

# THE BOUNCE BACK

RECOVERING FROM THE  
PANDEMIC AND LOOKING  
FORWARD

CRICKET WEST INDIES  
ANNUAL REPORT

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# OUR CRICKET FIRST STRATEGY

## OUR VISION

West Indies cricket is the heartbeat of the Caribbean, loved by the world.

## OUR MISSION

To lead, inspire and unite cricket in the West Indies from thriving grassroots to exciting West Indies teams, ensuring sustainable success.





# OUR CORE VALUES

**P**ASSION

We are determined and relentless, driven by our love for the game.

**A**CCOUNTABILITY

We are responsible for our words and actions and do what we say we will.

**R**ESPECT

We are fair and value others.

**T**EAM

We take pride in ourselves, and together, strive for excellence.

**I**NTEGRITY

We are honest and transparent and do not compromise our standards.





## PRESIDENT'S MESSAGE



This 2021/22 Annual General Meeting is a welcomed first face-to-face gathering of West Indies Cricket Administrators since the unexpected harmful storm clouds of the Covid-19 Pandemic descended upon us two years ago. As I write the impact of the virus continues to be fearful and disruptive. But it is also fair to say that CWI has learnt how to manage the risk, and we have pressed on bravely to reopen and improve our handling of the business of regional and international cricket.

At significant cost and sacrifice, our medical and cricket operations teams successfully deployed our concept of a cricket-specific 'bio-secure bubble', which has now become a global standard. Nevertheless, Covid-19 has continued to be a serious debilitating factor to our operations and is an ongoing threat to our vulnerable financial circumstances.

Our operational survival has been based on building partnerships with regional Governments, and strengthening relations with key commercial stakeholders. Results to date have demonstrated that wherever there are obstacles, there are also opportunities to be creative and courageous. Our recent challenging but successful hosting of the ICC U19 World Cup in January 2022 illustrates that point perfectly.

Fortunately, CWI's pre-covid **Financial Sustainability Plan** has continued to help greatly with weathering

the potentially devastating financial storms of the Pandemic, while repositioning CWI towards a promising financial outlook for 2022 and beyond. Revising our procurement and core accounting system, implementing new cost controls and priorities, and addressing the endemic cash-flow crisis, have continued to form the basis of our financial survival over the past year. One critical component is our debt consolidation strategy and our ability to strategically negotiate deferred revenue arrangements with our commercial partners. The resulting reduced institutional debt and improved cash flow have already begun to redound to the benefit of all six Territorial Boards who have been receiving funding even at the most awkward financial periods for CWI. Unfortunately, much of the overly optimistic pre-2019 funding promises made to Territorial Boards remain unaffordable and outstanding.

This AGM is also an opportunity to review our cricket results and learn more about the ongoing efforts at rebuilding CWI's cricket system. That is why every annual report now features a concerted attention on '**cricket first**'. CWI's plans and activities matter little unless our longstanding low ICC team rankings improve significantly, in all formats. The mixture of success and failure over the past year, including a most disappointing ICC Men's T20 World Cup, should remind us that there is no quick fix to our performance inconsistencies which have a lengthy and complicated history. That is why we are generating a new team culture of hard work, fight, and perseverance, on and off the field.

The repair and development plans must therefore now be rolled out with renewed intensity on all fronts. Thankfully, the CCG masterplan is nearing completion, and CCG itself is now a certified international venue that is well on the way to becoming the nerve center of an effective regional coaching network, and a High-Performance Academy. The CCG campus has also recently become the new home of CWI's corporate offices. This move is another crucial step in CWI's strategic reorganization.

In closing, I want to thank Vice President Shallow, my fellow CWI Directors, and our Executive Management, for their constructive inputs over the past year.

