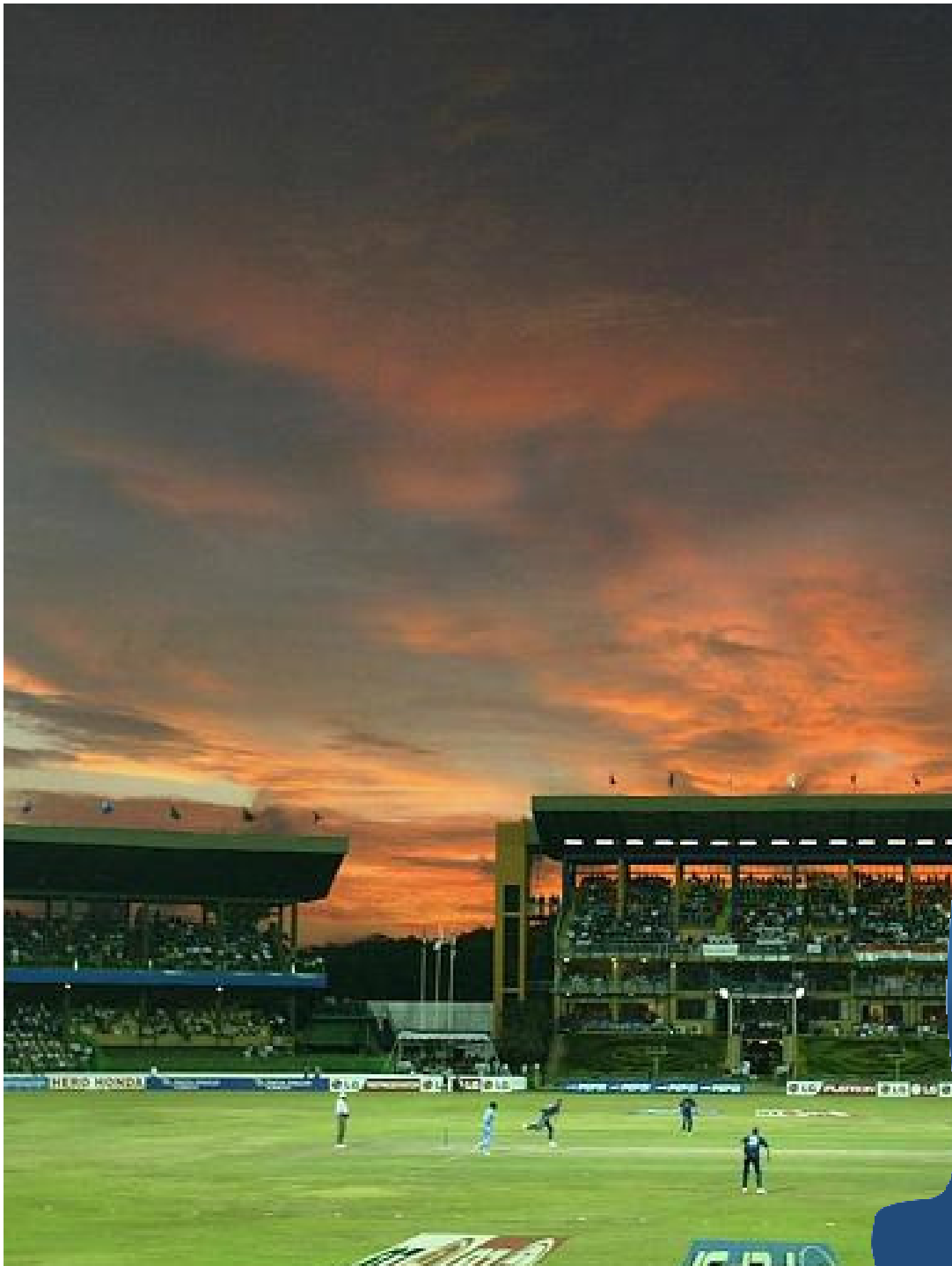




International
Cricket Council

**APRIL 2010
AFRICA FORUM
DEVELOPING
CRICKET WORLD
FUNDING
POLICY**



Synopsis

Funding Policy

- Compliance team regional integration
- 2009 Recap : The year in Review
- Quality and Timing of Reporting
- Materiality
- Budgeting 2009 vs 2010, the 2011 timeline
- Funding Policy – tweaking



2009 – The Year in Review

- Knowledge of the intricacies of the Funding Policy (Q&A)
- Group Discussion
 - How did you find the 2009 process? –Who was directly involved?
 - How did you find the 2010 process? – Was there NEW involvement?
 - How widely was the BUDGET TEMPLATE distributed?
 - Work ability of the Q&H reports?
 - New KPI section – thoughts?



