

Data Collection Workshop Report

1. EXECUTIVE SUMMARY

The 3 day workshop (29th – 31st January 2009) to train Councillors, Staff and Development Actors on Data Collection Techniques was organized by Nguti Council within the Framework of the Project to Elaborate a Monographic Study, Draw-up a Strategic Development Plan and an Operational Plan 2010 for Nguti Municipality. This workshop was financially supported by the Programme for the Sustainable Management of Natural Resources – South West Region (a Development Program of the Republic of Cameroon, co financed by the Federal Republic of Germany through KFW, in cooperation with GTZ and DED). Technical input came from MUDEC Group, a Buea based Service Provider.

Specifically, the workshop objective was to transfer know-how that would enable the more than 40 participants to better understand and be able to use data collection tools. The workshop served the purpose of creating awareness and soliciting participant's involvement in the monographic study which will be conducted in their Council area. During the 3 day exercise, Nguti Councillors and Staff also engaged in an Institutional Analysis of the Council while the other enumerators (mostly Staff of Nature Cameroon) engaged in practical exercises in identified quarters within Nguti Town.

This report covers several topics that were intensively treated including;

- The Council Planning Process
- Data Collection Methods and Tools (Theory and Practice)
- Village Map Sketching
- Institutional Analysis of Nguti Council
- Action Planning for Field Operations in all 54 villages

In all, participants were active as was noticed through several heated debates and they remain anxious as they prepare to participate in upcoming planned activities which are a novelty within their municipality.

2. OPENING AND GENERAL INTRODUCTION

Mayor's Opening Remarks

The Mayor of Nguti Municipality, Mr. Ayompe George, welcomed the participants to the workshop and requested them to take the exercise seriously by participating actively. He reminded them of the importance the Council attaches to the development planning process. He insisted on active participation as the resolutions arrived at will have far reaching implications towards the development of Nguti Municipality in the years to come.

He thanked their German counterparts for making financial contribution that has tremendously facilitated the development processes of Nguti Municipality.

He requested MUDEC Resource Persons to remain committed and offer the best services to the several participants during and after the workshop.

In concluding, he hoped that everything will move on smoothly such that all participants will return feeling that the new initiatives at development in Nguti will soon become a reality.

Introduction of Participants

The terms of reference for the introduction of 48 participants were introduced as follows:

- In pairs discuss the following;
- Names and village or quarter of origin
- Two things lacking in the Municipality that could have facilitated development.
- Two things available in the Municipality that can be used to foster development.
- Present your partner in plenary

The objective was not only for participants to know themselves, but also to introduce them to the theme of Council Development Planning.

Generally, participants indicated the following were lacking:

- a) Electricity
- b) Road Infrastructure
- c) Higher Educational Facilities
- d) Local Economic Development Policies

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Participants also cited the following were available to foster development:

- a) Health Facilities
- b) Forest Resources
- c) Communication Facilities
- d) Nguti Location along major economic road
- e) Skilled and unskilled Labour
- f) Natural Resources
- g) Interested International Partners

After the animated introduction of participants, they expressed their expectations and fears below.

Expectations and Fears

Expectations	Fears
What discussed be realised	May not understand plan of action
To meet new partners in development process	No follow-up
Good Results	Disappointment back in our villages
Active Facilitation	Data collection may be a sham
Exchange ideas	No fear
Real talk about electricity	Resource persons may not handle participants well
All plans to be put in action	May not understand topics
Balanced development plans	Neglect of certain areas in the municipality
Goals of the municipality should be met	Handouts may not be given
Success from deliberations	Insufficiently informed about logistics
Active Participation	Not all aims will be realised
Extend knowledge to others	Indirect means of exploiting natural resources
Mastery of data collection	Women representation will be low
Concrete resolutions	The consultants may not do all the work
To be versed with baseline information	Poor time management
All villages in remote areas be included in development	Discussion may end in Council cupboards
	May be municipal propaganda

Many participants expected that whatever was discussed or presented be put into practise thus avoiding the regular phenomenon of locking up workshop recommendations in cupboards.

