

REPUBLIQUE DU CAMEROUN
.....
Paix-Travail-Patrie
.....
DEPARTEMENT DE MEME
.....
COMMUNAUTE URBAINE DE KUMBA



REPUBLIC OF CAMEROON
.....
Peace-Work-Fatherland
.....
MEME DIVISION
.....
KUMBA URBAN COUNCIL

KUMBA CITY MASTER PLAN



SUMMARY OF URBAN DIAGNOSIS AND DEVELOPMENT PERSPECTIVES



**Bureau d'Appui Technique à l'Immobilier
Et Aux Services Urbains**
ETUDES URBANISTIQUES, ENVIRONNEMENTALES,
SOCIO ECONOMIQUES, FONCIERES ET CADASTRALES

November 2012

KUMBA CITY MASTER PLAN

First workshop on the Existing Situation

28 – 10 – 2012

Workshop moderation teams:

- **Dr François Nanfack: General Manager, BATISU Sarl**
- **Mr Zachary Fru Nsutebu : Chief of mission**
- **Mr Nchouwat Mouchili Idrissa : Chief of project**
- **Mrs Brigitte Folefack : Facilitator**

PREPARATION OF THE MASTER PLAN OF THE CITY OF KUMBA

INTRODUCTION

SUMMARY OF URBAN DIAGNOSIS AND DEVELOPMENT PERSPECTIVES



Introduction

The workshop began at about 10:15 am after the official launching ceremony by the SDO, till about 6:30 pm. The workshop consisted of two parts. The first consisted of PowerPoint presentation of the existing state of the development of Kumba City. The second part consisted of five working groups organized by functional planning sectors as follows:

WORKSHOP GROUPS:

1.0. Networks and infrastructures sector

- 1.1. Sewage networks and systems
- 1.2. Drainage networks
- 1.3. Rail way networks
- 1.4. Road way networks
- 1.5. Water supply

2.0. Economic base sector

- 2.1. Primary economic activities : primary products : Extraction, agriculture, fishing, farming
- 2.2. Secondary economic activities (constrains)
- 2.3. Tertiary economic activities

3.0. Institutional sector

- 3.1. Land management
- 3.2. Local finance
- 3.3. Local Governance
- 3.4. Partnership

4.0. Social sector

- 4.1. Population and housing
- 4.2. Public and community facilities
- 4.3. Educational facilities
- 4.4. Health facilities
- 4.5. Civic and cultural activities
- 4.6. Markets
- 4.7. Parking facilities
- 4.8. Sports and recreation
- 4.9. Access to basic services and utilities
- 4.10. Social welfare facilities and services

5.0. Land use and spatial sector

- 5.1- Land Use
- 5.2- Urban spatial structures:

5.3- Organization of space

Workshop program :

- Presentation of the power point of the Kumba city master plan regarding the existing state of kumba;
- Discussion in general assembly with the various participants;
- Formation of the various workshop groups;
- Terms of reference for all the various workshops;
- Holding of the various workshops ;
- Presentation of the various reports of the workshops to the general assembly

Terms of reference for working groups:

- ❖ Each group should select a moderator and a reporter
- ❖ Brainstorm and clarify the sector and its elements
- ❖ For each element of your sector:
 - Describe the situation in kumba
 - Evaluate if it is satisfactory
 - If not, what is the core land use problem of each element?
 - Identify the cause of the core problem
 - Identify the effects and the consequences of the core problems
 - Who are the most affected?
 - How can we resolve the problems?
 - Who should take action to resolve the problems?

The final results of the workshop have been analyses and presented in the following summary urban diagnosis:

**PREPARATION OF THE MASTER PLAN OF THE CITY OF
KUMBA**

**SUMMARY OF URBAN
DIAGNOSIS**

**SUMMARY OF URBAN DIAGNOSIS AND DEVELOPMENT
PERSPECTIVES**



Summary of Urban Diagnosis

1.0 Central Problem

The urban environment of Kumba City is not conducive to those who live in or visit Kumba. This environment is characterized by the following undesirable effects: -

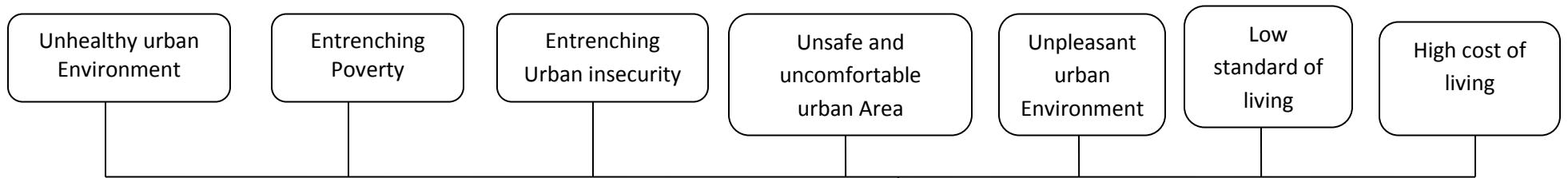
- ❖ An unhealthy living environment
- ❖ Entrenching poverty
- ❖ Entrenching urban security
- ❖ Unsafe and uncomfortable urban environment
- ❖ Unpleasant urban environment
- ❖ Low standard of living
- ❖ Low cost of living

2.0 Core Problems

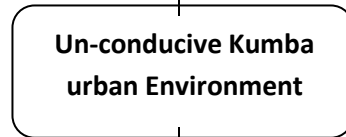
- ❖ Unstructured and unorganized land use pattern
- ❖ Unplanned, Spontaneous Land Development and Construction
- ❖ Incoherent and degraded urban road networks
- ❖ Poor transport facilities and services
- ❖ Inadequate and doubtful quality of water supply
- ❖ Inadequate, unreliable and irregular energy supply
- ❖ Absence of an organized storm drainage system
- ❖ Poorly constructed and managed individual sewage systems
- ❖ Inadequate and unreliable communication facilities
- ❖ Unsatisfactory state of public and community facilities
- ❖ Poor Housing Conditions
- ❖ Entrenching Environmental Degradation
- ❖ Weak and Unstable Economic Base
- ❖ Unsatisfactory management of Urban Land
- ❖ Inadequate, Unreliable and Unstable Local Finance
- ❖ Ineffective local governance and partnership

The causes of these core problems are shown on the following problem trees.

