

**COMMITTEE ON GOVERNANCE OF WEST
INDIES CRICKET**

FINAL REPORT

October 2007

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Kingston, Jamaica

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PREFACE

Because of our shared addiction to the game and incontrovertible belief that cricket is an inseparable ingredient of the Caribbean socio-political fabric, we could not dare to refuse the invitation of the Board to examine the structure and offer recommendations as to the possible future of West Indies Cricket.

From the very outset we entertained no doubt as to the magnitude of the task, but we could hardly have conceived that its execution would have proven so arduous and time-consuming. For as our work proceeded, there were new discoveries of the complex inter-relationships to be addressed, and heightened anxiety as the slide in team performance worsened with every passing day.

We have had to wade through an avalanche of documents, invaluable, but not readily accessible. While we have encountered innumerable delays of replies and considerable hesitancy to commit some strongly held viewpoints to writing, we have nevertheless pursued our work vigorously with the encouragement of memoranda, professional advice and the candour of those who have appeared before us.

Our labour of love has been buttressed by the time, energy and creative thinking of those who also believe that we cannot continue to destroy our rich legacy and squander our abundant talents. We are the only Test playing team that is comprised of separate independent nations. Cricket must remain a bond and a source of pride to us all.

In proposing the best structure for effective Governance, we were obliged to examine "from stem to stern", the vessel that should be designed to carry, and, to ascertain the navigation requirements during its voyage through changing global tides.

The restoration of the fortunes of West Indies Cricket is our aim. Our report was not designed to incriminate or exonerate. But we would have forfeited the trust placed in us were we to recommend business as usual and thereby prescribe the certain demise of a game whose primacy we steadfastly support.

Acknowledgements

Mr. Tony Deyal, the Secretary of the Board was appointed as Secretary to the Committee. Because of pressing duties, which included the World Cup, the Arbitration Panel on WIPA issues, and the English Tour, Mr. Deyal was unable to undertake this work within the time-span available. Accordingly, the Management of the Board agreed to assign Mr. Steven Camacho, who was engaged as a consultant to work on a number of other matters, to undertake this function as well.

We are most indebted to Mr. Camacho for accepting this expanded assignment and for the valuable assistance, which he gave to us on a variety of matters, including the preparation of drafts of several portions of the Report.

We remain nevertheless, grateful to Mr. Deyal for his contribution during our early deliberations and the interest which he displayed in facilitating our work.

In relation to substantive matters, we are particularly indebted to Dr. Eddie Greene, who with the approval of Dr. Edwin Carrington, was able to share his knowledge and experience acquired in the discharge of his functions as Assistant Secretary General of CARICOM. We regarded him as a co-opted member of our Committee, who made meaningful contributions to our work and the drafting of our Report.

We are also very appreciative of the work undertaken by Professor Winston McGowan of the University of Guyana, who agreed to prepare a number of working papers on the development of the game in the region. Professor McGowan declined an offer of remuneration for this work, but we finally persuaded him to accept a small honorarium.

We thank also Mr. Chris Dehring for participating in some of our discussions and for his advice on the question of commercializing the game.

Although the Board undertook to meet the full expenses of our work, we were very reluctant to add to its financial commitments. Accordingly, we decided in the interest of economy to operate without creating a separate Secretariat. The facilities and resources of the Chairman's professional office were made entirely available and so were the services of his Office Staff.

As a result, we were fortunate to have had the services of Mrs. Debra Hamilton, who assumed the responsibility of coordinating our operations, arranging travel and conferences, and did so with timeliness and consummate efficiency.

Mrs. Mirven Tait functioned as our Senior Executive Secretary, working with all of us in the preparation and revision of drafts, again in a most timely and efficient manner.

Mrs. Shirley Mae undertook several support assignments for which our thanks is due.

Mrs. Karen Jones-Walters volunteered in helping to prepare the Minutes of those meetings held in Jamaica.

Last, but by no means least, we must express our appreciation and thanks to Carol Collins who agreed at short notice to edit the Report, notwithstanding her ongoing commitments. She introduced improvements to the organization of the text and acted throughout as guide, counselor and friend.

Foreword

The Unique Role Of Cricket In West Indian Society

West Indian people have made their greatest single cultural investment in cricket. This circumstance undoubtedly has multiple layers of meaning that carry several implications for the nature of their social, economic and psychic expectation. They have made this investment not only in terms of the physical infrastructures that dominate the landscape of each territory, but in the mindscape of each citizen who has every good reason to feel an acute sense of ownership.

The enormity of this historic investment is not often grasped by public policy makers and cricket officials. There are two aspects that often elude their attention and focus. The first of these is the inter-generational nature of this investment stretching over a period of near 200 years. While there are scattered references to the playing of the game at the end of the 1790s, data concerning organized matches and the onset of competitions become detailed during the 1810s. By the 1830s the game was well on its way to becoming the first expression of popular culture in the West Indies.

The second aspect concerns the inter-ethnic nature of this investment. While it is true that the white elite imported, domesticated and appropriated the game, branding it with the 'whites only' tag, they could not package it in this way for long. By the 1860s cricket had spilled out from the confines of elite society, flowing through the communities of the emerging middle classes and into the villages of the masses. Along the way it crossed all racial and class barriers, smashing them as it advanced. No other social or economic institution or social activity can claim at this time the reputation as a 'barrier breaker'. By the end of the 19th century, cricket was forcefully democratised and its legacies of club exclusion placed on the public agenda for discussion and deletion.

This is no mean achievement. The colonial Caribbean world, into which cricket journeyed from England, was built upon the English practice of racial and class division as a tool of public governance and economic accumulation. Cricket became the arena within which the efficacy of these values and relations were scrutinized and found to be wanting. When, for example, in 1886 the first West Indies team was assembled and sent on an

overseas tour, Canada and the United States of America being hosts, it was a combination drawn entirely from the white elite.

By 1900, however, when the region sent its second team overseas, this time for the first time to the United Kingdom, the gathering was comprised of men of all classes and colours, a true expression of the Caribbean social reality. Men of means and players from poverty walked out on the field to represent the region. In no other sphere of Caribbean life was this experience replicated for another half century. Cricket was first out of the blocks in the race to bring a democratic ethos to a region born and bred in slavery, indentureship and colonialism.

It was not simply a matter of the inner logic and moral imperative of the game, considered quite rightly as having a democratising value system. It was a question of what West Indians had made of the game; the purposes to which they placed its services and the remit they insisted it must follow. The value that all players are equal before the law, and that on the green all colors fade is critically important in itself but, without the energy of an agenda, such a value is easily devalued and the status quo maintained.

The score by the mid-20th century was really quite extraordinary. West Indians, having transformed the domestic circumstance of the game had irreversibly modified, nay, revolutionised the international game in terms of its performance and personality. A brand new game came out of the Caribbean, with a distinct brand which audiences throughout the world admired, respected, loved and celebrated. The game had come to them under strained circumstances, but it was re-exported to England, refined and upgraded. Some of the finest writers and most generous minds of the game concluded, after experiencing the great West Indies team of the 1950s, that the West Indians had saved the dying game for the post-war world.

A closer look at the scorecard reveals even more. Cricket, and no other activity, taught the scattered, fragmented region the value of collective organization and collaboration. That West Indians were able to put together a West Indian cricket team in 1886 and sustain that effort until today is at once remarkable and unprecedented. It is their greatest single political achievement, one that has become a model and mentor for other areas of collaboration such as the University of the West Indies and the Caribbean Free trade Area, both mid-20th century formations. Cricket, then, stands alone with ancestral pedigree as the zone of cohesion in a place of division.

The English marveled at the West Indies team, as did the Indians and Australian they engaged, formatted as it was into a multi-racial enterprise. Teams made up of Blacks, Whites, Jews, Chinese, Indians, Syrians, Amerindian, and every possible biological combination of these ethnicities showed a violently racial world the meaning of racial toleration and cooperation. And, critically, it was a winning operation because by the mid- 1960s, it had defeated all comers under the leadership of Gary Sobers, considered the best all-round player the world had ever seen.

By the 1980s West Indians were dominant in the international game. They were able to sustain this status for near 20 years. In no other area of public engagement have these young nations been able to achieve such a commanding presence in the international arena. While many sectors of regional life have emerged globally competitive, from the literary arts to the services economy, cricket remains the pivotal expression of a unified vision and action producing the effect of regional leadership in the global space. It is an experience that has brought the region its greatest single benefit in terms of pride and prestige.

The investment, then, of time, space, money, passion, and pride has paid off handsomely for Caribbean people. There continues to be an expectation of high returns. The game enjoys a measure of goodwill across boundaries of age, class, and sex that is commensurate with its contribution to public life. Cricket and Caribbean civilization are now inextricably linked and interwoven.

From the outside it appears as if Caribbean citizens have been monolithic in their sporting investments. While all sports enjoy considerable public attention in the region, opinion surveys consistently show cricket as the number one engagement. To some extent it sets the Caribbean apart as the cricket nation on the planet, a reputation gained from a century of intense pursuit of excellence and insistence upon performance panache. Interlocked with the world of music, dance, literature, public theatre, humor, and carnival, cricket is the principal arena for the expression of all art forms, a unique pride of place it does not command in any other civilization.

The elasticity of the culture of the game in the hands of West Indians is also identified as an achievement of a people fiercely committed to freedom of expression. West Indian writer, C.L.R. James, has said, they go through the gates carrying all their past consciousness and future expectation. The game certainly carries a weight unfamiliar to other places. Here it is not just a game; it is the heartbeat of young nations looking into an old world in search of a place where dignity and honour can be assured.

They have had an opportunity to inhabit this place, and now wish to claim it as their very own.

Prof. Hilary Beckles
Principal
University of the West Indies, Cave Hill
September, 2007

OVERVIEW

The Organisation of Cricket

The regional organisation of West Indies Cricket dates back to nearly eighty years ago, although cricketing contacts and competitions among the Territories were initiated some sixty years earlier. It took another seventy years after its formation for the West Indies Cricket Board to be incorporated as a company, but with only the six Territorial Boards as its shareholders. Over the years, the Board has made genuine efforts to advance the cause of regional cricket. However, the flavour of its relations with other important stakeholders of the game — players, past and present; governments; and the private sector — has conveyed nuances of exclusivity, non-transparency and reluctance to change that have damaged the standing of the Board in the eyes of the regional public.

Until some months ago, the Board consisted of a president, vice president and twelve directors — two each drawn from the six Territorial Boards. Early in 2007, the decision was taken to add four non-member directors appointed by the Board. This has brought the total number of directors to eighteen. The Board has five sub-committees but it is not clear which of these are active. For example, the Marketing and Finance and Investment Committees have not met for sometime. Moreover, there does not seem to be established procedures for reporting to the Board. On occasion, matters are sent to the Executive Committee of the Board (consisting of the President and the six Presidents of the Territorial Boards) presumably when quick decisions are required, with apparently no settled procedures for reporting to the full Board.

At the territorial level, cricket is organised through the Territorial Boards that have borne the brunt of responsibility in matters such as the encouragement of cricket in the schools; in clubs through the arrangement of annual competitions; and the selection of national teams for participation in the Regional Series and, on occasion, against visiting international teams.

The advent of the Kerry Packer Series in the later 1970s changed radically the amateur approach to the game of which the Board was the custodian. The new environment included elements such as professionalism and high rewards, draconian discipline and training, and the relentless pursuit of winning. The new environment was also characterised by the significant involvement of several West Indian players in English County and League cricket.

Both the Packer Series and English cricket turned out to be temporary phenomena. The responsibility for cricket development at the local level fell back to the Territorial Boards, with their very scarce resources.

The Territorial Boards have been unable to provide sufficient support to local clubs and schools — the incubators for young cricketers. This, taken together with competition from better-remunerated sports, such as soccer and basketball, are among the principal reasons why the supply of promising cricketers at local level has become more limited.

The road to recovery will be difficult but the process should start with, *inter alia*:

1. thorough evaluation of resources and institutional needs of the Territorial Boards as part of a new business plan for their future operation; and
2. review of the structure of the Boards themselves with the aim of improving their representational character as well as the expertise needed for their successful management.

The Contribution of Governments

Governments have always maintained a lively interest in the development of cricket and over the years have made financial contributions — small as they were — for particular purposes. However, concern over the standing of the team, triggered by its defeat by Kenya in the Cricket World Cup in Asia, led to a decision by CARICOM Heads of Government to establish the Prime Ministerial Sub-Committee on West Indian Cricket (PMSC) to assist in developing strategies for the revival of the game and, in particular, with the successful bidding for the Cricket World Cup 2007.

The Sub-Committee was very active both in respect of the successful bidding for hosting the World Cup and in its Organisation. Substantial sums of money were spent — some say close to US\$500 million — in putting the necessary facilities in place, in developing support staff and in management systems. This legacy remains for hosting future tournaments and other large-scale activities.

Although at the regional level, the contributions of governments have been substantial, at the national level their response has been disappointing. In 1997 when the PMSC was established, Heads of Government agreed to contribute towards the payment of retainer fees to cricketers in the Test Team, but this initiative was almost stillborn.

In the period ahead, Governments should be encouraged to play a more substantial role in cricket development at the national level, especially in

giving greater support to it in schools and in clubs, including women's cricket.

Women's Cricket

In the recent past, there has been an encouraging revival in women's cricket and it has been agreed at the ICC level that integration of women and men's cricket should take place.

The West Indies Board has agreed on the conditions under which such integration should take place between itself and the West Indies Women's Cricket Federation (WIWCF). But neither party seems to have satisfied the necessary conditions. We urge that this be done in the minimum possible time. Pending the completion of the conditions precedent, we recommend that the WIWCF be given representation on the proposed Cricket West Indies Council, looking to the time when they will have achieved the conditions for membership on the Cricket West Indies Board.

Former Players

The links with past Test players and administrators can be an invaluable asset in rebuilding the West Indies Team. At present, those links are tenuous to say the least. It is absolutely essential that this situation be corrected by new arrangements to involve past players in cricket development. In soliciting their expertise in solving technical and other problems connected to achieving higher levels of performance, they should be the beneficiaries of a new system of formal recognition and honours to be accorded to them for their services to the game.

International Cricket Council (ICC) Relations

The West Indies is a Full Member of the ICC with responsibility for the Americas. This includes North and South America, Belize, Bermuda and the Cayman Islands. The West Indies should take advantage of this arrangement, not only to help those countries in developing their cricket but also in organising matches and series with other playing countries for mutual financial benefit. This will also serve to expose supporters and potential players to cricket performances by other playing countries. This is an urgent matter, since some commercial interests are alive in exploring the potential in North America.

We also advert later in the report to the very attractive potential for developing cricket relations with other non-traditional playing countries, especially in Asia. China is a particularly interesting prospect.

As to arrangements with the ICC itself, the introduction of a new regime in 2000 for sharing the proceeds and costs of 'away' tours has certainly been

to the disadvantage of the smaller members especially the West Indies. The Region should work intensively to secure a revision of the regime, pursuing this at both sporting and diplomatic levels.

The Crisis

Cricket in the West Indies is not simply a sport. It is an activity that has evolved over more than a century and it is intertwined with the social, cultural and economic evolution of the Region. The fortunes of the game in the Region are deeply embedded in the human psyche. When the team is doing well, there is everywhere a mood of confidence, optimism and goodwill. When it is doing badly, attitudes turn ugly, reservations are expressed, and there is everywhere a searching investigation of contributory factors and of ways out of the crisis. We are at such a decisive point today.

The rise and fall of West Indies cricket are briefly mentioned in our report, as are the contributory factors to this negative situation. Suffice it to say that many of the explanations have to do with deficiencies in preparation — irregular and inadequate training associated with lack of sufficient physical fitness, inappropriate diets, indiscipline, shortfalls in management and organisation — to name just a few contributory factors.

Several informed observers have expressed the view that a reversal of present misfortunes will require a virtual transformation of the game at all levels — from the schools to a thoroughly re-organised Test Team inculcated with:

- i) values that stress in-depth knowledge of the game and the application of the latest technology;
- ii) rigorous and continuing training in and out of season;
- iii) the latest information on diets and lifestyles; and
- iv) a deep passion for the Region and for the importance of cricket to it.

Merely to state these parameters is to illustrate what a yawning gap exists between ideal standards and current practices.

Tackling the Challenge

Cricket in Schools

Schools' cricket is the virtual cradle of West Indian cricket. It is there that young players are first introduced to the techniques of the game, and its

body of ethics. The schools played a very active part in development of the game during the 19th and 20th centuries. This can be contrasted to the present situation where participation by schools in cricket is declining in favour of other sports. There are, however, positive examples where actions by the school authorities to encourage the game, through the appointment of cricket masters, are yielding encouraging results. The Region should also observe the attention given to schools' cricket in other playing countries, notably Australia and England.

Local cricket authorities should place schools' cricket among the top items in their agenda. Apart from direct encouragement of the sport, they should urge governments to appoint cricket masters to work with the schools on an individual or cluster basis. They should seek private donor support for the provision of cricket equipment and supplies and for sponsoring competitions among the schools both locally and on an inter-island basis.

This is clearly a priority item for the WICB, which is already taking an interest in the matter.

Cricket in Clubs

The importance of clubs should not be under-estimated. They are the bridge between schools' cricket and the game at First Class level. They are, however, showing signs of deterioration, opening up the possibility of their eventual disappearance in some countries of the Region.

A number of factors have brought clubs close to the verge of closure: deficiencies in management brought about by, *inter alia*, the progressive concentration of responsibility in the hands of diminishing membership, serious financial problems due in part to the loss of sponsorship to other sports. Among other things, this has led to the deterioration in playing and other facilities adding further to the unattractiveness of club membership.

The WICB has to take immediate action to promote a renewal of club cricket in the Territories. This involves sensitisation of all the local interests — players present and past, governments, the private sector and the public at large — to work for a revival of club cricket for its own sake, as well as for its indispensable role in the re-development of West Indies cricket.

The Cricket Academy

The West Indies was the first cricketing 'nation' to conceive the need for a Cricket Academy and to prepare plans for its establishment, but one of the last to implement it. We ourselves regard the Academy as an indispensable element in returning West Indies cricket to its glory days.

The Academy will be based on a network of *territorial Centres of Excellence* with a central hub that will provide complimentary training at a very high level for the region as a whole and act as a co-ordinator of, and catalyst for, co-operation among the Centres. Certainly in the field of certification there will be, as in other aspects, a convincing case for common action among the territorial centres stimulated by the hub.

Following upon the approval of the Academy by the Heads of Government, the Board has appointed a committee to attend to its implementation. We urge all possible speed in completing the preparatory work so that the Academy can begin during 2008.

Taking Team Performance to a Higher Level

The precipitous decline in the standing of the West Indies team can be traced to our failure during the glory days to re-structure our cricket so as to sustain its high levels of performance. When one examines the practices now current in the preparation of the major teams, especially Australia, it is quite clear that the West Indies must introduce and sustain improvements in the following key areas:

- GOOD HEALTH AND PHYSICAL FITNESS — This demands rigorous fitness training, appropriate diets and lifestyle management. Fitness programs should not only cover physiological preparation but also should address psychological issues and mental toughness. Among other things, physical fitness will reduce the risk of injury.
- DISCIPLINE — The Code of Conduct applicable to players should be formally enforced with appropriate sanctions for departures from the Code in a manner that is publicly transparent.
- DOPING, MATCH-FIXING AND ILLEGAL BETTING — These warrant only the comment that they should not be permitted under any circumstances, and infractions should be dealt with promptly by the utmost firmness.
- PREPARATION, TRAINING AND COACHING — All modern sports today demand year-round preparation and training. Cricket is no exception. The recognition is now dawning on leadership in the West Indies that such practices are indispensable for high performance. Resolute and uninterrupted efforts are required to bring the West Indies players up to international standards in areas such as fielding, throwing and catching.

Both bowlers and batsmen should work relentlessly with coaches, other team members and on their own to correct their weaknesses, easily identified by looking at videotapes of their performance.

It does not appear that the WICB has been sufficiently resolute in following up the weaknesses of individual cricketers identified in coaching, assessments and tour reports. This must become a failure of the past, if the team is to move ahead.

We propose that specific corrective action be taken deal with the shortfalls in preparation.

Selection

We have also comments to make about team selection designed to support the rigour required from players. We are also very sensitive to the need to appoint captains who are well prepared from the point of view of *leadership by example* and by themselves displaying high standards of play.

Under-19 Teams & Players In-Waiting

These are additional sources from which players are drawn to bring new talent into the Test Team. These players deserve continuing attention by way of coaching, training, and other forms of preparation. This should make it possible to call on them at short notice in order to fill gaps in the Team. Among other supports, we suggest that persons identified as "players in-waiting" should be accorded *retainer status* with an appropriate level of remuneration.

Remuneration of Players

Taking into account practices elsewhere, we recommend that the remuneration of players should consist of an agreed combination of basic pay and incentives for performance with the latter being given progressive emphasis over time.

Management

The unique qualities required for successful team management should always be recognised in the selection of managers. Where they do not all exist to the extent required, action should be taken by the Board to fill gaps by appropriate exposure so that deficiencies can be made up.

The tour reports of managers should be studied carefully and acted upon. Failure to do so may lead to recurrences of the problem by the offender and others.

Professional League

We endorse the proposal for a professional league, which is of long standing and which can enhance significantly the attractiveness of the game both for players as well as for live and TV audiences and commercial sponsors. We are particularly attracted by the regionalisation of the league. This will allow for greater mobility of players within the region, as well as the possibility for overseas players to be recruited for one season or more.

Twenty/20 Cricket

This form of cricket is growing in popularity and is likely to attract significantly larger crowds to the game. It has a particular appeal to persons who wish to spend short periods of time watching the game, a feature that is particularly attractive to the young. Cricket authorities, while fashioning a response to this development, are concerned to keep control so that it is not substantially taken over by purely commercial interests. This is one of the dilemmas in many sports today — how to reconcile the attractiveness of greater revenue against the risks inherent in trans-national commercial operations outside of the control of the cricket authorities.

The ICC has hastened to assert control. A Champion's League is being organised by the Board of Control for cricket in India (BCCI) and involves India, Australia, South Africa and England. This appears to be in response to a private initiative to establish a series outside of the Board's domain. Despite its early reputation in the game including in its shorter version, the West Indies have apparently not been invited to participate in the BCCI initiative.

