

# ANNUAL REPORT 2009–2010 INCLUDING FINANCIAL STATEMENTS

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# OUR VISION OF SUCCESS, MISSION AND VALUES

## OUR VISION OF SUCCESS

As a leading global sport cricket will captivate and inspire people of every age, gender, background and ability while building bridges between continents, countries and communities.

## THE ICC MISSION

As the international governing body for cricket, the International Cricket Council will lead by:

- Promoting and protecting the game, and its unique spirit
- Delivering outstanding, memorable events
- Providing excellent service to Members and stakeholders
- Optimising its commercial rights and properties for the benefit of its Members

## OUR VALUES

- **OPENNESS, HONESTY AND INTEGRITY**  
We work to the highest ethical standards. We do what we say we are going to do, in the way we say we are going to do it.
- **EXCELLENCE**  
Cricket's players and supporters deserve the best. It is our duty to set the highest standards.
- **ACCOUNTABILITY AND RESPONSIBILITY**  
We take responsibility for leading and protecting the game. We provide outstanding service to our stakeholders. If others are harming the game we take necessary action.
- **COMMITMENT TO THE GAME**  
We care for cricket. Everything we do and every decision we make is motivated by a desire to serve the game better.
- **RESPECT FOR OUR DIVERSITY**  
We are an international organisation with a global focus and act at all times without prejudice, fear or favour.
- **FAIRNESS AND EQUITY**  
We are fair, just and utterly impartial.
- **WORKING AS A TEAM**  
Like a cricket team we all have different skills and strengths. By working together with unity of purpose we maximise the effectiveness of our assets.



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“THE INTEGRATION OF THE WOMEN’S AND MEN’S COMPETITIONS IN THE ICC WORLD TWENTY20 HAS BEEN ONE OF THE GREATEST INNOVATIONS NOT JUST IN CRICKET BUT IN ANY SPORT.”

David Morgan

## PRESIDENT’S REPORT

**As my term as President comes to a close, one image captures all the pride, passion and spirit of our great game.**

Sir Alec Bedser, a great bowler, a dedicated servant to the game as an England selector and also as Surrey president but most of all a thoroughly decent man, was invited to be inducted into the ICC Hall of Fame.

Sir Alec was not in the best of health but was thrilled about the honour to be bestowed upon him. He wrote on several occasions expressing his pride and also urging that the presentation be conducted as soon as possible.

He was duly inducted into the Hall of Fame in May 2009 during the tea interval of the Test match between England and West Indies at Lord’s – it was Sir Alec’s request that his induction should be at the home of cricket.

The honour was special for Sir Alec who sadly passed away in April 2010 and I think that all those inducted into the Hall of Fame, run in association with FICA (the Federation of International Cricketers’ Associations), recognised that they held a special place in our game.

From Adelaide, with Vic Grimmert, son of the late Clarrie, to Dubai and a presentation to Kapil Dev, India’s ICC Cricket World Cup captain of 1983, players and their families shared the same pride at being in hallowed company in the game’s history.

It is those traditions and that history that the ICC strives to protect despite the challenges we have faced in the last few years. I believe that following the smooth transition from Malcolm Speed to Haroon Lorgat in the Chief Executive’s chair that ICC is perfectly placed to face those challenges.

Governance of the ICC has long been a topic of debate and to claim it is perfect would be incorrect. There have been improvements with directors now looking to act for the greater good of the game. However there are still further improvements to be made and the recruitment of additional independent directors would improve the corporate governance of the ICC.

We all recognise the overwhelming requirement to protect and promote the image and reputation of the ICC by the actions not only of the players but also of the Board which needs to continue to provide the highest quality of leadership.

And at present there is much to protect as the last four ICC events have shown a consistent improvement from what had gone before. Lessons were learnt from the ICC Cricket World Cup 2007 in the Caribbean and that was perfectly evident at the ICC World Twenty20 in the Caribbean this year.

The addition of the ICC World Twenty20 – first in South Africa, then England and recently in the Caribbean – has provided the ICC with three formats to promote the game in terms of nation

versus nation cricket. The Twenty20 format has also allowed ICC to lift the profile of the women’s game. The integration of the women’s and men’s competitions in the ICC World Twenty20 has been one of the greatest innovations not just in cricket but in any sport. Starting in England at the ICC World Twenty20 in 2009 and continuing in the 2010 event, the women’s semi finals and finals have been played at the same ground, and in front of the same crowds for the price of one ticket.

Talk to any player in the women’s game and they will all tell you of their excitement in sharing the same stage as the men and also of playing on television in front of an audience which can be counted in hundreds of millions.

ICC is proud of this development and also of the continued investment in a development programme which has produced stories as powerful as that of Afghanistan’s in recent years.

In the last 18 months, we have sadly witnessed the security problems which have halted Pakistan’s ability to host international teams and this clearly came to a head with the attack on the Sri Lanka team and the match officials in Lahore.

Since then, ICC has established a Pakistan Task Force who have worked tirelessly to ensure that Pakistan have not been isolated in what is a difficult time for both cricketers and of course the cricketing public in Pakistan. I am grateful to those boards which have either staged or agreed to play



international fixtures with Pakistan in neutral venues. This has been important in ensuring Pakistan continues to play cricket at the highest level.

ICC has been fortunate to have Lord Condon as its first head, and more recently, chairman of the Anti Corruption and Security Unit. Lord Condon also chaired the Security Task Force which looked at security standards in world cricket. His recommendations have been adopted and will be completely implemented this year.

Lord Condon stands down this summer from his role as ACSU chair and it is fitting that we should acknowledge his contribution in ensuring the integrity of the game we love remains intact. Lord Condon remains a friend of cricket and we are grateful to him for helping, along with the Chief Executive, to identify a worthy successor in Sir Ronnie Flanagan. Sir Ronnie, one of the United Kingdom's leading police officers, brings a great deal of experience to a challenging role and we all wish him well.

Finally it has been a privilege to have served as ICC President for the last two years. The game has grown and improved with the international cricketers and match officials having played a major role in that growth and improvement. I want to put on record my thanks to them and wish everyone connected with this great sport the very best of fortune in the future.



