

A group of five cricket players in white uniforms are celebrating on a field. One player in the center is wearing a batting helmet and has his mouth open in a shout. Another player to his right is also shouting with his mouth wide open. A third player in the foreground is wearing a cap and glasses, also shouting. The background is a blurred green field under a bright sky.

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.





PASSION





PRESIDENT'S MESSAGE



Dear Colleague Directors, Shareholders, & Stakeholders of West Indies Cricket,

I remind you that it was only one year ago that the CWI Board and members resumed face-to-face meetings. This was after struggling for two years with the unpredictable and threatening COVID-19 Pandemic which had disrupted intra-regional travel, seriously undermined cricket-related logistics and set back plans. And it was also one year ago, in Grenada, that the West Indies test team victoriously lifted the inaugural Richards-Botham Trophy with great pride and celebration.

Since then, the post-COVID-19 international cricket picture has become more complex with a global shift from a previously prioritized red-ball bilateral platform to a growing white-ball franchised club-based environment. The ICC bilateral system is now heavily congested, and the room on the calendar for test match cricket is shrinking. Meanwhile, market forces have continued to usher broadcast deals towards the larger and more lucrative advertising markets. Simply put, because of CWI's relatively small consumer market size and adverse time zone, negotiating a profitable package of broadcast deals for West Indies cricket has become increasingly challenging.

CWI's situation today is encouraging mainly because of our visionary and proactive crisis management, during the pandemic, coupled with a new media rights strategy which allowed us to successfully engage broadcasters on a market-by-market basis for the first time. Consequently, our recovery strategy has resulted in 2022 becoming the busiest regional and international cricket schedule ever undertaken by CWI, with the largest ever total comprehensive annual income.

Additionally, I am pleased to report that, post-COVID-19, CWI successfully achieved the following:

- Resumption of regional First-Class Championship and Super 50 Tournaments.
- Hosting of the inaugural Women's CPL T20 tournament.
- Launching of the 6IXTY, an exciting regional T10 tournament.
- Implementation of a CWI/CPL Memorandum of Understanding, designed for CPL to produce more positive benefits for West Indies cricket.
- Resumption of all youth tournaments, including U15, U17 and U19 age groups.
- Producing a West Indies U19 Girls' squad with participation in bilateral tours. (Three U19 players have since joined the Women's squad)
- Introduction of a first ever Women's "A Team" program.
- Live streaming of all CWI tournaments with ball-by-ball commentary.
- Surpassed 2 billion video views on social media and the Windies Cricket YouTube channel, which generated a record level in digital revenue.
- Launching of the timely West Indies High-Performance Academy.
- In Guyana, launching of the "Five for Fun" kids grass roots programme in collaboration with Republic Bank.
- Passed the 950 milestone for coaching certificates issued to West Indian coaches, including 562 in 2022.
- Implementation of all recommendations of the 2019 PKF business situational assessment report, including the recruitment of a new CFO
- Relocation of all CWI staffing and corporate operations to the now fully CWI owned Coolidge Cricket Ground (CCG) and Training Center.
- Production of the first ever audited accounts for CCG, and hosting of the inaugural AGM, since the company was formed in 2017.



- Completion of the CCG masterplan.
- Awarded the right to host the ICC Men's T20 World Cup in 2024

The past year also generated an unprecedented cricket-specific review by an Independent Group headed by Justice Patrick Thompson and including Brian Lara & Mickey Arthur. The "Thompson" report focused on the disappointing West Indies men's Team's Performance at the 2022 T20 World Cup and highlighted the need for a higher quality of strategic planning when preparing for such international campaigns. In summary the report confirmed that our World Cup squad was unacclimatised and underprepared at the start of the tournament, and it instructively listed 34 recommendations which are already receiving suitable attention to ensure optimum learnings.

However, I can reveal to you that one of the underlying causes not discussed in the Thompson report, was that CWI was simultaneously emerging from some of the darkest and most challenging days in our financial and operating history, which had been compounded further by the effects of the Pandemic. Producing Six World Cup Squads in just two years (from 2021 to 2023) was a major operational and logistics load for CWI to carry. Squads had to be assembled and prepared for 2 ICC Men's, 2 Women's, and 2 U19 Boys' and Girls' events, including the hosting of the ICC Boys' tournament in several regional venues that had barely reopened from Covid lockdowns. This represented a huge set of protocols and demands to undertake, over such a short period, for which we were clearly over-stretched.

The truth be told, CWI was literally sliding into bankruptcy when Vice President Shallow and I took office four years ago. CWI's cash resources had been badly depleted, and what was left of the future income stream was being speculatively leveraged for cash advances, through a proposed private financial bond arrangement in Jamaica. Fortunately, the bond idea did not stand up to our careful professional review. The inherited financial mess necessitated the application of crisis management skills just to survive as a going concern, and a rigorous business acumen to implement our return to a full cricket operations schedule by 2022. Quite frankly, if CWI hadn't begun our PKF-led situational review so quickly in 2019 the negative impact of the Pandemic, that hit just months later, could have spelt disaster for CWI's finances with an even worse impact on our urgent investment needs, including strengthening Women's cricket and fulfilling our obligations in the ICC Future Tours program.

The Thompson report reminds us that there is no quick fix to our performance inconsistencies, which have a lengthy and complicated history. Good cricket results require excellent

planning and preparation, which in turn requires teamwork at all levels, on and off the field. West Indies cricket belongs to all of us, and we all should all be putting our shoulders to the wheel to help our young cricketers become the best they can be.

