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The role of Municipal Councils on  
Paralympics sports development and its  
impacts on Sustainable Development in  
Cameroon

2020 년 7 월

서울대학교 대학원

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Ministry of Culture, Sports  
and Tourism



Korea Sports Promotion Foundation

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이 논문은 문화체육관광부와 국민체육진흥공단 지원을 받아 수행된 연구임

This work was supported by Ministry of Culture, Sports, and Tourism and Sports Promotion Foundation



## Abstract

# The role of Municipal Councils on Paralympics sports development and its impacts on Sustainable Development in Cameroon

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The right to the practice of physical activity and sports is a fundamental Human Right since human creation. The Paralympics sports has the immense build-in virtues notably courage, determination, equality and inspiration. These values remain universal, least costs yet uphold high impacts, and which would hardly be harnessed by any other normative activity away from Para sports. Para sport development in any context inevitably relies on the extent of the dynamism of the actors involves precisely local authorities, central governments, and other development partners. In Cameroon, an assessment of its legal framework would reveal that the decentralization laws were passed in 2004 and 2018 with local development and governance as key thrust

The title of my research is the role of Municipal Councils (MCs) on Paralympics sports development and its impacts on sustainable

development (SD) in Cameroon. My key aim is to inform on the active role/contributions of MCs on the development of Para sports in the domains of policies, organizational set up, human resources development strategies, ownership and management of Para sports facilities, budget allocation for Para sports development, and the organization of Para sports and other competitions during the period 2016 and 2018 in Cameroon

I claim that the process of Para sports development in Cameroon like elsewhere depends on policies, institutional frameworks, available and equipped human resources, and financial readiness to enable all stakeholders to fully initiate and implement Para sports development initiatives. Academic literature reveal that sports in Cameroon is faced with a plurality of technological, socio-economic, cultural, and especially Government-led influences with priority often given to football (Joanne & John, 2017). However, in order to optimize the gains from sports development, the UN adopted Resolution A/RES/70/1 in 2015 for member states, known as 17 Sustainable Development Goals (SDGs) Agenda 2030 as blueprint to improve on the quality of human life globally

It is with the above considerations, the growing interests in Para sports as a vehicle for the SD of the Cameroonian sports industry, and the fact that Governments in recent years can no longer single and even-handedly provide everything for sports development in its diversity and scope (Holly Collison...et al, 2019), that I shall focus on the role of MCs on the development of Para sports and its

impacts on sustainable development in Cameroon during the period 2016 to 2018

In order to attain the above-mentioned objective, I considered two (2) MCs; Yaoundé VI (big), and Efoulan Yaoundé III (small yet sensitive MC) for my data collection and analyses. Equally, to facilitate the understanding and evolution of my study, it shall be presented in five chapters as follows: chapter one shall treat the introduction, chapter two- literature review, chapter three-methods I used for data collection and analyses, chapter four- results, and chapter five- discussions and recommendation

As a research procedure, I stated with data collection from my literature review, the administration of questions to both MCs, and documents from the libraries of the Universities of Yaoundé 1&11, Buea, and Seoul National Universities. I targeted a total population of fifty (50) participants but effectively got data from forty (40) participants. Twelve (12) semi-structured and twenty eight (28) structured questions in total were administered. In order to facilitate the process of data collection, my questions were focused on themes such as MCs policies, budget allocation, organization of competitions, ownership and management of sports facilities, athletes and staff transition, and stereotypes

By and large, the socio-political, and security situations in Cameroon prohibited public gatherings, and retarded my data collection schedule. The following conclusions were arrived at the end of my study: that MCs need effective policies in order to foster

Para sports development; that MCs need to own and manage sports facilities to ease the practice and learning of PE and sports for all; that there is readiness and willing by MCs to promote sustainable development; that there is need for human resource development; that there is need for an inter alia between the NPC, UCCC, International Union of Local Authorities, other MCs in Cameroon and abroad for engage the process of SD, and facilitate benefits of Para sports by 2030 in Cameroon. It was deduced from data collected that a Disability Advisory Committee (DAC) be created in each MCs to serve as the technical organ, and that a chairperson of DAC be co-opted as a member of the UCCC, that a Solidarity Fund for the development of Para sports be created by the 360 MCs in Cameroon. This fund should be managed and be accountable for by the chairperson of DAC during the General Assembly meetings of the UCCC and also that each MC should create and/or rehabilitate a permanent space, and facilities for the practice of PE, leisure and recreation for all at affordable costs

**Keywords:** Sustainable Development, Paralympics Sports, Municipal Councils

**Student Number:** 2018-22066



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## **List of Abbreviations**

APA	Adapted Physical Activities
APE	Adapted Physical Education
CERAC	Cycle of Friends of Cameroon
CHUY	Yaoundé Teaching Hospital
CNRH	Centre National de Réhabilitation des Handicapées
CP-ISRA	International Cerebral Palsy, Sports and Recreation Association
IAAF	International Association of Athletics Federation
IBSA	International Blind Sports Association
IPC	International Paralympics Committees
IQ	Intelligence Quotient
ISF	International Sports Federations
ISMWSF	International Stoke Mandeville Wheelchair Sports Federation
IULA	International Union of Local Authorities
MC	Municipal Council
MINAS	Ministry of Social Affairs

MINEUB	Cameroon Ministry of Basic Education
MINFOPRA	Ministry of Public Service and Administrative Reforms
MINSEC	Cameroon Ministry of Secondary Education
MINSEP	Cameroon Ministry of Sports and Physical Education
NGO	Non-Governmental Organization
NIYS	National Institute of Youth and Sports
NPC	National Paralympics Committee
NSF	National Sports Federations
NSIC	National Social Insurance Compagnie
OT	Occupational Therapy
PLWDs	Persons Living with Disabilities
SD	Sustainable Development
SDGs	Sustainable Development Goals
SO	Special Olympics
UCCC	United Councils and Cities of Cameroon
UNDESA	United Nations Department of Economic and Social Affairs
UNO	United Nations Organization

UNRISD	United Nations Research Institute for Social Development
WHO	World Health Organization
WPA	World Paralympics Athletics
WW	World War

## CHAPTER 1 INTRODUCTION

The topic of my research is the role of municipal councils on the development of Paralympics sports and its impacts on sustainable development in Cameroon. The conception of this topic is supported by evidence from literature review. It was after 1948 that Dr Ludwig Guttmann initiated organized physical activities at Stock Mandeville to valorize impairments in WW II survivors. His initiative required an identification of strategies, mobilization of financial, material, technical, as well as human resources for the effective implementation and evaluation of the actions especially meant for distressed service men after WW II

A similar approach is required in Cameroon with an estimated 15% of persons living with disabilities (PLWDs) in a total population of 23.5. As concerns Para sports, less than 5% of athletes annually have access to participation in qualification and/or classification in International Paralympics Committee (IPC) competitions meant to ease their registration in Sports Data Management System (SDMS) of IPC. More so, applicable provisions have been made for the 360 municipal councils, and 14 City councils through Law No. 2004/17 on the Orientation of Decentralization, Law No. 2004/18 on Rules Applicable to Councils, Law No. 2004/19 on Rules Applicable to Regions, and Law No. 2010/002 of 13 April 2010 relating to the protection and welfare of PLWDs in Cameroon. However, Para sports development is still challenged by access to and use of modern sports facilities, limited fund-raising initiatives, restricted opportunities and strategies for sponsorship, inadequate resources, poorly conceived policies, and their implementation to ensure the sustainable development SD of Para sports. This situation in part has been blamed by the fact that sports is government-led (Joanne & John, 2017). Hence, local, national and international initiatives remain laudable in the strive for sustainable development of Para sports in Cameroon



In order to ease understanding and evolution of my thesis, it shall be presented in five chapters. Braun & Clark, (2017) emphasize the need for a step-by-step guide in doing qualitative research. Chapter one shall treat the introduction, chapter two- literature review, chapter three-methods I have used for data collection and analyses, chapter four- results, and chapter five- discussions and recommendation. By and large, my study has been limited to the role of MCs in Para sports development. Also, the socio-political situation and especially the legislative and municipal council elections in Cameroon slated for the 9<sup>th</sup> of February 2020 prohibited public gatherings, and restricted/retarded the access to other members of the United Cities and Councils of Cameroon (UCCC) for data collection in Cameroon

## **1.2 Background to the study**

A Sport for athletes with impairment has been in existence for more than 100 years. The first sports clubs for athletes with hearing impairment already came to being in 1888 in Berlin in Germany. As a result of the horror of WWI & II, people felt challenged, thoughts emerged, perspectives and theories were initiated relating to sports development for PLWDs. It is against this background and upon the request of the British Government that Doctor Ludwig Guttmann opened a unit at the stock Mandeville hospital, and initiated organized physical activity for war veterans as a form of rehabilitation. The practice of these physical activities evolved from recreation to sports competition in 1948, and saw the participation of 16 injured male and female veterans in archery. In 1960, the first Para games took place at stock Mandeville in England (Jackie, 2007)

Elsewhere, in the context of sustainable development in Cameroon, Paralympics sports has not been indifferent to the above conditions. This view is justified by the inability of Para athletes in Cameroon to maximize the potentials of Para sports in mega events. This

could be explained with the legacy of Seoul, 1988 Summer Para games with an estimated 3,014 athletes in attendance, 60 NPCs, and 733 medals in 18 sports, 2012 London, Summer Para games with about 4,302 athletes, 164 NPCs and 22 Para sports discipline, 2016 Rio, South America, with about 4.1 billion audience, and 2018 Winter PyeongChang – Korea with about 567 athletes, 49 NPCs and 80 medals, Para sports have left blueprints in the lives of PLWDs globally

Equally, from 2015, with the birth of the SGDs at Rio de Janeiro, the themes to commemorate for each 3<sup>rd</sup> as the International Day for PLWDs have been inspiring and motivation as well. This can be explained with the (UN,2016,2017,2018,2019) theme respectively as ‘achieving the 17 goals for the future we want, promote the rights of PLWDs in all spheres of the society and development, empowering PLWDs and ensuring inclusiveness and equality, promote the participation of PLWDs and their leadership: taking action on the 2030 development agenda

Arguably, rural people in most developing countries have been relegated to passive recipients of any meaningful development strategies, and policies which affect their lives. Consequently, they endure the impact or/and outcomes of decisions they know nothing about (Sebastian and Koch, 2008). Also, rural development expert argue that institutions play a decisive role in the sustainable or non-sustainable utilization of many natural resources (Ostrom, 1990). In order to maximize government’s actions in the development processes and fortify local communities within developing nations (Rodrik Dani, 2016)suggest the use of decentralized and democratized political institutions as indispensable

In the present study, I shall focus on the vision(s) or/and perspectives of MCs in the sustainable development process of Paralympics sports in Yaoundé - Cameroon between 2017 and 2018. As part of recommendations from donors’ organizations such as the World Bank

on the one hand, internal unrest in Cameroon on the other hand since 1990s, the government of Cameroon undertook some political, administrative and economic reforms. A case in point is Law N°. 96/06 of 18 Jan. 1996 to amend the Constitution of 2 June 1972, part 10 is related to Regions and Councils. Article 55(2) states: “Regional and local authorities shall be public law corporate bodies. They shall have administrative and financial autonomy in the management of regional and local interests. They shall be freely administered by Municipal Councils elected under conditions laid down by law”. The duty of the MCs and local authorities shall be to promote the economic, social, health, educational, cultural and sports development of the said authorities/communities

In term of autonomy, one of the fathers of sports P. de Coubertin underscored, and I quote: *‘the goodwill of any autonomous sports grouping begins to integrate as soon as the huge, blurred face of that dangerous creature known as the state makes an appearance’* (P.de Coubertin, 1909)

The idea of autonomy has as well been emphasized in the Olympic Charter of 1949 as it underlines as follows ‘NOCs must be independent and autonomous’. Today, the idea of autonomy is presented in rule 27 of the Olympic Charter (IOC, 1949)

## **1.2 Statement of the problem**

The major problem which impedes the development of Para sports in Cameroon is that of policies. This is because in Cameroon sport is largely government led with absolute priority offered to football since 1960 (Joanne & John, 2017). Hence, the other problems facing Para sports in Cameroon include: lack of effective decentralization policies (Lawsamba Beatrice, 2017), non-existence of strategic development plan for Para sports at the MCs; technical and financial insufficiencies are a deficiency in technical assistance and financial grants to

subsidize the costs of training for Para athletes and staff; insufficient sports participation. There are limited possibilities for participation in classification and qualification competitions, and especially the restricted involvement of girls/women in Para sports; sports facilities and modern technologies, the poor performances of Para sports during competitions are partly attributed to the non-used modern sports facilities during training. A majority of Para athletes discover this equipment only on the game days. Socio-culturally, inertia and stereotypes vies-a-vies the participation of PLWDs in sports is a remains hard challenge in the development of Para sports in Cameroon

### **1.2.1 Research Purpose**

My purpose in my research is to explain the active role of MCs in the processes of Para sports development and the impacts of this development on community development. This falls in line with principles of the Center for Economic and Community Development at University of Michigan University (Michigan State University, 2018). Purposes of the present research are: explain the role of MCs in the process of Para sports development in Cameroon; explore Para sports as a means to promoting education and advocacy of the rights of PLWDs in Cameroon; use Para sports as vehicle for community development in Cameroon; to promote grass root development of Para sports through multi-form assistance from MCs, and to establish the influence of policy on the cultures, traditions, and participation of minority groups in the society (Creswell J.W, 1998)

### **1.2.2 Research Questions**

In the conception and presentation of my research question, I borrowed from the principles of Economic and Community development (Michigan State University, 2018), the fact that sports in Cameroon is Government led with priority often given to football (Joanne

& John, 2017) and the contributions of Para sports in the attainment of the SDGs (SHASUFA, 2017). My research questions are presented as follows:

RQ1. What contributions have Municipal Councils made on the development of Paralympics sports in Cameroon during the period 2016 and 2018?

