

les ateliers
maîtrise d'œuvre urbaine

**International Workshop for Urban Planning and
Development - Douala, Cameroon – from June
22nd to July 6th 2013**

*Call for applications to select 21 participants in a group workshop for urban strategies and
development projects.*

Douala, the «patchwork city»



How can formal and informal activities share the urban space and
cross-fertilize?



Preamble

The city of Douala, economic capital of Cameroon, faces two issues for urban development : improve the living conditions of inhabitants in the existing city, and take in the new arrivals in the short and medium term.

Every year, 100 000 migrants settle in the city, and the prospect of a further 1,5 million inhabitants in the next 15 years will take the agglomeration from a population of 2,5 million in 2012 to 4 million around 2025.

This unprecedented growth in population takes place on a background of multi-dimensional crisis:

- economic : loss in competitiveness and attractiveness as industries redeploy across the region;
- environmental : site degradation and constant industrial risk;
- social : issues of access to work and lodgings;
- identity : thinning link between the city and its Estuary.

New issues are appearing in the wake of the demographic growth:

- linked to the reaction of the informal sector to this inflow of migrants, in all domains of economic life including transport and lodgings;
- linked to the overflow of public spaces, which weighs on the general attractiveness of Douala.

Those issues are closely interwoven. An immediate consequence of the economic crisis, they could also - if handled in the right way - give the city levers to enable the informal sector to improve urban economics and keep Douala strong as the economic capital of Cameroon.

A first report was made of a fact-finding mission from February 11th to 17th, 2012 by "Les Ateliers" on a request from the French Embassy. In this document, we draw on the report and suggest a theme that would tackle the aforementioned problematic. The first mission had brought up a certain number of questions, amongst which the inclusion of informality and the improvement of daily life had seemed most essential to the Government Envoy and the city departments of CUD (Douala Urban Community). This document contains specific elements about including informal economic activities in urban space, for we believe that "les Ateliers" could suggest creative answers to this question. We also suggest that those answers be tested by the teams on a project area, chosen in accordance to the new urban hierarchy that we see emerging in the agglomeration.

Before presenting our problematic, this document will draft an overview of Douala's economic and residential situation. We will also recall the aims of the Urban Master-Plan, which defines a plan of actions to organize the economic and demographic growth of the urban space in Douala for 2030.

ABOUT, AND CREDITS

About Les Ateliers

Les Ateliers is a non-governmental organization created in 1982 by urban planning authorities of the Ville Nouvelle of Cergy-Pontoise. They gathers an international network of universities, decision makers and professionals dedicated to planning, development and urban design. Since 1982, les ateliers has been organizing international workshops on topics defined together with local authorities for city or regional planning. The association organizes collaborative workshops for new, creative concepts. In France and elsewhere, the workshops offers to local authorities new and innovative urban development proposals. These workshops are also a source of training for all the participants, whether they be local or international experts.

Every year, The Ateliers organize three workshops for students and young professionals, in Irkutsk, Porto-Novo and Cergy-Pontoise, on topics of local or metropolitan urban development. Punctual workshops are also organized worldwide at the request of local authorities and their partner networks : in France, Asia, on the Mediterranean, and recently in West Africa and Latin

This document presents the theme of the workshop. It will be sent to our partners and the whole international network of the Ateliers in order to draw applications from professionals.

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In the wake of exchanges during the preparation period of February 2012, with:

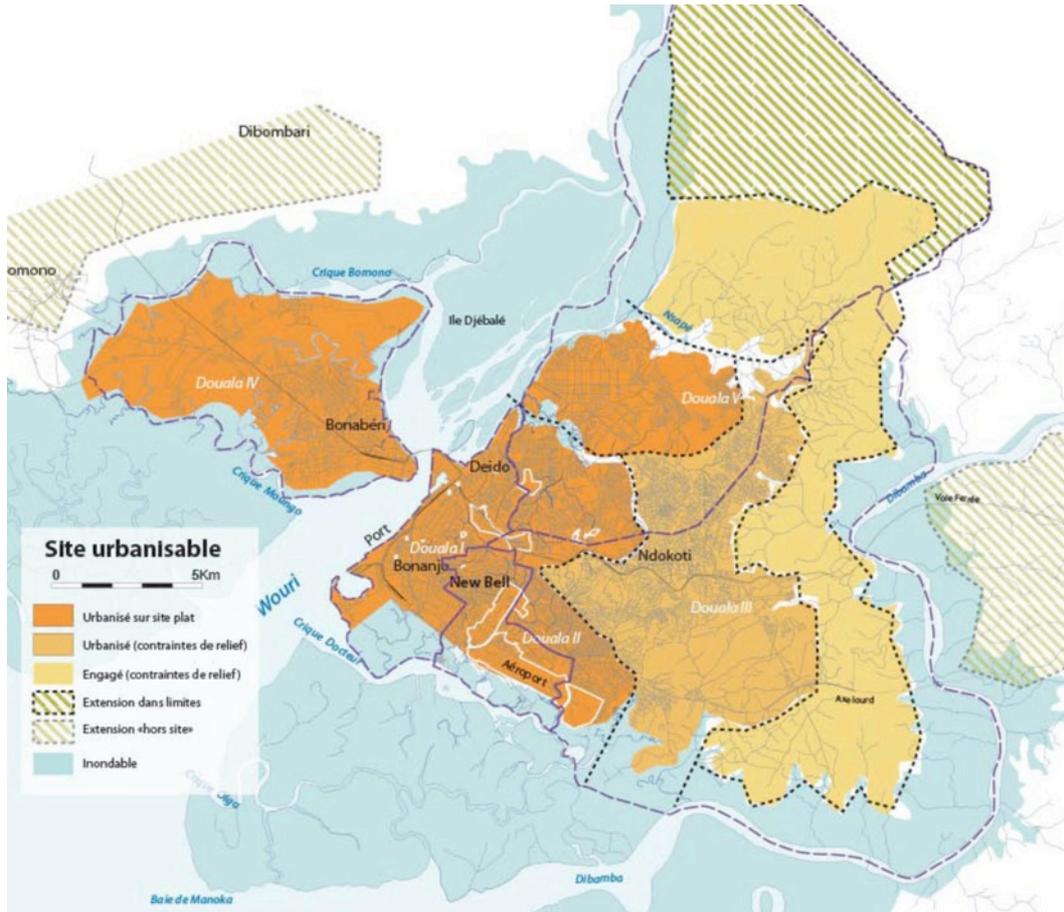
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- PAD (Douala Autonomous Harbor) : Moïse Nyemeck (Director, technics and planning), Henry Bongwa (Head of the Unit for Occupancy management and Delegated activities) and Théodore Binyam (Responsible for Occupancy management)
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With the advice of Scientific Comity members for Les Ateliers.

This document is available in French and in English, and can be downloaded for free on www.ateliers.org.

Date of publication : March 2013.



