



President's Report to the West Indies Cricket Board's Annual General Meeting

Monday August 10, 2009

1.0 Introduction

Once again, I am required to outline the successes and failures of our stewardship for the year 2008-2009. Few would doubt that indeed the year was a tumultuous one but yet overflowing with opportunities for restructuring and reorganising West Indies cricket.

In concluding the Report to the AGM last year, I noted that the year 2008-2009 would be the most important in the history of this Board. I explained that whilst we had made progress in our relationship with the players and that the industrial relations environment was more stable, we were still to negotiate a new MOU with WIPA and that we would be putting forward a proposal for a wider distribution of resources. I always felt that the differences with WIPA would explode before us once the Board became firm and resolute that this was the way forward. All other issues – injury payments, late tour contracts, retainer contracts, IP rights, etc – have been and would continue to be a mere smokescreen for the fundamental issue of whether WICB would be strong enough to have WIPA to accept the proposals for a new MOU.

Little did I envisage that the historic significance of the year would go even beyond the issues which I have mentioned. It has been an extraordinarily difficult year for the Board which at times undermined our faith to the point of despair but I am proud to say that to the end of the year our resolve has been strengthened and our commitment reaffirmed.

I have learnt not to despair in the face of challenges, nor run away at the first instance of discontent. I am frequently reminded of the words of a famous German writer, (Goethe) that, "...progress has not followed a straight ascending line, but a spiral with rhythms of progress and retrogression, of evolution and dissolution."

Allow me to focus on the rhythms of progress and retrogression which were experienced during the year. In concluding, I intend to focus on the possibilities for our continued evolution despite the gravity of the challenges which face us.

2.0 Staffing and Managerial Capacity

I have placed this item as the first and most critical issue for reflection. The greatest difficulty facing the WICB is the inadequacy of its staffing and managerial capacity. It has resulted in deficiencies in dealing with WIPA, sponsors, media, public and other stakeholders and often times the Board has made decisions which are guided by information provided by management. It is a simple fact that if we do not have cutting edge competency and adequate support for existing staff, the quality of information for decision making and consequently decision making will be heavily compromised.

It is in this regard that one of the first actions of this Board upon assumption of office in 2007 was to commission a Management Audit of the WICB Secretariat. We are in receipt of the Audit Report and have had it reviewed by management. Unfortunately the Report has many shortcomings but we nevertheless must move forward with a detailed Plan for strengthening the institutional capacity of the WICB.

During the course of the year, we made no progress with developing our staffing and managerial capacity. Indeed, we had reason to accept the decision of the CEO, Dr. Donald Peters, that it was time to part. We are thankful to Dr. Peters for his contribution and wish him the best in his future endeavours. Since then, the advertisement for post of CEO has been greeted with responses from interested candidates from around the world. The HR Committee shortlisted candidates and held interviews. I am pleased to inform that the Board will soon receive the recommendation of the HR Committee.

To further the process of developing managerial and staffing capacity, I am making a special appeal for support to get the necessary competence at the Secretariat to build a modern and relevant management capacity that can successfully handle the issues before us.

3.0 Cricket Operations and Development

3.1 Academy

As a second priority issue, we have made some progress in our cricket development programme. After numerous discussions, we have finally completed the institutional arrangements for establishing the WICB/Sagicor High Performance Center to be located at UWI at Cave Hill. The funding for the Sagicor-WICB Academy has been approved by Sagicor Financial Corporation. Sagicor has appointed UWI as its representative on the Board of the Academy Company to oversee its investment and to provide financial reporting on the Academy activities. This relationship has become the subject of an MOU between Sagicor and UWI and gives effect to the transfer of funds from Sagicor to UWI. The High Performance Centre will serve as the nucleus of the WICB Academy System which will include satellite campuses (Centres of Excellence). During the course of the next year, we will prioritize the commencement of activities at the High Performance Centre and will establish the framework for the workings of the centres of excellence.