Let me make it clear that despite the mixed on-field results and the ongoing hesitation of our elected directors to upgrade our own Board governance, the sky is not falling on West Indies Cricket. Although I share the frustrations and understand the impatience of cricket fans, I see signs that better days are not far ahead. Be assured that my tenure at CWI is ending with an outlook for the future that is stronger than ever. I will therefore be proudly handing over the leadership of CWI which is in a healthier state than it was four years ago.

Going forward, two of the key threats to CWI's sustainability are inter-island insularity and petty Boardroom politics. Regrettably, there are still some decision-makers who believe that population size should matter more than accountability, transparency, and efficiency. And, if we are not watchful conflicts of interest can again become real hazards to CWI's future well-being and survival. The recent gains made in developing a more robust financial system must never be allowed to be fractured by those who perceive CWI to be a cash-cow.

In closing, I want to recognize the ongoing constructive support of Vice President Shallow over the past four years, and to thank my fellow CWI Directors for their inputs. I must also extend my appreciation to CEO Grave and his Executive Management team and staff, for their tireless and constructive partnership through the highs and lows of the past year. I also say thank you to all shareholder representatives, stakeholders, and friends of West Indies cricket.

Finally, I thank God for keeping me peaceful and inspired, and my family and friends for keeping me healthy and composed for the full two terms of my tenure.

Thank you!

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



DELEEP SINGH
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



2022 has been a year of recovery both on and off the field, following two extremely challenging years due to the global impact of the COVID-19 pandemic. CWI has just staged our busiest-ever regional and international cricket schedule, as well as delivered record revenues to help get the organisation back on track, continuing to work towards achieving our key strategic objectives.

Four years ago in 2019, Cricket West Indies (CWI) embarked on a mission to achieve its Cricket First Strategic Plan (2019-2023), the ethos of which was simple - to ensure that cricket was at the centre of decision making, throughout every level of the organization. This transformational and ambitious roadmap had been developed with the collective input of key stakeholders and was intended to guide the organisation towards improved performances on and off the field. As such, the strategy was geared towards growing the sport, achievement of winning teams, the modernization of the organisation's governance, and the achievement of financial stability.

Placing emphasis on our objective to continue to develop, train and support the best young talent in the region, this year saw the return of all of our regional youth competitions and also marked the launch of our new Emerging Players Academy at our very own Coolidge Cricket Ground (CCG). These are two critical facets of our player development pathway which will ultimately feed into our international teams.

The year also marked the conclusion of successful negotiations with our longstanding partner, the Government of Antigua and Barbuda, for full ownership of the CCG property. Once the final paperwork is completed, this major development, coupled with the now completed CCG redevelopment masterplan, means that we are making good progress on our goal to establish the CCG as a world-class High-Performance centre for the current and next generation of West Indies players.

Financially, I am also happy to report that CWI is in a much stronger position, helped by the key strategic media and commercial partnerships secured in conjunction with the successful hosting of tours by England and India in this financial year. With the adoption of a very prudent financial management strategy, coupled with this record-setting revenue year, the company achieved total revenues of approximately US\$78.5M and a total annual surplus of US\$20.8M. CWI's accumulated deficit has significantly decreased by approximately 90% from \$23.2M in 2021 to now just \$2.5M.

These achievements would not have been possible without the collective hard work and dedication of our staff and management team, supported by our Board of Directors and our many stakeholders.

As we prepare for yet another exciting year, with the launch of the women's programme at the Emerging Players Academy and another full schedule of regional and international cricket, including again hosting both India and England Men's tours, we have much to look forward to. The year ahead will also include the important planning period for hosting the biggest cricket event ever in the West Indies, the ICC Men's T20 World Cup, in June 2024. This tournament will be a major financial boost to Cricket West Indies and all our host countries, it is the perfect opportunity to invite the world to the biggest cricket carnival ever staged and a once in a generation chance to build a strong foundation for the future.

Johnny Grave
CWI Chief Executive Officer



OUR EXECUTIVE TEAM



JIMMY ADAMS
DIRECTOR OF CRICKET



ALANNA MEDFORD-SINGH
GENERAL COUNSEL/CORPORATE
SECRETARY



KEBRA NANTON
CHIEF FINANCE OFFICER



JOHNNY GRAVE
CHIEF EXECUTIVE OFFICER



DOMINIC WARNE
DIRECTOR OF COMMERCIAL,
MARKETING & COMMUNICATIONS



ONEKA MARTIN-BIRD
HUMAN RESOURCES
MANAGER



NELECIA YEATES
CCG GENERAL MANAGER



LYNFORD INVERARY
BUSINESS PLANNING
MANAGER



COLETTE COOLS-LARTIGUE
ADMINISTRATION MANAGER



ACCOUNTABILITY



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 2023.





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
- Held staff event for official opening of the CCG Headquarters. Included, team activities, barbeque etc.
- Facilitated CWI induction programmes for first-time West Indies and Academy players

2023 TARGET

- Develop new strategic plan which reinforces the CWI culture to all members of the organisation.