In the meanwhile, it has been reported in the press that the WICB has signed a five-year agreement with Sir Allen Stanford covering the Twenty/20 Series that he is organising among nineteen Caribbean playing countries. One feature of the series is the recruitment of fourteen West Indian past players — "the Legends" — to serve as the Board of Directors for the Series. "The Legends" have assured the public that the Series will contribute significantly to the development of West Indies cricket. However, the point has been made that the WICB must remain master of the destiny and structure of the game in the Region.

Government Responses

We received a number of very useful responses from governments in the Region, which are listed in [Appendix B](#). Many of those responses corresponded with our own thinking and that of leading commentators on the game. To that extent, the lines of thinking that we espouse about a new structure of governance reflects to a significant extent some of the points of convergence which we identified in the comments that we received. We were particularly impressed by the response that we received from Barbados, which was an integrated response from that government and the cricket authority.

A New Governance Structure

The case for re-structuring the governance of West Indies cricket has been of long standing and made persuasively by several contributors whom we list in the [Appendix A](#). One of them — the Griffith Report — was prepared at the instance of the Board but has lain dormant for the past fifteen years. We are strongly of the view that the Board and other stakeholders must grasp the nettle and put urgently into place a structure and modalities of operation that respond to the testing requirements of managing an international sport in today's environment. This requires the application of commercial criteria and procedures. Among other things, that thrust demands strategic thinking on the part of the cricket authorities, the rigorous pursuit of well-defined goals, and a capacity to change operations in response to shifting requirements.

In examining the present structure, we came to the view that the existing Board represents only the shareholders — that is, the Territorial Boards, and makes no provision for representation of the many other stakeholders in the game. As we said elsewhere, West Indies cricket does not belong to the WICB; it belongs to the people of the Region. Accordingly we consider that a new structure must make adequate provision for representation of all major stakeholders. Without this, the game is unlikely to attract the support and enthusiasm so necessary for its advancement.

At the same time, we are mindful that efficient management requires a tight structure. Here, the emphasis should be on expertise in the various facets of operation — e.g., player development, finance, marketing and the sustenance of good industrial relations. In such a structure, there will also be need for specialised sub-committees to deal with particular problem areas.

The organisational structure will be supported by a small but highly efficient Secretariat consisting of expertise in all of the major functional areas.

Taking the above considerations into account, we came up with the proposal that:

- The West Indies Cricket Board should be re-named “Cricket West Indies”, partly to give the Organisation a new image and also to indicate explicitly that it will no longer be business as usual.
- Cricket West Indies will consist of a Cricket West Indies Council and a Cricket West Indies Board.
- The Council will be the larger of the two bodies. It will consist of about 23 members drawn from a wide cross section of stakeholders. It would meet once a year to review the state of West Indies cricket based upon a report covering all aspects of the game and its management. It will assess the way forward and indicate to the executive management what steps need to be taken to achieve the strategic goals of the Organisation.
- The Council will appoint the President, the Vice President and the Executive Directors other than those appointed by the Territorial Boards.
- The Board will be assigned responsibility for the executive management of day-to-day affairs. Apart from the President and Vice President, it will consist of 13 other Directors
 - 6 nominated by the Territorial Boards;
 - a Cricket Director appointed on the basis of nominations from the Territorial Boards, past players, WIPA, WCO and WSA;
 - one Director representing CARICOM;
 - one Director selected on the basis of nominations by WIPA;
 - three chosen for their special expertise in operational areas;
 - and the Chief Executive Officer.
- The Board will not micro-manage the Organisation. It will decide on measures and policies to be implemented and the task of implementation will be left to the Secretariat.
- The Chief Executive Officer and the Financial Controller will be the two key officials of the Secretariat. They will both be

given the latitude to take initiatives and will have exclusive responsibility to deploy their staff as required. Directors must distance themselves from interference with the day-to-day workings of the Secretariat.

The Board & WIPA

A most unfortunate occurrence, especially in the recent past, is the tense and fractious relationships that have developed between the WICB and the players who are represented by WIPA.

Differences have largely centred on the question of remuneration of the players, but neither side has demonstrated a sufficient flexibility and disposition to settle industrial claims through the regular modalities of bargaining. Far too often, the settlement has to depend on arbitration, which is a costly and time-consuming method for settlement.

It is not in the interest of West Indian cricket, to which the players are indispensable, for those tensions and practices to continue. Both sides should agree to meet regularly to discuss issues of direct interest to players and to utilise all means of conciliation in settling differences.

Arbitration should be considered as a last resort.

Both the Board and WIPA should endeavour to place their relations within the mainstream of international best practices. This will be the mutual obligation of Board and players including but not limited to issues of remuneration but also the strict observance of Codes of Conduct and Ethics by the two parties.

Conscious effort should be made to build mutual confidence. The representation of WIPA on the proposed Council and Board, should hopefully help in this regard.

Economic & Financial Issues

It is becoming increasingly recognised that cricket can become an important economic driver for West Indian economies. It should be viewed as the centre of a web of inter-related operations, which have definite potential for growth in production, income and employment. The links between cricket and related outlays on items such as food, clothing, transport, media services and entertainment are just examples of the inter-linkages which warrant attention in national economic planning and policy.

Perhaps the most important linkage is between cricket and tourism. Sports tourism is becoming big business and deliberate efforts should be made by

West Indian cricket authorities to access these linkages and build them up. The CWC 2007 was a useful start but the efforts made there need further nurturing and development.

The economics of market development in the West Indies should be cast in its global setting. As previously mentioned, a number of non-traditional playing countries are exhibiting greater interests in the sport. The West Indian cricket authorities need to track and influence the spread of the game in North America and in some Latin American countries. This falls within our special responsibility under the ICC arrangements. We must, however, move speedily to conclude arrangements with these countries, starting with the USA and Canada, where particularly lucrative arrangements are in prospect.

We should keep a watching brief over developments in Europe but we should also pay special attention to the evolving situation in China. The game is developing rapidly there and it can become a major focus for China-Caribbean co-operation. Significant also are developments accruing in South East Asia, especially Malaysia and Singapore.

In a situation where the traditional agricultural exports are struggling for survival the West Indies have to turn towards the development of a broadly based services economy, which can provide greater opportunities for increasing production, employment and exports, involving both large and small businesses. It is this vision which should guide the cricket authorities in conjunction with governments and private sector interests to chart a way forward.

Relations with the Media & the Public

The public relations surrounding West Indian cricket are in serious need of repair. The flow of negative comment in the media on issues such as relations between the Board and players; the poor performance of the Test Team; the passive attitude of administrators; and the consistently vexed issue of players' remuneration have virtually reached a crescendo. The negative reports often originate from the Internet and the international media, conveying the impression globally of a West Indian cricket community that is out of step with the rest of the sporting world and heading irreversibly towards the bottom of the pile. It is urgent that all parts of the local cricket community work together to alter these negative perceptions.

Starting with relations between the Board and the media, it is essential that they be placed on a proper footing based upon mutual trust and a desire to work together to uplift the game. The Board must do all in its power to disseminate widely a clear media policy based upon greater

recognition of the particular needs of the media. On their part, the media should accept that some delicate issues should not enter the public domain until they have matured to a point amenable to productive public review and discussion.

Our proposal that representatives of the media, and of media workers, should be members of Council can hopefully help in the development of mutual understanding and trust among the partners concerned.

At the end of the day, we reiterate the centrality of cricket to the West Indian personality and confidence. All hands must join together for a more vibrant and secure future for the game and, with that, new momentum in the economic, social and cultural development of the Region.

Introduction

We have been guided throughout this undertaking by the conviction that West Indies cricket belongs to the people of the West Indies. And our consultations and deliberations have confirmed our impression early on, that West Indians are expecting new departures in administering the game, in taking team performance to a higher level and in securing the future dynamic development of cricket in the Region. It is in this context that we hope and believe that our Report and its recommendations will be well-received and will make a difference for the better in West Indies cricket.

Establishing the Committee

By letter of February 16, 2007, the President of the West Indies Cricket Board (WICB) Mr. Ken Gordon, communicated the decision of the Board to establish a high-level Committee with the following Terms of Reference:

1. To review the performance of the WICB, past and current and to assess its strengths and weaknesses.
2. To consult at whatever level may be considered desirable with past and present administrators, past or present players, cricketing organizations or the general public.
3. To consider the composition and structure of the WICB and to make recommendations which will improve its overall operations, governance, effectiveness, team performance and strengthen its credibility and public support.
4. To report by June 30, 2007 (subsequently extended by agreement to 15th September).

Membership of the Committee

The Committee comprised the following members:

The Most Honourable P.J. Patterson, ON, PC, QC Chairman;
Sir Alister McIntyre, OM, OCC
Dr. Ian McDonald
Mr. Tony Deyal was appointed Secretary to the Committee.

Funding the Work of the Committee

We believed from the start that the expenses involved in the work of the Committee, and in the preparation and publication of our Report, should not be at the expense of the limited financial resources of the WICB.

As a result, the Bank of Nova Scotia readily agreed to provide the funds required for our meetings, travel, research and other aspects of work on the Report.

DIGICEL promptly consented to cover the costs of editing and printing our Report and Annexures, as well as the eventual presentations that the Committee must make to the Board, Governments and the public on its completion.

We are most grateful for their generous and willing assistance which will in no way reduce their current levels of financial contribution and obligations to the West Indies Cricket Board.

Scope of Mandate

It was clear to the Committee that since our terms of reference required assessing WICB strengths and weaknesses and making recommendations to improve its overall operations, governance effectiveness, team performance and public credibility, our remit could only be discharged by a new departure that ensured overall performance by Board, Players and Staff being taken to a higher level with a broader and stronger base of the game throughout the Region. In short, we had to provide a new paradigm to improve West Indies cricket in all the areas where deficiencies presently exist.

In his letter of February 22, to the President of the WICB, the Chairman summed it up as follows:

“Building on our rich traditions and unique international appeal, we are seeking to fashion a product which bonds our region, engenders Caribbean pride and ensures continuing success at every level and in every format”.

At the Committee’s initial meeting held on March 14, it was accepted that:

“our mandate obliged us to undertake a thorough examination of all aspects of West Indian cricket in order to prepare a governance structure which had as its primary purpose a return of the West Indies

to the pinnacle of world cricket. The new machinery put in place must enable us, thereafter, to maintain the region's ascendancy in the game and so the focus would not be confined only on the Test Team but has to include and embrace all other representative teams."

This is a serious task and we have taken it seriously. In the writing of W.B. Yeats there is an eloquent phrase: "a community bound together by imaginative possessions". Yeats used this phrase in the context of discussing the importance of a National Theatre for his beloved Ireland. But it can as easily strike us as we think of cricket in the West Indies, truly an imaginative possession which binds us together. Yeats wrote that it was impossible to exist if there were "no national institutions to reverence, no national success to admire without a model of it in the mind of the people".

Cricket is that for us. It is not too much to say that when West Indies cricket is doing well West Indians feel more united, more optimistic about their future, work with more élan, live with more self-confidence, feel better in the world. And equally it is true that when West Indies cricket is in the doldrums our optimism, self-confidence, will to do better and even work harder slackens. It means that much.

The Process of Consultation

The Committee's letter of appointment stipulates that we should:

consult at whatever level may be considered desirable with past or present administrators, past or present players, cricketing organizations or the general public.

We considered this fundamental not only in doing the Committee's work but also essential in giving our Report and its recommendations full credibility.

We eventually received responses from six Governments. Although two Territorial Boards did not reply in writing, oral presentations were obtained.

From Barbados, where all stakeholders were brought together, we received a national response. We have included this paper in the Annexure as a model for the future for arriving at national positions.

We have therefore investigated the existing documentation thoroughly and consulted widely in the West Indian community of cricket interests and, indeed, further a field.

We have been impressed by the volume and variety of excellent analyses, reports and studies which exist on every aspect of West Indies cricket. There is no want of knowledgeable and expert advice and recommendations for improving West Indies cricket on the playing field and in the corridors of administration and for securing its future throughout our community of nations. We have not sought to re-invent the wheel, but rather to draw upon the accumulated analysis and judgments which are directly relevant to the reform of the future game.

We did not start from scratch. Our time at the wicket would not have enabled us to build the score without those who preceded us to the crease.

A list of the studies, reports and analyses which we have consulted is attached to this Report as Appendix A. This documentation should be considered a valuable resource for administrators, commentators and scholars of the game.

The Committee through its Chairman wrote asking for views to national Governments in the Region and to the territorial cricket Boards, to a wide selection of past and present players (including captains in particular), to past and present administrators, to commentators and representatives of sectoral groups, to regional cricket organizations and to international bodies. We also solicited the views of well-known personalities of the game and from the general public. The response was extremely satisfying and denotes the extent of what it is not too much to say is a profound love of and concern for the game in the Region. West Indies cricket must not be permitted to go on failing, is the burden of what we heard over and over again.

A list of those who made written responses is attached to this Report as Appendix B. We thank everyone who took the time and trouble to write us for his or her contribution.

A special Website was launched on June 7, 2007, and many persons, from within and outside the Caribbean, responded by e-mail, which was gratefully received and carefully considered.

In addition to examining the extensive documentation and seeking the views of a wide cross-section of West Indian cricket opinion, the Committee undertook a considerable number of consultations with cricketing bodies in the Region and with individuals. The latter included those former Presidents of the Board who were available. In the case of Mr. Pat Rousseau, we benefited both from his oral and written advice for which we express our personal gratitude. These face to face encounters were extremely useful and our work would have been sadly lacking without them. We again experienced, this time at first hand, the determination in our cricketing community to revive the fortunes of West Indies cricket and return our representative teams to the pinnacle of the game.

Despite the most strenuous efforts, it proved impossible for us to speak to, or hear from, a number of legends and cricket luminaries from whose inputs we had hoped to benefit. We attribute this purely to their demanding schedules of external travel.

A list of those we consulted, either in full Committee or individually, is attached as Appendix C.

We here express the highest appreciation of the fruitful discussions between our Chairman and Mr. David Morgan, Chairman of the English Cricket Board, and President Designate of the ICC. This was followed by a volume of documents, which outlined the transformation which the English Cricket authorities have undertaken in recent times.

We are immensely grateful to all those who have taken the time and have been so gracious and forthcoming in the consultative process, offering their views and contributing from their store of experience. This Report is as much theirs as it is ours.

PART 1

STRUCTURE OF WEST INDIES CRICKET AND ITS INSTITUTIONS

1. *West Indies Cricket Board*

Formation and Representation

- 1.1 Inter-colonial Cricket started in the West Indies in 1865. In the formative years this was largely confined to Barbados, British Guiana and Trinidad. In 1891 contests were established on a regular basis and evolved into a competition for the Inter-colonial Cup which lasted until the outbreak of war in 1939. Because of distance the involvement of Jamaica was fitful. Its first tour to Barbados, British Guiana and Trinidad was in 1896 while Trinidad paid a return visit in 1905. A tour to Barbados then followed in 1925. The Windward and Leeward Islands mostly competed among themselves and occasionally against the more established territories.

In 1886 International Cricket arrived when a team comprising players from Barbados, British Guiana and Jamaica and representing the West Indies toured Canada and the United States of America. A return visit by a team from America took place in 1887/1888.

The first team from England under the leadership of Slade Lucas toured the West Indies in 1896; it was notable for the famous victory by three wickets of an "All West Indies Team" against the tourists. Shortly after, Lord Hawke, Captain of the England and Yorkshire team and a leading figure in the Marylebone Cricket Club (MCC) brought a team to the West Indies. He was sufficiently impressed by the standard of the

cricket to recommend that the West Indies were good enough to tour England and play the counties. Hence the tours to England in 1900 and 1906.

- 1.2 By the time of the next tour to England in 1923, the quality of cricket in the West Indies had improved markedly. After a strong showing the MCC (then Governing Body for cricket in England) suggested that a regional association be formed to coordinate and administer the game in the West Indies and make formal application to the Imperial Cricket Conference for Test Status. Accordingly, a meeting of the "West Indies Cricket Conference" was held at the Bridgetown Club Barbados on January 22, 1927.

The meeting was attended by two delegates each from Barbados, British Guiana, Trinidad and one from the Windward Islands. Mr. L.T Yearwood of Barbados was appointed the Chairman. Representatives from Jamaica and the Leeward Islands were unable to attend. Present also was Mr. A.H. Mallett who had lived in British Guiana and had come from England specially to attend the meeting as a representative of the MCC. He explained that the most pressing need for the formation of a Board of Control was that there was no recognized official body in the West Indies to whom the MCC could refer on any matter and receive a reply that would represent the views of the West Indies as a whole.

- 1.3 The delegates agreed with these sentiments and recommended the formation of a West Indies Cricket Board of Control, constituted as follows: President, Secretary, two Delegates each from Jamaica, Trinidad, Demerara Barbados and one Delegate each from the Leeward and Windward Islands

It was further agreed that at the first meeting of the West Indies Cricket Board of Control, matters be dealt with pertaining to:

- draft of rules for the working of the West Indies Cricket Board of Control.
- visit of the West Indies Team to England in 1928
- control of any surplus funds of the West Indies tour to England in 1928.

The first meeting was held at the Union Club, Port of Spain, Trinidad on the 17th and 18th June 1927.

As a footnote it should be mentioned that prior to the formation of the Board, cricket was organized by an informal coalition of the major clubs in the Region supported then, and even afterwards, by cricket loving entrepreneurs who rarely failed to come forward in time of need.

Structure and Organisation

- 1.4 The Board as constituted was enlarged in 1982 when the Windward and Leeward Islands were accorded the same representation as the other full Members. The President was appointed by the Board at an Ordinary General Meeting and had to be a person resident in the West Indies who had shown a keen and active interest in West Indies Cricket. His term of office was for two years or until his successor was appointed. He was also eligible for re-election.

Board Members were to be appointed by their Cricket Associations. It should however be noted that in British Guiana the Georgetown Cricket Club held this responsibility until 1943, and in Trinidad the Queens Park Oval Club until 1981 when their respective Cricket Associations were given recognition.

There was a provision for Associate Members who would be entitled to attend Meetings but not to move resolutions or vote. Bermuda and Belize had been the only Members in this category prior to their cessation as Members.

The Secretary and Treasurer were appointed by the Board at an Annual General Meeting and did not need to be Members of the Board. There was also provision for the appointment of an Assistant Secretary. These officers were unpaid and it was only after many years that honoraria were granted.

The Board's headquarters was the country of residence of the President and for reasons of convenience the other office bearers were also appointed from that country.

A general but not strict policy of rotation governed the choice of President when the post moved from territory to territory. This decision was taken by the Board after reaching agreement on a suitable candidate.

In 1982 the Board appointed its first full time Secretary who was the Board's first paid employee. The Board's Executive arm was established in 1988 and comprised the President, Secretary and Treasurer along with the respective Chairmen of the Finance and Tours and Fixtures Committees.

In 1991 the decision was taken to establish a permanent location for the Board's Secretariat and Barbados was so identified. In 1996, however, the Board rescinded its decision as to the permanent location and put it up for tender. Antigua was chosen and still remains the Board's Headquarters. Also in 1996 the West Indies Cricket Board of Control changed its name to the West Indies Cricket Board.

In accordance with best business practice the Board took the decision to be incorporated and this was done on 27 November, 1998, with the Board now known as the West Indies Cricket Board Inc.

2. WICB and its Committees

- 2.1 The historical aspect of the structure of the Board has already been dealt with and recommendations are already on the table for a management and staff audit of the Secretariat. In respect of the Board's Sub-Committees. These are:

Cricket Executive Development
Selection
Marketing
Financer & Investment
Disciplinary

- 2.2 Each committee established by the Board of Directors in the exercise of its functions is expected to act in accordance with the policies, regulations and practices of the Board and to strictly observe any limitations imposed upon it by any resolutions of the Board of Directors.

The Marketing and Finance and Investment Committees are at present non-functioning which is particularly unfortunate in the light of the Board's precarious financial position.

It is our view that these committees should be resuscitated with immediate effect.

- 2.3 The Terms of Reference for all the Sub-Committees should be reviewed in order to ensure the most beneficial and positive outcomes. To get the greatest benefit from the expertise of the Cricket Committee, the appointment of the Selection Committee should come within its province. If there is need for two Cricket Committees, one dealing with Operations *per se* and the other Cricket Development, then activities need to be harmonized.

We believe every opportunity must be taken to include outside expertise in order to improve the deliberations of Sub-Committees. Reporting of all Sub-Committees to the Board should also be effected in a prompt and structured manner.

3. The Role, Functions and Contributions of Territorial Boards

- 3.1 Historically Full member Boards have been responsible for the fostering of cricket development in their own countries.

This worked satisfactorily for many years with the **club system** being influential in the nurturing, mentoring and development of young players. In this regard it was also most helpful that players of quality stayed longer in club cricket and were able to pass on the fruits of their experience.

The **schools** also played a vital role in acting as a feeder to the club system. This is dealt with elsewhere.

- 3.2 **Competition.** As time went by, more and more cricket at all levels was played competitively and player development was enhanced by participation in English first league then county cricket. The development applied not only to technique but also to discipline and approach.

Much success from these methods resulted after the 2nd World War until the advent of Kerry Packer in the late seventies. There was however no prolonged period of consistent success.

- 3.3 The **Packer experience** added two vital factors to the make up of the Test teams: a steely desire to win and unequalled fitness.

Buttressed by a great team, the West Indies went on to enjoy unparalleled success for a decade and more.

- 3.4 Unfortunately, at this juncture and onwards several factors contributed to the failure to produce the quantum of quality players to ensure success.
- (a) Restriction on participation in County Cricket.
 - (b) The diminished attention paid to cricket in schools.
 - (c) The decline in the club system.
 - (d) A growing culture which paid only lip service to the virtues of discipline and fitness, qualities only too necessary for success.
 - (e) Competition from other sports.
- 3.5 The success of the Test team had in fact lulled the Territorial Boards responsible for development, and indeed the WICB, into a false sense of security as the effect of the factors above had gradually been affecting the team's performance. Both the Territorial Boards and the WICB had in fact fallen into the trap of merely regulating and not administering cricket.
- 3.6 Today West Indies Cricket is in crisis and it is evident that most Territorial Boards should be re-equipped to adequately discharge their basic responsibility for the local development of the game at all levels.
- 3.7 The lack of resources has also engendered feelings of isolation in some territories, notably in the Leeward and Windward Islands, that insufficient attention is being paid to them by the Regional Board. This applies particularly to team selection, where complaints are made about inadequate consideration being given to claims of local players for selection at Test and other levels. In the past local development officers paid for by the Board were expected, among their duties, to scout for new talent. The abolition of these posts because of financial difficulties has strengthened local feelings of alienation.

