



DRAFT FINAL REPORT

ORGANISATIONAL ARRANGEMENT TO IMPLEMENT THE MASTER PLAN

December 2025

**PREPARATION OF CHATTOGRAM METROPOLITON MASTER PLAN
PERIOD: 2025 - 2050**

Prepared in Association with





Chattogram Development Authority
Ministry of Housing and Public Works
People's Republic of Bangladesh

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Abbreviation

BIP	Bangladesh Institute of Planners
BR	Bangladesh Railway
CCC	Chattogram City Corporation
CDA	Chattogram Development Authority
CLCC	City-Level Coordination Committee
CMMP	Chattogram Metropolitan Master Plan
CPA	Chittagong Port Authority
CPDA	Chattogram Port Development Authority
CWASA	Chattogram Water Supply and Sewerage Authority
DC	Deputy Commissioner
DPHE	Department of Public Health Engineering
IAB	Institute of Architects Bangladesh
IEB	Institution of Engineers, Bangladesh
LGED	Local Government Engineering Department
MIS	Management Information System
MPIU	Master Plan Implementation Unit
NGO	Non-Governmental Organization
PPP	Public-Private Partnership
PWD	Public Works Department
REHAB	Real Estate and Housing Association of Bangladesh
RHD	Roads and Highways Department
TDR	Transfer of Development Rights
UDCC	Urban Development Coordination Committee
UPCU	Urban Planning Coordination Unit
WDB	Water Development Board

Executive Summary

The Chattogram Master Plan 2050 lays out a long-term vision for sustainable urban development in Bangladesh's second-largest city. However, the true test of such a plan lies in its implementation—a task that has historically faced serious challenges due to institutional inertia, weak coordination, limited capacity, and financial constraints. This report presents a comprehensive organisational framework designed to overcome these challenges and ensure the effective, timely, and coordinated implementation of the Master Plan.

The report begins by highlighting the shortcomings of past planning efforts in Chattogram, including the lack of follow-up, coordination, and accountability, which resulted in poor execution. It then establishes the need for a structured and multi-tiered institutional arrangement led by the Chattogram Development Authority (CDA), the designated authority under the Town Improvement Act of 1953.

Central to the proposed framework is the establishment of a Master Plan Implementation Unit (MPIU) within CDA. This specialised unit will coordinate with other stakeholders, manage implementation schedules, monitor progress using GIS and MIS tools, and ensure legal and technical compliance. The report also recommends capacity-building measures, modern planning tools, and financial strategies, such as public-private partnerships (PPPs), to enhance the CDA's operational capabilities.

Inter-agency coordination is emphasised through the formation of a City Development Coordination Committee (CDCC) and Upazila Development Coordination Committees (UDCCs) for regional area, involving representatives from city corporations, line ministries, utility service providers, and professional bodies. To improve ground-level engagement, the report proposes establishing Zonal Offices to decentralise services and foster community involvement in planning and monitoring processes.

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CHAPTER ONE

INTRODUCTION

Chapter 1: Background

1.1. Introduction

Execution of a spatial plan is the most difficult and cumbersome part of the entire planning process. On the other hand, it is also the most neglected and ignored issue in the planning exercises in Bangladesh. When a spatial plan remains unexecuted for long time, the entire planning exercise loses its creditability and finally turns into a futile exercise. A plan without implementation makes all exercises to zero. Quality of a plan cannot be judged until it is implemented to experience the results. Past experiences regarding spatial plan execution in Bangladesh reveal a disappointing picture. The most important matter, in this regard, is that before embarking on a new plan-making initiative, the concerned authorities hardly make any stocktaking of the preceding plan. The current structure plan has theoretically become obsolete in 2015. But it took quite a while to take the next action. Though it was suggested to be reviewed and updated every 5 years after the plan was prepared, in the meantime, no evaluation was carried out to assess the implementation of the plan proposals and unveil the causes behind non-implementation. The results of such study could give some insight into the issues that could be taken care of in the current plan.

Though several infrastructure projects have been implemented according to the previous structure plan (1995) and Detailed Area Plan (2005), there are a host of reasons for the non-implementation of previous plans prepared by CDA that may be put under five broad reasons. These are:

- Lack of effective drive and initiatives on the part of the CDA,
- Failure works out of effective coordination among public sector agencies
- Shift of interest to other projects with the change in leadership which drains fund
- Lack of initiative to project formulation
- Capacity constraint of CDA.
- Lack of financial resources.

1.2. Objectives

The objective of this report is to establish a comprehensive and functional organizational framework for the effective implementation of the Chattogram Master Plan. It aims to identify the institutional roles, responsibilities, and coordination mechanisms necessary to translate the plan into actionable outcomes. This includes assessing existing institutional capacities, proposing a dedicated Master Plan Implementation Unit (MPIU) within CDA, facilitating inter-agency collaboration, and ensuring alignment with national policies and local development goals. The report also seeks to propose phased implementation strategies, and regulatory measures that ensure accountability, transparency, and long-term sustainability of the master plan.

1.3. Past Effort for Institutional Reform

Over the years, several studies, plans, and policy discussions related to urban development in Chattogram have emphasized the need for institutional reform to ensure effective implementation of statutory master plans. Previous Structure Plans, DAPs, and sectoral studies consistently highlighted limitations in the existing institutional arrangement, including fragmented mandates among multiple agencies, weak coordination mechanisms, limited technical and human resource capacity, and inadequate enforcement of land use controls. Various initiatives and recommendations have proposed strengthening the role of the Chattogram Development Authority (CDA) as the lead planning and coordinating agency, establishing formal inter-agency coordination platforms, improving development control procedures, and enhancing institutional capacity through dedicated planning units and updated regulatory frameworks. These earlier efforts collectively underscore a long-standing recognition that without targeted institutional adjustments, even well-prepared master plans face significant challenges in translating policy and spatial proposals into on-ground development outcomes.