Douala PDU/POS extract / Douala 2025 / Douala Urban Community / Groupe Huit / November 2011



National planning (short and medium term) / Extract from Urban Development Strategy for the city and metropolitan area of Douala / Douala Urban Community / Urba-Plan / December 2009

2 – DOUALA, OVERVIEW

2.1 – DOUALA, « THE MOUTH OF CAMEROON »

"Douala, economic capital of Cameroon", "Douala makes money", "Douala, working city"... are some of the sayings born from the identity and the position of Douala in Cameroon.



View of the Harbor, on both sides of Wouri outlet



View of the central districts

A PRODUCTIVE INDUSTRIAL CITY

The city economy has grown around the harbor, whose hinterland includes a large part of Central Africa (Tchad / Central Africa / Cameroon). Douala accounts for 33% of Cameroon Gross National Product, which itself is 50% of Central African GNP.

The harbor works mainly for imports. Imports are mostly consumer goods destined for urban markets. Exports are made of raw material and halfway products (like logs).

The industrial companies working with the harbor are for : oil, soap, brewing, textile. Food processing is important (transforming coffee, cocoa, palm and cotton). Large deposit and storage areas (dry harbor) can be found, especially for wood and hydrocarbons.

Those companies have settled in industrial zones surrounding the Harbor, on the coast, hooked to the railway. Those zones today get landlocked by residential areas as the city expands, and work poorly.



Industrial sites along the coast and the railway (Bassa zone)

FACED WITH A RECENT, SATURATED INFORMAL SECTOR

However, the informal sector is more powerful than the formal one. The former panders mostly to household needs ("residential" economy). This economy is made up of very small (independent) units in the fields of commerce, transportation, services to individuals or small craftsmanship.

Spontaneous concentration can be observed along the main ways, or in nodes spread out in the urban fabric, or close to certain industrial sites from which they get raw materials. Activities, such as basketry or brick production, tend to regroup. There is high competition for space.

Urban authorities see the informal sector as highly problematic. Indeed, it represents a fiscal opportunity loss and creates strong urban congestion. Nevertheless, the informal sector is the only provider of work for many new arrivals, and provides for the daily needs of the population.



Small crafts and shops along the thoroughways of Douala, on the border of industrial sites.

WHAT FUTURE FOR THE HARBOR ?

Douala Harbor is inside the river mouth, hard to reach, and losing competitiveness. It works in complementarity with the deep-water harbor of Limbe, and could work tomorrow with both Limbe and Kribi harbors.

Industrial and portuary activity is changing in the coastal region:

- Large-scale activities are moving from Douala to Limbé or Kribi. Shipping yards were delocalized to Limbe in the beginning of the 2000 decade, and they have announced that the wood harbor will be moved to Kribi. Raw material or transformed produce will be shipped off from Kribi directly.

- Douala will keep handling imports, mostly for consumer goods aimed at the urban market.

In the long term, the creation of a yard for container handling in Kribi harbor could get produce by more direct routes to the Cameroon hinterland and the CEMAC.

The logistics and production network of Douala would need to adapt to those transformations, with changes in the situation of industrial zones and in the efficiency of transport infrastructures (road and rail). Furthermore, public authorities would need to anticipate the needs for property.



Logs transportation and wood transformation before export, along the main thoroughways.

FROM CBD TO UNIVERSITY : TOMORROW, HOW DO WE SEE THE ECONOMY?

Douala accounts for about a third of GNP. It is vital for Cameroon that economic activity be maintained in Douala, and that the city should improve its competitive stance.

The growth of a Central Business District (CBD) is part of a strategy to improve city visibility and attractiveness on the international stage. The CBD aims to provide a quality urban context for company holdings, banks, and other services linked to commerce (hotels, congress center, etc.) On this project depends the renewal of Douala's economic drive.

North of the city, the University is expanding: the result of a strategy for excellence, attractiveness and visibility. The existing University is belted by informal neighborhoods, and has little space to expand. In contrast, the new site is large, with space for property. However, its peripheral situation does not make for good interactions with the city nor the other economic actors.

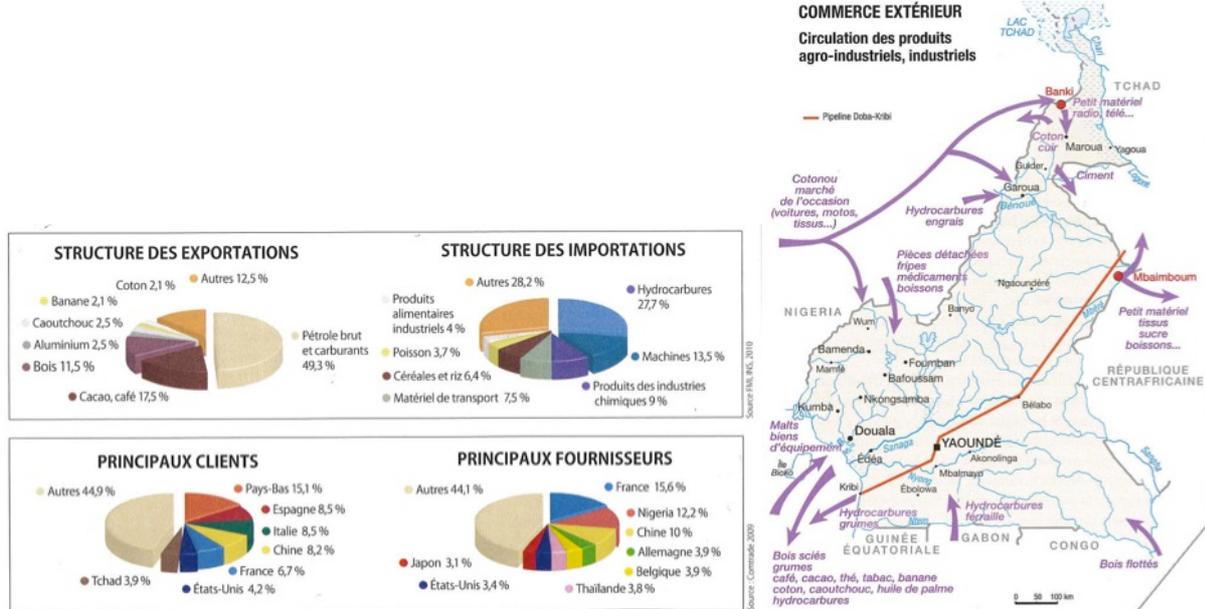


Property movements in the city center /// Expanding the University, construction site north of the City

AT STAKE :

- Identify the role of Douala Harbor in the changing system on the coastal facade;

- Adapt city infrastructure (a result of previous planifications) to improve performance and competitiveness / to handle industrial risk;
- Include informal activity in the city:
- * To improve revenue generation (value-added activities)
- * To organize the informality in order to de-saturate the urban network
- Attract economic investors in Douala (national issue of a low investment rate/GNP ratio), and improve regional or even international visibility for Douala.