3.8 The road to recovery will be difficult and everything cannot be done at once. We therefore recommend the following immediate steps:

- (a) There is need for a thorough appraisal of the circumstances in each territory to evaluate their resources and shortcomings and ascertain the types and levels of assistance required.
 - (i) The structure and operations of many Territorial Boards have not changed in many years and as with the WICB these should be subject to reassessment to ensure that their cricket is being administered to the best advantage. In this exercise the emphasis should be placed on cricket and its development.
 - (ii) The establishment of an academy with its Centre of Excellence linked to education with feeder Academies in each Member Territory is vital not only to the development of our cricketers but to eradicate a current pervasive culture damaging to the sport.
- (b) While in most territories there is more organized cricket for the young, there is much less playing of the game in a spontaneous fashion. Indeed the responsibility for cricket in particular, is often vested in teachers whose interest is in other sports which leads to lack of interest and less facilities being made available. There is strong evidence, however, to suggest that the appointment of a cricket master in a school revitalises interest and leads to the development of the game and better and, consequently, more successful cricketers.

Territorial Boards should strongly recommend this course of action to their respective governments.

4. Regional and National Institutions

- 4.1 Caribbean Governments have always maintained a close interest in West Indies Cricket and have continuously been engaged in the issues and programmes to advance and sustain the game at the national and regional levels. They have mostly provided the necessary political will and, with very few exceptions, have refrained from intervening in the actual management and decisions concerning the operations of cricket. These are regarded as the preserve of the Board.
- 4.2 There are exceptional instances when Caribbean Governments have taken a firm stand. In the 1970s and 1980s they officially banned all matches involving national and regional teams and players with and in South Africa. More recently in 2005, the Prime Ministerial Sub-Committee on West Indian Cricket (PMSC) was involved in brokering a resolution of the impasse between WICB and WIPA on the contentious issues related to players contracts and matters related to the intellectual property rights of the players.
- 4.3 A new era in the relationship between the Board and the Governments of the Region emerged in 1997 triggered by the defeat of the West Indies Team by Kenya in the Cricket World Cup (CWC) in Asia. The CARICOM Conference of Heads of Government established the Prime Ministerial Sub-Committee on West Indian Cricket (PMSC) to assist in the development of strategies for the revival of West Indies Cricket and for the successful bidding for the hosting of ICC/CWC 2007.

Since it was established the PMSC has held an average of two meetings per year and has dealt with a wide range of issues including the human resource development, organisational and financing issues. It played a catalytic role in the planning and execution of ICC/CWC 2007.

- 4.4 The PMSC comprises a lead Prime Minister and three other Prime Ministers. In the circumstances of the ICC/CWC 2007 the Sub-Committee was expanded to include all Prime Ministers whose countries were hosting World Cup Matches and preliminary fixtures. In practice, during this period (2005-2007), Ministers of Sport were designated to represent respective Prime Ministers with the PMSC making recommendations for the consideration

of Heads on a variety of issues such as the establishment of a Regional Lottery to support West Indies Cricket, development of stadia for CWC 2007, proposals for the utilization of stadia, preparation of cricketers for life after cricket, principles and options for the development of a network of cricket academies.

- 4.5 The Sub-Committee has received a series of papers and analyses on various topics, such as The Development Plan for West Indies Cricket; proposals for a Regional Cricket League; options for a lottery and a Trust Fund for West Indies and on the series of issues related to ICC/CWC 2007, in particular financing, security, disaster management, accommodation and venue development.
- 4.6 The role of CARICOM in West Indies cricket is underscored in the coordination and facilitation of ICC/CWC 2007. In the first instance, there were the guarantees of the Governments through the signing of the Host Venue Agreements and the outlay of significant sums of money for development of stadia, personnel and other logistical arrangements, without which the games would not have been possible.

Then there was a series of formal mechanisms to ensure the development and implementation of 'sunset' legislations and other programmes that were prerequisites for hosting the World Cup. CARICOM, through the CARICOM Secretariat and the institutional arrangements identified above was also able to mobilize partnership and resources and in particular technical assistance from multilateral agencies and specific agencies in Canada, UK, and the USA.

To a large extent the legacies of World Cup cricket 2007 were the result of the decisions taken by these CARICOM institutions and mechanisms that were instrumental in the development of policies and programmes for surveillance and movement of persons and equipment, drafting and approval of legislation, mobilizing resources, and ensuring the institutional arrangements for giving effect to the various regulations.

- 4.7 The support from the Pan American Health Organisation, the regional health and environmental institutions and the national agencies across the various sectors of health, customs, immigration, police, general security and crime management, tourism and communications, all attest to the commitment to

and spirit of functional cooperation within the CARICOM system in support of West Indies cricket.

This regional organizational capacity also included, the local organizing committees with over 5,000 volunteers and is among the most important legacies of ICC/CWC 2007 to be tapped by WICB in the future.

- 4.8 National Governments have always shown an interest and have contributed in various ways to West Indian cricket. The issue is whether their contributions have been tangible enough. In 1997 when the PMSC was established, Heads of Governments pledged to contribute toward the 'retainer fees' for cricketers on the West Indies Team in an effort to guarantee, sustainable incomes which was the trend being adopted by many of the cricket playing nations.

Only two countries—Jamaica and to a lesser extent Barbados—honoured their pledges. Hence the scheme collapsed after two years. It took 10 years before the scheme was revived and implemented by the WICB in time for ICC/CWC 2007.

- 4.9 The Report of the CARICOM/UWI cricket consultation in 2000, identified the role that national governments should play in the revival of West Indies cricket. These included the revival of compulsory physical education in schools; cricket development at the primary and secondary school level; the engagement of trained coaches to guide the development of young players; and the institutionalization of cricket competitions at the primary and secondary school levels.

- 4.10 The intention was to invest in stimulating greater interest in the game at an early age, accompanied by adequate physical facilities and infrastructure and an enhanced pool of skilled players from which to draw and build. This would complement the initiatives of the Under 15 and 19 Cricket competitions under the aegis of WICB and private sector sponsorship.

Recommendations

- 4.11 Given the importance of the game to the overall economic, social and psychological well-being and pride of the Regional and the West Indian Diaspora, Caribbean Governments should

continue to play an active role in the development of West Indian Cricket.

- 4.12 Caribbean Governments should also continue to contribute to cricket development through the PMSC and, in this immediate period dedicated to the rebuilding of West Indies Cricket, a Prime Minister should be designated with special responsibility for the Cricket portfolio and should function within the organs of the community in a similar fashion to other portfolios of the CARICOM quasi cabinet. Contributions should also come from the Council of Human and Social Development.

5. West Indies Women's Cricket Federation

- 5.1 The International Cricket Council and the International Women's Cricket Council have agreed that all member countries must enter into some form of integration of their men's and women's cricket bodies.
- 5.2 In 2005, the West Indies Cricket Board engaged the services of Ernst and Young Caribbean to assess the current state of the women's game in the Caribbean and the advantages and disadvantages of integration.
- 5.3 Ernst and Young's recommendations were two phased. In the first phase, the West Indies Women's Cricket Federation (WIWCF) would become the 7th member of the West Indies Cricket Board with all the rights and privileges of membership for an agreed period of time e.g., three years, with specific milestones to be achieved as determined by a Steering Committee in conjunction with the WIWCF and the WICB.

After going through this transition phase and achieving a number of previously agreed milestones the WICB/WIWCF relationship should enter phase two— a complete merger. The WIWCF would cease to exist as a 7th member and the WICB would represent both men's and women's cricket. At the Board level there would be the agreed number of representatives per territory or island grouping to represent both men and women equitably and transparently. At the territorial level as well, men's and women's cricket would be represented by one body.

These recommendations have seemingly not been considered by the WICB. Conversely the WIWCF has not made progress towards becoming a body that is fully representative of women's cricket in the West Indies, while at the same time a women's cricket team representing the West Indies is competing as an entity internationally.

5.4 Taking these factors into account, the following is recommended:

- (a) The WICB in conjunction with the WIWCF, should take action in order to comply with the ICC ruling that all member countries must enter into some form of integration of their men's and women's cricket bodies.
- (b) Pending developments referred to in 5.3 above, the WICB should use its best endeavours in consultation with the WIWCF to develop the performance of the women players currently representing the West Indies.

6. *Former Players— The Link With Past Stalwarts*

6.1 The link with past Test players and administrators, particularly the stalwarts of their eras, if strong, should be of great benefit to West Indies cricket. However, a forgotten or frayed link can be the cause of bitterness and alienation and may be significantly counter-productive. In any case it is simply right that we honour, and involve when possible, those who are, to adapt a thought of CLR James, revered Knights of the Round Table.

West Indies Cricket cannot afford the rancour which has accompanied the often unceremonious departure of some of our greatest players from the international scene. The impression of being discarded must never be left with our heroes. Care and attention at the highest level must be paid to giving due recognition and honour to them when they leave.

- 6.2 The responsibility of keeping in touch and involving our past players belongs to Territorial Boards as well as the WICB itself. However, the special responsibility for keeping in touch with the players of Test level, recognizing with all due respect and involving them in current activities when appropriate, falls on the WICB.

Such a responsibility should not be hard to fulfill. A register of all Test players and past administrators of note with updated contact details should be faithfully maintained. This information will provide immediate access when invitations need to go out, advice may be found useful or involvement may be appropriate. A newsletter issued quarterly or twice a year giving current news about West Indies cricket and plans for development should go out to all- the numbers are perfectly manageable.

- 6.3 It would be good to establish the extraordinary honour of Test match play. Medals of this distinguished service could be issued to all Test players inscribed with the players' name on one side and the simple words of honour, West Indies Test Player, on the other. Newly elected Test players should receive such medals with due ceremony. Medals recording the achievement of 50 or 100 Tests might also be issued. Ceremony is useful in strengthening tradition. Such Test medals would, of course, be quite separate from the honours awarded for exceptional performances as are already bestowed from time to time.

7. *International Cricket Council Relations*

7.1 The ICC and its Membership

7.1.1 On June 15, 1909 representatives from England, Australia and South Africa (Foundation Members) met at Lord's and founded the Imperial Cricket Conference. Membership was confined to the governing bodies of cricket within the British Commonwealth where Test Match Cricket was played.

7.1.2 From 1909 – 1993 the President of the MCC was the Chairman of ICC and the ICC was administered by the

Secretary of the MCC. Between 1926 and 1930 the West Indies, India and New Zealand were elected Full Members. They were joined by Pakistan in 1953, Sri Lanka in 1981, Zimbabwe in 1992 and Bangladesh in 2000. South Africa, one of the three original Foundation Members, ceased to be a member of the ICC on leaving the British Commonwealth in 1961 but was reinstated in 1991.

- 7.1.3 In 1965 the organization was renamed the International Cricket Conference and new rules were adopted to permit the election of countries from outside the Commonwealth. This led to the expansion of ICC with the admission of Associate Members.
- 7.1.4 In 1989 new rules were adopted and the name changed to the International Cricket Council. The motivating factor behind this was the need to move the organization from being a "forum for discussion", in which only recommendations to Members could be made, to a body where binding decisions could be taken for the effective management of the International game.
- 7.1.5 Four years later in 1993 the ICC appointed its first Chief Executive and established a new administrative head office at Lord's Cricket Ground. In that same year, on the initiative of the WICB representatives, the veto possessed by the Foundation Members was abolished.
- 7.1.6 The ICC has taken rapid strides over recent years almost doubling its membership since the launch of its Development Programme in 1997. The ICC membership is composed of Full, Associate and Affiliate Members.
- 7.1.7 The year 2005 was a momentous one in the history of the ICC with the organization taking responsibility for the administration of Women's Cricket for the first time. It was also the year that ICC left Lord's Cricket Ground after a 96-year Association. Staff from the ICC offices in London and Monaco merged at premises in Dubai in August 2005.

- 7.1.8 For many years the West Indies, as the Full Member in the Region, has been responsible to the ICC for the Americas. This includes North and South America, Belize, Bermuda and the Cayman Islands. All countries in this grouping are either Associate or Affiliate Members.
- 7.1.9 With this rapid expansion of the game and the potential for new and valuable sources of income, it is vital for the future that the West Indies cements its relationship with these countries particularly the United States of America and Canada. In this context it would be naïve to think that other interests are not alive to these opportunities and the Board must move swiftly to assert itself and establish a leadership position.
- 7.1.10 For the future, cognizance must be taken of the increasing development of the game in Asia, particularly in those countries with significant economic growth. As there will be opportunities for massive revenue accruals, the WICB would do well to get in on the ground floor now. This is the more necessary in view of the new ICC Regime on funding entitlements and obligations.

7.2 New ICC Regime

- 7.2.1 Profit of one sort or another has been integral to the game, from the very beginning. Indeed, from our first tour to England in 1928, the Board was paid a percentage of the “outer” (the cheaper uncovered seats) and this arrangement continued unabated for over three decades.
- 7.2.2 In the early days, when the majority of our players were amateurs fees were inconsiderable. A gradual reversal, with the majority of the team playing the game for a living, resulted in an inevitable escalation of the wage bill.

- 7.2.3 As this trend quickly became universal, a generally common financial policy evolved whereby the host country was responsible for the air fares, internal transportation, accommodation, meal and laundry allowances while the visiting team paid its own players. This was reciprocal.
- 7.2.4 The arrangement between England and Australia was different in that each country paid its expenses at home but without profit. The West Indies however with small populations, ever depressed currencies and until recently inadequate stadia incurred losses on most home tours and were viewed as a special case.
- 7.2.5 Accordingly, the Board was able to negotiate ever increasing tour profits which made a vital contribution to the Board's finances and indeed kept West Indies Cricket afloat. Negotiated tour profit reached a peak of 1.1 million US dollars on our tour to the UK 1995.
- 7.2.6 This situation came to an end in 2000 when there was a complete reversal of ICC policy on this matter. The new policy applicable to all countries stipulated that home Boards were required to pay only the internal expenses of the visiting team. Airfares and players fees reverted to the Board of the visiting team. Critically, from the West Indies cricket point of view, profits on away tours were abolished.

While the advent of increased television and sponsorship revenue has helped to mitigate our adverse financial position on home tours, other costs have risen and the absence of away tour profits has been a major factor in the Board's parlous financial position.

The ICC ruling clearly favoured the more developed countries.

- 7.2.7 The viability and strength of world cricket is dependent on the competitiveness of its teams and the quality of cricket played at the highest level. The West Indies has made a great contribution to the game over the years and because of its unique brand appeal, was recognized as a special case.

In the interest of the West Indies and cricket as a whole, it is imperative that the financial arrangements pertaining to international tours be re-examined from this perspective.

- 7.2.8 The ICC Strategic Plan 2006-2010 commits itself “to periodically review the financial allocation of resources to its Members.” It accepts that the strength of the global game is dependent on the strength of its members.
- 7.2.9 The WICB must avail itself of the full scale of services being made available to Member countries including –
 - (a) educational programmes and resources for playing, coaching and umpiring;
 - (b) advice on marketing strategies and funding opportunities;
 - (c) elite coaching for players and coaches;
 - (d) exceptional training and fitness facilities.

PART 2

THE CRISIS

8. *Cricket In The Caribbean— Not Simply A Sport or Pastime*

8.1 Cricket is the national game of most territories in the English-speaking Caribbean. It is important virtually to everybody —individuals, families, communities and nations. No sport or any other issue generates such passion in the region. The Caribbean can be said to be addicted to cricket. Cricket is a regional obsession and is not simply a sport or past-time. It is a game that stretches far beyond the world of sport. Regional cricket history reflects the dominant issues in the historical evolution of the Caribbean, including the critical issues of race, colour, class. It spans the era of colonial rule to the emergence of independent nation states.

Cricket is also an essential part of West Indian culture, a major aspect of Caribbean heritage and identity. It is arguably the most central feature of Caribbean identity. It is more widely enjoyed than carnival. It clearly defines the West Indian personality.

8.2 Cricket is so important that it helps to determine status in the Region. Many West Indians, especially adult males, hold the region's cricket icons in very high esteem, viewing them as national/regional heroes. Similarly, of the events which they celebrate many are cricket successes, such as the memorable first series victory in England in 1950, which was a turning point in West Indian cricket history, and the winning of the first World Cup in 1975 at Lord's.

8.3 Cricket has been a source of upward social mobility to people of humble origins in an age when colour, class, race and education have determined success in the Caribbean and around the world. Most of the West Indies cricket stars were not from the society's elite. Rather, they had very humble beginnings and their success has served and can continue to serve as an inspiration to the masses in the Caribbean.

8.4 Cricket was also closely associated with the region's pride and honour. For West Indians, it was a main source of individual, national and regional pride. The success of West Indies teams was a source of pride to people of colour all over the world. Cricket also served to maintain, extend and deepen relations with the Caribbean diaspora, many of whom support the West Indies on overseas tours, especially in the United Kingdom, while some travel to the Caribbean primarily or specifically for cricket.

Cricket has also been important as a unifying force amid a regional tendency to insularity. It has contributed immensely to West Indian unity from colonial times through independence to the current era, bringing the region together year after year.

8.5 Cricket as an institution has helped and can continue to help promote business interests in the Caribbean, especially its sponsors. It also has the potential to become a highly valuable asset in modern sports tourism, especially given the international appreciation for the unique exciting brand of cricket associated with the West Indies.

8.6 Cricket has also contributed immensely to the international recognition of the Caribbean. It is through cricket more than anything else that the Caribbean has succeeded in raising itself from relative obscurity into international prominence, standing equally alongside and even surpassing larger and more endowed countries and regions. This prestige stems largely from the fact that the Caribbean has produced a unique exhilarating brand of cricket and some of the world's greatest cricketers, who have been among the region's best ambassadors.

9. *The Crisis In West Indies Cricket*

9.1 The West Indies enjoyed world ascendancy and phenomenal success in cricket over a considerably long period, first from 1965-1968 under the captaincy of Garfield Sobers, and then from 1980-1995 under the leadership of Clive Lloyd, Vivian Richards and Ritchie Richardson. The details concerning these achievements are well documented in Prof. Winston McGowan's paper Analysis of West Indies Performance: The Glory Days and the

Years of Decline, which was submitted for the consideration of the Committee.

- 9.2 In those 'Glory Days' the West Indies was undefeated in 27 consecutive Test Series and 2 one-off Test matches against South Africa (1992) and Sri Lanka (1983). In Prof. McGowan's words it was "an unprecedented achievement of unbroken dominance in the long history of Test Cricket dating back to 1877." Memorable records were set in 1984 with 11 Test wins in succession, obliterating the previous record of six successive wins by Australia sixty-four years before and in winning every match in a five-game series against England in England.
- 9.3 The factors which accounted for such successes included the availability of quality players who received their extensive experience in English county cricket making them top class Test players; the remarkable succession of fast bowlers which enabled the team to sustain effective pace attack for years; the team's strong batting line-up; excellent fielding, including wicket-keeping and good leadership which welded the team into a professional harmonious unbeatable unit.
- 9.4 But over time, the fortune of the West Indies changed. For 10 years following Clive Lloyd's retirement as captain, the gradual weakening of the team had not been addressed and in 1995 the West Indies suffered a historic defeat at the hands of Australia followed by a humiliating defeat by Pakistan in 1997.
- 9.5 The deterioration in the standard and quality of play has gone unchecked. As of June 2007 the West Indies has lost 19 of its last 23 Test matches played on tour, with the other four being shortened by rain. In 80 years of Test Cricket, the West Indies suffered its worst defeat at Headingsley. We've been ranked 8th by the ICC. Our recent summary dismissal from the Twenty/20 World Cup is just another unpleasant humiliation. West Indies Cricket already in a state of rapid decline is today in a tailspin. It is in crisis.
- 9.6 Ten theories as to the possible cause of the phenomenal decline of West Indies Cricket, which came out of the CARICOM/UWI Cricket Conference 2000, provide an insight into the tremendous work that needs to be done if there is to be a reversal of the current slide. These, were set out in the Appendix to the Interim Report and for ease of reference, we repeat them here in abbreviated form:

- The notion of natural decline, part of an organic cycle in nature, applies no less to West Indies cricket, so perhaps it cannot be expected that excellence can be continually sustained, excepting if there is truth in the suggestion that applying intellect and scientific reasoning could reverse the tendency.
- The loss of technical and intellectual competence among the players evidenced by diminished application of knowledge and technical skills certainly caused the loss of many matches.
- The inadequate social, emotional and intellectual preparation resulting in insufficient discipline in the team, and perhaps this goes directly too to the indiscipline in the society as a whole.
- A distinct knowledge gap spanning generations of cricketers and the poor positioning of veteran players preventing them from being able to pass on philosophical, moral and technical excellence to younger players;
- The failure to modernise cricket administration and to apply modern player-centred management visions and systems.
- Competition from other sports having a corrosive effect on cricket. The competitive advantage of cricket could only be sustained if the game could be modified to satisfy the wider and larger development needs;
- The questioning of the relevance of cricket to our societies, points to the growing need to actively advocate and cement the link between cricket and social development, as cricket is also about the transmission to youth of important moral and educational values.
- Ineffective infrastructural development and planning, especially within the schools, allowed the performance space of the game to remain shabby and primitive in a sports world that attracted the youth because of its modern and high-tech image.
- The growing tension between cricket as part of a national/regional social culture and its role as a commodity in the global economy.

- The clash between the cricket fraternity and cricket administrators and the seeming inability of the WICB, whose structure and style was out of sync with social reality, to feel and respect the very public function over which it presided and to check its own weakening, through conflict, of player morale and performance.
- 9.7 The challenges are clear and the solutions are not beyond that which the Region can accomplish, if the requisite decisions are made and implemented.

PART 3

SECURING THE FUTURE

10. *Development Of Cricket Throughout The Region*

10.1 Cricket in the Schools

10.1.1 Schools' cricket is the cradle of West Indies cricket. It is in schools that most people are first introduced properly to the game. It is there that good technique should first be taught and learnt and right grooming in cricket begun.

The importance of schools in the early development of cricket in the Caribbean is well-established, especially the elite schools in the late nineteenth and early twentieth century. Sports, particularly cricket, were an integral part of Victorian education which emphasized that academic education should be complemented by physical fitness – the idea of a healthy mind in a healthy body. Cricket was promoted in schools often by expatriate principals and teachers, many of whom were able cricketers. It was encouraged by competition within and between schools, and by their participation in local domestic competitions.