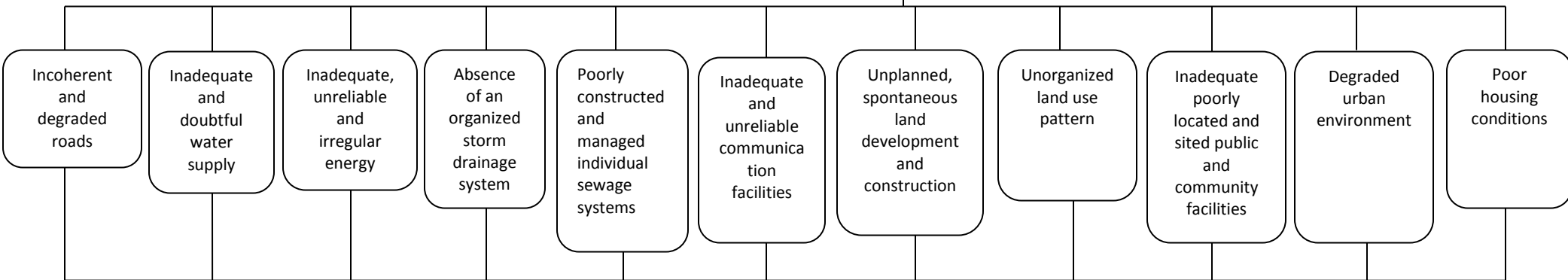
Consequences



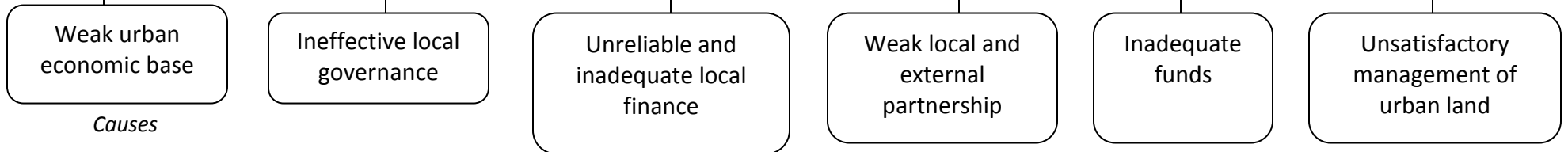
Central Problem



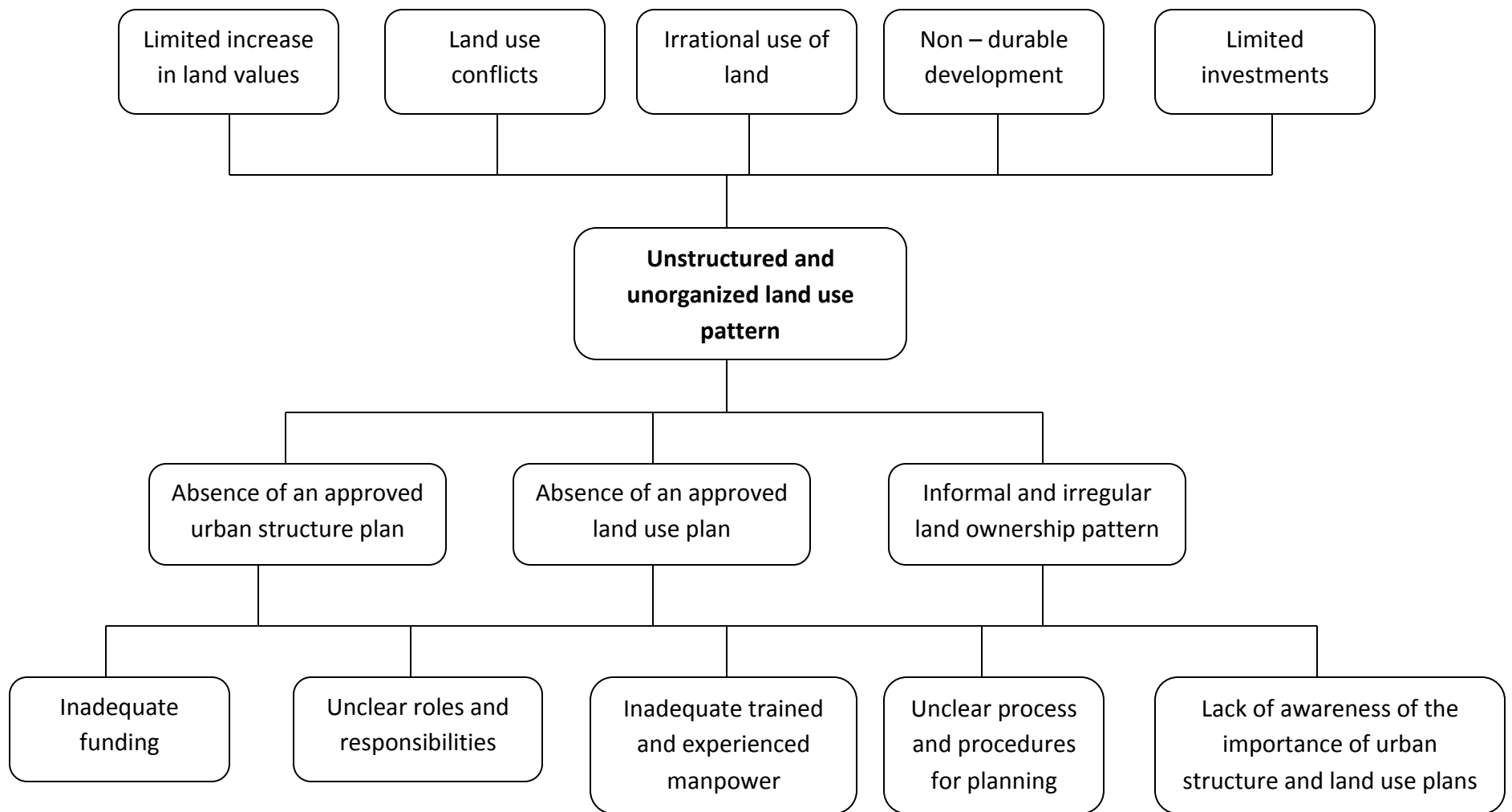
Core Problems



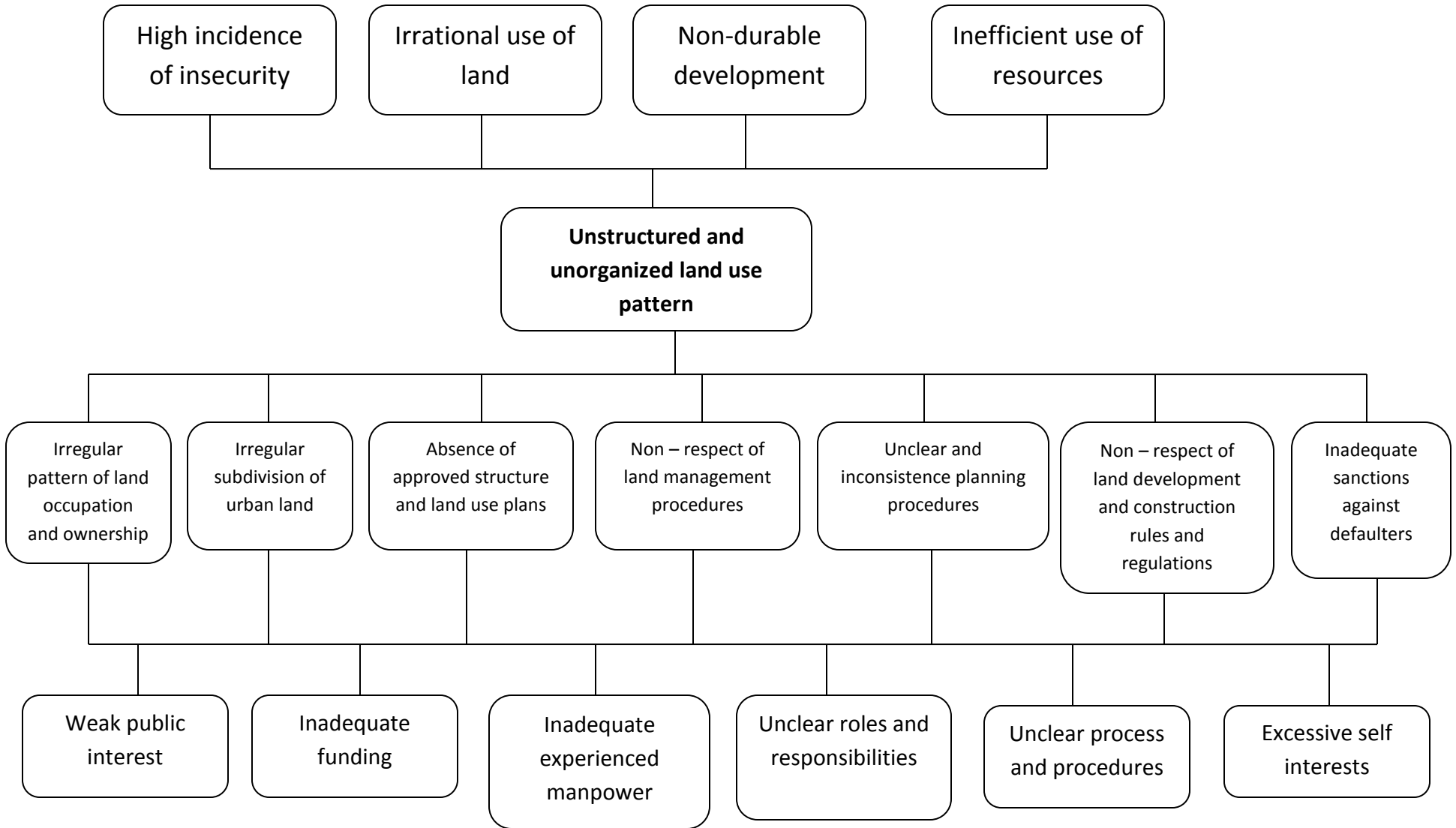
Causes



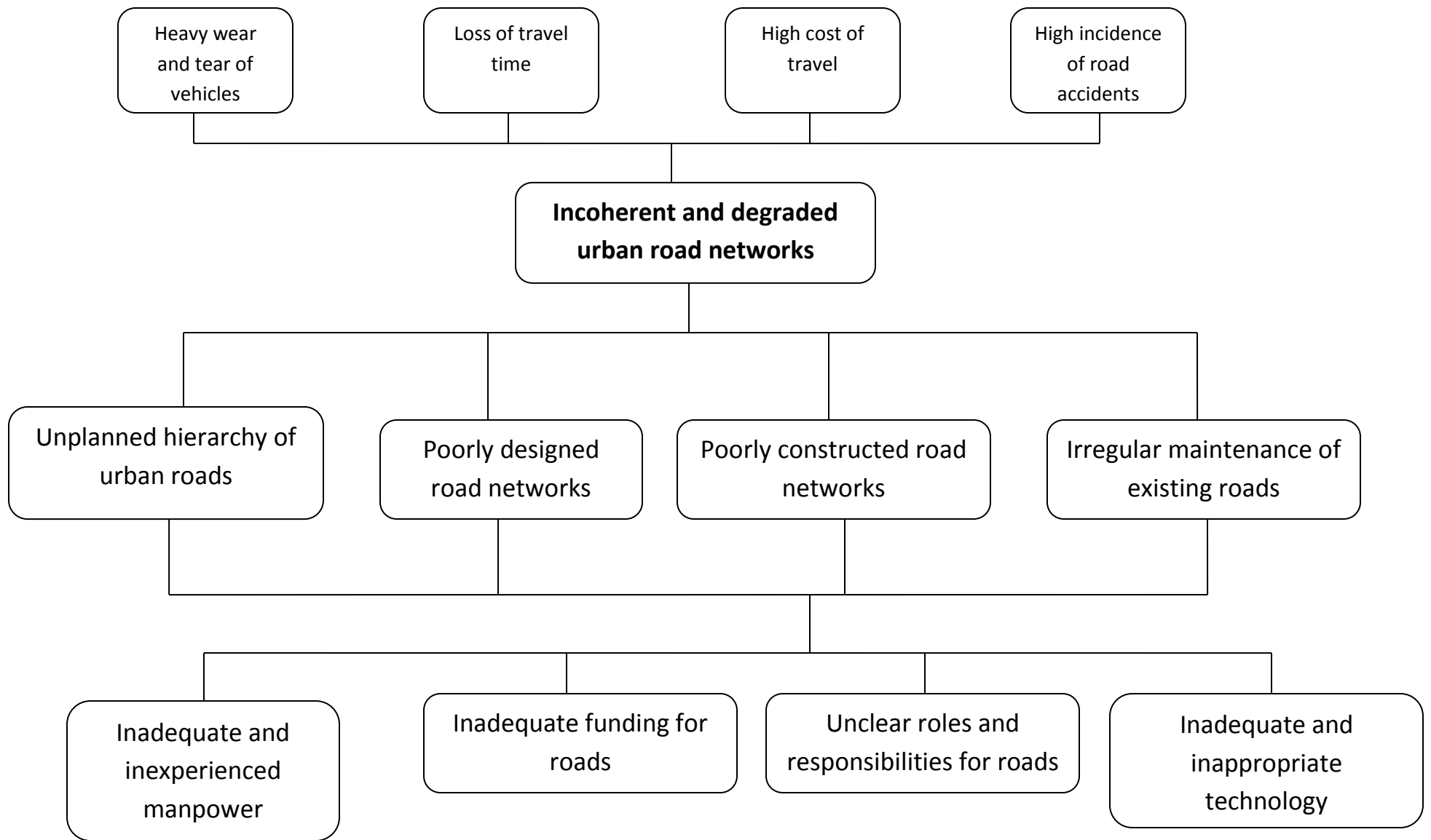
Problem Tree 01: Existing State of Development of Kumba City



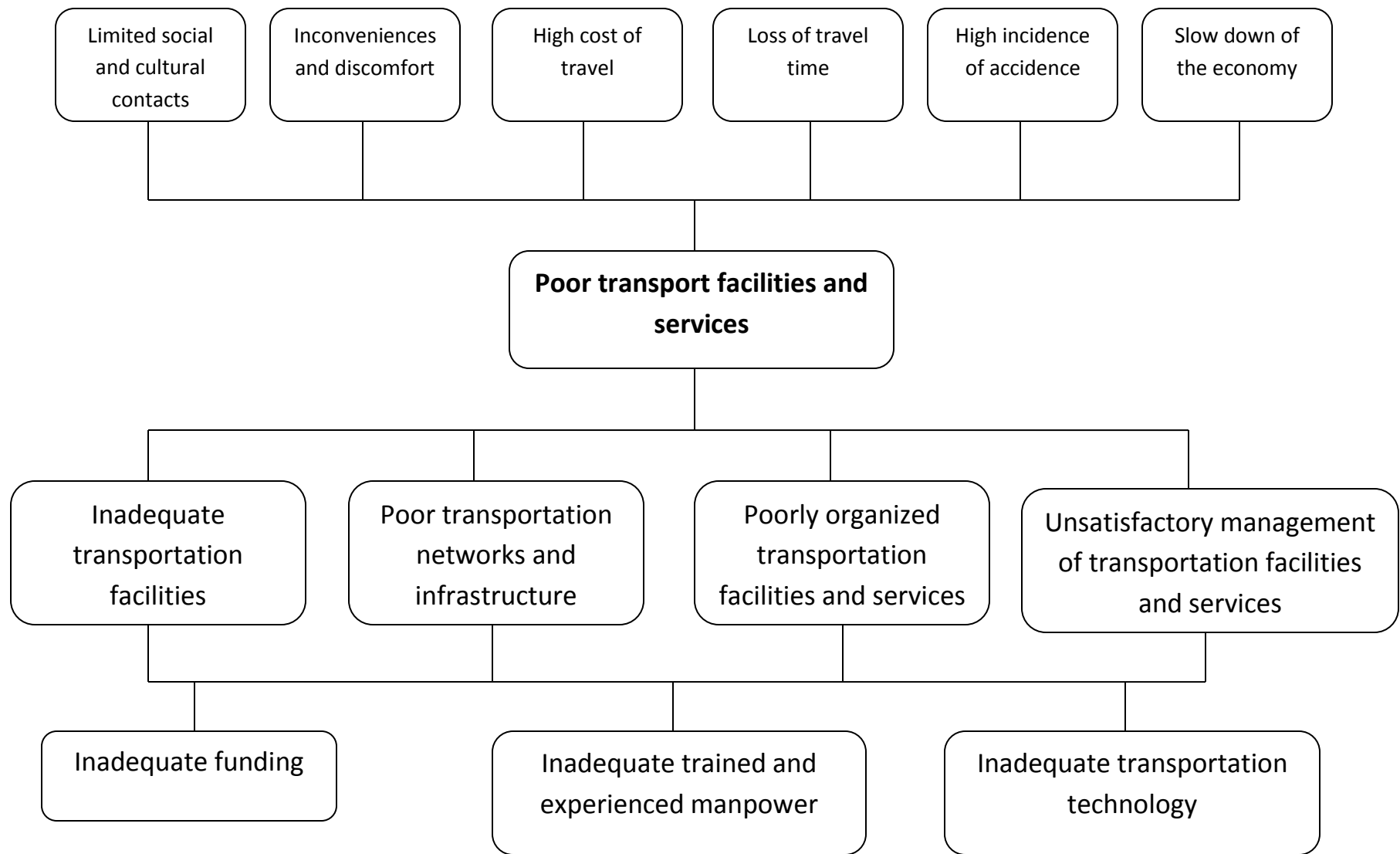
Problem tree no. 02: **Unstructured and Unorganized Land Use Patterns**