Travellion identified a number of structural and institutional weaknesses affecting the effective functioning of the Chattogram Development Authority (CDA), particularly in relation to planning, coordination, and implementation. He observed that the administering ministry responsible for local government was overburdened with administrative responsibilities and lacked the technical expertise required to oversee development authorities effectively. Fragmented technical and administrative control among multiple agencies constrained coherent interpretation and implementation of national development policies. Travellion emphasized the need for unified institutional control through a single provincial-level technical body to coordinate urban and regional planning, enabling better utilization of scarce professional planners through staff unification, cross-posting, and clearer career progression. He further recommended reorganizing CDA by strengthening its planning function, reallocating experienced engineer-planners to planning duties, merging overlapping planning and project units, and reducing excessive construction-oriented staffing. CDA was also envisioned as the nucleus of a broader regional planning agency, retaining a supervisory role while gradually transferring routine urban responsibilities to municipalities. In addition, Travellion highlighted the need for stronger internal and inter-agency coordination, uniform planning legislation, streamlined land acquisition procedures, limits on court intervention in technical planning decisions, systematic training and recruitment of planning professionals, and the establishment of a dedicated development control and records unit to improve regulatory efficiency and institutional accountability.

CHAPTER TWO

OVERVIEW OF THE EXISTING INSTITUTIONAL FRAMEWORK

Chapter 2: Overview of the Institutional Framework

2.1. Key Agencies Involved in Urban Development

Urban development in Chattogram involves multiple government and semi-government agencies, each with distinct responsibilities that influence the implementation of the master plan. The Chattogram Development Authority (CDA) is the lead planning agency responsible for land use planning, development control, and ensuring that development aligns with approved master plans. The Chattogram City Corporation (CCC) plays a crucial role in delivering municipal services, maintaining infrastructure, managing waste, and promoting public health, all of which are vital for urban livability and sustainability. Chattogram Water Supply and Sewerage Authority (CWASA) offers water supply. Other important actors include the Public Works Department (PWD) for government buildings, LGED for rural-urban infrastructure projects and Water Development Board (WDB) for water and drainage management. The Bangladesh Railway, Chattogram Port Authority (CPA), and Roads and Highways Department (RHD) also contribute to transport and logistics infrastructure development. In addition, agencies like DoE, DPHE, and Deputy Commissioner (DC) Office play supporting roles in environmental oversight, public health engineering, and government land allocation (and acquisition), respectively. Effective collaboration among these actors is crucial for the seamless and integrated implementation of the master plan. The overlapping mandates of some agencies, however, require strong coordination mechanisms and clarity in role definition to avoid redundancy and ensure timely project execution.

2.2. Legal and Policy Mandates

The implementation of the Chattogram Master Plan is guided by a robust legal and policy framework that outlines the authority, scope, and responsibilities of various institutions. The Town Improvement Act, 1953 empowers the CDA to prepare and enforce master plans and regulate development within its jurisdiction. The Chattogram Mohanagar Imarat Nirman Bidhimala, 2008 provide the regulatory basis for construction control, zoning enforcement, and safety compliance. The Local Government (City Corporation) Act, 2009 defines the roles and responsibilities of CCC in service delivery, infrastructure maintenance, and local governance. Other relevant laws include the Environmental Conservation Act, 1995, which mandates the Department of Environment (DoE) to oversee environmental compliance, and the Land Acquisition Act, which provides legal backing for acquiring land for public projects. Additionally, national policies such as the National Urban Policy, Delta Plan 2100, Perspective Plan 2041, and the Five-Year Plans set strategic priorities that influence urban development decisions at the local level. Harmonising the master plan with these frameworks ensures policy alignment, legal legitimacy, and stronger institutional support. Understanding these mandates is essential to clearly structure inter-agency roles and ensure legal enforceability throughout the plan's implementation.

2.3. Existing Coordination Mechanisms

Currently, coordination among agencies involved in Chattogram's urban development is conducted through ad hoc and project-based mechanisms, often lacking formalised structures for sustained collaboration. Inter-agency coordination typically occurs through district-level coordination meetings chaired by the DC, or via project steering committees set up under donor-funded or national government projects. Although these platforms provide some level of cooperation, they are not institutionalised or consistent, which often leads to fragmented planning, duplication of efforts, and delayed implementation. Agencies such as CDA, CCC, CWASA, and DoE often operate in silos, with limited data sharing or joint planning initiatives. Furthermore, the absence of a central coordinating body to oversee master plan implementation hinders integrated decision-making. To address this, the master plan recommends establishing a dedicated Urban Planning Coordination Unit (UPCU) within CDA. The UPCU would facilitate regular engagement among stakeholders, ensure data interoperability through a shared GIS platform, and align plans across sectors such as transport, drainage, housing, environment, and economic development. Strengthening existing coordination mechanisms is essential to achieve the holistic vision of the master plan and avoid institutional bottlenecks during execution.

CHAPTER THREE

ROLES & RESPONSIBILITIES FOR MASTER PLAN IMPLEMENTATION

Chapter 3: Roles and Responsibilities for Master Plan Implementation

3.1. Chattogram Development Authority (CDA)

As the lead planning agency, the Chattogram Development Authority (CDA) holds primary responsibility for implementing the master plan. Under the Town Improvement Act of 1953, CDA is mandated to prepare, revise, and enforce land use plans and development control regulations. CDA will oversee the overall execution of the master plan by coordinating zoning regulations, guiding land subdivision, managing building approvals, and supervising compliance with the proposed Area Plans. It will also play a central role in mobilising inter-agency collaboration and ensuring that project implementation aligns with the long-term spatial development vision. To fulfil these responsibilities, CDA must strengthen its technical capacity in urban design, transport planning, GIS, and environmental management. The establishment of a Master Plan Implementation Unit (MPIU) within CDA is recommended to monitor progress, resolve conflicts, and report regularly to the government. CDA will also be responsible for public engagement, stakeholder consultations, and raising awareness about planning regulations among citizens and developers. To be effective, CDA needs institutional reforms, improved staffing, better integration with digital systems, and a transparent governance structure to build public trust and ensure coordinated, efficient delivery of master plan goals.