10.1.2 Over the years the importance of cricket in traditional schools across the Caribbean has declined markedly, but new schools have been established where the game is actively played. The state of the game in Caribbean schools varies considerably from territory to territory and from school to school. The general consensus, however, is that there is great need for more emphasis on and practice of cricket in Caribbean schools today. In most territories both the organized and casual practice of cricket in school leaves much to be desired.

Schools' cricket in the Caribbean today is certainly much less developed than in countries such as England where substantial efforts to promote the game have been made by the English Schools Cricket Association. It is also taken very seriously in Australia, where it is widely agreed that the resurgence of national senior cricket is due in a significant measure to the reintroduction of cricket into the school curriculum.

- 10.1.3 Better promotion and practice of schools' cricket seem vital to the restoration and maintenance of West Indies supremacy in international cricket. Regional schools' cricket, however, faces numerous challenges which need to be addressed urgently and effectively. One of them is academic — the increasing rigour of an expanding academic timetable and the growing importance attached by students and parents to "lessons" after school in time used in an earlier era for involvement in sports, especially cricket.
- 10.1.4 A second major challenge to cricket is competition from other sports, especially football, athletics and basketball. Cricket no longer enjoys the dominance it once had in school sport activities, where it is now often seasonal rather than year long as in the past.
- 10.1.5 Regional schools' cricket, like club cricket, suffers from a widespread lack of adequate playing and other facilities which have in general deteriorated over the years and are more costly to secure and maintain than those of other sports. The adequate funding of schools' cricket is, therefore, an urgent need.

Schools' cricket is also affected adversely by the inadequate number and quality of coaches and by very limited access and involvement of participants. In these circumstances, the pool of talent is restricted and underdeveloped, with the result that many school teams have a very deficient recruiting base.

Schools' cricket has also been hampered because the responsibility for it is often vested in teachers whose interest is in other sports. This leads to lack of commitment and less facilities being made available. Evidence indicates that the appointment of a cricket master in a school revitalises interest and leads to the development of the game.

- 10.1.6 A major problem related to schools' cricket is that many talented cricketers cease playing the game as soon as they leave secondary school and move on to tertiary level education, or into the world of work. In short, they never join cricket clubs and play the game seriously again. Measures need to be taken to arrest this high attrition rate among graduating secondary school cricketers.
- 10.1.7 In spite of the serious challenge facing school cricket throughout the Caribbean, there are some developments in certain countries

which can be emulated with profit. For example, Jamaica has a very successful national primary school competition as well as a junior high tournament. Trinidad in particular has an impressive national programme of competitions for both primary and secondary schools. Furthermore, two combined teams from Barbadian schools have been participating in the local First Division competition from 1989 with the aim of partly developing young talent and interest in the game. After leaving school, many of these players join clubs.

A strong foundation is an absolute necessity if West Indies cricket is to have a solid and permanent superstructure. School cricket is this foundation or base and needs to be greatly strengthened. Perhaps there is merit in following the English example of establishing a Schools' Cricket Association in each territory to focus on the organization and promotion of the game in schools.

- 10.1.8 The WICB needs to intensify its efforts to promote school cricket throughout the Region. During the last ten years the Board has shown increasing interest and has taken some initiatives, but somewhat haphazardly. Its efforts have borne some, but not sufficient, fruit. Among its successful initiatives is the Scotiabank-sponsored "Kiddies Cricket", aimed at students especially between the ages of eight and eleven.

Recommendations

- i. Cricket clubs, district and national cricket boards and the WICB should devote much more attention to the promotion of schools' cricket and should work more closely with the Ministries of Education.
- ii. More competitions should be organized, more facilities provided for both organized and casual cricket and greater media support secured.
- iii. Territorial cricket boards should seek to get their Governments to appoint a cricket master at least in each secondary school.
- iv. Strenuous efforts should be made to get cricket included in the school curriculum.

- v. Effective steps should be taken to ensure that schools' cricket is adequately funded.
- vi. Schools, clubs and territorial cricket boards should cooperate to ensure as much as possible that talented secondary school cricketers join clubs when they leave school.

10.1.9 Creation of a West Indies Cricket College League

We found interesting, and well worth pursuing, a recommendation in the Barbados National Submission for the creation of a West Indies Cricket College League.

This would involve the establishment of a League in which the tertiary level institutions will participate, thereby introducing student cricketers into the professional league.

The idea will also be to identify and induct high school talent into the College League by means of scholarships and bursaries, thereby reversing the high attrition rate among school cricketers when they move into tertiary education.

To carry this proposal forward, we recommend that the WICB should, as soon as possible, examine in detail questions of finance, possible sponsorship, academic time-tables, the regional cricket competition schedule and the plans for the Professional League itself.

We believe that the recommendation outlined in the Barbados National Submission would decrease the attrition rate and build on the talents which have been identified among our high school cricketers and hope therefore, that the requisite studies will enable its implementation as soon as possible.

10.2 Cricket in Clubs

10.2.1 Most major cricket countries recognize the critical importance of clubs to national and international success in cricket and therefore are focusing on club cricket. For example, the United Cricket Board of South Africa (UCBSA) in a recent document outlining its "formula for success in South African cricket" states:

"We desperately need strong clubs. Clubs are the bridges between our schools' efforts at

competition. If clubs are not competing at a level that is inspirational to young players, investment in our critical development programme is lost”.

The Guyana Cricket Board in a submission to this Committee recommended “that the quality of cricket played at school, club and regional levels be improved significantly and urgently.”

- (a) The importance of clubs and club cricket to the development of regional cricket must be recognized.
- (b) The WICB should filter down assistance (including financial help) to the clubs”.

10.2.2 The critical importance of clubs cannot be overemphasized. One of their primary purposes is to develop the game of young players, some of whom were nurtured in schools’ cricket while others did not play cricket at school. They have the task of developing the players, if possible, to at least the level of first-class cricket.

10.2.3 Club cricket has been a major contributor to the game in the West Indies. There are, however, some disturbing modern developments. One of them is that in some Caribbean countries, notably Jamaica, few or no new clubs have been established in recent decades. More seriously, the framework of club life in the entire Region is under threat, with many clubs experiencing difficult times.

10.2.4 A combination of factors has brought many clubs to the verge of ruin, such as a disinterested involvement coupled with a lack of effective organization and management, as well as a poor sense of tradition, proper values, and finance, partly as a result of the loss of former sponsorship to other sports and organizations. These deficiencies need to be addressed urgently by the WICB and territorial boards.

10.2.5 Playing and other facilities of the Clubs have deteriorated over many years, with an adverse effect on regional cricket. In particular, inadequately prepared pitches, slow in pace and uneven in bounce, both for practice and matches, have

plagued the development of our players and contributed to deficiencies in technique.

Recommendations

We recommend that:

- i. A special meeting be convened of all head grounds men of our international and other first-class cricket grounds to plan the way forward in relation to pitch preparation and ground maintenance under the guidance of Andy Roberts and Richard Edwards.
- ii. A WICB Inspector of Pitches be appointed.
- iii. The WICB and territorial boards address as an urgent priority the serious question of the inadequate funding of clubs to ensure the clubs' ability to carry out effectively their critical function.
- iv. The WICB commission an audit of the state of club cricket in the various territories so as to be better advised to assist with its resuscitation which is vital for the return of West Indies cricket to global ascendancy.

10.3 The Cricket Academy

10.3.1 The West Indies was the first cricketing 'nation' to conceive the need for a Cricket Academy and to prepare plans for its establishment. Once again, inexplicably, we allowed others to benefit from our plans and proceed, long before us, to put them in place. What is the end result?

We are now forced to learn from the Australian model, which has since produced an unending line of top-class cricketers.

10.3.2 The Board received in May 2007, the final Report of the Committee it had set up to Explore a Development Plan for the Academy.

Its final recommendations reveal:

“West Indies cricket standards have declined dramatically with the result that the domination once taken for granted has been replaced by performances that place the team among the lowest ranking group in international cricket. The features of the performance decline have been identified and centre on deficiencies related to:

- (a) technical skill in batting, bowling and fielding
- (b) mental and attitudinal focus
- (c) tactical and leadership abilities
- (d) physical and emotional strength
- (e) learning environment to increase player knowledge.

“The inevitable conclusion is that West Indies cricket culture is undergoing an educational and learning crisis of significant proportions.

“To ensure the future of West Indies international cricket these shortcomings must be addressed.

“An important component of a strategic response requires the establishment of learning institutions within the concept of a regional Academy. The goal of this academy is to facilitate players in the development of physical and mental skills required to achieve the excellence that was once a part of West Indies cricket.

“The focus of the Academy must be to establish a cricket knowledge network. It must move into the 21st century with modern facilities, ideas, concepts and a revised philosophy in respect of the attainment and sustaining of excellence.”

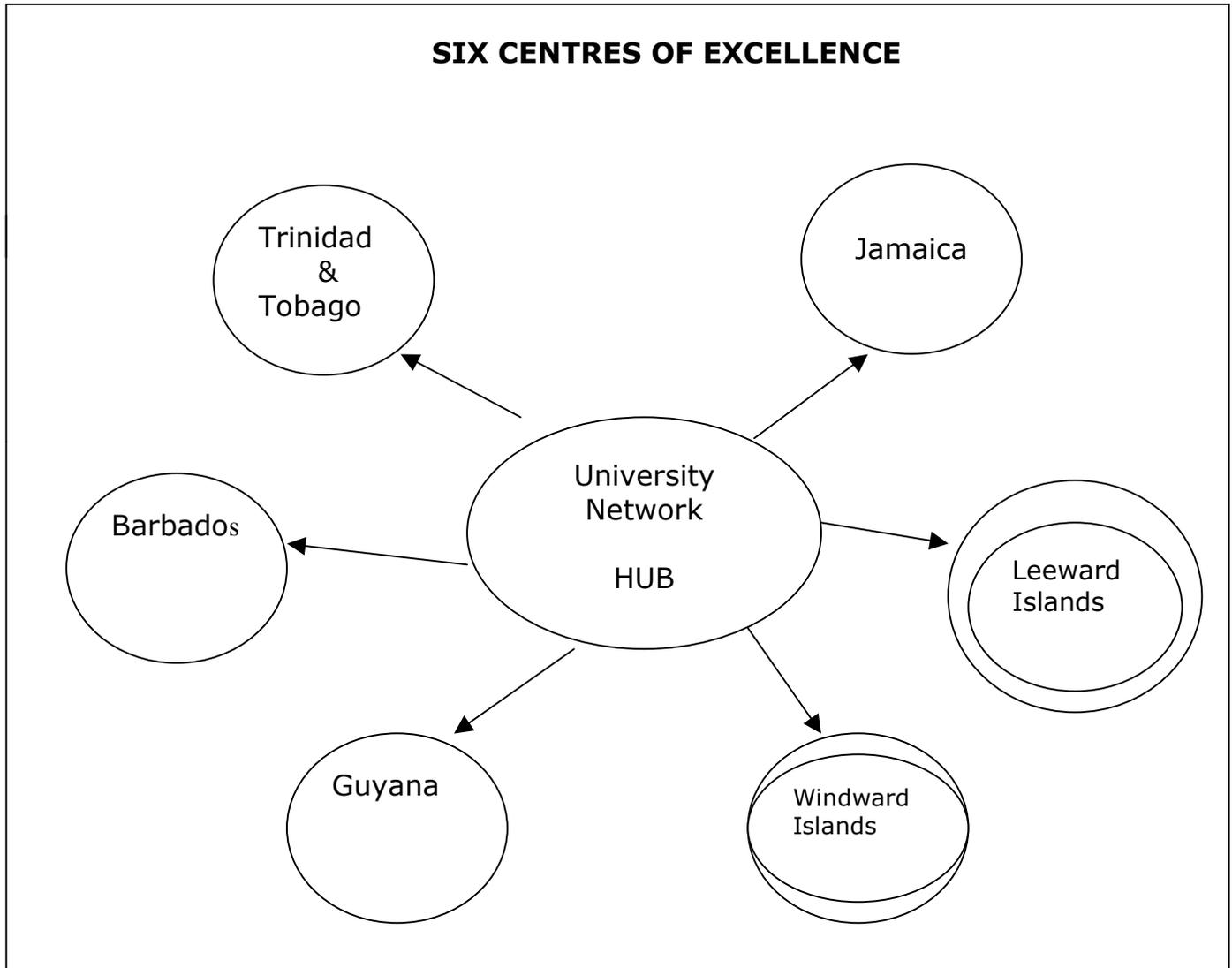
10.3.3 We are delighted to report that since our Interim Report, both the Heads of Government and the West Indies Cricket Board have taken the appropriate steps to make the Academy a reality. We commend the main objective: **“To produce the best West Indian Teams at all levels”**.

10.3.4 We fully support the views of the Melhado Committee that:

- (a) the programme should focus on the identification and development of the best talent as it emerges

- from the regional youth and senior tournaments.
- (b) there should be special focus on the mentoring of the young players.

WICB REGIONAL ACADEMY STRUCTURE



10.3.5 We believe that the Regional Academy Structure, with its Centres of Excellence, can make a tremendous difference. We envisage that in due course additional facilities will be required in the several countries which comprise the Leeward and Windward Groups.

We reproduce in the Annexure a paper prepared by Prof. Hilary Beckles which sets out in broad outline the main features of the

academy system that is being developed in collaboration with the University of the West Indies.

11. Taking Team Performance to a Higher Level

11.1 The Lost Art of Winning

The decline in the performance of the West Indies Team since the glory days has been precipitous. And yet, during much of this period, the West Indies had the world's leading wicket-taker, Courtenay Walsh, and the most prolific batsman, Brian Lara.

Records which they set will forever be enduring landmarks—Courtenay Walsh, the first bowler to capture 500 Test wickets and Brian Lara, the first batsman in Test history to score 400 runs in a single innings. Geniuses will always excel, while others must work even harder to build on their natural talents.

Innumerable reasons have been given for a succession of defeats, but one is glaring – during our triumphant days we failed to restructure our cricket and put in place systems to produce quality players. We were content to rest on our laurels while others “were implementing systems to improve their game, narrow the gap and eventually bring an end to our ascendancy.”

The determination to prove that West Indies cricket was a synonym for excellence, the pride in showing that we were “better than all the rest”, the reputation that we were the finest Ambassadors of this noble game are no longer evident. Instead, our inconsistency has become notorious and we have managed, all too frequently, to snatch defeat out of the jaws of victory. ***We are no longer a force to be feared.***

11.2 The Long Term Sources of Improvement

We are under no illusion that fundamental improvement or a rapid rise back to the top will come easily or be achieved overnight. This will require institutional change, hard work, discipline, team commitment, enhanced financial and resource commitment.

But the clock is ticking and we have little time at our disposal. The Caribbean is impatient for better results and the entire cricketing world is eagerly awaiting our return, to once again savour the West Indies style and witness exciting contests.

11.3 Good health and physical fitness are not optional requirements – they are essential pre-requisites.

In today's increasingly competitive world of sports, players are not eligible for a selection unless they satisfy the fixed standards.

The difference in the base levels of fitness by the West Indies Team during the Championship Trophy in India last year and the CWC 2007 has not gone unnoticed.

Players must be conditioned to meet the requirements of the Game—5-day Test matches, ODI and Twenty/20 tournaments. Exercises and drills during tours are imposed, but they provide no substitute for rigorous fitness training, vigilantly supervised and accompanied by a sense of personal responsibility and good lifestyle management. The fitness programme should not be confined to physiological preparation but should also include psychological attention and mental toughness.

11.4 No game is immune from player injury. But it is not simply accidental that some teams and individual players are more prone to injury than others; it is that many sports have created special programmes and devices to reduce the risks of injury. With the new rigours of international cricket, those who are in poor physical condition, are almost bound to under perform and be most likely to suffer preventable injury due to soft tissue strains and tears.

11.5 Discipline

A Code of Conduct is in existence and must be applied without exception, without fear or favour, without extenuation or excuse. It must become a real and living document, guiding the behaviour of our representatives on and off the field of play. It must be taught and coached and inculcated, as are skills and fitness levels. ***Enforcement must be rigid and sanctions must be consistent. Discipline reinforces success and quickens recovery from failure.***

We hear repeatedly of disciplinary breaches on tour and in

domestic competitions. When last have charges been laid? Or reports by Managers and Match Referees resulted in reference to the Disciplinary Committee?

If any player is being excluded from consideration for selection, by virtue of indiscipline, this should be conveyed expressly to the player and the public notified, so that speculation as to the exclusion of any player is ended.

11.6 Doping, match-fixing, illegal betting

While it appears that there is no record of violation in respect of illegal drug use or match-fixing and illegal betting, this should provide no ground for complacency. Strict vigilance is demanded in today's world if the players are to remain untainted. Should disciplinary breaks occur, then rigorous action should be deployed swiftly and completely.

11.7 Preparation, Training, Coaching

In every modern sport today, no player or team is engaged in the absence of the fullest preparation:

- Gymnasts and swimmers are in continuous training
- Athletes in cold countries seek warmer climates for training during their country's Winter
- Baseball, Basketball, American Football players are punished or excluded from selection, if they do not report in time for Spring training
- Tiger Woods, Roger Federer, Floyd Mayweather never cease to train and prepare assiduously for every match or tournament
- In Rugby and Soccer, special training camps are compulsory and selected with the venues for international competitions in mind
- Australian cricketers have to forsake their usual comforts to survive training in the Outback!

What causes our belief that such training for W.I. cricketers is dispensable or casual? For a player, it is not a choice or imposition, but an inescapable pre-requisite for selection and a key to sustained performance.

The current W.I. Captain, Ramnaresh Sarwan, "blamed the team's lack of preparation for their dismal showing at the

Twenty/20 World Cup in South Africa.” While the Board is by no means blameless for this, Sarwan properly accepted “that players have got to be responsible to actually try and make the efforts to do the hard work to perform at the best level that they can.”

11.8 ***Preparing for international tournaments requires a high level of skill and talent and demands a basic level of good health and fitness.***

Coaching to move players to a higher level is a necessity for all teams today. The West Indies must not lag behind either in obtaining the best coaches available or in providing the most up-to-date technology for assisting the coaching staff and informing the players. Beyond the full-time coaches employed, former West Indian players who have so much to offer should be regularly employed to assist in sharpening specific skills.

Special attention should be paid to bringing fielding and throwing skills to the highest pitch of efficiency, since outstanding prowess and sharpness in the field quickly make all the difference. It lifts morale and enthusiasm whatever the state of the game, quite apart from reinforcing good team spirit and delighting supporters.

11.9 Having regard to the pace and organization of international cricket today, there is no scope for remedial work on tour. We have watched with dismay the failure to provide technical assistance for specific players with obvious weakness of technique.

In one tour report after another, the physical profile of each player on the team has outlined the weaknesses that need correction – poor conditioning, whole body stability, muscle strength, poor nutrition due to wrong diet, dehydration, sleeping patterns which result in lethargy, poor work ethics and negativity.

Why has nothing been done about any of this?

11.10 Recommendation

We recommend that:

- i. specific players be identified for compulsory intensive coaching and physical fitness. This may cause a player to miss a Tour. Although the ICC requires that “the best available team be selected”, any player who needs this remedial programme should

be deemed to be unavailable. Each country is free to determine what is the best available team for selection.

- ii. When there is a sufficient break between tours, a squad of 16-18 players should be encamped to undergo rigorous training and orientation. A player who refuses, without offering a compelling reason acceptable to the Board, should be debarred from selection.
- iii. Prior to every tour, and bearing in mind the duration and nature of the games to be played, it should become mandatory for the entire touring party to go into a camp for final preparations. It must be remembered that the days when a touring team would begin by playing County or Test sides prior to the start of the Series are over. When the team arrives, it must be "ready to rumble."

Remember, we have to play South Africa next. The Australians are coming next year.

11.11 Selection

In respect of team selection we have the following comments:

- We agree that the number of selectors should be kept at three, plus the Captain and Coach. Any sense of insularity must be foresworn. There can be no place for swaps in team selection.
- Team selection should take into full account playing locations, seasons, climatic conditions and likely wicket preparation.
- Selectors should ensure that between them they attend all important regional matches feeding into selection. At times, they may need to appoint "Scouts".
- Teams should be selected in good time to prepare properly including attendance at extended training camps, before tournaments and tours.
- Freedom from injury and the professionally agreed level of fitness and training must be established for each player before he is considered for selection. No player should expect to get fit in the interval between selection and tournament.

11.12 Captaincy

So much depends on the captain. He is expected to lead by example; to set the tone and establish the ethos of the side;`

to think strategically; to grasp tactical advantage; to rise to the occasion; to represent the team and the West Indies. This demands unique attributes and special orientation.

In no other game is the captain's role more critical

Who can dispute that a new era for West Indies cricket dawned when Sir Frank Worrell led the West Indies team to Australia? He was a source of inspiration to every member of the Team.

A great player is not to be equated with a great Captain. There have been outstanding exceptions to this rule, but many of the finest batsmen have either refused outright or voluntarily stepped down from the helm to restore their prowess at the crease.

The Captain must of course clearly earn his place on the team as a player in terms of fitness and performance. *Those with the potential for captaincy should be identified in good time to permit the peculiar requirements in education/training for the job. This goes well beyond training and skills as a player.*

Once appointed, the Captain should join the selectors in picking the team.

11.13 Senior players are expected to encourage and mentor the younger team members by sharing their accumulated experience and fostering healthy inter-relationships, which extend beyond regional groupings, both on and off the field. Anything short of that will lead to inadequate performance preparation, harm the team's culture/environment, weaken the positive energy and commitment of new recruits and the younger members of the squad.

11.14 Under 15 and Under 19 Teams

Among the areas of research undertaken by Prof. McGowan were the records of our Under 15 and Under 19 Teams at the International levels of Tests and ODIs between 1998 and 2006.

We confine ourselves here to his findings in respect of the Under 19s, which include, *inter alia*:

- (i) The fair number of West Indies Youth World Cup players

who have since advanced to represent the senior team in Tests or ODIs. Among them are Dwayne Bravo, Sewnarine Chattergoon, Corey Collymore, Narsingh Deonarine, Darren Ganga, Christopher Gayle, Ryan Hinds, Sylvester Joseph, Jermaine Lawson, Xavier Marshall, Donovan Pagon, Dinesh Ramdin, Ravindranath Rampaul, Marlon Samuels, Ramnaresh Sarwan, Devon Smith and Lendl Simmonds. This number exceeds that of other Test-playing nations.