3.2 Regional Four-Day Tournament

During the year in review, we successfully hosted the new home-and-away format for the regional four-day tournament. This format has provided more exposure for players and will over time contribute to a higher level of cricket and more consistent performances by players. However, the tournament is not sponsored and the cost of hosting is significant totalling almost US\$3 million. This represents a major investment by the WICB and we will have to ensure that sufficient quality control measures are in place to secure the investment value. While the Professional League will not start in the upcoming season WICB is firm in its commitment to offer contracts to regional players at the territorial level. As such we hope to encourage our players to stay in the Region and immigrate to different Countries in the Region to play in the higher leagues e.g. the professional league in Jamaica.

3.3 One- Day Tournament

The One-day Tournament continues to be organised as a single territory event primarily as a cost saving measure. The tournament is not sponsored and the present practice will be continued until we can attract sufficient sponsorship to cover the cost of a multi-territory event.

3.4 Twenty20 Cricket

The situation with Stanford has affected the regional T20 tournament and there is no tournament presently scheduled. However, a number of potential sponsors have indicated an interest in sponsoring such a tournament and every effort will have to be made to secure the arrangement for West Indies Cricket. This initiative must be consistent with a rethinking within WICB of the commercialisation of the game in the region and securing the holistic development of the game.

3.5 Professional League

In advancing the work done by the Cricket Committee, a consultant Mr. Chris Dehring, was engaged to undertake an evaluation of the feasibility of a professional league in the region. In his report, Mr. Dehring has indicated that in light of the present global and regional economic challenges, it is not opportune to establish a professional league. It has been recommended that we undertake another review when the economic circumstances seem more favourable for this endeavour. WICB is thankful to Mr. Dehring for his usual sterling service.

3.6 Women's Cricket

The ICC mandated that all Full Member countries integrate women's cricket so that it is run under a single umbrella. WICB appointed a Women's Cricket Committee to assist in the integration process and to identify the obstacles to achieving full integration in the shortest time possible. Importantly too was the objective of maintaining the world ranking held by WI Women's Team and this would only be possible by arranging pairs of tours with other ICC countries. The first such tour took place in June/July 2008 when the

WI Women's Team toured England, Ireland and Netherlands with creditable results being achieved in the latter two (2) countries. Women's cricket requires specific resources and during the year under review the ICC High Performance Program facilitated a high performance camp in Barbados aimed at providing a high intensity environment for coaches and players alike.

The top four countries in women's cricket currently play each other on a home and away basis and WICB initiated the process to ensure that the WI Women's Team is able to plan toward a schedule of tours which provide consistently high level competition to enable players and coaching staff to build on their successes. Territorial Boards have been mandated since March 2009 to fully integrate Women's Cricket into their structures.

3.7 Team Performance

West Indies continued to show some signs of improvement with a drawn series in New Zealand, the first time we had not lost overseas since West Indies to Zimbabwe in November 2007, or, taken against the top six (6) Full Member teams, since 1995 West Indies in England Wisden Trophy Series which was drawn 2-2. In addition we performed well in the ODI series. We won our first test series victory since 2002 when we won against England during the home series in 2009 and recovered the Wisden Trophy. In the ODI series we lost 3-2. However, the momentum was reversed when we performed dismally during the tour of England during May-June 2009 in both the Test and ODI series.

Since the last AGM excluding the Bangladesh Tour, we have played 28 ODIs, won 7, lost 18, there were 2 no results and 1 abandoned match. In test matches, we played ten, won 1, lost 3, drawn 6. In Twenty20, we played 10, won 6, lost 4.

However, all these gains were compromised with the action taken by the players ahead of the Bangladesh Tour which will be discussed later. It is clear that we can play at the highest level and with sufficient application our team can compete with any other team. It is for us to address the factors which militate against our consistent and focussed attention when competing at all levels.

3.8 Coaching

The WICB coaching program received a further boost during the period under review, when a further group of coaches travelled to the UK to undergo enhanced training, as tutors. This effort is meant to broaden the group of persons capable of delivering the coaching programs across the region. Training at Level 1 and Level 2 continued throughout the year, and also included some assignments in the USA.

Of concern is the loss of one tutor and the potential loss of another. This would severely cripple the WICB's ability to continue its work. As a result the delivery of the first WICB Level 3 program has been delayed.

3.9 Umpires

The period under review saw some difficulties with the availability of umpires' services for a portion of the Regional 4 day competition. We will need to settle all outstanding issues relating to umpires and their availability.

