and JICA Project Team	30 participants including RAJUK and JICA Project Team	29 participants including RAJUK and JICA Project Team

Source: JICA Project Team

Part 3

1. Existing System and Issues on Urban Development and Rights Conversion Summary

1.1 Current Status of Legal Systems and Land Rights

1.1.1 Complexity of the Legal System

Bangladesh's legal system is a complex interweaving of British colonial-era common law, Islamic law, and post-independence legal reforms, resulting in a mix of secular and religious laws. In matters of inheritance and land acquisition, inadequate or overlapping records, coupled with the impact of historical legal reforms, often lead to unclear property rights, making land disputes a frequent occurrence.

1.1.2 Types of Land Rights and Methods of Transferring Rights

The types of land rights that civilians can hold in Bangladesh (Dhaka) are as follows.

- Freehold Rights (on Land held by private individuals): The owner has full rights to freely dispose of the land, including sale, rent, or transfer.
- Leasehold Rights (on Government Land): Primarily involving 99-year lease agreements, this concept differs from Japan's "leasehold rights." Non-agricultural public land is leased to private entities, including individuals, for industrial or commercial use.
- Rights for occupancy, rent, mortgage: Diverse forms of rights exist, sometimes leading to complex legal relationships in practice.

Methods of transferring rights include sale, inheritance, gift, exchange, will, and adverse possession. Transactions require multiple supporting documents (see next section).

1.1.3 Issues with the Registration and Certification System

Land transactions require multiple documents, including the "Deed (Dolil)," "Land Registry (Khatian)," and "Cadastral Map (Mouza Map)." There is no unified ledger showing the latest status, leading to delays and inconsistencies in each record. While digitization of some land registration documents like Khatian is underway, challenges remain regarding data quality, accessibility, and coverage scope. Consequently, these digitized records are not yet usable for practical purposes in urban development and redevelopment projects.

1.2 Current Status of Urban Development and Building Regulations

1.2.1 The Role of RAJUK and the Urban Planning System

RAJUK is the core administrative agency responsible for urban planning and development in the Dhaka Metropolitan Area, possessing authority over land acquisition, building permits, and the formulation, implementation, and supervision of urban plans. The key urban plans are the "Strategic Plan (Structure Plan) (20-year)" and the "Detailed Area Plan (DAP, 20-year)". Building regulations are governed by the "Building Code," the "Building Construction Rules, 2025 (BCR) for Dhaka," and the "Detailed Area Plan (DAP)." These specify detailed provisions for zoning districts, floor area ratio (FAR), setbacks, open spaces, and other aspects.

1.2.2 Development Approval and Building Permit Process

Any kind of construction in RAJUK jurisdiction requires RAJUK's approval. Approval is granted through the following sequence: Land Use Clearance or Planning Permit, construction permit, construction work, completion inspection, occupancy certificate, and registration. Private developments must also comply with RAJUK guidelines, various regulations, and assessment standards (environmental, traffic, infrastructure, etc.).

1.3 Current Status and International Comparison of Rights Conversion System

1.3.1 Bangladesh's Rights Conversion System

The rights conversion system was formally introduced under the Rajdhani Unnoyong Kotripokkho Act, 2026 (RAJUK Act 2026). Traditionally, urban redevelopment projects in Dhaka have relied on a full land acquisition model, whereby all development land is secured through compulsory acquisition.

In recent years, a consensus-based redevelopment approach led by private developers—commonly referred to as the “50:50 method”—has been applied in limited cases. Under this approach, landowners and developers agree to share floor space upon project completion, typically within a 40–60% allocation range. However, this method is based on contractual arrangements and lacks a clear legal basis, particularly with regard to appraisal and compensation mechanisms.

As a result, applying the 50:50 method to publicly led redevelopment projects poses challenges in terms of legal enforceability and transparency of compensation assessment, highlighting the need for a more robust and codified rights conversion framework.

1.3.2 International Comparison of Rights Conversion System

The main differences of the characteristics of each country's system are outlined below.

- Japan: Mechanisms such as land readjustment and urban redevelopment have been established to secure land for public facilities while redistributing landowners' rights. The processes for consensus building, compensation assessment, and coordination with the registration system are clearly defined by law.
- South Korea, Taiwan, India, Germany, etc.: While the systems themselves differ from Japan's, similar systems have been established to redistribute landowners' rights and advance public facility land acquisition and infrastructure development. Progress has been made in consensus building, compensation assessment, and coordination with registration systems.
- Bangladesh: Legal and institutional frameworks are lagging, presenting significant challenges in consensus-building, compensation assessments, coordination with registration systems, and the establishment of public record information systems.

1.4 Key Challenges in Implementing Rights Conversion Projects in Bangladesh

1.4.1 Challenges in Legal Systems and Implementation

The challenges in legal systems and their implementation are as follows.

- Clarifying RAJUK's Authority: The division of roles for approval, supervision, and implementation remains unclear, posing challenges in ensuring transparency and accountability
- Defining the targets of rights: It is necessary to clarify the target rights to be converted, such as freehold rights, leasehold rights and other rights.
- Restriction on public land: Regulation and reallocation policy as per types of government land such as for public infrastructure and for administrative office shall be confirmed.
- Lack of integration with the registration system: Mechanisms to reflect new rights after conversion in official registrations remain inadequate.
- Approval and Coordination Procedures: Coordination with RAJUK and other agencies is required, and consistency with existing approval procedures must be ensured.

1.4.2 Preservation of Rights, Consensus Building, Compensation Assessment

Challenges in rights preservation, consensus building, and compensation assessment are as follows.

- Preservation of Rights: Preserving landowners' rights during the project period, consensus building (balancing majority decisions and enforceability), and transparency in compensation assessments are crucial.
- Maintenance and Management System: Establishing long-term maintenance rules for commonly shared buildings is essential.
- Promoting Private Sector Participation: Institutionalizing private-sector-led or public-private joint implementation, private funding, and the utilization of private-sector technological capabilities are required.

1.4.3 Financial and Operational Challenges

Challenges in terms of finances and operations are as follows.

- Funding and Subsidy Systems: Ensuring fairness in cost-sharing for public infrastructure development requires consideration of introducing PPPs and subsidy systems.
- Monitoring and Supervision System: Strengthening third-party supervision and monitoring systems during project implementation is required.

1.5 Recommendations Based on International Comparisons and Future Research Directions

In Bangladesh, where the legal framework for rights conversion remains underdeveloped, strengthening the legal foundation is essential for advancing urban redevelopment. RAJUK has amended the Town Improvement Act (TIA) and enacted the RAJUK Act 2026 to enable publicly led land readjustment and land redevelopment projects utilizing rights conversion. Key priorities include the establishment of dedicated legislation, clear definition of rights, and explicit procedures for compulsory participation, compensation, and dispute resolution. In addition, inconsistencies between registered records and actual land ownership conditions present significant practical challenges, underscoring the need for an accurate and reliable land information and registration system.

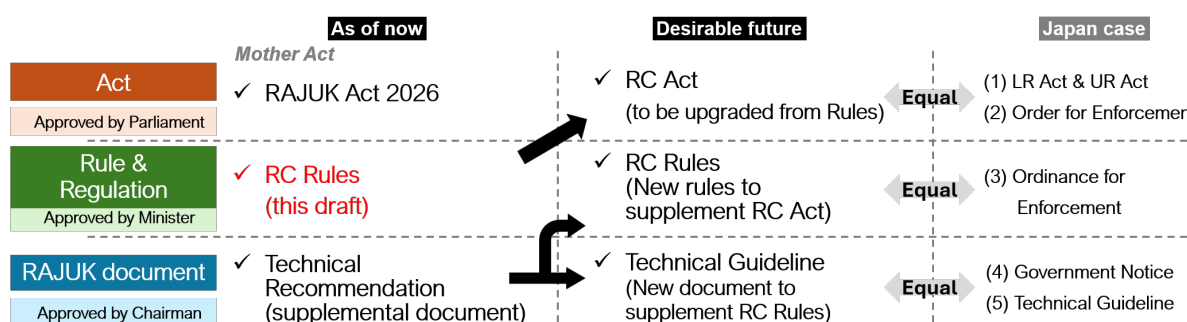
Furthermore, effective rights conversion requires mechanisms that protect the interests of rightsholders while leveraging private-sector capital and technical expertise. Participation and consensus-building among residents and rightsholders are therefore critical. These mechanisms should be clearly stipulated in the draft rules on rights conversion under the amended TIA to enhance transparency, credibility, and implementability.