Compliance Team 2010

Development
Compliance
Manager
Sarah de Rozario

Africa
RDM
SDCO
NEW MSCO

Americas
Aaron Collins

Asia
Ganesh
Sundaramoorthy

EAP
Laura Piekarski

Europe
Nathan Mackey



Cricket without boundaries

2009 – The Year in Review

- Research on Member Support & Compliance integration
- Handled later



2009 – The Year in Review

- January '09 ambitions vs December '09 reality
- What have been the positives ?
 - Greater insight and understanding of cricket in your countries – agree or disagree?
 - Regional positives ?



2009 – The Year in Review

Vision:

- Accountability, Solutions, Improvement

What were we to do ?

- Manage and oversee compliance of ICC's Developing Cricket World Funding Policy/Process
 - Email ...a lot, Call ...a lot

What stage are we currently at in February 2010 ?

implementation and bedding down the process, cycle is rolling and we need to build on the support, momentum and mindset change with countries

Other specific tasks:

- Research collection, Membership Criteria, Country funding, data & knowledge facilitation



2009 – The Year in Review

2009:

- < 20 January – 67/94 approved 71.3%
- 20th January – 87/94 Approved 92.6%
- End February - 91/94 Approved 96.8%

2010:

- < 1 January – 80 / 94 approved 85.1%
- 22 February – 14 Budgets not approved 80/94 85.1%

- **HAS YOUR BUDGET BEEN APPROVED?**



2009 – The Year in Review

- What have been the Challenges ?
 - Understanding expectation at 3 levels : country, region and HQ – **Prof Kriek's Process**
 - Existing reporting and the overlay of ICC requirements
 - What worked and what did not : ie forecasting ? , template shortfalls?, others ?
 - Regional specific challenges – feedback



Quality & Timing of Reporting

Quarterly & Half yearly Reporting and Forecasting



Quality & Timing of Reporting

- How has Q1 to Q4 reporting changed ? –**WAS THERE AN IMPROVEMENT?**
- Did Half 1 and Half 2 improve ?
- Were there major variations as budgeting was guessing?
- Overall a noticeable improvement from initially in Q1 to the recent Q4 reports for Associates
 - product of time, regularity & familiarity
 - Fair assumption that it is better understanding
- Or is limited improvement and some countries are still hesitant of the process



Quality & Timing of Reporting

- Timing of submissions – **DO YOU HAVE THE STAFF TO SUPPORT THE PROCESS?**
 - Turnaround time in the initial and subsequent returns by countries
 - Was there a noticeable improvement as the year wore on
- During 2009, some minor issues with delays in funding release – **Understand this will lead to frustration**
- 2010 – work cohesively with Members for expediting report submissions and release of funding



Reporting – levels of detail

- 2009 issued ‘Gold’ standard template
 - Guideline to set expectations, ongoing refinement by working with the Members
- Fine line and sensitive area to balance
 - Ultimately, purpose of the report is to gain an overall understanding of what activities ICC funding is being spent upon
- **Examples** – (following examples are possibly too much, and too little) just needs to be able to read and understand what happened in the past 3 months (or 6 months for Affiliates)



4. HIGH PERFORMANCE & INTERNATIONAL COMPETITIONS

		Annual Budget	Year to Date					4th Quarter				
			Budget	Forecast	Actual	Var to Budget	Var to F'cast	Budget	Forecast	Actual	Var to Budget	Var to F'cast
4.1	International Competition - Overseas	206,050	206,050	199,160	195,641	-10,409	-3,519	47,315	43,229	39,710	7,605	3,519
4.2	International Competition - Home	429,250	429,250	309,709	314,438	-114,812	4,729	0	1,409	6,138	-6,138	-4,729
4.3	High Performance	606,212	606,212	623,812	602,341	-3,871	-21,471	91,014	94,522	73,051	17,963	21,471
	TOTAL	1,241,512	1,241,512	1,132,681	1,112,420	-129,092	-20,261	138,329	139,160	118,899	19,430	20,261

Comments on major activity and expenditure during the quarter, including all Priority Expenditure

4.1 Flights for ICC WC Qualifier amount to 3,890.91, visa costs amount to 7430 and an accrual for other costs of 12,000 have been included.