Extract, "Jeune Afrique" / Doing Business in Africa / Cameroon 2012

Extract, "Atlas of Africa" / Jaguar Publishing

2.2 – DOUALA, PROLIFERATING CITY

POPULATION GROWTH, GEOGRAPHICAL SITUATION AND ADMINISTRATIVE BORDERS

Every year, 100 000 migrants settle in the city, and the prospect of a further 1,5 million inhabitants in the next 15 years will take the agglomeration from a population of 2,5 million in 2012 to 4 million around 2025.

This rapid population growth is out of control. Urban institutions have a hard time keeping a hold on the evolution of the city. Douala mostly spreads as it grows. There is an issue of site capacity : will it hold the 4 million inhabitants expected for 2025? And an issue of creating borders for the city as it grows. How and by whom is the city "made"?

Douala has grown on both banks of Wouri river, though mostly on the left side. We can consider the space defined by the mouths of Wouri and Dibamba rivers as the "natural site" for the city. This corresponds more or less to administrative borders of the city of Douala, and still holds property reserves large enough to allow for growth. The geographical constraint of a double estuary means that the edges of the city grow further and further away from the center, and the center of gravity of Douala changes (in opposition to a regular radio-concentric spread). The link between historical Douala centrality, and the actual metropolis, grows thinner and more problematic.

There are existing but marginal occurrences of urban renewal or densification. These mostly stem from private, isolated initiatives. High-rises are growing in the center, but many remain vacant. Offer does not meet demand.



Spontaneous and planned urban extensions north of the city

A DUAL CITY SHAPE

Douala presents a process of multiform expansion, with initiatives at various scales, that point to complex structures of power.

- Planned neighborhoods, developed by the government or by semipublic planning agencies since the 80s;
- Neighborhoods built by local communities, who dot their land with minimal infrastructure that is incoherent with metropolitan offer;
- Spontaneous neighborhoods of illegal occupation, with no basic services.

The vagueness of property laws gave rise to a system of contradictory claims, in which everyone waves property rights on antagonistic grounds (custom law, modern law).

Today's unprecedented growth creates a dual city shape, between :

- Organized, well-equipped neighborhoods, with social housing and access to property. Those neighborhoods are within the reach of the "middle class", that is to say those who work in the formal and (especially) in the public sector. Those neighborhoods are mostly situated in the periphery, on sites either owned or bought / negotiated by the public authorities.
- Disorganized, unequipped neighborhoods with no basic service, in which posterior interventions to bring infrastructure and equipment raise difficult issues of cost and social impact. Those neighborhoods are mostly situated in direct proximity to the old city fabric, since the new arrivals try to seize the opportunities of the existing urban density.

LIFESTYLES / DAILY NEIGHBORHOOD LIFE IN DOUALA

Little is known about the daily life of spontaneous neighborhoods (no available studies nor statistics). However, our interviews reveal that inhabitants rarely step out of their own neighborhood. Punctual trips out of their district are motivated either by access to vital services (health or administration), or by social gatherings on a scale larger than the neighborhood (church). District borders draw large crowds : roadsides and drainage areas (streams) offer breathing spaces and diverse opportunities to meet and exchange. There, informal activity blooms spontaneously.

In contrast, planned neighborhoods work like sleeping quarters. Formal employment is concentrated in the city center (administration, industrial holdings, etc.) or in limited zones that generate a daily commute. Those neighborhoods are well equipped in educational structures, and it seems, strikingly, that only the youth live there in the daytime.



Douala Nord Neighborhood (MAETUR, Use and Servicing of Urban and Rural Land)



Informal neighborhood of Ndogpassi and the water fountain installed with the support of Douala'art.

UNSETTLING ENVIRONMENTAL IMPACTS

Major malfunctions appear when the city spreads beyond the frame of planning and overflows the management capacities of the public authorities.

Hydrology, natural space and environmental quality:

Douala developed on a hilly site criss-crossed by streams. The original settlements kept a balance between buildings on the hills and un-built space in the thalwegs. Uncontrolled urban growth has eaten over natural zones and choked the waterways. With no systematic treatment of wastewater, the sanitary and environmental issues have grown heavier.



Drainage through Bessengue neighborhood, between Akwa and Deïdo hills / Other drainage

Mobility, transport and urban congestion:

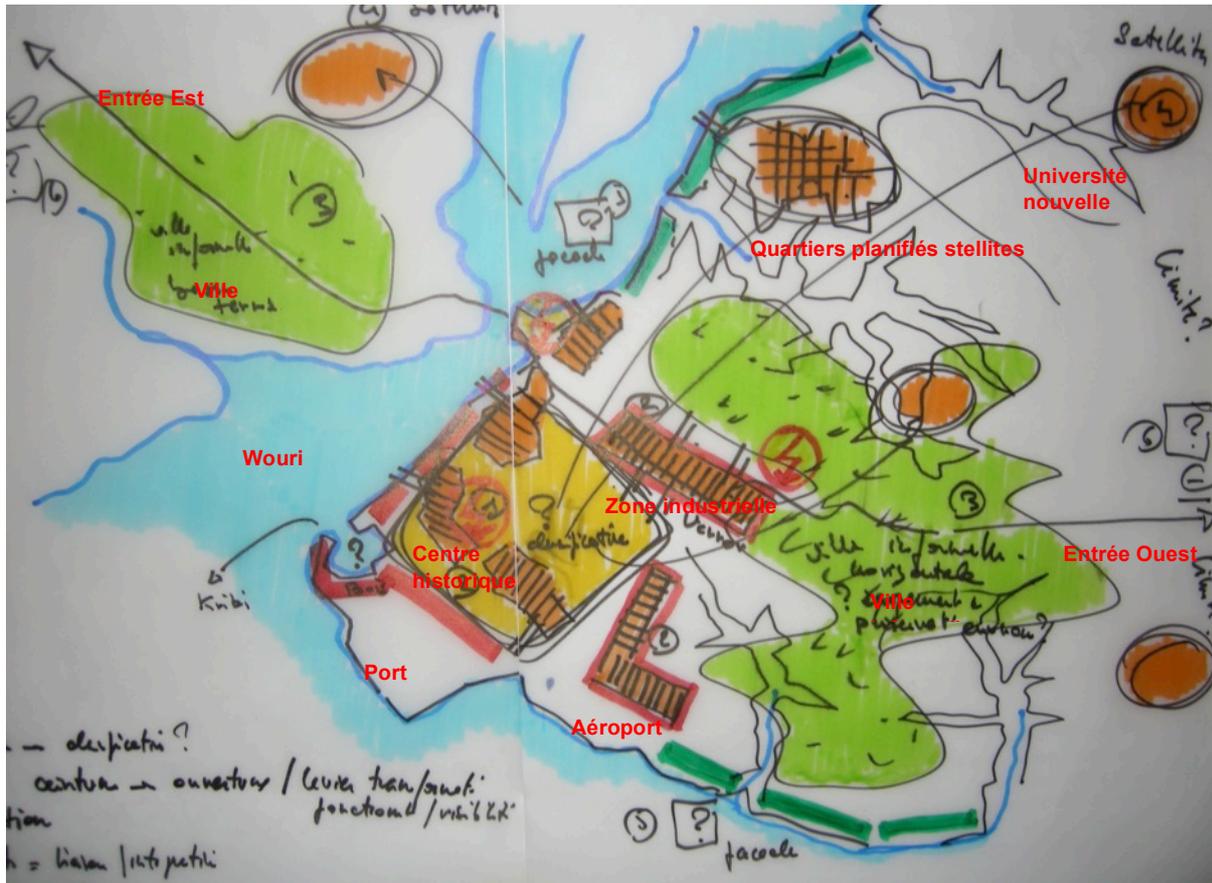
Urban growth has not been followed by effective transportation measures, and the system lacks both in terms of service and infrastructure. The city today suffers from heavy congestion, against which public authorities are powerless. Bendskinners, who rapidly multiplied in public spaces and have been forbidden in the city center, are a sign that means are insufficient and management, problematic.