2. Draft Regulation for Rights Conversion

2.1 Legal Structure of the Draft Regulation

The RAJUK Act 2026, approved as an amendment to RAJUK's foundation law, will serve as the mother act for the Rights Conversion (RC) Rules and establish RAJUK as the core responsible entity for RC-based redevelopment projects.

Japan has developed a multi-layered legal framework for rights conversion, ranging from primary legislation to detailed implementation rules, notices, and guidelines, supported by extensive practical experience accumulated through thousands of projects under the Land Readjustment Law and the Urban Redevelopment Law. This progressive institutional development has enabled systematic and scalable application of rights conversion. Reflecting Japan's experience, it has been agreed at the Core Working Force that the draft RC Rules formulated under the RAJUK Act 2026 should be upgraded in the future to a dedicated act. This would enable wider application of rights conversion beyond RAJUK-led projects and areas under RAJUK's jurisdiction, while the current project focuses on establishing the initial regulatory framework under the RAJUK Act 2026.



Source: JICA Project Team

Figure 2.1.1: Roadmap of Future Legal Framework of RC

2.2 Process of Rights Conversion Project

Among RC projects, the implementation process can be roughly summarized as follows:

i) Planning of Development Concept

Development Concept identifies needs of town improvement and confirm feasibility of initial improvement plans especially in terms of engineering, project finance and consensus building.

ii) Planning of Project Framework

Project Framework indicates basic planning framework including following studies and activities. A rightsholder's agreement with the basic framework is required, and after approval of the Project Framework, RC project is officially commenced.

- a) To identify rights to be targeted in the RC project
- b) To conduct survey and assessment on existing situation
- c) To prepare physical, financial and rights conversion plans
- d) To disclose the Project Framework through public notice
- e) To build consensus on the Project Framework
- f) To obtain government approval to start RC project

iii) Planning of Rights Conversion

Rights Conversion Plan is a detailed design on rights conversion based on detailed drawings and calculations. An exact plan indicating property to be converted through the RC project for each rightsholder shall be explained to and agreed by the rightsholder.

- a) To confirm willingness of rightsholders to join rights conversion or get compensated
- b) To prepare detailed drawings for buildings and infrastructure based on Project Framework
- c) To explain Rights Conversion Plan to every individual rightsholder
- d) To get assessed by RAJUK
- e) To sign an agreement and power of attorney to promise receipt of new property converted after construction and permission of provisional usage of the property by project entity during construction
- f) To proceed to land acquisition process for who intends to be compensated or not to participate in rights conversion

iv) Construction

v) Completion

2.3 Contents of Official Draft Rules

The official draft of RC Rules was finalized based on the initial draft submitted by JPT through series of discussions in Core Working Force. Below introduces the official draft under review by MoPHW.

Preface

These rules are made under Section 67(c) of the RAJUK Act 2026 to give effect to the rights conversion scheme through the implementation of Land Readjustment and Land Redevelopment Schemes under Section 25 of the Act. The objectives are to: (a) restructure and reorganize complex property ownership; (b) ensure proper, transparent, and time-bound implementation of the scheme or project through the consent of rightsholders and adherence to due legal process; and (c) enhance and improve urban livability.

Chapter 1 Preliminary and Definition

Rule 1: Short Title, Extent and Commencement

Rule 2: Definitions

Chapter 2: Project Proposals & Institutional Framework

Rule 3: Project Implementing Agency

Rule 4: Class and Type of Projects: (Type-1 and Type-2):

Rule 5: Project Approving Authority –

Rule 6: Formation of Pre-feasibility Evaluation/Verification Committee

Rule 7: Formation of Project Office and Project Management Committee

Rule 8: Formation of Project Evaluation Committee

Rule 9: Formation of the Landowners Council/Association

Rule 10: Formulation of Coordination Committee

Rule 11: Appointment of Partner Developer or Investor

Rule 12: Consistency/compatibility of the Project Area with Relevant Master Plans-

Rule 13: Types of Rights Conversion

Rule 14: Project Implementation Guidelines and Standards

Chapter 3 Project Initiation, Framework & Consensus

Rule 15: Project Initiation and Consent

Rule 16: Public Notice and Disposal of Appeals and Objections

Rule 17: Pre-feasibility Review, Preliminary Boundary Delineation and Publication of the Comprehensive List of Landowners

Rule 18: Preliminary Agreement

Rule 19: Preliminary Approval of the Project

Rule 20: Detailed Feasibility Study Report and Its Contents

Rule 21: Project Implementation Structure/Plan

Rule 22: Project Financing

Rule 23: Formation of Arbitration Committee and Dispute Resolution

Chapter 4: Rights Conversion Plan, Valuation and Approval

Rule 24: Rights Conversion

Rule 25: Land and Property Valuation Policy

Rule 26: Land/Property Allocation/Distribution and Right Transfer Policy

Rule 27: Consensus on Plan and Objection Resolution

Rule 28: Final Approval of the Plan

Rule 29: Final Approval of the Project

Chapter 5: Project Implementation & Interim Measures

Rule 30: Final Project Participation Agreement

Rule 31: Land Acquisition for Non-Consenting Landowners

Rule 32: Development Implementation Committee

Rule 33: Development Control and Interim Allocation

Rule 34: Eviction, Relocation, and Compensation

Rule 35: Construction Work and Implementation

Rule 36: Final Asset Allocation and Transfer of Ownership

Rule 37: Reserved Property and Cost Recovery

Rule 38: Project Completion

Chapter 6: Miscellaneous

Rule 39: Oversight, Reporting, and Directives

Rule 40: Maintenance and Management of Common Amenities

Rule 41: Violation of Rules and Remedies

Annexure: relevant forms

3. Plan for Rights Conversion in Gabtoli North

3.1 Objective of the Study

During the preliminary study conducted in the Gabtoli North area during the original period of this Project, the theoretical feasibility of the land rights conversion project was confirmed from the perspectives of urban planning regulations and theoretical project profitability. During the extension period, the study was updated based on newly acquired rights information for this area. A draft land rights conversion plan was prepared as a case study to support the examination of the draft land rights conversion regulations.

3.2 Current Status, Regulations, and Plans for the Target Area

3.2.1 Existing Situation

The Gabtoli North area is located north of the Dhaka–Arichha Highway and is predominantly composed of privately owned land. Land use is mainly residential, with religious and community facilities concentrated in the area, while commercial and light industrial uses related to the bus terminal across the highway are mixed along major roads.

Most buildings are low-rise, typically two stories, though mid-rise buildings are found along wider roads. Many structures are 21 to 30 years old and remain generally serviceable when assessed against the typical 40-year lifespan of reinforced concrete buildings.

The road network is structured around main and secondary arterial roads wider than 6 meters. However, within approximately 200 meters of the station, narrow roads under 1.8 meters are prevalent, and more than 30% of the land lacks adequate public road access, indicating significant constraints for redevelopment and TOD implementation.

3.2.2 Urban Planning and Regulations

The primary urban planning regulations applicable to the area are as follows.

- Zoning regulations: Along major roads on the DAP, mixed commercial use is designated; areas behind are mixed residential use; and within 500 meters of stations are designated as TOD zones.
- Land Use regulations: Mixed-use zones permit diverse uses, but the proportion of non-residential uses is restricted where road widths are narrow.
- Floor Area Ratio (FAR): Maximum 5.38 for residential use (theoretical value); no limit for commercial use on roads 24m or wider. FAR varies depending on road width and development method (block-style development).
- Building height: Due to aviation regulations, most areas are limited to a maximum of 135–150 ft (41.2–45.7 m), while some eastern areas may reach up to 500 ft (152.4 m).

3.2.3 TOD Guideline and TOD Development Concept

Under the station type categorization in the TOD guidelines officially established in May 2025, Gabtoli Station is classified as an “Urban Center,” requiring the promotion of medium-to-high density and high mixed-use development. The development policy outlined in the TOD Concept Plan is “Retrofitting (reorganization respecting existing blocks),” promoting regulatory guidance and rights conversion-type urban development with incentives. Commercial use is recommended along main roads, residential use

in inland areas, and mixed commercial/residential use along secondary arterial roads. As a fundamental policy, the aim is to expand the public land ratio (roads, parks, etc.) from approximately 10% to 34%.