3.2. Chattogram City Corporation (CCC)

The Chattogram City Corporation (CCC) plays a critical supporting role in the implementation of the master plan, particularly in areas related to service delivery, infrastructure development, and municipal governance. CCC is responsible for the provision and maintenance of urban services such as solid waste management, traffic and parking management, drainage, street lighting, footpaths, parks, and public sanitation. CCC also manages city roads, local public transport terminals, and basic health and educational infrastructure. These functions directly influence the livability and functionality of planned urban areas. Coordination between CDA and CCC is essential to ensure that service delivery matches land use changes and infrastructure expansion outlined in the master plan. CCC can also support local-level enforcement of zoning rules and building codes through its engineering and health departments. Furthermore, CCC can promote participatory planning and implementation through its elected representatives and ward-level structures. It is recommended that CCC be involved from the earliest stages of Area Plan implementation (within their jurisdiction) to align local budgets and operational plans with master plan priorities. Enhanced data sharing, joint infrastructure planning, and co-financing arrangements between CCC and CDA will improve the efficiency of implementation and help avoid duplication of efforts in overlapping jurisdictions.

3.3. Line Ministries and Government Departments

Several line ministries and central government departments play enabling and implementation roles in supporting the execution of Chattogram's Master Plan. The Ministry of Housing and Public Works provides overall policy guidance on urban development and is the administrative authority over CDA. The Ministry of Local Government, Rural Development and Cooperatives oversees the activities of CCC and LGED, including infrastructure and service delivery across urban and peri-urban areas. The Ministry of Road Transport and Bridges, through agencies like the Roads and Highways Department (RHD) and Bangladesh Bridge Authority, implements major regional transport infrastructure that intersects with the Master Plan's network proposals. The Ministry of Environment, Forest and Climate Change supervises environmental conservation activities via the Department of Environment (DoE). Other essential actors include WASA for water supply and sanitation, Bangladesh Railway for transit integration, and Chattogram Port Authority (CPA) for logistics and industrial development. Effective implementation of the Master Plan will require synchronised planning and budgeting from these agencies, alignment with sectoral policies, and establishment of coordination forums to avoid duplication. Clear delineation of responsibilities, integrated project pipelines, and shared funding commitments will be essential for coherent urban development outcomes.

3.4. Utility Service Providers

Utility agencies play a central role in ensuring that the planned land use and urban structure outlined in the Master Plan are viable and adequately serviced. Key utility providers in Chattogram include Chattogram WASA for water supply and sewerage, Bangladesh Power Development Board (BPDB) for electricity distribution, Karnaphuli Gas Distribution Company Limited (KGDCL) for gas supply, and Bangladesh Telecommunication Company Limited (BTCL) and private operators for telecommunications. Without coordinated input from these providers, planned development risks being disconnected from essential services, resulting in poor living conditions and the growth of informal infrastructure. These providers must be consulted during the detailed planning of zones, area plans, and infrastructure projects to ensure network capacity, future service demand projections, and investment synchronisation. They should also be part of the Development Approval Committees to review whether new developments are technically feasible from a utility standpoint. A strong interface between CDA and these agencies is required to create utility corridor plans, phased service delivery strategies, and infrastructure resilience programs. Institutionalising joint planning workshops, data sharing platforms (such as GIS layers), and coordinated budget planning can significantly enhance the operationalisation of the Master Plan and prevent delays or service shortfalls.

3.5. Private Sector and NGOs

The private sector and non-governmental organisations (NGOs) are key stakeholders in both implementing and supporting the Chattogram Master Plan. The private sector makes significant contributions to housing, commercial real estate, logistics, healthcare, and educational infrastructure. Developers, investors, and business associations, such as REHAB and the Chattogram Chamber of Commerce and Industry, must be encouraged to align their projects with the master plan's zoning and infrastructure guidelines. Incentives such as Transfer of Development Rights (TDR), fast-track approvals, and Public-Private Partnership (PPP) frameworks can motivate private investment in priority growth zones. NGOs play a complementary role by supporting community development, waste collection, housing for the poor, environmental conservation, and awareness campaigns. Organisations working in urban poverty, informal settlement upgrading, health, and education can help ensure that the Master Plan achieves inclusive and equitable outcomes. Both groups should be represented in stakeholder forums and urban development committees to ensure bottom-up planning and co-implementation. Furthermore, creating public-private partnership cells within CDA and CCC can enable coordinated planning and investment structuring. Transparent regulatory systems and clear communication channels are essential to maximise the contribution of non-government actors toward the successful implementation of the Master Plan.

CHAPTER FOUR

STRATEGY FOR SUCCESSFUL IMPLEMENTATION OF THE STRUCTURE PLAN

Chapter 4: Strategy for Successful Implementation of the Structure Plan

It appears from past reviews that development authorities in Bangladesh are required to implement reform in its structure, process, manpower, skill and in thought process also. The reforms are necessary because they address the complex challenges associated with urban development in Chattogram, but their capacity is insufficient. Urban planning involves integrating multiple sectors like infrastructure, housing, transportation, and environmental management, and without strong governance and leadership, these sectors may operate in isolation, leading to inefficiencies and conflicts. The rapid growth of Chattogram further intensifies these challenges, as the city's infrastructure and services must expand quickly to keep pace with the population increase. Without adequate institutional capacity, sufficient resources, and proper leadership, CDA may struggle to manage this growth effectively. Reforms such as expanding human resources, adopting modern technologies, and streamlining administrative processes are critical to improve planning and execution.

4.1. Institutional Reform

Since preparing and upholding the master plan and development control are the central tasks of CDA, "Planning Unit/Department/Cell" has been at main focus for some time. The detailed area plan prepared in 2008 also echoed the same. However, the prescribed recommendation was not upheld. The previous master plans proposed a few options that can be further exercised.