Ndokoti roundabout : where throughways into the city converge // N3 roadside activities (east entrance)

AT STAKE :

- Introduce basic services in the informal city (roads / water / schools)
- Open those neighborhoods to the city (access to jobs, housing and mobility)
- Create models for population growth (spread vs densification : what costs on the short and long term, what urban shapes emerge, horizontal or vertical?)
- Adapt the urban system to the actual size of Douala : This is the main problematic, and calls for a polycentric system born from micro-centralities at the neighborhood scale, or even at the level of commercial streets, that would function in relation to larger city centers;
- Adapt urban management (mobility / infrastructures / drainage / wastewater systems / waste treatment)



Urban analysis / Fast-finding mission for Les Ateliers / "Douala, overview : how to make sense of the city today?"

3 - GUIDELINES OF THE URBAN MASTERPLAN



3.1 URBAN PLANNING FRAMEWORK

The urban master-plan was ratified in 2012, in the wake of several discarded masterplans - which underlines its importance. As a reminder, the previous masterplan dates back to 1959 (Plan Dorian), since the 1983 SDAU (Directing Scheme for Urban Planning) was never applied. The new masterplan was drafted in the wake of the City Development Strategy (CDS) of 2009. It offers a framework for 2025. The PDU (masterplan) and CDS are both overlooked by Douala Urban Community (CUDà. CUD is a decentralized Public territorial Collectivity, under the authority of a Government Representative. It is made up of 5 urban municipalities and 1 rural municipality, the mayors of which are elected by two-step voting. Territorial borders of CUD are those of wouri county.

The masterplan envisions the following repartition of new arrivals:

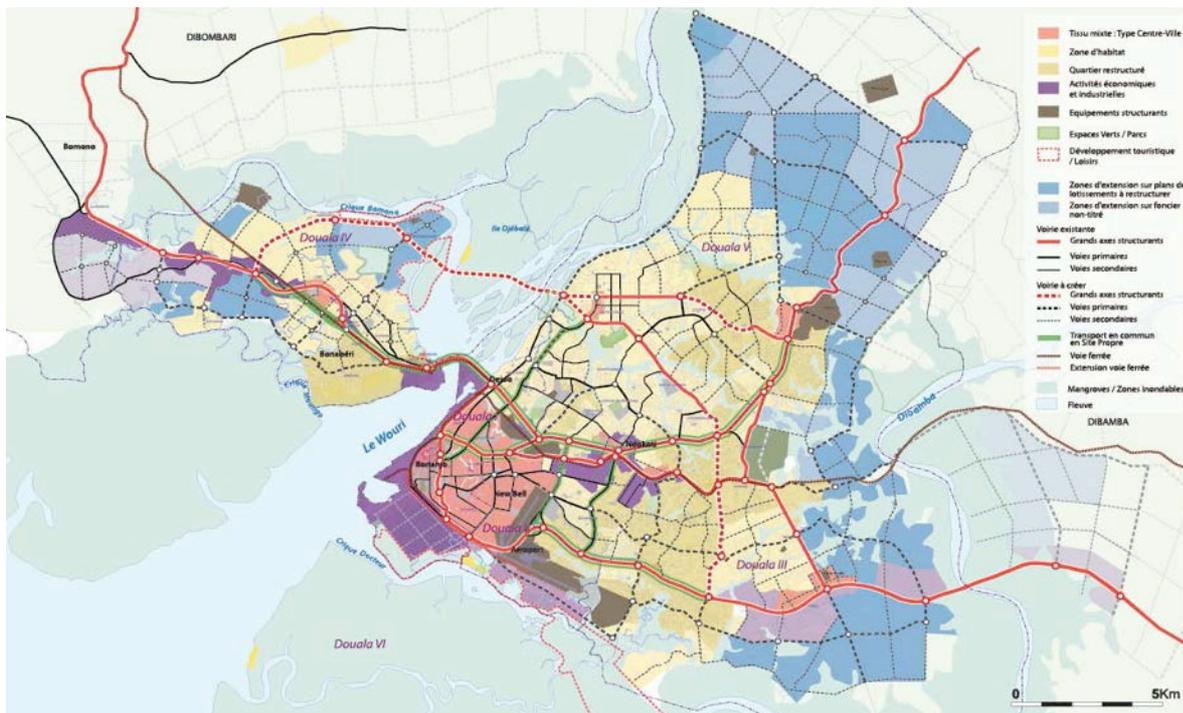
- 200K inhabitants to the East, on the road to Edea, for its easy access, available property, and in the wake of renovating the bridge
- 1.180K inhabitants to the West and North, in concentric half-circles
- 200K inhabitants in the buffer zone, through densifying the existing urban fabric.

The masterplan recognizes a lack in available property in the industrial zone : it is difficult to access the harbor both by sea (expensive dredging for the canal) and by land, due to road saturation. The plan also points out how little quality economic space exists to attract tertiary functions.

The masterplan explains that the rapidly-grown, spontaneous neighborhoods that follow the unprecented population growth are isolated, poorly serviced by public transportation, and without any official public space.



Extract from 2004 Urban masterplan (SDAU)



Extract from Douala PDU/POS | Douala 2025 | Douala Urban Community | Groupe Huit | November 2011

3.2 SPACE AND ATTRACTION

The Masterplan underlines that the living environment has been overlooked in Douala, a city once seen only as an economic and harbor center, because of the abandon of architectural heritage, because the city faces away from the seaside, and because urban thoroughways are saturated. All of these malfunctions - born from the lightning speed of population growth - mean that the capital is on the verge

of breaking down. In 2025, we envision a healthy economy based not only on harbor activities - which would remain essential - but on the efficient and balanced lifestyle of the nearly 4 million inhabitants. Here are two of the promising sectors identified in the masterplan:

- Joss plateau district (Bonanjo), where the functions of Central Business District would nest amongst heritage buildings (in the manner of Singapore, who played on the contrasts between the ruins of the colonial town and the modern metropolis in order to attract both tourists and corporate holdings)
- the coastal zone and its dry harbor, between the actual harbor, the airport, and Monkey Forest. It is a singular project, that calls for creating a logistics area (of around 200ha) and a heavy transportation axis (financed by the French Agency for Development AFD) that would at some point link Doula and Kribi harbors. This project could also include a percentage of mixity between housing and economic activities : in the likes of Youpwe district, that settled between the industrial and harbor zones. The project should maintain and uphold the logistics activity of Douala as an economic capital, by providing companies with a better competitive environment.