3.2.4 Infrastructure and Transportation Planning

The main contents of the infrastructure and transportation plan for the area are as follows.

- MRT Plan: Three lines (Line 5 North, Line 5 South, Line 2) are planned for Gabtoli, with demand projections for 2058 anticipating over 300,000 daily passengers.
- Drainage Facilities: Flood risk is low, and a gravity-based drainage system is in place.
- Other Transportation Infrastructure: Projects under planning include the Dhaka Metropolitan Area Inner Ring Railway, Inner Ring Road, and the introduction of electric double-decker buses (with planned charging stations at Gabtoli).

3.3 Land and Property Rights, and Price

3.3.1 Land and Property Rights

In Bangladesh, land surveys are conducted at multi-decade intervals to record plot boundaries and land ownership as of the survey date. Plot boundaries are documented in the Mouza Map, while ownership information is recorded in the Survey Khatian managed by the Land Office. In practice, consistency between land ownership recorded in the Khatian and building-related information such as Holding Numbers is expected. However, when land subdivision, amalgamation, or ownership transfer occurs, inconsistencies frequently arise if the required Mutation procedure is not completed. As a result, registered records often fail to reflect the latest ownership status, posing significant challenges for redevelopment and rights conversion implementation.

Table 3.3.1 Summarizes the activities that were carried out under the JICA project survey and those that should be undertaken in the survey for the actual RC project.

Table 3.3.2: Comparison of Survey of the JICA Project and Actual RC Project

	Survey of the JICA Project	Survey of the actual RC Project
Land	• Identify Plot No. within target area from Mouza Map • Obtain both Survey and Mutation Khatian from Land Office, corresponding with Plot No. • Organize document-based Land Type, Landowner Name, Share of Land Area, as a Land Inventory Sheet.	• Following items should be confirmed by the local surveyors: ① Latest landowner ② Latest land boundary • Latest land information (area owned by each landowner, major use, etc.)
Building	• Obtain building information from DAP, Holding No., Survey. • Organize building age, structure type, major use, building coverage area, floor area, as a Building Inventory Sheet. •	• Following items should be confirmed by the local surveyors: ① Latest building owner ② Latest building information (building age, structure type, etc.) ③ Contract type of the building or floor (Condominium, rent, lease, etc.)

Source: JICA Project Team

(1) Results of Land Survey

In the Gabtoli North case study site, three types of land were identified: government land (BADC and DNCC), mosque land, and privately owned land. The Khatian records indicate that a total of 58 landowners exist within the case study site. Land uses in the area include residential plots, shops, a gas station, private roads, and other uses.

Major Issues

Existing Khatiyani records and Mouza Map alone are insufficient to implement actual RC projects in the target area for the following reasons:

- The latest plot boundaries are not recorded in any official documents.
- Since the latest plot boundaries are unclear, it is not possible to identify all rights holders within the target area.
- The information in the Khatiyani remains outdated if new land owners have not completed the Mutation procedure.

(2) Results of Building Survey

Information on building structure and the number of buildings within the case study area was obtained from the DAP. According to the DAP data, a total of 30 buildings exist within the area. In addition, the Holding Numbers assigned to the buildings and the related building information were obtained from DNCC.

Major Issues

In Bangladesh, unlike land ownership records maintained through the Khatiyani system, there is no unified registry system for buildings. Accordingly, this project relied on multiple data sources to obtain building-related information, including the Detailed Area Plan (DAP), Holding Number-based information, and site survey results. However, each data source has inherent limitations.

DAP (2014) provides systematically organized information such as owner names, building use, structure, construction year, number of units, and parking availability. While this dataset is generally reliable, it is outdated and does not reflect recent changes in ownership or building conditions.

Holding Number-based information (as of March 2025) contains owner names and an overview of buildings owned by each owner, including building scale, structure, facilities, and floor area. However, in practice, a single Holding Number may correspond to multiple buildings, making it difficult to identify attributes of individual buildings. In addition, the latest ownership and building information is not always fully reflected.

Site surveys conducted in May 2025 provided supplementary information on building use, floor area, household characteristics, tenancy status, and redevelopment intentions. However, as the survey was simplified and did not comprehensively cover all households or landowners in the target area, the reliability and completeness of the data are limited.

3.3.2 Property Price

Based on an analysis of publicly announced land prices (Mouza Rates) in and around the Gabtoli area, residential land values show significant variation by location. In neighboring areas such as Boro Sayek and Bosupara, Mouza Rates indicate a price range that, when benchmarked against prevailing market practices in Bangladesh, corresponds to approximately two to three times the official rates.

Using these benchmarks, the indicative market-based land price in the Gabtoli project area is estimated. This is considered a reasonable reference for land acquisition and financial assessment under the proposed project, reflecting both official valuation standards and observed market conditions.

3.4 Development Scheme

The concept of rights conversion is unfamiliar in the Bangladeshi context, as RAJUK has experience mainly with full land acquisition. However, through discussions with RAJUK, two key benefits of rights

conversion were identified: (1) it enables development that respects the intentions of rightsholders; and (2) it can reduce RAJUK's financial burden compared with the full land acquisition method.

3.5 Spatial Plan

(1) Road

A key approach in road development is to develop new collector roads in parallel with Dhaka–Aricha Road, which will serve as the main access to plots along trunk roads. Very narrow roads (Figure 3.5.1), which restrict access by emergency vehicles, should be improved.

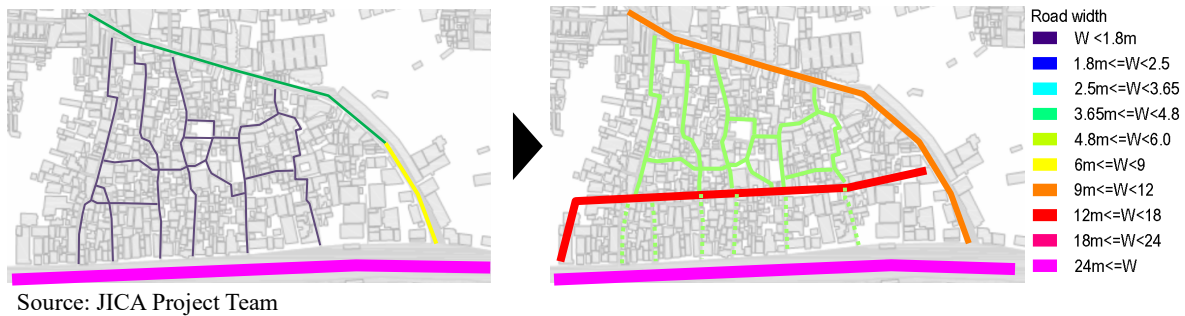


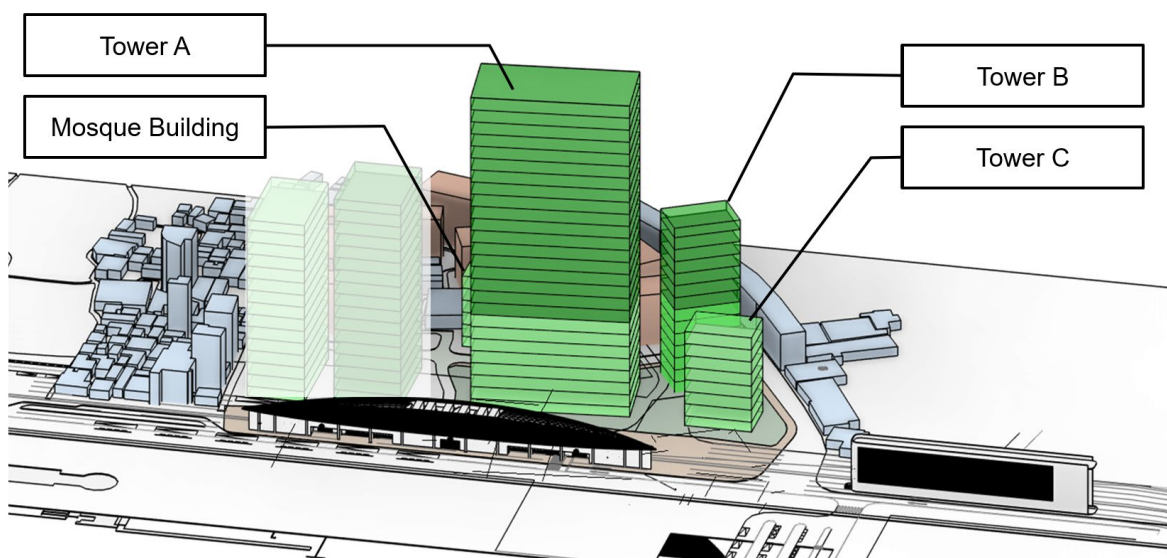
Figure 3.5.1: Road Plan around Case Study Site

(2) Land Use

As the TOD Guidelines encourage non-residential uses around stations, commercial use is promoted in areas closer to Gabtoli Station. In addition, improvement of the road network will significantly increase the average theoretical maximum FAR across the area. Land use is therefore planned to maximize TOD benefits and FAR potential.