**Richard "Ricky" Skerritt**  
CWI President



# OUR BOARD OF DIRECTORS



**RICHARD "RICKY" SKERRITT**  
PRESIDENT



**DR. KISHORE SHALLOW**  
VICE PRESIDENT



**AZIM BASSARATH**  
MEMBER DIRECTOR



**ARJOON RAMLAL**  
MEMBER DIRECTOR



**WILFORD "BILLY" HEAVEN**  
MEMBER DIRECTOR



**DR. DONOVAN BENNETT**  
MEMBER DIRECTOR



**ENOCH LEWIS**  
MEMBER DIRECTOR



**LEON "KUMA" RODNEY**  
MEMBER DIRECTOR



**CONDE' RILEY, OBE**  
MEMBER DIRECTOR



**JASON KING**  
MEMBER DIRECTOR



**BISSOONDYAL SINGH**  
MEMBER DIRECTOR



**\*HILBERT FOSTER**  
MEMBER DIRECTOR



**DWAIN GILL**  
MEMBER DIRECTOR



**CAROL HENRY**  
MEMBER DIRECTOR



**DEBRA CORYAT-PATTON**  
NON-MEMBER DIRECTOR



**DR. AKSHAI MANSINGH**  
NON-MEMBER DIRECTOR



**DAREN SAMMY, OBE**  
NON-MEMBER DIRECTOR



**MANNIRAM PRASHAD**  
NON-MEMBER DIRECTOR

\*Not a Director at the time of publishing





## CEO'S MESSAGE



The last year has been an unforgettable and defining time for West Indies cricket. It was a year that has tested the spirit, strength, and resilience of our entire organisation, in the face of the unprecedented challenges which affected – and continue to affect – the sporting industry. At CWI, the pandemic challenged our ability to survive, adjust, and to stay the course strategically with diminished resources. It is against this backdrop that I am truly proud to say that we have weathered the storm and have emerged as a much stronger, more adaptable and more unified organisation.

During the pandemic, we showed remarkable bravery and leadership in the international arena by touring England at a time when the pandemic was at the peak of its powers – marking the official return of international cricket. This was followed up by an intense international schedule which included the successful hosting of seven international home series. All this achieved while the majority of our staff worked from home.

Off the field, we have relocated the CWI headquarters to our very own internationally accredited Coolidge Cricket Ground (CCG), paving the way for a more collaborative, inclusive and cricket focused culture. Transformational plans are underway for CCG which will establish it as a world-class High-Performance centre for the current and next generation of West Indies players. The organisation today, though still financially challenged, is much more prudent, stable and less indebted, with much optimism about our finances for the next year.

Our survival over the past year is attributed to our organisation-wide implementation of our multi-faceted business continuity plan which included strategies such as scenario-based cash flow planning, reviewing and reducing cost, maximising revenue through the pursuit of commercial rights and collecting debt. I am grateful for, and truly inspired by, the collective sacrifice made by all members of the organisation for their unrelenting commitment to West Indies cricket, during the most difficult time in our history.

With many lessons learned from the pandemic, we look ahead with optimism in the face of continued risk and uncertainty. However, with our Cricket First Strategic Plan coupled with the leadership, tenacity and creativity that our people have demonstrated over the last year, I have every confidence that our organisation will thrive and be able to handle any challenges that come our way.

**Johnny Grave**  
**CWI Chief Executive Officer**



# OUR EXECUTIVE TEAM



**JOY-NETA NOYCE**  
CHIEF FINANCE OFFICER



**JIMMY ADAMS**  
DIRECTOR OF CRICKET



**ALANNA MEDFORD-SINGH**  
GENERAL COUNSEL/CORPORATE  
SECRETARY



**ONEKA MARTIN-BIRD**  
HUMAN RESOURCES  
MANAGER



**JOHNNY GRAVE**  
CHIEF EXECUTIVE OFFICER



**DOMINIC WARNE**  
DIRECTOR OF COMMERCIAL,  
MARKETING & COMMUNICATIONS



**NELECIA YEATES**  
CCG GENERAL MANAGER



**LYNFORD INVERARY**  
BUSINESS PLANNING  
MANAGER



**COLETTE COOLS-LARTIGUE**  
ADMINISTRATION MANAGER





# OUR STRATEGIC INITIATIVES

In the face of so many challenges imposed by the COVID-19 pandemic, the CWI Management Team, with the support of the CWI Board of Directors, has continued to pursue the achievement of our transformational 2019 – 2023 Cricket First Strategic Plan along with the implementation of the recommendations of the PKF Financial Report. Management has continued to ensure that all resources and initiatives are strategically geared towards activities across the organization.

On the next page is a snapshot of the high-level Cricket First strategic initiatives which were achieved to date, along with our targets for 2022.





## INITIATIVE 1

Implement a new CWI Culture that supports the Cricket First Strategy

### ACHIEVED TO DATE

- Distributed and presented Cricket First Strategic Plan to staff
- Moved CWI Headquarters to the Coolidge Cricket Ground in a more cooperative and team-oriented environment
- Launched quarterly internal staff Newsletter
- Held bi-monthly Senior Management meetings
- Scheduled regular staff meetings
- Identified objectives and set targets aligned to the CWI strategic plan for all Senior Management

### 2022 TARGETS

- Continue to actively implement the Cricket First Strategic plan throughout the organisation
- Plan staff barbeque, hike and sports day

## INITIATIVE 2

Implement an Improved Governance Structure

### ACHIEVED TO DATE

- Formed the Governance Transformation & Stakeholder Relations Committee which is geared towards governance improvements and improving stakeholder relationships
- Established a new committee structure consisting of fewer, more focused committees
- Appointed the first-ever female Committee Chair and appointed more female committee members than ever before in pursuit of more diversity and inclusivity
- Implemented, in part or in full, all the recommendations from the PKF Financial Report thereby improving the financial governance of the company
- Received and distributed the report on governance reform: "The Wehby Report" to a wide cross section of stakeholders
- Held consultations with majority of Territorial Boards (TBs)
- Completed West Indies stakeholder survey on the governance of CWI with over 1,000 responses

