

COLOMBIAN PARALYMPIC COMMITTEE

November 2006

Action Plan for

WHEELCHAIR TENNIS IN COLOMBIA – SUSTAINABLE EVOLUTION

**INSTRUMENT OF SOCIAL AND SPORT DEVELOPMENT
FOR PEOPLE WITH DISABILITIES**

TENIS EN SILLA DE RUEDAS EN COLOMBIA

EVOLUCIÓN SOSTENIBLE

**INSTRUMENTO DE DESARROLLO SOCIAL Y DEPORTIVO PARA PERSONAS
CON DISCAPACIDAD**

CONTENTS

I.	SUMMARY	3
II.	INTRODUCTION	4
III.	BACKGROUND	5
IV.	NEEDS/PROBLEMS – IMPORTANCE OF THE PROJECT	7
V.	GOALS/OBJECTIVES.....	8
VI.	KNOWLEDGE/EXPERIENCE FROM JAPAN TO APPLY IN THIS PROJECT ...	9
VII.	PROCEDURES/SCOPE OF WORK	10
VIII.	TIMETABLE	12
IX.	BUDGET	12
X.	KEY PERSONNEL.....	14
XI.	EVALUATION	14
XII.	ENDORSEMENTS	15
XIII.	APPENDIX - SWOT ANALYSIS.....	16

I. Summary

Colombian Paralympic Committee CPC is the governing body of sports working for recreation, competition and social integration of People with Disabilities through sports.

When this Wheelchair Tennis Project was stated for the first time in **Colombia**, it had a clear focus in sport and competition. But after those initial years of development, and mainly as a result of ITF Silver Fund Promotional Tour in 2004, it was mandatory for all of us involved with the project that **many other social benefits could arise from this work**. Considering that **People with Disabilities (PWD) in Colombia are usually in extreme need and poverty conditions**, they don't know how to get help. Through wheelchair tennis we can reach a large group of people and organizations and start a powerful volunteer's network which serves as a model organization for many others in the future. We are working hard and we want to be an important part of the future of our Colombian People with Disabilities. We want **"a better tomorrow for everyone"**.

Colombian Paralympic Committee Vision → 12 Years Plan

PAST **PROJECT** **FUTURE**

TARGET BENEFICIARIES

Children and Adults with Physycal Disabilities

TOTAL POPULATION WITH DISABILITIES IN COLOMBIA 2'647.000 (6,47% of total population)

Total aprox. 300,000

aprox. 660 children

ANTI-PERSONNEL MINES VICTIMS 3756. (1990 - 2005)

BASIC BUDGET

All values in US Dollars

1. INTERNATIONAL NEC TOURNAMENT IN COLOMBIA		
Venue	Club Los Farallones - Cali, Colombia (FREE)	
REVENUE		
TOTAL REVENUE	38500 USD	
EXPENSES		
TOTAL		37000 USD
<small>(*) If ITF doesn't approve ITF3, then tournament must be ITF Futures Series - 3 days long, Aprox. Total cost: 25.000 USD</small>		
2. VOLUNTEERS NETWORK (Tour for program Follow up and to build the network)		
TOTAL	(Funding Required)	5000 USD
3. IMPROVEMENT OF ORGANIZATION		
TOTAL	(Funding Required)	6500 USD
TOTAL FOR THE PROJECT (1 + 2 + 3)		48500 USD
TOTAL FUNDING REQUIRED		30000 USD

TIMETABLE

December 2006 - August 2007

		1	2	3	4	5	6	7	8	9
PLANNING - PROMOTIONAL PHASE	6 months									
EVENT ORGANIZATION	4 months									
ORGANIZATION IMPROVEMENT	3 months									
TOTAL	9 MONTHS									
		Tournament Is 5 days Long								
		May - 2007								
LONG TERM AGREEMENTS WITH SPONSORS FOR THE FUTURE										
CONSTANT SUPPORT OF SPORT ORGANIZATIONS										

II. Introduction

The Colombian Paralympics Committee - CPC - was constituted in 2001 by The Colombian Federation of Persons with Physical Limitations - FEDESIR - and The Colombian Federation of Sports for Persons with Visual Impairments - FEDELIV, following mandatory law 582 of June 8, 2000 and officially recognized as an organization of private law fulfilling social and public interest functions. CPC is the body that promotes formulation and implementation of public policies concerning sports, recreation and sporting rehabilitation within Colombian Paralympics System.

Wheelchair Tennis was initiated in 1976 and it is one of the fastest-pace growing wheelchair sports in the world, as it enables an easy integration with the able-bodied sport since it can be played on any regular tennis court, with no modifications to rackets or balls. It follows the same rules as able-bodied tennis as endorsed by the ITF (International Tennis Federation). Besides, Wheelchair Tennis has an international tour denominated "The NEC Wheelchair Tennis Tour". This tour, originated in 1992 with 11 international tournaments, has grown in size and popularity, promoting currently over 100 events taking place all over the world.