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Workshop objective

By the end of this workshop; “Participants understand and are capable of applying Data Collection Methods and Tools”

Workshop programme

DAY I

8:30 – 10:30 am:	Accreditation Opening General Introduction
10:30 – 11:00 am:	Coffee break
11:00 – 1:00 pm:	The Planning Process Data Collection Methods
1:00 – 2:00 pm:	Lunch break
2:00 – 4:30 pm:	Understanding the Questionnaire

DAY 2

8:30 – 8:45 am:	Feedback on Day 1
8:45-10:30 am:	Understanding the Questionnaire
10:30 – 11:00am	Coffee Break
11:00 – 1:00pm:	Practical Exercises using the Questionnaire Institutional Analysis of Nguti Council
1:00 – 2:00pm:	Lunch Break
2:00 – 4:30pm:	Continuation of Practical Exercises Continuation of Institutional Analysis of Nguti Council

DAY 3

8:30 – 10:30am:	Restitution of Practical Exercises and Reactions
10:30 – 11:00am:	Coffee break
11:00 – 1:00pm:	Work Planning for Data Collection in all 54 villages
2:00 – 5:00pm:	Evaluation and Closing

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Workshop Methods.

To enable participants achieve the workshop objective, the following methods were proposed:

- Plenary presentations
- Brainstorming
- Group work
- Field work
- Animation
- Questions and Answers

Workshop Rules

Participants suggested the following rules to ensure a conducive environment:

- Respect time
- Put all phones off or on vibration
- Reduce movement in the hall
- Respect others ideas
- Indicate to speak by show of hand
- Be your neighbour's keeper
- Have self respect
- Avoid repetition
- Talk orderly
- Keep the time keeper

3. THE PLANNING PROCESS

Duration: January –May 2009

Out puts:

1. Strategic Development Plan
2. Operational Plan 2010
3. Monographic Study (Baseline Information about Nguti Municipality)

Importance:

- .. Guide towards Planned and Balanced Development
- .. Proper use of Scarce Resources
- .. Can Attract Additional Funding from Development Partners

Owners:

- Nguti Council with Material/ Financial contribution
- Residents in Nguti Municipality:
 - a. Making Your Voices Heard
 - b. Making sure that Your Village and Your Interests are included and Protected in the Entire Process
 - c. Making sure that What is Planned is Executed
 - d. Asking Questions/Demanding Answers!

Partners:

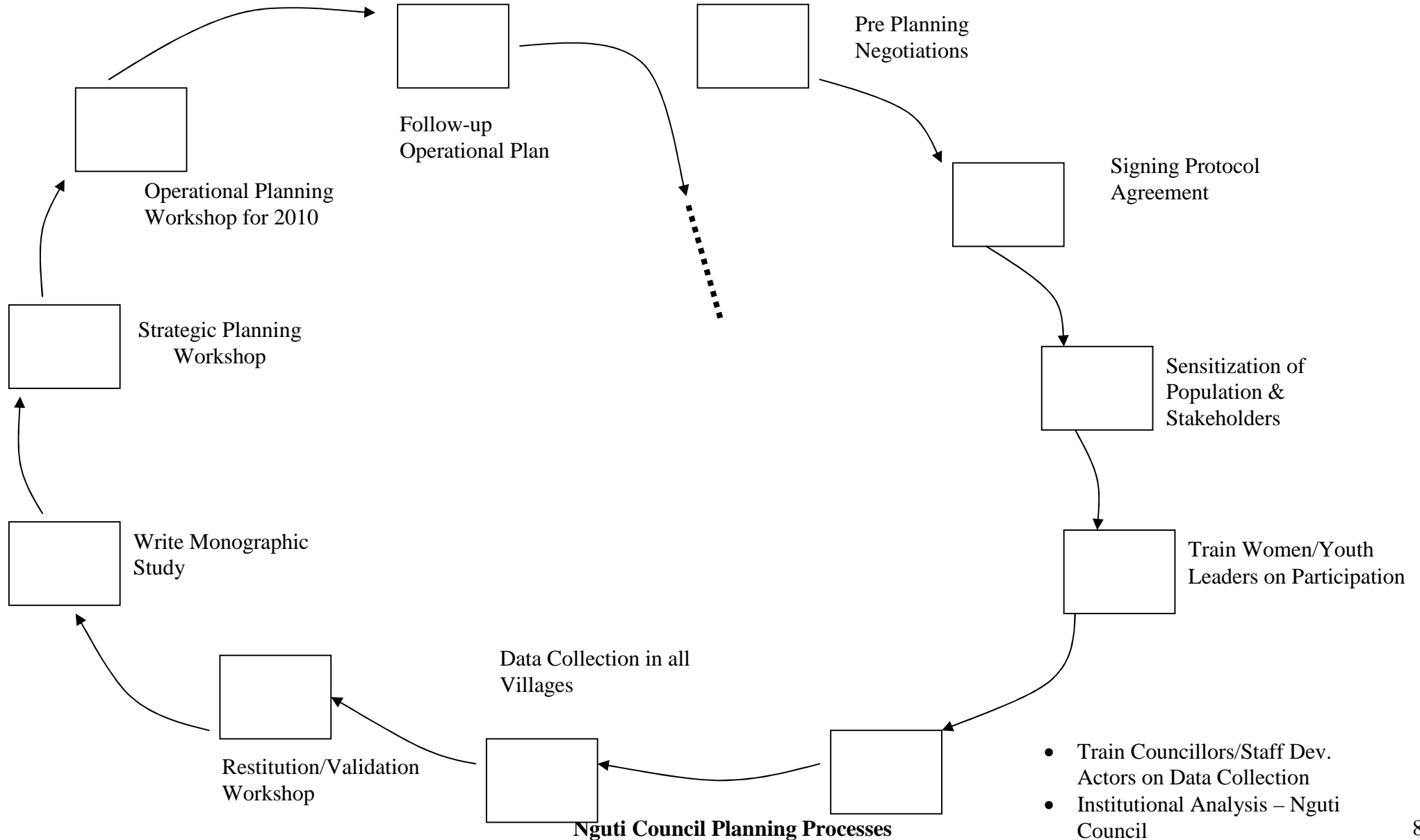
- GFA-KFW with Financial Support
- MUDEC Group –Buea. (Process Facilitation/Technical Input)
- Nature Cameroon, Nguti (Technical Input /Follow-Up)