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
- Held Executive Committee Meeting and agreed some governance changes. Resolutions for governance change to be presented to the Members for approval at CWI 24th AGM

2023 TARGET

- Continue to recognise the need for governance improvement and pursue the most pragmatic and meaningful governance changes which will benefit the organisation



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
- Introduced more personal and professional development programmes/support to professional cricketers based on needs derived from IPPs and Personal Development assessment tools
- Re-introduced Regional U15, U17 and U19 Tournaments. Opportunities to Talent ID for WI U19 programme and depth chart the regions talent
- Completed Personal Development Manual for Elite Age Group Cricketers (boys and girls)
- Re-started 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

2023 TARGETS

- Continue to develop IPP & Team Series Report form/process and upskill key stakeholders across WI, Franchise & Pathway Teams
- Continue to maximise the academy to build coaching capacity
- Continue to implement PD Seminars for key group of cricketers/teams in CWI’s HP Programmes
- Provide one-on-one support to WI Academy Players
- Continue to forge external partnership/relationships regarding CWI PD initiatives
- Forge stronger relationship with WIPA on PD and Wellbeing initiatives. Particularly within the Franchise system
- Manage the development of a pilot leadership programme for CWI’s HP Programmes
- Continue to provide oversight on CWI’s Sport Performance Psychology Programmes
- Continue to use and build out Smartabase for Player Development initiatives
- Continue to lead CWI’s Anti-doping and Anti-Corruption initiatives, particularly in regards to player education
- Provide strategic support to WI teams in preparation for international tournaments and bi-lateral series, working in tandem with Coaching and Selection Units
- Implement efficient and integrated player management and development methods within the HP Pathway
- Use the learnings from the WI Team reviews to refine team values/culture/ game plans, reinforce key messages/ identify specific focus areas for the HP Pathway



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

2023 TARGETS

- Continue to develop HP Coach Development Program to support and upskill future/current WI/Franchise Head Coaches & Specialist Coaches
- Continue CWI Coach Development Workshop Series to provide CPD for previously accredited coaches both online and face to face
- Develop Online Coach/Player Development platform and resources
- Continue CWI Coach Developer Accreditation and identify suitable candidates for requisite training
- Deliver L1, L2 Accreditation Courses as required

INITIATIVE 5

Build Women's Cricket Throughout The Region

ACHIEVED TO DATE

- Held inaugural Women's Caribbean Premier League 2022
- Gained approval of Women's Academy Programme set to launch in June 2023.
- 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

2023 TARGETS

- Maximise the positive impact of second Women's CPL
- Continue expansion of Girls' U17 Territorial Cricket Programme
- Maximise the CWI Women's Academy to build female coaching capacity
- Continue to include representative girls and women's team in CWI's Player Development (PD) seminar programmes
- Provide group and individual PD and wellbeing support to CWI's Women Academy players
- Provide greater opportunities within the HP pathway for young players to develop their skills and begin challenging for places in the Senior Team
- Introduce a Female Academy program by July 1 following a similar framework to the Male Program - Support, resource, time and content
- Begin the cycle for the U19 World Cup in 2025 with a Talent Id process implemented at the Regional Youth Tournament and local activities



INITIATIVE 6

Increase the Fan Base

ACHIEVED TO DATE

- Increased Total West Indies social media audience to over 10 million
 - YouTube subscribers increased by 24% to 3.4M
 - Instagram followers increased by 9% to 979K
 - Facebook followers increased by 9% to 3.72M
 - Twitter followers increased by 10% to 714K
- Launched new West Indies Insider Fan mail service to almost 30.6K registered fans

2023 TARGET

- Increase WI 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

- Expanded the Republic Bank 5 For Fun Children Format Initiative to other Territories
- Increased number of qualified coaches through the new CWI Coaching Education and Development Courses
- 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.

2023 TARGETS

- Establish a Cricket Foundation to assist in the Funding of Schools and Clubs cricket throughout the Caribbean
- Restart mass participation of primary schools cricket in member territories
- Work with TBs and Governments on drafting individual territorial age group development pathways for boys and girls, and annual programmes



INITIATIVE 8

Encourage and Assist with the Growth of Cricket in ICC Americas

ACHIEVED TO DATE

- Developed partnership with USA High-Performance Manager to consider future development opportunities
- 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

2023 TARGETS

- Continue to build relationships with HP personnel and explore opportunities that enhance the CWI HP pathway and develop the game across the region
- Work with Cricket USA and ICC to develop HP initiatives that link to the 2024 T20 World Cup
- 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

- Reviewed tender for 2023-24 team apparel partnership
- 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

2023 TARGETS

- Sign long form contract with 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
- Increase team merchandising range and partners



INITIATIVE 11

Develop Coolidge Cricket Ground

ACHIEVED TO DATE

- CCG achieved international venue status
- Completed the acquisition of CCG
- CCG Business plan in advanced stage of development
- Completed CCG Master Plan Development RFP Process
- Completed CCG Master Plan design including 3D model of completed facility

2023 TARGET

- Finalise detailed design of the Master Plan and submit planning proposal

INITIATIVE 12

Re-organise the Finance Function

ACHIEVED TO DATE

- Employed Finance Manager
- 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

2023 TARGETS

- Review and upgrade Financial Management and Accountancy Software
- Succession planning for key management positions



CHANDERPAUL
30

RESPECT



2021 – 2022 REPLAY

OVERVIEW OF THE MAIN CRICKET HIGHLIGHTS

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

- Shai Hope and Alzarri Joseph named as part of the ICC ODI Team of the Year
- Kraigg Brathwaite named to the ICC Test Team of the Year
- Shivnarine Chanderpaul inducted into the ICC Hall of Fame
- Kraigg Brathwaite becomes 4th West Indian opener to achieve 5,000 runs in Test – vs Australia at Perth
- Shai Hope plays his 100th ODI – scoring a century in the match – vs India at Queens Park Oval
- Kemar Roach becomes 6th West Indian to take 250 Test wickets – vs Bangladesh at Daren Sammy Stadium
- WI Men win Test Series vs Bangladesh
- WI Men win Test Series vs England
- WI Women qualify for semi-finals of ICC Women's Cricket World Cup, New Zealand