**MAIN:** Australia cricketer Sarah Elliott was part of the winning team at the ICC World Twenty20 2010.

**LEFT:** Lord Paul Condon the Chief of the ICC Anti Corruption and Security Unit and his successor Sir Ronnie Flanagan talk to the press during a media conference at Lord's.

**BELOW:** David Morgan presents the late Alec Bedser with his Hall of Fame cap.





Haroon Lorgat

“SURELY WE OWE IT TO PAST, CURRENT AND FUTURE GENERATIONS TO PROTECT AND PROMOTE ALL THREE FORMS OF CRICKET.”

## CHIEF EXECUTIVE'S REPORT

As another satisfying and successful year for the ICC draws to a close, the anticipation and excitement of the ICC's flagship event – ICC Cricket World Cup 2011 – starts to unfold.

For the players, spectators and the media alike the ICC Cricket World Cup is *The Cup that Counts*. Moreover, there is nothing quite like a global event being played in a region where cricket generates unrivalled passion and excitement. Between 19 February and 2 April 2011 Bangladesh, India and Sri Lanka will be the places to be!

The World Cup recognises the primacy of ICC global events in a packed cricketing calendar and will in my view display the charm of 50-over international cricket. It will attract visitors from each of the 14 competing teams and I can picture cricket lovers aplenty - from Australia to Bangladesh to Canada - turning up in their thousands to witness the world's best at play.

As the global governing body we have as many challenges as we have opportunities. I often think of the Roman author who more than two millennia ago said that anyone can steer the ship when the sea is calm, and he went on to say that the true test of endurance and stamina is to navigate through rough waters.

Cricket is privileged as it is able to withstand testing times, like sustaining a 50 over international game alongside the traditional Test and the new generation Twenty20 cricket.

Many detractors were pleasantly reminded of the viability of ODI cricket after the genius Sachin Tendulkar scored the first double hundred in February 2010, nearly 40 years after this format was introduced. I personally believe, if properly managed, all three formats can thrive alongside each other and I am confident that our leadership has the vision and stamina to steer our ship through these tough times.

Competition is the lifeblood of all sports and the spirited contests between Australia, India and South Africa for the top spot in the Reliance Mobile Test and ODI rankings tables in conjunction with the hugely supported and closely fought Ashes series, have contributed much to sustain interest and profile in the longer formats. What is also encouraging is that more and more teams are seeking to restore their former glories and, as we move through the next year, I am confident that we will generate even more interest through creating context for international cricket. With that we will also seek to position and brand each format distinctively. Surely we owe it to past, current and future generations to protect and promote all three forms of cricket.

Commercially, the game remains to be very healthy and I am pleased with the manner in which we have related with our broadcast and commercial partners in testing times. Indeed I am very grateful for their continued support and understanding in all respects.





The remaining few months in this year will see us deal with a significant piece of work as we examine the ICC strategy and plans. The current strategic plan (2006-2010) expires soon and we have engaged AT Kearney to help us revise or rewrite our future strategy.

As we look to build on our current achievements we cannot be complacent about the threats that can affect the integrity of our Great Sport, on and off the field. Our image and reputation is priceless and we will continue to maintain a zero tolerance approach when it comes to matters of corruption and doping.

Recently we urged Member boards to review and tighten up their own rules and regulations to ensure they are not exposed to entrepreneurial opportunism. However, to protect the future of our game we ourselves should truly respect and live the values we espouse. These are indeed testing times and it is only strong and ethical leadership that will steer us through these stormy waters. We need to respect the principles and values of our game and it is important that leadership is provided not by one, but by all. Antoine de Saint-Exupéry wrote that "The central struggle of men has ever been to understand one another". I'm sure you will appreciate why these words have been on my mind a great deal lately.

If we do understand each other and practice ethical leadership then by the time we reach Mumbai on April 2, 2011 we will not only have witnessed a memorable ICC Cricket World Cup 2011 filled with sub-continent tradition and passion, but we will also have navigated the many challenges before us.

And now I look forward to working with Sharad Pawar, who assumes the ICC presidency at the conclusion of Annual Conference. At the same time I acknowledge and thank

David Morgan for the many years of astute and measured leadership and who was largely responsible for ushering me into this role.

I wish to conclude by expressing gratitude to the Board of Directors, Member chief executives, our talented staff and a wonderful group of broadcast and commercial partners who have all shown Great Spirit in working with me.



**MAIN:** Dale Steyn of South Africa is one of the leading players in Test cricket.

**LEFT:** Indian schoolchildren gesture as they form the number 200 in Amritsar while celebrating Indian cricketer Sachin Tendulkar's record double century.

**OPPOSITE:** Bangladesh's fans will bring great passion to the ICC Cricket World Cup 2011.



Sharad Pawar, ICC Vice President

# ICC EXECUTIVE AND IDI BOARD OF DIRECTORS

As well as the ICC President, Vice-President and Chief Executive, the ICC Executive Board and the Board of Directors of ICC Development (International) Ltd (IDI) – the ICC’s commercial arm – comprises the Presidents and Chairmen of the ICC’s 10 Full Member countries, plus representatives from Associate Member countries. In addition, the Vice-President also joins the Board. These forums are the key policy boards for international cricket.

The IDI Board is responsible for the major financial and commercial policies relating to global cricket, while the ICC Executive Board takes recommendations from the Chief Executives’ Committee and oversees the affairs of the ICC, particularly those relating to how the game is played at international level.



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## FULL MEMBERS

- 1 **Jack Clarke**  
Australia
- 2 **AHM Mustafa Kamal, FCA, MP**  
Bangladesh
- 3 **Giles Clarke**  
England & Wales
- 4 **Shashank Manohar**  
India
- 5 **Alan Isaac**  
New Zealand
- 6 **Ijaz Butt**  
Pakistan
- 7 **DS de Silva**  
Sri Lanka
- 8 **Dr. Mtutuzeli Nyoka**  
South Africa
- 9 **Dr Julian Hunte**  
West Indies
- 10 **Peter Chingoka**  
Zimbabwe

## ASSOCIATED MEMBERS

- 11 **Neil Speight**  
Bermuda
- 12 **Samir Inamdar**  
Kenya
- 13 **Imran Khwaja**  
Singapore

# DELIVERING CRICKET'S MAJOR EVENTS



## TEST MATCH CRICKET

**Amidst the ever changing landscape of international cricket, the past 12 months have presented a number of opportunities to debate the future of Test cricket.**

The ICC has commenced work on the development of a new Future Tours Programme for post 2012. A working group was also established to look at the content and context of the international game, including focusing on the future of Test cricket.