(3) Architectural Plan

Figure 3.5.2 shows the building perspective and idea sketch. The building perspective was shared in core working force in November 2025, and this image was recognised with approval.



Source: JICA Project Team

Figure 3.5.2: Image of Building Perspective and the Idea Sketch

At the next stage of actual architectural design, current regulations such as the Bangladesh National Building Code, the Detailed Area Plan, and the Dhaka Metropolitan Building Construction Rules should be taken into account.

3.5.2 Rights Conversion Framework

3.5.3 Rights Conversion Method

The following four types are under consideration as methods for rights conversion.

- (1) Equal-area conversion: Assign new buildings of the same area to existing owners (no appraisal required, easy to understand).
- (2) Equivalent Value Conversion: Allocate new buildings of equal value to existing owners (area decreases but value is maintained).
- (3) Investment Ratio Conversion: Developers and landowners apportion costs and rights, distributing new buildings according to contribution levels.
- (4) 50:50 Method: Developers and owners split the floor area of new buildings equally. While this is an existing method utilized by private businesses, it lacks legal basis for property valuation, procedures, and other matters.

3.6 Financial Plan

3.6.1 Conditions for Case Study Calculation

(1) Governmental Subsidies

JPT discussed with RAJUK and identified that, Bangladesh does not have a government subsidy system for urban redevelopment projects as of 2026.

(2) Reserved Floor

Revenues generated from the sale or lease of the Reserved Floor are expected to constitute a core source of cost recovery under the Rights Conversion Scheme. Based on current market conditions and projected appreciation following redevelopment and the opening of MRT Line 5, indicative unit prices have been assessed for land, residential floors, and reserved commercial floors.

As summarized in Table 3.6.1, the adopted reference price for the reserved commercial floor is set, reflecting a conservative yet market-consistent assumption for feasibility analysis. These price assumptions are provisional and will be re-evaluated at the implementation stage in light of market trends, construction costs, financing conditions, and realized demand.

Table 3.6.1: Current and Expected Price

Category	Current (2025)/BDT	PostRedevelopment (New-build premium)	Future (MRT5 Opening)
Land	N/A	–	N/A
Residential Floor (Gross)	N/A	N/A	N/A
Commercial Floor (Gross, Reserved Floor)	N/A	–	N/A

Note1: Some figures shown as N/A are confidential in the report as they may give impact to actual project implementation.
Source: JICA Project Team

These values are provisional estimates based on the assumptions as of 2025. At the implementation stage, the unit prices should be re-evaluated and adjusted in consideration of evolving market conditions, construction cost trends, financing environment, and demand realization.

3.6.2 Financial Plan of Case Study

For the case study financial assessment, unit costs and baseline property values were updated to reflect recent economic conditions and observed market data. Construction cost assumptions were adjusted using inflation indicators, and current property values were estimated based on surveyed market prices, including variations by frontage road access and land or building characteristics. The analysis distinguishes key structural categories, such as pucca and semi-pucca, to reflect differences in asset quality and value.

As summarized in Table 3.6.2, the total estimated current property value within the case study site is serving as the baseline for subsequent rights conversion modeling and feasibility assessment. Key unit price benchmarks used in the valuation, including frontage-based land unit values and floor unit values by use, are provided in Table 3.6.3, while inflation-adjusted construction cost assumptions are reflected in the updated unit cost settings for implementation-stage analysis.

Table 3.6.2: Analysed Unit Price of Current Property

Type	Use	Unit Value (BDT/m ²)			
		Front Road Width	Land	Building	Land+Building
Land	Mixed Zone	No Public Road Access	N/A	-	-
		0~1.7m	N/A		
		6.0m~8.9m	N/A		
		9.0m~11.9m	N/A		
		24m over	N/A		
Building Floor	Residential		-	N/A	N/A
	Commercial			N/A	N/A
	Office			N/A	N/A
	Institutional			N/A	N/A
	Community Facilities			N/A	N/A
	Miscellaneous			N/A	N/A

Note: Some figures shown as N/A are confidential in the report as they may give impact to actual project implementation.

Source: JICA Project Team

Table 3.6.3: Estimated Total Current Property Value in the Case Study Site

Building Use	Average Floor Area (m ²)	Average Land Area (m ²)	Total Building Value (BDT)	Total Land Value (BDT)	Total (BDT)
Residential	177.03	174.96	N/A	N/A	N/A
Commercial	353.65	212.18	N/A	N/A	N/A
Office	17.50	62.49	N/A	N/A	N/A
Institutional	1,182.28	508.49	N/A	N/A	N/A
Community Facilities	784.22	466.67	N/A	N/A	N/A
Miscellaneous	88.29	157.63	N/A	N/A	N/A
Total Property Value in Case Study Site (BDT)					N/A

Note: Some figures shown as N/A are confidential in the report as they may give impact to actual project implementation.

Source: JICA Project Team

(1) Volume Analysis for Land and Buildings

JPT simulated the current property and analysed the demands based on case study site conditions in near future. Through this consideration, JPT showed the tentative architectural plan in case study site to discuss more deeply about Rights Conversion planning.

(2) Project Cost

Based on the case study analysis, JPT estimated the project's financial structure.

- Based on the case study analysis, JPT estimated the project's financial structure.
- The total project cost is estimated at BDT 2,998,605,287.
- The total property value of existing rightsholders is estimated at BDT 984,666,442.
- No subsidy is assumed in the case study.
- Accordingly, the total project budget amounts to BDT 3,983,271,729.

(3) Analysis of Reserved Floor Unit Price

In this case study, detailed unit-level design was not examined; therefore, reserved floor unit prices were estimated using simplified value ratios by building use and grade, without differentiation by unit orientation or floor level. Accordingly, unit prices of reserved floors were estimated based on simplified value ratios by building type and use.

3.7 Findings of the Case Study

In this case study, where the property value of rightsholders is maintained on an equal basis, the available floor area for almost all rightsholders increases. This indicates the presence of substantial unused floor area ratio at the project site, reflecting significant development potential under current land and building conditions. However, this result may be site-specific.

Interviews with private developers further indicate that, in Dhaka, land value accounts for a significantly larger share of total asset value than building value. In addition, a large gap exists between construction costs and market sales prices per m², suggesting relatively high developer margins compared with the Japanese real estate market.

3.8 Possible Issues for Project Implementation

In conclusion, the Rights Conversion project in Gabtoli North is physically feasible. However, its implementation raises key institutional and technical challenges that need to be addressed.

3.8.1 Institutional Arrangements

RAJUK Act 2026 and the corresponding Rights Conversion Rules, expected to be approved shortly, provide a basic legal framework for project implementation. Nevertheless, supplementary guidance is required to maximize project benefits and mitigate potential negative impacts. In particular, the following institutional issues require clarification.

(1) Subsidy for Urban Infrastructure

While rights conversion projects are based on the beneficiary-pays principle, urban infrastructure that serves broader public interests—such as transit squares and arterial roads—should be financed through public subsidies. The planning and function of such infrastructure should be clearly positioned within statutory urban plans, including the DAP and TOD plans.