The proposal for an exchange program through which umpires could broaden their experiences and CV's was actualised during this year. An umpire from the ECB, Mr. Richard Kettleborough visited the region and officiated in three of the Regional First Class games. An umpire from the region, Mr. Peter Nero reciprocated that visit, and went to the UK to participate in the ECB's program there. The reports on both these exercises were very positive, and WICB hopes to broaden the program in the near future, by having umpires gain valuable exposure and experience through the exchange program.

Cricket Operations also wrote the ICC on the lack of opportunity for our representatives on the International panel. A response has recently been received and we are happy to report that Messrs. Duncan and Malcolm will see overseas appointments within the next two months.

As a result of recommendations from the Cricket Operations department, it is expected that the Chair of the umpire's sub-committee will be submitting a paper to the Board which will seek to address some of the challenges which have been identified as contributing to the scarcity of opportunity for regional aspirants to umpiring as a career choice. We again congratulate Mr. Steve Bucknor recently retired International Umpire on his election as President of the West Indies Cricket Umpires Association.

3.10 IPL

The volume of cricket remained a chief concern of administrators and players with the introduction of the Indian Premier League and of the Indian Cricket League. While the former achieved a successful launch with fifty six (56) matches being played across eight (8) Indian cities involving eight (8) franchises and played in rapid time (forty five (45) days), it seemed like another addition to an already crowded playing calendar. The players embraced the IPL with its auction block and high profiles owners and Twenty20 cricket clearly established its commercial appeal to an audience which is vastly different to the purists still focused on test cricket and still unconvinced of the lasting appeal of Twenty20 cricket.

The emergence of private promoters in cricket has been much debated and some Full Member countries retain their inherent suspicion of the real objectives of such promoters. The ICC has drawn the line in relation to other leagues such as ICL which are not recognized by their home boards. Conversely, decision making at ICC affecting IPL is often seemingly under the influence of some Full Members. The WICB remains convinced that Full Members should in some way benefit financially from the IPL and expect to see a general tightening up with respect to the issuance of (NOC's) Non Objection Certificates. With many challenges to be faced and overcome, the future of World Cricket is now at the crossroads and much depends on the decisions which will have to be taken by ICC in the near future.

4.0 Commercial Programme

4.1 Commercial Director

We were able to attract the interest of a highly qualified and successful commercial manager and the HR Committee has held a first interview with the individual. The final stages of engagement will depend on the final organisational design and staffing structure to be finalised with the assumption of office of the new CEO. There are options as to engagement as a full time employee or a short-term consultant to undertake the establishment of a full-fledge commercial department.

4.2 Merchandising

The year in review continued to present challenges for implementing a successful merchandising programme.

4.3 Broadcast Rights

Whilst all international television broadcast rights have been sold until 2012, the rights held by CMC for the Caribbean expires this year. We have had interest from a number of parties including international companies and immediate action must be taken to secure a commercial deal ahead of the 2010 cricket season in the region. This item will be given priority action in the coming weeks.

In relation to radio broadcast, a contract was provided to a new broadcast company Line & Length to produce and broadcast the Regional One Day & Four Day Tournament and the 2009 Digicel Series. As a result we were able to expand our radio transmission from five (5) stations regionally to fourteen (14). In addition, whilst not yet serving as a revenue generating activity, it has served the purpose of ensuring that there is a wider and more extensive coverage of West Indies cricket for both regional and international matches. We will engage in further discussions with Line & Length on the future of this relationship.

5.0 Sponsorship Management

5.1 New Sponsors

Much has been said in the media regarding, the absence of any sponsor for the regional four-day tournament and the ability of the WICB to attract new sponsors. I wish to take the occasion to clarify the situation as it regards sponsors in the region. In the case of Carib, once the WICB had decided to change the format of the four-day tournament the requested sponsorship amount was US\$800,000 to cover a cost of US\$3 million. The offer on the table was US\$300,000. It should be noted that it would cost the WICB some US\$150,000 to meet our sponsorship obligations and to service our contract with Carib. Clearly, there was no great benefit in accepting the offer on the table. Similarly, Carib

would have assessed that its own corporate objectives and financial priorities may not lend to the sponsorship amounts which we sought.