You can be an Active Part of the Process by not asking ... What Nguti Municipality has done for you..... but.... What are you prepared to do for Nguti Municipality!!!

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THE PLANNING PROCESS: JANUARY – MAY, 2009. (Nguti Monographic Study, Strategic Planning, Operational Plan 2010)



4. DATA COLLECTION METHODS

The facilitator presented 3 types of data collection methods in plenary. Discussions by participants followed each presentation for further understanding. After introducing and having each method discussed, participants were constituted into groups and given the tasks of coming up with advantages and disadvantages to reinforce their understanding. The facilitator then clarified participants understanding with additional inputs on the advantages and disadvantages of the various methods.

A. SELF ADMINISTERED SURVEY (S.A.S.)

The facilitator made the following presentation.

- Useful in describing the characteristics of large population.
- Make large sample feasible.
- Makes it possible to have many questions on any given topic.
- By designing questions, it is possible to miss out on what is most appropriate to many respondents.

Groups presented the advantages and disadvantages of self-administered survey as follows.

Group 1

Advantages of S.A.S

- Less strenuous
- Reduces cost
- Needs few personnel

Disadvantages of S.A.S

- Not effective
- Little information received
- Increases the potentials for false and inaccurate information
- Not appropriate for large surveys

Group 2

Advantages on S.A.S Method

- 1) Saves time to meet large population.
- 2) Exchange of ideas with the various respondents.

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- 3) Many questions are answered on a topic

Disadvantages

1. Respondent is limited only do the questionnaires without given out his/her opinion
2. Misinterpretation of the subject matter
3. Missing information in transit

Group 3

Advantages

1. Economical
2. Does not consume time
3. Information is real

Disadvantages

1. Information not true
2. Doubtful information
3. Misleading information
4. Less information gathering

Group presentations were followed by the facilitator's input on the advantages and disadvantages of self-administered survey (S.A.S)

Advantages of S.A.S

1. Low cost

- Excessive training not required to administer the survey.
- Processing and analysis simpler

2. Reduction of biasing error

The questionnaire reduces the bias that might result from personal characteristics of interviewers and or their interviewing skills.

3. Greater anonymity

- Greater anonymity in the absence of the interviewer.
- Particularly useful for sensitive issues. Respondents are more likely to respond to sensitive issues when not face-to-face with an interviewer

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Disadvantages of S.A.S

1. Requires simple questions.

The questions must be straightforward enough to be comprehended solely on the basis of printed instructions and definitions.

2. No opportunity for probing.

The answers must be accepted as final. Researchers have no opportunity to clarify ambiguous answers.