### 2022 TARGET

- Convene Extraordinary General Meeting at which shareholders will decide on governance reform recommendations





### INITIATIVE 3

#### Establish High-Performance System in WI Cricket

#### ACHIEVED TO DATE

- Expanded the “Best v Best” concept: To assist in selection, produce competitive preparation for international series and to provide Emerging Players with opportunities to develop and push for places in ‘A’ Team and Senior Team Squads
- Implemented a communication mechanism with the High-Performance Coaching Group (HPCG) consisting of key CWI High-Performance staff and the Franchise Head Coaches
- Refined Individual Player Plans (IPPs) form/process and upskilled key stakeholders via IPP Workshops for TB Management and Franchise Coaches in each Territory
- Executed an 18-week program of Personal Development and Mental Skills to U19 squad preparing for the Cricket World Cup.
- Hired a Talent Identification Manager in 2019
- Hired a Coaching Development Manager in 2019
- Completed purchase of the Coolidge Cricket Ground (CCG)
- Developed a Business Plan for the development of CCG as a world-class High-Performance Centre

#### 2022 TARGETS

- Introduce exchange programmes for our best players
- Complete Personal Development Manual for Elite Age Group Cricketers (boys and girls)
- With support of the Territorial Boards, implement the CWI Mental Skills Curriculum at the regional age group level on a more consistent basis
- Build capacity of the region’s qualified Mental Skills Coaches/Sport Psychologists
- Provide opportunities to upskill current Mental Skills Coaches in areas specific to the CWI’s needs and set up
- In sync with Coaching Education mandate, begin to develop a pathway leadership programme for players
- Re-start High-Performance Programmes that include Skill Set Camps and Emerging Player Camps - recognising and rewarding young talent at the regional level with opportunities to progress
- Begin the integration of the Coach and Player Development Framework with all Talent ID at Regional Age Group Tournaments Male and Female
- Re-introduce Regional U15, U17 and U19 Tournaments. Opportunities to Talent ID for WI U19 programme and depth chart the regions talent
- Introduce more personal and professional development programmes/support to professional cricketers based on needs derived from IPPs and Personal Development assessment tools
- Develop more partnerships with the region’s leading institutions on personal & professional development initiatives



## INITIATIVE 4

### Implement A Rigorous Coaching Education And Development Programme

#### ACHIEVED TO DATE

- Launched updated Cricket West Indies Foundation Course/Level 1/Level 2 Coach Accreditations aligned to West Indies Cricket Pathway
- Created and delivered CWI High-Performance Coach Programme (Level 3)
- Created High-Performance Coach Development Programme to support and upskill selected future/current West Indies/Franchise Coaches
- Created and delivered CWI Coach Developer Accreditation and identified suitable candidates for requisite training
- Launched the first-ever virtual Coaching Course for regional franchises and international men and women players
- Liaised with ICC to develop a global Coaching Education & Development programme based on the new West Indies coaching courses

#### 2022 TARGETS

- Deliver online High-Performance Coaching Workshops
- Deliver Coach Development Workshops at Regional Tournaments where suitable
- Integrate Coach and Player Development framework (ie Coach/Player development online platform) to include personal development resources for players
- Develop High-Performance Coach Development Programme Support to upskill future and/or current West Indies/Franchise Coaches
- Develop Online Coach/Player Development platform and resources
- Continue CWI Coach Developer Accreditation and identify suitable candidates for requisite training
- Develop and launch online Child Protection Course for Coaches, Teachers, Volunteers and Administrators in Cricket

## INITIATIVE 5

### Build Women's Cricket Throughout The Region

#### ACHIEVED TO DATE

- Hosted the first-ever Women's "A" Team Home series
- Appointed West Indies Bowling Legend Courtney Walsh as the new West Indies Women's Head Coach
- Provided the West Indies Women's team with more support and resources than ever
- Included a minimum of one female coach across High-Performance Coach Development Programmes
- Attracted more than 80 women to sign up for the virtual Foundation Coaching Course during the COVID-19 pandemic
- Appointed separate Women's Cricket Selection Panel

#### 2022 TARGETS

- Provide personal and professional development support for West Indies U19 Girls via workshops
- Continue expansion of Girls' U17 Territorial Cricket Programme
- Introduce an Emerging Players Programme to feed into the Senior Team with competitive and skills development components
- Collaborate with the Caribbean Premier League to introduce the possibility of T20 events to run alongside the male tournament
- Include a minimum of one female coach across each representative Coaching Programme
- Include a minimum of one female coach across High-Performance Coach Development Programmes





## INITIATIVE 6

### Increase the Fan Base

#### ACHIEVED TO DATE

- New West Indies ticket service launched ahead of England Series with full data capture and customer relationship management engine
- Increased Total West Indies social media audience to over 7.5 million
  - YouTube subscribers increased by over 0.5m subscribers to over 2.8m
  - Instagram followers increased by 27% to nearly 900k (the #1 fastest growing IG page in international cricket page by %).
  - Twitter followers grown to nearly 650k (2nd fastest growing international cricket page (by %)
  - Facebook followers now at 3.4m
- Generated over \$ 520k in ad revenue
- Launched new West Indies Insider Fan mail service to almost 30k registered fans

#### 2022 TARGET

- Increase West Indies Insider and Windies Tickets subscriber base to over 65k registered subscribers.