In Colombia, as a result of an independent project, Wheelchair Tennis was promoted nationwide in 2004 based on donations and volunteer work of local leaders, coaches and sportsmen. Support of ITF Silver Fund was instrumental for this start-phase of the sport in this country.

Afterwards, CPC took part with the project through one of its federations, FEDESIR, including Wheelchair Tennis in the first-ever National Paralympics Games in Colombia held in 2004 and also including tennis tournaments alongside other sports for People with Disabilities in national events held 3 or 4 times a year.

To sum up, our goal with this proposal is to take Wheelchair Tennis in Colombia to a Self-sustainable level, improve present organization, organize an International Tournament included in the NEC Tour Calendar that can be held yearly in our country, emphasizing social benefits of this sport. In this sense, this objective requires the construction of a strong volunteer's network and a well-planned strategy of promotion in order to involve sponsors and set long-term agreements.

I strongly believe that sport is the best rehabilitation method. For those who use a wheelchair to move, sport, more than an option, is a necessity.

III. Background

Worldwide

Year 1976. Wheelchair Tennis is founded in USA by Brad Parks (30 years of development).

Year 1992. Officially recognized as a Paralympics sport since Barcelona 1992, with an international circuit of more than 100 tournaments and about US\$ 600,000 in prizes.

Year 1998. First wheelchair sport to be integrated with Federation of Conventional sport: ITF.

In Colombia

Year 2000. Bogota: 4 players start tennis lessons weekly in Bogota Tennis League.

Year 2002. Cali: Coach Sigifredo Hidalgo starts a Wheelchair Tennis program with 4 players training in a public basketball court, once a week.

Year 2003. First-ever national wheelchair tennis tournament is organized in Cali – Club Los Farallones. For the first time players from Bogota, Cali, Quindio and Santander meet and compete.

Supported by The Colombian Tennis Federation, contact process was started to get financial and logistics help from ITF from England. For the first time Colombia joins an international event: Peru Open 2003.

A research on training techniques and lectures to coaches from Bogota Tennis League are promoted.

Mass media is attracted and the sport begins its national promotion process.

SILVER FUND PROJECT

After Mark Bullock's visit (ITF Wheelchair Tennis Development Officer), ITF approves the Project and financial support for Colombia.

Thanks to contacts with FEDESIR and CPC, Wheelchair Tennis is included in the first-ever 2004 National Paralympic Games.

ITF appoints me as a Silver Fund Project Leader for the starting-phase of the project and asks him to plan a promotional tour and donations scheme for regional programs.

PROMOTIONAL TOUR (11 CITIES) – Main points

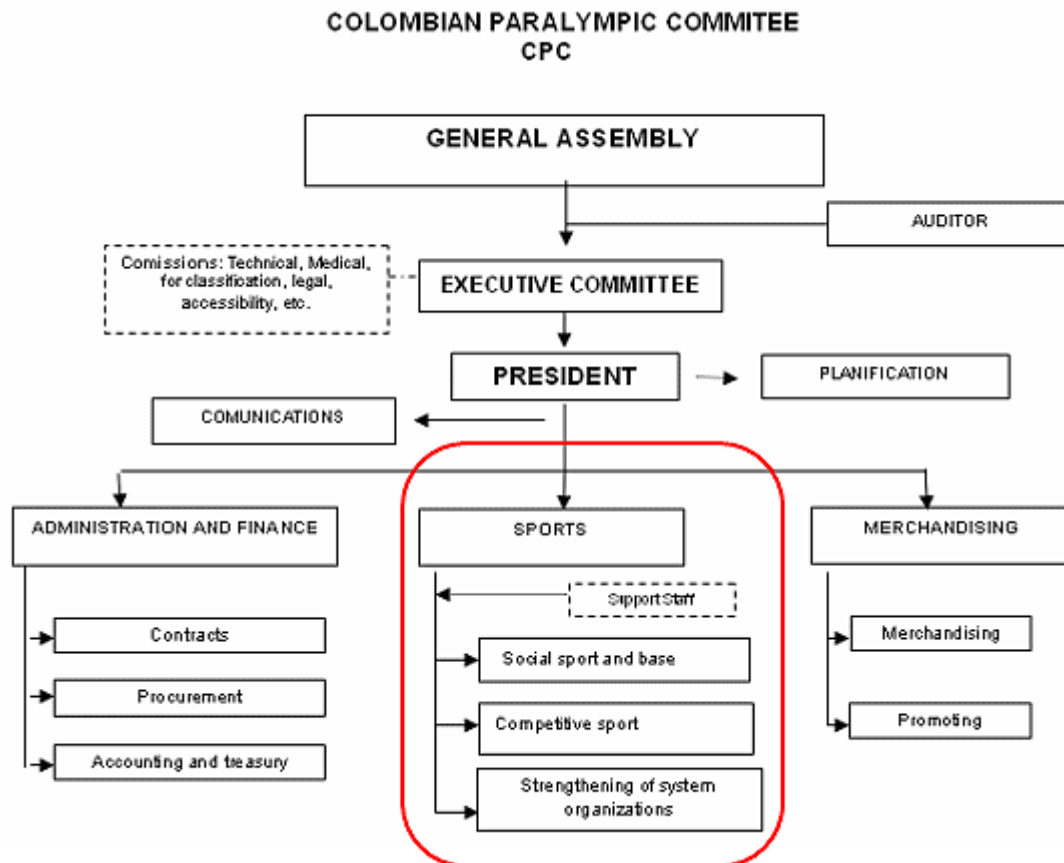
Donations: Tennis Wheelchairs (nationally produced), rackets, balls, T-shirts, books, magazines and promotional material.