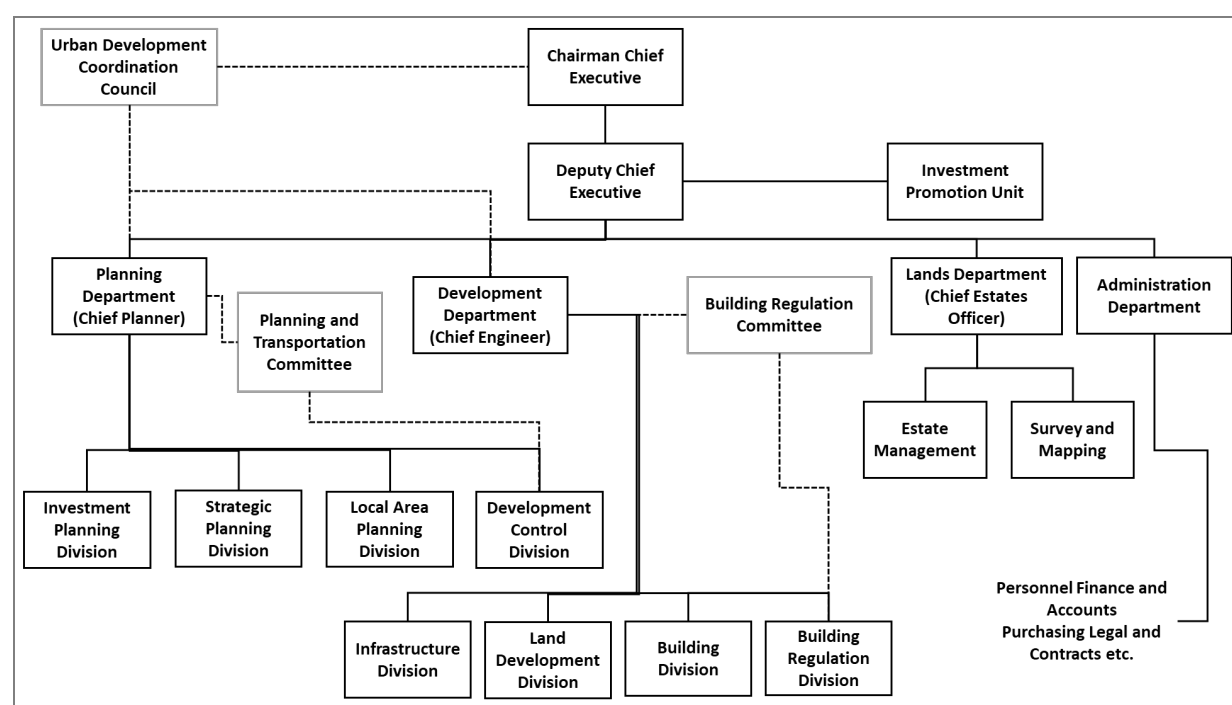


Figure 4-1: Proposed Structure of CDA/CPDA in 1995 Master Plan.

4.2. Capacity Enhance of CDA

To effectively implement the master plan for Chattogram, significant capacity enhancement is needed within the Chattogram Development Authority (CDA) across various areas. These enhancements are crucial to ensure that CDA has the necessary skills, resources, and systems in place to manage complex urban planning, infrastructure development, and sustainable growth. Below are the key types of capacity enhancement needed for CDA:

- ✓ Increase the number of technical personnel in plan preparation, updating, and maintaining plans
- ✓ Training and capacity building of the CDA planning unit
- ✓ Adoption of modern planning tools
- ✓ Fundraising and Public-Private Partnerships (PPP)

4.3. Review of Master Plan at Regular Interval

Regular review of the master plan is essential for several key reasons. First, urban dynamics and development needs evolve over time. Demographic changes, economic shifts, technological advancements, environmental concerns, and national development strategy can all affect the city's growth trajectory. A master plan that may have been relevant when initially developed may become outdated if it doesn't adapt to these changes. Regular reviews allow the Chattogram Development Authority (CDA) to ensure that the plan remains aligned with the city's current and future needs, adjusting for factors like population growth, shifts in economic activity, natural disasters or new environmental challenges.

Second, the review process helps identify and address potential bottlenecks, challenges, or inefficiencies that may arise during the implementation phase. Some aspects of the master plan might be difficult to execute as envisioned due to unforeseen issues, such as financial constraints, land acquisition problems, or conflicts between different stakeholders. By periodically reviewing the plan, CDA planning team can identify these challenges early and make necessary adjustments to avoid delays or failures in specific projects.

Another reason for regular reviews is to ensure that the master plan continues to reflect the priorities of the community and other stakeholders. As the city grows and changes, public expectations and needs may shift. Regular reviews provide an opportunity for public consultation, ensuring that the master plan remains relevant and responsive to citizens' concerns, such as housing needs, public amenities, or transportation infrastructure.

Additionally, reviewing the master plan periodically helps improve accountability and transparency. It provides an opportunity to evaluate the progress of various projects, assess how effectively resources are being utilised, and make data-driven decisions about future investments. This process helps maintain public trust and ensures that the master plan is being implemented as intended, with proper financial oversight.

In summary, a regular review of the master plan is needed to keep it adaptable, responsive to changing circumstances, and aligned with the long-term vision for Chattogram. It allows CDA to adjust the plan as needed, resolve challenges early, reflect community priorities, and ensure efficient use of resources, ultimately contributing to the successful and sustainable development of the city.

Since this master plan is prepared for 25 years, a 5-yearly review could be prudent to practice. Authority with active participation of CDA planning department can review the achievements of the last 5 years, set targets for the next 5 years, and finalise a strategy to attain them.

4.4. Decentralization of Services

It becomes evident from the development activities of the CDA that the City Corporation area is their primary focus, where most of their projects are concentrated and buildings seek development approval. However, a large portion of the area, beyond the 15% of their designated command area, remains neglected, uncontrolled, and often overlooked for development. This has resulted in a strained relationship between the CDA and residents of the broader Chattogram Metropolitan area. People living outside the core city area typically do not approach the CDA for development approval. Meanwhile, Pourashavas within the Chattogram Metropolitan Master Plan (CMMP) area are not fully aligned with CDA regulations. Consequently, buildings constructed outside the city area often bypass CDA's oversight, leading to urban planning and development control inconsistencies.

In some cases, Pourashava gives permission, but in many cases, development takes place without any proper development permission. These need to improve. The development authority does not only inspect whether buildings comply with the regulations; it also provides public infrastructure and supports sustainable development as the area grows. CDA must initiate infrastructure projects for the other small urban centers as people of the command area benefit from CDA initiatives and help build the relationship.