RQ2. How would Para sports impact the process of sustainable development in Cameroon?

### **1.2.3 Justification and significance of this study**

Literature review shows that in the past two decades Cameroon has been faced with socio-political, technical factors which have challenged sports development (UN, 2019). These issues require diagnosis, strategies to involve all stakeholders, implementation and provide feedback which fall in line with the UN SDGs for Agenda 2030. Hence, my study is justified by the following challenges in Cameroon:

*Sports development.* Cameroon today has close to 4 million PLWD, 1.3 million people in need of humanitarian aid, and 437,500 persons internally displaced (UN, 2019). This study shall propose measures for the identification and usefulness of the hidden talents in PLWDs, and especially girls/women in construct of the Cameroonian sports industry. As underscored by the YaRRa City council, strategies for community development through Para sports could be best exploited with the creation and effective functioning of a Disability Advisory Council (City of Yarra, 2017)

*Reconversion.* Over the years, the elite class of Para athletes in Cameroon is gradually dyeing out. My thesis as envisaged will attempt to provide answer to the question of replacing

old and injured Para athletes meant to beef-up the performance of Cameroon during major IPC events;

*Complement Government efforts.* The government of Cameroon like any other government needs the contributions of stakeholders in the development process. Hence, my thesis shall propose ways of resolving the persistent worries of getting financial support for the participation in Para sports and other activities for the empowerment of PLWDs, and qualification of Para athletes in IPC competitions around the globe

*Strategic Partnerships.* To inspire and nurture fruitful relationships between NPCs and MCs, an initiative that has hardly been considered and developed in the past years in Cameroon, meant to redress the persistent reliance on governments for financial aid for the development of Para sports, enhance co-operation ties between IPC and Dream Together Master's Degree Program (DTM) - Seoul National University on the one hand, and the Ministry of Sports and Physical Education (MINSEP) and Korean Sports Promotion Foundation (KSPO) / Ministry Culture, sports and Tourism on another hand

*Empowerment and policies for Sustainable Development.* My thesis will restore confidence and hope in PLWDs that Para Sports is a veritable career venture for future generations, and to inspire the Cameroonian Ministries of Social Affairs (MINAS), Women Empower and the Family (MINFOF) Territorial Administration, Rural Development, and other stakeholders involved in the sports industries in the conception of efficient policies to serve as socio-technical remedies for concrete community issues. As envisaged, the present study shall permit the Cameroonian Ministry of Sports and Physical Education, and National Paralympics Committees (NPCs), propose effective and efficient ways to making the impact of cooperate social responsibility to be felt directly by the under-served populations in Cameroon, and also to provide answers to the questions concerning what should be done with

the many abandoned sports projects and under-utilized sports facilities generally known as ‘white elephants’ in most municipalities around Cameroon, Africa and some parts of the world (Michigan State University, 2018)

Personally. To fulfill the conditions for the award of an Master’s degree in Sports Management at SNU, and to satisfy my career ambitions of becoming an International Technical Official ITO with IPC in order to contribute in decision making through World Para Athletics (WPA)

#### **1.2.4 Area of research study Cameroon**

According to the Central Intelligence Agency (CIA, 2019), Cameroon is a country located in central Africa, with a population of 20,386,799 people. Cameroon is the first African country to reach the quarter-final in soccer world cup. The official languages in Cameroon are French, English languages with close to 350 local dialects. Cameroon celebrated its first Independence Day from the France and England on October 1, 1960 and 1961 respectively. In terms of religions, Christianity is dominant followed by Islam. As concerns the standards of living, more than 30% of the population lives below the poverty limit of \$1.25 per day. In the area of agro production, Cameroon is famous for coca, cotton, bananas, rubber and oil seeds. Cameroon has the tallest mountain in West Africa known as Mount, and has the wettest lands on earth with an annual rainfall of about 1028cm. Green (vegetation), red (independence) and yellow (sunshine) are the colors found on the Cameroon flag with a star affixed in the center to symbolize unity. Cameroon is Portuguese word meaning river of pawn and occupies a geostrategic position in the entire central and West of the African continent. Yaoundé is the political capital from colonial days while Doula is the economic capital city. As concerns regions, Cameroon has ten (10) regions, eight of them dominated by the French speakers while two are occupied by the English speakers and 360

municipal councils MCs. Sport is government-led with preference often accorded to football (Joanne & John, 2017)

Also, in compliance with the move towards decentralization, and drive in the attainment of the SDGs, each MCs is obliged to hold an advisory council session at the end of each mandate This organ is the consultative body of the MC with some power of general policy determination. In the case of Yaoundé VI, the Advisory Council known in its French acronym as ‘Conceal Municipal’ was held on the 9<sup>th</sup> of May 2019. It is comprised of total of forty-one (41) Councilors, with thirty-nine (39) advisers in office to pilot its affairs for the year 2017/19. According to Deliberation N ° 001 / D / CAY6 / SG of May 09, 2019, two articles were adopted (Odile Pahai, 2019). Table 1 shows the budget of Yaoundé VI for 2018 to 2019; one of the 360 MCs in Cameroon



Table 1: Estimated budget of Yaoundé VI MC for 2018 to 2019

N°	Instrument	Year	Income	Expenditure
1	2004/018 of July 22nd, 2004 fixing the rules applicable to the councils (Article 1)	2018 -2019	1,267,83	1,239,117,762
2	2004/018 of July 22nd, 2004 fixing the rules applicable to the councils (Article 1)	2018-2019	1,267,83	1,239,117,762
3	2004/018 of July 22nd, 2004 fixing the rules applicable		3,734	1,239,117,762

Source: <https://fr.blastingnews.com/international/2019/05/cameroun-la-mairie-de-yaounde-6-a-tenu-son-conseil-municipal-sous-de-nouvelles-bases-002911113.html>

### 1.2.5 Definition of basic concepts and notions

In order to better the understanding of the words that are used in the present study, we decided to provide basic definitions to terms in as could be seen below (Creswell J.W, 1998);

#### *Paralympics sports*

The Paralympics is an international multi-sports event involving athletes with a range of deficiencies, including impaired muscle power, impaired passive range of movements, limb deficiency, leg length difference, short stature, hypertonic, alexia, athetosis, and vision and intellectual impairments. Hence, there exists the winter and summer Paralympics Games, which since the 1988 Summer Games in Seoul, South Korea, are now held almost immediately following the respective Olympic Games. All Paralympics Games are governed by the International Paralympics Committee IPC (IPC, 2018)

## ***Sustainable Development***

According to (Michelle E. Jarvie, 1987) Sustainable Development is defined as development that meets the needs of the present, without compromising the ability of future generations to meet their own needs (UN, 1987). The Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations General Assembly in 2015 to minimize the incidence of suffering in the society by the year 2030. The SDGs are part of Resolution 70/1 of the United Nations General Assembly, the 2030 Agenda

## ***Municipal Council***

A municipal council is a decentralized local government institution charged with the responsibility to design, execute and evaluate national policy on cultural promotion and development, national integration, education for community development and the provision of social services (UCCC, 2014). It is to be distinguished (usually) from the countryside, which may encompass rural territory or numerous small communities such as towns, villages and hamlets. The term municipality may also mean the governing or ruling body of a given municipality. A municipality is a general-purpose administrative subdivision, as opposed to a special-purpose district. The term is derived from French “municipality” and Latin “municipals”. A municipality can be any political jurisdiction from a sovereign state, such as the principality of Monaco, to a small village, such as West Hampton Dunes, New York

## ***Physical Activity***

Physical activity is defined as any bodily movement produced by skeletal a muscle that requires energy expenditure. Physical inactivity (lack of physical activity) has been identified as the fourth leading risk factor for global mortality (6% of deaths globally).

Moreover, physical inactivity is estimated to be the main cause for approximately 21–25% of breast and colon cancers, 27% of diabetes and approximately 30% of ischemic heart disease burden. Regular and adequate levels of physical activity in adults: reduce the risk of hypertension, coronary heart disease, stroke, diabetes, breast and colon cancer, depression and the risk of falls; improve bone and functional health; and are a key determinant of energy expenditure, and thus fundamental to energy balance and weight control (WHO, 2019)

### ***Sports***

The usefulness of sports in the attainment of her global objectives since the 2000 it is in this perspective that the UNO views sports as:

*‘Sport is increasingly recognized as an important tool in helping the United Nations achieve its objectives, in particular the Millennium Development Goals. By including sport in development and peace programs in a more systematic way, the United Nations can make full use of this cost-effective tool to help us create a better world.’ Ban Ki - Moon, United Nations Secretary-General (Sport Development, 2019)*

### ***Condition and impairment***

Medically, the term condition has a number of biomedical meanings including the following: An unhealthy state, such as in "in a progressive condition. A state of fitness, such as getting into condition something that is essential to the occurrence of something else; essentially a precondition (WHO, 2018). The words impairment, disability, and handicap, are often used interchangeably. An impairment refers to any loss or abnormality of psychological, physiological or anatomical structure or function. Disability refers to any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the

range considered normal for a human being. A handicap is seen a disadvantage for a given individual that limits or prevents the fulfillment of a role that is normal (WHO, 1976)

### ***Functional classification***

The International Classification of Functioning, Disability and Health, known more commonly as ICF, classification of health and health-related domains as the functioning and disability of an individual occurs in a context, ICF also includes a list of environmental factors. ICF is the WHO framework for measuring health and disability at both individual and population levels. ICF was officially endorsed by all 191 WHO Member States in the Fifty-fourth World Health Assembly on 22 May 2001(resolution WHA 54.21) as the international standard to describe and measure health and disability (WHO, 2018)

### ***Vulnerability and Minority Groups***

The word vulnerability is the degree to which a population, individual or/and organization is unable to anticipate, cope with, resist, and recover from the effect of any disaster(s) practical guide (WHO, 2002). In sociology, a minority group refers to a category of people who experience relative disadvantage as opposed to member of a dominant social group. Minority group memberships are typically based on differences in observable characteristics or practices, such as ethnicity, race, religion, sexuality, impairments, or gender identity. Utilizing the framework of internationality, it is important to recognize that an individual may simultaneously hold membership in multiple minority groups. Likewise, individual may also be part of a minority group in regard to some characteristics, but part of a dominant group in regards to others

## ***CHAPTER 2 LITERATURE REVIEW***

The phrase Sustainable Development (SD) emerged in 1987 during the World Commission on Environment and Development. It was considered as development that meets the present needs without sacrificing the ability of future generations (Michelle E. Jarvie, 1987). SD observed recognition during the Earth Summit in Rio de Janeiro, 1992. Unanimously, an initiative was built borne in the above mentioned submit in order to drive the growth of Sustainable Development Goals SDGs (UNO, 2012). One would claim that why SD is imperative for community development, it is hard to dissociate sufferings from poverty