- Hayley Matthews scores World Cup century vs New Zealand – Mount Maunganui
- Hayley Matthews best delivers bowling of the year: 4-1-12-4 vs New Zealand – Sir Vivian Richards Stadium
- Shakera Selman plays her 100th ODI – vs England at Sir Vivian Richards Stadium
- Shemaine Campbelle plays her 100th ODI – vs England at Sir Vivian Richards Stadium
- West Indian Jacqueline Williams becomes the second umpire from the Caribbean, and the first-ever regional female, to stand in an ICC World Cup final.





CRICKET

Over the period, CWI delivered 6 international home series (4 men and 2 women). This was not without its challenges with flights throughout the region still not back to pre-COVID-19 levels. Limited flight options meant tour and match dates were planned primarily around airline schedules as much as anything else. 2022 was the first time since COVID-19 began that CWI was able to host all regional tournaments, male and female, senior and junior, in the same year. This was an outstanding achievement especially during the summer period where the Operations Unit were stretched across International, "A" Team, and junior tournaments at the same time.

COACH EDUCATION, HIGH-PERFORMANCE, PLAYER DEVELOPMENT

In the blossoming area of Coach Education, 2022 saw the completion of CWI's first ever regional Level 3 coaching course, developed in collaboration with the University of the West Indies. The course was a success with 12 participants having achieved accreditation.

Forty (40) coaches from across the region enlisted in the Level 2 Course the course and will hopefully be utilized within their territorial coaching structures.

During the year, specialist workshops for coaches across specific skills – batting, bowling, fielding and wicket-keeping – were delivered in both online and face to face sessions across the region. Online coaching resources continue to be an important aspect of the coaching education programme with

Regional Head Coaches having access to resources including videos, photos, drills etc.

WEST INDIES ACADEMY

The year saw the resumption of a CWI Academy Programme after almost a decade, with the programme supporting both a male and female cohort. The concept underpinning the Academy programme is to facilitate the ongoing development of regional players, male and female, who have been identified as potential future franchise and international players. The programme will be a 12-month one with players being reviewed annually.

The men's programme began in June 2022 with 15 players identified for the first cohort and the women's programme begins in June 2023. The programme is a holistic one with players supported technically, physical, mentally as well as with personal development and lifestyle management. The programme includes camps, tournaments, tours and the ongoing management of individual programmes in respective territories in collaboration with Territorial support personnel.

Along with a full time Academy Head Coach overseeing the Emerging and "A" squads, CWI has also appointed Male and Female Talent Pathway Managers for men's and women's pathways – from U15 to U19 for the men, and U15 to Academy for the women. Their remit will include leading the respective U19 World Cup programmes, overseeing the programmes for CWI's elite Junior Talent, developing Talent Pathway coaches, managing Talent ID networks and Depth Charts and delivering Talent Development Programmes across the region.

Both the Emerging Players Academy for men and women allied with CWI's Talent Pathway Programmes, will mean more of the region's young players being identified and provided with a level of support that will enhance their chances of making the step to



professional and international levels – and being better able to cope.

SPORTS SCIENCE AND MEDICINE

The Sports Science & Medicine Department oversaw the recruitment of full-time Physiotherapists and Strength & Conditioning Coaches to each of the 6 territories. The Department also managed the procurement and distribution of fitness testing equipment to all the territories. These initiatives will empower the Territorial Boards to take ownership of, and drive from the bottom up, a culture of fitness throughout all elite-level programmes within their territory.

PLAYER PERSONAL DEVELOPMENT

Despite a limit on resources both centrally and within the territories, CWI continued to deliver its Personal Development Programmes to regional junior squads throughout 2022. The programmes included modules on Time Management, Leadership, Public Speaking and Communication.

The Induction Rookie Camp Programme was again delivered to first time contracted players at both the Men's Franchise and International Women's levels. The Programme seeks to assist the region's newly selected players make the transition into professional sport.

CWI collaborated with the University of the West Indies in developing Personal Development modules in Financial Management and Entrepreneurship. Resources permitting, these modules will roll out in 2023/24.

CRICKET DEVELOPMENT

REPUBLIC BANK FIVE FOR FUN CRICKET

With the successful completion of the Republic Bank Five for Fun pilot project hosted in St. Lucia during 2021, CWI, through its Cricket Development and

Commercial Departments, secured a programme partnership with Republic Bank Limited to expand the programme in 2022-2023. The countries which currently run the programme are Guyana, St. Kitts, Nevis and Grenada, along with St. Lucia with more territories being targeted for 2024. The initiative reached a total of 2000 boys and girls.

CLUSTER PROGRAMMES

The period has also seen the resumption of the Women's U15 and U19 Territorial Cricket Cluster Programmes. CWI uses this initiative to assist the Territorial Boards to build out a women's pathway through engagement, Talent ID and skills coaching with a view to identifying talent for potential progression into National U19 and Senior women's programmes.