For this, "Zonal Office" could be a good solution. To enhance service delivery and strengthen CDA's engagement with the community, the establishment of several 'zonal offices' across the metropolitan area should be considered. These offices would decentralise operations, making it easier for residents and businesses to access planning approvals, development permits, and other essential services without needing to visit the central office. By bringing services closer to the people, CDA can ensure faster processing times, improved monitoring of development activities, and more effective enforcement of planning regulations. Additionally, zonal offices can serve as hubs for community engagement, allowing better communication between CDA and local stakeholders, and ultimately fostering a more inclusive and transparent urban development process. This initiative will not

only improve efficiency but also strengthen CDA's role in promoting sustainable and well-managed urban growth throughout Chattogram.

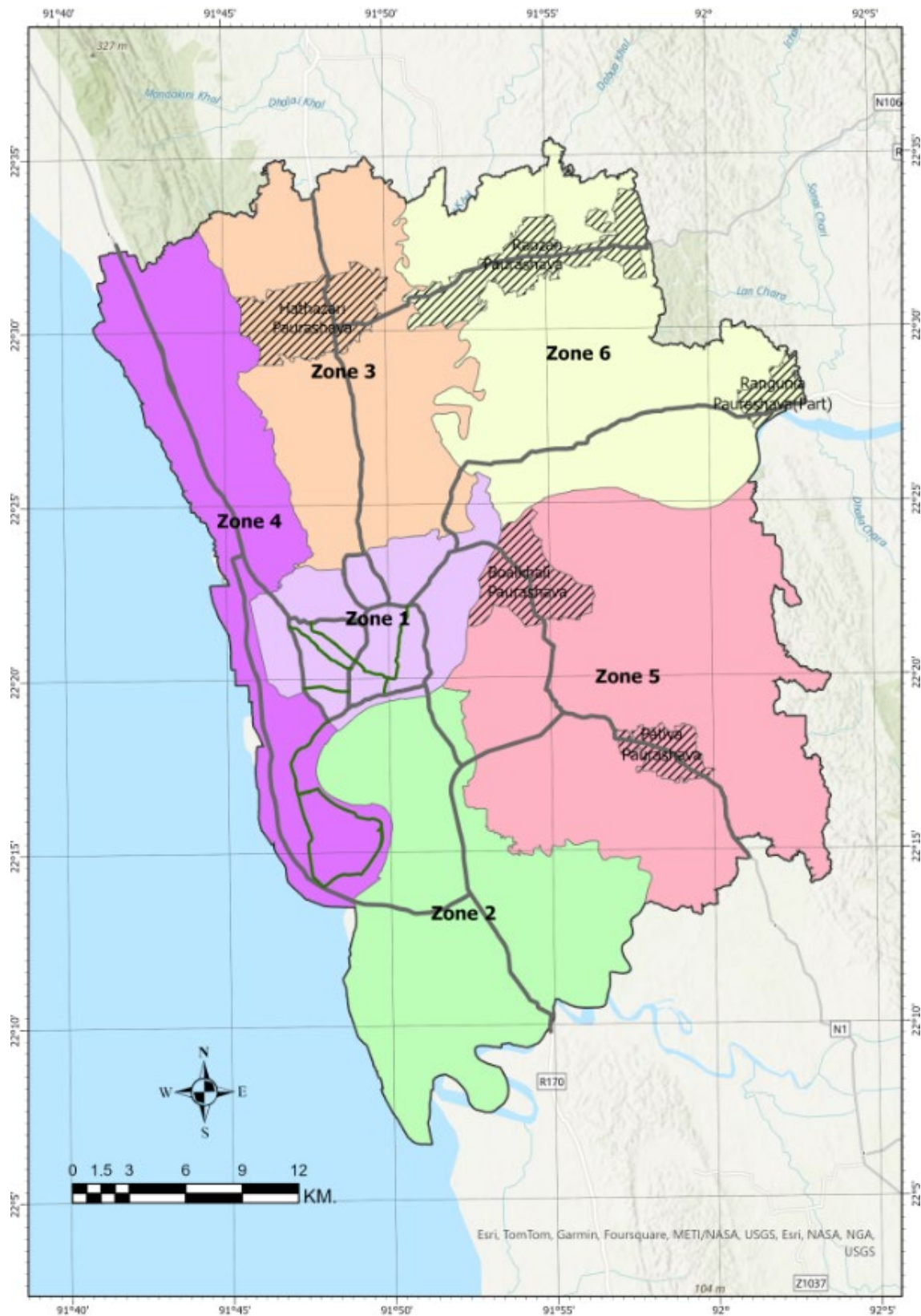


Figure 4-2: Proposed CDA Zones

Table 4-1: Proposed CDA Zones.

Proposed CDA Zone	Area Covered
Zone 1	CCC Area excluding, 1. Area north of Oxygen-Kuwaish Road and Bayezid Link Road 2. Area west of Port Connecting Road Upto Boropol Mor, Area west of Haliashohor Road and the Port Railway
Zone 2	Anowara & Karnaphuli Upazilla
Zone 3	Hathazari Upazilla and Part of the CCC area north of Oxygen-Kuwaish Road and Bayezid Link Road
Zone 4	Sitakundo Upazilla, and Part of the CCC area west of Port Connecting Road upto Boropol Mor and area west of Haliashohor Road and the Port Railway
Zone 5	Patiya & Boalkhali Upazilla
Zone 6	Raozan & Rangunia Upazilla

For each zone, a suggested personnel structure could be as follows (Figure: 4-3):