Poverty has affected and still is challenging livelihoods in numerous rural societies of the world where many poor people live (Stefan Dercon, 2008 ). It is estimated that about seventy percent of the third world's population are settled in the local communities as opposed to the about fifty per cent of the population that is resident in urban centers (Montaldo, 2013). Elsewhere, I also considered (UNESCO, 1992)in the construct of our conceptual and theoretical related literature. In the above Declaration, twenty-seven key areas to enhancing SD were proposed and accepted upon by UNO member states in attendance as mechanisms to beef-up the conditions of human life globally. These aspects could be presented as follows: principle one, that man is at the center of SD; in principles two, four, five, seven, ten, the role of state policies, partnerships, and collective actions for the attainment of SD are underscored. The full participation and contributions of women and youth towards SD are emphasized in principles twenty and twenty-one as well global actors in the process of SD. The role of indigenous in communities' development was also underpinned in principle twenty-two. Equally, the essential role of inclusiveness to foster durable development was underlined in the rest of the other principles

In a similar manner, it should be mentioned that it was in (UNO, 2012) that the United Nations member states coined what is today known as the 17 UNO SDGs. The rationale was and/or is built on the role of concerted efforts for human development. This idea was borne to curb the shortcomings of the Millennium Development Goals (MDG) which in some way convinced development partners that the horrors of wars, financial upheavals, human suffering could effectively and efficiently be redressed through joint efforts (UNRISD, 2014). In addition, one of the disparities between the MDGs and the SDGs is the magnitude of acceptance admits member states based on prescribed objectives, and contexts. In terms of policies, the conception of the SDGs considered universality I.e. not only focused on less developed states, a single area, and the present needs. But it also involved all nations, with a broad-based vision, and future generations without endangering and sacrificing present demands, supply and distribution chains up to 2030 as time frame. Again, the inclusiveness of all stakeholders was considered to be a key approach. Finally an evidence based perspective with the new information and communication technologies ITCs as the core was equally taken in to account. However, it could be said that despite the achievements of the SDGs over the last 2 decades, the UNO and member countries have been and are still challenged by some or/and all of the issues below:

Inequalities and economic growth in the last two decades, academic research reveals that global gross domestic product stands at about 72.3%. In Cameroon as well in some parts of Africa, and the world at large, country-based inequalities, disparities and under-served communities are juxtaposed unevenly. In sports, and precisely Para sports, the incidence is heavy as less than 5% of athletes are registered in the Sports Data Management System SDMS of the International Paralympics Committee IPC. Also, access to modern facilities remain a nightmare for athlete, inadequate funding/sponsorship opportunities, limited

sustainable policies from either the state or/and Municipal Councils are far-fetched. Training opportunities for staff and the re-conversion of old athletes; one of the potential asserts for data collection, a reservoir of experiences for grass root development is non-existent. In a similar view, there is unevenness in the exploitation of ocean resources; climate change and global warming have become real pre-occupations to farming and the entire human existence

Furthermore, the dynamics of global economies have degenerated into partnerships for states. The implication of this global trend in development is that no nation is immune to events in the larger global economy. By and large, the rate of enlightenment has made citizens to challenge and make authorities to be transparent, responsive and accountable in the management of resources. The role of the Government in the process of SD is to play a central role, including new functions as referee, facilitator, and broker in a new suite of common-asset institutions

The question which any development expert would claim to ask is what type(s) actions are needed in order to ameliorate the situation mention above? Who are the stakeholders to pilot such actions? How long shall these actions last? When and where may these actions be best implemented? How much money is needed for the realization of such actions?

In recent times, a special phenomenon capable to transform not only the attention but also participation of individuals in SD known as the explosive growth of social networking technologies has emerged and has the power to empower individuals as well as highly unpredictable political consequences. If used responsibly, these technologies could lead to positive outcomes, particularly if “crowd sourcing” platforms enable more collaborative, participatory and transparent approaches to governance and decision-making (Moon, Ban-Kim, 2010)

It is based on the above available evidence, and scenarios that one may claim to question what role international cooperation can play in providing solutions to the challenges of SD? Based on Le Blanc a framework for international cooperation, emphasis for SD has been laid in three dimensions: (I) the need to eradicate poverty and hunger; (ii) the global ecological footprint of humanity; and (iii) the management of global communities. Hence, such a framework should be adapted to face future challenges of SD. The adoption of SD without renunciation of other aims has been transformed into resistance from institutions at different levels to fully accommodate SD. Economic and financial governance has remained firmly outside of the remit of SD, and has continued to function largely untouched by the concepts of SD at all levels; conserve resources and promote renewable energies; innovation, human empowerment, promotion of SD education, and training, recommendations to food security, strengthening institutional governance, and integration of goals

This views notwithstanding, a look at the mileage of Para sports/Games in terms of athletes' attendance, viewership, attitude change, and technology has been remarkable. From Seoul Summer Para games with an estimated 3,014 athletes (2,370 male and females, 60 NPCs, and 733 medals in 18 sports to 2012 Summer Para games in London with about 4,302 athletes, 164 NPCs and 22 Para sports discipline, Rio 2016 in South America with about 4.1 billion audience, and 2018 Winter PyeongChang – Korea with about 567 athletes, 49 NPCs and 80 medals, Para sports have left blueprints in the lives of PLWDs globally

## **2.1 Strategies for Paralympic sports development and SD in Cameroon**

In this part, I intent to suggest a principal strategy with diverse ramifications to be used by Municipal Councils in order to facilitate the process of SD of Paralympics sports in Cameroon. This initiative is supported by my literature review (Michigan State University,



2018). According to the principles of community development, Michigan State University, retrieved Center for Community and Economic development, it is not sufficient to identify the problem but to assist communities to providing solutions affecting them. Hence, the creation, and functioning of a Disability Advisory Council DAC (a functional guide) to be adopted in each MC in Yaoundé–Cameroon as demonstrated in the terms of reference of the YaRRa City would help MCs in Par sports development (City of Yarra, 2017). An example of such a document is presented in the paragraphs below as:

### ***2.1.1 Disability Advisory Committee DAC***

This document is intended to help the Mac in Cameroon to setting up strategic plans for the SD of Paralympics sports

### ***2.1.2 Terms of Reference***

The purpose of conceiving this Terms of Reference is to assist the MCs to measure the costs, outcomes, and ease the process of inclusion in the community development process. The Disability Advisory Committee (DAC) shall be called upon to play following roles:(a) provide information, advice and guidance to Council at both a strategic and operational level on universal access and mainstream participation of people with disability; and(b) provide ongoing support to Council in ensuring that disability rights are integrated into the core business of the MCs and community development as presented in the principles of community development at Michigan State University, retrieved from the Center for Community and Economic Development (University, Michigan, 2018)

### ***2.1.3 Duties and areas the DAC should be consulted upon***

In this area, the DAC may provide advice, and be consulted on the following issues: the provision of forums for the discussion of contemporary issues affecting the well-being of people with disabilities and their careers; any proposed strategies, programs, services and initiatives developed by all levels of Government and Non-Government Organizations to respond to access and inclusion issues; community development initiatives across the MCs in Cameroon (City of Yarra, 2017); Systemic advocacy issues; development, implementation and review of Council's Access and Inclusion policy and strategy; review of Council's plans, strategies and policies; accessible and inclusive Council services, programs and events; Council's major capital works and infrastructure; influence community attitude and perceptions. This is justified with information from my literature precisely the strategic development plan of IOC (IOC, 2017)

### ***2.1.4 Functions of the DAC***

The function of the DAC is underpinned by the following principles: (a) Realizing disability rights is beneficial for the whole community as reduced physical, structural and attitudinal barriers lead to full participation by everyone; (b) equalizing opportunities to improve the quality of life of people with disability requires the cooperation and collaboration of all levels of government in partnership with the whole of the community; (c) the DAC gives the citizens of Yaoundé a means for direct participation in Council's decision making processes; (d) The DAC will be flexible with regard to multiple non attendances by members, acknowledging the health and support needs associated with active citizen participation; (e) experiential learning allows DAC members to acquire skills and gain confidence in providing advice to Council and assist Council with advocacy for disability rights; (f) operation of the

DAC is based on the Meeting Guidelines incorporated into these Terms of Reference (City of Yarra, 2017)

### ***2.1.5 Membership and Composition of DAC***

The Disability Advisory Committee will comprise; (a) two Councilors; and (b) up to twelve non-Council Community Representatives. As far as practicable the composition of the community members will reflect the widest access and inclusion perspectives of people with a disability<sup>1</sup>, and their families and careers, including:(a) People with disability from the Aboriginal and Torres Strait community; (b) people with disability from Culturally, Religiously and Linguistically Diverse (CRLD) backgrounds;(c) people with disability from the Lesbian, Gay, Bisexual, Transgender, Intersex (LGBTI) community;(d) People with disability from a variety of life stages. A quorum for passing formal motions will consist of four (4) Community: Representatives and the Chairperson, Selection Criteria, Community representatives can be someone who resides, works, studies or receives services in Cameroon (City of Yarra, 2017)

### ***2.1.6 Criterion for the selection of DAC Members***

Community members will be eligible for selection if they; The definition of "disability" as outlined in the Disability Discrimination Act 1992 includes: Physical, Intellectual, Psychiatric, Sensory, Neurological, and Learning disabilities, as well as Physical disfigurement, and the presence in the body of disease-causing organisms; Have a disability or are a career or a family member of a person with a disability; and have experience, knowledge and understanding of disability issues; and are able to represent the views of other Yaoundé residents with disability; and demonstrate ability to work effectively as a member of

an Advisory Committee. Staff members who are (paid) workers of disability service provider organizations, should not be considered for DAC appointment (City of Yarra, 2017)

#### ***2.1.7 Term of Appointment and Selection process of DAC members***

The term of appointment is four years following a public advertising process Community Representatives can sit on the DAC throughout Council tenure, with an opportunity to formally reapply, and that this process can be supported. This would allow Community members, as representatives on DAC sufficient time to be able to translate their lived experience into processes on policy decision making. Experiential learning enables members to acquire skills and gain confidence in providing advice to Council; and assist Council with advocacy for disability rights. The DAC will be flexible with regards to multiple non attendances by members, acknowledging the health and support needs associated with active citizen participation (City of Yarra, 2017)

#### ***2.1.8 Treatment of vacancies at DAC***

Where casual vacancies occur, the Council Officer responsible for the committee shall advise the Chief Executive Officer (CEO) of the vacancy. The CEO shall determine whether the vacancy requires filling, giving regard to the committee's capacity to fulfill its Terms of Reference, and represent communities in different disability areas. If a new appointment is necessary, the Chief Executive will determine the most appropriate recruitment process as per the Appointment of Members to Council Committees Policy

#### ***2.1.9 Expression of Interest through a public advertising process in DAC***

In this respect, a selection panel made up of two DAC members, the Chairperson and the Disability Planning Officer will be set up to assess the EOI applications, and interview applicants if necessary. Recommended candidates will commit to attend at least four meetings

as Observers, for the purpose of familiarization with rules, processes, roles and responsibilities during the proceedings. The selection panel determines the most suitable applicants and makes recommendations to the CEO. The CEO shall notify all Councilors of the intention to make an appointment, and provide them with relevant details of the recommended appointee(s). Unless any Councilor raises objection within seven days, the CEO shall appoint the recommended appointee(s) to the committee. If objection is raised, the CEO may submit the candidate to a Council Meeting for Council's determination; or identify an alternative candidate; or abandon the process and not appoint a candidate (City of Yarra, 2017)

#### ***2.1.10 Treatment of observers at DAC***

Community members are welcome to attend DAC meetings in the capacity of Observers. The role of an Observer is to become familiar with the style, issues and procedures of this Committee. Where casual vacancies exist Observers, who meet eligibility criteria and follow the DAC's Meeting Guidelines, may qualify for appointment as set out above. If Observers are not appointed following a casual vacancy recruitment round, they could continue attendance as Observers. The Chairperson and the Deputy Chairperson are Councilors appointed annually by Council. The Chairperson will act as the public face of the committee and will present advice and reports to the Council and other bodies on behalf of the committee. As concerns decision making, the Disability Advisory Committee is not simply to decision making but to serve as a technical organ to brainstorm on the holistic development of Para sports in Cameroon (City of Yarra, 2017)