Over the longer period, we must add Roger Harper, Brian Lara, Jimmy Adams, Shivnarine Chanderpaul, Gus Logie, Ridley Jacobs, and Wayne Daniel.

- (ii) Australia, because of the abundance of talent and the high standard of its first-class domestic competition has seldom depended on the graduates of the Under 19 and Under 15 competitions for the composition of their Senior Test and ODI Teams.
- (iii) In the last 10 years, the West Indies Youth teams have on the whole performed much better than the senior teams in international competitions.
- (iv) Many able players have emerged who have not, however, gone on to fulfill their promise. Finding a way to make a successful transition to first-class Cricket and then to international Test and ODI cricket is one of the major challenges facing West Indies cricket today.

We commend for early consideration and deliberate action by the Board, a number of recommendations in the article by Gus Logie, a former player and coach, Towards a Common Strategy (In Caribbean Cricket Quarterly, Vol.II No.4).

11.14 Players-In-Waiting

It makes little sense, to concentrate all fitness regimes, training and coaching, preparation and skills education only on the flagship team. At any time, and often at the most awkward times, teams may be depleted and have to call for back-up. Such contenders should already have been identified and must be in a state of readiness in respect of fitness and match-sharpness. An assistant coach should be specifically designated to take responsibility for keeping the back-up players prepared.

We recommend also retainer status, with suitable remuneration for a sufficient cadre of players-in-waiting.

11.15 Payment by Entitlement, Rewards by Performance

West Indian players are entitled to remuneration commensurate with their skills and attainment of the top level in an increasingly commercialized game. *The body language and casual approach of certain players suggest at times that their interest is limited purely to receiving the fees which are due.*

We reiterate that in future negotiations a greater element of "Rewards related to performance" must be featured.

This is being applied internationally and the West Indies team cannot expect to be the sole exception.

11.16 Management

Management of the West Indies team is not a reward for past Services. It involves taking on an extremely serious responsibility which can only be discharged by persons knowledgeable about cricket, and also well-qualified in human resource management, team building, crisis control and public relations.

Abroad, the Manager of the West Indies team is no less than the Board on Tour and must, therefore, be fully aware of Board policies and capable of representing these confidently in-house and publicly. An intense period of induction into this vital role will always be necessary before touring.

Managers' tour reports are important documents - not to be filed away but acted upon with urgency. In particular, matters of indiscipline must not be covered up but must be addressed with timely firmness. Failure to do this undermines the authority of all managers and provides an escape hatch for the offenders.

12. A Professional League

- 12.1 Over the years a number of commentators have stressed the essentiality of developing a professional league to put the West Indies in step with the major playing nations as efforts are intensified to take the Regions' cricket to a higher level of performance, as we stated in the Interim Report, p.11.

12.2 We understand that quite recently the WICB has mandated a committee of its Directors to proceed in developing an operational plan for bringing a league into existence.

We encourage the Board to act promptly in this matter based upon consultations with territorial interests as well as the private sector, keeping regional governments fully informed. The aim should be to bring the league into being by 2009.

12.3 One aspect of the League's operations to which we attach considerable importance is its regionalisation. It should be possible for teams in CARICOM member states to recruit players from other member states on the same basis as they recruit their own nationals. This is already provided for in the CARICOM Single Market arrangements. Additionally, we think that it would also be useful to provide for the teams to recruit up to two non-West Indian players for a season or more.

13. Twenty/20 Cricket

13.1 The Twenty/20 game is not for the purist or the lover of tradition. In the feast of cricket it is the fastest of fast foods. But it is increasingly what will be on offer. It popularises the game, it appeals to the young. It suits those who only have a few hours to spare. It is a money-spinner that can generate large sums to spread and strengthen cricket as a whole. If the North American market is to be penetrated, it is Twenty/20 cricket that will do it. Nothing could be clearer—the West Indies must be in the forefront of developments in this form of the game.

13.2 Twenty/20 cricket is in a state of flux. Entrepreneurs, sensing opportunity and profit in a new market growing exponentially, are stepping on stage to organise competitions to fill an obvious need. In India, for instance, a privately financed, unauthorised league, which has attracted a number of outstanding retired players, will soon start play.

13.3 Cricket's authorities, also aware of the opportunities,

want to make certain that they keep control, to ensure that cricket's newest product is not usurped by purely commercial interests, and to protect the greater good of the game so as to spread the benefits evenly throughout cricket's whole domain.

- 13.4 The ICC has therefore hastened to assert control. A Twenty/20 World Cup has just been organised successfully in South Africa. And the ICC has now also ratified an International Twenty/20 Champions' League organised by the Board of Control for cricket in India (BCII) and involving India, Australia, South Africa and England. Events are moving apace.
- 13.5 In the West Indies, Sir Allen Stanford, has taken the lead in developing the Twenty/20 games in the Region. In paving his way, he has made generous outlays of money for coaching, infrastructure and players' remuneration and rewards.
- 13.6 In these circumstances the WICB will need to be surefooted in maintaining control over developments in the Region, and in the wider sphere where our official ICC remit runs, while allowing scope for dynamic entrepreneurship to expand the impact of this newly popular form of the game.
- 13.7 Sir Allen Stanford has a useful role to play. He has already staged a popular tournament and has made valuable contributions to infrastructure and coaching. We understand that the WICB has reached an agreement with him for staging Twenty/20 tournaments in the Region in the future under the auspices of the Board and, therefore, it must be assumed with the concurrence of the ICC.
- 13.8 The Caribbean is not yet privy to the terms of this important agreement. West Indian stakeholders will need to be assured:
- (i) that the WICB remains master of the destiny and direction of the game in the Region in this new dispensation.
 - (ii) that West Indies cricket as a whole has

been adequately compensated for whatever concessions have been made to run a showpiece Regional cricket tournament commercially, with no official seal of approval.

- (iii) that such an agreement does not mean that the WICB is thereby precluded or limited in developing its own tournaments and/or participating in other ICC-approved competitions in future.

13.9 Regarding the actual playing of this form of the game, we are convinced that the West Indies should be in the forefront of change and adaptation to change. We must not be left stumbling behind as new tactics are developed and traditional skills take more of a back seat. Different coaching, training, practice and preparation will be necessary. New criteria in selection will be required. It is imperative that we take the lead in discovering and applying whatever new approaches lead to success. This is an important point of the future of cricket and we must aim to be dominant in it.

14. Government Responses

14.1 Comments received from Governments provided useful perspectives on the reasons for the crisis in West Indies Cricket, the performance of the WICB with respect to governance, and the way forward.

14.2 Some reasons for the crisis

Among the factors that have been identified with the perpetuation of the decline of West Indies cricket are the following:

- (a) Lack of high quality leadership with the requisite capacity for corporate management. Lack of commitment to developing a cricketing organisation based on scientific management principles of accountability, transparency, cohesive interpersonal relations and guided by a long term strategic planning.

- (b) Failure of Cricket authorities to invest in a long term programme of replenishment of quality players and to employ strategies of succession planning.
- (c) Lack of understanding among players of the significance of the Caribbean cricket legacy that has been further squandered due to indiscipline and apparent lack of commitment, national and regional pride.
- (d) Emphasis on remuneration of players that is not commensurate with their performance.
- (e) Failure to effectively adopt the newer techniques for training and strategising on the various aspects of the game, so as to bring a greater degree of professionalism to management, coaching, training and delivering on the field of play.
- (f) Continuous conflict between WICB and WIPA over players' contracts, entitlements and obligations leading to an erosion of morale among the West Indies team and a perpetual lack of trust between these two entities.

Special problems plague the administration of the game in the Windward Islands including the lack of an articulated strategic plan for increasing the number of competitive games, greater emphasis on team preparation, and more direct involvement of the WICB in development of these programmes.

14.3 Governance and WICB

One Government provided a framework by which to assess governance by pointing out that:

- (a) Management is about running business and governance is about running business properly;
- (b) Governance is the structure and processes used by an organization to develop its strategic goals and direction, monitor its performance against the goals, and ensure that its Board acts in the best interests of the members.

14.4 The general view of WICB is that while it has put forward

several development plans from time to time, no serious attempt has been made to formulate and implement a strategic plan for regional cricket with the accompanying strategies for human resource development, general training and education for cricketers and resource mobilization to finance the strategic plan in consultation with stakeholders.

The Government responses point to the fact that several very useful suggestions were made at the CARICOM/University of the West Indies (UWI) Conference on West Indies Cricket in Barbados in June 2000 on revamping West Indies Cricket, and that a development plan was drafted by WICB in the latter part of 2000 following the Regional Conference. Yet no attempt was made to discuss the plan with the stakeholders, much less to implement it.

14.5 Lack of accountability and transparency of WICB

The perception that flows from these responses is that there is a lack of accountability and transparency of the Board's activities as illustrated in the following:

- Disconnect between Board/players/public.
- Persistent conflicts between Board and players related to contracts and other terms of engagement.
- Persistent indiscipline among players.
- WICB being invariably on the negative side of arbitration.
- Arbitration mostly unnecessary and generally expensive.
- Absence of the required application of critical principles: democratic participation, rule of law, ethical codes of business, and free flow of information.

14.6 Restructuring of WICB

The overwhelming opinion from Governments was in the direction of an overhaul of the structure and functions of the WICB with emphasis on the following:

- (a) Revisit the mission, vision, composition and strategic direction of WICB.
- (b) Take the opportunity provided by ICC/CWC 2007 to revamp the operations of the Board in line with commercial and new governance practices, especially in view of the need for governments to guarantee

- reasonable returns to their investments in venues and other physical, legal and institutional facilities.
- (c) Establish a governance structure that would ensure that WICB is accountable to its stakeholders in CARICOM.
 - (d) Introduce an oversight committee to receive annual reports and to monitor and evaluate these reports.
 - (e) Reduce the representatives from each territory.
 - (f) Limit executive management to the CEO and a deputy.
 - (g) Include three CARICOM (Ministerial) representatives on the Board on a rotational basis.
 - (h) Place greater emphasis on strengthening the commercial and sales department to involve stakeholders and forge partnerships with the private sector and the Diaspora communities.
 - (i) Establish a Pan Caribbean Company with shares capitalized by corporations and Caribbean peoples in the Region and the Diaspora. In this regard:
 - Governments should become major stakeholders in a new West Indies Cricket Company on behalf of the people of the Caribbean
 - Shareholders should appoint the Board of Directors, which should include representatives from WIPA
 - The Board should be responsible for developing policies and plans, attracting the best possible executives, providing a strategic plan / cricket development plan, implementing strong management practices.

14.7 Development of a programme for cricket education and training

There was also a prevailing view that there is need to foster a long term view of cricket development that invests in the strengthening of human resources and that helps to prepare cricketers for a life after cricket. In 2001, UWI Cave Hill presented a proposal for infusing in the UWI curricula, modules and novel credit courses for West Indian cricketers and other sports persons.

14.8 While it is important to revisit these proposals, the government responses identified some common areas for immediate attention:

- Certification of cricketers through degreed (with minor in cricket) and non-degreed programmes, short courses, seminars;
- Sponsorship of programmes and other activities to expose players, coaches, managers and others involved in the game at national and regional levels to up-to-date thinking, techniques and other aspects of the game on and off the field;
- Implementation of programmes geared to the accreditation of coaches and the standardisation of courses for coaches and other technical personnel;
- Specialised courses in leadership for cricket administrators and those in other sports;
- Special courses and manuals on "Preparation and Management of Grounds" for curators;
- Emphasis on psycho-motor skills;
- A comprehensive programme particularly on competitive cricket for young people at primary and secondary schools;
- A scholarship programme to facilitate higher educational training and involvement of high achievers in the [proposed] high performance unit at the UWI Cave Hill campus.

14.9 WICB Regional Cricket Academy

The establishment of a cricket academy received the support of the CARICOM Heads of Government in July 2007. It was agreed that the academy should comprise a network with a regional node possibly at the UWI Cricket Centre at Cave Hill Barbados with the following objectives:

- Improved techniques in bowling, batting and fielding
- Increased mental and attitudinal focus
- Development of tactical and leadership abilities
- Improved physical and emotional strength
- Improved learning environment and player knowledge

14.10 Training and Education

The Barbados response specifically identified the need to strive toward the establishment of a high performance unit at the UWI Cave Hill campus to pay attention to the high-end strategies in the creation of a new educational platform, and the promotion of research and development that would place West Indies cricket at the cutting edge of development.

14.11 The Barbados response also supported a previous proposal for

the creation of a West Indies College Cricket League and a Combined Universities Cricket Team participation in regional competition.

- 14.12 It is to be noted that a Combined Universities Team actually participated in the Shell Shield competition of 2004. The discontinuation of this effort needs to be examined in light of the objectives to lift the overall standard of the game in the context of the proposed high performance unit.

14.13 Relationship with affiliate associations

The proper functioning of the Board is dependent on cooperation and collaboration with other entities and affiliates which need to share the philosophy and objectives of the Board which in turn needs to be cognisant of the needs and views of its affiliates.

WIPA for example should be required to develop a proper system of membership that would include past, present and young players, the convening of annual meetings and negotiation of binding multi-year programmes.

The above should be seen as part of the overall package of new governance procedures in West Indies Cricket.

Umpires Association should also be required to develop multi-year programmes/contracts and to hold annual meetings to deal with both technical and management issues related to the improvement of the game and their specific roles in these improvements.

14.14 Financial sustainability

Greater attention needs to be placed on ensuring that the funding base of WICB is viable TV rights, branding, merchandising, promoting cricket tourism and varied categories of cricket competitions including Twenty/20 cricket, and regional night cricket.

PART 4.

NEW GOVERNANCE STRUCTURE

15. The Case For A New Structure

15.1 During the course of our research, our attention was brought to an article by Felix Redmill, a Kittitian, which was published at the end of 1999. We have found it so relevant and germane to our work that we sought and obtained the Author's kind permission to repeat its publication in our accompanying annexure.

We regard the entire Article as compulsory reading for those who profess an interest in overcoming the present crisis.

15.2 The Thesis was simple: quality in cricket demands quality in management. We paraphrase here, the salient points –

West Indies Cricket, with its separate regions and politics, poses great management challenges, "but the application of quality management principles is a sure way to bring about improvements."

The Author examines in general terms "the application of quality management principles such as strategic planning, continuous improvement, leadership and feedback."

"The Board", he continues, "needs to have a clear strategy for West Indian cricket. They must think strategically and plan the route to achieve it. They must then put the best people in the appropriate managerial positions, with clearly defined responsibilities and the authority to discharge them."

15.3 At our first sitting, we were told of the existence of the Griffith Report. Despite our best efforts we were unable to locate it anywhere until our persistence eventually located a copy during the course of our final meeting.

We find it alarming that such a seminal document was buried in an obscure location and even more so that its far-reaching recommendations, dating back to 1992 during the Presidency of Sir Clyde Walcott, had been totally ignored by successive Administrations.

What plausible explanation can be given for its total disregard? We owe it to the history of West Indies cricket that never again should it be lost in obscurity.

Virtually all our recommendations had already been formulated, by the time this publication was unearthed, but they have now been bolstered by the wisdom and vintage of 15 years.

15.4 We have chosen to include in the body of our Report that section relating to Structure. Its comprehensive analysis and proposals read as follows:

STRUCTURE

The role and effectiveness of the Board and its Sub-Committees need to be reviewed. In particular the Board's focus needs to be redirected to Cricket Matters and to Development.

Board structure is theoretically OK but needs restructuring for decision-making. Provision should be made for an Executive Committee of the Board. A re-structured Board must focus on development of Cricket in the Region and not just tours.

The present Board structure has served WI cricket well in the past. The Board is required to administer more cricket than previously and a more professional approach is needed. Board is essentially part-time and the problem is compounded by the fact that most member boards have no effective secretariat.

Cricket is a business that must be organized to produce a product that is attractive to its consuming public. The Board must seek to satisfy its various constituents – member boards, the public, players, umpires, sponsors, the media – with a view to generating adequate surpluses to finance orderly and equitable development of the game and its infrastructure in the West Indies and to provide satisfactory conditions of service for its employees at competitive levels of remuneration.

Present structure of Board and method of appointment of member delegates are democratic and generally adequate. However democratic method of appointing member delegates from local boards to WICBC seems to be leading to absence of strong cricketing technical representation on Board.

A Cricket Sub-Committee capable of making technical inputs is needed. Level of cricket knowledge and discussion of "Cricket" at WICBC level needs improvement. Cricket development Committee of WICBC has not served its function.

Structure would benefit from provision of formal process for consultation/deliberation between Players/Players Representatives and Board.

The West Indies Players Association and the West Indies Cricket Umpires Association should not be represented directly on the Board. Instead there should be a forum for each to meet formally with the Board.

Board members should be assigned specific responsibilities.

Board depends on its Member Delegate to communicate with Member Board. Role and responsibility of member delegates need clarification.

The relative responsibilities/accountabilities of the Member Delegate to the WICBC on the one hand and to the respective Member Board on the other hand need to be defined.

Power-base and influence of Board is that it deals internationally. Territories call the shots and determine membership of the Board.

WICBC has no authority over Member Boards which are not accountable to Board except in relation to administration of WICBC's bank account in each Member country.

Most Member Boards are administratively weak and depend on the support of voluntary, part-time executives and officers. This situation is compounded in the case of the Member Boards of the Windwards and Leewards which are further fragmented by individual island sub-membership.

The term of Member delegates on the Board should be a minimum three years to ensure familiarity and continuity.

The present executive structure of the Board is inadequate. The Board structure should make provision for a CEO and a Financial Controller. The Board's executives need to have the capacity to undertake direct responsibility for Marketing, financial negotiations and Public Relations. There should either be a full-time President or a full time Chief Executive Officer paid by the WICBC.

Board should consider employment of full-time administrative Field Officers to work with local Boards to implement its programmes. There should be a WICBC employee in each area reporting to working under the supervision of the Territorial Board.

15.5 The Governance Committee could hardly have expressed it better and more convincingly.

We take note that the Board now employs a full-time CEO and a Financial Officer. We are convinced that decisive action on the Griffith Report would have averted the disaster which has since befallen West Indies Cricket.

15.6 Professor Hillary Beckles, an illustrious historian and acknowledged authority of the game, submitted to the Governance Committee at our invitation, a memorandum which goes to the meat of the matter.

He wrote:

In its first fifty years of operations the WICB did well, and must be included high on the credit list when the performance of West Indian players dominated the global game during the last quarter of the 20th century. Since the mid-1990s, however, criticism of the role and functions of the Board has intensified. The argument that it has presided in a passive and reactionary fashion over the collapse of West Indies Test performances standards has reached a feverish pitch.

As a result it is now universally accepted that there is a clear relationship between the structure, design, operational culture, and knowledge content of the WICB, and the crisis of player performance that has led to the regional and international reduction of prestige West Indies formerly enjoyed.

What is now evident is that the WICB, essentially a fraternity of former distinguished cricketers with a wealth of cricket knowledge, is incapable of finding by itself the answers to critical questions being posed about the future of West Indies cricket. While it is desirable that this fraternity should continue to play a central role in charting the game's future, it is evident that it should now include a wider body of skills and competence. That is, a more diverse professional skills set, and greater opportunity for all stakeholders to bring their interests to the table, is necessary in order to sustain the game as Caribbean popular culture and the global business enterprise it has become.

The urgency of this matter is to be found in the realization that West Indian people have made their greatest single cultural investment in cricket. They have also attached to cricket their finest hopes and aspirations in the struggle to distance themselves from an ancient, debilitating colonial scaffold. The public good, and the vision of the WICB, should therefore be seen as one and the same. Bat and pad must be close together with no room for an ill-wind to blow.

Caribbean society now perceives that the WICB is effectively detached from this perception of the public good and is seeking, nay demanding, a re-alignment and attachment. The cause of this divergence is best seen as a crisis of learning and adaptation associated with many other established institutions in the region with long legacies and intimate relations to intense public scrutiny. Unable to re-engineer and re-invent itself on account of its own internal structure, operational logic and culture, it needs maximum support to do so in order to meet the needs of public expectation.

Cutting edge international strategies that are sustaining the competitive game in other cultures have by-passed the vista of the WICB. There is palpable strategic deficiency that can only be remedied by a restructuring that brings to its deliberations the widest and most potent knowledge base the region can muster. The quality of strategic planning now required demands that the WICB be also inhabited by a more relevant professional mindset, sensitive to sustaining player-centeredness, but cognizant of the wider interests that support the game.

Unable to find a new path the WICB has become introspective, conflict-prone and defensive; and this at a time when the opposite values and mentalities are required in order to emerge from inadequacy to relevance.

16 Cricket West Indies – A New Governance Structure

16.1 Fundamental Change is Necessary

16.1.1 We have come to the conclusion that the governance of West Indies cricket requires fundamental change:

- The way our cricket is governed does not reflect the wide range of stakeholders' interests involved.
- It fails to meet the requirements and obligations of what is in effect a modern corporation operating in the global arena.
- It has for sometime now failed in its primary responsibility of keeping West Indies cricket at or near the pinnacle of world competition.
- It has not fully exploited the extremely valuable West Indies brand name in world cricket and in general is not set up to cope with the rapidly developing challenges and opportunities of cricket on a globalised scale.

Change must therefore be effected urgently. The *status quo* is not an option.

16.1.2 A fundamental change in exercising all the fiduciary and legal obligations, which attach to running a corporation beholden to shareholders must accompany a change in structure. Quite apart from efficient and effective administration, West Indies cricket demands foresight, accountability and consistency. The success of West Indies cricket must prevail over any competing consideration. It should always be the supreme interest.

16.1.3 The directorate, while maintaining the confidentiality which joint decision-taking absolutely necessitates, must as a body inspire

a culture of transparency and trustworthiness in carrying out its duties and obligations.

Constantly leaking self-serving information is counter-productive in the extreme.

A policy of well-considered decisions reached by consensus and promptly offered divulgence of agreed positions will rapidly build public confidence.

16.2 Factors Driving Change

We did not begin our assignment with an assumption for such fundamental changes but, in repeated submissions and in virtually all our consultations, the need for fundamental change has been urged upon us.

There are a number of factors which drive the need for systemic change.