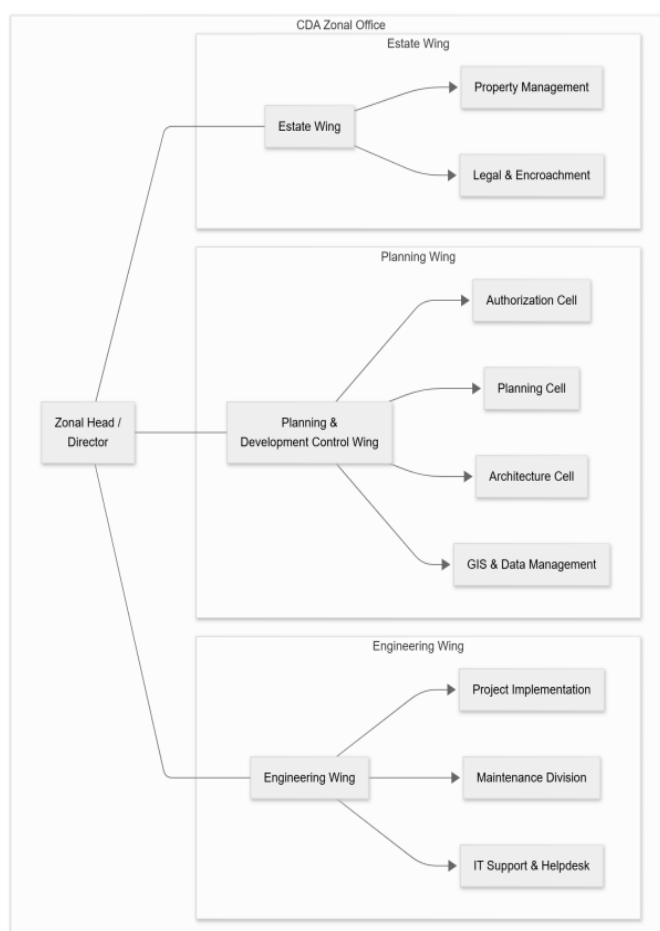


Figure 4-3: Suggested Personnel Structure for Proposed CDA Zones

Pourashavas (municipalities) and the Chattogram Development Authority can work together to ensure coordinated and sustainable urban development across Chattogram. Integrating Pourashava into urban governance decision-making is essential for creating a more inclusive, efficient, and responsive urban planning system. Pourashavas can take an active role in shaping the future of urban areas. With stronger coordination, better resource management, and the empowerment of local leaders, Pourashavas will be better equipped to meet the needs of their communities and contribute to sustainable urban development.

While CDA focuses on metropolitan-scale planning, zoning, and major infrastructure projects, Pourashavas can handle local governance, municipal services, and day-to-day urban management. In term of development control, Pourashava can look after the compliance issue. By aligning their roles, they can enhance service delivery, streamline regulatory processes, and promote well-planned urban expansion. However, to participate in such a collaborative approach, Pourashava needs to enhance capacity by employing appropriate planners, engineers, and architects who can adopt the master plan in their role in development control and implementation.

Key areas of possible collaboration include:

- i. **Development Control & Land Use Planning** – Pourashavas can assist monitoring CDA's master plan and zoning regulations at the local level, ensuring that development is both legal and sustainable.
- ii. **Infrastructure & Public Services** – Joint efforts can be made to provide roads, drainage, park and play ground, community facilities systems that align with CDA's broader metropolitan plans.
- iii. **Building Regulation & Approval** – Pourashavas can assist in monitoring building compliance, ensuring that construction follows CDA's guidelines while offering faster local-level approvals.
- iv. **Community Engagement & Public Awareness** – Municipalities, being closer to the people, can facilitate public participation in planning and create awareness about sustainable urban growth.
- v. **Disaster Resilience & Environmental Protection** – Pourashavas can work with CDA on flood control, green space conservation, Canal and water bodies restoration, and adopting climate resilience strategies to create a livable and resilient urban environment.

By fostering a collaborative governance model, Pourashavas and CDA can reduce bureaucratic delays, improve service delivery, and ensure that development benefits both urban centers and surrounding areas, leading to a well-managed, sustainable, and inclusive Chattogram Metropolitan Region.

4.5. Formation of Development Coordination Committee (DCC)

Coordination among various stakeholders, including government agencies, private developers, and community groups, is also vital for successful urban development. A lack of coordination can lead to project delays, misaligned priorities, and resource wastage. Even different government organisations do not know each other's plan because they go in parallel. So, an urban development coordination committee can be an effective initiative. However, the scale of development at Chattogram city and regional Chattogram may be of different. So, following two different development coordination committee can be formed:

1. City Development Coordination Committee (CDCC) for the Chattogram city corporation area and
2. Upazila Development Coordination Committee (UDCC). for all Upazilas within CMMP Area.

The formation of the proposed DCCs are as follows.

Acronym	CDCC	UDCC
Full form	City Development Coordination Committee	Upazila Development Coordination Committee
Jurisdiction	CCC area	Other areas (except CCC) of CMMP
Chairman	Mayor, CCC	Divisional Commissioner
Secretary	Chairman, CDA	Chief Town Planner, CDA
Members	Deputy Commissioner, Chattogram	Deputy Commissioner, Chattogram
	Chief Engineer, CCC	Mayors of the Pourashavas
	Chief Town Planner, CDA and CCC	LGED (REP*)
	Chattogram Port Authority (REP)	Water Development Board (REP)
	Chattogram Metropolitan Police (REP)	Bangladesh Police (REP)
	Chief Engineer, CDA	
	Repads & Highways Department (REP)	
	Bangladesh Railway (REP)	
	National Housing Authority (REP)	
	Bangladesh Economic Zone Authority (REP)	
	Bangladesh Repad Transport Authority (BRTA) (REP)	
	Chattogram WASA (REP)	
	Power Development Board (REP)	
	Karnaphuli Gas Distribution Company Limited (REP)	
	President or REP, Bangladesh Institute of Planners, Chattogram	
	President or REP, Institute of Architects Bangladesh, Chattogram	
	Chairman or REP, Institute of Engineers of Bangladesh, Chattogram (REP)	
	Chairman can include any other members as needed	

* REP = Representative

The purpose of the UDCC is not to replace existing regulatory mechanisms, but to strengthen inter-agency coordination and improve oversight of transformative projects that significantly impact the urban landscape. The role of the UDCC is to:

- **Guiding Sustainable Urban Development:** The UDCC will steer urban development in a direction that balances environmental protection, livability, and economic growth, ensuring long-term resilience.
- **Coordination of Large-Scale Projects:** The committee will oversee major development proposals, particularly those involving multiple agencies or with city-wide impacts, ensuring cohesive planning and implementation.
- **Scope Limited to Mega Projects:** The committee will only review projects that meet at least one of the following criteria: investment exceeding BDT 500 crore, built-up area over 10,000 square meters, or land area over 1 acre. Regular development proposals will remain under the jurisdiction of existing authorities.
- **Examples of Relevant Projects:** These may include large-scale transport infrastructure, major residential or commercial developments, new industrial zones, power plants, and urban regeneration initiatives.
- **Environmental and Social Consideration:** The UDCC will conduct or supervise environmental impact assessments and recommend mitigation strategies to preserve Chattogram's natural and social fabric.
- **Stakeholder Collaboration:** It will work with local communities, business sectors, professionals, and government entities to ensure inclusive and well-informed decision-making.
- **Policy Consistency:** The committee will operate within the framework of existing regulations and will not issue any recommendations that contradict the National Building Code or the Chattogram Metropolitan Master Plan.
- **Long-Term Urban Vision:** Ultimately, the UDCC's role is to facilitate well-planned, equitable, and ecologically sound urban growth that benefits both present and future generations.