As far as practicable the Disability Advisory Committee will provide advice based on the collective wisdom of the Committee and the best available information provided by Council

Officers. Any formal advice provided by the Committee will be reached by consensus. Only Community Representatives are entitled to vote or use other decision-making mechanisms for reaching consensus. However, a diversity of differing views may be expressed by the Committee from time to time. These views will be reflected in any reports and statements issued by the committee. The Chairperson will represent the views of the Committee and may, as delegated by the Mayor from time to time, make public statements to the media if required. If members of the Committee wish to make statements to the media on issues discussed at the Committee meetings, they are encouraged to discuss this with the Disability Planning Officer and the Chairperson beforehand. Members are entitled to make comment on matters in their capacity as a member of another organization or as private citizens. However, it should be clear that those views are not expressed on behalf of the DAC or Council

As concerns the time for meetings, DAC meets 10 times through the year. Meeting dates will be published on Yaoundé VI Council website at the beginning of each year. Meetings will last for two hours. Funding is available for members of the Committee who require attendant care, transport, career support or an interpreter service. Support requirements must be advised to the DPO prior to the meeting. Also, the Disability Advisory Committee is supported and resourced by the Disability Planning Officer (City of Yarra, 2017)

### ***Disability Advisory Committee/Terms of Reference***

The DAC operates in accordance with the Meeting Guidelines outlined below by the YaRRa City Council (City of Yarra, 2017):

Firstly, the chairperson of the meeting has the sole discretion to vary the application of these guidelines. The general provisions of these guidelines shall be made known to all involved before they attend a meeting. Persons attending the meeting shall adhere to the meeting guidelines. Also, all participants are expected to contribute positively to the meeting,

and conduct themselves in a respectful and collaborative manner. Community Representatives can raise agenda items with the Disability Planning Officer no later than 10 days before the meeting. Observers wishing to raise an agenda item at DAC meetings can do so through a current member, or by prior discussion with the Disability Planning Officer, no later than 10 days before the meeting. Moreover, any late item on an urgent matter may need to be addressed outside the meeting by a relevant Council Officer, or at the meeting with the approval of the Chair. Minutes shall record names of attendees, apologies, concise summary of discussions, motions and actions. Relevant documentation (i.e. agenda, minutes, papers) shall be circulated approximately one week before each meeting. Council Officers who sit on the Committee are required to declare any conflict of interest and leave the room before the start of discussion. Where two or more members desire to speak at the same time, the Chairperson shall decide who will have priority and verbally acknowledge the order for those who have indicated they wish to speak. Community Representatives who were already given the opportunity to speak give priority to other members. (City of Yarra, 2017). As it has been demonstrated in the Yarra City, once the Disability Advisory Committee has been set by the MCs, it shall implement other tasks as mentioned in the Terms of Reference including and not limited to sports, health facilities for the PLWDs, education, leisure and recreation

## **CHAPTER 3. METHODS**

In this qualitative research, it was essential for me to choose a theoretical approach, and appropriate techniques for data collection and examination/analysis (Crotty, 2003). This choice is supported by my intent to investigate into a particular case (empirical precision), and to attempt conclusions as contended by (Alhojailan Mohammed Ibrahim, 2012). Data collection started with literature review, administration of questionnaires and interviews in both MCs, and documents from the libraries of the Universities of Yaoundé 1&11, Buea, and Seoul National Universities. As a procedure for data collection, I targeted a total population of forty (40) participants for two focused groups; MCs staff and members of the Cameroon National Paralympic Committee

### **3.1 Sample Size of population for the present study**

According to Patton (1990), in qualitative evaluation and research methods, sample size is contingent upon the information being researched, and the purpose of the inquest. Furthermore, Patton (1990) stated “there are no rules for sample size in qualitative inquiry” (p. 184). Typically, qualitative research has smaller sample sizes than quantitative research. Quantitative researchers seek to gain breadth in a large sample size. Hence, my intent was to obtain maximum information relating to the subject in question. Saturation is expressed in this process at a point where no new information was found (Creswell, 1998) in the process of data collection from literature review, administration of structured and semi-structured questions, documents from the libraries of the Universities of Yaoundé 1&11, Buena, and Seoul National Universities

Hence, twelve (12) participants responded to my online questions through WhatsApp. In Yaoundé VI MC, four (4) Presidents of national civil Para sports federations,



one (01) Secretary General, one (01) Major, and two (02) Councilors, and for the Yaoundé III (Befouling) MC, one (01) mayor, and two (02) councilors and one (01) civil society activist. In order to balance broaden the base for data from structured and semi-structured questions, a total of twenty-eight (28) participants responded to my questions in both MCs. At the Yaoundé VI MC, a total of twenty-four (24) questions were administered and was divided as follows: ten (10) to Council staff, four (04) National Paralympics Committee (NPC) staff, eight (09) athletes, one (01) parents having and living with children with impairments. At the Yaoundé III (Efoulan) MC, four (04) participants responded to my questions, and was divided as two (02) Council staff, one (01) civil society activist, and one (01) Municipal Councilor. The criteria for the selection of the above target population were legal adherence and moral responsibilities as members of the United Councils and Cities of Cameroon (Union of City Councils in Cameroon, 2014) their expertise in Para sports, and status as athletes

### **3.2 Measurements**

As a measurement tool, I used a thematic data analyses approach. My data was coded and expressed as a per cent of the total participating population of 40 participants (28 structured questions and 12 semi structured questions). I considered as well the educational background of all my participants. As such, I asked my volunteer coaches to print hard copies of my questions, read them out to each participant, and take notes on the scripts. After the notes were taken, they read once again the answers which had been provided by the participants. In an event where the participant disapproved of what has been written and read, then that script was disposed; otherwise, it was retained as a valid script(s). At the end of this process, the data collected (hard copies) were sent to me through any reliable persons coming to Korea for analyses

After I became familiar with the contents in the scripts, I conceived a series from 1 to 5 with a rationale to develop subthemes. According to the above series, 71.42% of my participants strongly agreed with a modification of the present Municipal Council organizational structures, and the creation and functioning of Disability Advisory Council or Committee as strategy to facilitate Para sports development in each MC. 82.28% of participants subscribed to the development of strategic partnerships as a tool to for Para sports development (City of Yarra, 2017)while 78.5% of participants agreed with ownership and effective management of Para sports facilities by MCs as way to foster sustainable development of Para sports in Cameroon (City of Yarra, 2017)

Equally, 82.14% of the participants strongly agreed with the organization of Para sports competitions by the MCs as a measure to developing Para sports in Cameroon, and 67.85% of participants strongly agreed that Human Rights education, and the training of community coaches, athletes, MCs and NPC staff remain indispensable for Para sports development in Cameroon. The above views are supported by Joanne Clark & John Sunday Ojo (Joanne & John, 2017), in the International Journal of sport Policy and Politics who contend that sports in Cameroon is government-led with priority given to football

In order to ensure rigor, I ensure that all of athletes were registered in clubs, that all staff were in active service either at the MCs and/or the NPCs, and that civil society activists were accredited, parents were having and living with PLWDs. I also took a verbal agreement with the participants, agreed on the appropriate time, date(s) and place, printed the scripts, read them out and took notes from the responds of my participating population. I re-read the questions and answers to each participant and in an event where he/she was not satisfied with the notes, then script(s) was discarded; otherwise it was retained. At the end of the procedure

for data collection as explained in above, I developed sub/preliminary themes as could be seen in table 2

*Table 2: Extract of sub/preliminary themes developed from the above survey/questions*

<b>Subtheme</b>	<b>Subtheme</b>	<b>Codes</b>	<b>Source</b>
MCs Policies.	MCs ownership of	Reduce financial	Initial survey, Principles
MCs legislation	Para sports costs for athletes	abroad during	of community Economic
&MCs Strategic	facilities, MCs	international Para	Development retrieved
Partnership plans,	management of	competitions,	from Michigan State
MCs Para sports	Para sport	Stimulate UCCC	University,
development	facilities, MCs	Para sports	<a href="http://ced.msu.edu/about-cced/principles-of-community-development">http://ced.msu.edu/about-</a>
initiatives	organization of	development initiatives	development
	Para sports and		
	other competitions		

It's from table 2 that I generated initial codes for each subthemes/preliminary theme, and also developed new subthemes as shown on table 3 (Braun & Clarke, 2017)

*Table 3: Extract sub/preliminary themes developed from structured questions.*

Subtheme	Subtheme	Code	Source
MCs Policies.	MCs ownership of	Reduce financial costs	Initial survey, Principles of
MCs legislation	Para sports	for athletes abroad	community Economic
&MCs Strategic	facilities, MCs	during international	Development retrieved from
Partnership plans,	management of	Para competitions,	Michigan State University,
MCs Para sports	Para sport facilities,	Stimulate UCCC Para	<a href="http://ced.msu.edu/about-">http://ced.msu.edu/about-</a>
development	MCs organization	sports development	<a href="http://ced.msu.edu/about-">ced/principles-of-community-</a>
initiatives	of Para sports and	initiatives	development
	other competitions		

From the data presented in table 3, 2/12 participants agreed with the view that the MCs should re-organize their organizational structures and insert operational units (committees) for Para sports like it is often done with other aspects of development by the MCs. This gives a 16.7%. 8/12 participants also strongly agreed with opinion, giving a 66.7% In terms of neutral, 00 participants, 01 participant ddisagreed leading to 8.4%.With regards to the ownership of Para sports facilities, this ratio was obtained 2:8:0:1:1/12 participants agreed, strongly agreed, were neutral, disagreed and strongly disagreed with this view respectively. Also, in terms of management of Para sports facilities, the following ratio 3:6:0:1:2/12 participants respectively agreed, strongly agreed, were neutral, disagreed, and strongly disagreed with the management of Para sports by MCs

It was at the end of this step/stage that I brought out final themes. These themes were meant to assist me in bringing out a final report of the data analyses technique that I have used in my research and contends with (Braun & Clarke, 2017) six Stages of doing thematic analysis. These final themes are represented on the table 4

*Table 4: Development of final themes from semi-structured and structured questions.*

Theme	Theme	Theme	Source
Municipal (MCs) Strategic development Plans, Ownership of Para sports facilities, Management of Para sports facilities	MCs resource development plans, MCs development of strategic partnerships (IOC, 2017)	human MCs organization of Para sports and other competitions, Raise awareness on negative myths	Braun & Clark's 2017, <a href="http://ced.msu.edu/about-cced/principles-of-community-development">http://ced.msu.edu/about-cced/principles-of-community-development</a>

### 3.3 Data collection methods and analyses used in my research

I used primary and secondary sources to collect my data as well as structured and semi-structured questions from two focus groups. My analyses and discussions were centered on said data; with the aim of providing answers to my research questions

This of course guided me in the conception of the questions, and as well the management of analyses. (Braun & Clarke, 2017). My online questions lasted between 30 to 60 minutes).

In a general manner, the sentences below describe the procedures which I used in my data collection and analyses

### **3.3.1 Stage 1: Getting acquainted with the data**

The reading and re-reading of the transcripts is one of the first stages in qualitative analysis. In the present study, a sample of the semi-structured questions as shown in extract from my initial survey (Appendix D) would serve as serves as an illustration. This extract permitted me to jot notes with regards to the opinions from my participants, and to make my presentation clean and easy to understand (Braun & Clarke, 2017)

### **3.3.3 Stage 2: Creation of initial codes**

In this stage, I started with the development and organization of data in a systematic and meaningful manner. Hence, the process of coding was the next. This assisted me to reduce data into smaller meaningful segments. The key concern was to address my two (02) specific research questions and to ease data analyze based on a theoretical thematic analysis approach rather than an inductive one. Hence, I coded each segment of data that was relevant to or captured something interesting about my research question. I did not code every piece of text because my intension was not to do a more detailed inductive analysis from line-by-line coding to code every single line. I used open coding; that means I did not have pre-set codes, but developed and modified the codes as I went along with the coding process. Hence, Stage 01 gave me an initial overview about the codes. For instance, a face-to-face talk with my tutor relating all the questions and the inputs from this talk were relevant as they guided me in making my research questions feasible. It is from here that I conceived preliminary themes from the codes, and coded separately each transcript. I Read across each transcript once again while coding parts of the text that appeared meaningful to me and had a direct connection to

my research questions. I did this by hand, and through reading and re-reading the physical copies of my transcripts, I used highlighters to marked words and phrases which gave and added meaning to my research questions (Braun & Clarke, 2017)

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Table 5: Braun & Clarke's six stages framework for doing a thematic analysis.