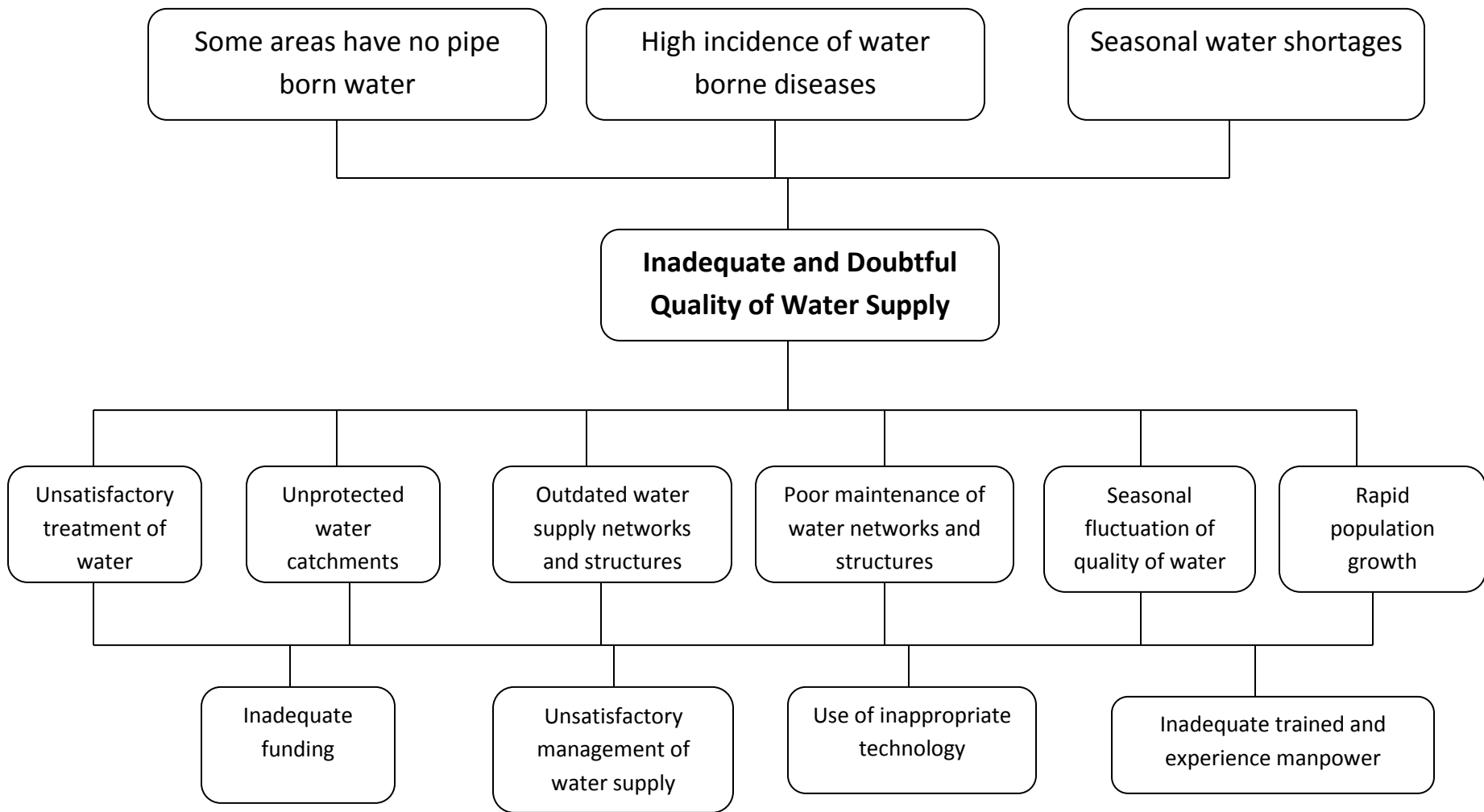
Problem Tree No. 03: **Unplanned, Spontaneous Land Development and Construction**



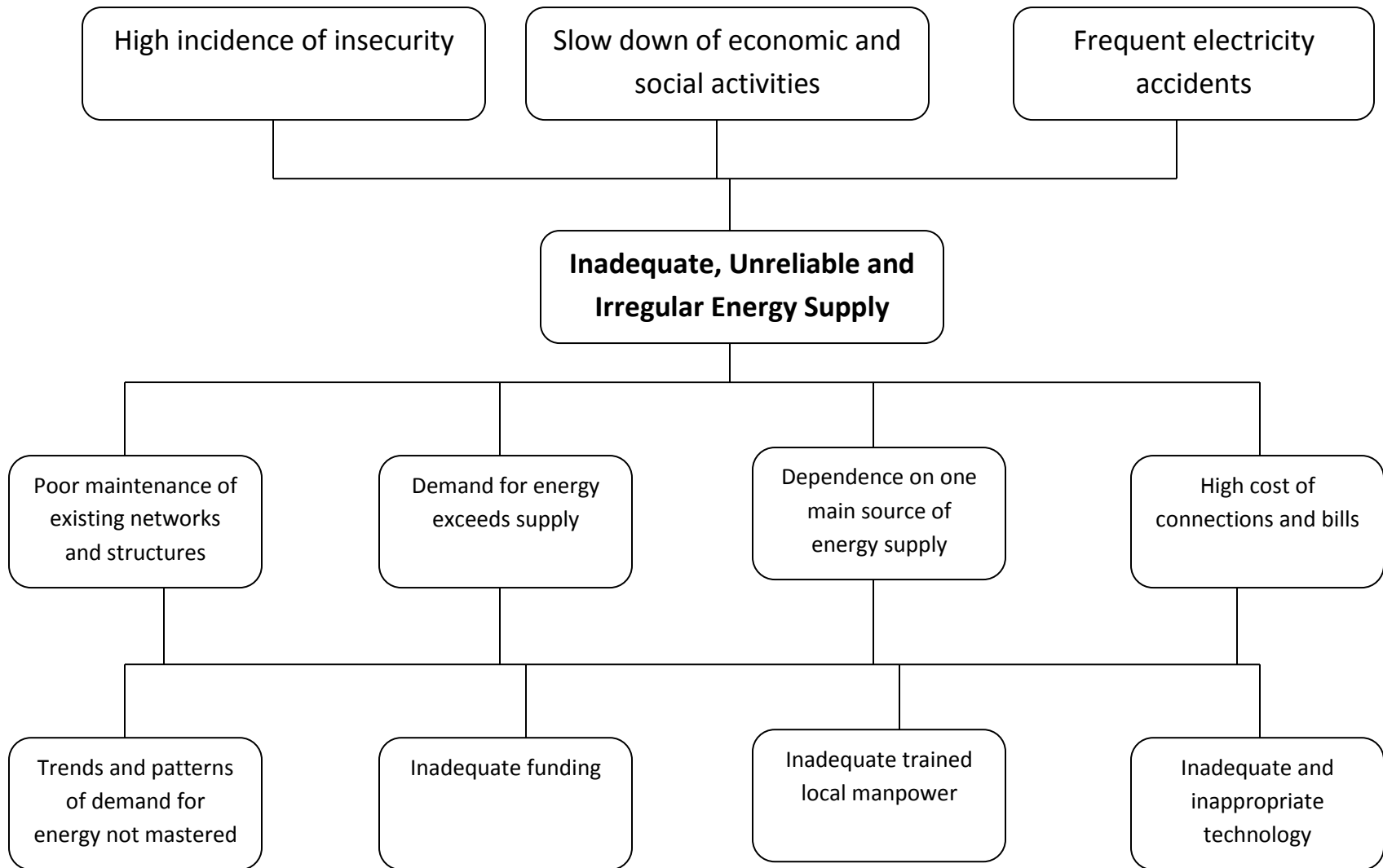
Problem Tree No.04: Incoherent and Degraded Urban Road Networks and Infrastructure



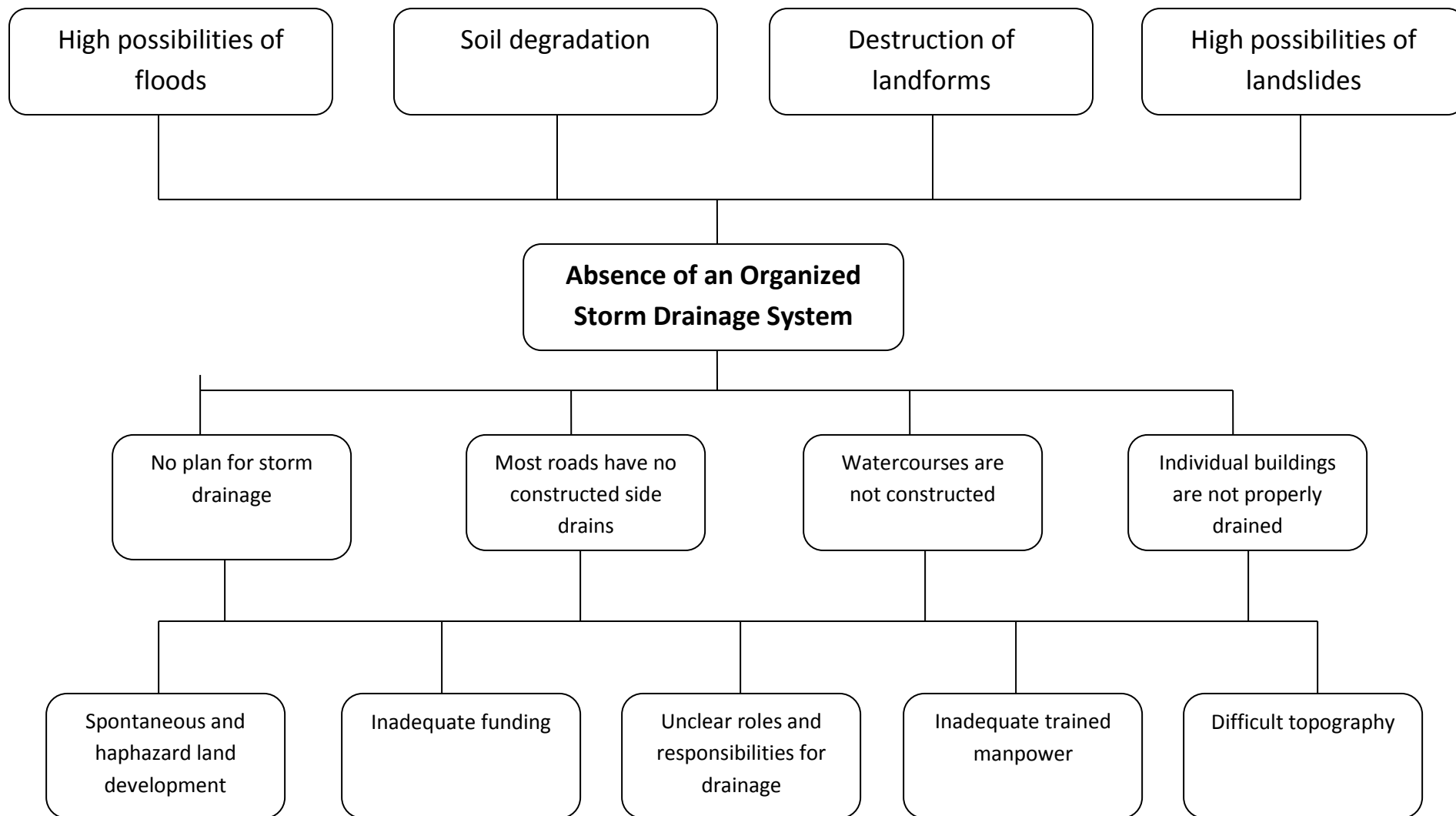
Problem Tree No. 05: **Poor Transportation Facilities and Services**