CHAPTER FIVE

PROPOSED ORGANISATIONAL STRUCTURE FOR IMPLEMENTATION

Chapter 5: Proposed Organizational Structure for Implementation

The successful implementation of the Chattogram Master Plan hinges on a robust, accountable, and streamlined organizational structure that ensures timely execution, coordination, and monitoring. Given the multidimensional nature of the plan, it is essential to define clear roles, establish dedicated units, and introduce mechanisms for inter-agency collaboration. The proposed structure prioritizes decentralization, transparency, and efficiency, aligning with both local needs and national policy directives.

5.1. Master Plan Implementation Unit (MPIU) at CDA

A dedicated **Master Plan Implementation Unit (MPIU)** should be established within the CDA. This unit will serve as the central coordinating body responsible for overseeing all aspects of implementation, liaising with sectoral agencies, and ensuring policy compliance.

Key Roles:

- Manage implementation schedules and budgeting.
- Coordinate with development partners, ministries, and local bodies.
- Maintain a project tracking system with GIS and MIS integration.
- Facilitate legal and technical support for plan enforcement.

The MPIU should be staffed with professionals from urban planning, engineering, finance, GIS, and legal backgrounds. It must also include a Monitoring & Evaluation (M&E) cell for performance assessment.

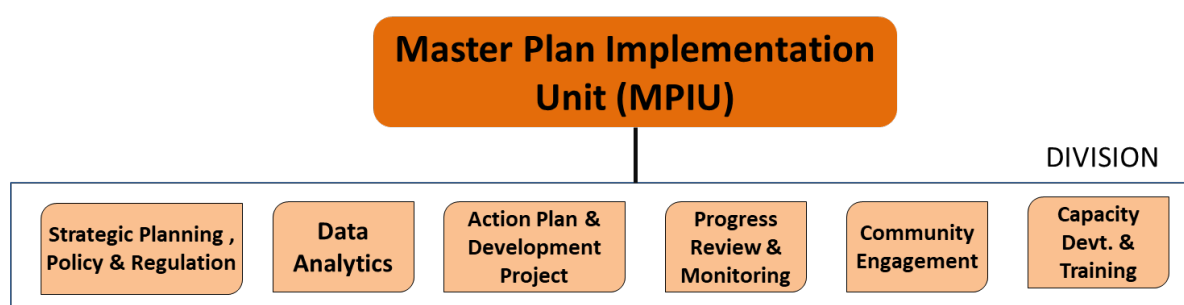


Figure 5-1: Proposed division for MPIU for Chattogram

Table 5-1: Functions of different divisions

Strategic Planning Division	▪ Update policy and strategies to ensure integration of national, regional, and local priorities. ▪ Identify priority projects and investment areas based on spatial growth potential.
Data Analytics	▪ Collect, manage, and analyses spatial and non-spatial data using GIS and planning tools. ▪ Maintain a centralized data repository for all planning-related information. ▪ Conduct periodic surveys and urban diagnostics.
Action Plan and Development	▪ Initiate action plan as per guidelines stated in the master plan and seek for funding and collaboration
Progress Review and Monitoring	▪ Oversee and coordinate implementation of strategic and local-level projects. ▪ Monitor progress against targets, milestones, and budgets. ▪ Develop a robust M&E (Monitoring and Evaluation) framework. ▪ Prepare periodic implementation reports for stakeholders and decision-makers.
Community Engagement	▪ Organise consultations, public hearings, and awareness campaigns to involve citizens in planning processes. ▪ Foster transparent communication between CDA and communities. ▪ Incorporate feedback from stakeholders into planning revisions. ▪ Promote inclusive development by reaching out to marginalised groups. ▪
Capacity Building and Training	▪ Identify training needs of CDA staff and partner institutions. ▪ Organise workshops, seminars, and knowledge-sharing sessions. ▪ Collaborate with universities, research institutes, and development partners for technical assistance. ▪ Foster a culture of continuous learning and innovation in urban planning.

5.2. Inter-Agency Coordination

Efficient implementation of the Chattogram Master Plan requires synchronized action across multiple agencies responsible for land use planning, infrastructure, utilities, environment, and local governance. Without structured coordination mechanisms and transparent communication, even the most well-conceived master plans risk delays, duplication, or contradictory development. This section outlines the framework and mechanisms needed to foster seamless inter-agency collaboration.

To ensure integrated planning and execution, the following coordination mechanisms are proposed:

- Creation of Thematic Working Groups on housing, transport, utilities, and the environment. These groups will regularly coordinate technical work and review project impacts across sectors.
- Development of a Unified Urban Planning Portal, where all agencies submit project details and spatial data. This platform would enable real-time monitoring, reduce overlap, and improve transparency.
- Institutional Memoranda of Understanding (MoUs) to formalise joint planning, budget alignment, and responsibility-sharing between CDA and other executing bodies.

These mechanisms would be overseen by the Master Plan Implementation Unit (MPIU) through the Development Coordination Committees proposed in section 4.5

5.3. Zonal Offices

To bring implementation closer to the ground, Zonal Offices prescribed in section 4.4 should be established in key growth areas. These offices will facilitate micro-level enforcement of the Master Plan, serve as local data hubs, and support stakeholder engagement.