## INITIATIVE 7

### Develop and Strengthen Stakeholder alliances to grow the Game in the Region

#### ACHIEVED TO DATE

- Launched first virtual Foundation Coaching Course
- Piloted Republic Bank 5 For Fun Children Format in St. Lucia
- Held preliminary meetings with 5 different Ministers of Sport on plans for the development of School's cricket.

#### 2022 TARGETS

- Establish a Cricket Foundation to assist in the Funding of Schools and Clubs cricket throughout the Caribbean
- Expand the Republic Bank 5 For Fun Children Format Initiative to other Territories
- Increase number of qualified coaches through the new CWI Coaching Education and Development Courses
- Launch a pilot comprehensive Grassroots development programme in Antigua with support from the Government and private sector
- Generate meaningful discussions and plans with public and private sector stakeholders to grow and develop school's cricket.



## INITIATIVE 8

Encourage and Assist with the Growth of Cricket in ICC Americas

### ACHIEVED TO DATE

- Agreed new long-term TV broadcast agreements for USA and Canada
- Completed the ICC Online Foundation Course and F2F Level 1 Module
- Secured the joint hosting of the ICC Men's T20 World Cup 2024

### 2022 TARGETS

- Develop partnership with USA High-Performance Manager to consider future development opportunities
- Discuss long-term partnership with USA to develop respective Women and Girls programmes
- Work towards USA U19 Women's Team Participation in CWI U19 Women's Regional Tournament

## INITIATIVE 9

Implement Commercial Strategy

### ACHIEVED TO DATE

- Agreed new long-term TV broadcast agreements for UK, USA, South Africa, NZ, Bangladesh, India and Canada markets with further short-term agreements in Australia and the Caribbean
- Achieved high end valuations in a number of major markets, with smoothed cash flows on a per annum basis
- Agreed historic new agreements in strategic territories with global broadcast leaders, such as the USA with ESPN+
- Unlocked new revenues streams in SE Asia, Canada, Pakistan as well as on OTT in "dark" markets via YouTube & Facebook
- Maintained non-broadcast commercial revenues in a second year without fans in stadia
- Continued growth of known fan base and social media platform followers
- Launched WI Insider email and new ticketing platform with over 60,000 individual known fan datapoints
- Secured radio commentary for all West Indies Men's and Women's Home Series matches plus regional tournaments

### 2022 TARGETS

- Secure long-term NFT licensing partner
- Achieve long-term broadcast agreement with Australia
- Optimise revenues from MENA
- Secure long-term Principal Partner & Series Title Sponsorship for T20Is
- Secure additional category partnerships at international and regional levels
- Renew ODI title and betting partnerships
- Review and renew/ tender for 2023-2024 team apparel partnership
- Increase team merchandising range and partners





**INITIATIVE 11**

Develop Coolidge Cricket Ground

**ACHIEVED TO DATE**

- Completed CCG Master Plan Development RFP Process
- CCG Business plan in advanced stage of development
- Completed the acquisition of CCG
- CCG achieved international venue status

**2022 TARGETS**

- Complete CCG Master Plan design including 3D model of completed facility
- Secure financing for delivery of Master Plan

**INITIATIVE 12**

Re-organise the Finance Function

**ACHIEVED TO DATE**

- Appointed an experienced and qualified new CFO
- Completely realigned the roles and responsibilities within the Department.
- Successfully implemented strategy to significantly reduce institutional borrowings which have now been cut by more than two thirds
- Timely and accurate financial information presented to the CWI Board on a consistent basis
- Employed an Audit, Risk & Compliance Manager
- Formed a Financial Strategy, Risk & Audit Compliance Committee to oversee and support the work of the finance team with a focus on strategy
- Enhanced use of on-line payment systems and have eliminated all use of cheques and cash
- Upgraded the accounting software to include a new inventory module that will assist in the implementation of the procurement system
- All recommendations from the PKF Financial Review either fully implemented or in progress

**2022 TARGETS**

- Recruitment of Finance Manager
- Succession planning for key management positions including Finance Department
- Fully implement all "in-progress" recommendations of the PKF Financial Review





# WE'RE IN THIS TOGETHER!

We understand and value the role that each of our shareholders, and all other stakeholders, play in our success.