16.2.1 The Board founded in 1927, operated for sixty years without a clearly defined legal status and through loose constitutional arrangements. It was eventually incorporated in 1998 under the International Business Act – registered in the British Virgin Islands. Despite the removal of the “Control” from WICB, it is still perceived as an elite club.

16.2.2 Cricket in the West Indies, unlike anywhere else in the world, extends beyond the confines of a single Nation State. It embraces 10 sovereign countries and a number of dependent countries operating within the regional framework of the Caribbean Community. The game is gaining ground in St. Maarten and the Virgin Islands.

The structure must reflect these political realities.

16.2.3 The Territorial Boards are the legal shareholders. But they do not constitute the major stakeholders which are Governments, the Caribbean Private Sector, Regional Institutions, Past and Present Players and the Media. The public provides the real customer base.

West Indies cricket is not the preserve of the WICB. The people of the West Indies own substantial rights.

16.2.4 The present composition of the Board is unwieldy, reflecting the dominance of Territorial Representatives, who regard

themselves as delegates rather than Directors of an Independent Board, where their duty of care and loyalty is owed to the WICB and the WICB alone. This opens the door to the danger of insularity and possible conflicts of interest.

- 16.2.5 The present structure is cumbersome. It does not lend itself to effective decision-making or expeditious action and response where necessary.
- 16.2.6 The Board has failed to adopt the cutting edge technologies that are sustaining the game in other cricket jurisdictions of the world – the ICC and other international associations.
- 16.2.7 The required skills for the successful operation of an international conglomerate may be provided by accident – certainly not by the present design. The Board must embrace the professional range of competencies which cricket as a business demands.
- 16.2.8 The increasing commercialisation in world cricket and the potential for exploiting the West Indies brand of cricket is a vital consideration, taking into account that cricket spans Test matches, ODI and Twenty/20 games.
- 16.2.9 The distinct ebb in the fortunes of West Indies cricket has resulted in a loss of general confidence. The maxim – “if it ain’t broke, don’t fix it” – clearly can no longer allow the existing format to remain unchanged.
- 16.2.10 The precarious state of the finances of West Indies cricket, and the continuing lack of adequate funding, signal alarm for drastic changes if the Board is to avert the dangers of insolvency.

16.3 A New Departure

- 16.3.1 The case is compelling for the governance of cricket in the West Indies to be restructured very differently from what currently exists.
- 16.3.2 In our Interim Report, this was recognized in terms of the following option:

Because of its diffuse character, the organizational structure for cricket should be sufficiently decentralized to allow the exercise of local initiative, while at the same time providing adequate opportunities for the regionalisation of management where there are evident economies of scale and scope to be realized.

Accordingly, any constitution for West Indies cricket should continue to provide for a management structure, based on a regional entity linked to and in close interaction with territorial bodies.

There is little doubt that the present structure is too unwieldy; nor does it provide sufficient scope for involvement and participation by all the major stakeholders.

The West Indies Board should give way to a more representative body.

16.3.3 Based upon additional submissions and further consultations, we have reviewed thoroughly, the options mooted in our Interim Report and other suggested models. With the benefit of legal and professional management advice, we now set out our conclusions.

16.4 Changing the Name

16.4.1 To mark a clear departure we propose a change of name to reflect the difference in structure and to signal a new beginning, We favour the designation **Cricket West Indies (CWI)**

We have consulted on the possible legal and statutory implications of a name change. We are advised that effecting such a change would not be complicated and would not necessitate complex or costly consequential changes.

16.5 The Governance Structure

16.5.1 We recommend a two-tiered system of governing West Indies cricket:

A Cricket West Indies Council, and a Cricket West Indies Board.

We are seeking to provide for adequate representation and involvement, not only of shareholders, but equally of substantial stakeholders.

Both the Council and the Board have to be embedded in the Constitution, with a definition of functions in accordance with the design we propose below.

- (a) We have at all times recognized the crucial importance of Territorial Boards in organizing, developing and promoting cricket in the West Indies. They are the engine rooms of our regional cricketing machine. Their contribution to and involvement in the development and success of the game is irreplaceable.
- (b) While accepting the value of representation from the constituent parts of the shareholder group, there must be a proper balance in order to guarantee the greater participation of the whole.

Two representatives from each Territorial Board not only makes the structure unwieldy, but gives a lopsided territorial dominance in governance. This cannot be justified as the six Cricket Boards are not the only owners or investors in West Indies Cricket.

We adopt the views of a sterling contributor to our deliberations:

“Investment in West Indies Cricket comes from a wide range of stakeholders. Membership of WICB should reflect this fact and should be expanded to include all stakeholders. These are:

- 1. Governments – which provide substantial financial capital for the game with their direct investment**

having increased to huge proportions in preparation for the ICC Cricket World Cup 2007.

- 2. Players – who provide the human capital for the game.**
- 3. Past Players – whose expertise is an important asset to West Indies Cricket and whose achievements give West Indies Cricket significant and special international standing.**
- 4. Business community – who provide investment and sponsorship capital.**
- 5. Media – who provide the promotional capital**
- 6. UWI and Tertiary Institutions which provide intellectual capital.**
- 7. The Tourism Sector – to reflect the significance of the game to regional tourism and the investment by the tourism sector in promotion of the game.”**

To the above, we would add **the schools and cricket clubs that nurture and hone the skills and technique of our players. Nor dare we omit the West Indian people who have made their greatest single cultural investment in cricket.** Their investment has yielded a priceless public asset and its preservation should be seen as a prescriptive right.

16.6 Cricket West Indies Council

- (a) “West Indies cricket belongs to the people of the West Indies”. That imperative has guided our deliberations and conclusions. It is reflected in our concept of the Cricket West Indies Council.
- (b) The Council will be drawn from a wide range of stakeholders in West Indies cricket. It will meet once a year to review the state of West Indies cricket.

The Council will settle the framework and approve broad strategies for the game in the Region. It will receive an annual report, with relevant financial statements prepared by the Executive.

- (c) The Council will elect the President, the Vice President and three Directors to the executive directorate, who are not nominated by Territorial Boards and other designated bodies as of right.
- (d) The Council will be drawn from the following stakeholders:
- Territorial Cricket Boards **(6)**
 - Chairman, CARICOM Bureau of the Council for Human and Social Development **(1)**
— this will ensure the inputs from Ministers of Education, Health and Sports within the Region.
 - CARICOM **(2)**, one of whom will be a nominee of the Prime Ministerial Sub-Committee on Cricket, and the other chosen by Heads of Government as Board Representative.
 - WIPA **(1)**
 - Former Players **(2)**
 - The Caribbean Private Sector – CAIC **(1)**
 - Caribbean Labour Congress **(1)**
 - Caribbean Hotel & Tourism Association **(1)**
 - The Caribbean Media Corporation **(1)**
 - Association of Caribbean Media Workers **(1)**
 - West Indies Cricket Journalists and Commentators **(1)**
 - West Indies Women’s Cricket Organisation **(1)**
 - West Indies Cricket Umpires Association **(1)**
 - University of the West Indies **(1)**
 - Association of the Caribbean Tertiary Institutions **(1)**
 - CARICOM Youth Representative **(1)**

The President and Directors of the executive arm will be full members of the Council, which the President will chair.

16.7 Cricket West Indies Board

- (a) This will be the executive arm of West Indies Cricket. ***Once chosen, the Director represents and must by Law act in the best interests of the Company, not of any shareholder or stakeholder***

The Board's principal functions will be to act in accordance with the broad outlines settled by the Council. It will be responsible for the proper management and development of all aspects of the game in the Region.

- It has to maintain the financial solvency of West Indies Cricket and accumulate its material fortune.
 - It will appoint and supervise the management team.
 - It is the keeper and enforcer of the rules, regulations and procedures governing cricket in the West Indies.
 - It will continue to represent West Indies in the ICC and be authorized to conduct all negotiations on behalf of Cricket West Indies.
 - The Board, in addition to its Corporate legal obligations, is expected to observe a Code of Ethics which should be strictly enforced.
 - The Board must eschew inconsistency in the decision-making process and be transparent in the conduct of its business.
- (b) We would have preferred a smaller Board, but our consultations lead us to the inexorable view that the Territorial Boards will not relinquish their rights and, further, that their presence could serve as a catalyst for the vital development of domestic cricket in order to enhance regional performance.

The Board will number 15:

- A President appointed by the Council
- A Vice President, appointed by the Council, who shall be assigned defined areas of responsibility
- 6 Directors, one from each Territorial Board.
- These Directors are expected to promote the development of cricket in their respective territories in accordance with the regional strategic plan.

(Alternates can be appointed in the event that Territorial Directors find it impossible to attend particular meetings).

- Cricket Director (Chairman of the Cricket Development Committee) Cricket is its business and the Board must have access to expertise on all aspects for its success.

This person should be chosen by Council from nominations submitted by Territorial Boards, Past Players, WIPA, WCO, WCUA.

- Director, approved by Heads to represent CARICOM
- Director to be chosen from a panel of 3 past players submitted by WIPA.

Such an appointee should not be one who is actively engaged in negotiations with the Board on terms, conditions and disciplinary matters affecting current players.

This is the only way to avoid what would otherwise become a clear conflict of interest and could even compromise the position of a WIPA Officer within its own membership ranks.

Excluding a director from meeting where such items are being discussed will hardly suffice, since that person could not be denied access to Board Minutes.

- 3 Directors with special knowledge in major aspects of the Boards operations, e.g. Finance, Commercial Operations, Marketing, Public Relations and Communications, Human Resources, Negotiations and Law.

These Directors should be chosen from a panel consisting of persons nominated by the Territorial Boards, Regional Private Sector Organizations e.g., CAIC, CHTA, the Caribbean Media Corporation, UWI, OCCAA.

Competence and professional expertise should be the litmus test for their appointment and not their country of origin or geographic location

Each such director should be given a specific portfolio responsibility and assigned to chair the relevant committees of the Board.

- Chief Executive Officer. Bearing in mind the full scope of that responsibility, the Chief Executive Officer of West Indies Cricket should be a full voting member.
 - A particularly important Secretariat position is that of the Financial Controller who will be directly responsible to the Chief Executive Officer. He will have access to the Board and the Council and will attend meetings of those bodies, and should the need arise, provide them with the reasons for any advice that he might have rendered to them.
- (c) We concur with the view that Women's cricket should be given greater recognition and should be fully integrated into West Indies cricket. In respect of governance, we recognize that there is an important role for WIWCF although they are yet to fully satisfy the requirements for membership of the Board. We have made provision for their representation on the Council and as soon as they have completed the requirements they would secure membership on the Board.
- (d) The Board will meet thrice per year and thereby replace the need to convene extraordinary meetings.

The Agenda, and properly prepared Board Papers should be circulated in advance for

informed discussions, which avoid the postponement of decisions and prolonged meeting time.

There must be a defined communications infrastructure in order to deal with emergencies and for Directors to fulfill their ongoing governance obligations.

- (e) The Board's term of office will be three years.
The present term is too short and the turnovers too rapid in order to ensure the requisite continuity and to avoid such frequent changes of grasp and shifts in direction.
Term limits for the President and for Directors should not exceed two full terms.

17. The Secretariat

17.1 At the inception, the Secretary and Treasurer of the Board served in an honorary capacity. The first paid Secretary, later CEO was appointed in 1982 and the Chief Finance Officer in 1994. The staff had escalated from two in 1982 to around 40 in the early 2000's. It is now around 18.

17.2 We feel obliged to repeat a cardinal assertion of our Interim Report:

"No matter how the Board is chosen, there must be a clear delineation between the role of the Board as a policy making and monitoring entity and that of the management and staff as the executing arm.

"When the Board gets embroiled in administrative details, or in a daily quarrel with the simplest of things, its authority and credibility become severely undermined.

- **Transparency and confidentiality are not conflicting requirements for successful corporate management.**

The Board should be so comprised and its affairs handled in a manner where conflicts of interests do not determine or influence the conduct of its business.

“In general, the Secretariat must have the requisite professional competence, efficient support staff and be suitably equipped to become a highly effective corporate entity.

“It needs to maintain close links with all Member Territories and other associated interests, such as sponsors, Regional Governments and organizations responsible for cricket in other countries.”

- 17.3 In the last few years there have been such frequent changes in staff, that both the structure and the performance of the Secretariat have been adversely affected. It is now undermanned and not properly geared to efficiently implement Board policies and programmes.
- 17.4 The Chief Executive Officer once appointed, has the primary duty of heading the Secretariat staff and the ultimate function of ensuring timely and effective execution of the business affairs of Cricket West Indies.

Once his role is clearly defined, he should be allowed to carry out his duties without interference.

For these reasons, the CEO should no longer be confined to attending Board meetings but become a full participant in decision making of the Council and the Board.

The CEO is directly accountable to the Board and is to provide the necessary staff support for the Sub-Committees of the Board.

- 17.5 Notwithstanding the efforts made by the existing staff under difficult circumstances it is clear that the Secretariat must be reinforced with the requisite professional competences and suitably equipped to become an effective corporate entity. The Secretariat, not the Board, is the operational arm of Cricket West Indies.
- 17.6 A particularly important function is the adequate servicing of the Board and its sub-committees through the timely submission of papers, minutes and other documents required for meetings. There have been continuing complaints on the lateness of documentation which has interrupted the smooth flow of decision-making by these bodies.

17.7 Having regard to these considerations, we recommend that an immediate audit of both management and staff be carried out to ascertain the Board's requirements.

(b) Our interim report reflected the need for a complete management audit. Until this exercise is completed, we have suggested that the CEO will be supported by senior officials heading three divisions:

- One dealing with Operations that will include units responsible for team performance, finance, marketing and the management of tours and competitions;
- Another will be responsible for the servicing of the Board and its subsidiary bodies, as well as legal matters, communications and public relations;
- The third will be responsible for cricket development that will include the Academy system, training for other cricket personnel such as coaches and umpires, the placing of young players abroad, the 15-19 Regional competition, and all other matters having to do with the development of players and the game.

17.8 The Secretary of the Board would maintain his present corporate functions.

We feel compelled, however, to point out the parlous state of documents, records, studies, correspondence, address lists and archival material which are not only essential for institutional memory but also constitute precious intellectual property assets. This must be the Secretary's duty.

17.8 Recurrent themes throughout the process of consultation were:

- (i) The employment of competent and adequate staff to properly service the Board's requirements.
- (ii) The Board not to be engaged in micro-management. It should establish clear policy guidelines, set performance targets and leave implementation to the staff.

- (iii) Lines of responsibility being blurred, leading to a lack of accountability. There should be a proper management structure with clearly delineated job descriptions.
- (iv) Performance being affected by a dearth of institutional knowledge and compounded by a seeming lack of operational manuals. This has led to mistakes and inconsistencies in handling issues.

17.9 Without prejudicing the findings of the staff and management audit, consideration should be given to strengthening the human resources to deal with cricket development – a vital aspect of our cricket, sadly long neglected.

Frequent staff changes and differing management styles have affected the morale of the staff. Improvement in this has become even more necessary with the brief tenure in office of the recent CEOs.

17.10 Although we attach considerable importance to all facets of the Secretariat's support services, we draw special attention to the need for urgent action in establishing the framework needed for running the ICC Champions Trophy in 2010. In this regard there is no need to look further than staff and volunteers engaged for the recent ICC/CWC 2007.

17.11 We have already referred to the present disarray in the Board's archives and the inability to locate valuable documents and records. A salvage operation should be speedily undertaken to collect all the papers which remain available and proper arrangements made for storage. In addition, they should be micro-filmed and duplicates stored elsewhere for safe-keeping.

17.12 The Staff must have the space and be fully equipped with all the tools and technology resources for a modern corporation.

18. The Board and WIPA Relationships

18.1 With the encouragement of the West Indies Cricket Board, WIPA was formed in 1974. Although it was envisaged that it would eventually represent all first class players in the West Indies, it has

basically been utilised for the financial betterment of successive West Indies teams.

A constitution was put in place soon after its formation and remained in force until 27 July 1998 when WIPA became incorporated as the West Indies Players Association Inc.

It should be noted that for much of this period, WIPA was the beneficiary of funding from the WICB. Additionally the Players Provident Fund was established in 1979 whereby the Board and Players contributed 10% and 5% respectively of each individual's tour fee.

As to the relationships between the Board and the Players, we repeat here the relevant section of our Interim Report –

It would appear that the Board and WIPA have an undeclared war against each other. No seer is needed to reveal how deleterious this has been to W.I. cricket.

Few West Indian cricketers, past or present, have expressed satisfaction with how they have been treated by the Board.

While many concerned supporters have condemned WIPA for being unduly militant, the evidence establishes that on the last five occasions when they have confronted each other in arbitration proceedings, the Board has lost every time.

Whatever questions may be raised as to the attitude and focus of WIPA , one learned contributor has submitted:

"The players are the most valuable resource of West Indies Cricket. And in recent times they have become very conscious of this fact. 'They expect to be dealt with in a manner that accepts and respects this reality... The WICB cannot win the respect of the players and their representatives by using a "big stick" approach. A change in culture is required."

- 18.2 Since then, the tally of arbitrations won by WIPA has increased to six. We have examined the Arbitration Award of the learned and distinguished panel chaired by Sir Donald Simmons in respect of the England Tour 2007. Having done so, we are compelled to reflect our conclusion that resort to the arbitration route could easily have been avoided. Taking into account the documentary evidence, the Arbitration was a waste of the Board's time and money.

Correspondence, originating from WIPA in 2006, was never promptly or properly addressed by the WICB and so no decision was taken on whether the Tour fell outside the Future Tours Programme Category. This should have been resolved long ago by a permanent Sub-Committee of WICB and WIPA and not await an outcome in June 2007 when the Test Series was virtually over.

- 18.3 We spoke in our Interim Report of the compulsion to declare a truce in the internecine warfare between the Board and WIPA. Our cricket has been held up for ransom, because there is a complete lack of trust on both sides.
- 18.4 However strongly they may feel, spokesmen and negotiators on both sides should refrain from personal abuse and invective, bellicose behaviour. Intemperate utterances or conduct, are poison to harmonious relationships, even after disputes are resolved. The parties cannot continue to conduct their business in a highly charged environment where accusations are traded as to truthfulness and honesty. The Press may welcome these exercises of "one-upmanship", but sadly cricket becomes the victim.
- 18.5 During the course of our consultations, we heard repeatedly, views we believe were most eloquently expressed in this fashion:

"Fundamentally, officials of the Board are not prepared to see the players as workers worthy of their own dignity and respect.

"But the players are the very product that will make or break West Indies cricket. They will bring or chase crowds according to their performance. They will ultimately make West Indies cricket commercially saleable and viable according to their performance. They will infuse Caribbean people with pride or disappointment according to their performance."

- 18.6 WICB needs to embrace contemporary attitudes towards employer/employee relations. It should be recognized by both sides that the WICB, as management, and WIPA, as the players' representative, need to cultivate a more harmonious relationship. *A mechanism must be devised by which WICB and WIPA can consult regularly in a spirit of openness and frankness.*
- 18.7 We feel strongly that WICB needs to take WIPA more into its confidence and give real meaning to the fact of its recognition of WIPA as the players' representative. At the same time, WIPA must

appreciate that there are broader interests for which the Board exists.

If WIPA were more involved at the ground floor of decision-making, it would have a better understanding of WICB's affairs, constraints and problems. A greater sense of "worker participation" could be achieved by including WIPA on Standing Sub-Committees of WICB dealing with such matters as:

- (a) The Tours Programme and negotiations of itineraries;
- (b) sponsorship;
- (c) intellectual property rights.

18.8 WIPA should be included on certain Sub-committees of WICB as indicated above and there should be a Standing Committee of WICB and WIPA charged with the responsibility of negotiating and settling terms and conditions for tours at least six weeks before the commencement of a tour. (**Recommendation**)

18.9 A consequence of the all-pervasive lack of trust has been the unwillingness of WICB to share information openly with WIPA. This is especially true in respect of financial information. For example, Workers' representatives today will not negotiate in the absence of financial information as to how much money WICB expects to receive from a tour.

18.10 The Board lacks expertise in the area of Intellectual Property and some person has to be retained for advising on Intellectual Property matters.

18.11 The Secretariat needs to have readily available, the services of a pool of industrial practitioners with good track records and proven experience. Industrial Relations have to be conducted by persons with know how, not simply by well meaning individuals, however good their intentions. (**Recommendation**)

Experts, who can avoid and resolve sports and entertainment disputes, who take into account intellectual property rights, should be recruited to strengthen the organisation and management of WICB.

18.12 WICB should consciously seek to have access to and use of Industrial

Relations' experts to enable it to negotiate with WIPA on an equal footing. (**Recommendation**)

18.13 WICB should seek to re-negotiate the retainer contracts on a performance related basis with effect from October 2007. The Memorandum of Understanding (MOU) between WICB and WIPA expires in September 2008. The Retainer Contracts expire at the end of September 2007. So far as the MOU is concerned, WICB should signal to WIPA at an early date that, on the expiration of the MOU, it will be seeking to re-negotiate it on a different basis. *This allows one year's lead time for WICB to receive expert advice to inform a new contractual arrangement for the MOU.* (**Recommendation**)

18.14 The time has come when WICB must move towards performance-related pay, although a change may not be possible immediately. The West Indian public is upset that the players are paid handsomely and still perform poorly. The public is expecting a change in the way the players are remunerated. Quite simply, the general feeling is that payment should be related to performance.

18.15 We reiterate two of the recommendations from the Griffith Report which are yet to be fully addressed -

- (i) The Board should maintain an up-to-date register of addresses and telephone contacts of Players and make contact with Players directly rather than depending on its Territorial Delegates to perform this function.
- (ii) The Board should enter early discussions on transitional arrangements for senior players who may be considered near to retirement or non-inclusion. Prior notification of the Board's thinking should be communicated directly by the President.

18.16 Once again, we emphasize that the players are the most valuable asset of West Indies cricket. The West Indies cannot win the respect of the players and their representatives by using a big stick approach. We have noted some recent overtures to bridge the gap between Board and Players and we welcome the pledge of President Julian Hunte that "the players will be given the tools to do that job" and "to get across, once and for all, that the Board and the players constitute a partnership."

- 18.17 At the same time, the players must demonstrate their full commitment to excellence, involving high performance and rigour in their execution. This should be backed up by acceptance of a compensation system for players which provides for retainers, combined with performance incentives.
- 18.18 In all professional sports, there must be financial incentives to reward outstanding performances and not simply to tolerate mediocrity.

Their remuneration package should not be a secret, but as in other sports, their earning power will help to attract new players to the game.