**Braun & Clarke's framework**

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Step 1. Familiarization with data	Step 2. Generation of codes
Step 3. Search for subthemes and themes	Step 4. Review themes
Step 5. Definition of final themes	Step 6. write up/report

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### 3.3.3 Stage 3: Search for themes

In the previous sentences, a theme was defined as a pattern that captures something important in relation to the present research or very interesting and/or connected directed to the research question. As Braun & Clarke (2006) contends, there are no hard and fast rules regarding what makes a theme. Hence, any theme is characterized by its importance, the smaller the data set, the more remarkable intertwine is the coding stage and determination of preliminary themes. It is in this respect that I had to examine and re-examined some of the codes in order to ensure that some of them clearly suited the purpose of the present research as themes (Braun & Clarke, 2017)

### **3.3.4 Stage 4: Review of themes**

In this stage, I had to modify and to develop meaningful preliminary themes from stage 3. The data associated with each theme is color-coded. I read the data associated with each theme and considered whether the data really did support my research question and the other set of data. For example, I felt that the preliminary themes relating to MCs legislation and MCs strategic plan were rather appropriate and fitted as MCs policies. This theme was relevant and had a direct association/contribution to Para sports development. So I grouped both themes under MCs policies as 01 theme. Equally, I felt as well that the theme on MCs ownership and management of sports facilities (or not) should be treated separately and be interpreted as a technical factors in the development of Para sports in Cameroon rather than as policies. Hence, I established 02 subthemes from this initial theme. In my view, the management of sports facilities is way different from its ownership though both ideas have a link, and are directly related to my research questions (Braun & Clarke, 2017)

A majority of my codes were related to the perception and initiatives involved by MCs as potential factors/themes in the development process of Para sports in Cameroon. I felt that this actually was important and an attractive base for data collection. Theses in my view is based on the fact that policies like those relating to the provision of physical education and sports facilities must be managed by people; their mind sets and commitments and/or not determine the degree of effectiveness in the area of development which is involved. Hence, I made the following modifications at this stage:

I combined MCs legislation and MCs strategic development plan to come out 01 theme known as MCs policies (City of Yarra, 2017), I created a new theme known as MCs and Para sports development which include 04 subthemes: MCs ownership of Para sports facilities, MCs management of Para sport facilities, MCs organization of Para sports and other



competitions, and MCs education and training of Para athletes and staff (IOC, 2017). I also combined the themes relating to fund raising and scholarships budget allocation to 01 theme know as strategic partnerships. I merged hatred and fear factors as a subtheme within the broader theme of stereotypes against PLWDs in Cameroon (Braun & Clarke, 2017)

### **3.3.4 Stage 5: Define themes**

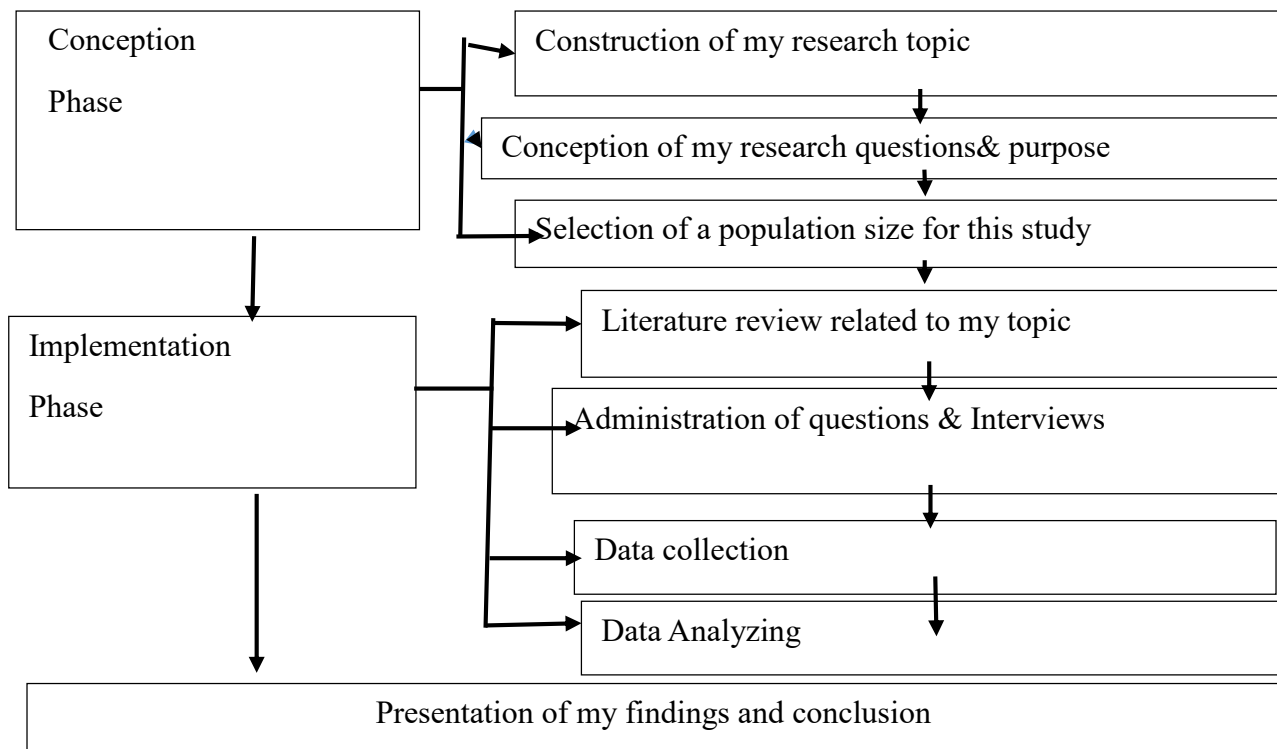
At this stage, I re-visited and reviewed once again, and for the last times all of the themes on table 5. My rationale was to identify the significance of each theme. In essence, my intention was to know what each theme was saying in relation to my research questions, and if there were subthemes which interacted and relate to the main themes? And to establish the inter-relationship of the themes during analyses

### **3.3.5 Stage 6: Writing-up**

From a scientific stand point, literature shows that the end-point of a research reveals a report often presented in the form of a journal article or a dissertation. My thesis is an example of such academic work because I claim to have facilitated the process of learning and knowledge sharing liked to the role of MCs on the development process of Para sports in Cameroon

## **3.4 Research Design**

As concerns the design, consider a logical selection of the sites (areas of and under study), my sample population size, the quality of my respondents, and data collection methods (from my personal observations during fieldworks). I also considered ethical issues, and the resources needed to assist me in my thesis, and the trustworthiness of persons who helped me in the collection of data (Catherine Marshall, 2006). This design is represented as:



*Figure 1: Research Design*

The setting of my research is Cameroon. My interests is centered on the active role of the 360 MCs on the development of Para sports, and the impacts of Para sports on the process of SD in Cameroon (Odile Pahai, 2019). As such, in my research endeavors, I have the intent to help to solve practical problems regarding Para sports development and increase knowledge for the development of new idea in Para sports (Zucker Donna M, 2009). Again, as contented by Paul (2013) in Practical Research: Planning and Design, 10th Edition (Paul D. Leedy, 2013), in a research is not just collecting the information but as well, interpretation of data in an attempt to resolve the problem that initiated the research and inspire future research

### **3.4.1 Data collection process**

I collected process of data collection in the month of March 2018. In the process, I drafted questions both in French and in English and presented both copies to my tutor. After I

received her feedback, some of the questions were deleted, others re-phrased while some were maintained in their initial order. I then contacted 4 volunteers in Cameroon who accepted to administer printed scripts on-site to my participants. I proposed that this should be done after training sessions for athletes and in the offices for all other staff. This was agreed upon, and at the end of the process, all of the scripts had to be sent to me through any reliable source

### **3.4.2 Semi-structured Questions/Interviews**

In the present study, semi-structured and open-ended questions were used in this study (Appendix D) to allow for flexibility in obtaining explanation and clarification from respondents' thoughts. This is supported by Merriam (1998) who argues that an "interview is a common qualitative data collection instrument. The most common form of interview is the person-to-person encounter in which one person elicits information from another" (p. 71). According to Fontana and Frey (1994), there are three types of interviews: structured, semi-structured and unstructured. In my thesis, I conducted one-on-one interviews using WhatsApp calls on agreed dates, venues and times with my participating population. In order to ensure the trustworthiness of my data, and the security of my participants, a verbal agreement was reached between myself and them. In the agreement, I had to print the questions, make online video calls, read out the questions from the papers and take down notes. This was pre-aimed measure to avoid any misuse and abuse of information anywhere especially considering preparations for the upcoming Parliamentary and legislative elections slated to be held in February 2020 in Cameroon. It is for this reason that my respondents' name, identity and demographic details were not used in any written form during data collection. Pseudonyms were used in place of the respondents' name (Patton, 1990). The interviews lasted between 45 and 100 minutes and the questions were semi structured, and structured in nature. After this

stage was completed, notes were taken, coded, and data was confidentially kept in a safe locker in my room

### **3.4.3 Observations**

In the present study, I shall re-collect from my personal field observations and responsibilities as national technical director, and experiences as government official in separate missions. In my personal observations, I have been fully in the process of sports development in Cameroon since the year 2006 as a volunteer coach. During this period, I have received first-hand information from athletes, other coaches, other volunteers, regional delegates of Para sports and other government staff regarding the contributions of MCs in the development of Para sports. In some of my observations, items on my checklist were the physical sites, the number of participants in each competition, the types of assistance from MCs, the ownership and management of Para sports facilities by MCs, impacts of Para sports on community development (Merriam, 1998). Also, as an NTO, I visited Dakar Senegal in 2012 for a training that was organized by IPC, I served as volunteer NTO in Congo Brazzaville during the All African Games in 2015, I attended the Athletics World Championships Doha Qatar in 2015, I served as Team led at FAZZA-Dubai United Arab Emirates 2017, as an NTO at NPC development Programmed in Ethiopia 2018 and 1<sup>st</sup> National Paralympics competitions in Seoul, South Korea. In all of these outings, I observed that there was a real need for stakeholders to complement government's efforts in the process of Para sports development

### **3.4.4 Data Analyses**

In the analysis of my findings, I shall recapitulate data from multiple sources such as my personal observations, literature review, questionnaires, interviews, online resources, and

books. My analysis shall be based on the socio-cultural, economic and political routines of daily life (Merriam, 1998) and their contributions on Para sports development in Cameroon

### **3.4.5 Triangulation, peer examination, member-checking**

Triangulation entails the use of more than one method of investigation to verify trustworthiness in a research work. The purpose of triangulation is to increase the validity of findings. Denzin (1973, p.301) states that there four techniques in triangulation:

Data triangulation. This involves time, space, and persons, investigation triangulation (multiple researchers in an investigation), theory triangulation (use of more than theoretical scheme in the interpretation of the phenomenon) and methodological triangulation triangulations. In my study, used person-to-person online video interviews on WhatsApp. The different opinions which I got from data permitted me to avoid bias during my data collection, reduce peer pressure on my focus groups participants, sampling bias (inclusion bias) because of conveniences and procedural bias (participants are put under some kind of pressure in order to provide information) (Denzin, 1973)

Hence, my participants freely accepted to provide answers to the structure and semi-structured questions at their convenient place, and time. To ensure member-checking, the scripts were read out to participants to make sure that their responses were accurate and reflected their viewpoints. Member-checking lends to accuracy and comprehensiveness to the data analysis (Patton, 2002). However, participants were asked to clarify points through any social if necessary to ensure that I have not abused the terms of our verbal engagement before data collection

### **3.4.6 Audit Trail**

This refers to the process of note-taking concerning the interview process, details of analysis and the manner in which decisions were arrived at during the entire research (Merriam, 1998). Hence, I took notes during my interviews along the margins of my transcripts so as to avoid any useful details