MEN'S CRICKET

Internationally, our men's squads had varying results across the review period in which the general inconsistency of all the squads was seen. The Test team were the most successful of all the squads winning 2 of their 3 series including wins over Bangladesh (2-0) and a higher ranked England (1-0) at home, before losing away to a strong Australian outfit at the end of 2022.

Unfortunately, both the One Day and T20I squads had a poor year, managing one series win each against Holland and Bangladesh respectively. They lost the other 7 series played across both formats. Our failure to qualify for the T20 World Cup main draw added to our shorter format challenges.

A first-of-its-kind review of the T20 World Cup performance was carried out by an Independent Group chaired by Eastern Caribbean Supreme Court Judge Justice Patrick Thompson Jr. along with West Indian Legend Brian Lara and International Head Coach Mickey Arthur. The High-Performance Team has already started work on the implementation of the recommendations of the report which will play





big role in the planning and preparation for the T20 World Cup to be held in the West Indies & USA in 2024.

WOMEN'S CRICKET

The West Indies Women's Team participated in the ICC Cricket World Cup and 2 bilateral series against New Zealand and England at home. They performed admirably at the World Cup qualifying for the semi-finals where they lost to eventual winners Australia. Along the way, they played well to secure wins against the home team New Zealand and England, who were both higher ranked teams.

The retirement of Deandra Dottin after the World Cup along with injuries to Stafanie Taylor, created huge challenges when the team faced New Zealand and England in September and December respectively. The unavailability of these 2 world class performers, coupled with declining performances from our more experienced players highlighted that there is still to work to be done within our elite female development pathways across the region in order to produce the next generation of world class players. This adds tremendous weight behind the decision to kick start the first ever West Indies Emerging Women's Academy in 2023 and invest as much resources as possible in helping to raise the standard of women's cricket in the region.

REGIONAL

Regionally, CWI hosted both 4-Day and One Day cricket in the same season (2022) for the first time since the start of the COVID-19 pandemic. The 4-Day competition was played over 5 rounds with Barbados and Trinidad & Tobago hosting the first 2 rounds, and Trinidad exclusively hosting the last 3 rounds. After finishing on an equal number of wins (3) and draws (1), Barbados, by virtue of earning extra bonus points, edged the Leeward Island to secure the regional title. Kraigg Brathwaite (batting), Rahkeem Cornwall (bowling), Raymon Reifer (all-round) and Joshua Da Silva (Wicket-keeping) were the tournament's top performers.

The CG United Super50 Cup was held in November with the 8 teams made up of the 6 franchises, the Emerging Players Academy and the Combined Campuses and Colleges. The tournament was played in Antigua and Trinidad & Tobago. Antigua hosted the semi-finals and finals with Jamaica coming out winners after defeating Trinidad and Tobago in the final.

The 2022 Women's Regional Tournaments featured exciting cricket competitions in two formats. Jamaica emerged victorious in the T20 Blaze, showcasing their prowess in the shorter format of the game. Meanwhile, Barbados successfully retained their title in the CG United Super50 Cup, demonstrating their dominance in the 50-over format. The tournament provided an excellent platform for women cricketers in the region to display their skills and compete at a high level.

CWI and CPL collaborated to deliver new Women's cricket tournaments, with the inaugural Women's Sixty and Women's CPL Tournaments. The launch of these women's tournaments are important events for the development and exposure of women's cricket, to grow long-term women's cricket participation and to help develop the talent pool of female cricketers. Both tournaments were televised and generated new opportunities for the region's players to develop, playing elite level cricket. The Barbados Royals emerged as the champions of the Women's Sixty and the Trinbago Knight Riders claimed the first ever Women's CPL championship title.

The Barbados Women's cricket team made history by participating in the Commonwealth Games which were held in Birmingham, England. This marked their debut in international cricket. As the 2019 T20 Blaze champions, Barbados earned the right to represent the West Indies in the competition (as no regional cricket was held in 2020-2021 because of the COVID-19 pandemic). In their first match, under the captaincy of Hayley Matthews, they secured a remarkable victory against Pakistan. This significant win not only highlighted the potential of the Barbados Women's cricket team but also



demonstrated the progress and development of women's cricket within the region. Their participation in the Commonwealth Games served as a valuable platform for gaining experience and exposure on the international stage.

"A" TEAM / EMERGING MEN'S ACADEMY

2022 also saw the resumption of "A" Team cricket with Bangladesh visiting the region to play 2 "Tests" and 3 One Day games, all of which were hosted in St Lucia. Both series ended in draws at 1 apiece.

The Emerging Men's Academy home series against Ireland in October was disappointingly postponed when Ireland pulled out unexpectedly. The Academy did however compete in the CG United Super50 Cup and were competitive in the games they played.

YOUTH CRICKET

The ICC Women's U19 T20 World Cup took place in South Africa from January to February 2023. Preparations began with the West Indies Rising Stars Under 19 Championship in Trinidad in July, followed by the first ever West Indies Under 19s team tour to the USA in August for a five-match series in Florida. A quadrangular Series in India in November, playing games against India, India 'A', Sri Lanka, and New Zealand, provided further international experience ahead of the World Cup, where the team secured group victories against Ireland and Indonesia, qualifying for the Super 12s stage.

In preparation for the ICC Men's Under 19 World Cup held in the Caribbean from January to February 2022, a 12-month technical skills programme and a six-month mental skills programme was conducted for 40 players starting in January 2021. Following a trial series in Antigua, the team participated in a Youth ODI series in England and a high-performance camp, from which 15 players were selected for the World Cup squad, along with five reserves. A pre-World Cup series was held against South Africa in St. Vincent. However, the team and staff were severely

impacted by a COVID-19 outbreak, sidelining key members for 10 to 14 days. Consequently, the team failed to progress beyond the group stage after losses to Australia and Sri Lanka.