In moving forward, we need to design a sponsorship model which will bring added benefit to WICB and our sponsors to ensure that mutual benefit is secured and interests of both parties are preserved in any agreement.

5.2 Digicel

This year continued to be an extremely difficult year in managing our relationship with Digicel. The lowest point was reached with the unfortunate resort to arbitration to resolve Digicel's claim to sponsorship rights during the hosting of the Stanford 20 for 20. Whilst we are constrained by our confidentiality agreement, it is sufficient to say that having reviewed the Arbitrator's ruling the issue is not whether Digicel is right or not but the inherent deficiencies in the sponsorship agreement. I am satisfied that the Board acted on the basis of the legal advice provided to it in reaching its decisions that we were not in violation of the Master Sponsorship Agreement. As it turned out, the arbitrator ruled against the WICB highlighting the disadvantageous nature of the contract. This ruling resulted in significant cost to the WICB.

Similarly, the situation with players being dissuaded by WIPA from signing the Retainer Contracts on time has so far cost the WICB significantly. Whilst the requirement to have players on signed contract by a certain date is not unusual or unfair in itself, the penalties in the contract for failing to do so borders on irrationality. Theoretically, WICB can be in a position of owing Digicel in any one year for not having its players signed their Retainer Contracts early enough.

5.3 Scotiabank Official Bank of Cricket/Kiddy Cricket Sponsor

We are currently in negotiations with Scotiabank over a new three (3) year agreement having come to the end of the previous agreement which covered the period 2002 to 2007 and which was extended by one (1) year pending new negotiations.

5.4 TCL Group W.I. Under 19 Cricket Challenge

We are currently in negotiations on a new three (3) year agreement with TCL Group (renewable from year to year) on the sponsorship of the West Indies Under 19 Regional Championship.

5.5 ICC Event Sponsorship

We have had interest expressed by a number of parties in the sponsorship of the West Indies Team for the ICC WT20 West Indies 2010 and for future ICC events. Further discussions with interested parties will take place in the coming months.

5.6 IMG Production Contract

We concluded negotiations with IMG on a five (5) year television production contract agreement covering the period 2008 to 2012.

5.7 Stanford

Linked to point 5.2 is the relationship with Stanford during the year. As explained earlier, both WICB and Stanford held the view that there were no infringements with Master Sponsorship Agreement between WICB and Digicel in hosting the Stanford 20 for 20. We have earlier addressed the consequences of the Arbitrator's ruling in this regard.

During the year, action by US authorities forced a cessation of the activities of Allen Stanford and consequently the termination of the sponsorship relationship with Stanford. There were no monies owing to the WICB from Stanford nor was WICB reliant on Stanford for any income except the payment when due for the license to run the regional twenty20 tournament.

6.0 ICC Matters

6.1 Future Tours Programme

The FTP is the framework within which international cricket is managed and defined. Initially, the ICC attempted to change the structure of the FTP beginning from 2012 in which international cricket would have more content and would play more as a Super League with a 4-year structure resulting in a World Cricket Championship failed when the BCCI rejected that proposal. This meant a return to the old practice of full members agreeing to a schedule of tours which in effect places the power in the hands of the four biggest commercially valued members.

The new FTP begins in 2013. The WICB is very aware that this is its most lucrative series and will seek to ensure that it is not disadvantaged in the new FTP. Similarly, we are aware of our commitment to the success of all the full members and will act to contribute as we have done in the past to support the efforts of all members.

6.2 ICC WT20 West Indies 2010

Work has progressed steadfastly in preparation for hosting the ICC WT20 West Indies 2010. The tournament has been changed from a Champions Trophy to a World Twenty20 and offers a great opportunity for the WICB to advance the T20 game in the region and to present another global tournament in a truly West Indian setting. Like the 2009 Tournament, we will host both a men's and women's version. We have finalised the venues as Barbados, Guyana, St.Lucia and St.Kitts and once all venues can meet the standards required for venue readiness and event management we should look forward to a successful tournament.