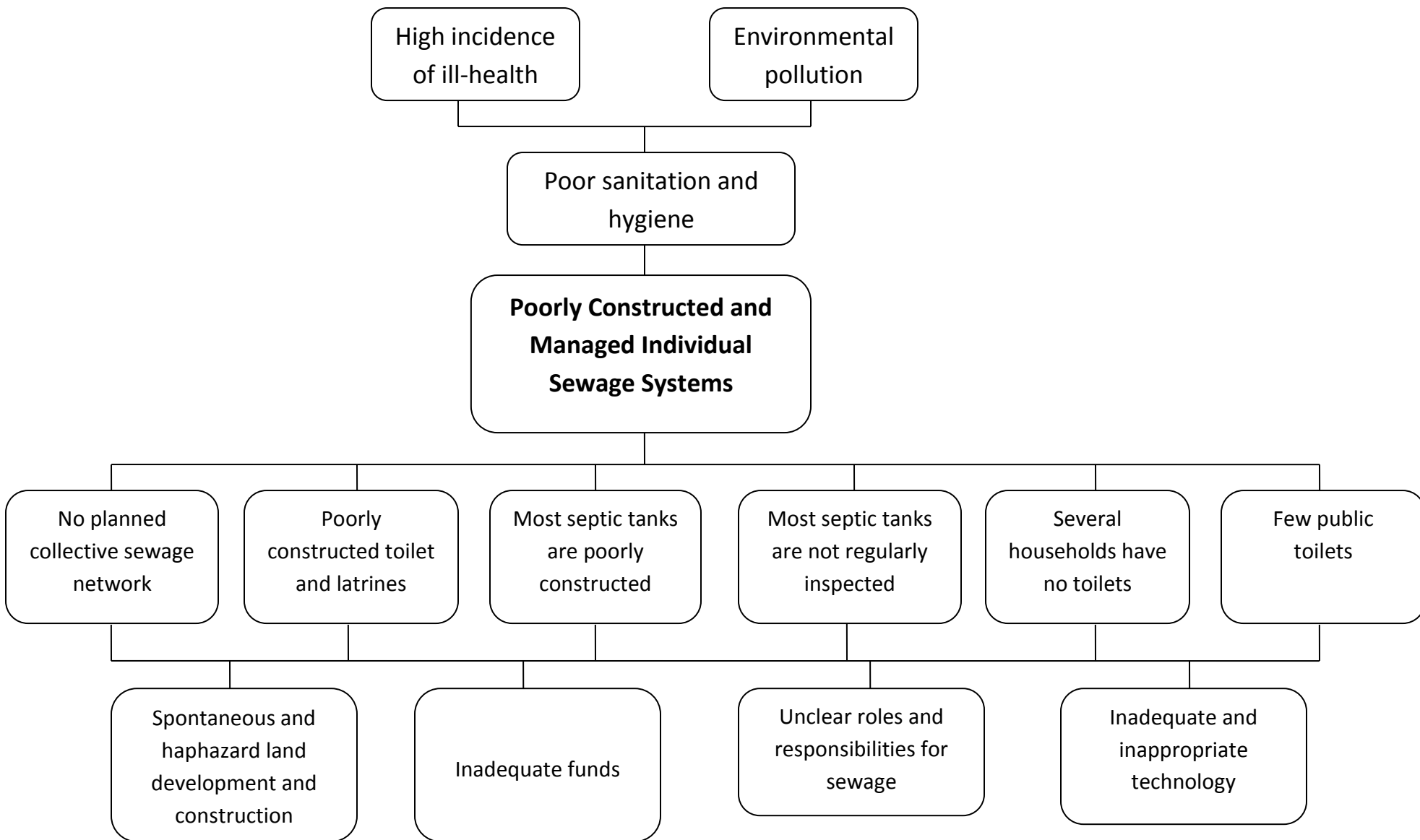
Problem Tree No. 06: Inadequate and Doubtful Supply of Water Supply



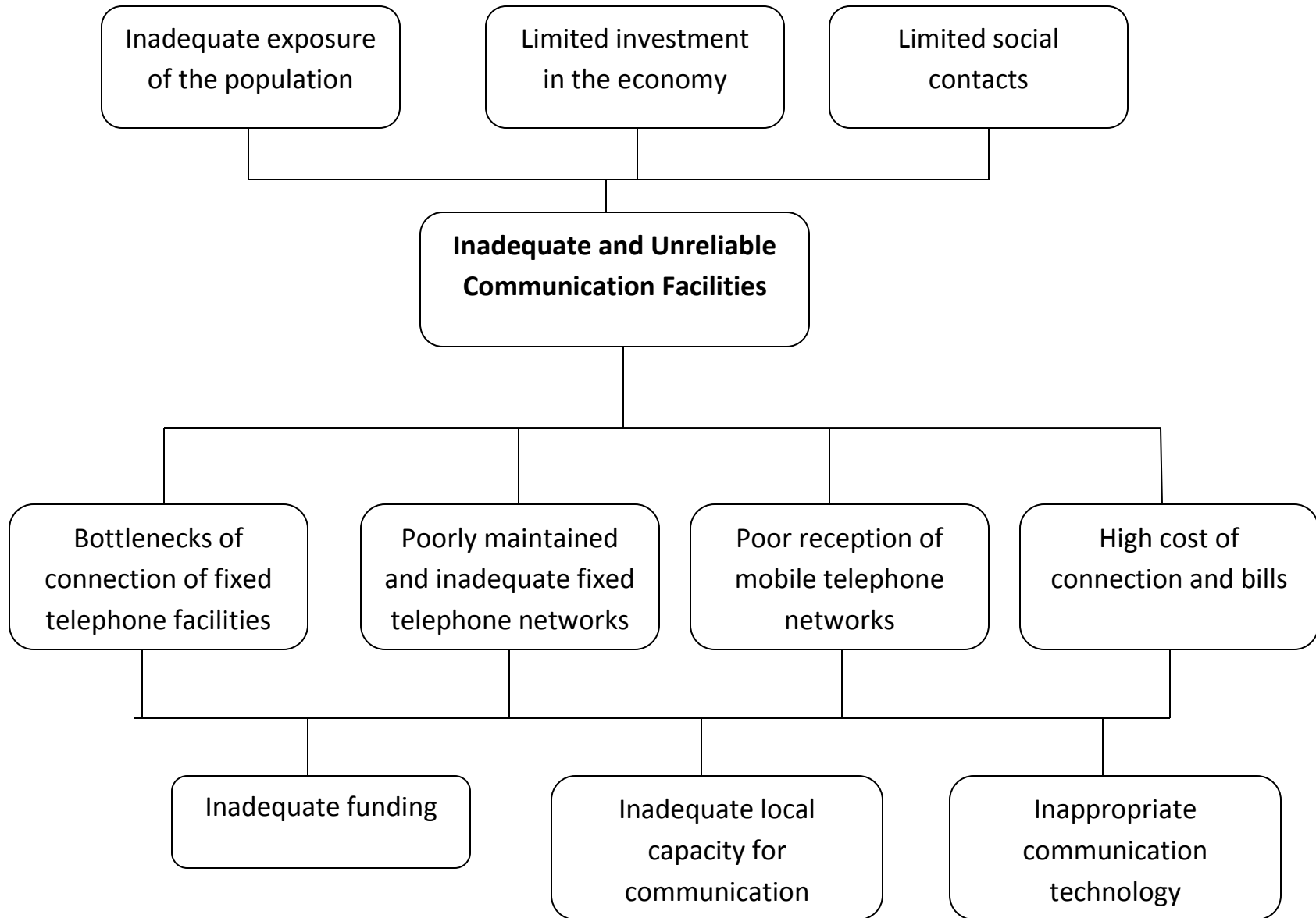
Problem Tree No.07: **Inadequate, Unreliable and Irregular Energy Supply**



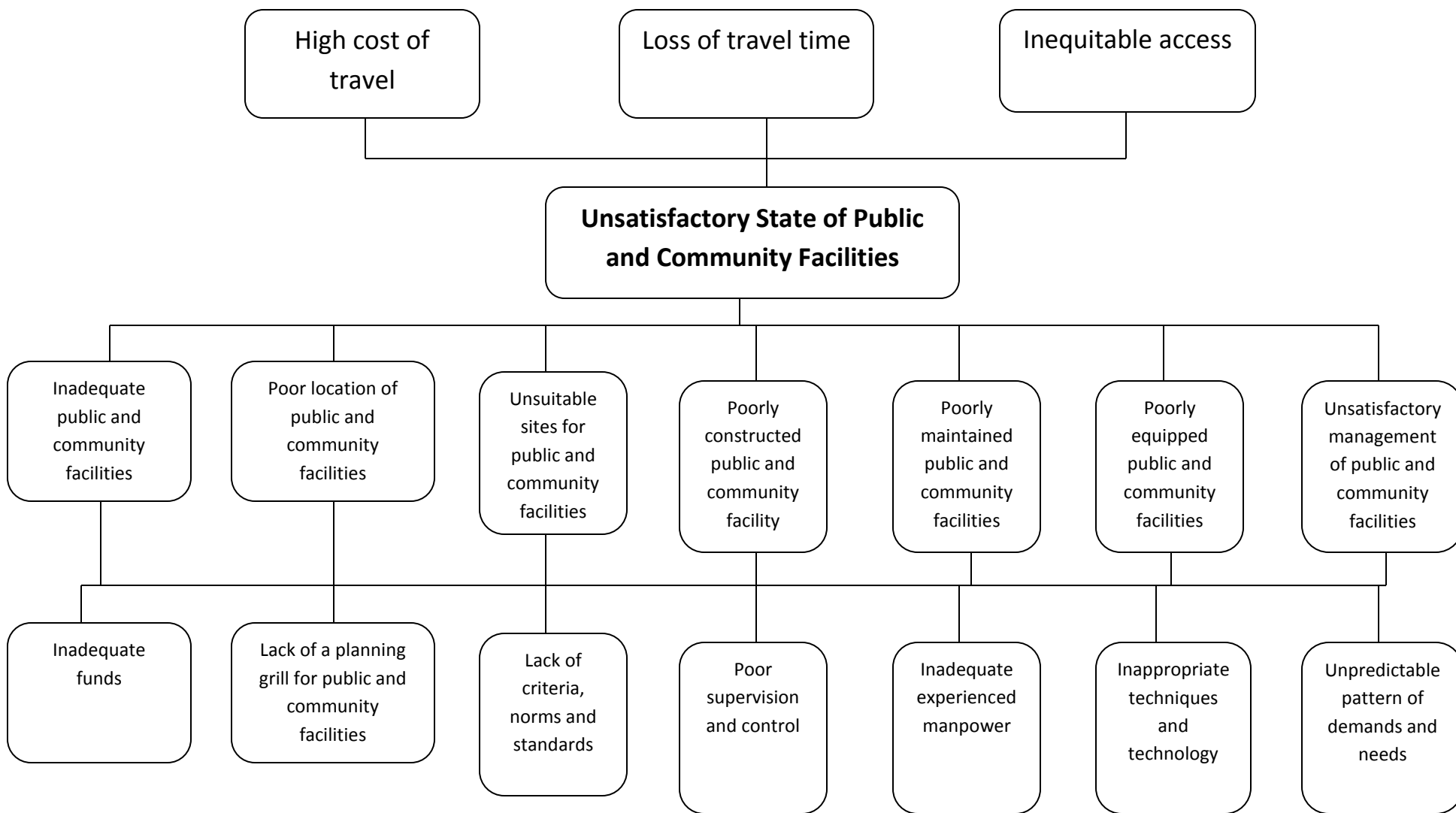
Problem Tree No. 08: **Absence of an Organized System of Storm Drainage**