B. PERSONAL INTERVIEWS

The facilitator presented the characteristics of Personal Interviews including the following points:

- Interviewers ask questions orally and record respondents' answers.
- Generally decreases the number of “do not know” and “and no answer” responses compared to S.A.S
- Interviewers guard against confusing items and this obtains relevant responses.
- Good for leaders and others too busy or unwilling to answer or complete written self-administered survey.

This was followed by group work and presentations on the advantages and disadvantages of personal interviews.

Group 1

Advantages of Personal interviews

- Gives detail information
- Reduces errors compared to SAS
- Produces best results.

Disadvantages of personal interviews

- Strenuous and expensive
- The interviewer might not meet his objective
- It takes a longer time

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Group 2

Advantages

- Accurate information is gathered
- Guide the respondents from confused questions

Disadvantages

- High cost
- It is not good for the coverage of information from a large population
- The presents of the interviewer might influence the respondents.

Group 3

Advantages

- Detailed interview
- Collective ideas
- General understanding
- Avoid doubt information

Disadvantages

- Some secret information is not given out.
- Entails a lot of cost
- Time consuming

Group presentations were followed by the facilitator's input to clarify participants on the advantages and disadvantages of personal interviews.

Advantages of Personal Interviews

1. **Flexibility:** Flexibility in the questioning process and allows interviewer to clarify terms.
2. **Control of the Interview Situation:** Interview can be conducted in private. Respondents may not consult one another before responding.
3. **High Response Rate:** Respondents who would normally not respond to mail questionnaire will often respond to a request for a personal interview.

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Disadvantages of Personal Interviews

1. Higher Cost

Costs involved in selecting training and supervising interviewers

2. Interviewer Bias

Allows room for the interviewer's personal influence and bias, making an interview subject to interviewer bias.

3. Lack of Anonymity

Respondents may feel threatened or intimidated especially if topic is sensitive.

C. FOCUS GROUP DISCUSSIONS

The following input was made by the facilitator.

- Good for data of a qualitative nature with about 7 to 12 members.
- Small enough for every one to participate and large enough for diversity.
- Participants have characteristics in common, e.g. Councillors, not necessarily very familiar with each other.
- Generally consult more than one focus group for general insights.
- A trained moderator probes for different perceptions and points of view, without pressure to reach a consensus.

The presentation and discussions were followed by group work and presentations on the advantages and disadvantages of focus group discussions

Group 1

Advantages

- 1) Gives the interviewer a qualitative information
- 2) Give the interviewer a diverse opinion and details of meeting up the program expectations
- 3) Give the interviewer the confidence of his report
- 4) Avoids false information

Disadvantages

- 1) Some may not give good information out of fear
- 2) Individuals may influence the group

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Group 2

Advantages

- 1) Information is easily acquired.
- 2) Qualitative information.
- 3) Interviewers are not bias
- 4) Less costly
- 5) Safes time

Disadvantage

- 1) It limits participation

Group 3

Advantages

- Reveal some information that could be hidden
- Relevant information concerning the community is easily gotten.

Disadvantages

- Individual information is not respected
- Time is required to select member to constitute a focus group.

Group presentations were followed by inputs from the facilitator on the advantages and disadvantages of focus group discussions.

Advantages of Focus Groups

- Flexibility allows moderator to probe for more in-depth analysis and ask participants to collaborate on their responses
- Outcomes are quickly known
- May cost less in terms of planning and conducting large surveys and personal interviews.

Disadvantages of Focus Groups

- A skilled moderator is essential
- Differences between groups can be troublesome to analyse because of the qualitative nature of data
- Groups are difficult to assemble. People must take the time to come to a designated place at a particular time.

After discussing and understanding various methods, participants came to a common understanding that a blend of one or two methods would be needed in the field to collect as much qualitative as well as quantitative information.

A critical review of the questionnaire to be used for data collection in the field was engaged and many modifications were suggested and adopted. The Final copy of the questionnaire for personal interviews and the checklist for focus group discussions are included in the annex.

D: TESTING THE DATA COLLECTION TOOLS

During the second day of the workshop, 20 young and energetic surveyors were dispatched to 6 neighbour hoods within Nguti town to have a hands on experience using the questionnaire and the Focus Group Checklist.