Staffing has been put in place in each host venue and the first major activity – the ticket launch – took place in St.Lucia in July. We have completed the Hosting Master Plan which serves as the guiding document for the tournament.

We are looking forward to the official Event Launch at the end of October 2009 in Barbados and the commencement of public ticket sales from November 1, 2009. We have put in place all the arrangements for the Corporate Hospitality Programme which will provide legacy benefits for the WICB as we intend to institutionalize corporate hospitality during West Indies cricket.

7.0 Financial Condition of WI Cricket

The finances of WI cricket remain stable and the future based, as it is, on the income streams from WICB's five year media rights agreement with its broadcast partners together with the income streams which will flow from the hosting of the ICC WT20 West Indies 2010 and from future ICC events which will bring in an estimated USD 70.0 Million over the period 2009 to 2015 provide a platform for planning and budgeting the key activities and attaining our goal of successfully funding the WICB Academy programme and satellites across the region as well as continuing to fund our domestic tournaments to ensure that more cricket is played. In the year ended September 30th 2008, the Board incurred a net deficit of approximately USD 2.0 Million owing to the postponement of the ICC Champions Trophy 2008 and to the developing of relations with UK attorneys as the Board sought to strengthen the advice on all its contractual obligations and achieve the following:

- Ensuring that the Board understands fully the agreements they enter into so that future administrations are fully conversant with the commitments and obligations to be delivered
- Equipping the negotiating team on each agreement with all the background to enable that team to negotiate the optimal deal possible under the circumstances
- Identifying a panel of legal advisers from whom the Board can draw on to assist with agreements notwithstanding the law or nature of that agreement

8.0 Governance

8.1 Patterson Report

Much has been said in the media and by various related persons in relation to the Patterson Report. Like so many events and issues which confront us in the region, there is little reflection and review in the context of information which is available. We have explained to the West Indian public and presented to the Prime Ministerial Sub-Committee on Cricket that we adopted the report and have implemented or are in the process of implementing nearly every recommendation made in the Patterson Report. We have respectfully explained that recommendations are not edicts or directives but merely recommendations for consideration. One recommendation which was not accepted in full was the proposal for the establishment of a new entity to be renamed and headed by a two-tiered body called a Cricket West Indies Council comprising numerous stakeholders and special interests that would sit above the Cricket West Indies Board which would now be reduced to one Director from each Territory. At the meeting with the Prime Ministerial Sub Committee for Cricket held in Antigua on November 12th 2008, the

WICB agreed with the PMSCC that it would accept the recommendation of a Cricket Council but it did so as an Advisory body to the Board and not as an authority over the Board. Further, it agreed to review its operations over a period of three (3) years and to the staging of a Stakeholders' Conference at which the Cricket Council would be selected/elected.

I cannot restate often enough that we do not see this as a solution to the challenges facing the governance of West Indies Cricket. We accept that cricket belongs to the people of the region and that we are the legal custodians of that great regional endeavour. But in much the same way as government must be of the people and regional integration belongs to the people, there are institutions that are created to manage these responsibilities. They do not always work well but we need to persevere to get them right and relevant to the times that we live in. I am still unable to see where is the inherent solution to all our problems in West Indies cricket by having a new layer at the top to own and oversee West Indies cricket. The simple fact of the size of the Council and the cost to service its operations constitute a major operational difficulty. We do not disagree with the Patterson Committee on the problems or even the strategic solutions, where we differ is on the insistence for the establishment of a new bureaucratic layer that will now become responsible for West Indies cricket.

Notwithstanding our position, we made a commitment to the CARICOM Prime Ministerial Sub-Committee on Cricket in November last year that we will establish a Stakeholders' Council that will review the implementation of the WICB Strategic Plan and provide advice on the management of West Indies cricket.

8.2 Stakeholders Conference

In accepting the role of other stakeholders in the development of West Indies cricket, we have agreed to the hosting of a Stakeholders Conference. Originally scheduled for the ending of last year, we have had to postpone the Conference due to the unavailability of a number of key persons. Based on further discussions with a number of interested stakeholders, we have agreed to a new date in September under the joint auspices of the University of the West Indies and CARICOM and to be held at the Cave Hill Campus.