Booklet to every city with translations and a technical summary. Professional Chilean Wheelchair Tennis Player, Robinson Mendez, comes to Colombia to play in main Colombian cities.

National circuit of tournaments is included in FEDESIR calendar, ending with Cali's tournament in December, with very good media coverage.

The vision of CPC is to work for its projection in the next 12 years as a leading entity in construction and management process for sport, recreation and sporting rehabilitation for persons with disabilities, promoting high level of development in every aspect of its labor at national and international stages, through strengthening of sport structure in short and long term.

Organization chart



CPC's staff includes many volunteers and just 2 methodologists, recently hired. Most people working in this organization have no wage, so they can expect some retribution only when a specific job is assigned to them in a specific project. Usually, these volunteers have a regular or part-time job and the rest of their free time they devote to CPC's activities. The members of CPC are federations of sports in each kind of disability (physical, visual, deaf and dumb, blind, mental ... etc.).

Nowadays, CPC considers Wheelchair Tennis as one of the main sport for national competitions, and slowly we are gaining support for international participation of national players. A lot of work is still required in order to be considered a protagonist at an international stage, although, at national level, we already made an important accomplishment: bringing to our country a high-level wheelchair sport which is improving its worldwide importance every year.

IV. Needs/Problems – Importance of the Project

Current Situation. In a developing country, it is even more difficult to have a disability. Many barriers, non-open-minded people in companies or organizations and lack of real opportunities for education and work make it a real challenging situation, not easy to overcome. There are many laws, but in fact, people don't really follow them and government doesn't enforce. Unfortunately, People with Disabilities (PWD) population is growing, specially due to war, violence and poverty. According to 2005 census, in Colombia there were 2,647,000 persons with disabilities, representing 6.47% of the total population. From that, 29.0% had limitations to move or walk.

Until 2003, sports for PWD in Colombia were focused on traditional sports like wheelchair basketball and track-and-field. Events were organized based only on governmental financial support, which has been always quite limited. Therefore, new alternatives and a new vision of organization were needed. Similar tries of promotion have been made for other "non-traditional" wheelchair sports, but, non-real commitment, lack of initiative, lack of transportation or facilities for training caused prior initiatives to stop after a short period.

Conventional or able-bodied tennis in Colombia is not well positioned due to lack of "stars" or important results of our players in international tournaments.

IMPORTANCE OF THIS PROJECT SOCIAL, WORK AND SPORT INTEGRATION

At present, Colombian National Development Plans have seen sport and recreation as social elements contributing to:

- Promotion of Human Rights
- Poverty reduction
- Consolidate Country's governability.
- Provide disabled children and adults with opportunities to enjoy an active and rewarding life

CPC has a good image in Colombia. Besides, the concept of disability has evolved into "social inclusion". Nevertheless, nor recreation nor sport have been considered strongly enough by national government.

With real alternatives, children with disabilities can do whatever they want, and ITF devotes special efforts and financial resources to promote Juniors. Without promotion, it is quite hard to reach these children and their parents. To illustrate the present situation, an statistic: There are anti-personnel mines in 493 municipalities in 29 (out of the 32) departments are affected (equaling 45 % of the territory). The number of reported victims has peaked in the last three years and reached a cumulative total of 3756 at May 2005 (since 1990), of which 35 % are civilians and half of them children (experts agree that there is a significant level of under-reporting).