Terms of Reference for Field Operations

- Visit the assigned quarter in Nguti town
- Interview 6 individuals (3 men / 3 women)
- Conduct 2 Focus Group Discussions including targets as Councillors of Nguti Council
- Make Observations
- Identify challenges encountered
- Make presentations at Plenary

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The Surveyors were dispatched to 6 Nguti town neighborhoods as follows:

BESOPE	BEGION	BANSUNG AND MIESUKPE	NKAPA	EBOMBOMEH	ST. MARY
Mboe John	Alepe E.	Epie Felix Ekobe	Nkong Kizito Ewoh	Elad Zacharia E.	Mesumbe Luis
Ewane Ekoko	Eyeni Eyeni	Osong Oke	Huh Gaston S.	Ewange Abram	Nzu George
Ebenk David	Njonki George	Babi Christine	Lordson Asek	Nzeh David	Mbah Ernest
			Ndip Denis Tah		Ebai Edward

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Summary of Challenges Encountered

During plenary presentations and discussions after testing the data collection tools, the surveyors expressed the following challenges and participants proposed the corresponding suggestions:

No	Challenges	Suggestions
1	Population not well sensitized	<ul style="list-style-type: none">▪ Chiefs to send letters▪ Use Town Criers▪ More church announcements
2	Language problems	<ul style="list-style-type: none">▪ Use Pidgin English▪ Use dialect
3	Movements	<ul style="list-style-type: none">▪ Work during dry season▪ Be creative
4	Time factor	<ul style="list-style-type: none">▪ Activity takes 6 weeks
5	Fear from population	<ul style="list-style-type: none">▪ Use badges▪ Take a local guide along▪ Stress importance of activity
6	Long self Introductions	<ul style="list-style-type: none">▪ Be Patient
7	Indifference	<ul style="list-style-type: none">▪ Prick them to speak

E: POINTERS IN VILLAGE MAP SKETCHING

Mr. Epie Felix, a Resource Person from Nature Cameroon delivered a 45 minutes presentation on village mapping in which the following pointers were clearly identified:

1. Let the villagers do the talking while surveyor does the writing and drawing.
2. Search the North Point using the sun
3. Identify all Roads, Rivers, Bridges, Culverts, Farmlands, Forests, Hills, Valleys and other natural resources.
4. Identify Village Settlements, Quarters, Chief Residence and other structures including Churches, Schools, Health Centres, Public Taps.
5. Put a key to the Map.

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5. INSTITUTIONAL ANALYSIS: NGUTI COUNCIL

List of Councilors:-

Organ	Name	Sex	Position	Profession
Executive				
1.	Ayompe George	M	Mayor	Businessman
2.	Tong George	M	1 st Deputy	.Principal (G.S.S)
3.	Ewnage Florence	F	2 nd Deputy	Tutor
Legislative				
1	Etuge Emmanuel	M	Member	Lecturer
2	Abang Peter	M	Member	Student
3	Fonge Fidelis	M	Member	Teacher
4	Epah Cornelius	M	Member	Businessman
5	Abulong Anthony	M	Member	Clerk
6	Monge Julius	M	Member	Applicant
7	Epey Eku Plebicite	M	Member	Tutor
8	Formelack Martina	F	Member	Nurse
9	Ewunsoh Galeb	M	Member	Businessman
10	Alung Gabriel	M	Member	Retired teacher
11	Etebe Pius	M	Member	Farmer
12	Nzo Paul	M	Member	Pharmacist attendant
13	Tabi Napoleon	M	Member	Retired teacher
14	Forkanji Fidelis	M	Member	Businessman
15	Ashu Mcmoi	M	Member	Applicant
16	Bisong Benedict	M	Member	Retired teacher
17	Ngwese Vincent	M	Member	Teacher

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18	Epie Mbome B.	M	Member	Farmer
19	Douma Paul Laurent	M	Member	Tutor
20	Agbor Emmanuel	M	Member	Agric technician
21	Esembieng Formanka	M	Member	Tutor
Committees				
1. All Purpose	Doume Paul		Chairman	
	Ashu Mcmoi		Vice	
	Esembieng Fomanka		Secretary	
	Abang Peter		Member	
2. Infrastructure	Tabi Napoleon		Chairman	
	Abulong Anthony		Vice	
	Epey Eku		Secretary	
	Agbor Emmanuel		Member	
3 Finance	Fonge Fidelis		Chairman	
	Nzo Paul		Vice	
	Ewunsoh Galeb		Secretary	
	Epah Cornelius		Member	
4. Social/Education	Monge Julius		Chairman	
	Bisong Benedict		Vice	
	Etuge Emmanuel		Secretary	
	Formelack Martina		Member	
	Alung Gabriel		Member	