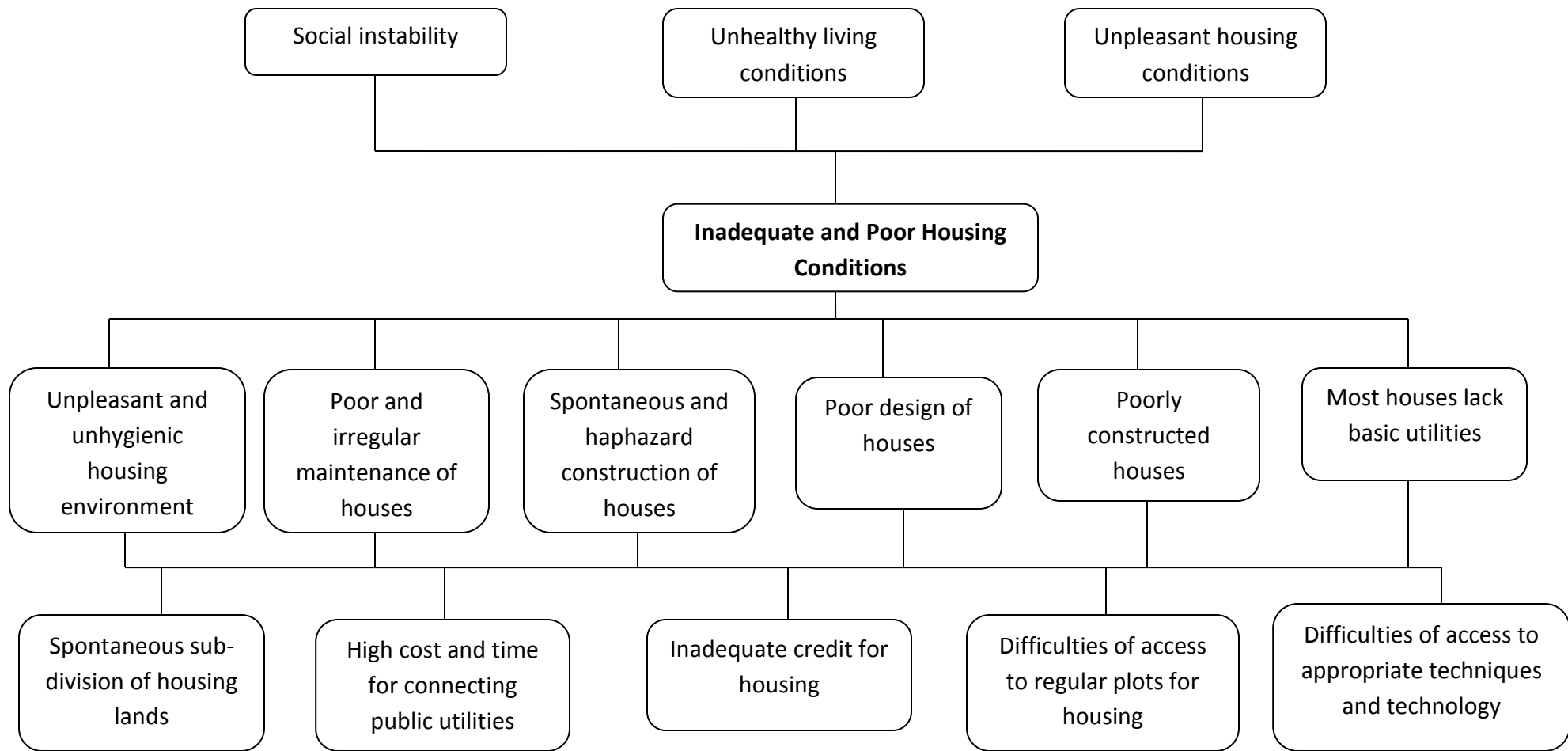
Problem Tree No.9: Poorly Constructed and Managed Individual Sewage Systems



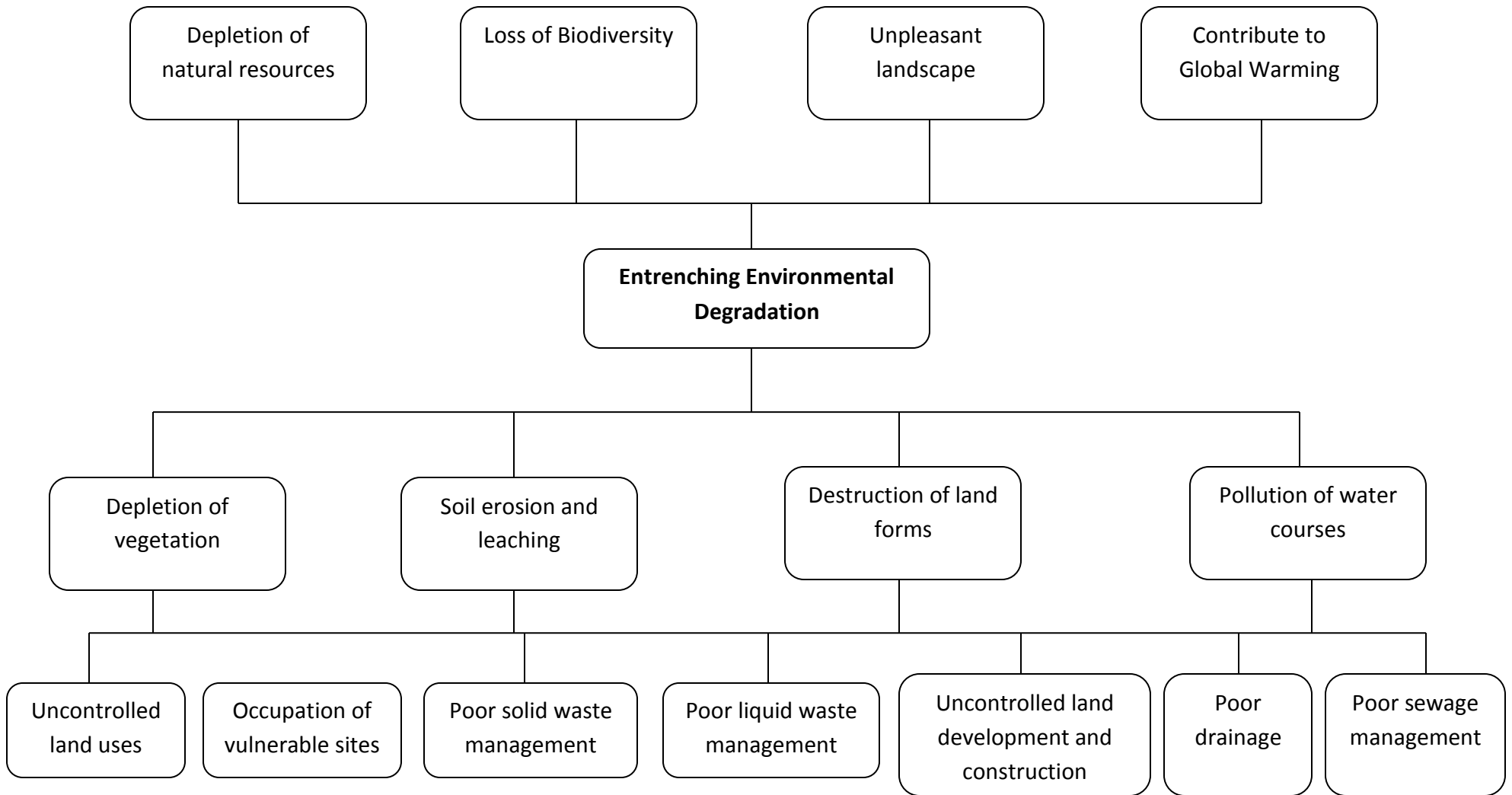
Problem tree no.10: **Inadequate and Unreliable Communication Facilities**