### **3.4.7 Role I played in this Research**

In a qualitative study, it is useful to introduce the researcher and discuss their background in the study (Creswell, 2009). Hence, I did the entire conception of the thesis plan, recruited the volunteers in Cameroon who assisted in the data collection process. The typing and editing has been done exclusively by me. Finally, I did the presentation of this thesis before a jury of 3 member

## **3.5 Primary Research**

I opted for a multi-dimensional methodology in order to broaden the base for gathering information. Hence, my data was collected from review of documents, my personal observations, structured and semi-structured questions. Yin (2003), in *Case study research: Design and methods*, presents a multi-source data collection technique as a unique feature with case studies which is the ability to deal with multiple evidences in a particular case. None of these sources had precedence over the other, they were complementary. From my personal confidential documents to those of my closest associates, friends and family members who work at the Cameroon Ministry of Territorial Administration, all of the data was interconnected. I also used structured and semi structured questions in the French language athletes, NPC staff, staff of MCs as a way to complement the collection of primary data

### **3.5.1 Secondary research**

In this area, I consulted published books online, journal articles, video, and web Pages, related to my topic. Hence secondary data for the present study was derived from and was not limited to online published research, reports, textbooks in public and personal libraries, libraries of SNU, Yaoundé I and II, and Buena Universities, and the archives of the Local Government Training Centre LGTC “Centre de Formation d’Administration Municipal-CEFAM” in Cameroon

### **3.5.2 Measurement**

As a measure, I adopted the Delphi technique as expressed in Practical Assessment, Research and Evaluation, Volume 12, Number 10, August 2007 (Chia-Chien Hsu, 2007). This technique has often been used, and accepted in achieving centralization of views on real-world knowledge as demanded by experts in certain research areas. As a group communication, the above Delphi technique is aimed to achieving the convergence of views on a given issue. In the areas of program planning, needs-based assessment, and resource exploitation to develop and determine various policies, Delphi process is suited, and considered as a consensus-building to using questions in order to deliver diverse collection of data from a given subject. The feedback process allows and encourages the selected Delphi participants to re-assess their initial judgments about the information they provided. One of the primary characteristics and advantages of the Delphi process is subject anonymity which can reduce the effects of dominant individuals which often is a concern when using group-based processes to collect and synthesize information

### **3.5.3 Selection of the topic**

The conception, selection of words and the formulation of a topic was based on personal observations during different missions in MCs for ten (10) years in service as Government official, as well as useful information from literature review. After the first draft was presented, it was reviewed with guidance from my advisor before the final version was established as it is presented on my cover page



## **CHAPTER 4 FINDINGS AND DISCUSSIONS**

In this chapter, I shall express my findings and discussions in two (02) areas notably direct and indirect relationship with my RQ1 & RQ2, and the impact of Para sports on SDGs

Directly. Prior to my study, opinion polls regarding Para sports development in Cameroon were negative. However, during the course of my investigations and data analyses, I discovered that there was a transition of these viewpoints from negativism to optimism. This is supported by the Delphi technique (Chia-Chien Hsu, 2007). At the end of my research, I noticed that about 80% of my participants recognized the need for Para sports development in Cameroon. This views are supported by the UN themes commemorate 3<sup>rd</sup> December annually as the International Day for PLWDs. As confirmed from data sources, Para sports development in Cameroon shall facilitate the spread of Paralympics values such as courage, determination, inspiration and equality, and to foster community development. This view aligns with Principles of Community Development Michigan State University, retrieved from Center for Economic and Development, <http://ced.msu.edu/about-cced/principles-of-community-development>

### **4.1 Personally Enrichment**

Courage and determination. I needed these 2 traits in order to pick up an investigation in practise of Para sports often considered a taboo in Cameroon. Also, the socio-political atmosphere in Cameroon prohibits public discuss especially with the preparations of campaigns in prelude to the February 2020 municipal and Parliamentary elections in Cameroon. However, the insightful discussions that I had with MCs staff permitted me to learn about MCs. I have equally been able to improve upon my research skills (Paul D. Leedy,

2013). More so, I was able to explore the real challenges facing the development of Para sports and SD in Cameroon which is contrary to what popular opinion held about Para sports development in Cameroon. This corroborates with my literature review and especially triangulation (Merriam, 1998)

#### **4.2 Sports development and growth**

As concerns Para sports development in Cameroon, I noticed that there is a new and positive mindset from proximity leaders (Municipal Councilors) regarding Para sports development in Cameroon; an issue that use to often be a taboo. This has been demonstrated in official speeches of state officials and including the President of Cameroon. Hence, initiatives to grant special status to minority groups in some parts of Cameroon have gradually seen pronounced at international flora; this was a taboo in yester years. More so, at the level of MCs, top MCs officials, 71.42% of participants as revealed by data from my research questions recognize the direct relation between Para sports development, MCs policies and sustainable development in Cameroon. This is supported by (SHASUFA, 2017) in using sports to build and empower our children and youths to the benefit of our society. Hence, my data from participants encourage the creation, insertion and effective functioning of a Disability Advisory Council DAC in each MC in Cameroon. Accordingly, DAC should serve as a technical organ charged with the conception, implementation, and accountability of resources destined for Para sports development, and should be inserted in the organizational structure of each MCs. DAC shall provide Terms of Reference for Para sports development in each MCs. This view from my participating populations aligns with my literature review regarding the development of Para sports in the YaRRa City (City of Yarra, 2017)

More so, my data from semi-structured questions reveal that 93% of participants stood in favor of budget allocations for Para sports development in each MC. This viewpoint supports as well the success stories of other MCs (City of Yarra, 2017). In addition, 78.57% of participants subscribed to the construction, ownership and effective management of Para sports facilities by MCs, 82.14% of my participants supported as well the organization of Para sports and other competitions by MCs in Cameroon

Human resource development initiatives for Para athletes, NPC and MCs staff were also supported by participants. These views fall in line with the Strategic Development Plan of IOC (IOC, 2017). An estimated 92.85% of my participants as revealed from my semi-structured questions contended the establishment of strategic partnerships as a leap in the development of Para sports in Cameroon. Considerations should be given for a real partnership with the Union for Councils and Cities in Cameroon (Union of City Councils in Cameroon, 2014) as well other stakeholders in the business of sports development in Cameroon

#### **4.3 Research Enhancements**

MCs should engage research initiatives in collaboration with well-known research centers around the world in order to share knowledge and science. This shall permit the full exploitation of initiatives as those engaged by the Center for Community and Economic Development at the Michigan State University. These initiatives fit succinctly in time and in space to the prevailing situation in Cameroon (Michigan State University, 2018) as in Appendix A

#### **4.4 Impacts of Para sports on Sustainable Development in Cameroon**

Secondly, ease the process of rehabilitation. The practice of PE and Para sports is and remains one of the best and least costs approaches in rehabilitation efforts for PLWDs. According to (WHO, 2018), regular physical activities provides social and health benefits including and not limited to physical fitness, instills lifestyles choices on young PLWDs which helps them to remain active, fight and curb non-communicable diseases, stimulate positive mental health, and cognitive development as well. Physical exercise has been linked to an amelioration of self-esteem, self-confidence, positive impacts for people challenged with depression. PLWDs in Cameroon are no exception to these assertions and benefits (WHO, 2018). Also, the practice of sports impacts well-being mindless of age, gender, color, social status or/and religion. For instance, the World Taekwondo Federation initiative to enhance martial art in refugee camps globally. This initiative tally with (SDGs) 3: Ensure healthy lives and promote well-being for all at all ages)

More so, it has been proven that young people irrespective of their family background have the absolute potentials to gain from the practice of physical activity. Once these activities are blended with the school curriculum, they facilitate comprehensive education (SDG 4: Ensure inclusive and equality education for all and promote lifelong learning). Hence, the participation of learners in both settings exposes them to the universal values of sports such as teamwork and spirit, fair play, respect of rules and peers, development of cooperation skills, discipline and tolerance. These skills and capacities are indispensable for eventual participation in group activities and professional and community life/mainstreaming. It for this reason that the UNOSDP has been training Young Leaders from underserved communities since 2012 with the goal of empowering them to use sports as an instrument for posterity. For instance at the YLP camp held in Hamburg, Germany, in February 2016, 06

refugees were welcome and included into the group, evidently demonstrating the potentials of sports in fostering integration and social change

More so, in its basic form, sports enhance equitable participation and retain the potentials to spear-head gender equality (SDG 5: Achieving gender equality and empower girls and women). It has been proven that through sports and physical activity, girls and women can become empowered and benefit from the psychological and health welfares. Also, female participation in sports challenges stereotypes and stigma generally associated to girls/women participation in PE and sports. Hence, female participation in sports is one of the best ways to demonstrate their skills and abilities, improve self-esteem and self-confidence. This, in essence, facilitates social integration and fraternity that raises awareness of the gender disparities and convey social and psychological impacts in the society

A suitable example is the Dinar consortium project in Palestine to demonstrate gender equality through sports where girls/women had the possibility to participate in sports, learn transferrable skills, and were empowered to create employment. Hence, Dinar Women Sports Unit was created in 2008, successfully opened up a soccer team which became prominent in Palestine. In 2011, the first-ever Palestine Women Football League Championship, and members of the Dinar Soccer Team are presently involved in the academy, empowering girls through football since 2012. Dinar has built solid partnerships and networks globally which has made the project to become sustainable. This has impacted not only the lives of girls/women in Palestine but the entire society as whole

Moreover, the UNOSDP and its partners through sports initiatives have contributed to making cities and communities more inclusive (SDGs 11: Make cities inclusive, safe, resilient and sustainable) This could be justified with the inauguration of the Table Tennis for Nepal project with the key aims to promote the inclusion of PLWDs. This has significantly changed

the perceptions about PLWDs, fostered social cohesion and development, and brought normalcy for the survivors after the 2015 devastating earthquake in Nepal

Additionally, sports can be used as vehicle for the prevention of conflicts and the promotion of sustainable peace and stability through its universality and potentials to transcend and build bridges where insecurity exists (SDG 16: Promote just, peaceful and inclusive societies). At all levels of human life and existence, sports has the potentials to bring stakeholders together in pursuit of common objectives and interests; learn and acquire values such as respect, tolerance, fair play, share passions and differences. Hence, Sports has the potentials to build bridges between communities notwithstanding political, cultural, racial divides of the participants. An illustration is the YLP held in Kwangju, Republic of Korea, in 2013 where North and South Koreans had the opportunity to generate social ties, dispel negative perceptions, and realized the need to share a common destiny as people. In diplomatic terms, the world has become more interconnected than ever before with sports perceived as a universal phenomenon having the power bring influential partnerships and networks with shared commitments to drive meaningful change and promote sustainable development globally (SDG 17: Revitalizing the global partnership for sustainable development). An admirable illustration is the cooperation between the United Nations and the International Olympic Committee (IOC)

Hence, the UNO General Assembly had adopted several resolutions on the Olympic Truce which specified that after every four years, member states, all conflicting parties and stakeholders should respect the Truce during the celebrations of the Olympic and Paralympics Games. The intent is that one day of the Truce can lead to a week of peace, a month of peace and eventually terminate wars. As such, the Olympic and Paralympics values have become vital components of sports and education with a durable tradition for the promotion of peace

and stability. The vitality of the Truce is demonstrated in UNO General Assembly resolution 70/4, entitled ‘Building a peaceful and better world through sports and the Olympic ideal’, and was co-sponsored by 180 UNO Member States and adopted by consensus in 2015. As agreed, states had to observe the Olympic Truce 07 days prior to the opening ceremony of the Rio 2016 Olympic Games in August till 07 days after the closing ceremony of the Rio 2016 Paralympics Games in September

It could be affirmed therefore that Cameroon was admitted as a member of the United Nations on the 20<sup>th</sup> of September 1960 following the admission Montenegro of 28 June 2006. As a member state thereto, Cameroon has the obligation to strive towards the attainment of the SDGs despite the challenges she might face in the process