Thanks to our work in Colombia, we have obtained the ITF Silver Fund support for the Colombian Project IN 2004, which included visits of experts, player ambassador and financial/logistics resources for the start phase. ITF considers the Colombian Case as **"one of the most successful projects, not only in America, but also in the World"**, mainly because we achieved in one year what usually other countries do in two or three.

V. Goals/Objectives

Goal #1: A Colombian Tournament included in International NEC Wheelchair Tennis Tour – ITF – in the first year and growing into an ITF tournament

Objectives:

1. To attract sponsors and mass media to the project;
2. To plan the event and establish a promotional strategy;

Goal #2: A construction of a strong and well coordinated volunteers network to work for this and other projects related with PWD considering an average of 3 volunteer / leaders per city in a total of 10 cities. Become a model of non-profit-oriented effectively well-run organization.

Objectives:

1. To find a supporter organization for this initiative (governmental or NGO);
2. To plan a schedule of visits, lectures and expected outcomes. Initial target: 10 main cities;
3. To apply the volunteer network for the first time in NEC international tournament.

Goal #3: To improve national organization by making self-sustainable programs, flexible and not easily affected by changes in staff. It will be possible through a growth in the number of players,

Goal #4: To promote business around wheelchair tennis and set long-term agreements with sponsors and supporting entities.

Objectives (for Goals #3 and #4):

1. To establish agreements with permanent sponsors for NEC International tournament. Paralympics cycle: 4 years;
2. To produce a Follow-up plan, producing a report including the steps that may be followed for improvement;
3. To organize a national junior camp in Bogota (players with 18 years and under).

In a developing Latin-American country; achieving a successful example of integration and effective projects of a volunteers network can be a very strong tool to undertake very diverse endeavors in many areas or regions in need. **Usually, people living in poor conditions in Colombia believe that the only solution to all the problems is money but they ignore the power of many hands working together.** We would like to show them that pathway to progress.

Besides competitive and business possibility, this project represents a notable way to bring recreation and rehabilitation options to children and people with disabilities, especially in some isolated areas of the country, and **a very good instrument to undertake other future projects related to People with Disabilities and their well-being.** In a developing country, where a war and poverty makes of disability a huge challenge for many people, social benefits of this project surely are the most important reward we can expect.

VI. Knowledge/Experience from Japan to Apply in this Project

SUBJECT	SPECIFIC TOPICS	CONTACT PERSON OR PLACE
FINANCIAL ORGANIZATION OF PARALYMPIC SYSTEM and HOW TO ATTRACT SPONSORS	<ul style="list-style-type: none"> • Outsourcing – Professional Public Relationships Company for high level contacts; • 4 year agreements; • Join to Olympic organization and sponsors • Special organizations and fundraising to promote Juniors. 	Individual Training Japan Sports Association for the Disable Mr. Eguchi Tokyo Metropolitan Sports Center for the Disable
FUNDRAISING – HOW TO WRITE AND PRESENT A PROJECT PROPOSAL	<ul style="list-style-type: none"> • Foundations for fundraising; • Information sources (Internet, courses, Foundations names) • Strategic research and presentations 	Ms. Sarajeon Rossito TIC JICA Seminar room 15 Workshops
IMPORTANCE OF VOLUNTEER NETWORKS – ORGANIZATION	<ul style="list-style-type: none"> • How to build the network. • How to coordinate and motivate people • Activities that a volunteer can do 	Many examples in visits to institutions, Lectures about Japanese organizations , etc. Sharing experiences with Leo Cal from Belize-Individual Training (Mr. Takayuki Kasumi)
ACCESSIBILITY	<ul style="list-style-type: none"> • Universal design concept. • Low cost ramps 	Accessibility Check with Mr. Imafuku Going out in Tokyo daily
LEADERSHIP SKILLS	Roll Models	- Many lectures or visits – specially Leaders with disabilities. - Carlos Kaiser Tele-conference
FACILITATION	<ul style="list-style-type: none"> • How to involve people in the solution of problems • Easy talk – simple solutions 	Mr. Ikezumi TIC JICA Seminar room 15 Workshops
JAPANESE CULTURE	<ul style="list-style-type: none"> ○ Punctuality and organization. Importance of time and planning. ○ Humbleness. The group and common objectives are more important than the individual or the leader. ○ Commitment with job. Whatever the task do it efficiently and the best you can. ○ Respect and care for other's needs. 	