Senior men's FP matches cost included for physio of 553.27.

U19 World cup qualifier costs total 11941.22 consisting of flights 9065.4, formal clothing of 682.1 and payments of xxxxxxx of 3882.72 with an amount reimbursed of 1689.

ICC T20 world cup costs a total of 3342.68 for accommodation 549.28, physio 875 and match costs 1194.09 and flights of 724.31.

4.2 Men's FP home costs relate to physio costs of 1,400.

I cup home costs include; accommodation costs of 9,966.37, physio costs 2,300.64, match costs of 825.52 with amounts reimbursed by the ICC of 14,225.71 and Country X 3,165.85. I cup away costs of 1750 relate to physio costs for Country X v Country X in Aug 09.

A team matches costs total 12512.21; accommodation costs of 9494.01, physio costs of 1770 and coach wages and expenses of 1248.2

Boys underage tournaments; U15 10,890.19 with amount recovered of 9335.6, U17 costs 1,144.08 and U19 costs of 9508.61 with amounts recovered 11,517.87 giving a net cost for the boys underage tournaments of 686.9

Women's European cup cost include ICC tournament costs of 2589.14, Country v Country costs of 690 and amount reimbursed by XXX of 304.5 and Country of 8836.3 giving a net credit of 5911.72.

There is a charge for the women's ODI tri series for the T20 I, and wages for the women's coach amount to 3958.26.

4.3 Men's high performance costs are; physio 890, Wages 3893.35, coach education 96.39, Northern 1440, balls 1162.75, equipment 1353.27, gym 575, medical 5021.45, sports science 16.45, upkeep 808.99, use of indoor facilities 10166.15 and office IT 634.23.



3. DOMESTIC COMPETITIONS

		Annual Budget	Year to Date					4th Quarter				
			Budget	Forecast	Actual	Var to Budget	Var to F'cast	Budget	Forecast	Actual	Var to Budget	Var to F'cast
3.1	Senior Men's Competitions	571,212	571,212	553,397	475,407	-95,805	-77,990	186,992	241,011	177,000	9,992	64,011
3.2	Senior Women's Competitions	28,000	28,000	28,000	18,004	-9,996	-9,996	0	6,000	12,450	-12,450	-6,450
3.3	Junior (Boys/Girls) Competitions	40,000	40,000	40,000	205,223	165,223	165,223	6,400	68,500	176,604	-170,204	-108,104
	TOTAL	639,212	639,212	621,397	698,634	59,422	77,237	193,392	315,511	366,054	-172,662	-50,543

Comments on major activity and expenditure during the quarter, including all Priority Expenditure

- 3.1 All Domestic competition will be active and commence October 2009 and be completed by 30th March 2010.
- 3.2 Minimum
- 3.3 Participation of age group tournaments in Country XX December 2009.

Variations: Quarterly Budget vs Actual activity (Refer Columns J & L)

should be no cause for concern

Variations: Quarterly Forecast vs Actual activity (Refer Columns K & L)

Do not expect major variances



5. DEVELOPMENT COSTS

		Annual Budget	Year to Date					2nd Half				
			Budget	Forecast	Actual	Var to Budget	Var to F'cast	Budget	Forecast	Actual	Var to Budget	Var to F'cast
5.1	Junior Involvement/Grass Roots	9,240	9,240	13,483	13,483	4,243	0	0	0	4,736	-4,736	-4,736
5.2	Facility & Capital Development	132,963	132,963	133,715	133,715	752	0	0	13,248	14,000	-14,000	-752
5.3	Coach Education	24,750	24,750	0	0	-24,750	0	0	0	0	0	0
5.4	Umpire Education	660	660	0	0	-660	0	0	0	0	0	0
5.5	Other Education	0	0	0	0	0	0	0	0	0	0	0
5.6	Miscellaneous Development Costs	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	167,613	167,613	147,198	147,198	-20,415	0	0	13,248	18,736	-18,736	-5,488

Comments on major activity and expenditure during the quarter, including all Priority Expenditure

The twin lane nets have given our association a huge boost, as we now have a focus for our training.