# 2020 – 2021 REPLAY

## OVERVIEW OF THE MAIN CRICKET HIGHLIGHTS

Below are among some of the main cricket highlights for the period under review:

- T20I series wins against higher ranked opposition – Sri Lanka, Australia, England
- Jayden Seales becoming the youngest West Indian to take 5 wickets in a Test match innings (5-55 vs Pakistan at Sabina Park)
- Jason Holder becoming the first West Indian to take four wickets in four balls in T20 internationals (vs England at Kensington Oval)
- Jason Holder becoming the 5th West Indian to achieve 2000 runs and 100 wickets in One Day Cricket
- Kraigg Brathwaite becoming the 5th West Indian Opener to achieve 4000 runs in Test cricket.
- First ever hosting of a Women’s “A” Team home series
- Stafanie Taylor passed 5000 ODI runs and is now third on the list of all-time run-scorers in Women’s ODI.
- Deandra Dottin recording the second highest score by a West Indian woman – 150\* versus South Africa in Johannesburg.
- Anisa Mohammed and Hayley Matthews nominated to the ICC Women’s ODI Team of the Year.
- The West Indies women’s team produced 4 ODI centuries with Stafanie Taylor scoring two, and one each for Hayley Matthews and Deandra Dottin.



# CRICKET

Despite the ongoing challenges of the pandemic, the Cricket Department, with the support of the Cricket Strategy and Outcomes Committee, was able to make progress in key areas over the past year.

Operationally, CWI delivered four international home series, as well as our regional CG Insurance Super50 Cup, between February and August 2021. This was a massive achievement given the COVID-19 restrictions that were in place during the period. Our Sports Science & Medicine Department managed the return of international games to every country with an international cricket venue except Dominica. This was achieved at various stages during the pandemic against the backdrop of each of the individual governments having different medical and logistical requirements and protocols.

## HIGH-PERFORMANCE

Our High-Performance team held monthly meetings throughout 2021 with all our Franchise Head coaches, both collectively and individually. This process allowed for information sharing, as well as developing our regional coaches' capacity to effectively use our Athlete Management System (AMS). With the resumption of CWI's regional junior programs in 2022, our High-Performance Team will develop similar working relationships with regional

junior pathway coaches and support practitioners across the region. This will drive consistency and alignment among our regional High-Performance programs – from Under 15's through to International.

## COACH EDUCATION

In Coach Education and Development, CWI rolled out its own Level 3 Coaching Course, developed in collaboration with the University of the West Indies. The course, which includes a 9-month assessment process, is comparable to any similar course globally. It will provide the region's coaches with an opportunity to learn and develop contemporary coaching philosophies and techniques, making it possible for them to thrive in the High-Performance realm of the West Indies Cricket Pathway.

## PLAYER DEVELOPMENT

CWI, through its Player Development Department, delivered its first ever "Rookie Camp" in 2021 for players debuting in Franchise cricket, and to female players coming into international cricket for the first time. The Department also collaborated with the University of the West Indies in developing two Personal Development courses – "Personal Finance" and "Entrepreneurship" – for roll-out to the Regional Men's and Women's players in 2022. These courses were developed based on feedback received from player surveys carried out in 2021 and through information gathered from players' Individual Plans (IPP's).

## DEVELOPMENT CRICKET

Working closely with Republic Bank and the St. Lucia National Cricket Association, 25 schools were engaged in the "Republic Bank 5 for Fun" competition which involved inter-school games culminating in a "Republic Bank 555 Festival Finals Day". Through





CWI's Cricket Development arm, a minimum number of coaching sessions were delivered to all of the teams involved, and coaching development support was provided for coaches and teachers.

CWI continued to support its Girls Under 17s Territorial Cricket Program across Antigua & Barbuda, St. Lucia and St. Kitts & Nevis which involved approximately 200 female players across the three Territories. We were hampered in our efforts to resume the program in some territories due to the COVID-19 Pandemic and its restrictions.

### **COOLIDGE CRICKET GROUND**

CWI remains committed to the transformation of Coolidge Cricket Ground (CCG) into a world class High-Performance Centre. The process took a tangible step forward with the CCG Board appointing a regional company to produce a "Concept Design" for the entire site. The venue also increased its capacity by constructing more practice pitches on the main square, as well as improving the quality and capacity of the off-field net area.

The facility hosted its first ever Men's Internationals during the T20I Series against Sri Lanka in March 2021. These games signalled the return of international cricket to the region after 14 months due to the pandemic. CCG also hosted games in the 2022 U19 Cricket World Cup.

### **MEN'S CRICKET**

CWI's CG Insurance Super50 Cup resumed, after a year's absence, in February 2021. It was a scaled down version, with teams playing each other once and the top four going through to semis and finals. The majority of the region's leading one day players

participated and benefitted from this to prepare for the white-ball internationals that followed against Sri Lanka. Trinidad and Tobago took the title with a strong performance against Guyana in the final.

The international men's squads engaged in nine tours and the ICC T20 World Cup during the period under review. Of the nine series, 6 were at home and 3 away.