(2) Rights Conversion to Mix Government and Private Lands

Gabtoli North site includes both government-owned and privately owned land. Although separate conversion of each ownership type is desirable to avoid complexity, integrated redevelopment may enhance project flexibility and benefits. Legal arrangements for cases involving mixed public-private ownership therefore requires further examination, particularly with respect to government land.

(3) Land Contribution (with area decreasing) of Government Lands

Infrastructure land is typically generated through land contributions within the project area. While this poses limited challenges when the land-owning public entity also manages the infrastructure, complications may arise when other government agencies participate. In such cases, clear arrangements are needed for land contribution and the transfer of infrastructure assets among public bodies.

3.8.2 Technical Approach

(1) Property Rights Survey

To implement the Rights Conversion project in Gabtoli North and South or any other project site, detailed surveys of land and buildings are required. These include confirmation of land parcel boundaries, ownership, and legal status, as well as building attributes, ownership, occupancy, and physical conditions. Such surveys are essential to accurately identify rightsholders, assess existing assets, and prepare a feasible rights conversion plan.

The land and building survey is expected to require approximately three to four months, including consultations, data collection, and reporting, although delays may occur due to difficulties in obtaining ownership information or political factors. As most buildings are located on privately owned land, owners may be reluctant to provide information, making prior consultation essential. In such cases, the presence of RAJUK representatives during consultations is important to explain project objectives and ensure cooperation.

(2) Architectural Plan and Rights Conversion Plan

In this case study, insufficient data accuracy in evaluating the existing asset value of rightsholders prevented a thorough assessment. Consequently, this evaluation has not been accurately reflected in the architectural plan.

(3) Financial Plan and Rights Conversion Plan

When formulating the actual rights conversion plan, several data gaps remain and require refinement. These include the accuracy of basic land and building data used for preliminary calculations, valuation adjustments reflecting physical and locational attributes, clarification of individual rightsholders' intentions, more precise cost estimates for new construction, and asset valuation based on detailed interior layouts of new buildings.

3.9 Stakeholder Intentions and Future Perspectives

Developers interviewed expressed a strong willingness to participate in rights conversion-based redevelopment, while recognizing the need for careful risk management through legal and technical support. Although direct surveys of rightsholders have not been conducted to avoid potential adverse reactions, industry organizations such as the Bangladesh Real Estate Association (REHAB) have shown strong interest in Japan's rights conversion approach and have proposed capacity-building activities, indicating a high potential for private sector cooperation.

Looking ahead, redevelopment strategies should balance market-accessible development with high value-added development. Further examination is required to define value-added approaches that respond to local needs and market conditions, while enhancing the overall attractiveness and feasibility of rights conversion projects.

4. Plan for Rights Conversion in Gabtoli South

During the extension period, this study aimed to build consensus among key stakeholders, particularly administrative bodies, on integrated urban infrastructure development in the Gabtoli South area. Consensus-building was undertaken through the Gabtoli (South) Working Group and the Joint Coordination Committee (JCC), supported by technical studies conducted by the JICA Project Team.

4.1 Current Status of the Target Area

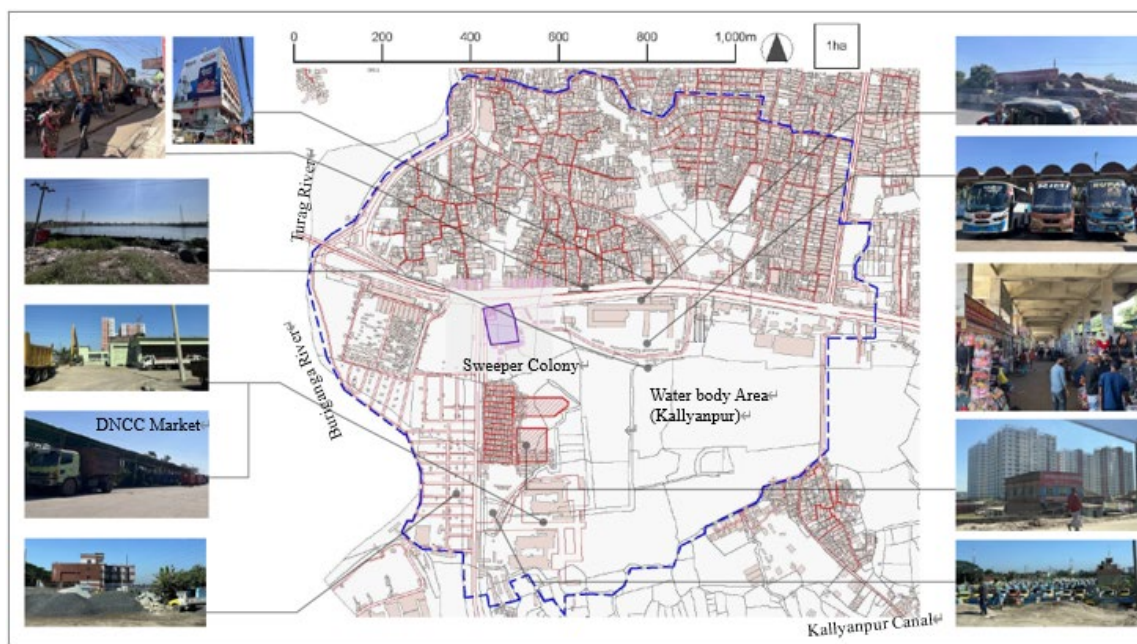
Gabtoli South is located on the southern side of the Dhaka–Aricha Road in western Dhaka and is characterized by extensive retention ponds and wetlands. Adjacent to the Gabtoli Bus Terminal and planned MRT line junctions, the area is strategically important for urban expansion while also playing a critical role in flood control and environmental conservation.

The area is low-lying and highly vulnerable to flooding due to poorly drained clay soils and the influence of the Turag and Buriganga rivers. Rapid urbanization and wetland reclamation between 2000 and 2020 have significantly reduced water retention capacity. Illegal encroachment, inadequate drainage, and waste dumping have further degraded water quality and increased flood risks, while the Kallyanpur water body continues to function as a key regulating reservoir for the surrounding urban area.

Residential areas, mainly located on the southwest side of the wetlands, are inhabited predominantly by low-income households. Land use has gradually shifted from farmland and wetlands to residential, commercial, and transportation-related activities. Commercial and informal economic activities are highly concentrated around the intercity bus terminal, and some residential facilities are also located within the pond area, underscoring the need to balance redevelopment with environmental protection.

Land ownership in Gabtoli South is highly complex, involving a mixture of government-owned (Khas) land, private land, waqf property, and informal settlements. Areas such as the Gabtoli City Colony (Sweeper's Colony), developed under DNCC's environmental improvement policies, highlight ongoing challenges in clarifying land rights. The area also includes diverse facilities such as public housing, agricultural processing facilities, material storage yards, and related offices. Several squatter settlements occupy vacant public land, riverbanks, and environmentally vulnerable zones, reflecting limited access to affordable formal housing.

Figure 4.1.1 shows the locations of major buildings near the bus terminal around Gabtoli Station.

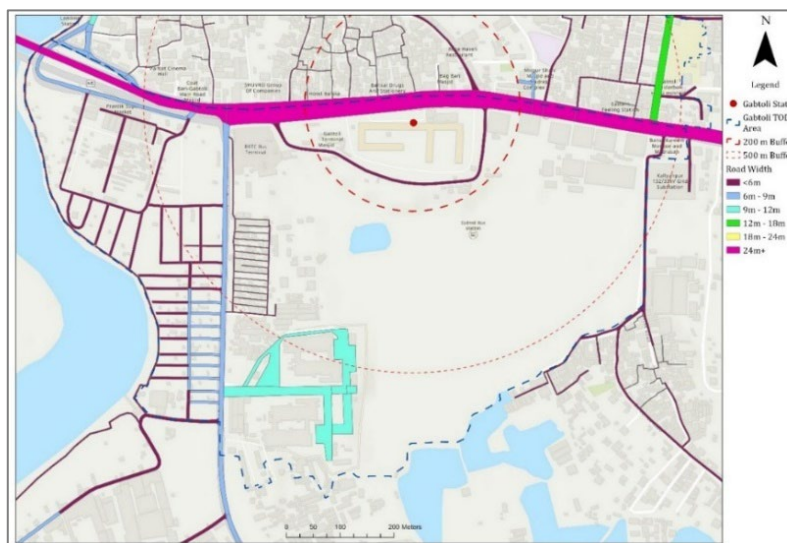


Source: JICA Project Team

Figure 4.1.1: Building Use in Gabtoli South (Photos)

4.1.1 Infrastructure Development Status

As illustrated in Figure 4.1.2, Gabtoli South has an underdeveloped road network with many narrow roads, resulting in severe congestion around the bus terminal. With the area expected to function as a major multimodal hub in the future, substantial improvements to road and utility infrastructure—particularly drainage and sanitation—are required.