Junior involvement was greater, as we are now undertaking junior cricket in 4 schools and needed to purchase kwik cricket sets for them

Overall yearly analysis:

\$400 increase in cost for junior involvement, as more kwik cricket sets needed, as more training in schools is now taking place

\$2000 saving, with coaching course pushed forward to 2010 budget

Variations: Quarterly Budget vs Actual activity (Refer Columns J & L)

The twin lane nets have given our association a huge boost, as we now have a focus for our training.

Junior involvement was greater, as we are now undertaking junior cricket in 4 schools and needed to purchase kwik cricket sets for them

Extra costs included our ground rental and petrol for our mower



Materiality

- A key issue for the Members has been levels of Materiality queries on their reports
- Elected Reps requested materiality guidelines to be issued
- Working group had agreed to the following guideline:
 - A variance of 10% or \$2,000 whichever is the higher for each section within the report



Budget process – 2009 vs 2010

- First year rollout of a new process – always difficult
- How was the process this time for the 2010 Budgets ?
better, worse, easier,
countries attitude to the process,
quality compared to previous year,
timing of expenditure
- An 11 week process and in some Regions we still struggled
- Have Members budgets linked in to your Regional KPI's?



SPG Report Back

WISH LIST ON THE BUDGET

Display Excel Sheet



Current Funding and Targets for 2010

Initial country "scorecard" development for establishing Categories A, B & C for Associates and D+ for Affiliates in regard to the future funding scenario 2009+ (to be regularly reviewed over time):

1. <i>Playing Standard*</i>	<i>40% importance</i>
2. <i>Senior Playing numbers</i>	<i>15%</i>
3. <i>Junior Playing numbers</i>	<i>10%</i>
4. <i>Total Grounds</i>	<i>10% (4 turf / 4 permanent / 2 total split)</i>
5. <i>Junior Involvement numbers</i>	<i>6%</i>
6. <i>Total Employees</i>	<i>3% (2 part-time = 1 full-time)</i>
7. <i>Junior/local development over time</i>	<i>3%</i>
8. <i>Total non-ICC income generated</i>	<i>3%</i>
9. <i>Total Qualified Coaches</i>	<i>3%</i>
10. <i>Active Coaches</i>	<i>3%</i>
11. <i>Total Qualified Umpires</i>	<i>2%</i>
12. <i>Active Umpires</i>	<i><u>2% importance</u></i>
	<i>100% total</i>

**As per men's senior national team results but appropriately incorporating junior and/or women's results if/when suitable (at 30 senior men's / 5 women's / 5 U19s split for example)*



Score Card Memo

MEMO TO: ICC Associate & Affiliate Members
DATE: 17 September 2008
SUBJECT: CAPITAL & DEVELOPMENT GRANT- MEMBER CATEGORIES
FROM: MATTHEW KENNEDY- GLOBAL DEVELOPMENT MANAGER

This “scorecard” make-up will also be reviewed every two years to take into account the evolving nature of the ICC Development Program. It has already been decided that women’s and Under 19 / junior International cricket should be incorporated into the playing standard factor once this becomes feasible through greater global competition within these forms of the game.