Sri Lanka toured the region right after the CG Insurance Super50 Cup and competed across three formats with all the games being played in Antigua. Our squads won both the T20I (2 - 1) and the ODI (3 - 0) series, while drawing the 2-Test series 0 - 0.

South Africa visited the region for 2 Tests and 5 T20's in June 2021. The Tests were hosted in St Lucia and the ODI's in Grenada. Our squad lost both Test Matches comfortably, failing to cope with one of the best bowling attacks in the world. The T20I Series was decided on the final game, which South Africa won to take the series 3 - 2. Mention must be made of the cricket authorities in St Lucia and Grenada who took on the role of tour hosts at the eleventh hour due to pandemic-related issues which affected the original hosts Trinidad and Tobago.

St. Lucia then played host again to Australia for 5 T20 Internationals, which the West Indies won comfortably 4 - 1 before losing the One Day series 2 - 1 in Barbados.

Pakistan wrapped up our home international season firstly with a 4-match T20I series that was badly affected by rain in Guyana. Pakistan won the only game that was able to be completed. The Test series, held in Jamaica, was drawn one game apiece with the West Indies winning the first Test by one



wicket in a close finish, and Pakistan coming back to win the second.

The squads went on the road in the period October to December 2021 and struggled for positive results in both T20 and Test formats. The T20 World Cup in the United Arab Emirates was hugely disappointing with the team winning one game out of five in the group stages and failing to make it past the group stages.

Poor results on the Test tour to Sri Lanka in November (lost 2 – 0) and the T20I tour to Pakistan in December (lost 3 -0) completed the fixtures for the calendar year just before Christmas.

### WOMEN'S CRICKET

With the West Indies Women's Team not having played any international cricket since September 2020, two extended camps were held at their training base in Antigua in January and April/May 2021. This was valuable time for new Head Coach Courtney Walsh to familiarize himself with the squad and begin preparation for the ICC Women's Cricket World Cup Qualifiers held in Zimbabwe in November 2021.

West Indies hosted Pakistan's Senior and "A" squads in July 2021 for concurrent tours. This was CWI's first ever involvement in a Women's "A" tour and, despite the results, was a huge step forward for our young players' development. Five players from that "A" tour have since moved into the full international squad, making the case for more of these tours going forward.

The international team hosted Pakistan in Antigua in July 2021 and were three nil (3-0) winners in the T20I series. We won the five-match One Day series 3-2 having secured the series early by winning the

first three games.

South Africa were visitors in September 2021 and our women found the going tough in drawing the three-match T20I series 1-1 and going down 4-1 in the One Day series.

As part of the match preparation for the ICC Women's Cricket World Cup Qualifiers in Zimbabwe, the team first travelled to Pakistan to play a three-match One Day Series. They won all three games against the hosts, winning an overseas One Day Series for the first time since 2016.

Unfortunately, one game into the Qualifiers in Zimbabwe, the tournament was called off due to an outbreak of COVID-19 within a couple of the participating teams. The one game played by the team ended up being a win against Ireland. The ICC subsequently used the existing World Rankings to decide on qualification which guaranteed us a berth in the Cricket World Cup in New Zealand.

Prior to the Cricket World Cup in New Zealand, the team travelled to South Africa in January to engage the hosts in four One Day Internationals as part of their preparation. We narrowly lost the series 2-1.

### THE YEAR AHEAD

For 2022 we have a number of important plans, aimed at moving our senior international teams towards higher levels of consistency across all formats, and seeing that consistency reflected in improved results.

- The resumption, after two years, of all our domestic regional tournaments – junior and senior, male and female.
- Resuming "A" and Emerging Player team tours for both men and women.





- An Emerging Players Academy Programme for male and female players which will provide High-Performance support to our best players coming out of regional junior cricket. This programme will provide a visible template for our Territorial Boards to model as they develop their own High-Performance structures.
- Assisting the TBs to establish High-Performance programmes which will provide elite-level support – technical, physical, mental and personal development – for elite pathway players at junior and senior levels.
- Continuing the expansion of our primary schools-based Cricket Development projects throughout the region.
- Continuing plans to develop Coolidge Cricket Ground as a world class High-Performance facility.
- Rolling out our CWI Player Lifestyle and Development Programme for the regions representative age-group junior players
- Continuing training for regional players and support staff in the use of CWI's Athlete Management System

We recognize that there is a lot more work to be done hence the introduction of the initiatives such as the academy later in the year. We are optimistic that over the coming years, we will see the return on these investments.