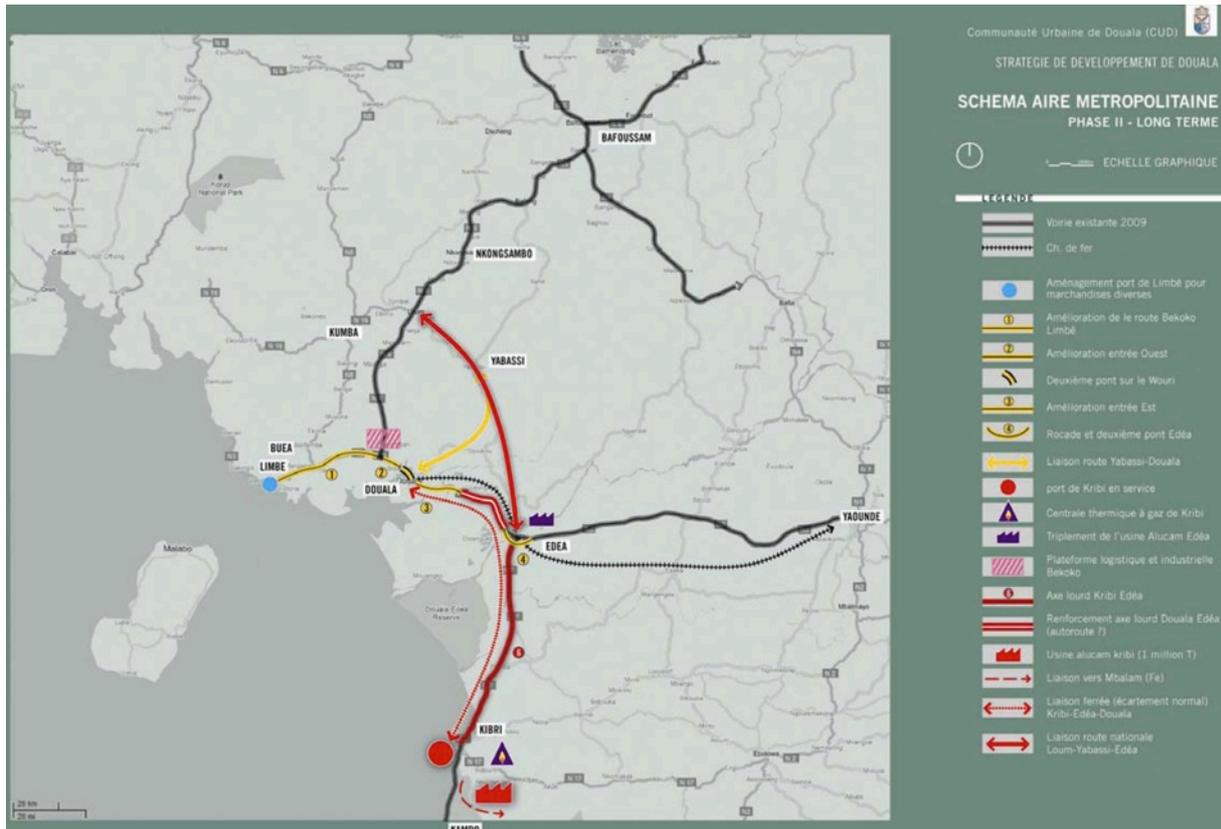
3.3 LIVING CONDITIONS

It is so essential to improve living conditions in Douala, that this measure is part of the program for public investments written in the PDU, and stands at the crossroads between environmental, economic, and social aims. If all of these domains look essential, the demands for property are so high that very little land is, in fact, available. The investments program identifies three fields for action : metropolitan equipment, local equipment, and the infrastructure and services for transportation.

A few land isolates in the city, belonging to the State, have been identified as under-used and available for building large metropolitan equipment (for health, education, sports, for markets or transport hubs). The local service planning authorities suggest to work the city fabric as a 1 sq.km "knit", this being a tool for coherence and action.

As for transportation, the program aims both to adapt the structural network of the city and to develop bus services to handle mass transportation while servicing the 1 sq.km "knit".

The next step is inventing urban and urban renewal projects that would work in synergy with the "knit" throughout the city, and foster nests of efficient, coherent development.



Long-term metropolitan area development scheme / Extract, Douala and metropolitan area urban development strategy / Douala Urban Community / Urba Plan / December 2009



Long-term metropolitan area development scheme / Extract, Douala and metropolitan area urban development strategy / Douala Urban Community / Urba Plan / December 2009

4 – TOPIC OF THE WORKSHOP

4.1 RISK THAT THE POPULATION GROWTH WILL SHADOW ECONOMIC GROWTH:

Worsening living conditions in Douala agglomeration have created specific risks for the city:

- A loss in competitiveness due to saturated urban systems
- The flight of industry to other sites (competition from Kribi), and little attraction for new investments (regional competition)
- Heightened distinction between the center and the periphery (residential areas are further and further away from the worksite / heightened inequalities)
- Population growth, economic stagnation, and a city bogged-up in informality

4.2 ISSUES OF SOCIAL INCLUSION AND ECONOMIC ATTRACTIVENESS

The city must tackle two main issues in order to keep its role as economic capital:

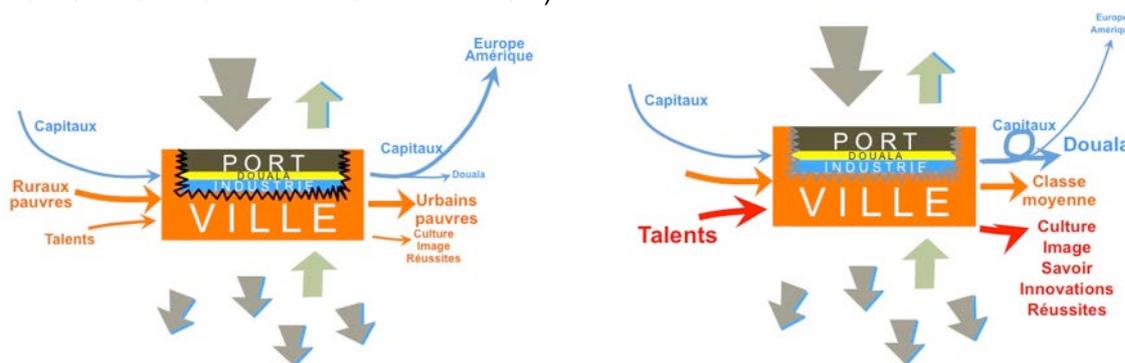
- First : social and economic inclusion (integrating the newcomers of the past 30 years and preparing for the new ones)

- * how to provide basic services? (neighborhood intervention to bring services up to speed)
- * how to provide housing? (densification and urban renewal / managing the urban spread)
- * how to provide work? (promotion of entrepreneurship? Multiplication of economic opportunities / soft management of the informal exchanges...)