The ICC Men's Under 19 Cricket World Cup took place in January and February 2022, hosted by CWI across four countries: Guyana, Trinidad and Tobago, Antigua and Barbuda, and St. Kitts and Nevis. 16 teams participated in the event, with a total of 64 matches played at 19 venues. India and England faced off in the final match at Sir Vivian Richards Stadium in Antigua, with India ultimately claiming the championship title. The Plate final was contested between the United Arab Emirates and Ireland at Queens Park Oval in Trinidad and Tobago, where the United Arab Emirates secured the ICC Men's Under 19 Cricket World Cup Plate. Broadcasts of the matches reached 112 countries and were viewed by over 69 million people.

One of the highlights of the past year was the resumption of all youth tournaments across the region including that of our regional Women's U19s tournament. The return of regional youth tournaments was a big step in driving age group competition and participation across the Caribbean and developing the next generation of West Indies male players. The West Indies Rising Stars Under 15s Championship took place in Grenada in August 2022, with Barbados emerging as champions. The Rising Stars Under 17s Championship was held in Trinidad in July 2022, where Windward Islands claimed the title. Finally, the Rising Stars Under 19s three-day red ball Championship was played in St. Vincent & the Grenadines in August, with Leeward Islands securing the championship victory.

With no Boy's Under 19s, 17s, or 15s since mid-2019, it was a great effort from all the relevant stakeholders to deliver these competitions. Credit should be given to the players who participated, the territories which prepared them, the countries that hosted and CWI for the planning and logistical aspects.



All the games played at the Youth Tournaments were covered by CWI selectors and scouts who identified players from each age group tournament. These players will be monitored by CWI's Talent ID managers and, in collaboration with the players' Territorial Board, be provided with ongoing support with a view to fast tracking their development.

LOOKING FORWARD

- The period ahead promises to be a busy one for the game regionally. An early priority will be the recruitment of full time Head Coaches and Support Teams for our international men's squads.
- As co-hosts of the 2024 ICC Men's T20 World Cup, CWI will continue planning and preparing both on and off the field to ensure a successful tournament for the region.
- With Talent Pathway Managers now in place across Youth pathways, CWI will continue to monitor closely its regional junior tournaments and follow this up with close oversight of players who have been identified as future elite players. This combination of early identification and dedicated support will, in collaboration with the Territorial Boards, allow us to better track the best Youth players and play a key role in producing top quality players at the front end of our regional Youth pipeline.
- CWI will continue to build out its coaching capacity across all levels of the Coach Development spectrum in 2023/24– from Foundation through to Level 3.
- June 2023 will see the start of the Women's Academy Programme with a first cohort of 15 players, mirroring the Men's Academy programme which began in June 2022. The programme will fast track the next generation of female international players and better prepare them for elite level competition.

- In an effort to build regional capacity and further drive High-Performance, CWI will recruit for Lead roles across Physiotherapy, Strength and Conditioning, and Sports Psychology. These roles will allow the organization to assist in the upskilling of regional practitioners assigned to franchises, thereby providing more needed support to players within the Territories.
- CWI will complete its Player Personal Development manual in the upcoming period and make it available as a resource to all the Territorial Boards. The production and distribution of the manual will enable the regional boards to deliver more holistic development programmes across their pathway programmes.
- Finally, CWI will keep rebuilding its Entry Level programmes throughout 2023/24. The aim is to push them past pre-COVID-19 levels to ensure the base of the region's player pyramid continues to grow and provide the numbers necessary to support the tiers further up the player pipeline.





CCG MASTER PLAN



CCG Board Chairman Ricky Skerritt signs Agreement with Design Collective for Master Plan Design, Wednesday 15th June 2022, CWI Headquarters, Antigua



COOLIDGE
CRICKET
GROUND



TEAM



COMMERCIAL

During the year under review, overall commercial sponsorship and licensing revenues reached a record total of US\$8.3M. Sponsorship revenues have doubled compared to 2018-2019, before the arrival of the COVID-19 pandemic. The family of long-term contracted commercial partners supporting West Indies cricket grew to a total of 8 Caribbean and international businesses, joined by three technical partners providing cricket equipment and sports science products. Additionally, short-term partnerships and advertising opportunities linked to specific Series or venues helped achieve this record total.

A new licensing programme, resulting in additional revenues for CWI and the West Indies players' pool, has been instigated as part of our strategy to unlock the potential of the West Indies brand. By working with the West Indies Players' Association (WIPA), the players and players' agents, the licensing programme has led to the West Indies shield, players and team shirts available in mobile and console games appealing to the fast-growing gaming population and a younger generation of fans. "Cricket22" by Big Ant Studios is the first console game to feature West Indies players since the famous "Brian Lara Cricket" released on the Playstation in 1998. The West Indies Men's and Women's team will also be featuring in World Cricket Championship 3, the most played mobile cricket game in the world. Further exciting licensing opportunities lie ahead in the 2022-2023 year.