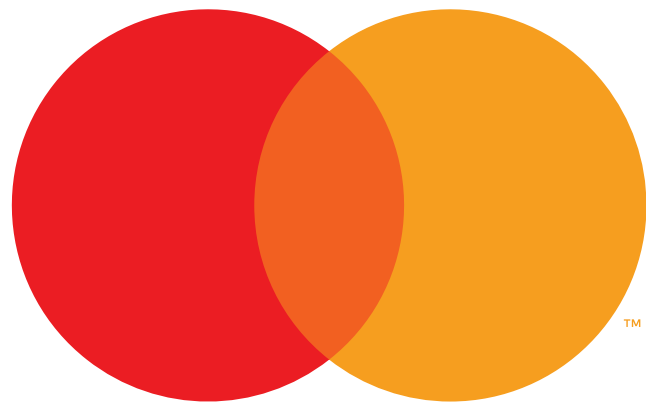


# OUR BROADCAST PARTNERS





# OUR SPONSORS







## FAN ENGAGEMENT

7.5 MILLION FANS ON SOCIAL MEDIA



**2.8M**

YOUTUBE  
SUBSCRIBERS



**650K**

TWITTER  
FOLLOWERS



**30K**

WI INSIDER  
SUBSCRIBERS



**3.4M**

FACEBOOK  
FOLLOWERS



**900K**

INSTAGRAM  
FOLLOWERS









# FINANCE

## INCOME STATEMENT

(USD '000S)	2021	2020	VARIANCE F/ (UF)	NOTE
REVENUE	28,134	24,061	4,073	1.
LESS:				
EXPENSES FROM TOURS & TOURNAMENTS	21,977	18,247	(3,730)	2.
OPERATING EXPENSES	16,219	15,848	(371)	3.
TOTAL EXPENSES	38,196	34,095	(4,101)	
LOSS/INCOME FROM OPERATIONS	(10,062)	(10,034)	(28)	
<b>OTHER (EXPENSES)/INCOME:</b>				
FINANCE EXPENSE	(323)	(486)	163	
TOTAL COMPREHENSIVE LOSS FOR THE YEAR	(10,385)	(10,520)	135	
NET INCOME ATTRIBUTABLE TO NON-CONSOLIDATED INTERESTS	106	7	99	
NET LOSS	(10,279)	(10,513)	234	





1. The increase in revenue is primarily related to increase in revenue from media rights - \$6,838K
2. The increase is primarily related to resumption of tournament activity part way through the year as a result of reduction in travel restrictions that had been in place related to covid-19. Most notably accommodation and airfares \$2,280K and \$889K respectively.
3. The increase in OPEX is due to net effect of the following:
  - a. Increase in TV audio production costs - \$3,215K
  - b. Decrease in release fees \$849K
  - c. Decrease in bad debts - \$1,732K
  - d. Decrease in meetings and travel costs - \$291K

## BALANCE SHEET HIGHLIGHTS

(USD '000S)	2021	2020	VARIANCE F/ (UF)	NOTE
<b>TOTAL ASSETS</b>	15,503	12,705	2,798	1.
<b>LIABILITIES:</b>				
<b>BORROWINGS</b>	6,727	7,059	332	2.
<b>DEFERRED REVENUE</b>	10,773	1,097	(9,676)	3.
<b>A/P AND OTHER LIABILITIES</b>	11,607	9,761	(1,846)	4.
<b>DUE TO TERRITORIAL BOARDS AND ASSOCIATIONS</b>	7,529	5,535	(1,994)	5.
<b>TOTAL LIABILITIES</b>	<b>36,636</b>	<b>23,452</b>	<b>(13,184)</b>	
<b>ACCUMULATED DEFICIT</b>	(21,133)	(10,747)	(10,386)	6.



1. The overall increase in Total Assets is primarily related to increased receivables from Pitch & CPL.
2. The reduction in borrowings is in accordance with the terms and conditions of the loan agreement.
3. The increase in deferred revenue reflects those contracts negotiated during the year (and a significant amount paid to CWI), where revenue recognition has been deferred to post year-end to better match the related expenses. The major contracts comprising this amount to \$10.2 M:
4. The payables and accruals increased over the prior year due to Provident Fund and gratuity amounts accrued and unpaid for prior and current years; coupled with accounts payable for broadcast production fees
5. The amounts due to territorial boards and associations, franchises, etc. increased over the prior year.
6. The accumulated deficit is in line with expectations at this time in the Company's business cycle. Management is projecting, as matters presently stand, that this deficit will be eliminated or substantially eliminated by the end of fiscal year 2023.





### TREASURY MANAGEMENT

Over the last two years CWI continued to reduce bank indebtedness and consolidate all its bank loan facilities with one bank. There is a good working relationship with the bank and CWI has worked closely with them throughout the COVID-19 period.

As well, concurrent therewith, management streamlined all banking activities, and moved away from virtually all cash payments and eliminated the use of cheques.

### PKF REPORT UPDATE

Following the PKF financial review (“the review”), which was approved by the Board in December 2019, CWI has made tremendous progress with the implementation of the review’s 28 recommendations. 54% of these recommendations, including some of the most significant, have been fully implemented with the remaining 46% in progress and on track for implementation in 2022. The implementation of these changes has hugely improved the financial governance of CWI and has allowed the organisation to:

- comprehensively evaluate its finances
- assess how the company collects, manages, and reports financial information
- identify risks, vulnerabilities and weaknesses
- evaluate the success of various strategies

As part of the implementation process, Management undertook a comprehensive restructuring of the Finance Department with a view to improve its systems and processes whilst integrating new technology which would allow for the generation of timely reports, improve record keeping, better cross functional support, and greater overall efficiency.