- Second : higher attractiveness and visibility for Douala at the regional level (to attract skills and investment)

* how to foster performance and efficiency in the economic environment? (providing service to companies / improving the logistics system / working on urban mobility...)

* what image for the renewed city? (attractive living conditions for the elite / valorizing the natural location and the interaction with water)



Urban evolution analysis / Fact-finding mission for Les Ateliers / Suggested scenario : "A city that would grow more attractive in its urban, and not only industrial, qualities; a city that would create a strong urban culture and develop its image; a city that would be lived and thought of as a center for innovation with good universities; a city that would valorize its waters; a city where you could grow rich; and a city that would efficiently tackle the traditional issues of emerging metropolis."

4.3 CONSEQUENCES FOR URBANISM:

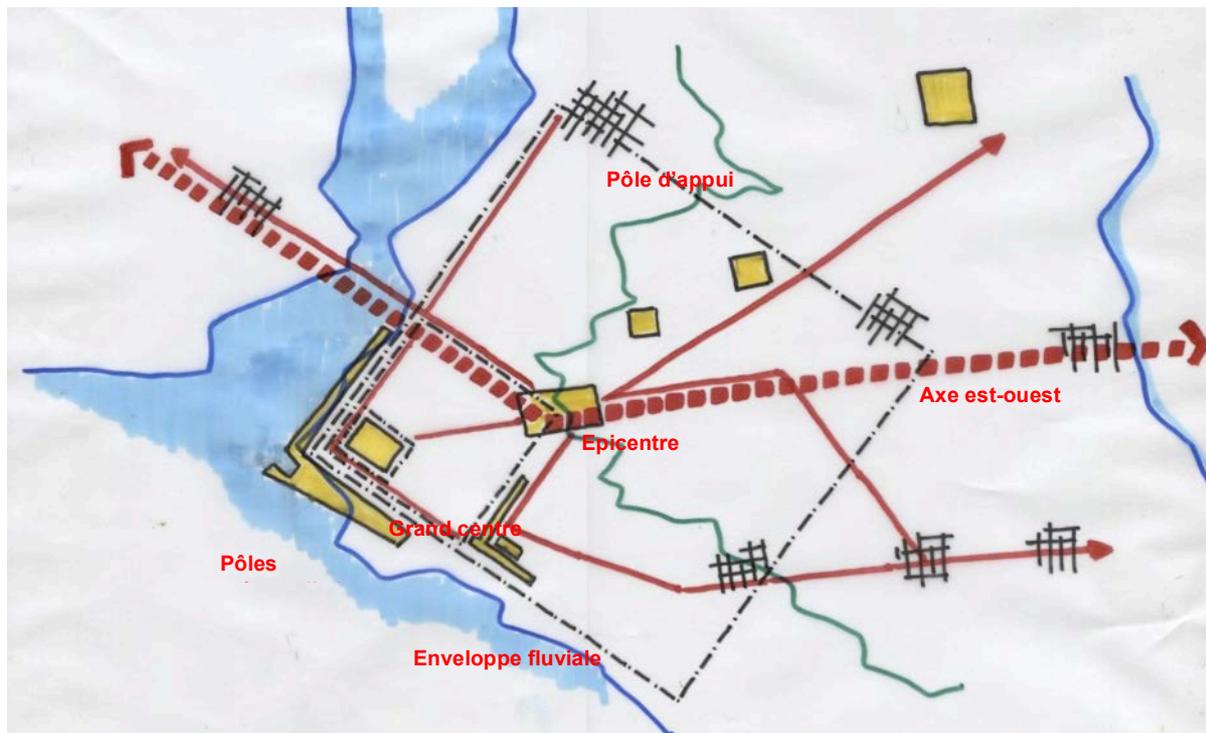
Those two issues take on the existing city structure.

CHANGING SHAPES OF THE CITY

First of all, the administrative borders (a heritage from the Dorian Plan, reworked by the following Masterplan projects) do not correspond to the actual size of the city. The Urban Development Plan aims to fill that gap. Over the years, un-foreseen growth has overflowed the city boundaries. Links have faded between the river mouth, the harbor and the city; the site has lost its importance. Actual centers only polarize part of the urban territory, which makes the infrastructure seem dated and incomplete.

Nevertheless, Douala today is growing into a new shape. Here are the key elements of the urban system to come:

- the city today works in a different geographical context, no longer following the banks of Wouri river but growing in the space between the mouths of rivers Wouri and Dibamba. The four riverbanks offer various types of access to the water, which infiltrates the city through small effluent valleys.
- an "extended center" emerges, no longer limited to the original villages but including the modern city of varied neighborhoods built in the Sixties. Those old neighborhoods work together, while maintaining their own historical and cultural identity.
- The East-to-West axis between the cities of Edea and Limbé no longer marks the Northern edge of the city. It has been flooded over by new constructions, and now marks the boundary between our "extended center" and the informal neighborhoods. This axis has great potential for internal transit and settlement of higher urban services.
- Planned neighborhoods in the outskirts may work as support centers to give structure to the informal city. These are emerging, peripheral centers in the Douala agglomeration.



Urban analysis / Fact-finding mission for Les Ateliers/ A new city shape is growing in the new city scale (river boundaries, East-to-West axis, extended center, metropolitan centers and support centers) / Sketch

The workshop will offer deeper insights into the changes of the urban system, so as to identify the strategic locations of tomorrow.

HOW INFORMALITY QUESTIONS THE URBAN SHAPE

Furthermore, informal activities question the urban shape as planned in the Sixties. "Informality" clogs breathing areas and fills but the smallest gap. Exchanges take place where less foreseen, and their weight changes the hierarchy of commercial areas as peripheral spaces start to function in autonomy from the city center. This creates "loose threads" in the urban structure. Linked by transportation and activity networks, these threads have the potential to be part of a city knit on various levels, that would canalize flows and orient them towards functional spaces in the urban environment.

For this workshop, we choose to consider informality as the expression of urban energy and dynamism, rather than as a hindrance to growth. We thereby aim to propose realistic plans of action that include informal economy better in the urban structure, and tackle the issue of space saturation. This implies valorizing the existing situation, the commonplace activities, and the city know-hows, through actions meant to ease mobility flows and build in Douala a stronger urban structure.