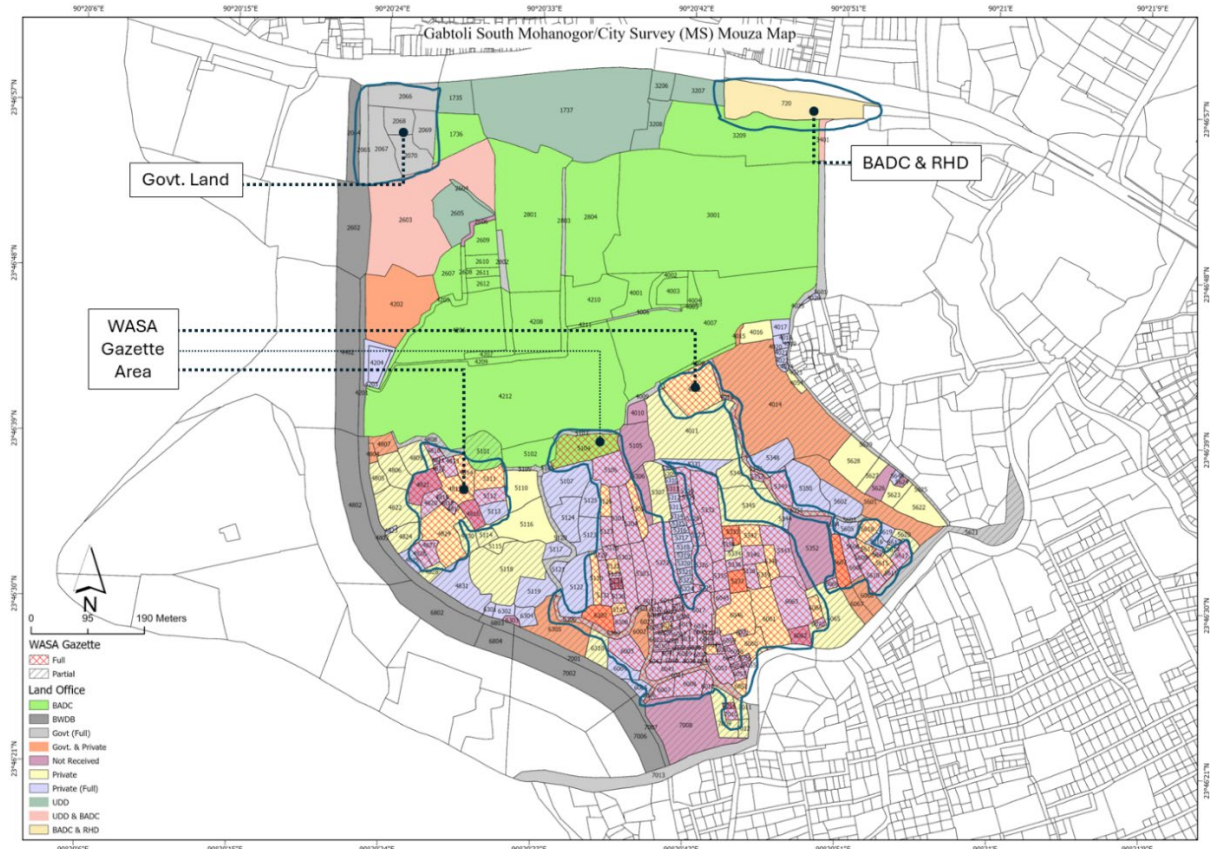


Source: JICA Project Team

Figure 4.1.2: Road Network and Width in Gabtoli South

4.1.2 Land Ownership Status

The main sources of information on land rights are: 1) Mouza Map and Khatiyan, 2) Gazette Information for Acquisition under the Retention Pond Area Concept Plan, and 3) DNCC Land Ownership Map. Figure 4.1.34 organizes information regarding land ownership in the Gabtoli South District, identified through information gathered from these three sources.



Source: JICA Project Team

Figure 4.1.3: Land Ownership Status on the Gabtoli South (As of January 2026)

4.1.3 Land Price

Gabtoli South is largely composed of farmland and wetlands, resulting in a lower land utilization rate and lower official land prices than Gabtoli North. As the land category is classified as “wetland,” the official Mouza rate is relatively low at approximately BDT 3,200 per m². In practice, land acquisition prices are expected to be around two to three times higher. Further land value appreciation is anticipated as urbanization and infrastructure development progress.

4.2 Related Plans and Projects

Development in this area must conform to the Dhaka Structure Plan (DSP) and the Detailed Area Plan (DAP). While multiple large-scale projects—such as the MRT lines, the Inner Ring Road, bus terminal redevelopment, and park and eco-park initiatives—are progressing in parallel, coordination and consistency among these plans have yet to be achieved.

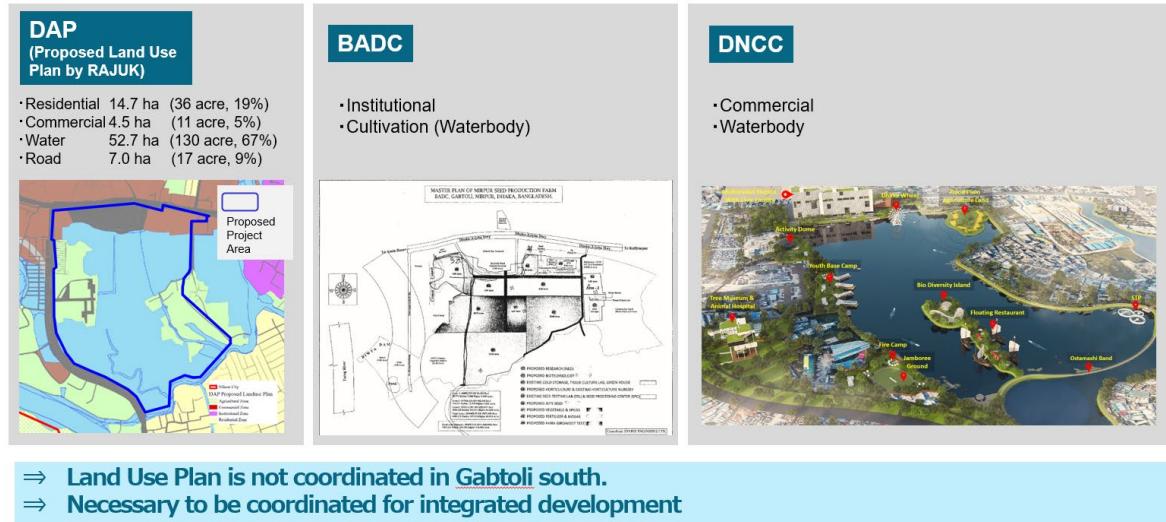
4.3 Intentions of the Key Stakeholders

As shown in Figure 4.3.1, the DAP prepared by RAJUK designates the area for waterfront, commercial, and residential uses. DNCC promotes an Eco Park concept, which includes the removal of illegal squatter settlements, development of parks and open spaces, and relocation of the bus terminal, and envisages implementation through a PPP scheme, although the concept remains at an early stage.

BADC plans to develop agricultural facilities and has already undertaken some projects without RAJUK approval, indicating limited commitment to pond conservation. BRTC plans to develop a bus depot and

training center and, while seeking to maintain Gabtoli's function as a major bus hub, shows flexibility regarding facility layout.

Overall, significant coordination challenges exist among agencies with differing land use intentions and development priorities. For TOD development in this major transportation hub, close inter-agency consultation and coordination are essential.