A major part of the re-structuring was the additional investment in its financial software - Microsoft Dynamics which was upgraded to include the Purchase Requisition Module which compliments and completes the Procurement System.

The implementation of the Procurement System was hampered by COVID-19 as staff were working from home. However, comprehensive training of all members of the management team was undertaken so that everyone, whose job function includes aspects of the purchasing and inventory management, could utilize the new software.

The final phase - implementation of the procurement system is now in process - this requires a fundamental change of operating activities of all departments that are involved with any aspects of the procurement of goods and services. (i.e., setting standards and enforcing adherence to policies and standard practices).

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The 2021 Separate & Consolidated Financial Accounts can be viewed by [clicking here](#).





# OUR STANDING COMMITTEES

We recognise the outstanding work done by our committee members who have supported our efforts during the period. Thank You!

## EXECUTIVE

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MR. RICHARD "RICKY" SKERRITT *(CHAIR)*  
DR. KISHORE SHALLOW  
MR. CONDE' RILEY OBE  
MR. AZIM BASSARATH  
MR. BISSOONDYAL SINGH  
MR. ENOCH LEWIS  
MR. WILFORD HEAVEN  
MR. DWAIN GILL  
MR. JOHNNY GRAVE *(CEO)*  
MRS. ALANNA MEDFORD-SINGH *(SUPPORT STAFF)*

## CRICKET STRATEGY & TEAM OUTCOMES

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MR. ENOCH LEWIS *(CHAIR)*  
MR. DAREN SAMMY OBE  
MR. RAMNARESH SARWAN  
MR. KENNETH BENJAMIN  
MR. KERWIN JOHN  
MS. MERISSA AGUILLEIRA  
MR. ROLAND BUTCHER  
MR. PATRICK THOMPSON  
MR. WAVELL HINDS  
MR. JAMES ADAMS *(DOC)*  
MRS. LESLIE BELIZAIRE *(SUPPORT STAFF)*

## FINANCIAL STRATEGY, RISK & AUDIT COMPLIANCE

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MR. WILFORD "BILLY" HEAVEN *(CHAIR)*  
MR. CONDE' RILEY OBE  
MR. BISSOONDYAL SINGH  
MR. KERRY SCOTT  
MR. WILBUR HARRIGAN  
MR. RAVI RAMBARRAN  
MR. JASON KING  
MR. STEWART HAYNES  
MRS. JOY-NETA NOYCE *(CFO)*  
MR. LYNFORD INVERARY *(SUPPORT STAFF)*



## GOVERNANCE TRANSFORMATION & STAKEHOLDER RELATIONS COMMITTEE

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MR. MICHAEL FINDLAY  
MRS. DEBRA CORYAT-PATTON  
MR. MANNIRAM PRASHAD  
DR. JASON HAYNES  
MR. CARLISLE POWELL  
MR. ANCIL DENNIS  
MRS. OMONIKE ROBINSON-PICKERING  
MR. LYNFORD INVERARY *(SUPPORT STAFF)*

## OFFICIATING & VENUE STANDARDS

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MR. AZIM BASSARATH *(CHAIR)*  
MR. REON KING  
MR. PETER NERO  
MR. STEVEN GITTENS  
MS. SAMANTHA LYNCH  
MR. CECIL FLETCHER  
MR. ROLAND HOLDER *(CRICKET OPERATIONS MANAGER)*  
MR. KENT CRAFTON *(SUPPORT STAFF)*  
MS. JONEE CHARLES *(SUPPORT STAFF)*

## HIGH PERFORMANCE & COACHING DEVELOPMENT

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MR. DWAIN GILL  
MR. LEON RODNEY  
MR. FRANKLYN STEPHENSON  
MRS. AMANDA REIFER  
MR. ALVIN KALLICHARRAN  
DR. WINSTON ISLES  
MR. CLETON BURNETT  
MR. GRAEME WEST *(SUPPORT STAFF)*  
MR. CHRIS BRABAZON *(SUPPORT STAFF)*

## SPORTS SCIENCE & MEDICAL ADVISORY COMMITTEE

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DR. RENE BEST  
DR. MARQUITA WEBB  
DR. VERNICE RICHARDS  
DR. OBA GULSTON *(SUPPORT STAFF)*  
DR. ISRAEL DOWLAT *(SUPPORT STAFF)*

## HUMAN RESOURCE DEVELOPMENT & REMUNERATIONS COMMITTEE

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MR. ARJOON RAMLAL  
MR. HILBERT FOSTER  
MS. CHERYL CARTER  
MR. CLINTON CLARKE  
MRS. ONEKA MARTIN BIRD *(SUPPORT STAFF)*