9.0 WIPA

Ever since I last reported to you, the relationship with WIPA has worsened and reached an all time low. President of WIPA who sat as a Director of the WICB resigned and in the process lost the opportunity which existed for the Directors to be addressed directly by WIPA and avoid the situation where differences became a public matter.

The situation in relation to WIPA and the players is very clear. We have reached a stage where the Board has had to act decisively and definitely to establish a transparent and accountable framework for dealing with the players. The recent action by WIPA and the players to boycott the ICC WT20 ticket launch and to proceed on strike action three days before a test match represented the highest form of disregard and disdain for West Indies cricket. It was not about action against the Board, it was a statement on the attitude of the players towards West Indies cricket. It meant that cricket and its regional and

international importance do not matter. It was simply a case of players feeling so invincible, drunken by the numerous occasions on which they had gotten away with whatever behaviour they chose, that they can act with wanton disrespect for the game of cricket. Their action challenged the foundation of the institution of cricket in the region and internationally. It is not WICB that is embarrassed or undermined; it is the game of cricket.

I will not pretend that players do not have grievances or dissatisfaction. I will not pretend that WICB does not have numerous flaws and deficiencies. We must pay regard to the fact that there are genuine issues and concerns to be addressed. We stated our commitment to work with WIPA at all levels – administrative, mediation and even arbitration – and fully expected that the provisions of our MOU and CBA would have served as a guide through whatever difficult times and differences that existed.

We are clear that we cannot proceed along the old beaten path of financial demands that borders on unsustainability, on threats that place every tour in uncertainty, on disrespect for sponsors and sponsors obligations that endangers our financial viability, and on strike action that embarrasses the game of cricket.

Our road map is clear. We must agree on a long-term arrangement that commits a percentage of our resources to the players with the rest allocated to cricket development, institutional capacity, tournaments and tours. In addition, we need to establish the framework for managing the relationship with WIPA and the players to ensure that we live up to our obligations and be able to manage the performance of players.

10.0 Way Forward

The ensuing year will be the defining year for West Indies cricket. The crisis situation with WIPA has provided the historic moment for creating the structure and processes that will deliver the much sought transformation in management of our cricket. Only a few days ago, former member of our management team during our “Glory Days” wrote an interesting article. In it, Dr. Webster makes a couple of critical points. Firstly, the adversarial thinking which has characterised the relationship between WICB and WIPA must end. I agree and this is why we invited WIPA to sit on the Board and assist in shaping WICB policy and to also help Directors understand the view point of WIPA. We look forward to agreeing on various measures with WIPA to build confidence between us. Secondly, the current mediation cannot be a simple measure to end long-standing contract differences. Again, I agree. The Directors are very clear and firm in their resolve – we need to address in a holistic way the fundamental issues at stake – WICB to deliver on its obligations to players and WIPA to agree to a long term framework that guides our relationship including respect for the MOU and CBA.

Despite the challenges which we face at the moment, the Directors are remaining focussed on development of West Indies cricket. Accordingly, the following is proposed as the strategic objectives that will guide us for the next year.

1. Strengthening the institutional capacity of the WICB to function as a high performance organisation focussing on increasing our implementation rate for

- policies and programmes, establishing the management system which will ensure that we can meet our obligations to all stakeholders, and creating a culture of responsibility and excellence at the Secretariat;
2. Finalise negotiations with WIPA to ensure that there is an agreed framework which provides for player compensation at all levels whilst providing sufficient resources for all other aspects of West Indies cricket;
 3. Focusing on effective Corporate Governance by constantly reviewing and improving our governance structure and prioritizing the involvement of stakeholders in shaping and overseeing the development of West Indian cricket through the hosting of the Stakeholders Conference;
 4. Broadening the resource base of West Indies cricket to ensure the availability of resources to implement the WICB Strategic Plan;
 5. Implementing the WICB Cricket Academy system to ensure that the necessary cricket development programmes are in place.

The journey continues. The challenges remain daunting but our resolve is firm. I look forward to your continued support and your commitment to West Indies cricket.

HON. DR. JULIAN R. HUNTE
PRESIDENT
WEST INDIES CRICKET BOARD INC.
AUGUST 10, 2009