- 18.19 Penalties should be exacted and sanctions applied for stipulated breaches of discipline.
- 18.20 If these efficiencies proposed are implemented, WIPA can increasingly view itself as a partner and support mechanism for the development of cricketers, with secondary attention being given to its role as a watchdog and negotiator for better playing conditions that entail aggressive tactics as against conciliatory approaches aimed towards creating consensus.
- 18.21 Cricket South Africa (CSA) and the South African Cricketers Association have recently signed a ground-breaking Agreement.

Due to time constraints, the Governance Committee has been unable to examine it in detail, but the outlines indicate a commendable formula for making its professional players genuine stakeholders in the game.

We are advised that direct contacts are now being made by the WICB /WIPA with the South African Authorities, so as to elicit all the required information and obtain copies of the Agreements signed.

The Governance Committee applauds this effort and hopes that from such an exercise will emerge the information and stimulus required for whatever modifications may be suitable for the eventual signing of an MOU between WICB and WIPA.

Recent overtures between the Board and WIPA give us a hint of hope that the acrimony will cease and a fruitful partnership forged to give West Indies Cricket a fresh start.

PART 5

ECONOMIC AND FINANCIAL ISSUES

19. *Dimensions Of The Cricket Economy*

- 19.1 It is becoming increasingly important to view the cricket economy as a matrix of interrelated income and expenditure flows that arise from the linkages between cricket and other economic sectors and activities. Thus, account must be taken of the expenditure generated and income derived from attendances at cricket matches. These involve outlays by cricket supporters on items such as food, transport, clothing, and entertainment, to name just a few of these. Also involved are expenditures on the construction and maintenance of cricket grounds and facilities as well as the impact on industries such as telecommunications, media and entertainment.
- 19.2 It is no exaggeration that having regard to the adjustment problems currently being experienced by countries in the region with respect to the decline of traditional industries, the development of cricket within a medium to longer term horizon, can be viewed as an important element in the evolution of new clusters of services that can generate significant growth in employment, export earnings, and economic diversification.
- 19.3 In the West Indian context, a particularly important linkage is the potential for the game becoming a major tourist attraction. The recent World Cup provided illustrations of the possibilities, and left legacies in the form of infrastructure and organizational expertise that could be put to good use in the future. We sought further technical views on opportunities for Sports Tourism, and the working paper prepared for us is included in the accompanying volume of documents. We consider this matter to be so important as to urge the relevant governments and interests in the region to take it forward by designing and implementing programmes in the different parts of the Region.

Commercial Potential

- 19.4 There is virtually universal agreement among the sources that

we consulted that the WICB is currently only scratching the surface of the unique commercial potential of West Indies Cricket. Opportunities exist or can be created for organizing a comprehensive and varying programme of matches, series, and events which could generate substantial additional revenues for the region, opening up new avenues, not only for Sports Tourism, but for a number of other services, as well as for the merchandizing of products and the development of new media links and exposure with important parts of the world.

- 19.5 Some time ago, the Board commissioned a report on the development of its commercial operations. The report entitled West Indies Commercial Properties provides a starting point for an in-depth consideration of the matter, and we urge that immediate attention should be given to it.

20. Globalisation of Cricket

- 20.1 The structure and geographical reach of cricket are being influenced by the phenomenon known as globalisation, as are other sports and forms of recreation in the world. This involves the increasing interdependence among countries and regions brought about by inter-country and inter-industry linkages becoming possible through technological change, principally by developments in information technology.

These changes have made possible the emergence of global networks of production and distribution of goods and services based in many instances on out-sourcing of parts, components, and finished goods and services, notably highly skilled and professional business services, and in some instances, the out-migration of skilled people.

It is already foreseen that in cricket, globalisation can involve the spread of the sport to non-traditional playing countries and the associated growth in the movement of trained persons as part of the exports of related goods and services targeted to these destinations.

- 20.2 In view of these developments, it is easier to comprehend that, outside the major Test playing nations and their associates that fall under the umbrella of the ICC, cricket is being played seriously in several other parts of the world. There are several examples:

20.2.1 The success of the Dubai Cricket Development programme is due to the promotion of the game by the Air India Sports Club in collaboration with business interests in United Arab Emirates (UAE) on *subka* grounds with sand outfield.

The famous Sharjah Cricket Stadium, next door to Dubai no doubt provided an incentive.

20.2.1 The UAE Team comprising sub continental cricket stalwarts who play the game around the Gulf States, may yet be a force to reckon with if allowed to enter the ICC trophy competition.

20.2.2 The growing popularity of the game in Italy and Israel and two less likely countries— Singapore where there are 20 teams competing under the banner of the Singapore Cricket Association and Switzerland where cricket has a long pedigree dating back to 1817.

20.2.3 In fact the game continues to flourish in Geneva, having survived interruptions during the two world wars. The present Geneva Cricket Club (GCC), revived in 1955, plays in a well-equipped stadium which offers underground parking to sportsmen and the luxury of batting and bowling (and fielding) on astroturf.

20.3 There are two dramatic illustrations of globalisation in cricket:

20.3.1 According to Tharoor, Indian journalist “There is an assortment of teams from the other major [European] cities — Basel, Bern, Winterthur, Zug and Zurich, which supports not one but two Sri Lankan elevens. The Swiss teams are organised in an annual competition for the 40-over Brennan Cup, named for the former Australian Ambassador who donated it, and they even boast an annual journal, named *Swissden*”

20.3.2 The other example is in Tangiers, Morocco which has recently inaugurated a world class cricket stadium in a country with no more than 10 teams that play rudimentary

cricket but whose objective is to develop the game as part of its sports tourism agenda. It is essentially a commercial initiative designed to attract emerging playing nations, and derive income from utilizing its capacities for conferences, weddings and Sunday brunches, international cultural events and mega festivals. The latter provides a useful model for the management of the stadia in the Region that were developed and/or constructed for ICC/CWC 2007.

- 20.4 It may be a long while before cricket acquires the global following of soccer or even tennis, but thanks to the mobility of modern labour and the passion for the game shown by its émigrés, cricket is spreading around the world.
- 20.5 What seems to be an emerging view based on a series of research, is that international cricket has not followed the path of other transnational sporting events which, typically, are dominated by developed countries. It is a game which the non-Western countries have begun to dominate not just on the field but, more importantly, in shaping the economics and politics of the game.
- 20.6 This change, atypical of international sport, has come about because of processes particularly within the globalisation phenomenon. These are the rise of a transnational community which can support its team across frontiers, the spread of technology that provides real time coverage of the sport; and the decline of the sport in its host country, thereby allowing alternative centres of influence to emerge, especially in relation to decision making.
- 20.7 The issue is whether the West Indies can partner with or become a major centre in its own right.

21. Specific Economic Challenges

- 21.1 Major challenges relate to the feasibility of West Indies cricket becoming adequately resourced with particular emphasis on revenue generation, marketing, and image. These are all important in establishing and maintaining international recognition of the Region's product which in turn are dependent upon overcoming a number of constraints outlined below:

21.1.1 **Lack of Indigenous Mega Companies:** A quick assessment of the regional business sector will show that many of the largest companies with huge sponsorship

budgets are either foreign owned or controlled. Although some companies are already engaged in substantial support, it may take time and effort to persuade a larger number of them, especially newer entrants, about the social and psychological importance of the games to the Region.

- 21.1.2 **Small Markets:** The English Speaking Caribbean with its roughly 5 million population, with 2.5 million centred in Jamaica, is the smallest global cricket market; and one of the smallest sporting markets competing on the global stage. The Region does not present an attractive package for sponsors. In fact, this small market is further compounded by lack of a good vehicle to reach mass audiences.
- 21.1.3 **Small Mass Media:** The lack of a penetrative indigenous regional mass media has also hurt the sponsorship of West Indies Cricket. There is no regional radio station; no regional newspapers and regional TV channels are only just now trying to find their way. This creates limited opportunities for easy and cost-effective regional advertising, so that advertising is limited to branding of cricket equipment, branding at venues and advertising during the game.
- 21.1.4 **Exclusive Mass Media:** There is an emerging view that the rise of the pay per view channels has eroded the cricket audience. There is need for a study to assess the real impact of pay per view TV in view of the impression derived from cricket analysts that West Indian audiences do not feel the need or urge to pay to see cricket especially when they feel the result of the game is inevitable.
- 21.1.5 Sport media reporting in the region are largely confined to highlighting scores and analysis of games; and in highlighting individual players or activities of particular cricketing authorities. There is need for greater emphasis to be placed on broadening the appeal of the sport; creating a greater understanding of what it takes to be a top level player; encouraging young men and women to participate in the sport; and promoting WICB events.

21.1.6 **Image of the Game** has suffered over the last ten years because of frequent issues between the WICB and the WIPA; the relatively poor performance of the team; and the apparent inability of the WICB to effect reforms; the perceived indiscipline of the players and the lack of innovation in marketing by the WICB and the ICC. All these combine to tarnish the image of the game and to negatively affect the revenue potential and its attractiveness to sponsors.

21.1.7 **Low Profile of WI Cricket:** West Indies Cricket has plunged from being the most dominant and influential team to that of a marginal entity in World cricket. This has resulted in a growing inability to attract more lucrative terms for tours and other engagements on the global market.

21.1.8 **The issues of Sponsorship:** The West Indies Cricket Team continues to attract sponsorship, even though the current contractual relations with DIGICEL initially led to much controversy with respect to the intellectual property rights of players and their rights and obligations *vis-a-vis* the sponsors. The extended disputes and varying legal interpretations surrounding the rights and obligations of the players in relation to DIGICEL, and former sponsors Cable & Wireless, created an unsettled environment. Despite an eventual resolution, the protracted dispute contributed to the destabilisation of West Indies Cricket, already suffering from “low esteem” thus compromising further its global image and competitiveness.

21.9 Opportunities based on Overcoming Market Limitations:

Globalisation in cricket offers several opportunities for West Indies cricket. But in order to grasp the opportunities there is need to recognise market limitations and to embark on strategies to overcome them.

- 21.9.1 **Participation:** Cricket is no longer the overwhelming sport of choice. This may partly be due to the emergence of other forms of sport, especially soccer, that attract a wide cross section of youth for whom cricket is relatively time consuming, involves greater expense, and is without the commensurate returns or rewards of other sport. While indications about participation in cricket received mixed assessments from the responses received by our Committee, it would appear that a fairly large proportion of the population still watch the sport on television. Some responses indicated that particularly in the build-up and in the aftermath to ICC/CWC, the enthusiasm for the game at the grass roots level is being revived.
- 21.9.2 **Appeal:** There is a prevailing perception that WICB has concentrated on the “elite” end of the game to the detriment of broadening its appeal which is a major factor in attracting a wide cross section of sponsors in the medium to long term. Nonetheless, there is a relatively continuous identification of talent at the annual under 15 and under 19 competitions. This provides some hope for the future.
- 21.9.3. **Access:** Lack of access to facilities poses a serious problem for broadening the appeal of the game. Although there is a relatively large number of cricket grounds throughout the region, it is not easy for the average person to use the facilities and to have access to the necessary gear required for even a casual friendly game. This contrasts with the requirements for football and basketball reflecting the increasing popularity of these sports among lower income youth. If the emphasis that is being suggested for club cricket and schools cricket can be backed up by an injection of greater funding this can serve to increase the appeal of the game.
- 21.9.4 **Competition from More Aggressive Sports to Slothful Marketing of Cricket:** Cricket as a whole has failed to innovate as fast as many other sports. Cricket has not expanded globally like competing sports such as soccer, basketball, track and field tennis and golf. Nor has cricket made new and exciting changes to draw in more people, especially to attract women participants as players and spectators. Opportunities for change avail themselves

through use of the new technologies which allow for penetrating the large markets of China, USA, India and Europe where there, as in other places, interest in cricket is growing. The marketing of the game to capture the interest of the youth is essential.

21.9.5 **We have been warned:** There are practical illustrations in the Region of what can happen to a national sport if it is not marketed well and if it does not keep pace with the competition. One such is in the Bahamas where cricket is still identified as the national sport, but where it is hardly played and there is substantial lobbying to change the situation.

21.10 **Capturing a Niche in the Global Market Place**

Notwithstanding the challenges and limitations just outlined, opportunities exist to take the necessary corrective action and put relevant programmes in place to capture niches in the global market for cricket. Accordingly, priority attention should be given to elements of the strategic plan specifically targeted to take advantage of globalisation in cricket.

21.11 Our Committee received a number of suggestions from respondents about this matter which should be pursued by the Cricket Authority as soon as possible.

21.11.1 **Assuming Responsibility for Cricket in the Americas:** There is need to expand the geographical scope of cricket to include countries of the Americas for which the ICC has designated the WICB to be the focal point. The game is now established in Argentina, Bahamas, Bermuda, British Virgin Islands, Canada, St Maarten and the USA where a United States Cricket Federation was established in 1996. Interestingly, Bermuda and Canada competed in the qualifying rounds of ICC/CWC 2007.

21.11.2 **Targeting Differential Markets especially within Canada and USA:** Recognizing the potential of market size in North America and benefits that can accrue from growing the game, the expansion of an Americas league for example based on the CONCACAF model and perhaps

the shorter version of the game should attract the necessary support including sponsorship and media coverage. In the case of the USA special marketing strategies are required.

21.11.3 Special Attention to Developing Cricket in Latin America: This will require a special programme patterned for example, after the Geneva model to which reference has already been made. It could also include the development of TV programmes and films in the languages of these countries or by the use of sub-titles which would make them suitable for circulation in Latin America.

21.11.4 China, the Need for a Special Focus

China is developing a significant interest in the game. It can become such a major market that it is not too early for the Region to propose a co-operation agreement with the government of China that could involve, *inter alia* exchanges of teams at appropriate levels, joint action to produce and exchange cricket goods and services, not excluding the possibility of sales to third countries.

The West Indies could co-operate in providing expertise and training with respect to coaching, umpiring, the development of ground staff and other support services. The promotion of the 'Caribbean Brand' in China could extend to other services such as cuisine and entertainment. In one way or other, all of these could be linked to co-operation in cricket tourism, as part of a general thrust in sporting tourism.

21.11.5 Adopting Credible Sports Tourism Programmes: As previously indicated, this could take several forms including planning a series of invitational programmes among Teams from the Americas and elsewhere in combination with other activities; promoting festival matches to coincide with Spring breaks in North America.

21.11.6 Utilising the "A" and Youth Teams to popularise the sport at country, regional and Americas levels:

The strategies for these options are mainly an expansion of those outlined in 21.11.2 and 21.11.3

- 21.11.7 **Establish a Coordinated Regional Schedule to Maximize the Use of the Stadia and Spread the Interest of the Game throughout the Americas:** Given the investment in the development of modern facilities throughout the Caribbean for ICC/CWC 2007, a coordinated programme for utilisation would spread the benefits and reduce the costs of managing the regional assets, without necessarily compromising national initiatives.
- 21.11.8 **Develop Partnerships with Media and Sports Broadcasters including Web based Communication:** The focus would be on increasing awareness and participation in, attracting support and appeal for, and helping to promote the marketability of West Indies cricket in the global arena.
- 21.11.9 **Develop an Americas League** with perhaps two or three strata that attract international players with commitments to clubs, as in European and American Soccer.
- 21.11.10 **Market the West Indian Brand of Cricket:** This would need to be supported by the work in the Academy network, the proposed UWI High Achievement Unit; the research from the UWI Cricket Centre; the production of memorabilia and other sport gear; the projection of West Indies cricket heroes on the World Stage; and the promotion of annual Cricket West Indies achievement awards, internationally.
- 21.11.11 In order to establish the economic viability of some of these proposals, the Board would need to take initiatives to contract special field investigations for the purpose of preparing specific feasibility and pre-investment studies that could be used as a basis for investment promotion. This should become a major focus of secretariat initiatives.

Recommendations

- 21.12 Both the West Indies Board and Governments should move speedily to solidify and expand the linkages between cricket and other economic activities, as part of the drive towards the emergence of a broadly based service economy which could in time contribute towards cushioning the impact of the current decline of the traditional agricultural industries, moving towards new paths of economic growth and development.
- 21.13 *In the case of the WICB, a key area for action is substantial upgrading of its commercial operations, particularly with respect to marketing and promotion. Among other things, immediate attention needs to be given to strengthening the secretariat capacity, as well as to, the establishment of a corporate entity owned by the board in whole or in part. A useful starting point for this exercise is provided in the report on West Indies Cricket Properties, which provides several ideas worthy of further consideration and elaboration.*

PART 6

THE PUBLIC AND MEDIA RELATIONSHIPS

22. *Relations with the Media and the Public*

- 22.1 Lately the West Indian people have not been well served by prompt, accurate and efficient communications by the Board about their cricket. It is true that publicity is always easier when the team is doing well and the game is prospering, but who can doubt that faulty, tardy, sometimes contradictory and even non-existent communication with the public has quite often exacerbated failure, left vital questions unanswered, and created suspicion and contention. The image of cricket in the Region has been seriously damaged as a result.
- 22.2 Recent failure in this vital area may be due to rapid staff-turnover, increasing loss of continuity in institutional knowledge, a lack of coherence in taking and unanimously backing Board decisions or simply an inclination to view this activity as being of subsidiary importance. The end result has been inadequate and often ambiguous communications with the West Indian public. This is a weakness which must be addressed.
- 22.3 It is vital that policies, plans and performance in West Indies cricket are given publicity in a coherent, comprehensive and timely fashion. Communicating with the public about West Indies cricket cannot be a haphazard or subsidiary activity. It must be conducted with full professionalism as are the information services and public relations of any major Corporation or great enterprise. Or looked at in another way - shareholders are entitled to full and accurate disclosure of the policies, plans and results of their Corporation. The West Indian people are entitled to similar treatment.
- 22.4 In this context, the following should be given priority:
- The Board must pin-point for discussion and decision the formulation of policy concerning communication with the public and dealings with the media including press conferences and press releases. Such a policy, once agreed, should be made unambiguously clear to Directors, players, media and the public.

- There must be consistency as to what occasions require a Press Conference and where releases provoke more questions than answers
- Releases to the media should issue from the Secretariat. There should be clear guidelines as to what should emanate from the President and what should flow from the Secretariat via the Chief Executive Officer. The aim must be to speak consistently with one voice. Directors do damage to Board credibility by unilaterally issuing contradictory comments.
- Players' contracts must clearly reflect what they can say to the media, this being especially important in an age of the internet, the personal blog and newspaper contracts for celebrity sportsmen's columns. This must take into full account that most competitive engagements require specific players to make themselves available for media interview.
- It is important to establish over time a reputation for willingness to explain difficult decisions and contentious issues plainly and fully. Such transparency in public communication is a priceless quality in establishing credibility.
- Timeliness of official comment, explanation of policies and decisions, and dissemination of information are problems which needs special attention. Comment delayed is communication adulterated.
- In the audit of management we have recommended, attention must be directed to the important need for professional communication and public relations staffing, equipped with up-to-date technology.

22.5 The marvelously rich history of West Indies cricket is a golden asset in securing the continuing loyalty of West Indies people, proclaiming the game as played here to the wider world and advertising and exploiting the special brand labeled West Indies cricket. West Indies authorities, at territorial and central Board levels, therefore have a clear duty to the people of the West Indies and indeed

cricket lovers everywhere to fulfill the following important responsibilities:

- Keep the archives of the game in the Region in good order, preserve institutional memory carefully and maintain continuity of record-keeping.
- Preserve, research, record and publish the history of the game in the Region as a matter of pride and practical purpose. West Indies cricket's great legacy must be kept safe and secure.

22.6 The Board must establish a close working relationship with the media not simply as the official purveyor of information on the game in the Region, but just as importantly as a partner in promoting the popularity and success of cricket in the West Indies.

22.7 We have recommended the involvement of the media in the Council and in nominating potential members of the Board.

We have done so in recognition of the vital role of journalists, commentators and media people in general in popularising the game and building and strengthening its base in the Region. Without the dedication of a knowledgeable and informed media, the youths of the Region in particular will not be recruited to the game.

22.8 We single out for special mention the absolute need for the cricket and media authorities to cooperate in ensuring that West Indies cricket when played at International level, and as much as possible when played in important Regional competitions, is covered by television throughout the Region.

Television is the great populariser of sport. West Indies cricket when played at the highest level must be seen as easily on our TV sets as any worldwide major sporting event. Otherwise cricket will arouse little interest for the coming generations.