In addition, various trials were conducted on different coloured balls during the year, with a view to introducing floodlit Test Match cricket in the future.

On the field of play, India retained the number-one spot in the Reliance Mobile ICC Test Championship, pocketing a cheque for US\$175,000.

It was the first time India has topped the log at the annual cut-off date since the rankings were introduced in June 2003.

Highlights of the year for India included a series win over Sri Lanka, although that contest will also be remembered for Mahela Jayawardene's wonderful innings of 275.

India's success meant that Australia's seven-year run of finishing on top spot at the annual cut-off date was ended in a year of mixed fortunes for Ricky Ponting's side.

Most notably, it lost a dramatic Ashes series to England 2-1, losing the final Test Match at The Oval, although it did recover to defeat West Indies, Pakistan and New Zealand in series.

England, under the captaincy of Andrew Strauss, enjoyed a successful year with series victories over West Indies at home and Bangladesh away, as well as an excellent drawn series in South Africa, who competed admirably themselves to draw a series in India 1-1.

Bangladesh also had reason to celebrate recording its first ever overseas Test series victory, with Shakib Al Hasan taking 13 wickets in the two-match series against an under-strength West Indies team.

In the only women's Test Match of the year, a drawn game at Worcester between England and Australia saw the home side retain the Ashes.



**MAIN:** Andrew Strauss poses with the Ashes trophy at The Oval after a thrilling series win over Australia.

**FROM TOP:** Mahela Jayawardene on his way to an outstanding double century against India in Ahmedabad but even that innings couldn't prevent India becoming the leading Test side. Mahendra Singh Dhoni celebrates India's triumph over South Africa which helped it seal top spot in the Test rankings.

# ONE DAY CRICKET

**With an eye very much on fine tuning preparations ahead of the ICC Cricket World Cup 2011, it was a busy period of international cricket in the 50-over format of the game.**

Australia's success in winning the ICC Champions Trophy was reflective of its continuing dominance throughout the year.

Series wins over Pakistan in the UAE (3-2), England (6-1), India (4-2), Pakistan (5-0), West Indies (4-0) and New Zealand (3-2), meant that it comfortably won the ICC ODI Championship Shield.

While Australia's success was the main news story from a team perspective, there could be no debate about the individual story of the year.

In February 2010, Sachin Tendulkar became the first player in the history of the game to score a double century in an ODI game, smashing an incredible 200 not out off just 147 balls against South Africa.

This score broke the record previously achieved by Charles Coventry in August 2009, when he struck a wonderful 194 not out against Bangladesh.

India enjoyed a successful year as a team, with excellent series wins over West Indies and South Africa, while England's steady progress in the one-day format of the game continued.

Off the field of play, ODI cricket was also subject to much scrutiny, as part of the ongoing work by the game's governing body and key stakeholders to maintain the balance between the three formats of the game and how they are promoted.

In the women's game, England thrashed Australia 4-0, but went on to lose series to the West Indies and India, while Australia defeated New Zealand at home and away in the Rose Bowl series.



**MAIN:** Mike Hussey was one of the stars for Australia as it continued its dominance of ODI cricket.  
**CLOCKWISE FROM TOP LEFT:** Sachin Tendulkar became the first person to score a double century in an ODI when he played an incredible innings against South Africa in Gwalior; Zimbabwe's Charles Coventry made an amazing 194 not out against Bangladesh; Mithali Raj inspired India to a series win over England.



Many thought that it would be difficult for the ICC World Twenty20 2009 to live up to the hype generated by the inaugural event two years earlier in South Africa.

But a brilliant tournament, played in front of packed houses at Lord's, The Oval and Trent Bridge, with excellent attendances in the women's group stages in Taunton, produced some memorable cricket that excited the crowds and illustrated the great diversity of cricket's fanbase, particularly in England.

The success led to ICC Chief Executive Haroon Lorgat declaring that the event had set a new benchmark for ICC global events.

With competitively priced tickets and world-class sportainment to entertain the supporters creating a colourful family atmosphere, there was plenty to keep fans interested both on and off the field.

The men's competition got off to a dramatic start with the Netherlands recording a remarkable victory over England in the group stages on a memorable night at Lord's and the growing strength of Associate/Affiliate cricket was further illustrated when Ireland defeated Bangladesh to progress into the Super Eight stages.

Australia crashed out in the opening stage after being subjected to a display of belligerent batting by Chris Gayle at The Oval but this was in contrast to the other big names who enjoyed an easier passage through to the next stage.

There were some thrilling matches in the Super Eight stages, most notably England's three-run win over India which eliminated the defending champions from the competition, and in the semi-finals Pakistan and Sri Lanka produced excellent performances against South Africa and West Indies respectively to set up another all Asian final.



**CLOCKWISE FROM LEFT:** Edgar Schiferli after a fantastic win at Lord's; Charlotte Edwards of England celebrates victory with her team mates; Chris Gayle's innings against Australia at The Oval was one of the tournament's most memorable moments; Sponsor activations and 'Sportainment' helped create a fantastic family atmosphere; Fans from all teams created a wonderful atmosphere at the tournament. **MAIN IMAGE:** Abdul Razzaq of Pakistan lifts the trophy as his team mates celebrate victory at the end of the ICC World Twenty20 Final.



Ever improving fielding standards, which included some memorable catches and boundary fielding (most notably by Angelo Mathews against the West Indies); the development of new and exciting shots such as Tillakaratne Dilshan's remarkable scoop shot; and the evolution of new bowling techniques, illustrated the potential of T20 cricket to raise the standards across all three formats of the game.

In a first for an ICC event, a women's tournament was staged simultaneously with a men's event bringing unprecedented exposure to the game's leading players, with the semi-final and final matches staged as double headers alongside the men's matches and broadcast to a global audience.

With the group stages played at Taunton, in front of excellent crowds, thanks in part to a co ordinate schools programme run by Somerset County Cricket Club, England looked like the team to beat as it comfortably reached the semi-finals.