VII. Procedures/Scope of Work

6 Years Development Plan for WHEELCHAIR TENNIS IN COLOMBIA

Year 1

- Initial visit from ITF expert;
- Regular coaching program in 10 cities to include men and women (quads and juniors);
- Develop links between rehabilitation centers, clubs and coaches;
- Identify coaches, leaders, volunteers etc. To appoint a Program Director and Sub-Director in every city (involved instructors from local tennis leagues);
- Match program between the cities. Encourage them to participate in national events;
- Promote local competitive opportunities, one day/weekend tournaments (alongside able bodied events);
- Form wheelchair tennis committee in Tennis Federation reporting to Board of Directors, include Disable sports Federation and other leaders;
- Present the Tennis Federation as the coordinating body for future program development. Share contacts information from all the cities (get information from every player attending the visit);
- Nominate a board member to be responsible for wheelchair tennis;
- Encourage program directors to join female, quads and junior players. Visit specialized rehab centers for children and promote the opportunity of Junior Camps for very committed juniors;
- Involve the army in promotional events;
- Attract **at least 50** players to lectures and demonstrations of wheelchair tennis promotion;
- Organize the visit of an international top-50 player to share his/her experiences and knowledge. Play demonstrations;
- Get media coverage of promo events and Silver Fund visits.

Year 2

- Introduce program to 3rd/4th cities. Keep promotion of the sport with events and word of mouth in all the regions;
- Start a nationwide program with the army. Have them participating in the whole circuit;
- Increase participation of juniors and quads. Develop specific promoting programs for them. Include junior and quad divisions in tournaments;
- National Championships (alongside able bodied National Champs): men, women, quads and juniors. At least 3 tournaments per year and a masters at the end (first 16 ranked players);
- Send players to compete in Florida Open – play, watch and learn from top players;
- Have prospect sponsors attracted to tournaments... set agreements for future events;
- Organize coach education/awareness workshops. Encourage program directors to lead these initiatives in every region (Taking advantage of books and materials donated);
- Match program between the cities. Promote weekend regional tournaments;
- Coordinate with Tennis Federation (and/or Disable Sports Federation) a national ranking system. Build an internet page or link to show news, events and ranking;
- Nominate National Wheelchair Tennis Coach;

- Have **more than 50** players in national program attending training and events regularly.

Year 3

- Introduce program to 5th/6th cities;
- Include the best Colombian tournament in the NEC tour;
- Invite players from neighboring countries to participate in the local tournament (in addition to the National Championships);
- Commence National Training Program for high performance players;
- Run development camps for new players;
- Organize coach education/awareness workshops;
- Send representative teams in Regional Games e.g. Para Pan Am. Set agreements with National Disable Sports Federation in order to establish clear rules for players eligibility to participate in international events;
- Send players to compete in NEC Tour event in nearby countries;
- **Aim: 75 players + in program.** At least 15 women, 15 juniors and 10 quads.

Year 4

- Introduce program to 7th /8th Cities;
- Send players to compete in NEC Tour event in nearby countries;
- Have some national coaches participating at international wheelchair tennis camps;
- Keep setting agreements with sponsors for Colombian NEC tour event and national tournaments;
- Have a representation of Colombia in the Invacare World Team Cup;
- Run development camps for new players;
- Organize coach education/awareness workshops;
- Aim: 90 players + in program.

Year 5

- Further extend the program to new cities/areas;
- Run development camps for new players;
- Regular participation in the NEC tour events. Some players in top-100 ranking;
- Organize coach education/awareness workshops;
- Aim: 120 players + in program.

Year 6 onwards

- Send representation at Paralympic Games;
- Develop team of coaches: men, women, quads, juniors;
- Have a self-supported organization to maintain tournaments circuit and promotional events;
- Keep supporting top ranking players to participate in the NEC tour and World Team Cup.

For the whole project, get media coverage of promo events and tournaments is very important. The focus of this plan is to develop a strong base of players to create a healthy sport within the nation. And become a real and very good option for sponsors, rehab centers and disabled persons looking for sport activity and social integration.

The first two years of the above stated plan have been already undertaken successfully, but unfortunately, **without stronger organization some of the regional programs are at risk of disappear for many different reasons** (See appendix SWOT Analysis). That's why a new project is needed to take advantage of the starting phase achievements but focusing the entire organization in a long-term sustainable development.

VIII. Timetable

TIMETABLE											
December 2006 - August 2007			1	2	3	4	5	6	7	8	9
PLANNING - PROMOTIONAL PHASE	6 months										
EVENT ORGANIZATION	4 months										
ORGANIZATION IMPROVEMENT	3 months										
TOTAL	9 MONTHS										
		Tournament is 5 days Long									
		May - 2007									
LONG TERM AGREEMENTS WITH SPONSORS FOR THE FUTURE											
CONSTANT SUPPORT OF SPORT ORGANIZATIONS											