PART 7

RECOMMENDATIONS AND CONCLUSION

23. RECOMMENDATIONS

The Committee recommends that:

1. A new governance structure be established to be named **Cricket West Indies (CWI)** which will be a two-tiered system comprising:
 - (a) Cricket West Indies Council which will consist of 23 members, representative of a wide cross section of stakeholders and will determine policies and strategies and provide guidance for the development of West Indies Cricket. It will appoint the President, Vice-President and Executive Directors, not appointed by the Territorial Boards.
 - (b) Cricket West Indies Board, which will consist of 15 members – President, Vice-President and 13 Directors (6 nominated by the Territorial Boards; a Cricket Director appointed on the basis of nominations from the Territorial Boards, past players, WIPA, WCO and WSA; one director representing CARICOM; one director selected on the basis of nominations by WIPA; 3 chosen for their special expertise in operational areas, and the Chief Executive Officer) and will be responsible for the executive management of the day-to-day affairs of the entity. **(Part 4. New Governance Structure, sections 15,16)**
2. The Secretariat, be responsible for implementation. The Chief Executive Officer and the Financial Controller will be the two key officials of the Secretariat. They will both be given the latitude to take initiatives and will have exclusive responsibility to deploy their staff as required. Further in respect of the Secretariat:
 - i. an immediate audit of both management and staff be carried out to ascertain the Board's requirements for

guaranteeing efficiencies. Until the exercise is completed, we further recommend that the CEO supported by senior officials deal with:

- Operations that will include units responsible for team performance, finance, marketing and the management of tours and competitions;
- the servicing of the Board and its subsidiary bodies, as well as legal matters, communications and public relations;
- cricket development and that will include the Academy system, training for other cricket personnel such as coaches and umpires, the placing of young players abroad, the 15-19 Regional competition, and all other cricket development matters. **(Part 4. New Governance Structure, section 17)**

3. In relation to WICB and WIPA that:

- (i) WIPA be included on certain Sub-committees of WICB and that there be a Standing Committee of WICB and WIPA charged with the responsibility of negotiating and settling terms and conditions for tours at least six weeks before the commencement of a tour;
- (ii) the Secretariat have readily available the services of a pool of industrial practitioners with good track records and proven experience;
- (iii) Experts, who can avoid and resolve sports and entertainment disputes, who take into account intellectual property rights, be recruited to strengthen the organisation and management of WICB;
- (iv) WICB consciously seek to have access to and use of Industrial Relations' experts to enable it to negotiate with WIPA on an equal footing;
- (v) WICB seek to re-negotiate the retainer contracts on a performance related basis with effect from October 2007. So far as the MOU is concerned, WICB signal to WIPA at an early date that, on the expiration of the MOU, it will be seeking

to re-negotiate it on a different basis. *This allows one year's lead time for WICB to receive expert advice to inform a new contractual arrangement for the MOU.*

4. that the Board address those recommendations which have not yet been fully addressed, two of which are from the Griffith Report, viz:
 - (i) the Board maintain an up-to-date register of addresses and telephone contacts of Players and make contact with Players directly rather than depending on its Territorial Delegates to perform this function;
 - (ii) the Board enter early discussions on transitional arrangements for senior players who may be considered near to retirement or non-inclusion. Prior notification of the Board's thinking should be communicated directly by the President;
 - (iii) the Board mandate its Executive Committee to invite the Players or their representative to meet formally with it twice annually, prior to the April and November meetings of the Board. **(Part 4. New Governance Structure, section 18)**

5. Having regard to the pace and organisation of international cricket, the detected weaknesses in the West Indies team and the need for remedial work,
 - (i) specific players be identified for compulsory intensive coaching and physical fitness. Any player who needs this remedial programme is deemed to be unavailable;
 - (ii) when there is a sufficient break between tours, a squad of 16-18, be encamped to undergo rigorous training and orientation. A player who refuses, without offering a compelling reason acceptable to the Board, should be debarred from selection;
 - (iii) prior to every tour, and bearing in mind the duration and nature of the games to be played, it becomes mandatory for the entire touring party to go into a camp for final preparations.
 - (iv) We recommend also retainer status, with suitable remuneration for a sufficient cadre of players-in-waiting. **(Part 3. Securing the Future, section 11)**

6. Regarding the **Media and the Public that:**
- (i) the cricket and media authorities cooperate in ensuring that West Indies cricket when played at International level and as much as possible when played in important Regional competitions, is covered by television throughout the Region;
 - (ii) the Board establish a close working relationship with the media not simply as the official purveyor of information on the game in the Region but just as importantly as a partner in promoting the popularity and success of cricket in the West Indies.
 - (iii) WICB involve the media in the Council and in nominating potential members of the Board to ensure that a dedicated, knowledgeable and informed media can popularize the game and appeal to the youths of the Region;
 - (iv) in the audit of management, attention be directed to the important need for professional communication and public relations staffing, equipped with up-to-date technology;
 - (v) the Board pin-point for discussion and decision the formulation of policy concerning communication with the public and dealings with the media including press conferences and press releases. **(Part 6. Public and Media Relationships, section 22)**
7. Regarding the role, function and contribution of Territorial Boards:
- (i) a reassessment of the structure and operations of the Territorial Boards and the WICB be undertaken to ensure that their cricket is being administered to the best advantage. Emphasis should be placed on cricket and its development. There should also be a review of the relationship between WICB and Territorial Boards;
 - (ii) a thorough appraisal be done of the circumstances in each territory to evaluate resources and shortcomings and ascertain the types and levels of assistance required. In this regard emphasis should be placed on the Leeward and Windward Islands whose needs are more diverse and begs special attention. Emphasis should also be laid on the resuscitation of the club system. **(Part 1. Structure of West Indies Cricket and its Institutions, section 3)**

8. Given the importance of the game to the overall economic, social and psychological well-being and pride of the Regional and the West Indian Diaspora:
- (i) Caribbean Governments continue to play an active role in the development of West Indies Cricket;
 - (iii) Governments continue to contribute to cricket development through the PMSC and in this immediate period dedicated to the rebuilding of West Indies Cricket, a Prime Minister be designated with special responsibility for the Cricket portfolio to function within the organs of the Community in a similar fashion to other portfolios of the CARICOM quasi cabinet. Contributions should also come from the Council of Human and Social Development. **(Part 1. Structure of West Indies Cricket and its Institutions, section 4)**
9. Regarding the development of cricket throughout the Region, Cricket clubs, district and national cricket boards and the WICB devote much more attention to **the promotion of schools' cricket** and work more closely with the Ministries of Education. In this regard:
- (i) more competitions be organised, more facilities be provided for both organised and casual cricket and greater media support secured;
 - (ii) Territorial Cricket Boards should seek to get their governments to appoint a cricket master at least in each secondary school and strenuous efforts be made to get cricket included in the school curriculum;
 - (iii) effective steps be taken to ensure that schools' cricket is adequately funded;
 - (iv) schools, clubs and territorial cricket boards should cooperate to entice talented secondary school cricketers to join clubs when they leave school;
 - (v) WICB should pursue the idea of the creation of a West Indies Cricket College League, and in this regard should, as soon as possible, examine in detail questions of finance,

possible sponsorship, academic time-tables, the regional cricket competition schedule and the plans for the Professional League itself. **(Part 3. Securing the Future, section 10.1)**

Cricket Clubs:

- (vi) the WICB and Territorial Boards address as an urgent priority the serious question of the inadequate funding of clubs to ensure the clubs' ability to carry out their critical function effectively;
- (vii) the WICB commission an audit of the state of club cricket in the various territories to be better advised how to assist with their resuscitation which is vital for the return of West Indies cricket to global ascendancy;
- (viii) a meeting be called of all head grounds men of our international and other first-class cricket grounds to plan the way forward in relation to pitch preparation and ground maintenance under the guidance of Andy Roberts and Richard Edwards;
- (ix) the appointment of a WICB inspector of pitches be agreed. **(Part 3, Securing the Future, section 10.2)**

ICC Relationships:

- 10. That the WICB avail itself of the full scale of services being made available through the ICC to Member countries including –
 - (a) educational programmes and resources for playing, coaching and umpiring;
 - (b) advice on marketing strategies and funding opportunities;
 - (c) elite coaching for players and coaches;
 - (d) exceptional training and fitness facilities.
- 11. With the rapid expansion of the game and the potential for new and valuable sources of income, the West Indies cements its relationship with those countries for which it has responsibility, particularly the United States of America and Canada, and the Board move swiftly to assert itself and establish a leadership position.
- 12. Cognisance be taken of the increasing development of the

game in Asia particularly in those countries with significant economic growth, as there will be opportunities for massive revenue accruals. **(Part 1. Structure of West Indies Cricket and its Institutions, section 7)**

13. **Regarding Economic and Financial Issues, that:**

- (i) both the WICB and Governments move speedily to solidify and expand the linkages between cricket and other economic activities as part of the drive towards the emergence of a broadly based service economy which could in time contribute towards cushioning the impact of the current decline of the traditional agricultural industries, moving towards new paths of economic growth and development;
- (ii) the WICB upgrade its commercial operations, particularly with respect to marketing and promotion. And that immediate attention be given to strengthening the secretariat capacity, as well as to, the establishment of a corporate entity owned by the Board in whole or in part. (A useful starting point for this exercise is provided by the report on West Indies Cricket Properties, which is before the Board, provides several ideas worthy of further consideration and refinement)
- (iii) given the important linkage of the potential for the game becoming a major tourist attraction, the relevant governments and other interests in the region utilize the CWC 2007 legacy in the form of infrastructure and organizational expertise and take it forward by designing and implementing programmes in regard to Sports Tourism in different parts of the Region. Some possibilities for the development of Sports Tourism are included in the Joint Submission of the Tourism Product Development Company and the Jamaica Tourist Board, included in the Annexure. **(Part 4. New Governance Structure, section 18)**

Specific Economic Challenges

- (iv) the Board take the necessary corrective action and put relevant programmes in place to capture niches in the global market for cricket.
- (v) the Board take the initiative to contract special field investigations for the purpose of preparing specific feasibility

and pre-investment studies that could be used as a basis for investment promotion. This should become a major focus of secretariat initiatives. **(Part 5. Economic and Financial Issues, section 21)**

14. regarding **Former Players**, we recommend that:

- (i) the WICB maintain a register of all Test players and past administrators of note with updated contact details and issue a quarterly or bi-annual Newsletter giving current news about West Indies cricket and plans for development to all past members.
- (ii) the extraordinary honour of Test match play be commemorated. Medals of this distinguished service could be issued to all Test players inscribed with the players' name on one side and the simple words of honour, West Indies Test Player, on the other. Newly elected Test players should receive such medals with due ceremony. **(Part 1. Structure of West Indies Cricket and its Institutions, section 6)**

15. **West Indies Women's Cricket:**

- (i) WICB use its best endeavours in consultation with the WIWCF to develop the performance of the women players currently representing the West Indies;
- (ii) WICB in conjunction with the WIWCF, take action in order to comply with the ICC ruling that all member countries must enter into some form of integration of their men's and women's cricket bodies. **(Part 1. Structure of West Indies Cricket and its Institutions, section 5)**

16. **Professional League.** Having endorsed the proposal for the establishment of a professional league and as considerable importance is attached to the regionalisation of West Indies cricket, it is recommended that:

Teams in CARICOM member states be encouraged to recruit players from other member states on the same basis as they recruit their own nationals, as is already provided for in the CARICOM Single Market arrangements. **(Part 3. Securing the Future, section 12)**

17. Twenty/20 Cricket.

The West Indies be in the forefront of change and adaptation to change and take the lead in discovering and applying whatever new approaches lead to success. (**Part 3. Securing the Future, section 13**)

24. THE NEXT STEPS

- 24.1 In our interim report, we set out for the benefit of immediate action by the Board a number of initiatives, which could give strong impetus to the process of renewal and reform of West Indies cricket. We followed that course because the completion of our report was delayed beyond the initial deadline of 30 June 2007 owing to factors beyond our control.
- 24.2 One of the proposals was to convene immediately a training camp for a selected group of players in order to make them match-ready for the recently concluded Twenty/20 Series in South Africa and for the Zimbabwe and South African Series which are to follow. A similar request was made by the team captain, Mr. Ramnaresh Sarwan. The failure of the Board to act on this proposal led to results that are there for all to see and was a contributory factor to the dismal performance of the team in the recently concluded Twenty/20 Series.

We trust that in the light of this experience, the Board will be impelled by a greater sense of urgency and take the necessary steps to implement the measures which we proposed then and have repeated for emphasis with other actions included in this report.

24.3 **The steps**, which we now propose, are as follows:

- The Board should initiate the process by approving the new structure of governance at a special meeting convened for the purpose in November.
- Concurrently, we shall suggest to regional governments and other stakeholders involved to do likewise during this period.
- The ground can therefore be prepared for a Special General Meeting of the Board, which will be invited to formally approve the new structure and issue drafting instructions to its legal advisors to prepare the requisite amendments to the Constitution and Articles of Association.
- The Special General Meeting can agree to reconvene in one month to approve the amended documents.
- On the same occasion, or shortly thereafter, the first meeting of the new Council can be held. That meeting will appoint the

President, the Vice-President and other directors of the new Board.

- If such a timetable can be adhered to, the new structure would have come fully into operation by 1 May 2008. By that time the new Board would have met and appointed its sub-committees.
- These deadlines can be met if in the months following receipt of our report, informal consultations were to take place within and between the principal stakeholder groups involved so that the ground is prepared for the series of decisions required to bring the entire system into operation by the dates indicated.
- In the meanwhile, without prejudice to the decisions, which the new Council and Board, might take, the present Board can initiate urgent action on a number of non-controversial matters in order to move forward the process of renewal and reform. These include: –
 - ❖ Review of performances by the panel of selectors of individual players in the World Cup, the English Tour and the 20/20 Series in South Africa, together with players in waiting, in order to draw up a suitable list of players for rigorous training and development over the next twelve months.
 - ❖ This group could consist of say, 15 players. Save for the periods when overseas series are being played, the group will remain, in training camp, over the next twelve to fifteen months. They will, of course, come out of camp in order to play in home series.
 - ❖ A new coach and coaching team should be appointed immediately. We know of highly competent and experienced West Indians who can be available and have expressed an interest in returning home. There is a danger that further delays in exploring their interest, could result in they being recruited by other major playing sides.
 - ❖ Once the coach is identified, discussions should proceed on recruitment of the rest of the coaching team. At all costs, the team must be in place and ready to work by the end of the current year.

- The Board should immediately make arrangements to draw up a draft Business Plan for the period 2008-2012, with financial projections, for consideration of the new Council and Board at their first meetings. By this means, 'all hands can be on deck' to move forward the new program of activities by early 2008.
- The management audit of the Secretariat should be in step with this general timetable in order to ensure *inter alia* that a Chief Executive Officer (CEO) and a Financial Controller are in place, at the earliest possible time.
- As soon as possible after assuming office, the CEO and the Financial Controller should organise with the assistance of outside expertise, a Board review of the current Development Plan 2007-2012 and the sources of financing, including the proposed lottery, that could become available for cricket development.
- It goes without saying that the specific actions which we have suggested elsewhere in this report in areas such as improving relations with WIPA, the Academy, international marketing, fundraising, and territorial board renewal should all be invested with the same degree of urgency that we are advocating with respect to the institutional structure.

24.4 Taking into account our historical review, our analysis of the crisis and our recommendations on the Way Forward, we believe that there is a compelling need to revisit the current Mission Statement of the West Indies Cricket Board

"To place West Indies Cricket at the pinnacle of World Cricket
 By striving for excellence
 By overseeing and promoting cricket at all levels throughout the region
 By satisfying the needs of all players and employees
 By managing profitably the finances of cricket to ensure that sponsors and patrons are provided with the best product."

We would recommend a revision which would be reflected as follows:

***To restore West Indies to the pinnacle of World Cricket
By achieving excellence in performance and commitment on
the field of play
By maintaining the highest possible standards in
administering and promoting cricket in the Region
By helping to spread the development of the game throughout
the Americas and by keeping the West Indies at the cutting
edge of other international developments.***

25. CONCLUSION

Even before we commenced our deliberations, the efficacy and worth of our Committee were being widely questioned, because of previous studies and the absence of resultant action.

The Report contains recommendations which require a number of decisions to be taken, not only by the West Indies Cricket Board and its Territorial Boards, but also by CARICOM and Regional Governments.

We owe it to the game, which we all love dearly, that the deliberations on our Report take place with urgency and permit due public involvement and scrutiny.

We will be employing modern technology to ensure that our Report is not kept secret and so it will be posted on a website. It is up to the cricket loving public of the Caribbean to make sure that it does not suffer the fate of being filed in some pigeon-hole.

Difficult but firm decisions will have to be made, but the greatest tragedy of all would be the failure to implement whichever of our recommendations are finally endorsed.

It is our prayer that very soon the West Indian public will be able to share in the undiluted enjoyment of the game, and the days of "cricket lovely cricket" will return once more.

But the game will only survive and recover its pristine glory by increasing the involvement of our men and women, as we maximize the opportunities for young people to participate and excel in the game.

Cricket is the lead component in a mix that includes sports, entertainment, hospitality, the service industry and our cultural heritage, as we establish our own distinctive niche in the global market place.

The concluding paragraphs in our Interim Report represent the ethos and ethic underlying our entire report:

“We must be all determined to return West Indies cricket to a position of ascendancy, such as it enjoyed in the past. Nothing less will do.

“Cricket in the West Indies is not just a sport, but has long been regarded as a major vehicle for underpinning the confidence of the people of the Region in their capacity to survive and prosper as small States, working together to sustain and enhance their presence in a competitive global environment.

“West Indies cricket is therefore closely bound up with the development of the human capacities of the Region, initiative, entrepreneurship, and ability to interact effectively with different communities in the world.

“Accordingly, the preparation of West Indian Cricketers must go beyond the mastery of playing techniques to embrace the wider development of their personality and self-confidence.

“There is no need to re-invent the wheel but our situation is critical and demands action now.”

Every citizen of the Caribbean, at home or abroad, indeed every true lover of cricket in the world, yearns for that new dawn.

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APPENDICES

1. Appendix A. List of References
2. Appendix B. Sources of Written Responses
3. Appendix C. List of Persons Consulted

APPENDIX A

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Barnes, Simon. West Indian Tiger in danger – please give generously (In The Times, May 19, 2007)

Girvan, Norman Prof. Lessons beyond boundaries of cricket (In Trinidad Sunday Guardian, April 15, 2007).

India Knowledge Wharton. Cricket in India: It's bid business but not businesslike. April 2007.

Sandiford, Keith. The WICB definitely has to go! [n.d.]

APPENDIX B

Sources of Written Responses.

Governments

Barbados.	Comprehensive National Submission
Grenada.	Dr. The Hon. Keith Mitchell, Prime Minister
Guyana.	Dr. Frank Anthony, Minister of Culture, Youth and Sports
Jamaica	The Most Hon. Portia Simpson-Miller, Prime Minister
Trinidad & Tobago	Hon. Patrick Manning, Prime Minister.

CARICOM

John Campbell	
Barry Collymore	Sport Policy Advisor, CARICOM Sub-Committee on Sport.

Territorial Boards

Guyana Cricket Board
Jamaica Cricket Association
Trinidad and Tobago Cricket Board

Economic Linkages

Ban Atherton	DIGICEL
Rodney Davis	Cable & Wireless, Jamaica Ltd
James Moss-Solomon	Caribbean Association of Industry and Commerce
Jean Holder	Caribbean Tourism Organisation

Past and Present Officials

Alleyne, Dr. T.

Becca, Tony

Beckles, Professor Hilary

Bramble, Austin

Camacho, Stephen

Gibbs, Lance

Griffith Edward

Holding, Michael

Jones, Derek

Lequay, Alloy R.

Lloyd, Clive

Lockerbie, Don

Mansingh, Dr. Akshai

McGowam, Professor Winston

Reid, Dr. Wayne G.

Rousseau, Hon. Patrick

Saunders, Justice Adrian

General Responses

Abbas, Qasim

Berridge, Richard

Braithwaite, Desmond

Brathwaite, Dr. Brader

Browne, Alfred

Burton, Carlisle

Caroo, Janet

Chan-A-Sue, Paul

Ford, Ashton/Chambers, Donald

Gopeesing, H.R.

Grant, Herman

Harford, Anthony

Harrystrang

Innovence – Event and Project
Management – London

James, Disraeli

Kempster, Benn

King, B.

Lamaar, Downes

Layne, Len

Lockerbie, Don

LUZ

Martins, Dave

Mason, Andrew

Nunes, Robert H.

Paul, Nicholas

Perkins, Keith

Persuad, Anthony

Peterkin, Michael

Preston, Ian/Ross,

Stephen/Szymanski, Stefan

Ramial, Karan

Ramsing Ian

Rogers, Alkins A.

Sammy, Allen

Scantlebury, Morris

Senhouse, Orville

Sun, Gregory

Telemaque, Darwin

Terr2-3@aol.com

Tolan, Ian

Walker, Alistair – ERC Sports
Consults

Wilkins Charles, Q.C.

Young, Elsworth

Responses Through Feed-Back Channel

Blair, Cedric

Branston, Dr. J. Robert

Dalgety, Tom

Double, Michael

Durrant, Ian

Fountain, Julien

Gittens, Nigel

George, W.

Gooding, Don

Harrison, Frank

Jasat, Musa

John, Alec

John-Baptiste, Skenith

Johnny, Anthony

Khan

Lamar, Downes

Lewis, Renne

McRae, Elton

Murray, Robert

Ordonez, Sylvia

Padilla, Richard

Painczyk, Tyrel

Ramjit, Shawn

Ramlal, Sharma

Richmond, Lennox

Rose, Xavier

Ross, Desmond

Ruby, Dr. Abrahams P.

Seaga, Metry

Selwyn

Springer, Dr. Basil

Sutherland, Roger

Tyran

West Indies Fans Association –
President

Williams, Terrence

Wilson, Fitzroy

Wines, Sibeko

APPENDIX C

List of Persons Consulted

Aanensen, David	CEO, WICB
Amory, Vance	
Arthurton, Keith	
Banks, Val	
Beckles, Prof. Hilary	Historian
Becca, Tony	
Boynes, Roger	
Broomes, Jeff	2nd Vice President, WIWCF
Cameron, Dave	
Campbell, Paul	Jamaica Cricket Association
Carew, Joey	Former Player & Chairman WICB Selection Committee
Connor, Candigan	Ministry of Sport, Anguilla
Daniel, Hensley	Ministry of Sport, Nevis
Ferreira, Gerrard	
Griffith, Teddy	
Hendricks, Jackie	Jamaica Cricket Association
Hodge, Ralph	
Howard, Tony	
Ishmeal, Anthea	Board Member BCA
Kelsick, Damian	
Leeward Islands Cricket Board	
Liburd, Ingleton	
Lloyd, Clive	
Lequay, Alloy	Former President, T&T Cricket Board of Control

Marshall, Tony	President, BCA
Mason, Andrew	Broadcaster
Morgan, David	Chairman, ECB
Murray, Deryck L.	
Nanthan, Emmanuel	President, Dominica Cricket Asscn & Director WICB
Ostwick, Owen	Board Member BCA
Parry, Derrick	
Powell, Carlisle	
Ramnarine, Dinanath	President, WIPA
Riley, Conde	Board Member BCA
Roberts, Andy	
Rousseau, Hon. Patrick	
Singh, Chetram (Messrs. Panday & Raphael)	President, Guyana Cricket Board
Skeritt, Ricky	
Smith, Cameron	Former President, BCA
Trinidad & Tobago Cricket Board	(headed by Deryck Murray)
Thomas, Barry	Chief Finance Officer, WICB
Walsh, Amb. Courtenay	
Whilby-Maxwell, Carol	President, WIWCF
Wilkins, Charles	
Willett, Elqu.	
Williams, Stuart	

ANNEXURES

Contents

1. Beckles, Hilary. The WICB Regional Cricket Academy System
2. Griffith, E.H.C. [Specialised Committee's Report]
2. Lloyd, Clive. The way forward
3. Lockerbie, Don. Sustaining the CWC 2007 momentum & Experience through proper stadium management
4. Redwill, Felix. Quality in cricket demands quality in management
5. Jamaica Tourist Board/Tourist Product Development Co.(JTB/TPDCo)
Joint Submission – for a Legacy Programme in Sports Tourism