REFER TO THE TOURNAMENT SCHEDULE



All Members are rated in each criteria every two years. Considering the % weighting of each criteria, every Member then receives a cumulative rating within their Membership class. Based on this rating, Members are placed in one of six (6) funding categories:

1. *Category A (Associate rated 1 – 10)*
2. *Category B (Associate rated 11 – 22)*
3. *Category C (Associate rated 23 – 34)**
4. *Category D (Affiliate rated 1 – 10)*
5. *Category E (Affiliate rated 11 – 20)*
6. *Category F (Affiliate rated 21 – 34)*

• *Category C to be expanded as new Associate Members are admitted*

• The annual 'up to' grant allocated to each category is as follows for 2009 and 2010:

1. *Category A – US\$175,000*
2. *Category B – US\$125,000*
3. *Category C – US\$70,000*
4. *Category D – US\$55,000*
5. *Category E – US\$30,000*
6. *Category F – US\$8,000*



ASSOCIATE MEMBERS

Category A	Category B	Category C
Bermuda	Argentina	Belgium
Canada	Fiji	Botswana
Denmark	Hong Kong	Cayman Islands
Ireland	Italy	France
Kenya	Japan	Germany
Namibia	Jersey	Gibraltar
The Netherlands	Malaysia	Guernsey
Scotland	Nepal	Israel
UAE	PNG	Kuwait
Uganda	Singapore	Nigeria
	Tanzania	Thailand
	USA	Zambia

AFFILIATE MEMBERS

Category D	Category E	Category F
Afghanistan	Bahamas	Austria
Cook Islands	Bahrain	Bhutan
Ghana	Belize	Brazil
Indonesia	Finland	Chile
Isle of Man	Malawi	Gambia
Mozambique	Maldives	Greece
Oman	Myanmar	Lesotho
Saudi Arabia	Spain	Morocco
Suriname	Samoa	Norway
Vanuatu	Tonga	Panama
		Qatar
		Sierra Leone
		Swaziland
		Switzerland

OTHERS / NO CATEGORY

Brunei	Cuba	Luxembourg	Portugal	Turkey
Bulgaria	Czech Republic	Mali	Rwanda	Turks & Caicos
Cameroon	Cyprus	Malta	Slovenia	
China	Estonia	Mexico	South Korea	
Costa Rica	Falkland Islands	Peru	St Helena	
Croatia	Iran	Philippines	Sweden	



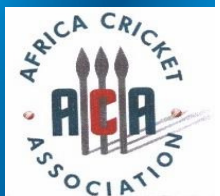
Priority Expenditure Analysis H2/Q4 2009

Priority Expenditure Analysis						
Q4 & H2 Reports (20 Jan 2010)						
Excluding Administration Grant						
Country	ICC Direct Funding	Admin Grant	Allocated PE (excl Admin Grant)	FY Actuals	Over / (Under) PE (excluding Admin Grant)	RDM recommendation on PE not fulfilled
Associates						
Botswana	250,000	160,000	90,000	215,358	125,358	357,523
Kenya	869,643	160,000	709,643	1,602,150	892,507	5,024,930
Namibia	710,000	160,000	550,000	937,764	387,764	59,958
Nigeria	278,909	160,000	118,909	557,416	438,507	0
Tanzania	285,004	160,000	125,004	293,137	168,133	0
Uganda	352,616	160,000	192,616	918,660	726,044	13,211,000
Zambia	230,000	160,000	70,000	358,763	288,763	18,270



Priority Expenditure Analysis H2/Q4 2009

Excluding Administration Grant							
Country	ICC Direct Funding	Admin Grant	Allocated PE (excl Admin Grant)		FY Actuals	Over / (Under) PE (excluding Admin Grant)	RDM recommendation on PE not fulfilled
Affiliates							
Cameroon	15,000	15,000	-		28,524	28,524	
Gambia	23,000	15,000	8,000		88,684	80,684	606,238
Ghana	70,000	15,000	55,000		-	#VALUE!	
Lesotho	23,000	15,000	8,000		32,994	24,994	10,000
Malawi	45,000	15,000	30,000		64,220	34,220	100,000
Mali	15,000	15,000	-		33,294	33,294	
Morocco	23,000	15,000	8,000		-	#VALUE!	
Mozambique	70,000	15,000	55,000		98,743	43,743	606,238
Rwanda	15,000	15,000	-		-	#VALUE!	
Sierra Leone	23,000	15,000	8,000		79,032	71,032	
St Helena	15,000	15,000	-		-	#VALUE!	
Swaziland	23,000	15,000	8,000		37,249	29,249	



Funding Deductions

Non-compliance with any Membership, Submissions or Staffing requirements relating to Capital and Development Grants and High Performance Grants will result in % deductions to the Member's next *allocated installment (examples of allocated installments are outlined in 2.2.1 (page 9))*.