In arguably the game of the tournament, England's Claire Taylor played an outstanding innings in the semi-finals to take her side to victory against Australia at The Oval, while Aimee Watkins displayed the power side of the women's game with a brilliant 89 not out to take New Zealand to victory over India at Trent Bridge.

Katherine Brunt's superb bowling helped England achieve a comfortable six-wicket win in the final in front of an appreciative home crowd at Lord's, sparking front and back page headlines across the British media.

The men's final brought together Pakistan and Sri Lanka, two sides that had hit the headlines across the world after being caught up in the Lahore terror attacks just months earlier.

Played in beautiful sunshine in front of a packed house at Lord's, Shahid Afridi's undefeated half century, following a tight bowling spell, helped Pakistan make up for the disappointment of losing the 2007 final to India, sparking memorable celebrations outside the ground that brought London's traffic to a standstill.



# 11/20

## ICC WORLD TWENTY20 WEST INDIES 2010

**England's men finally lifted an ICC trophy for the first time when it won the ICC World Twenty20 2010 in the West Indies beating Australia comfortably by seven wickets at the Kensington Oval.**

In another hugely successful Twenty20 event, the Caribbean came alive for a cricket carnival, with supporters from across the world embracing the 'Bring It' campaign which encouraged spectators to bring their party spirit and take advantage of the fan-friendly ticket prices with prices free for the women's group games and as cheap as US\$2 for some of the men's group matches.

Played across four venues - Barbados, Guyana, St Kitts and St Lucia – the event successfully integrated a men's and women's competition for the second consecutive year, with the semi-finals and final of the tournament played as double headers.

The top eight sides successfully made it through the group stages of the men's

event, with highlights including centuries from Mahela Jayawardene and Suresh Raina.

There was also much interest in the performance of the two qualifiers, Afghanistan and Ireland, who had won through to the event after an eight-team qualifier. Nowroz Mangal's side performed admirably against India and South Africa, while Ireland were well placed against the eventual champions England when rain intervened in Guyana.

In the Super Eight stages, England comfortably progressed through its group with three consecutive victories, and was joined by Pakistan, while Australia were the only unbeaten team in the competition as they progressed along with Sri Lanka, who sealed a dramatic last ball win over India to confirm the elimination of the 2007 champions.

In the semi-finals, England secured an easy victory over Sri Lanka, while Australia chased down a target of 192, in an outstanding match against



**CLOCKWISE FROM TOP LEFT:** Fans were encouraged to bring their musical instruments into the grounds to help create a party atmosphere; England's players are ecstatic after winning the ICC World Twenty20 2010; Chris Gayle's efforts couldn't help the West Indies avoid being eliminated in the Super Eight stages; Mike Hussey played one of the greatest T20 innings of all time against Pakistan in the semi-final; Australia's women won a dramatic final against New Zealand by three runs; Deandra Dottin hit the fastest T20 hundred of all time off 38 balls against South Africa; The Reliance Mobile dancers brought a Caribbean flavour to the event.



Pakistan. At one stage, Australia needed 34 runs to win off the final two overs, yet Mike Hussey's exploits in hitting 60 not out off 24 balls somehow helped to achieve victory with one ball to spare.

The women's competition got off to a thrilling start with Deandra Dottin scoring the fastest ever Twenty20 International hundred off 38 balls (men or women) and the first in the women's game. There was also some amazing finishes with Australia and England only separated by the virtue of Australia hitting more sixes in the match, after 20 overs and a one-over eliminator had failed to separate them, while Sri Lanka enjoyed an incredible one-run win over Pakistan.

Hosts West Indies caused the shock of the women's competition by defeating England, eliminating the 2009 champions, although it couldn't cope with the strength of New Zealand in the semi-finals, while Australia comfortably defeated India in the other last four contest. In a low-scoring final, Australia then upset the form book to overcome New

Zealand, by three runs, in a game which went down to the final ball in front of an appreciative crowd in Bridgetown, although White Ferns star Nicola Browne did win the Player of the Tournament Award.

In the men's final, played in front of a packed house in Barbados, England produced a dominant all-round performance, with Craig Kieswetter and Kevin Pietersen, who won the Player of the Tournament in the men's event, starring in a seven-wicket victory over Australia with a partnership of 111.

**MAIN:** Kevin Pietersen delighted fans by winning the Player of the Tournament.  
**BELOW:** The group stages of the women's event were played in St Kitts; Chamara Kapugedera hit a six off the last ball of the game to help Sri Lanka beat India.





**ICC  
CHAMPIONS  
TROPHY**  
**SOUTH AFRICA 2009**

TM © 2009 IDI



**The enhanced ICC Champions Trophy took place in South Africa in September 2009 and Australia once again showcased its prowess in the 50-over format of the event by winning the competition.**

The event, relocated from Pakistan due to security concerns, featured a new-look eight-team format that pitched the best teams in the world against each other in 50-over cricket.

Played over just 14 days, at two venues located closely together, The Wanderers and Centurion, the event proved to be a hit with the players and media.

The pitches during the course of the tournament offered opportunities for both the batters and bowlers, with spin and pace both achieving success.

There were plenty of surprise results, with England comfortably progressing through the group stages of the competition, along with New Zealand, at the expense of South Africa and Sri Lanka who both would have expected to have gone further in the competition.



**FROM TOP:** Brett Lee dives for his ground to help Australia secure victory over Pakistan in the game of the tournament; Pakistan and India fans at Centurion during the group stages; Jeetan Patel eyes his chance to score during the final; Eoin Morgan and Wayne Parnell during England's game against South Africa.

The game of the tournament came in the other group, when Pakistan almost achieved an astonishing victory over Australia after a dramatic batting collapse, but a 19-run ninth wicket partnership between Brett Lee and Nathan Hauritz sealed victory off the last ball of the game.

In the semi-finals Australia then gained revenge on England for its Ashes defeat just a month earlier with a nine-wicket semi-final win, while New Zealand overcame Pakistan to set up an intriguing final between two southern hemisphere sides.