Source: JICA Project Team

Figure 4.3.1: Land Use plan by RAJUK, Development Concepts for BADC and DNCC

4.4 Study and Proposal of Development Concept

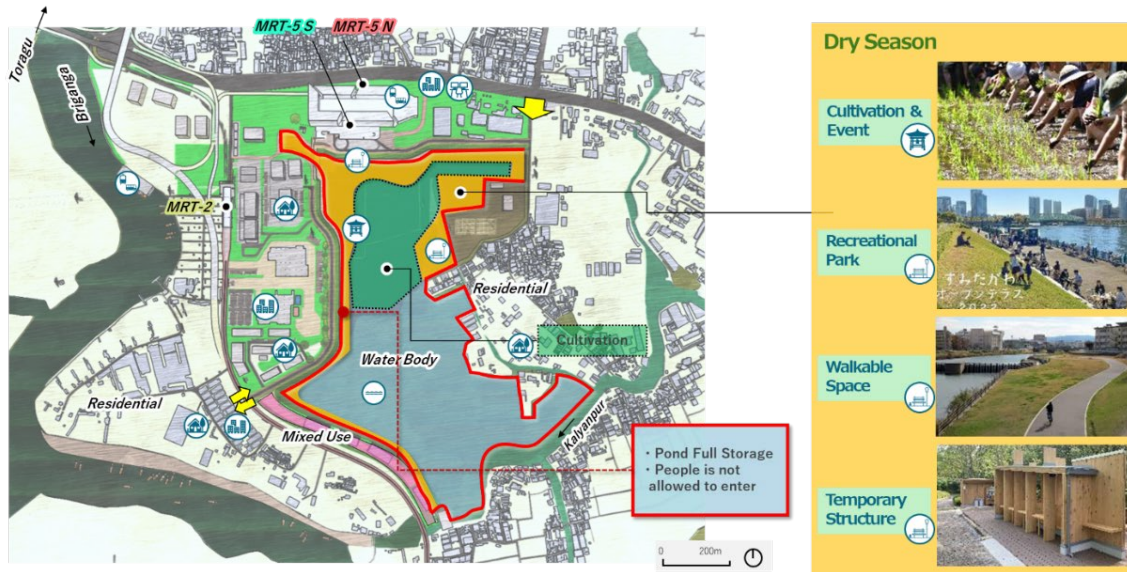
4.4.1 Development Concept and Strategy

The Gabtoli South area is envisioned as the western gateway to Dhaka and a waterfront-oriented transport hub, integrating multimodal connectivity, environmental restoration, diverse urban functions, and socially responsible redevelopment through public-private collaboration.

4.4.2 Land Use Plan

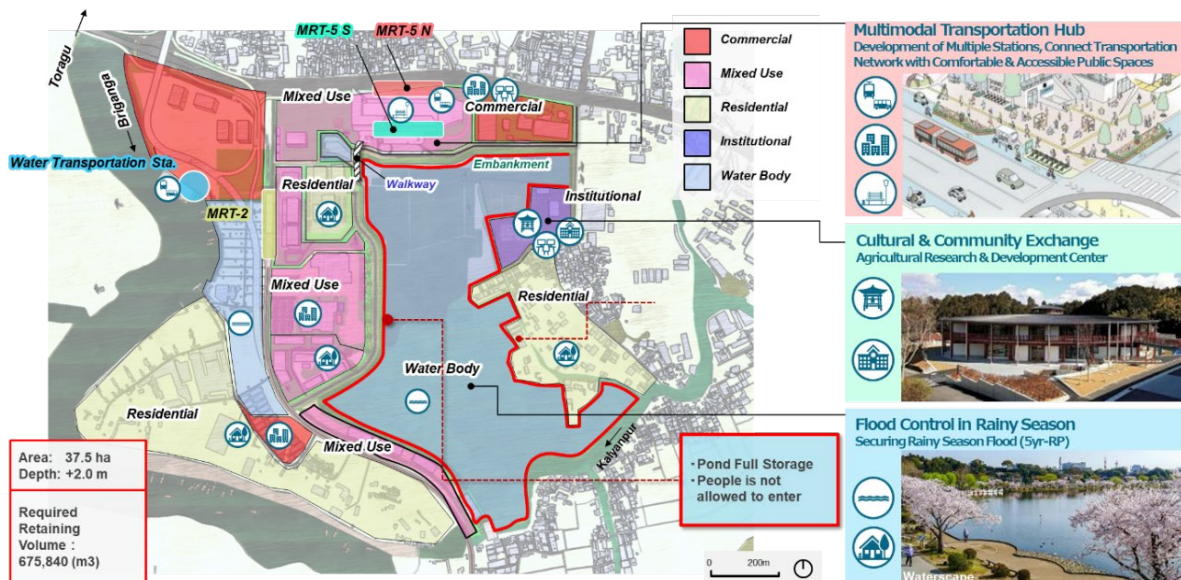
The following principles guide land use and utilization in the area:

- Reduce traffic congestion through a new internal road, including a one-way bus-only lane along the pond embankment.
- Secure sufficient water retention capacity (approximately 670,000 m³) through pond excavation and structure removal to reduce flood risk.
- Apply zoning to separate commercial, high-density residential, and mixed-use areas from seasonal pond zones.
- Introduce flexible land use in retention pond areas, allowing different functions in the dry and rainy seasons.



Source: JICA Project Team

Figure 4.4.1: Proposed Seasonal Change of Land Use Plan



Source: JICA Project Team

Figure 4.4.2: Proposed Land Use Plan

4.4.3 Proposal for Urban Infrastructure Development and Land Reorganization

To realize the proposed development concept, three key objectives were identified: securing and maintaining the retention pond function in line with DWASA policy, promoting pedestrian-oriented TOD development around Gabtoli Station, and providing recreational spaces such as parks and open areas in accordance with DNCC policy.

To achieve these objectives, urban infrastructure development and land reorganization are required. Based on the land ownership structure and site conditions, three implementation options were examined: (i) conventional land acquisition for internal roads and embankments, (ii) land exchange between public and private land to facilitate resident relocation, and (iii) a combined approach using land exchange and land readjustment. Each option presents different implications in terms of cost, implementation feasibility, and social impact.

4.5 Implementation Plan

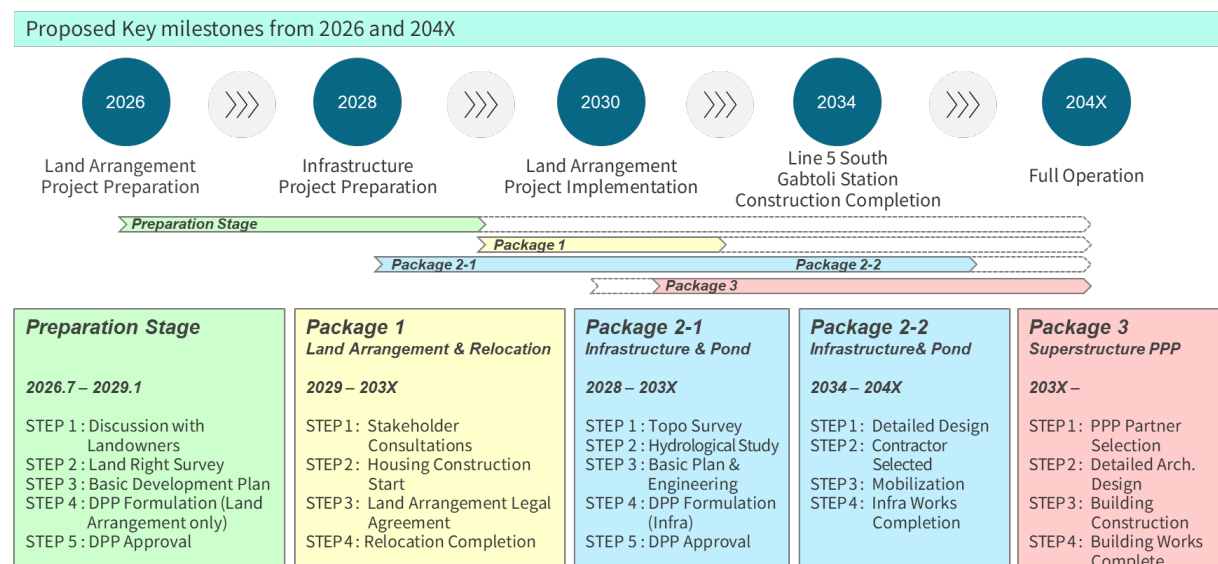
4.5.1 Rationale for a Phased, Public-Led Implementation Strategy

The Kallyanpur Retention Pond project has been delayed for over three decades due to unresolved land acquisition issues and the large scale of required public investment. Despite continuous efforts by DWASA, land acquisition remains incomplete, and the direct construction cost for flood control and associated road infrastructure alone is estimated at approximately BDT 5,000 million.