IX. Budget

1. INTERNATIONAL TOURNAMENT

EXPENSES			
ITEMS	DETAILS	AMOUNT	
Tournament Director	USD1000 per month (4 months)	4000	
Promoter	USD1000 per month (6 months)	6000	
Tournament Umpire	per 5 days (tournament)	1000	
Ball boys	USD 2 per hour (50 matches). Average match=50 min	1000	
Hotel / Food	Sponsorship agreement with Hotel - food	5000	
Transportation	3 Vans (USD 50 per day each) 1 Bus for 5 days (USD100 per day)	1250	
Drinks		800	
Banquet		2000	
Promotional Phase	Mass Media contacts - free press	5000	
	Phone calls, Internet		
	Emails, letters, contacts, meetings		
	Brochures, flyers, promotional material		
Snacks, fruits for players room		450	
Trophy / surprises		2000	
Logistics (Sound, repair station, organization assistant)		1000	
Prize money	ITF 3 series TOURNAMENT	7500	(*)
TOTAL		37000	USD

(*) If ITF doesn't approve ITF3, then tournament must be ITF Futures Series - 3 days long, Aprox. Total cost: 25,000 USD

2. VOLUNTEERS NETWORK (Tour for program Follow up and to build the network)			
To better understanding of Budget this part of the project is shown independently			
Basic Plan: 10 Cities, 3 days per city (1 month). Target: 3 volunteers/leaders per city			
Lectures, share experiences In Japan, promotion and contact with local leaders			
Coordinate formation of basic network			
ITEMS	DETAILS	AMOUNT	
Promotional Phase	Mass Media contacts - free press	4000	
	Phone calls		
	Emails, letters, contacts, meetings		
	Brochures, flyers, promotional material		
Logistics for Meetings, Lectures, Exhibitions		1000	
Airplane Tickets	Target: 10 cities, 1 Promoter traveling	1100	
Additional Transportation	1 Promoter traveling	900	
Hotel	1 Promoter traveling	1500	
Food	1 person	500	
TOTAL		(Funding Required)	5000 USD

3. IMPROVEMENT OF ORGANIZATION			
ITEMS	DETAILS	AMOUNT	
COORDINATION	Phone calls	1000	
	Emails, letters, contacts, meetings		
Organize juniors camp	Bogota - 5 days (18 years and under). Target: 10 Players	3000	
Plan for Masters - Agreement	Tournament for best 16 players at the end of the year	500	
Improve accessibility	Low cost improvements: Ramps, accessible bathrooms	2000	
TOTAL		(Funding Required)	6500 USD
TOTAL FOR THE PROJECT (1 + 2 + 3)			48500 USD
TOTAL FUNDING REQUIRED			30000 USD

X. Key Personnel

TOURNAMENT DIRECTOR: Coach Sigifredo Hidalgo from Cali. Experienced tennis coach who planned and successfully achieved National tournaments in Cali. Also appointed in start phase as National director of Wheelchair Tennis Committee.

PROMOTER: I (Author of this Action Plan): Engineer and wheelchair tennis player who was the leader of start phase in Silver Fund project for Colombia and main promoter of Wheelchair Tennis in our country as facilitator of integration among organizations and manager of donations.

ORGANIZATION ASSISTANT: Person hired prior to tournament and responsible to undertake many activities related with logistics of the event, according to instructions of Tournament Director.

DIRECTORS OF REGIONAL PROGRAMS, TOURNAMENT UMPIRE, VOLUNTEERS, COACHES, PLAYERS.

XI. Evaluation

The project will be monitored and evaluated considering the goals and objectives defined in item V. Firstly, we observed the baselines to understand the initial situation prior to the project implementation. Then, we defined intermediate outputs to monitor the progress of the project, regarding each goal and objective set. In this sense, below it follows:

Goal # 1:

Baseline: No international wheelchair tennis tournament is currently being held in Colombia.

Output
Project for the Tournament designed
ITF Analysis and Approval for the Colombian Tournament
At least 55 players registered in the first year
Tournament held in Bogota

Goal # 2:

Baseline: Currently there is just one volunteer leader per city.

Output
A supporter organization found (governmental or NGO)
In average, compromise of at least 3 volunteers leaders per city (10 cities)
Volunteers working in the NEC International Tournament (This outcome depends on the accomplishment of the tournament)

Goal # 3 and Goal # 4:

Baseline (#3): Currently programs are not self-sustainable.

Baseline (#4): No junior camp is currently being held in Colombia. There are just 4 junior wheelchair tennis players.

Output
Agreements with permanent sponsors for NEC International Tournament established
Follow-up plan designed
A National Junior Camp being held in Bogota (for players with 18 years and under)

XII. Endorsements

These organizations collaborate and are/has been involved with the project at certain point, but with limited budget they are not able to support this project financially after starting phase.