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No of times Council Session holds per year maximum is 3 and is minimum 2

Average attendance at Session 23

Frequencies of All Purpose Committee meetings per year is 2 times i.e. before each Session

Frequencies of Infrastructure Committee meetings per year is 2 times

Frequencies of Finance Committee meetings per year is 2 times minimum and more during unforeseen windfalls

The Social/Education Committee meetings per year is 2 times

Terms of Reference (functions) of each committee above:

Finance – Examines the Budget

Infrastructure – Roads and Bridges

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List of Council Staff

No	Name	Position	Sex	Dip	Years of Exp.	Main tasks	Trainings Needs
1	Ngoh Elizabeth Belle	S/G	F	CEFAM CYCLE II	15	Secretary	
2	Eladson Fotabong C.	M/T	M	CEFAM CYCLE I	28	Treasurer	
3	Tabi Titus Bisong	Correspondence	M	CEFAM CYCLE I	3	Gen. Correspondences/ Filing	
4	Etue Elias Makia	Treasury	M	FSLC	26	Cashier	
5	Nzo Manfred A.	Reference Collector	M	FSLC	21	Yard Man	
6	Eyambe Stephen	Secretariat	M	FSLC	20	Voucher Clerk	
7	Besong Christine	Secretariat	F	FSLC	20	Typist	
8	Tenyi Johnson	Council Gate	M	FSLC	20	Revenue Collector	
9	Ako Anthony	Council Gate	M	FSLC	20	Revenue Collector	
10	Akpo Eugen	Transport Clerk	M	F.S.L.C	20	Transport Clerk	
11	Esapa Sinke E.	Civil Status	M	R.S.A STAGE 4	8	Civil Status Sect.	
12	Nguty Joseph	Night Watch	M	F.S.L.C	8	Night Watch	
13	Ndormyah Jacob	Town Planning	M		6	Town Planner	
14	Ngape Lovert	Revenue Collector	M	F.S.L.C	5	Domestic Servant	

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15	Wawoh Mary	Bangem (Sdo)	F		4	Clerk (S.D.O)	
16	Ejome Scholarstica	Treasury	F	O/L	3	Finance Clerk In Treasury	
17	Ahone Tatiana	Treasury	F	BT	3	Finance Clerk In Administration	
18	Moses Mbue Tong	Guarage	M	F.S.L.C	3	Driver/Mechanic	

COUNCIL REVENUE

BUDGET REALISATION

YEAR	BUDGET	ADMIN. ACCOUNT	BALANCE
2004	224,500,000	121,512,210	-102,982,790
2005	274,500,000	119,201,970	-155,298,030
2006	217,600,000	95,917,499	-121,682,501
2007	242,000,000	71,813,034	-170,186,966
2008	314,100,000		
2009	246,220,000		

Nguti Council derives revenue from 3 main sources:

- a) CAC: Revenue from the Council Support Fund (FEICOM)
- b) Global taxes: From Markets, Parks etc
- c) Incidental Revenue: Fines and related revenue

From existing figures, CAC constitutes more than 90% of Council Revenue. The Council Internal Revenue Base is therefore very weak

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NGUTI COUNCIL ASSETS and SURFACE AREA

S/N	ASSET	DIAMENSION	LOCATION
1	Nguti daily market	5160m ²	Miansung
2	Proposed main market and motor park – Nguti	25800m ²	Ndong
3	Manyemen court yard	22230m ²	St. Mary
4	Proposed stadium	1281630m ²	Ebombomeh
5	Proposed Nguti Air port	59315m ²	Mudinja
6	Nguti Council Chambers	748m ²	Mamfe Road 3
7	Slaughter Slab	7056m ²	Ndong
8	Manyemen motor park market	5000m ²	Ndong
9	Manyemen cemetery	5000m ²	New Quarters
10	Recreation Opposite chambers	6398m ²	
11	Manyemen daily market		
12	Njungo Market		Njenta
13	Elumba Market		Etodi
14	Elumba Court Yard		Elumba
15	Babubock Market		Muambuah
16	Mungo Ndor Court Yard		Mungo ndor
17	Mbetta Market		Mbetta
18	Fonven Market		Fonven
19	Ntale Market		Ntale Square
20	Babensi Market		Babensi II