Although DNCC has examined a single, integrated PPP approach covering land acquisition, flood control, and district development, this structure is not considered viable. The flood retention function provides wide-area public benefits that cannot realistically be financed through cross-subsidies from localized commercial development.

To enhance feasibility, the project adopts a phased, public-led implementation strategy that separates risks and responsibilities according to project functions. Land acquisition is addressed through a dedicated land arrangement mechanism such as land readjustment; core flood control and intermodal transport infrastructure are implemented as public works; and commercially viable facilities are developed through private-led projects. This three-package approach aligns financing and delivery mechanisms with the public or commercial nature of each component and enables more effective project implementation.

- Package-1: Land Arrangement Project (Legal consolidation of project land)
- Package-2: Site Development Project (Inter modal transport hub and flood control infrastructure development)
- Package-3: Superstructure (Building) Project (Private-led building development and operation)



Source: JICA Project Team

Figure 4.5.1: Proposed Integrated Implementation Approach by 3-Package

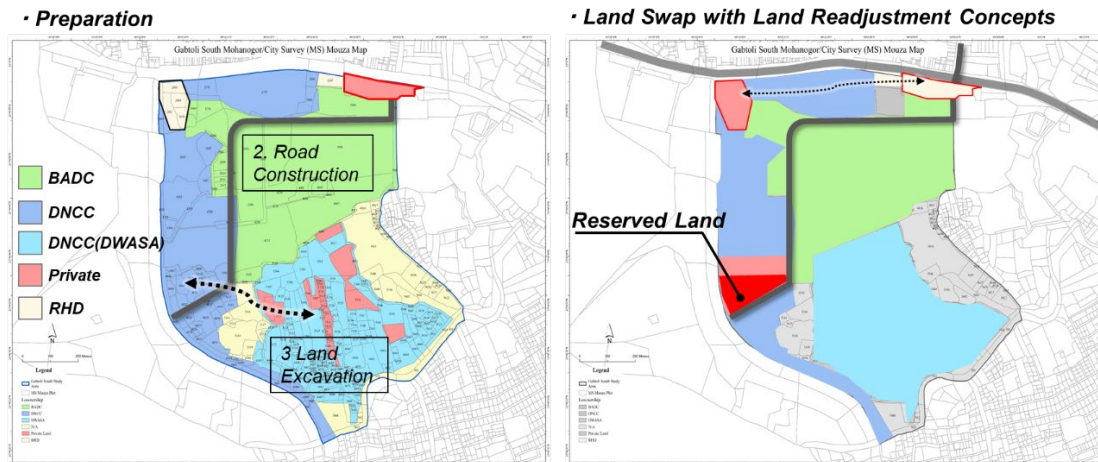
4.5.2 Proposed Implementation Body

- Package-1 (Land Arrangement Project): Land arrangement, including land readjustment and land swap, should be led by RAJUK, given its legal mandate and institutional role as the capital's planning authority.

- Package 2 (Site Development Project): Core public infrastructure, including flood control and intermodal transport facilities, should be implemented as a public works project, with DNCC as the principal implementing and operating authority, in coordination with RAJUK.
- Package 3 (Superstructure (Building) Project): Building development should adopt a hybrid approach, consisting of a DNCC-led bundled PPP for commercially viable assets to achieve cross-subsidy for public recreational facilities, and a specialized private operator (O&M) model for the BADC visitor-oriented facilities.

4.5.3 Potential Scheme for Land Arrangement

Several land arrangement options were examined based on existing land ownership conditions to facilitate smooth project implementation, while ensuring flood retention capacity, walkable station-area development, and provision of public recreational spaces. In addition to the base case relying on conventional land acquisition, alternative schemes introduce land swap mechanisms to reduce acquisition requirements. The most advanced option combines land swap with land readjustment, enabling land consolidation, relocation of existing landowners into new housing units, and creation of reserve land to support project financing. These options will be further refined through stakeholder coordination to identify the most feasible land arrangement scheme.



Source: JICA Project Team

Figure 4.5.2: Land Arrangement by Land Readjustment

4.6 Future Considerations and Implementation Challenges

Further discussions will be required through the Joint Coordination Committee (JCC) and higher-level government agencies to build consensus on integrated area development and clarify the roles of relevant institutions. In this process, alternative land arrangement schemes—including conventional land acquisition, land exchange, and land exchange combined with relocation (vertical land readjustment)—will be compared in terms of cost, efficiency, and risk.

Key implementation challenges include the legal resolution of illegally occupied land and unresolved land rights, effective stakeholder coordination and consensus-building, technical issues related to survey accuracy and integration with infrastructure planning, and land reorganization designs that balance fairness with flexibility.

5. Conclusion: Toward the Realization of TOD Projects in Dhaka

This Project has played a significant role in advancing the realization of TOD in Bangladesh by supporting the transition from conceptual clarification and guideline formulation to institutional development and project-level consideration. Through an integrated approach, the Project addressed policy, institutional, and practical aspects of TOD, including the formulation of TOD Guidelines, development of a regulatory framework for land readjustment and urban redevelopment, pilot studies in key station areas, and proposals for strengthening inter-agency coordination. These combined efforts have established a coherent foundation and practical roadmap for implementing TOD in Dhaka.

A major achievement of the Project is the officialization of key policy and institutional frameworks within the project period. The TOD Guidelines were promulgated as an Official Gazette by MoHPW in May 2025 and incorporated into DAP, providing a comprehensive basis for TOD planning and implementation. In addition, the enactment of the RAJUK Act in January 2026 and the preparation of the Land Readjustment and Land Redevelopment Rules established the legal and institutional conditions for promoting urban redevelopment, including projects applying rights conversion-based approaches. These outcomes significantly exceeded the initial expectations of the Project.

The Project also contributed to strengthening stakeholders' understanding of TOD. Initially, perceptions of TOD were not unified and were largely focused on high-density real estate development. Through continuous engagement—including Technical Working Group (TWG) discussions, TOD seminars, pilot planning exercises, and training programs—an integrated understanding of TOD and increased willingness for proactive involvement have been fostered among relevant institutions.

Pilot studies in the Gabtoli area provided key practical insights. While the northern part demonstrated the theoretical feasibility of rights conversion-based redevelopment, its complex land ownership structure presents challenges for immediate implementation. In contrast, the southern part highlighted the need for integrated development approaches addressing transport, flood management, and urban functions. The phased, public-sector-led approach proposed under the Project was recognized as effective and endorsed through inter-ministerial agreement, with RAJUK assuming a leading role.

The Project also demonstrated that coordination mechanisms are critical for TOD implementation. In Dhaka, responsibilities related to urban planning, transport, and land management are distributed across multiple institutions, and insufficient coordination has been a key constraint. The Project proposed practical coordination frameworks, including Working Groups and TOD-related coordination mechanisms. In the short term, coordination through Memoranda of Understanding (MoUs) led by RAJUK is considered practical, while long-term institutionalization at the ministerial level is essential.

Looking ahead, the institutional foundations and coordination mechanisms established under the Project should be further utilized to expand TOD planning to other station areas and to promote urban redevelopment based on TOD principles. It is also important to systematically address implementation challenges and to reflect practical lessons in the continuous improvement of institutional frameworks.

In this regard, proactive leadership by RAJUK and relevant institutions will be critical in translating these outcomes into concrete projects. By combining legal frameworks, implementing regulations, and pilot initiatives in a phased manner, a practical approach to TOD implementation can be established. The knowledge and lessons gained through this Project are also expected to be applied beyond Dhaka, contributing to broader station-area development and urban regeneration in other cities.

Finally, it is noteworthy that, despite challenging circumstances such as the COVID-19 pandemic and political transitions, the Project achieved significant outcomes. This success can be largely attributed to the institutional capacity, technical expertise, and strong commitment of RAJUK. Sustaining and further strengthening these capabilities will be essential for ensuring the continued and scalable implementation of TOD in Bangladesh.