New Zealand made a disappointing 200-9 off 50 overs and although Australia was struggling on 6-2 in reply at one stage, a brilliant century from Shane Watson, who was one of the outstanding players in the event, helped Australia become the first team in the history of the competition to retain the trophy. The winners were awarded with luxury white jackets, one of a number of enhancements that helped build on the reputation of the event as an elite competition.

Overall the tournament was a huge success, and showed that there is still plenty of excitement in 50-over cricket. As losing finalist Brendon McCullum argued: "If 50-over cricket is to remain in the calendar, it's a great way to certainly push it with tournaments like the Champions Trophy."

**MAIN:** Shane Watson hit an outstanding century in the final of the ICC Champions Trophy;  
**LEFT:** Australia triumphed over New Zealand in the final of the ICC Champions Trophy 2009.





Australia bowler Mitchell Johnson was named Cricketer of the Year at the prestigious LG ICC Awards, held at a glittering ceremony in Johannesburg in September.

Johnson was also named in the ICC World Test Team of the Year, as chosen by a panel of some of the greats of the game.

Johnson was joined on the winners' list by India captain Mahendra Singh Dhoni, who took the ODI Player of the Year award for the second year in a row, while his team-mate Gautam Gambhir was named Test Player of the Year.

Meanwhile, England's Claire Taylor followed in the footsteps of her captain Charlotte Edwards to become the Women's Player of the Year and Ireland skipper William Porterfield left with the Associate Player of the Year gong - an award recognising the contribution that the teams below Full Member status are making to the world of cricket.

In total, there were eight individual awards handed out as well as a Spirit of Cricket Award and the two ICC Teams of the Year in Tests and ODIs.

Aleem Dar of the Emirates Elite Panel of ICC Umpires won the Umpire of the Year award for the first time, while New Zealand took the Spirit of Cricket Award as it did in 2004.

The Twenty20 International Performance of the Year was won by Sri Lanka's Tillakaratne Dilshan, who became the second-ever recipient of the honour. Dilshan took the trophy following his impressive 96 not out off 57 balls against the West Indies during the ICC World Twenty20 2009 in England.



**TOP:** The winners of the LG ICC Awards pose with their respective trophies; **FROM RIGHT:** Claire Taylor was in outstanding form for England during 2009; Mitchell Johnson was named Cricketer of the Year; William Porterfield captained Ireland to victory over Bangladesh in 2009; Tillakaratne Dilshan during his impressive 96 not out against the West Indies at the ICC World Twenty20 2009; **OPPOSITE:** Gautam Gambhir was a key player in India's Test side.





## LG ICC AWARD 2009 WINNERS

### CRICKETER OF THE YEAR AWARD

Mitchell Johnson (Aus)

### TEST PLAYER OF THE YEAR AWARD

Gautam Gambhir (Ind)

### ODI PLAYER OF THE YEAR

Mahendra Singh Dhoni (Ind)

### WOMEN'S CRICKETER OF THE YEAR

Claire Taylor (Eng)

### EMERGING PLAYER OF THE YEAR

Peter Siddle (Aus)

### ASSOCIATE AND AFFILIATE PLAYER OF THE YEAR

William Porterfield (Ire)

### TWENTY20 INTERNATIONAL PERFORMANCE OF THE YEAR

Tillakaratne Dilshan (SL)

### SPIRIT OF CRICKET AWARD

New Zealand

### UMPIRE OF THE YEAR AWARD

Aleem Dar

### TEST TEAM OF THE YEAR IS AS FOLLOWS

(IN BATTING ORDER):

Gautam Gambhir (Ind)

Andrew Strauss (Eng)

AB de Villiers (SA)

Sachin Tendulkar (Ind)

Thilan Samaraweera (SL)

Michael Clarke (Aus)

MS Dhoni (Ind, WK and captain)

Shakib Al Hasan (Ban)

Mitchell Johnson (Aus)

Stuart Broad (Eng)

Dale Steyn (SA)

12th man: Harbhajan Singh (Ind)

### ODI TEAM OF THE YEAR IS AS FOLLOWS

(IN BATTING ORDER):

Virender Sehwag (Ind)

Chris Gayle (WI)

Kevin Pietersen (Eng)

Tillakaratne Dilshan (SL)

Yuvraj Singh (Ind)

Martin Gupthill (NZ)

MS Dhoni (Ind, WK and captain)

Andrew Flintoff (Eng)

Nuwan Kulasekara (SL)

Ajantha Mendis (SL)

Umar Gul (Pak)

12th man: Thilan Thushara (SL)



**The ICC U19 Cricket World Cup was held in New Zealand in January 2010 and showcased thrilling cricket to a global broadcast audience, with Australia deservedly emerging as winners.**

Staged across the country in Christchurch, Napier, Palmerston North and Queenstown, New Zealand cricket proved to be outstanding stand-in hosts following the decision to move the event from Kenya.

The tournament provided an opportunity to see some of the most exciting emerging talents in the international game and teach them about the responsibilities and pressures of playing the game at the highest level.

The event is also seen as an important chance for up-and-coming young players to increase their awareness and understanding of the sport's codes, including anti-doping and anti-corruption.

The ten ICC Full Members were joined by six Associate/Affiliate Members (Afghanistan, Canada, Hong Kong, Ireland, Papua New Guinea, USA) who had reached the event following a qualification tournament in Toronto in September 2009 that was won by Ireland.

The 16 teams were divided up into four groups, with the top two sides in each group progressing to the quarter-finals, and the remaining eight sides going into the Plate competition.

In the quarter-finals, the West Indies defeated England by 18 runs, Pakistan enjoyed a dramatic two wicket win over India, Sri Lanka crushed South Africa and Australia had a comfortable victory over New Zealand.

In the semi-finals, Pakistan defeated the West Indies and Australia beat Sri Lanka, before Australia won an exciting final against Pakistan by 25 runs. In the Plate Final, Bangladesh triumphed over Ireland by 195 runs.

Since its earliest days the tournament has been a springboard for young talent. The very first U19 CWC introduced a host of future stars including Brian Lara, Inzamam-ul-Haq, Mushtaq Ahmed and Sanath Jayasuriya.

Names to watch out for in the future include Dominic Hendricks of South Africa who was named the Player of the Tournament after finishing as the event's highest run-scorer, amassing 391 runs in six innings at an outstanding average of 97.75.