Informal activities are wide and diverse, including services to individuals but also worked into crafts systems and even industrial production frameworks, such as:

- - traditional know-how in construction and other : valorize and optimize these processes by teaching notions of recycling and sustainability
- - local cultures : maintain and amplify their presence through militant initiatives such as those led by Doual'Art:
- - mobility : create a hierarchy of transport types, in order to better service the high-density neighborhoods. Promote inter-modal use between walk, taxi-scooters (benskins), minibuses (cargos), buses and reserved-lane transportation (BRT);
- - roadsides and crossroads : revalorize the paths and resting spots for everyday pedestrians, create landmarks in the city;
- - district fringes or waste spaces : promote good property development; work on signifiers to make sense of the "third space"..



Urban analysis / Fact-finding mission for Les Ateliers / Informal activity questions the shape of the planned city / Sketch

4.4 THEME AND PERIMETER OF THE 2013 WORKSHOP

THEME

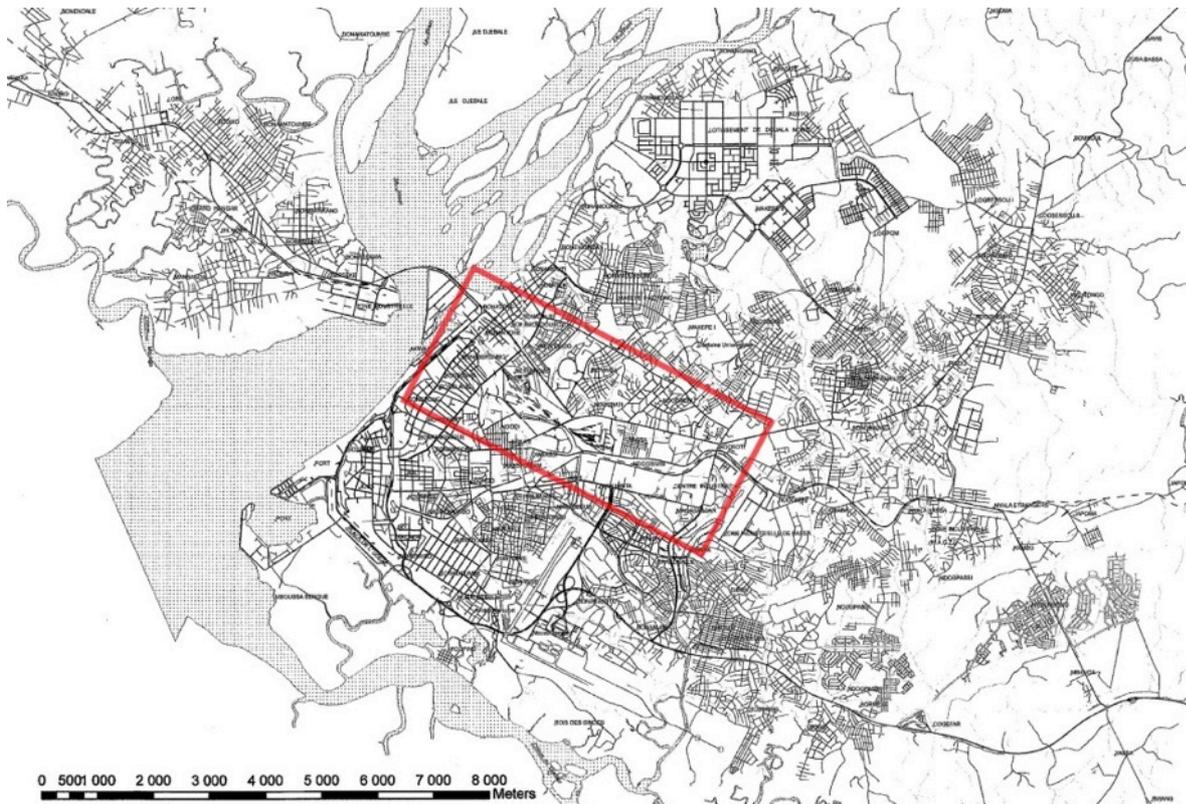
The Workshop suggests that issues linked to the planned city, and issues linked to informality, are not mutually exclusive, and that both types of organisation can fit together. Formal and informal activities can share public space in a mutually beneficial way.

Our work will aim at identifying the structures and processes that can be used to link formality and informality. This applies to public spaces, to housing models, to innovation in the economic field, to systems of urban mobility, and to parks and recreation management. By doing so, the Workshop will analyze the urban system of Douala from both bottom-up (from the street and neighborhood to the whole city) and top-down perspectives.

PERIMETER

We suggest a specific site as grounds for analysis and experimentation. This four-sided site, around 7km long, extends from the Wouri Bridge to the N'dokoti roundabout, and runs around 3km wide on both sides of the East-to-West axis. (around 20km²)

This site is strategic for its many interactions between formal and informal activities, and its potential to act as center of gravity for the Douala of tomorrow..





Playgrounds and gardens along the rails, close to Bessengue station



Railway



Unity Boulevard - Bridge over the rails. In the background, hydrocarbonates site.



Approaching the N'Dogoti roundabout : shops and cafés on the shoulder.



Japoma Avenues, on the Northern edge of the industrial zone : roadside crafts



Unity Boulevard - Bridge over the rails.



New-Bell market



Bassa industrial zone



Car dealers near United Nations Boulevard (New-Bell district)

The structural and functional identity of this perimeter stems from planning decisions taken in the Fifties. It was then valued for its economic potential by the various masterplan projects. This site is an activity zone that, today, has storage and production functions for the Harbor but also works with the rest of the city and agglomeration. It is serviced by Douala railways and by the main thoroughways linking Douala to its region (Limbé/Nkongsamba and Edea/Yaoundé). It includes the underused

Bessengue station. Finally, its situation on the Wouri Bridge axis, at arm's reach from the city center (to the South), the Harbor (to the East), and the Airport (to the South), all point to its role to play in the new structure and evolutions of an urban shape dating back to the Sixties.

What used to be a peripheral site now sits on the interface between the planned and the informal parts of the city. The railway and large housing projects work as an urban lock between the 'old' and the 'new' town. On this spot, dense informal activity has condensed, stronger on the fringes and on the crossroads of urban flows. N'dokoti roundabout offers a typical illustration of this inner-city process, and helps to show that saturation issues are not just about transport, but must be tackled from different fields of urban planning.

Our site is strategic because of its location as center of gravity for the actual agglomeration. Therefore, it has a major potential for change. In the medium and long term, reorganizing the logistics chain (towards Kribi harbor) will cause certain activities to move East. These foreseen changes mean that we have to anticipate the new urban equilibrium. The railway and throughways that, today, work mostly for regional traffic, may tomorrow play a role in metropolitan transportation, in the wake of projects to build ring-roads around Douala.