<p>ITF International Tennis Federation – Silver Fund Bank Lane Roehampton London SW15 5XZ United Kingdom Phone: +44 (0)208 878 6464 Fax: +44 (0)208 392 4741 Email: wheelchairtennis@itftennis.com Mark Bullock – ITF Wheelchair Tennis Development Officer Mark.Bullock@itftennis.com</p>	<p>COLUSANA FOUNDATION Colombia and USA Foundation to promote sport and integration for people with disabilities between these countries 520 Brickell Key Dr. Suite A 1113 Miami, Florida. 33131. USA Phone: (305) 377-0308 President – Alvaro Ortiz colusana@yahoo.com</p>
<p>COLOMBIAN TENNIS FEDERATION http://www.fedecoltenis.com Calle 63 # 47 - 06 Bogotá – Colombia Mr. Felipe Diaz – Manager E-mail: gerenciafct@etb.net.co Communications Department: prensafct@etb.net.co</p>	<p>UNIVERSIDAD DE LA SABANA Campus Puente del Común Km. 21 Autopista Norte de Bogotá, D.C. PBX: (+ 571) 861 5555 / (+ 571) 861 6666. Chía, Cundinamarca, Colombia. Mr. Luis Obregón Rendón Merchandising and Communications Department Director luis.obregon@unisabana.edu.co Phone: (+57 1) 8615555/ 8616666 Ext. 2474</p>
<p>FEDERACION COLOMBIANA DE DEPORTE PARA PERSONAS CON LIMITACIONES FISICAS FEDESIR (Colombian Federation of Sports for People with Physical Limitations) Mr. Jorge Gonzalez – President (Former participant -2003- of JICA course of Sport for Persons with Disabilities) fedesircolombia@yahoo.com Coliseo El Campin entrada 17 Oficina 8 Phone: (+ 57 1) 4 176632 Bogota, Colombia</p>	<p>CLUB DEPORTIVO RUEDAS MAGICAS DE LA SABANA (Sports Club for People with Disabilities) Mr. Ivan Anzola – President http://www.ruedasmagicas.com/ Ruedas Magicas de La Sabana. Cra.69 No. 80-45 Piso 2 PBX (57 1) 630 4858 Fax: (57 1) 630 4870 - Bogotá Colombia</p>
<p>COLOMBIAN PARALYMPIC COMMITTEE CPC Mr. Octavio Londoño – President www.colombiacpc.org Email: comiteparalimpicocolombiano@yahoo.com Coliseo Cubierto El Campín – Entrada 17 Oficina 13 (Cra. 30 Diagonal 57) PBX: (+57 1) 2 351641 Bogota, Colombia</p>	<p>TELETON FOUNDATION – COLOMBIA http://www.teleton.org.co/ Cra. 62 No. 82 - 45 Oficina 403 Piso 2 - Bogotá D.C. PBX: 630 4858 Fax: 630 4870 Centro de Capacitación - Tel.: 630 5042 teleton@teleton.org.co</p>
<p>BOGOTA TENNIS LEAGUE – SEDE CAMPIN Martha Bernal - Coordinator http://www.tlb.com.co Email: bermartenis@yahoo.com Diagonal 57 # 24-00, Bogota, Colombia Phone: (+57 1) 2 124170</p>	<p>PRIVATE SPONSORS FOR TOURNAMENTS CLUB LOS FARALLONES RAUL ORDOÑEZ ADAM'S HOTEL SAN ANTONIO, PRAXIS – SILLAS DE RUEDAS CROYDON</p>
<p>CRUYFF FOUNDATION http://www.cruyff-foundation.org Partner of the ITF Silver Fund and the wheelchair tennis Junior Program.</p>	
<p>For more information on Wheelchair Tennis, please visit: www.itftennis.com/wheelchair</p>	

XIII. Appendix - SWOT ANALYSIS

SWOT ANALYSIS – COLOMBIAN WHEELCHAIR TENNIS PROJECT

STRENGTHS:

1. A few programmes already existed before Silver Fund project started (Bogota and Cali) with more than 3 years of training in Bogota. We have had 3 visits from Marck Bullock ITF Development Officer.
2. We have leaders very committed with the sport and its development: Sigifredo Hidalgo in Cali and myself in Bogota, besides we have the new programme directors in each of the 10 visited cities. It is worth to highlight Bucaramanga: Enrique Adarme, Ibague: Maria Clara Vallejo, Cucuta: Uriel Montoya and Medellin: William Gabalan (now with the help of Ceferino Ochoa, former Fedetenis Development Department Director).
3. Colombian Tennis Federation is open to proposals and willing to keep coordinating the project in coordination with CPC
4. Local awareness on worldwide development of wheelchair tennis based on last Athens paralympic games and Silver Fund visit
5. Lots of tennis courts in very good conditions and not difficult paperwork to get access
6. 11 cities visited within Silver Fund project/promotion and 10 programmes working based on free use of courts and free lessons donated by tennis instructors
7. An excellent national tournament in Cali 3 years old. Growing and improving organization every year
8. Sports entities are improving their organization and now they have specific destination resources (limited) to support sports for disable population
9. We already have our first National Paralympic Games officially enacted by the law; this important event would be held every 4 years. Wheelchair Tennis was included as one of the official sports of Colombian Paralympic Committee
10. We have an honest and direct contact with ITF International Tennis Federation and they have seen our job and achievements in Colombian project
11. During last 2 years we have been at the media oftenly: TV, radio, press, magazines, special awards.. etc. And able bodied tennis players are use to train with us in the next court. We are not anonymous anymore!
12. We have local expertise in production of special tennis wheelchairs. Good quality and low cost. Several producers
13. Within tennis and disable sports people there's acknowledgement about our job and achievements in this wheelchair tennis project
14. Johana Martinez has a high potential to be a top player in woman division according with Mar Bullock's comments
15. I have international experience in tournaments in Canada and Peru. I won division A at Canadian Open and Consolation Second draw in Ottawa
16. There's another very good level player from Villavicencio with 10 years of experience in able bodied tennis and 4 years playing wheelchair basketball: Pedro Leon.

WEAKNESSES:

1. To continue this project we need more financial resources and unselfish leaders ready to find them
2. Even though we appointed programme directors and sub-directors in each city, it is very important to keep a dynamic leadership with frequent contact at national level to keep

promoting events and regular training. For this to work well some extra expenses in phone calls, internet, emails and paperwork is required and not everybody is open to assume this on his own.

3. All the training lessons for beginners are based on free time donated by some tennis instructors, those agreements could be easily broken or forgotten if players don't attend training sessions regularly

4. One of the main promoters of this project (I) needs also a regular job for a living, that means very short time to coordinate or support projects from other regions. Just at nights or on weekends

5. Coaches only have basic level knowledge on wheelchair tennis techniques. To improve our level we also need to improve coaches' skills

6. Age average for our players is high: 39 years old. Despite of our promotional efforts still is very uncommon to see children or junior players in wheelchair sports. For quads the same happens (In Colombia high lesion level are less common than in Europe or USA)

7. There is no wheelchair accessible gym in most of the cities. (Only in Bogota and Cali).

OPPORTUNITIES:

1. A growing population with disabilities that is not always interested or satisfied with traditional wheelchair sports (unfortunately war is a reality)

2. Able bodied tennis players are getting to better stages on international ranking and hopefully, in few years, we'll have Colombian players at the international scene making the sport more attractive

3. At the local tennis environment, wheelchair tennis is still a novelty and for sure, with good playing level, everybody is going to be interested and open to help because they are surprised about the level we can perform.

4. An important politician (a senator) is a wheelchair tennis player. In different contacts we have made, he has showed his interest on helping us and our projects

5. Is an interesting sport for all lesion levels with no complicated rules or classification

6. We have made some contacts with little sponsors. Step by step the possibility of more financial support is coming

7. Several universities with sports careers are promoting integration of their students with wheelchair sports, there are ongoing studies and little projects that will enrich our material for programmes.

8. To keep developing national industry in terms of sport wheelchairs and accessories. Possibility of exporting.

9. Maybe Bogota is the city with more media coverage regarding wheelchair tennis. There's a possibility to start a new project in other area of the city with financial support of city government.

THREATS:

1. It has been very difficult to integrate Fedetenis (Tennis Federation) with Fedesir (Disable Sports Federation), the last institution insists on undertake this process on his own way and rules but ITF prefers Fedetenis as the main contact institution, so we are facilitating meetings among them and Colombian Paralympic Committee in order to establish clear rules to coordinate plans and schedule of events, but internal regulations and different administration styles can cause problems.
2. On recent years Fedetenis has faced a difficult financial situation. There were changes on general manager and development department director. They offered support in coordination (not financial), but staff is very limited. A committed and well prepared volunteer is needed.
3. The majority of tennis courts and clubs are not wheelchair accessible. If accessibility arrangements are not made, there's a risk of accidents or players discouraged to train due to these difficulties (for entrance/exit the help of one or more persons is needed and there are not accessible bathrooms).
4. At least 70% of the players have very low economical resources, so transport and equipment problems (wheelchairs, racquets) are very common
5. It is important to set some budget for coaches to travel to international courses or tournaments with players. If they don't receive some support, maybe they feel that their job is not valuable and free lessons could finish.
6. After Silver fund project visits, media coverage and national promotion of the sport and even more when some people know that there's some money involved (Silver Fund Donation), some individuals and/or organizations want to "be in charge" of the project thinking with an individual criterion and no real commitment for future development of the sport.