The % deduction will be based on the length of time the requirement remains outstanding after the due date. A summary of due dates is provided in the Funding Timeline within *section 6 (page 23)*.

Specific % deductions will be implemented as follows:

Non compliance period after due date Deduction

1 to 14 days (grace period)	0% of allocated installment deducted
In excess of 2 weeks	10% of allocated installment deducted
In excess of 1 month	25% of allocated installment deducted
In excess of 2 months	50% of allocated installment deducted
In excess of 3 months	100% of allocated installment deducted



Expenditure

As part of the consultation process between Members and ICC Regional Management to finalise the annual plan and budget, priority activities/expenditure will be highlighted. The value of all priority activity Will equal the amount of ICC Direct Funding the Member has budgeted to activities must take place.

If a Member would like to amend or re-direct any of this previously approved priority expenditure to another project, this is possible, however, approval must first be sought from ICC Regional Management.

In addition to this, Members will be provided with the opportunity to explain any changes or discrepancies in overall planned activity and expenditure when submitting regular reports.



A proportion of allocated installments will be deducted if:

- (a) without ICC Regional Management approval a Member re-directs previously approved ICC Direct Funding to conduct alternative activities that are deemed inappropriate in terms of the Member's agreed plan and priorities. For example, an unapproved and unwarranted senior national team tour takes place instead of an approved and prioritised national junior championship.
- (b) through the review of audited annual accounts – or through other means – it is discovered that a Member has previously filed inaccurate financial reports that indicate unapproved and inappropriate spending of ICC Direct Funding has taken place.

Funding Deduction – the value of the previously approved ICC Direct Funding that has been spent on the unapproved and inappropriate activity is deducted from a future allocated installment(s).

- (ii) *As outlined in 3(b)(v) (page 14), Members are required to budget and expend at a minimum, the total amount of ICC Global and Regional Direct Funding in the year it is provided.*



A proportion of allocated installments will be deducted, however, if: (a) at the end of the year the total expenditure of a Member is less than the total income provided through ICC Global Direct Funding and ICC Regional Direct Funding.

Funding Deduction – the value of the under spent amount is deducted from the following year’s allocated installments.

(b) prior to the July and/or October allocated installments being forwarded, it is clear that the Member is not capable of expending its full allocation of Global Direct Funding in the best interests of cricket development within the year.

Funding Deduction – the next allocated installment is withheld until the Member can demonstrate sufficient capacity to expend its remaining allocation(s) in the best interests of cricket development. If this does not occur, the remaining allocation(s) will be forfeited.



Going forward...2011 Budget



2011 Budget Process

- Third time the countries have prepared Budgets
- Better understanding by our members of what the requirements are, purpose, benefits of having a Budget and Reporting tool
- Type of activities and Quality should be better targeted and definitive than 2008 and 2009
- Countries must be more comfortable with the process and expectations



2011 Draft Budget Timeline

- Draft Timing – August to November
- 15 August – ICC (Dubai) release 2011 Budget template to Regions
- 16 August – Budgeting process begins (7 weeks)
- 30 September – 1st submission due to Region – Looking to have a regional Operational Leader and Chairman Seminar???
- 14 October – Deductions for late submission (14 days grace)
- October – Regional review and resubmissions (5 weeks)
- 5 November – Final Approval by RDM / HPM / Member
- 12 November – All budgets due to ICC Dubai
- 19 November – Deductions for late submission (14 days post final submission/approval)
- 17 November – Approval /Declaration forms due to Dubai (2 weeks)



Summary

- 2009 was the Transition and implementation period – Regions, Members and ICC
- Laid the foundation in the benchmark year and must continue to work with the challenges and change misguided perceptions and focus on support aspect
- 2010 should be “business as usual” with reporting and ongoing implementation of the process’
- Materiality guidelines – common sense to apply
- Focus on the outcomes ie how well are we using the data we now have regular access too



**NO MORE EXCUSES
JUST DO IT!**



FOX
YENİ

Olaçak
O Kadar