#### **4.5 Challenges of SDGs**

The 21<sup>st</sup> century sports industry is plagued with major pre-occupations such as leadership, policies, discrimination, racism, intolerance, violence and human resource development. As in many other life areas, malpractices such as corruption and embezzlement, transparency as elements of governance have impeded the golden face of SD in sports in keeping with peace, stability and social-cultural development of human kind. These challenges notwithstanding, the impressionistic and positive power and values of sports shall remain a key driver of solidarity, togetherness, a peaceful, universal, and an inclusive tool for all. From a historical standpoint, sports have left blue imprints on the diplomatic arenas; the ping-pong diplomacy between China and USA shall hardly be forgotten. Sports are, and shall continue to be one of the cost-effective vehicles to enhancing UNO ideals globally

## **CHAPTER 5 CONCLUSION AND RECOMMENDATIONS**

The key intent of my thesis was to explore the role of Municipal Councils on the development of Para sports and its impact on sustainable development in Cameroon between 2016 and 2018. This issue is entirely centered on political leadership, governance, and community development which are not commonplace for discourse in the arena of local Governments. It is also focused on persons living with impairments often considered as outcasts and underdogs even till today in some communities around the world. In terms of scope, it could be affirmed that study was 80% successful

### **5.1 Conclusion**

The findings obtained from the present research, the Cameroon Constitution of 8 January 1996; Law No 2004/017 of 22 July 2004; and Law No 2019/006 of 25 April 2019, Law 2010/002 of 13 April 2010 relating to the protection and welfare of persons living with disabilities, all have provisions for sports development. Cameroon has equally signed and ratified good laws with other African countries, and she is a member of international organization like WHO, OAU, ILO, and UNO. These national and diplomatic achievements notwithstanding, the effective implementation of the above mentioned legal instruments remain an ambition. I subscribe to the assertion that for Paralympics sports development to be a reality in Cameroon, policies for Para sports development with initiatives in terms of scholarships, and reconversion/transition for athletes, support for the training of coaches and sports administrator, and the organization of sports competitions for the promotion of both the Olympic and Paralympics ideals should be conceived by Para sports experts, and implemented in collaboration with decentralized entities such as Municipal Councils



Paralympics sports have the enormous potentials to promote health fitness, better the quality of lifestyles, socio-cultural, and professional needs of PLWDs. These virtues have a global outreach, speak a universal language, and retain the capacity to impact positively community development. This recognition notwithstanding, and without turning a blind eye to modernity, there is the absolute need to systematic raise awareness concerning the soft power of Sports in a bid to preaching the cross-cutting edge impacts of sports as a drive of development with a propensity to gathers millions of people, practitioners, and professionals from all ages, enhance team work, and as one of the best options for any meaningful global development

## **5.2 Recommendations**

At the end of my study, there appears not to be a unique approach to solving these issues of Para sports development in Cameroon due to the increase in trends of impairments, science and technology, and especially the dynamics in human behaviors. Hence the role of the municipal councils on the development of Paralympics sports and the impacts on the process of sustainable development cannot be under estimated in Cameroon. Admittedly, persons living with any form(s) of impairment(s) constitute and make up an integral part of every society, with the municipal councils as one of the best institutions to govern and manage the latter groups' base on its proximity to the realities of the communities. The following recommendations were arrived at the end of my study:

The creation, insertion and functioning of a Disability Advisory Committee (DAC) in the organizational structure of each MC. This committee, like other committees that exists in each MCs should be charged should with the responsibility to identify, access, propose and evaluate the issues relating to the development of Paralympics sports in Cameroon;

Co-opted of members of DAC at the National, Regional, and Divisional offices of the United Councils and Cities of Cameroon (UCCC) These members shall facilitate grass – root Para sports development by proposing initiatives to UCCC;

Establishment of a solidarity fund by MCs Each MC should possess a development fund for Para sports development. These funds would serve as initial budget special annual contributions from member MCs, and which shall be supported by the state through the MCs funds. Such funds should be managed, and be accountable for by the DAC chairperson during the General Assembly of UCCC;

Construction, ownership and effective management of sports facilities by MCs Each MC should create, own and effectively manage Para sports facilities and a resource center as a proximity and costs-efficient approach for encouraging participation of all

That another study be carried on the impacts of UCCC in the promotion of community development initiatives in Cameroon

### **5.3 Limitations**

I would not be dishonest not to point out some of the strongholds which hindered me during the process of my research

Firstly, Socio-political. The issue of insecurity Cameroon is presently faced with a socio-economic and political crisis due in part to the restoration claims from the English speaking minorities since 2016. This unrest delayed the process of data collection from council staff since some of them were involved in the search for lasting solutions to the crisis and were unavoidably absent when I desired to conduct my interview with them

Secondly, bias. I expected to discover some secrets from the MCs which shall assist me in proving lasting solutions to the perpetual of what? When? How? Initiatives should be streamlined for Para sports development in Cameroon. I expected to discover a budgetary head in the organizational structures of MCs but which was hidden, underexploited and/or drifted for another purpose. In this way, I was going to device mechanisms to getting these resources and to ensure that they were efficiently used for the development of Para sports in Cameroon. Alas, nothing extra-ordinary as I initially thought was discovered from MCs

#### **5.4 Future Research**

The future research areas that would be probable are link to and not limited to; the governance of UCCC and its impacts on community development, and the importance of the training of volunteers on community growth in Cameroon. In summary, my study has explored the role of MCs on the development of Paralympics sports, and its impacts on sustainable development in Cameroon

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# Appendices

## Appendix A

### Principles of Community Development



#### Principles of Community Development

We value innovation and entrepreneurship in seeking new ways to respond to the challenges of distressed communities. We are dedicated to a set of principles that:

- Promote active and representative citizen participation so that community members can meaningfully influence decisions that affect their situation.
- Engage community members in problem diagnosis so that those affected may adequately understand the causes of their situation.
- Help community members understand the economic, social, political, environmental, and psychological impact associated with alternative solutions to the problem.
- Assist community members in designing and implementing a plan to solve agreed upon problems by emphasizing shared leadership and active citizen participation.
- Seek alternatives to any effort that is likely to adversely affect the disadvantaged segments of a community.
- Actively work to increase leadership capacity, skills, confidence, and aspirations in the community development process.

The following represents the essential elements of the Center for Community and Economic Development:

### Step 1: Identify Problem

Both formal and informal methods may be used to identify community issues, capacities and needs.

### Step 2: Identify Stakeholders

Engage the community/organizational stakeholders. Involve citizens who are experiencing the problem/issue.

### Step 3: Identify Strategies

Engage community in discussion of issues, and identify possible alternatives to address concerns research alternatives

### Step 4: Identify Resources

Select appropriate strategy. Identify local in-kind and cash resources to link with other resources to implement a specific program strategy with the community.

### Step 5: Implement

In cooperation with the community implement the strategy with an emphasis on shared leadership and collaboration.

### Step 6: Evaluate

Through formative and summative evaluations assess the program impacts on the target audience and others to determine if the stated goals and objectives are met.

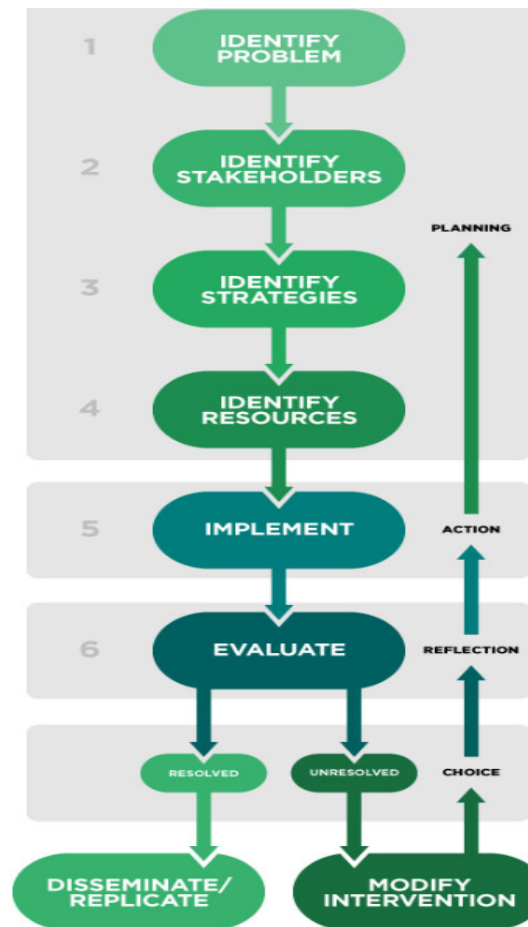


Figure 2: Principles of Community Development.

It would be based on the findings that steps 1-6 would be modified to obtain the intended results. Source: [ced.msu.edu](http://ced.msu.edu)

## **Appendix B**

Transforming our world: the Agenda 2030 for Sustainable Development. Voted and adopted by UNO resolution A/RES/70/1, at Rio de Janeiro 2015. Source: <https://sustainabledevelopment.un.org>

### **Goals:**

Goal 1 End poverty in all its forms everywhere

Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3 Ensure healthy lives and promote wellbeing for all at all ages

Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5 Achieve gender equality and empower all women and girls

Goal 6 Ensure availability and sustainable management of water and sanitation for all

Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10 Reduce inequality within and among countries

Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12 Ensure sustainable consumption and production patterns

Goal 13 Take urgent action to combat climate change and its impacts\*

Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss


Goal 16 Promote peaceful and inclusive societies for sustainable development and to provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17 strengthen ways for the implementation for the revitalization of the Global Partnership for Sustainable Development

\*Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change. Contained in the report of the Open Working Group of the General Assembly on Sustainable Development Goals (A/68/970 and Corr.1; see also A/68/970/Add.1 and 2)

## Appendix C

### Organizational structure of Yaoundé VI MC

<p>RÉPUBLIQUE DU CAMEROUN Paix-Travail-Patrie</p> <p>-----</p> <p>DÉPARTEMENT DU MFOUNDI</p> <p>-----</p> <p>VILLE DE YAOUNDÉ</p> <p>-----</p>		<p>REPUBLIC OF CAMEROON Peace-Work-Fatherland</p> <p>-----</p> <p>MFOUNDI DIVISION</p> <p>-----</p> <p>YAOUNDE CITY</p> <p>-----</p>
<p><b>COMMUNE D'ARRONDISSEMENT DE YAOUNDÉ VI</b></p>		
B.P. : 3759 YAOUNDÉ – MESSA	Tél. /Fax (237) 22 31 34 95	Email : mairieyaounde6@yahoo.

**Extrait du registre des délibérations du Conseil Municipal du  
12 Octobre 2017, consacré à l'examen et à l'Approbation du  
Compte Administratif 2016.**

Nombre de Membres dont le conseil est composé : 41  
Nombre de conseillers décédés : 02  
Nombre de Conseillers en fonction : 39  
Nombre de Conseillers présents à la séance :  
Nombre de Conseillers absents à la séance :  
L'an.....et le.....DEC.....

**Le conseil Municipal de la Commune d'Arrondissement de Yaoundé VI**

Conformément aux articles 30 et 32 de la loi N° 2004/018 du 22 juillet 2004 fixant les règles applicables aux Communes, s'est réuni en session ordinaire dans la salle des actes de la Commune d'Arrondissement de Yaoundé VI, sous la Présidence de Monsieur YOKIONANA Jacques, Maire.

**DÉLIBÉRATION N° 010/2017/D/CAY6/SG MODIFIANT ET COMPLÉTANT LA  
DÉLIBÉRATION N°07/10/DEL/CAY6 DU 26 JUILLET 2010, PORTANT  
ORGANIGRAMME DE LA COMMUNE D'ARRONDISSEMENT DE YAOUNDE VI.**

**LE CONSEIL MUNICIPAL**

Vu la constitution ;  
Vu la loi N° 87/015 juillet 1987 portant création des Communautés Urbaines ;  
Vu la loi N° 92/007 du 14 août 1992 portant code du travail ;  
Vu la loi N° 2004/17 du 22 juillet 2004 d'orientation de la décentralisation ;  
Vu la loi N° 2004/18 du 22 juillet 2004 fixant les règles applicables aux Communes ;  
Vu le décret N° 77/91 du 25 mars 1977 déterminant les pouvoirs de Tutelle sur les Communes, Syndicats des Communes, Établissements Communaux et les divers textes modificatifs subséquents ;  
Vu le décret N° 82/100 modifiant le décret N° 78/484 du 09 novembre 1987 fixant les dispositions communes applicables aux agents de l'État relevant du Code de Travail ;  
Vu le décret N° 87/1365 du 25 septembre 1987 portant création de La Communauté Urbaine de Yaoundé ;  
Vu le décret N° 2012/480 du 22 octobre 2012 portant nomination de monsieur TSILA Jean Claude au poste de Préfet du Mfoundi ;  
Vu l'arrêté N° 00136/MINATD/DCTD du 24 août 2009 rendant exécutoire les Tableaux Types des Emplois Communaux ;  
Vu l'arrêté N° 00004/A/MINATD/ DCTD du 10 Aout 2017 constatant l'élection du Maire et Adjoints au Maire à l'issue du scrutin du 23 juin 2017 dans la Commune d'Arrondissement de Yaoundé 6, Département du Mfoundi, Région du Centre ;  
Vu la délibération N° 07/10/D/CAY6 du 26 juillet 2010 portant organigramme de la commune d'Arrondissement de Yaoundé 6 ;  
Considérant les nécessités de Service ;

1



Sur proposition du Maire et après avis favorable des Commissions.