Problem Tree No. 11. Unsatisfactory State of Public and Community Facilities

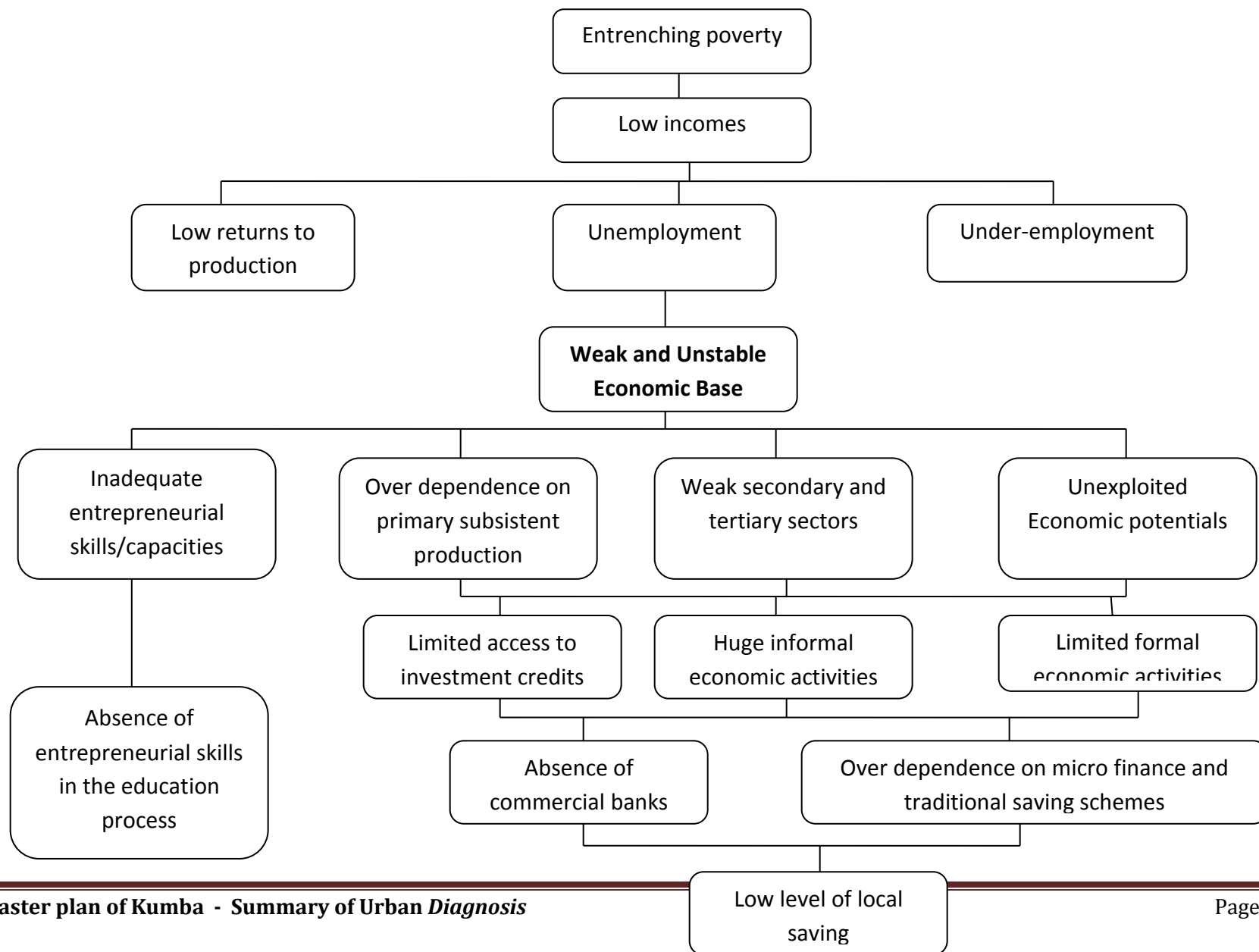


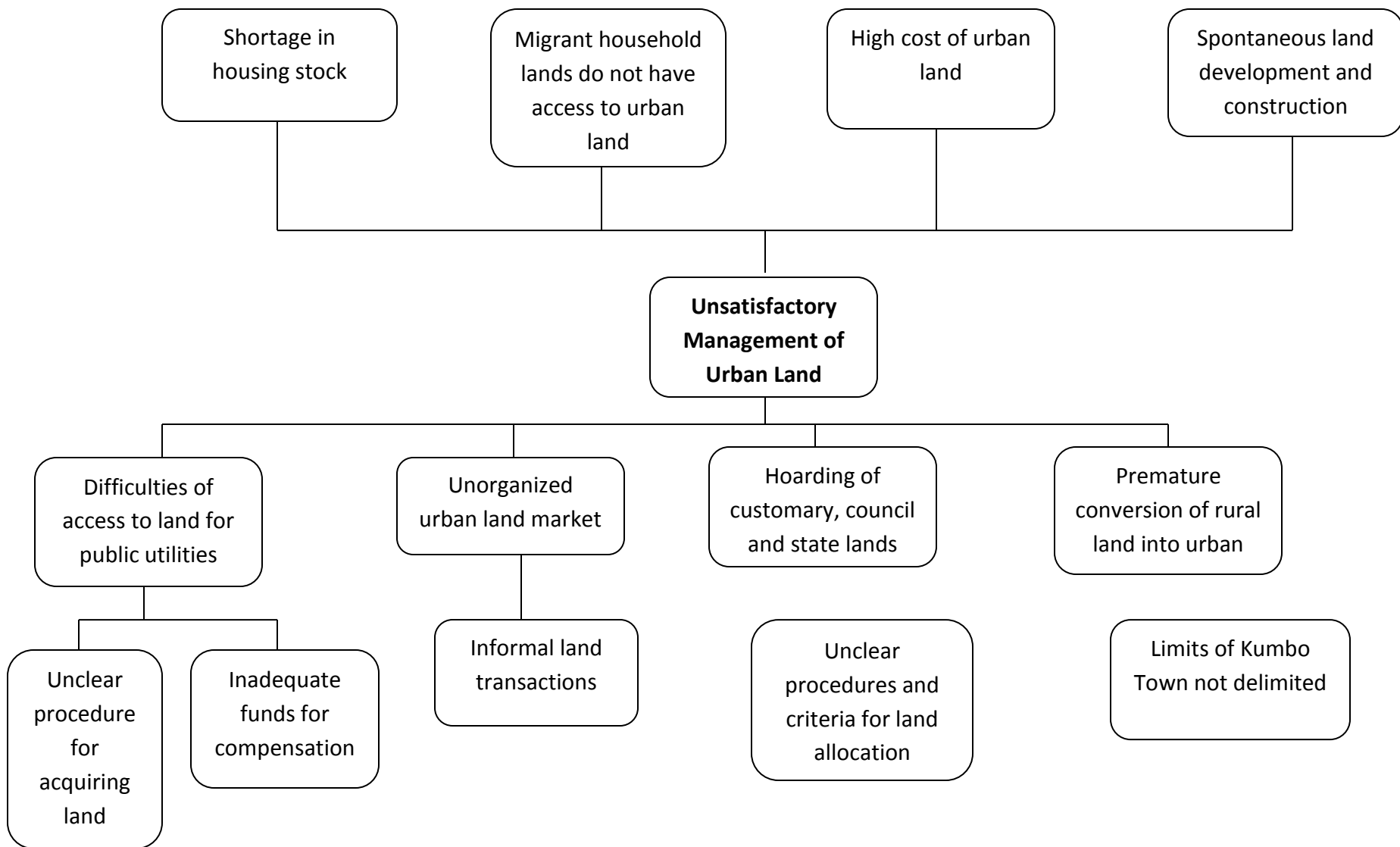
Problem Tree No.12: **Inadequate and Poor Housing Conditions**



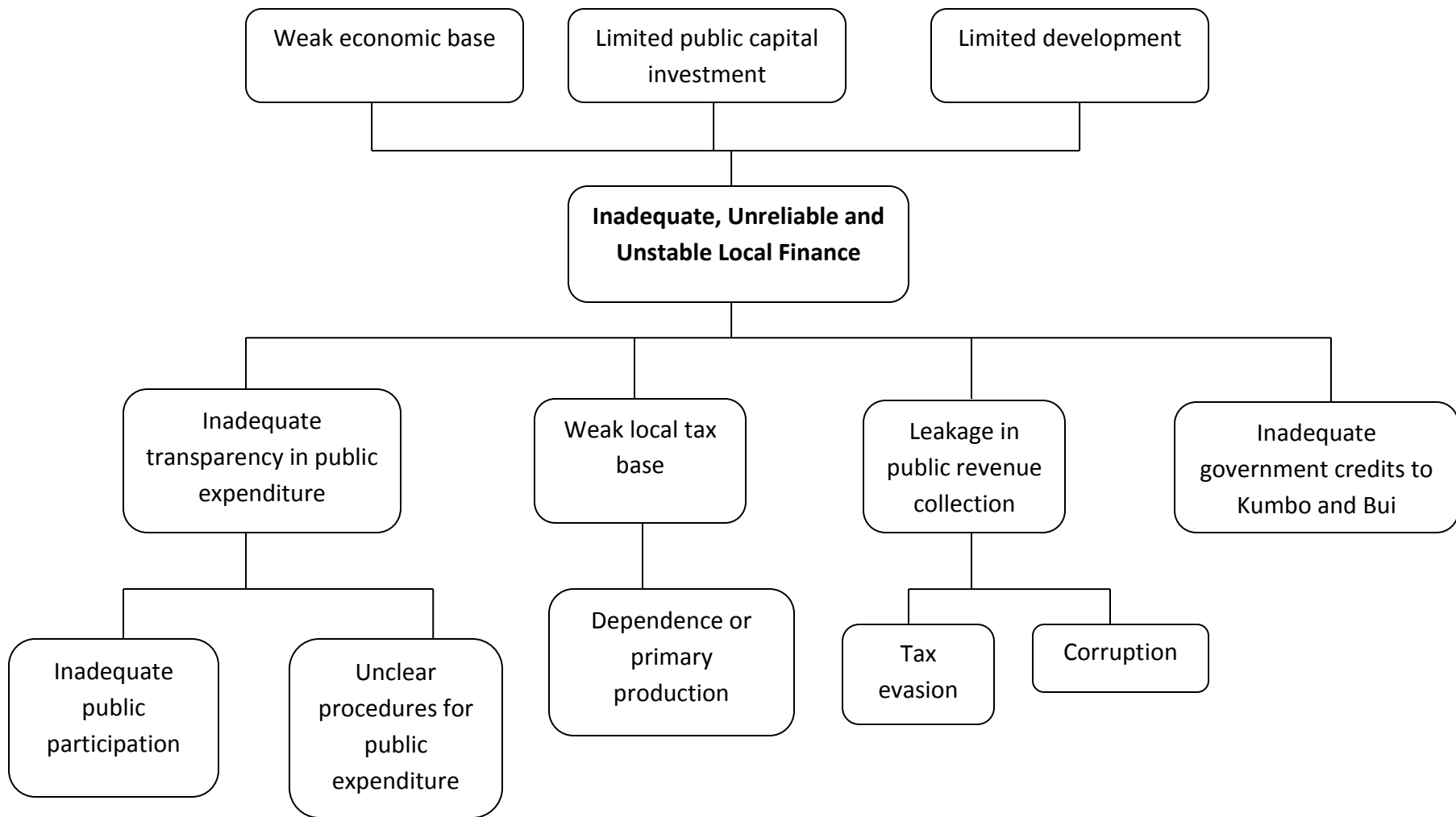
Problem Tree No. 13: Entrenching Environmental Degradation

Problem Tree No.14: **Weak and Unstable Economic Base**

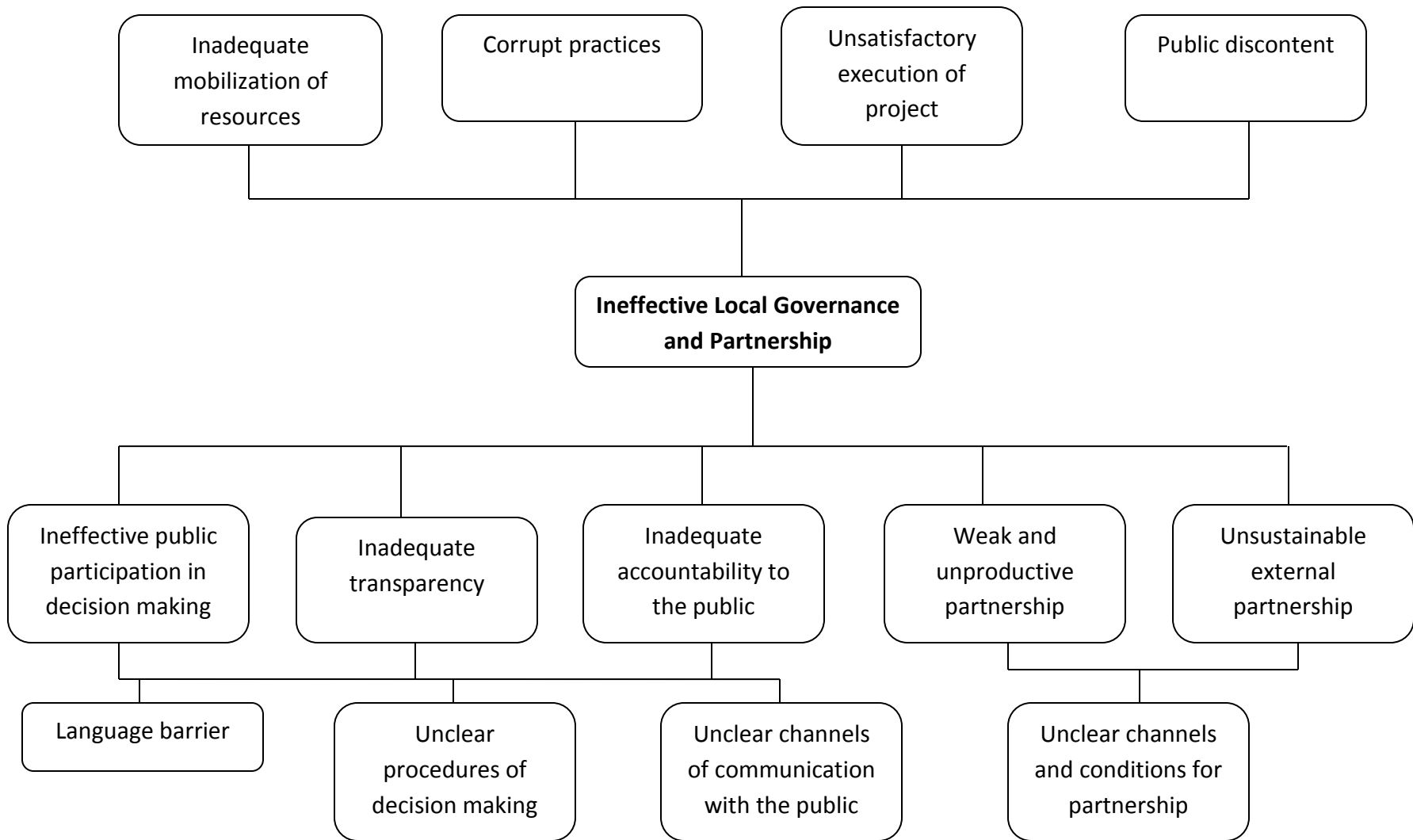




Problem Tree No.15: Unsatisfactory Management of Urban Land



Problem Tree No. 16: **Inadequate, Unreliable and Unstable Local Finance**



Problem Tree No.17: **Ineffective Local Governance and Partnership**

Conclusion:

The above diagnosis has enabled us to understand the problems, causes and consequences of the current state of development of Kumba city. This provides us with a sound background to generate planning and development perspectives, policies, strategies and plans which can contribute to the sustainable development of Kumba to satisfy the aspirations of its citizens, visitors and investors

**PREPARATION OF THE MASTER PLAN OF THE CITY OF
KUMBA**

**DEVELOPMENT
PERSPECTIVE OF KUMBA**

**SUMMARY OF URBAN DIAGNOSIS AND DEVELOPMENT
PERSPECTIVES**



Development Perspective of Kumba

1.0 Planning Goal

The ultimate planning goal for Kumba is to make Kumba a conducive environment for its citizens and visitors by ensuring the following expected outcomes: -

- ❖ Ensuring a healthy living environment for all citizens and visitors;
- ❖ Reasonably reducing current levels of poverty to acceptable and justifiable levels
- ❖ Reasonably reducing current levels of insecurity in Kumba and its environs;
- ❖ Making Kumba a safe and comfortable environment to live, work and visit;
- ❖ Making Kumba a pleasant and attractive place to live, work and visit;
- ❖ Reasonably raising the living standards while reducing the cost of living in Kumba.

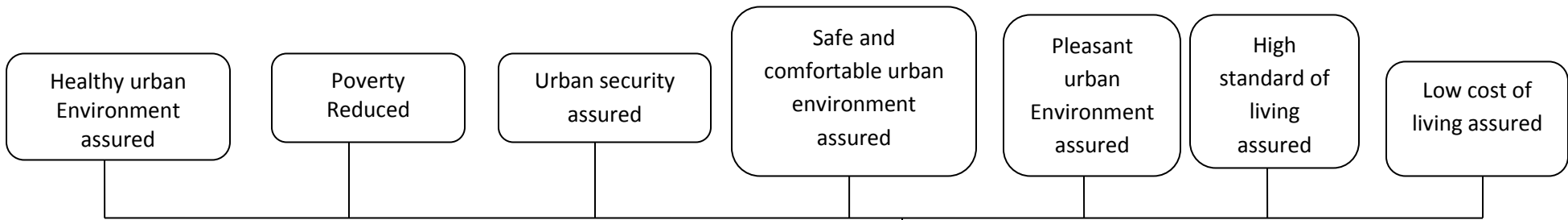
2.0 General Objectives

The achievement of the above planning goal depends on realizing the following general development objectives: -

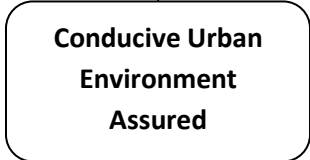
- 2.1 Ensuring the proper structure and organized land use of Kumba;
- 2.2 Ensuring the planned and systematic land development of Kumba;
- 2.3 Providing Kumba with a coherent and durable transportation network;
- 2.4 Ensuring that Kumba has adequate and good quality water supply;
- 2.5 Ensuring that Kumba has an adequate, reliable, regular; and affordable energy supply;
- 2.6 Providing Kumba with and organized system of storm drainage;
- 2.7 Providing and ensuring the proper management of a collective sewage system for Kumba;
- 2.8 Upgrading and ensuring a reliable communication system for Kumba;
- 2.9 Ensuring the proper organization and management of transportation facilities and services in Kumba
- 2.10 Ensuring the adequate, proper location, siting and equipment of public and community facilities in Kumba;
- 2.11 Ensure the adequate provision of decent housing for residents of Kumba;
- 2.12 Ensuring the durable development and sustainable management of the environment of Kumba
- 2.13 Ensuring the development of a strong economic base for Kumba
- 2.14 Ensuring the satisfactory management of land in Kumba for planning and development purposes;

- 2.15 Providing Kumba with an adequate, reliable and stable local finance to support its development and needs;
- 2.16 Ensure that Kumba develops good practices in local governance and partnership

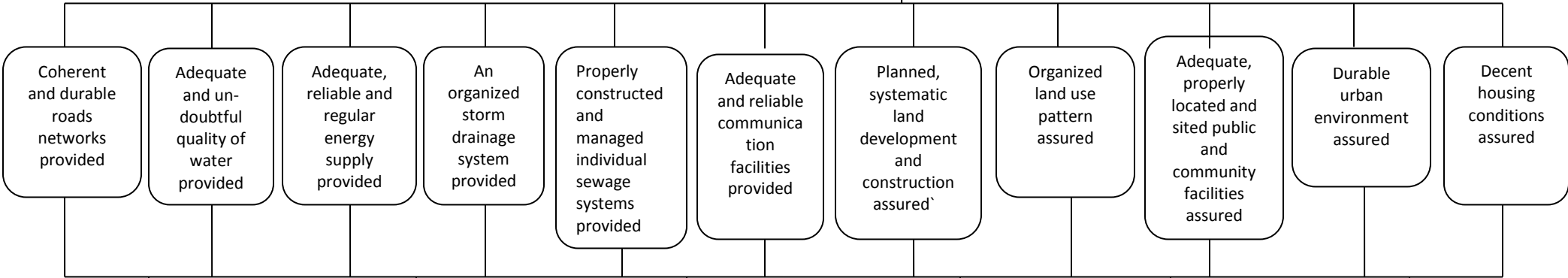
The specific objectives needed to achieve the above general objectives are evident in the following objective trees: -



Central Objective



General objectives



Specific objectives



Objective tree 01: Future State of Development of Kumba City

CONCLUSION

The future state of development of Kumba depends on the extent to which plans, programmed actions and the execution of specific projects shall contribute to realizing the above stated objectives.

**PREPARATION OF THE MASTER PLAN OF THE CITY OF
KUMBA**

ANNEXES

**SUMMARY OF URBAN DIAGNOSIS AND DEVELOPMENT
PERSPECTIVES**



ANNEXES

Annexe n°1: Power point presentation

Annexe n°2: List of participants

Annexe n°3: speeches of the launching ceremony

Annexe n°4: Report of the launching ceremony

LIST OF PARTICIPANTS :

SOCIAL SECTOR GROUP

| N° | NAMES | FONCTION | ADRESS |
|----|--------------------|----------------------------|---|
| 1 | GORDON TATAH | Sports and récréation | Azi-Motel St Buea 79 41 50 86 |
| 2 | ANENG JAMES TITE | Finance Adviser | Fiango Kumba 79 80 17 68 |
| 3 | EBOLLOH ABRAHAM | Price Controller, commerce | 75 90 44 36 |
| 4 | MAXCEL FOHIWEN | Guardian Po | 76 03 50 06 |
| 5 | NDENGU FRANCO EPIE | The Détective | 78 68 19 95 |
| 6 | NJINGANG GODROIS | Lake site Radio Kumba | Buea Road 70 70 10 28 |
| 7 | EDDY BOKUBA | The Media | 74 53 05 46 |
| 8 | DIANA EGBE | The Sun | 75 22 80 55 |
| 9 | JUDE EFUETECHIA | Eden News paper | 74 08 13 01 |
| 10 | ATEBEKENG FELIX | President | Buea Road Kumba 73 22 57 90 |
| 11 | CELESTINE ZIMBIH | Secretary | St Francis 75 81 11 11 |
| 12 | MBU JOHNSON BATUO | Member | Calvary good news Radio Kumba 77 85 74 75 |
| 13 | EBAI PACKSON | Member | Central Park Kumba 79 61 44 91 |

NETWORKS AND INFRASTRUCTURE SECTOR GROUP

| N° | NAMES | FONCTION | ADRESS |
|----|-------------------|-----------|---|
| 1 | ATEBEKENG FELIX | President | Buea Road Kumba 73 22 57 90 |
| 2 | CELESTINE ZIMBIH | Secretary | St Francis 75 81 11 11 |
| 3 | MBU JOHNSON BATUO | Member | Calvary good news Radio Kumba 77 85 74 75 |

| | | | |
|---|-------------------------------|--------|-----------------------------------|
| 4 | EBAI PACKSON | Member | Central Park Kumba 79 61 44 91 |
| 5 | NCHOUWAT MOUCHILI IDDRISSA | Member | |

SPATIAL AND LAND USE SECTOR GROUP

| N° | NAMES | FONCTION | ADRESS |
|-----------|----------------------------|---|----------------------------|
| 1 | MRS NSO NEE EBANGHA AKO | Secretary D.O Kumbo I | Division Office Kumba I |
| 2 | NJOHJAM PETER | Divisional Chief of land Jenuze meme | Divisional Delegation |
| 3 | NAHYA GABRIEL | D.D MINH DU | MINH DU MEME KUMBA |
| 4 | ENOWTAMBONG JOHN ENOW | Town Planning 8 Hosing Kumba MINHUD | MINHUD MEME KUMBA |
| 5 | NGOLE BANABAS NJUME | Kumba I | Kumba I council |
| 6 | AYUK TOMAS | Town Planning & housing Kumba | MINHUD MEME KUMBA |
| 7 | MBOH Hyacinth | DD Environment | MINHUD MEME KUMBA |
| 8 | ACHA KINGSLEY FORTU | Architectural Designe | Mukube street Kumba |

ECONOMIC BASE SECTOR GROUP

| N° | NAMES | FONCTION | ADRESS |
|-----------|--------------------------|--------------------------------------|----------------------------|
| 1 | EGBOR FERDINANG ENOW | | |
| 2 | ANJIFUA NKANGU EMILIA | Amboden publiher | 74 54 14 94 |
| 3 | PRINCE NJIA JOSEPH ISSAC | Business man | 77 87 59 77 95 84 31 76 |
| 4 | MR NGUIMATSIA JEAN | Mindaf surveys dpt Kumba | 77 65 31 40 70 49 79 59 |
| 5 | COUNCILOR FOPA JEAN | | |
| 6 | BANGHA IGNAUIS YISA | Agent technique de l'eau et forêt | 76 28 66 70 |

INSTITUTIONAL SECTOR GROUP

| N° | NAMES | FONCTION | ADRESS |
|----|---------------------|------------------------|--------|
| 1 | SEY HENRY NGANGI | Secretary General KCC | |
| 2 | NTONGWE PAMELA | Secretary General KIC | |
| 3 | JULIUS SONE | Secretary General KIIC | |
| 4 | NGOH ALBERT MUKWELE | Mat Deputy S.G P.A.P | |
| 5 | MUKUELLE SO LOMON | A/C of personnel KCC | |
| 6 | GUIMEZAP SERGE | H/S Chief KCC | |
| 7 | EBAI ARREY | C/B Town planning | |
| 8 | COUNALLOR FOPA JEAN | Councillor KII council | |
| 9 | MONY JOSEPH | Town planning Mbonge | |

**PREPARATION OF THE MASTER PLAN OF THE CITY OF
KUMBA**

**LAUNCHING CEREMONY OF THE
KUMBA CITY MASTER PLAN
(M.P)**

**SUMMARY OF URBAN DIAGNOSIS AND DEVELOPMENT
PERSPECTIVES**



KUMBA CITY MASTER PLAN

Launching Ceremony of the Kumba City Master Plan (M.P)

28 – 10 – 2012

Intervenants:

- **Senior Divisional of Meme Division : President of ceremony**
- **Divisional Delegate of MINH DU : Moderator**
- **Dr François Nanfack : General Manager, BATISU Sarl**
- **Mr Zachary Fru Nsutebu : Chief of mission**

Launching Ceremony of the Kumba City Master Plan (M.P)

SPEECH OF SDO MEME:

It is for me a real honor to preside over this ceremony of the official launching of the preparation of a Master Plan of KUMBA City.