**MAIN:** Australia was the deserved winner of the ICC U19 Cricket World Cup 2010.  
**ABOVE:** Pakistan's Mohammed Waqas in action against Australia during the final.



**RIGHT:** Buddika Mendis of Singapore in action during the Division 6 event which his side won.

**BELOW:** Bahrain were the winners of the Pepsi ICC World Cricket League Division 7.

**MAIN:** Nepal were the winners of the Division 5 event.



While the game's top international stars were preparing for the ICC World Twenty20 2009 in England, over on the tiny island of Guernsey in May 2009 six teams were beginning the long road to the ICC Cricket World Cup 2015 by participating in Division 7 of the Pepsi ICC World Cricket League (WCL).

Teams were looking to follow in the footsteps of Afghanistan, who had played in the Division 5 event in 2008 and achieved ODI status just a year later.

Competing sides also had the opportunity to improve their position in the Associate and Affiliate rankings at an event which provides, as part of the Pepsi ICC Development Programme, a chance for teams of varying standards to play against similarly ranked opponents regardless of where they are based in the world.

Bahrain proved to be the strongest side in the competition although hosts Guernsey deservedly sealed the runners-up spot and promotion to Division 6, while Gibraltar and Suriname were relegated to Division 8.

The WCL moved to Singapore in August, with the hosts again celebrating promotion by capturing the Division 6 title. Bahrain continued Asia's success at the event by finishing runners-up and also moving onto Division 5. At the other end of the table Botswana and Norway experienced a disappointing tournament and were relegated to Division 6.

In February 2010 six teams then moved onto Kathmandu, Nepal, for WCL Division 5. With games broadcast live on national television in Nepal and matches played in front of crowds that for the final were estimated to be around 15,000, the event received unprecedented attention.

The home fans also had plenty to celebrate as Nepal won the final and clinched promotion to Division 4 alongside the USA, while Fiji and Jersey were relegated to Division 6.

The competition will be expanded to eight divisions in the coming year, with Division 4 scheduled in Italy in August and Division 8 set to be played for the first time in Kuwait during November.



## OTHER DEVELOPMENT EVENTS

**The ICC Intercontinental Cup continued to provide an invaluable opportunity for the leading countries in the Pepsi ICC Development Programme to gain experience in four-day, first-class cricket.**

In a seven-team competition, six Associate/Affiliate ODI Members, plus a Zimbabwe XI, as part of its rehabilitation towards a return to Test cricket, there were plenty of fascinating matches for followers of this level of the game to observe.

Perhaps the surprise of the competition to date – which builds up to a final in Dubai in November 2010 – has been the success of Afghanistan at this level of the game.

Having inflicted Ireland's first ICC Intercontinental Cup defeat in more than five years, Afghanistan then chased down an extraordinary 494 runs in the fourth innings to win a thrilling match in Sharjah against Canada with Afghanistan's Mohammad Shahzad recording a memorable double century.

The ICC Intercontinental Shield was also introduced during the year to extend the opportunities for the leading Associate Members to play four-day cricket.

**MAIN:** Scotland's Qasim Sheikh in action. **BELOW:** Afghanistan's Hamid Hassan during his side's brilliant win over Ireland.



This event is being contested by Bermuda, Namibia, Uganda and the United Arab Emirates.

Below the leading non-Test playing countries, the five ICC Regional offices continued to run a wide range of events in venues as diverse as Corfu, where the likes of the Czech Republic and Estonia played, to Samoa where the Cook Islands were challenged by opposition including Tonga and Indonesia in the ICC East-Asia Pacific Trophy.

These competitions not only cater for teams in the senior men's game but also provide invaluable opportunities for women and young people to take part in competitive ICC events that often provide a pathway to global tournaments such as the ICC Cricket World Cup and the ICC U19 Cricket World Cup.

# PROMOTING AND PROTECTING THE GAME AND ITS UNIQUE SPIRIT



## SPRIT OF CRICKET

The ICC is committed to supporting the Spirit of Cricket, an ethos of how the game should be played and viewed both on and off the field.

At the core of these values is ensuring that the game is played in great spirit on the field of play, with players made aware of their responsibilities to play the sport in the correct manner.

No better could this be illustrated than in the ICC Champions Trophy with England captain Andrew Strauss recalling Angelo Mathews and New Zealand captain Daniel Vettori withdrawing the run-out appeal against Paul Collingwood.

The ICC's team of officials, including the Match Referees and Umpires, has worked hard to maintain high standards of discipline on the field of play. They are supported in these efforts by a wide-ranging set of rules and regulations, in particularly the ICC Code of Conduct, and player education programmes in areas such as corruption and doping.

World cricket's governing body also engages in a wide-ranging social responsibility programme across the globe, aimed at using cricket as a social tool for good.

**MAIN:** Iain O'Brien congratulates Tillakaratne Dilshan on his century in Galle.  
**RIGHT:** Paul Collingwood thanks Daniel Vettori at the ICC Champions Trophy.  
**BOTTOM:** Kumar Sangakkara promotes the Think Wise campaign in the Caribbean.



In the past year, the ICC has relaunched its HIV/AIDS partnership with UNAIDS, UNICEF and the Global Media AIDS Initiative under a new brand name, Think Wise, and leading players were signed up to act as Champions for the initiative.

These star cricketers, which included the likes of Graeme Smith, Kumar Sangakkara and Virender Sehwag, starred in a global public service announcement campaign aimed at encouraging young people to take action to protect themselves from HIV.

A new cricket for development project was also created in South Africa, in partnership with loveLife, aimed at HIV prevention, while individual Members, including Namibia, launched their own national initiatives.

In addition, the ICC has continued to work hard to deliver on its vision of ensuring that cricket can 'captivate and inspire people of every age, gender, background and ability, while building bridges between continents, countries and communities.'

Women's cricket is now played in 96 of the 104 Member countries, while the ICC remains strongly committed to promoting and celebrating the diversity of the game.

## ICC CENTENARY

The ICC Centenary in 2009 presented an opportunity to look back at 100 wonderful years of cricket, celebrate the legends that have shaped the game, as well as honour those who have selflessly dedicated their lives to the sport by volunteering.