### DÉLIBÈRE :

#### **TITRE 1 : DISPOSITIONS GÉNÉRALES**

**Article 1<sup>er</sup>** : l'ensemble des dispositions de la délibération N°007/10/DEL/CAY6 du 26 Juillet 2010 portant organigramme de la Commune d'Arrondissement de Yaoundé 6 sont modifiées et complétées ainsi qui suit :

**Article 2** : La Commune d'Arrondissement de Yaoundé 6<sup>e</sup>, est placée sous l'autorité d'un Maire, chef de l'exécutif Municipal, assisté de 04 (quatre) Adjoints.

**Article 3** : Pour son Fonctionnement, la Mairie Dispose :

- des Services et Bureaux Directement Rattachés au Cabinet du Maire ;
- du Secrétariat Général ;
- des Services Opérationnels ;
- d'une Recette Municipale.

### CHAPITRE I :

#### **DES SERVICES ET BUREAUX DIRECTEMENT RATTACHES AU MAIRE.**

**Article 4** : Les Services et Bureaux Directement Rattachés au Maire sont :

- Le Cabinet du Maire,
- Le Bureau d'Ordre et du Courrier ;
- Le Secrétariat du Maire ;
- Le Bureau de La Communication et du Protocole ;
- Le Bureau de la Police Municipale ;
- Le Bureau de la Comptabilité-Matières.
- La Recette municipale.

**Article 5** : Du Cabinet du Maire

Placé sous l'autorité d'un Chef de Cabinet ayant rang et prérogatives de Chef de Service, le Chef de Cabinet du Maire est chargé :

- du traitement des affaires réservées du Maire ;
- de la régulation de l'ensemble des activités politico-administratives du Maire ;
- de l'organisation des déplacements et des missions du Maire en relation avec le Secrétaire Général ;
- de la coordination de toutes les actions du Maire avec les médias ;
- de la vérification préalable des dossiers soumis à la signature du Maire ;
- du suivi et de l'exécution des instructions particulières du Maire ;

Figure 3: Organization of Yaoundé VI MC



## Appendix D

### Research Survey/Questions

#### 1. MCs legislation/strategic development plan for Paralympics sports

i. Apart from the global strategic development plan of your Municipal Council for the period 2016/18, do you think that a strategic development plan for Paralympics sports is necessary? Yes ~~2~~ **No**

ii. In your opinion, would the creation and functioning of a Disability Advisory Committee DAC help your Municipal Council to develop Paralympics sports? ~~1~~ Agreed ~~2~~ strongly agree ~~3~~ Neutral ~~4~~ Disagree ~~5~~ Strongly Disagree

ii. If you were elected/re-elected as a mayor of your MC in the next legislative elections build for February 2020, what initiatives would you like to include on the global Council plan in order to promote the development of Paralympics sports?

#### 2. MCs Education and Training facilities

I. Apart from the sensitization campaign organizes to commemorate the International Day for PLWDs every 3rd Dec by the Ministry of Social Affairs, has your Municipal council organized any other educational sessions relating to the creation of awareness on the rights of PLDs between 2016/18 in your municipality? A. 1 to 2, B.3 to 5, C. None

ii. In your opinion, can education on Human Rights and training for community coaches as it was done by the British High Commission in 2008 help in the sustainable development of your community? ~~1~~ Agreed ~~2~~ strongly agree ~~3~~ Neutral ~~4~~ Disagree ~~5~~ Strongly Disagree

In what ways would the education and training of Paralympics sports and MCs staff contribute to the development of Paralympics sports in Cameroon?

#### 3. MCs Organization of Para sports and other competitions

i. Many times has your MC organized Paralympics sports competitions apart from the National Championships organized by the Ministry of Sports and Physical Education? A. 1 to 2, B.3 to 5, C. None

ii. In your view, in what ways would the participation of athletes in the above mentioned competitions contribute to the development of Paralympics sports in Cameroon?

iii. What other leisure and recreation activities does your MC organize for vulnerable persons apart from the Cultural Day as an event as mentioned in the official documents as the responsibility of MCs?

In what ways would the organization of Paralympics sports and other competitions foster the development of Paralympics athletes in Cameroon?

#### **4. MCs Ownership and management of sports facilities**

- i. Does your Municipal Council own any sports facilities? 1 Yes 2 No
- ii. Do you think that this ownership and management has an impact on the practice of PE? Not at all 1 2 3 4 5 6 7 very much
- iii. Can effective management of these facilities influence the development of Paralympics sports in Cameroon? 1 Agreed 2 strongly agree 3 Neutral 4 Disagree 5 Strongly Disagree

What impact would the effective of management of Paralympics sports facilities have on the development of the sports in Cameroon?

#### **5. MCs Fund raising and sponsorships initiatives**

- i. One on the major worries raised by Paralympics athletes is lack of funding and sponsorships to permit them to actively participate in national as well as international Paralympics sports competitions and other events. In your view, could the creation of a Solidarity Fund by the 360 Municipal Councils in Cameroon help to solve this worry and foster sustainable development of Paralympics sports? Not at all 1 2 3 4 5 6 7 very much
- ii. Do you think that your MCs need a strategic partnership plan for the development of Para sports? 1 Agreed 2 strongly agree 3 Neutral 4 Disagree 5 Strongly Disagree

#### **6. MCs Budgetary allocation**

The Government of Cameroon and 'FEICOM' have made provisions for the transfer of financial resources to MCs since 2010; do you think this action has helped in the development of Para sports in Cameroon between 2016/18? 1 Agreed 2 strongly agree 3 Neutral 4 Disagree 5 Strongly Disagree

What impact does the allocation of a budget by the MC have on the development of Paralympics sports in Cameroon?

#### **7. Stereotypes on PLWDs**

- i. Apart from traditions and customs, what other perceptions do people in your community have about PLWDs and the practice of Paralympics sports?
- ii. Which measures could be used by MCs in the education of the community regarding

Paralympics sports in Cameroon?

iii. In your opinion, is discrimination a reality and can hinder the development process of Paralympics sports in Cameroon? 1. Agreed 2 strongly agree 3Neutral 4 Disagree 5 Strongly Disagree

**Scale: 1. Agree 2. Strongly agree 3. Neutral 4 Disagree 5. Strongly Disagree**

## 국문초록

신체활동과 완성의 실천권(스포츠)은 인간이 창조된 이래의 기본적인 인권이다. 패럴림픽 스포츠는 특히 용기, 결단력, 평등, 영감을 보편적으로 유지시키고 최소의 비용으로 높은 영향력을 행사한다. 장애인스포츠 개발은 불가피하게 정책의호의성 정도와 지방 당국, 중앙정부 및 다른 개발파트너들의 역동성에 의존한다. 카메룬에서의 법적 프레임 워크의 평가는 2004 년과 2018 년에 통과되고 지방 개발과 통치가 그들의 핵심 추진력이라는 지방분권법을 밝히게 되었다.

본 연구의 제목은 패럴림픽 스포츠발전에 대한 시의회(MC)의 역할과 카메룬의 지속가 능한 개발(SD)에 미치는 영향이다. 본 연구의 목표는 카메룬에서 2016-18 년 기간 동안의 정책, 조직구성, 인적자원개발전략, 장애인스포츠시설 소유 및 관리,

장애인스포츠 개발 예산 할당, 장애인스포츠 및 기타 경기 조직 등을 탐구함으로써 장애인스포츠발전에 대한 MC 들의 역할 및 공헌을 알리는 것이다.

본 연구는 카메룬에서의 장애인스포츠 개발 과정은 정책, 제도적 틀, 인적자원, 그리고 모든 이해당사자들이 장애인스포츠 개발을 완전히 실행할 수 있는 재정준비상태에 달려있다고 주장한다. 기존 연구에 따르면 카메룬의 스포츠는 기술, 사회-경제, 문화, 특히 정부의 주도적 영향과 종종 축구에 주어지는 우선 순위의 다수에 직면해있다(Joanne Clarke & John Ojo, 2017). 이것이 유엔기구가 2015 년 회원국들에 대한 결의안 A/RES/70/1 을 채택하고, 세계적으로 인간 삶의 질을 개선하기 위한 청사진으로 17 개의 SDG (Sustainable Développement Goals) Agenda 2030 을 채택한 이유를 설명한다(UN, 2018)

상기 고려사항을 기반으로 장애인 스포츠에 대한 관심이 커지고 있으며, 최근 몇년 동안 정부가 더 이상 그 다양성과 범위에서 스포츠 발전을 위한 모든 것을 단일적이고 공평하게 제공할 수 없다는 사실을 인지하였다. 이에 따라 본 연구는

카메룬 스포츠 산업의 지속가능한 개발을 위한 수단으로서 2016, 2018 년 기간 동안 장애인 스포츠의 개발에 대한 시의회들의 역할과 카메룬의 지속가능한 발전에 미치는 영향에 초점을 맞추었다.

본 연구는 이와 같은 목표를 달성하기 위하여 제 1 장에서는 서론, 제 2 장 문헌 검토, 제 3 장 방법론, 제 4 장 결과, 제 5 장 논의와 제안으로 구성하였다. 연구는 다음과 같은 데이터 수집과 분석으로 진행했다. 대상으로 두 시의회를 고려했으며 첫번째는 Yaoundé VI Etoug-Ebe, 두번째는 Yaoundé III Efoulam 으로 선택하였다. 연구방법으로 자료수집은 문헌검토, 설문 및 인터뷰를 시행하였다. 총 50 명의 응답자를 대상으로 설문을 실시하였고, 총 40 명의 응답을 데이터를 이용하였으며 온라인 인터뷰는 총 12 명을 대상으로 실시하였다. 데이터 수집의 과정을 용이하게 하기 위해, 설문지는 시의회 정책, 예산 할당, 경기 조직, 스포츠시설의 소유와 관리, 운동선수와 직원의 전환, 고정관념과 같은 주제들에 초점을 맞추었다. 수집된 데이터 분석 결과는 다음과 같다: 시의회들은 장애인스포츠 개발을 촉진하기 위해 효과적인 정책이 필요하고, 스포츠교육과 스포츠의 실천과 학습을 용이하게 하기 위한 스포츠시설을 소유하고 관리할 필요가 있으며, 인적자원의 개발이 필요한 것으로 나타났다. 또한 시의회들은 이와 같은 지속 가능한 개발을 촉진 할 준비가 되어있고 의지가 있으며, 2030 년까지 지속 가능한 개발의 이점을 충분히 얻기 위해 NPC, UCCC, 국제지방당국연합, 카메룬의 다른 시의회, 그리고 해외 사이에 상호 연계가 필요하다고 나타났다. 따라서 본 연구는 각 시의회에 장애인위원회(DAC)를 조직하고, 위원장은 UCCC 위원으로 공동활동을 할 것으로 제안한다. 또한 장애인 스포츠 발전을 위한 기금은 총회 중 DAC 위원장이 만들고, 관리하고, 책임지고 UCCC 와 각 시의회는 스포츠 교육, 레저, 레크리에이션의 실천을 위한 시설을 저렴한 비용으로 조성 및 재활용해야 할 것을 제안한다.

주요어: 지속가능한개발, 패럴림픽 스포츠, 시의회

학번: 2018-22066