The Mayor of KUMBA City Council in collaboration with the Minister of Housing and Urban Development has made possible conditions for the organization of the KUMBA City Council to avoid the anarchical occupation of space in future.

The Consultants in charge of this project are here to ensure that KUMBA City benefits from this opportunity. In fact, KUMBA as the head quarter of Meme, has a great chance to have a Master Plan. Out of 300 Cities in Cameroon, less than 40 have City plans and less than 20 have approved City plans.

While the populations of KUMBA deserve this particular attention of the Government to improve on their living and working conditions, they should in turn support the effort of the Government contributing to putting in place the envisaged planning process:

First of all, field studies have already been carried out through the whole City and its environs and you might have been asked to respond to certain questions concerning yourself, your family, your activities and your pre-occupations in relation to the development of KUMBA.

Again, the Master Plan project shall be followed up by technical pilot Committee presented out by the SDO of Meme;

This Master Plan shall be completed by zoning regulation to make it legally binding on all. That is to say that there shall be land use regulation to be respect by all parties in the development and management of KUMBA City Council.

In effect, Master Planning is a process of organizing the future pattern and intensity of the use of land which enables the orderly organization of housings, infrastructures and basic public and community facilities.

The putting in place of better conditions for the development of KUMBA requires the participation of everybody. I am requesting all the local actors to be interested in this project and to make their contributions within the participatory process to be put in place

While wishing the consultant and his team successful field work and planning, I hope all sons, daughters and sympathizers of KUMBA shall join to ensure the success of this project.

I officially declared lunched work on the preparation of KUMBA Master Plan.

LANCEMENT OFFICIEL DU PROJET D'ELABORATION DU PLAN DIRECTEUR D'URBANISME (PDU) DE KUMBA

MOT DU DIRECTEUR GENERAL DE BATISU SARL

- Honorables Députés à l'Assemblée Nationale ;
- Monsieur le Délégué du Gouvernement auprès de la Communauté Urbaine de KUMBA ;
- Messieurs les représentants des services techniques ;
- Autorités religieuses et traditionnelles ;
- Messieurs les représentants des parties politiques et des associations des populations ;
- Monsieur le Consultant ;
- Honorables invités, Mesdames et Messieurs,

C'est pour moi un réel honneur de prendre part à cette cérémonie de Lancement Officiel des travaux d'élaboration du Plan Directeur d'Urbanisme (PDU) de la ville de KUMBA.

Dans le processus de planification de la ville, le Délégué du Gouvernement a entrepris, avec le concours du Ministère de l'Habitat et du Développement urbain, de mettre en place les conditions d'organisation des fonctions urbaines et du développement spatial de la ville de KUMBA, pour nous éviter les occupations anarchiques de l'espace dans l'avenir.

En tant que Consultant chargé de cette étude, c'est l'occasion pour nous de faire profiter la ville de KUMBA de cette opportunité. En effet, KUMBA comme ville Chef-lieu de Département, a beaucoup de chance de pouvoir se doter d'un Plan d'Urbanisme. Sur les trois cent villes du Cameroun à l'heure actuelle, moins de 40 ont un plan d'urbanisme et moins de 20 ont un plan d'urbanisme approuvé.

Nous prions les populations de KUMBA qui ont mérité cette attention particulière de l'Administration pour la recherche de l'amélioration de leurs conditions de vie et de travail, en retour de soutenir les efforts du Gouvernement dans cette démarche de développement, en contribuant chacun en ce qui le concerne, à la mise en place du processus de planification envisagé :

- Tout d'abord, des enquêtes ont déjà été lancées dans l'ensemble de la ville et de ses environs, et vous avez été probablement interpellés pour répondre à des questions posées sur vous-mêmes, votre famille, vos activités et vos préoccupations sur le développement de la ville. Beaucoup s'y sont prêtés en toute franchise pour permettre la mise en place du processus de planification. Je les en remercie.
- Ensuite, ce projet de plan d'urbanisme, prescrit par Arrêté Ministériel, sera suivi par un Comité Technique de Pilotage présidé par les soins de Monsieur le Préfet ;
- Ce plan d'urbanisme sera complété par un document réglementaire pour le rendre opposable au tiers, c'est-à-dire qu'il y aura des règles d'utilisation de sols à respecter par tous pour la gestion de la ville et l'organisation du développement urbain.

En effet, la planification urbaine est un processus d'organisation et d'embellissement de la ville, qui permet de mettre en place et de façon ordonnée, l'habitat, les infrastructures, les équipements urbains de base.

Merci d'apporter tout votre soutien à l'équipe d'experts.

Kumba Master Plan launched

BY DIANA EGBE ARREYN.

In line with making Cameroon a vast construction site come 2035, a project to transform Kumba into a modern city has been launched.

The launching ceremony which was attended by just a handful of the population of Kumba was an opportunity to produce a data base which will help to lay down the ground work for the first phase of the Kumba master plan project for the constructing company, BATITSU Sarl.

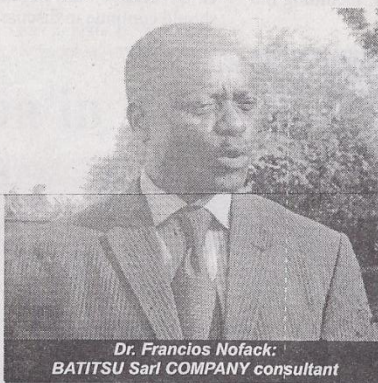
During the launching ceremony, a lot of fears, weaknesses, threats and expectations were brought up as participants brainstorm on the advantages and disadvantages of a Kumba master plan.

Following the master plan, the population is expecting the active participation of the private sector and all stakeholders. Most of all a fall in the cost of living and an increase in the living standard, is highly expected as the problems and proposals of each street and quarter will be taken into consideration.

Even though the project has been considered my most people as a very lofty one for a city like Kumba which has proven to be a road junction in the south west region leading to many important towns, many fear

that it may remain a paper work. Besides this, some wonder aloud if the consulting company has by any means taken into account that Kumba may one day need an airport owing to the city's economic strength. They also expressed fear of the outcome on those who will have to sacrifice their properties just for the realization of this lofty project.

Moreover, corruption, the absence of



Dr. Francois Nofack:
BATITSU Sarl COMPANY consultant

skilled man power, lack of protection of

public and private properties, commitment, collaboration amongst council authorities and others were highlighted as weaknesses and threats to the project.

According to the constructing company's consultant, Dr. Francoise Nafack, all these fears, threats, weaknesses and expectations will be taken into consideration and about 5km peripheral of the outskirts of Kumba will be inclusive. Unlike the first master plan that was done by a town planner, Dr. Nafack said this one will be participatory, with each quarter and street considered, as such, allocation of projects will be done following the needs.

A team made up of economist, environmentalist, sociologist, civil engineer, demographer, town planner, from the consulting company was present to take proper stock.

The Senior Divisional Officer for Meme, David Koulbout Aman who was the supervisory authority disclosed that for the about 300 cities in Cameroon not up to 20 cities have approved master plan. The Meme boss attested that, for Kumba to benefit from this project is a privilege. He therefore called on all to put their hands on deck and work for the success of the project.

Introduction

The launching ceremony of the Kumba City Master Plan (M.P) took place at the kumba City council hall. The said ceremony began at about 10:15 am till about 11:00 am.

Launching Program: (see the appendices)

- Arrival of the population;
- Arrival of traditional and administrative authorities;
- Arrival of Senior Divisional of Meme Division;
- Singing of the Cameroon national anthem;
- Prayer;
- Speech from the divisional delegate of MINHDU;
- Welcome speech by the S.G of the KCC;
- Speech by the General Manager of BATISU SARL;
- Technical presentation by the chief of mission;
- Launching address by the SDO, Meme

The official launching ceremony of the Kumba City Master Plan, presided over by the Senior Divisional Officer of Meme Division took place on 28th day of October 2012. The ceremony began with the singing of the Cameroon Anthem, followed by a word of prayer.

The Divisional Delegate of MINHDU, Meme, presented the launching program and the Director General of BATISU Sarl, Yaoundé, the consulting firm which has been awarded the contract for the preparation of Kumba City Master Plan. He explained that the project is financed by MINHDU and the consultant was selected by Public Tender by the SDO for Meme.

The Secretary General of Kumba City Council welcomed everyone who was present at the ceremony. He explained that the Government Delegate of the Kumba City Council was unavoidably absent because he was on a mission out of Kumba. He expressed joy of the City Council and the people of Kumba that at last the preparation of the Master Plan of Kumba City, which was being awaited since is in effect started. He asked the population of Kumba to collaborate with the consultants and any other party to ensure that this project is well done.

The General Manager of BATISU-SARL expressed his joy for having been given the task to prepare the Master Plan of Kumba City. He gave the floor to the Chief of Mission to explain the technical aspect of the project to participants.

The Chief of Mission explained the main reasons of a Master Plan (MP), the project methodology, the consulting team and the program for the different workshops which shall follow the launching ceremony.

The SDO began by appreciating the fact that it was an honor for him to preside over the official launching ceremony of the preparation of the Kumba Master Plan (MP). One of the outstanding statements highlighted here was that of the necessity of a Master Plan which was to guide the town and also to avoid the anarchical occupation of the urban space of Kumba. He also made mention of the fact that the consultant was in Kumba to carry out the study and people of Kumba should make use of this wonderful opportunity. He reminded the general assembly that out of the 300 towns in Cameroon, less than 40 have towns and less than 20 have plans that have been approved. The main aim of the master plan was to improve upon the living conditions of the inhabitants of the City of Kumba. He invited all the various urban actors to collaborate with the planning team to enable them carry out their study without any difficulties. He finally declared the preparation of Kumba City Master plan officially launched.

The launching ceremony ended with refreshments.

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| <p>DIVISIONAL DELEGATE OF MINH DU OF MEME DIVISION</p> <p>Kumba,</p> | <p>SENIOR DIVISIONAL OFFICER OF MEME DIVISION</p> <p>Kumba,</p> |
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