Members across the globe held 'Catch the Spirit' events that were dedicated to celebrating the game's diversity across the globe.

The ICC Catch the Spirit flag travelled across the world to places as diverse as Australia, Chile, China and Kuwait to raise awareness of the year and it was signed by some of the leading figures in the game.

A special fundraising event was also held at the India-Pakistan warm-up match for the ICC World Twenty20 as part of the Centenary year to raise funds for the victims of the Lahore terror attack and to support community projects across Asia.

This included a unique cricket education programme in Sri Lanka aimed at inspiring young people from disadvantaged backgrounds, who were former child soldiers, to develop leadership skills.

The ICC Cricket Hall of Fame, in association with the Federation of International Cricketers' Association, was also launched in 2009 to honour the greats of the game and raise awareness of their achievements.

55 legends of the game were inducted in the inaugural list that was announced in January, with a further five players, Herbert Sutcliffe, Clarrie Grimmett, Victor Trumper, Wasim Akram and Steve Waugh, introduced into the Hall of Fame at the LG ICC Awards in Johannesburg in September.

The game's unsung heroes were also celebrated through the award of the ICC Centenary Medal, with 1,000 medals given out across the world.

**MAIN:** Cricket Australia Chairman Jack Clarke inducts Dennis Lillee into the Hall of Fame.

# PROMOTION OF INTERNATIONAL CRICKET

The debate around the promotion of cricket, particularly in terms of the differentiation of the three formats of the international game, has been an important one to consider in the past year given the changing cricket landscape.

In February 2010, the ICC Board decided to commission a comprehensive international research study to help ICC and its Members develop a deeper understanding of consumer attitudes towards Test, ODI and T20 cricket as part of its wider commitment to providing leadership on the promotion of all forms of international cricket.

Discussions involving the Board, Chief Executives' Committee and Cricket Committee have highlighted the strategic importance of effectively balancing Test, ODI and T20 cricket so that they complement each other.

While it is safe to say that different groups of people have varying levels of interest in the three formats and that these attitudes are evolving, the research aims to find out more about why people follow certain formats and events and what motivates them to attend live cricket, watch at home or keep in touch with the game by other means.

The research will also help draw out the key features of the three formats in the eyes of sports fans so that promotional plans can be tailored to match these expectations while consumer attitudes on product innovations will also be tested.

While this project is focused on effective promotion rather than changes to the international calendar, it will provide timely support to ongoing discussions on the context of international cricket and create an important evidence base for future decisions.

As well as speaking to fans in major cricket-playing countries across five continents, the research is also being used to enhance cricket's understanding of two countries that have been talked about a lot in recent times, the USA and China.



**LEFT:** The research will aim to identify strategies for increasing crowds at Test Matches.

**BELOW:** Players, like Daniel Vettori, play an important role in encouraging new supporters to attend matches.



A background image showing a cricket trophy presentation. On the left, a man in a white cricket jersey with 'AUSTRALIA' and 'ICC CHAMPIONS TROPHY SOUTH AFRICA 2009' on it is smiling. On the right, a man in a dark suit and glasses is presenting a large cricket trophy. The background is a teal color with various sponsor logos like 'PEPSI', 'YAHOO!', 'HERO HONDA', 'RELIANCE Mobile', and 'LG' visible.

# OPTIMISING COMMERCIAL RIGHTS AND PROPERTIES FOR THE BENEFIT OF MEMBERS



## COMMERCIAL PROGRAMME

With a number of world-class major events taking place within the last 12 months, including two editions of the ICC World Twenty20, the ICC Champions Trophy and the ICC U19 Cricket World Cup, the game has been able to give greater exposure to its commercial partners than ever before.

This exposure is vital to help these partners get a return on investment for the vital revenues that they provide for the ICC to reinvest in the sport and distribute to the Members.

ESPN STAR Sports, the ICC's global broadcast partner, continued to provide outstanding broadcasting coverage of these events, both in terms of production and distribution.

As well as working with leading licensees in some of cricket's most established territories, such as Sky Sports in the UK and SuperSport in South Africa, ESPN STAR Sports continued to play a valuable role in the development of the game across the globe.

For example, during both editions of the ICC World Twenty20 in the past year, Eurosport has shown matches across Europe, with the 2010 tournament having games broadcast in 15 different languages.

The matches were also streamed live on ESPN STAR Sports' website to over 70 territories, meaning that the reach of 2010 event extended to 181 territories, far in excess of the ICC's 104 Members countries.

The ICC's commercial partners are also committed to the development and growth of the sport across the globe and major events in countries such as England and South Africa allowed opportunities to deliver sponsorship activations in these territories, in addition to high profile campaigns in key target markets such as India.

Partners, Reliance Mobile, PepsiCo, Emirates Airlines, Hero Honda, LG, Reebok and Yahoo, supported by local partners at ICC events, delivered comprehensive sponsorship programmes, including a series of new, innovative activations.



**MAIN:** Emirates play an important role in supporting the game's match officials.

**LEFT FROM TOP:** Sponsors are promoted at events through use of logos on the outfield; ESPN STAR Sports film the women's final of the ICC World Twenty20 2009. **BELOW:** Sports Logistics provide the signage for ICC events; Cricket Logistics run travel packages that allow supporters, such as England fans, to watch the ICC's events.

**OPPOSITE:** Reliance Mobile's dancers are a popular feature of ICC events.



These included LG's national anthem programme, which highlighted the importance and prestige of nation v nation cricket, with children selected to accompany players onto the pitch through community outreach programmes; Reliance Mobile's highly popular dancers programme; Pepsi's 'Meal in the Sky' activation at the ICC Champions Trophy with KFC, while the Yahoo Yodel echoed around the crowds whenever there was a bowling change.

Yahoo, through React Media, helped relaunch the ICC official corporate website, which saw a significant increase in traffic during the course of the year, while 4.3 million unique users visited the event website site during the ICC World Twenty20 2009 tournament period. IMG also continued to play a vital role in expanding the reach of ICC tournaments, both as the radio rights and fixed media rights holder, while Sportsbrand continued to produce the ICC's weekly magazine show on television.