Additionally, digital revenues achieved a record level of US\$195k, a 150% increase on pre-pandemic levels and an increase of 38% on the previous financial year. Prior to 2018, CWI was not realizing any digital revenues. By reserving certain rights and increasing our fan marketing capabilities to better utilize social media channels, CWI is now realizing significant revenues from advertising on the Windies Cricket social channels. As we generate more content and stream more West Indies matches and CWI tournaments, these revenues will continue to grow.

Ticketing revenue also saw a net increase compared to pre-pandemic levels. The 2021-22 schedule had fewer high-profile matches than in 2018-19, with paying fans in attendance and the last time both England and India toured the Caribbean. Ticket revenues increased by 20% reaching over US\$6.7M despite there being 4 fewer matches against India and England in 2021-22 (2 x Tests, 2 x T20Is) compared to 2018-19. This was also despite the West Indies vs Ireland Men's Series being played behind closed doors due to COVID-19 precautions. This was also in spite of the five-match West Indies vs England T20I Series in Barbados restricted to 50% capacity as COVID-19 procedures allowed for the return of in-stadia fans and the subsequent return of the famous West Indian carnival cricket atmosphere. A new ticketing system has improved CWI's capacity to sell tickets around the world both online and at box offices and has seen a reduction of associated costs of over US\$750k. Moreover, the new "Windies Tickets" ticket platform provides greater means to communicate directly with fans and ticket holders and provide additional opportunities to upsell or cross-sell other products and events.



OUR SPONSORS





DIGITAL

CWI's digital media platforms remain critical in sustaining solid connections with West Indies Cricket fans around the world and as a result, greater emphasis was placed on growing fan audiences across digital platforms.

Further, the company's strategic focus on building and engaging our audiences was evident in the execution of the most regional streams in the company's history.

Commercially, more inventory value was delivered to sponsors on digital channel and a new ancillary revenue stream was activated via the company's website.

By all indications, CWI has seen an uptick in fan interactions and sponsorship capacity and is now poised to deliver further growth in the upcoming years.

FOUR KEY AREAS OF FOCUS:

1. FAN ENGAGEMENT/ PLAYER-FAN CONNECTIONS

More fans followed West Indies cricket on social media for news, match content, and closer access to players. The highest increase of followers was attributed to YouTube (24%) with the other channels growing steadily.

2. ONLINE STREAMING

Ten (10) regional and Youth Tournaments were streamed to worldwide audiences which produced approximately 15M views (13.4M – Men's | 1.6M – Women's).

3. REVENUE GENERATION

Over US \$195K in advertising revenue was generated via YouTube, Facebook & the company's website from content uploaded to these channels

4. DIGITAL INVENTORY FOR SPONSORS

Over \$2M worth of digital inventory value was activated for sponsors and advertisers (Source: Horizm)



3.46M

+24%↑

YOUTUBE
SUBSCRIBERS



714K

+10%↑

TWITTER
FOLLOWERS



3.72M

+9%↑

FACEBOOK
FOLLOWERS



979K

+9%↑

INSTAGRAM
FOLLOWERS



30.6K

+2%↑

WI INSIDER
SUBSCRIBERS



BUILDING PLAYER-FAN CONNECTIONS



windiescricket





INTEGRITY





FINANCE

2022 CONSOLIDATED AUDITED FINANCIAL STATEMENTS

2022 was a record financial year for CWI. During the period, CWI delivered on a highly ambitious and unprecedented schedule of cricket. This cricket activity is especially noteworthy considering that CWI, like many other organisations, was still recovering from 2021 – a year when the effects of the pandemic were still causing severe disruption to our operations. Accounting for the significant improvement to the company’s financial position were the England and India tours of the West Indies, and the completion of the acquisition of the company’s largest asset – the Coolidge Cricket Ground.

[Click here to see audited financials.](#)

BALANCE SHEET HIGHLIGHTS

(USD)	2022	2021	VARIANCE F/(UF)
ASSETS			
TRADE AND OTHER RECEIVABLES	19,557,291	7,442,460	12,114,831
TOTAL ASSETS	29,013,726	15,561,980	13,451,746
LIABILITIES			
TRADE AND OTHER PAYABLES	13,916,714	11,154,028	2,762,686
DEFERRED REVENUE	912,950	10,774,468	-9,861,518
DUE TO RELATED PARTIES	8,516,507	7,631,305	885,202
TOTAL LIABILITIES	29,023,437	36,286,355	-7,262,918
ACCUMULATED DEFICIT	(2,493,753)	(23,257,164)	20,763,411



ASSETS

Total assets increased by \$13.5M, over 2021 to \$29M in 2022. The overall increase in total assets is primarily related to the movement in trade & other receivables. This has increased from \$7.4M in 2021, to \$19.5M in 2022 mainly as a result of receivables due from Pitch International and FanCode in an agreed cash flow management strategy to receive payments at intervals over the term of these agreements to enhance cash-flow stability throughout the 4-year cycle.

LIABILITIES

Trade and other payables have increased from \$11.1M in 2021, to \$13.9M in 2022. This increase of \$2.8M was driven by broadcast production fees and related party debts.

Reduction of the amounts due to related parties has been a point of constant consideration for management and we are currently finalizing a proposal to address these outstanding amounts by the end of the 2nd quarter of the 2024 financial year.

There was a significant reduction in deferred revenue from \$10.7M in 2021 to \$900K in 2022 due to delivery of the England and India series in 2022 which resulted in earned revenue of \$7.6M and \$2.6M from BT Sport and FanCode respectively.