The strength of our site is immediately visible in the density of informal exchanges taking place at every turn. Our urban project could aim at easing their mutation into a more formal framework of exchanges : we call this a mutation. Thus, our aim for this Workshop, and the Theme that will mobilize the teams of urban planners and designers, is :

- on the one hand, to strengthen and canalize the attraction potential of our site for economic, functional, and symbolic reasons, in the Douala agglomeration

- on the other hand, to regroup and organize the strengths, people and know-hows on the periphery of our site, be they formal or informal.

This process should enable the simultaneous growth of a "Capital Project" for a large space on the medium-to-long term, and of "Local Projects" (or micro-projects) in many small spaces, on the short term.

5.2 A SHORT HISTORY OF DOUALA

1 - Town of the Doualas :

The city was founded as a collection of Douala ethny villages, settled on the riverbank and opened to the water (an economy of fishing and exchanges with the exterior existed since the 19th century).

2 - Colonial city :

The Harbor was created by Germans under Protectorate rule in Cameroon, and passed under French management in the wake of the Versailles Treaty. The colonial city settled on the hills nearest to the river, after expropriating the riverside huts and re-housing the natives in villages on the other side of a green belt meant for protection.

2 - Independence Town :

January the 1st, 1960 marks the day of the Independence of Cameroon, after several years of fight for independence. The industrial city, based around the harbor, grows according to the Dorian Plan (1959). Industry develops thanks to the rail and harbor infrastructure. Those structures belt the housing neighborhoods, whose districts correspond to ancient villages (riverside villages and new villages born from colonial relocation).

3 - The rich(-ly populated) city:

From the Eighties on, spontaneous housing has been overflowing the planned city structure. Center and peripheries face off in strong dualism. The 1988 crisis does not slow the city extension, and outskirt villages of the Bassa ethny (Ndogpassi, Ndogmbe...) get swallowed in the agglomeration.

5.3 RESPONSABILITIES OF DOUALA URBAN COMMUNITY (CUD)

Responsibilities	Douala Urban Community	District Community
Economic development :	Build and manage markets, bus stations, slaughterhouses	Promote activities linked to agriculture, crafts and tourism
Environment:	Manage and extend park areas / Manage waste collection and treatment	Maintain municipal roads / Plant trees / Fight pollution and unsanitary conditions
Urban planning, projects, urbanism and housing :	Lead projects that benefit the urban community / Build property reserves that benefit the urban community / Manage urban planning, map-making, functions planning, urbanism documents, and procedures. / Have a say in the regional planning. / Create municipal investment schemes / Build and maintain metropolitan roads / Structure metropolitan transport scheme.	Lead projects that benefit the municipality / Hand out building permits and urbanism certificates
Education, sports and culture :	Build and manage sports facilities _ Build and manage cultural facilities /	Build and manage elementary and middle schools _ Promote sports and activities for the youth
Other :	Build property reserves that benefit the urban community / Build and manage metropolitan water treatment facilities	Civil registry / Build and manage health facilities / Manage reinsertion facilities

6- FRAMEWORK AND PLANNING FOR THE WORKSHOP

The classic Ateliers framework will be used for this workshop : a two-week session that will bring together 21 professionals from various countries and work backgrounds, and ask them to work in three teams of seven members, each including two local professionals of which one works in the technical department of the District or the municipalities.

Meetings and excursions will rhythm the first days. The local authorities present at the opening ceremonies will have the chance to communicate to participants directly, how they perceive our theme and what they expect from the workshop. Pilots will then make the teams, and participants will start to work in groups without using computers. Three days in, the first exchange forum - a key event - will offer participants the chance to present their analysis and initial ideas to the other teams and to a local committee, who will contribute freely. During the second week, teams will finalize their project with the help of computers and prepare both a written and an oral presentation for the final international jury.

The jury for the workshop is made up of ten local representatives, ten representatives from other African countries, and ten members from out of Africa. All the members have been collectively chosen by Les Ateliers, Douala Urban Community, and their partners. The jury will act as a "fourth team", inasmuch as it will not grade the teams but rather take their projects further, and identify in their projects the most strategic and useful tools and ideas for the local authorities. The Workshop, therefore, is not a contest, for there is no prize or market to be won. What matters will be to collectively - within teams and with the jury - produce good analysis, new perspectives, and plans of actions that will be easily applied for the sustainable development of Douala.

WORK PLANNING DRAFT

This program is but an indication. It can be modified according to local events.

Saturday...	Foreign participants arrive to Douala. Excursion to the center and welcome diner.
Sunday...	Introductory conference, excursions to the city.
Monday...	Specific presentations. opening ceremony.
Tuesday... to Thursday...	Specific presentations followed by team making. Groupwork (no computers)
Friday...	First exchange forum with local stakeholders.
Saturday...	Free time. Optional excursion.
Sunday... to Tuesday...	Groupwork.
Wednesday...	Teams hand in their written project (8 A4 pages + 1 A1 map) <i>Jury members arrive. Welcome diner..</i>
Thursday...	Teams finalize and rehearse their oral presentation. <i>Jury : Excursions and presentations. Meeting the partners committee and the pilots.</i>
Friday...	Presentation for the international jury, followed by a debate, and deliberation within the jury. Final evening : the jury announces the results; prize ceremony.
Saturday...	Morning: possible groupwork on specific themes between the participants, the jury, and representatives from city/state services. Excursion. Participants leave in the evening or the following day.

APPLYING

TAKING PART IN THE 2013 WORKSHOP FROM JUNE 22ND JULY 6TH 2013

This workshop is open to professionals of all ages and nationalities, working in or having experience related to urban planning. All backgrounds are welcome : architecture, sociology, geography, landscape, enginery, economy, art. It will be essential to work in English and/or French with ease.

Participants will be put up in Douala and will work in a dedicated space. They will receive a document presenting the context and related projects, as well as the necessary maps and documents.

Participants get no remuneration, but the following expenses are paid for: travel (within reasonable limits), housing in single rooms, food, translation, excursions, and work furniture.

21 participants will be selected by the pilot team of the workshop on the basis of their professional experience, their familiarity with the theme, their first outlook on the issue, their communication skills (both in language and drawing), and their motivation !

In order to apply, please send an email until **April 22nd** to douala@ateliers.org with the following documents:

- Filled application form (available for download on www.ateliers.org). File name : NAME_firstname
- 1-page Resume. File name : NAME_firstname_CV
- 1- or 2-page note in which you will state your interest in the workshop, and the skills and/or experiences you will contribute. File name : NAME_firstname_Note.

Selected participants will be notified in the following two weeks.

TAKING PART IN THE JURY - FROM JULY 3RD TO JULY 6TH 2013

Jury members will be collectively chosen by Les Ateliers, Douala Urban Community, and their partners. We are looking for experts on this particular issue - elected representatives, social housing specialists, technicians and researchers - and for future partners in the organization of workshops to come.

Pilots : Chritophe Bayle, architect-urban planner and Marion Talagrand, landscape architect-urban planner.

Assistants: Hamadou Yalcouye and Réana Tahélary

Contact for Les Ateliers : Claire Vigé Hélie, Léa Morfoisse

www.ateliers.org