OBSERVATIONS

- The Council does not have an Organisational Structure or Organigram
- No Job or Task Descriptions for Council Committees as well as for Council Staff
- Staff cannot express their training needs as their functions are not clearly defined.
- No staff meeting held during the past year.
- Wide disparity in Council Budgeting and Budget Realisation. This indicates a lack of Mastery of Budgeting or Inadequate Strategies for Revenue Collection.
- Most Council Staff have only the First School Leaving Certificate (FSLC) and have served an average of 15 years. This reflects limited capacity to handle the 2004 required functions of the Council.
- The Council has no Computer for Information Processing.
- The Council building has no electricity.
- Two Council staff are retiring from service by end of 2009.
- The Council Organigram and Staff Job Descriptions were elaborated by the Local Government Training Centre (CEFAM) during the December 2008 Management Training of Nguti Councillors. The Council is yet to receive copies of the said documents.
- From the analysis conducted during this workshop, the Council as an Institution should be included as an Output during the upcoming Strategic and Operational Planning exercises.

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6, ACTION PLAN FOR DATA COLLECTION IN ALL 54 VILLAGES

LOCATION AND NAMES

LOCATION	NAMES	TIME FRAME	RESOURCES
LOWER MBO	Elad Zachs		
	Mbah Ernest		
	Mesumbe Louis		
	Madam Elizabeth		
	Adimpri Michael		
	Nyake Stephen		
	Ebong Elizabeth		
	Fonge Tobias		
	Nkong Kizito Ewoh		
	Ewoh Moureen		
BANYU	Ebwezah Maurice		
	Mbonde Francis		
	Abue Celestine		
	Ekowgo Emmanuel		
	Ndome Christopher		
	Nguse Vincent		
UPPER BALONG	Denis Tabi		
	Mbolle Michael		
	Ayuk Samuel Maliba		

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	Ashu Macmei		
	Chu Emmanuel		
	Christain Babi		
	Tabi John		
	Ebai Edward		
	Lordson Asek		
	Mbella Derick		
BASSOSSI	Tabi Fidelis Mbongoya		
	Okie Ephrain Ejabi		
	Aku Ferdinard		
	Akape Alex		
	Osong Divine		
	David Nzeh Ebong		
	Njouki George		
	Asuh Slyvanus		
ABOH NGOE CLAN	Councilor Ahing		
	Huh Gaston Shah		
	Ewange Abraham		
	Ekane Eric Epie		
NKONGHO MBENG CLAN	Elad Lawrence Ekutany		
	Fonjock Henry Esua		
	Ngwa Esther		
UPPER NKONGHO	Veronica Fonge		
	Mariama Anyi		
	Joachim Fonge		

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	Daniel Fomakwang		
BEBUM	Mboe John		
	Eyeni Eyeni		
	Erome Ekoko		
	Tambe Harry		
	Ebenki David		
	Tafang Marharet		
NGEMENGOE CLAN	Epie Felix Ekabe		
	Elone Martin		
	Nzu George Elong		
	Ejome Scholastica		
	Alepe Enogene		
	Ebong Halle Edward		
	Ahone Tatiana		

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EVALUATION

WHAT WENT WELL

- 1) Presentation of workshop content was good
- 2) Budgetary Explanations were precise
- 3) Training Materials were available
- 4) Time well managed
- 5) Appropriate Topics
- 6) Participants were conscious of what they came to learn
- 7) Fieldwork to Practice was very helpful
- 8) Sufficient tolerance during workshop
- 9) Food and coffee break were good
- 10) Knowledge in Council Management were adequately expressed

WHAT DID NOT GO SO WELL

- 1) Noisy room
- 2) Hot Facilitators
- 3) Non respect for the opinions of others
- 4) No workshop names
- 5) Non respect of time
- 6) No handouts to participants

SUGGESTIONS

- 1) Tidy workshop environment
- 2) All what we have discussed should be implemented
- 3) Time consciousness
- 4) Only those invited should attend next workshops.

ANNEXES

- **Picture Gallery**
- **Attendance sheets**
- **Data Collection Sheets**
 - Questionnaire
 - Focus Group Checklist

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The mayor's opening remarks



Group work by participants



Field workers sharing ideas



Animation



Cross section of participants

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