5.4. Creation of Road and Transport Planning Wing in CDA

A dedicated transport planning and traffic engineering unit shall be established within the Chattogram Development Authority, staffed with qualified transport planners and road/highway engineers and integrated with the existing development control system. Transport and Traffic Impact Assessments shall be made mandatory for all major land development and building proposals to ensure alignment with planned road capacity and network performance. Development approvals shall strictly adhere to prescribed road hierarchy, right-of-way protection, junction spacing, and geometric design standards, while ensuring safe and adequate provision for public transport, pedestrians, cyclists, and emergency access. Effective implementation shall be supported through strengthened coordination mechanisms among CDA, the City Corporation, Roads and Highways Department, and traffic police to ensure coherent and integrated road and transport planning across jurisdictions.

5.5. Updating the Development Approval Process

The development approval (DA) process is a formal system in which urban development control and management authorities grant permission (entitlement) to build or change land use, ensuring that projects meet zoning, environmental, and safety regulations. It ensures new developments align with local plans, manage impacts, and follow legal standards before construction begins.

Land use control and building construction plan approval constitute a critical regulatory process for guiding planned urban development. To address existing fragmentation and procedural inefficiencies, a structured workflow has been proposed (as illustrated in Figure 5-2), clearly delineating the roles of the Planning Wing Unit. Under this framework, land use clearance based on the Structure Plan and planning policies is undertaken at an early stage, followed by parallel technical scrutiny of FAR, MGC, setbacks, and infrastructure requirements. The proposed workflow ensures coordinated decision-making, reduces duplication and discretionary interpretation, and enables a plan-led, transparent, and time-bound approval process.

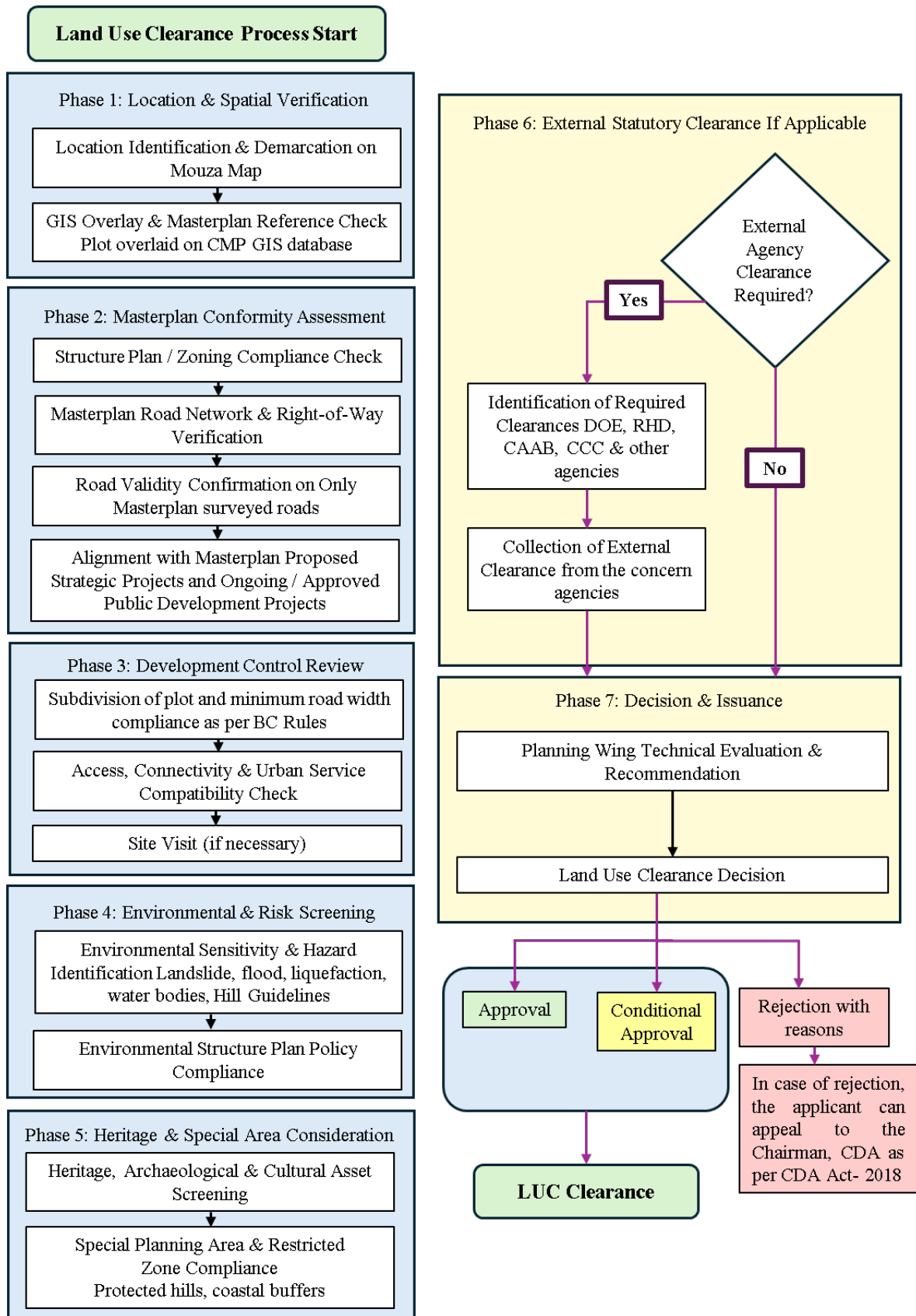


Figure 5-2: Proposed landuse clearance work flow proposed development permission

CHAPTER SIX

CONCLUSION

Chapter 6: Conclusion

The successful implementation of the Chattogram Master Plan 2050 depends not only on the technical soundness of the plan itself but also—critically—on the strength, coordination, and capacity of the institutions responsible for its execution. This report highlights the pressing need for a dedicated, functional, and transparent organisational structure that brings together key stakeholders under a unified vision. By establishing the Master Plan Implementation Unit (MPIU) within the CDA, decentralising operations through zonal offices, and fostering inter-agency collaboration through formal coordination committees (CDCC and UDCC), the proposed framework addresses long-standing institutional bottlenecks. It emphasises capacity building, data-driven monitoring, and community engagement as essential pillars of sustainable urban governance. Ultimately, with political will, adequate resources, and consistent review mechanisms, Chattogram can transition from fragmented development to an integrated, resilient, and inclusive urban future.