The accumulated deficit as of September 2022 has significantly decreased to \$2.5M as compared to 2021's deficit of \$23.2M. This is a significant improvement in our overall financial stability and solvency position as a direct result of record revenues and has reduced the uncertainty surrounding CWI's ability to continue as a going concern.

INCOME STATEMENT HIGHLIGHTS

(USD)	2022	2021	VARIANCE F/(UF)
REVENUES	78,646,235	27,879,487	50,766,748
LESS:			-
EXPENSES FROM TOURS AND TOURNAMENTS	(32,031,708)	7,442,460	12,114,831
GROSS OPERATING PROFIT	46,614,527	5,905,066	40,709,461
OPERATING EXPENSES	(25,512,091)	(16,106,478)	(9,405,613)
OTHER INCOME	(136,078)	254,917	(390,995)
OPERATING INCOME (LOSS) FOR THE YEAR	20,966,358	(9,946,495)	30,912,853
FINANCE COSTS	(251,694)	(323,145)	71,451
TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR	20,714,664	(10,269,640)	30,984,304
NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	(48,747)	59,889	(108,636)
TOTAL COMPREHENSIVE INCOME/ (LOSS) FOR THE YEAR	20,763,411	(10,209,751)	30,973,162



CWI's financial performance improved significantly this year, with gross operating profit of \$46.6M compared to \$5.9M in 2021. This was driven by an increase of \$50.8M in revenues and only an increase of \$10.1M in expenses from tours and tournaments. This is attributable to increases in ticket sales and media rights due to the England and India tours, new sponsorships and backed by CWI's cost-cutting and management strategies resulting in the delivery of these major tours at a marginal increase in expenses compared to the revenues earned.

Operating expenses totalled \$25.5M in 2022 and \$16.1M in 2021. The main drivers of this increase were Marketing and Commercial costs - consisting mainly of ticketing related costs and increased television production costs from the England and India Tours - development cricket costs, release fees and commissions all of which are in line with expectations as cricket made a comeback at all international and regional levels. Additionally, expenses related to CCG doubled from \$374K in 2021 to \$792K due mainly to increased activity at the venue and improved maintenance in continued efforts to keep our facility and pitches up to international standard.

The end result is a net profit for 2022 of \$20.7M as compared to 2021's net loss of \$10.2M. The significant improvement in the financial performance highlights the growth in operations and underpins the reduction of risk associated with the company's profitability.

CWI'S FINANCE DEPARTMENT RESTRUCTURE

With the appointment of an experienced CFO in September 2022, coupled with the appointment of a Finance Manager - a position which had been unfilled since 2020, the Finance department is more resourced than it has been in recent years.

Following the appointment of the new CFO, the process of streamlining the roles and responsibilities of all officers within the team has begun.

Under the leadership of the CFO the team will continue to build capacity whilst utilizing technology to modernize and improve internal processes.

ADDITION OF THE AUDIT, RISK AND COMPLIANCE MANAGER

The employment of the ARC Manager in 2021 fills a key strategic role which is integral in the strategy to manage costs, identify and assess the organisation's risk exposure and compliance. The functions of Audit, Risk & Compliance will be critical to the overall success of CWI in achieving its strategic objectives. Most importantly, for the next four-year cycle and with the West Indies hosting the Men's T20 World Cup in 2024.

PROCUREMENT SYSTEM

In keeping with CWI's overall strategy to minimize costs, the procurement system and accompanying policy are now fully implemented. This development will ensure that CWI will procure its goods and services at the lowest possible cost without compromising value. Under this system, transactions are performed solely through the MDSL Financial Software System, which also has benefits for recordkeeping and establishing a sound audit trail.

THE FUTURE

Looking ahead, with the continued improved media partnerships and sponsorships in the pipeline, we are projecting positive cash flows over the next two (2) years based on management's plans and initiatives, including the hosting of the Men's T20 World Cup in 2024. In addition to the annual distribution from ICC of \$17M in 2023, we are set to receive an additional surplus from the ICC of \$9M in April 2024, further strengthening our liquidity position. With this in mind, we are optimistic about the current and future financial health of the organization and will continue to work diligently to improve our systems, minimize costs and increase our revenues.



OUR STANDING COMMITTEES

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

EXECUTIVE

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

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

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
MR. JOHNNY GRAVE *(CEO)*
MS. KEBRA NANTON *(CFO)*
MR. LYNFORD INVERARY *(SUPPORT STAFF)*



GOVERNANCE TRANSFORMATION
& STAKEHOLDER RELATIONS

- 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)

HIGH PERFORMANCE & COACHING
DEVELOPMENT

- DR. AKSHAI MANSINGH (CHAIR)
- 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)

HUMAN RESOURCE DEVELOPMENT
& REMUNERATIONS

- MRS. DEBRA CORYAT-PATTON (CHAIR)
- MR. CAROL HENRY
- MR. GREGORY WILLOCK
- MR. ARJOON RAMLAL
- MS. CHERYL CARTER
- MR. CLINTON CLARKE
- MRS. ONEKA MARTIN BIRD (SUPPORT STAFF)

OFFICIATING & VENUE
STANDARDS

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

SPORTS SCIENCE & MEDICAL
ADVISORY

- DR. DONOVAN BENNETT (CHAIR)
- DR. AKSHAI MANSINGH
- DR. RENE BEST
- DR. MARQUITA WEBB
- DR. VERNICE RICHARDS
- DR. OBA GULSTON (SUPPORT STAFF)
- DR. ISRAEL DOWLAT (SUPPORT STAFF)