Cricket Logistics, the Official Travel Agent and Tours provider, had a busy year, running packages for supporters to attend ICC events, while Getty Images ▶





**MAIN:** Getty Images supply world-class photos from the ICC's tournaments like this one of Sri Lanka's Chamara Kapugedara.

**BELOW FROM LEFT:** The LG anthem programme helps promote nation v nation cricket; Matches from ICC events are broadcast across the world to fanatical supporters like those seen in Pakistan.

ensured world-class images were available to the media as the ICC's Official Photographic Services Provider.

Licensing in Motion, as the Official Licensing and Merchandising Partner, continued to develop a wide range of products available in connection with ICC events, which became more accessible to cricket fans across the globe through the launch of the first-ever ICC online shop.

The LG ICC Awards, held in Johannesburg during the ICC Champions Trophy, continued to generate great interest and excitement amongst the cricket community. Also creating plenty of discussion were the Reliance Mobile ICC Rankings, for both men and women's cricket, to help fans understand who the leading players are in the international game. Development work has also taken place around the creation of Twenty20 player rankings, although these are not yet ready for public consumption.

While the past 12 months have been dominated by a series of world-class events, preparations have also begun for the ICC Cricket World Cup 2011, with Ogilvy & Mather selected as the Official Advertising and Media Agency. This event will form the main focus of commercial partners during the coming year.



A full-page background image of an Afghan cricketer in a red jersey with "AFGHANISTAN" and "T20" printed on it, celebrating with arms outstretched. The image is overlaid with a semi-transparent red filter. In the background, another player in a red jersey is visible.

# PROVIDING EXCELLENT SERVICE TO MEMBERS AND STAKEHOLDERS

# ICC OFFICE STRUCTURE

**The ICC head office, supported by regional offices across the world, operates to serve the needs of the game's many stakeholders.**

A diverse staff, from across the cricketing world, works from the head office in Dubai which is located in Dubai Sports City, with the Dubai Sports City Cricket Stadium and the ICC Global Cricket Academy also in close vicinity.

The office, which opened in 2009, provides a strong geographic base at the heart of the cricketing world from which the needs of the game and the ICC Members can be served.

The ICC head office is supported by five regional offices to help develop the game amongst the ICC's Associate and Affiliate Members.





**MAIN:** ICC works in partnership with its Members, such as Zimbabwe Cricket, to help provide opportunities for players.  
**LEFT:** Disability cricket has been a focus of the Game Development Managers.



## ICC MEMBER SERVICES

**The ICC is committed to providing high quality services to its Members by leading the sport in the areas of governance, administration, cricket education and development, finance and information-sharing.**

It has continued to develop its Member Services culture, strategy and plans over the last year to address prioritised areas of need identified both in its annual survey of Members and through benchmarking other sports.

Significant progress has been made in education and training with the development and piloting of a Level One Coach Education course that will be used for delivery at the ICC Global Cricket Academy and, importantly, be available for all ICC Regions and Members to use and adapt for local purposes.

For those Members that already have courses, ICC endorsement and classification is proving to be an effective mechanism of quality control and recognition. In hosting a workshop involving umpire education experts from around the world, ICC has taken the first steps towards developing a framework for umpire education from the grassroots to elite.

The growing ICC Cricket Administrator Programme (CAP) now includes modules in Community Event

Management, Governance, Financial Management and Effective Meetings and administrators from over 25 countries have taken part in courses. The ICC Presenter and Assessor Training Programmes have helped many Members build their in-country delivery capacity for future CAP and other education courses.

The ICC's provisional recognition by the International Olympic Committee was upgraded to full recognition at the start of 2010, making it easier for more Members to develop closer links to their National Olympic Committees (NOCs) and governments.

ICC has supported this process by developing a promotional resource in conjunction with the Association of IOC-Recognised International Sports Federations (ARISF). Through its membership of ARISF and Sportaccord, ICC is becoming increasingly active in the international sports community and the ARISF partnership has generated external funding for ICC's education programmes for the first time.

As well as the anti-doping activities mentioned elsewhere in the report, ICC has made positive progress across a range of sports science and medicine areas under the guidance of the ICC Medical Committee.

A new system of injury surveillance was piloted at the ICC U19 Cricket World Cup and rolled-out at the

ICC World Twenty20 and the implications of playing cricket in conditions of extreme heat are being carefully considered.

Since staging a seminar for the Game Development Managers of the Full Members in July 2009, ICC has coordinated ongoing discussions of this group where the prominent topics have included cricket for people with disabilities and indoor cricket – two areas where ICC will continue to monitor developments.

The ICC also continues to support targeted special projects for the benefit of its Members and in March 2010 it commissioned a comprehensive consumer research study as part of its commitment to help Members promote all three forms of the international game.

Follow-up work on the implementation of recommendations by the task teams for Zimbabwe and Pakistan continues to demonstrate the value of these processes to both ICC and the individual member countries.

With the development process for a new strategic plan already underway, ICC is supplementing the 2010 Members' survey with extensive Member consultation to ensure the future shape of the organisation reflects the requirements of its Members.



**RIGHT:** Nigeria's Adekunle Adegbola.  
**BELOW LEFT:** Women's cricket in Germany has risen in popularity;  
**BELOW RIGHT:** Fiji's Villiamse Yabaki in action during the Pepsi ICC World Cricket League.  
**OPPOSITE:** Kevin O'Brien and John Mooney celebrate Ireland's win over Bangladesh – one of the highlights of the year for the development programme.



## PEPSI ICC DEVELOPMENT PROGRAMME

**It has been another successful year for the Pepsi ICC Development Programme.**

Alongside the high profile success of Ireland and the Netherlands at the ICC World Twenty20 and the extraordinary rise of Afghanistan, much work continues to be done to ensure the continued growth of the game across the globe.

The past 12 months has seen the completion of the first year of ICC's enhanced funding levels and policies, which have resulted in Members receiving significant increases in financial support. Major focus areas for investment included the employment of professional staff, the development of new facilities and the expansion of local education programmes. This investment has been supported by improved procedures which sees all Members having detailed plans, budgets and reports to receive allocated funds.

In addition to the ICC's central funding, regions and Members were encouraged to attract both public and private investment. One of the biggest achievements in this regard was the ICC East-Asia Pacific Region, in conjunction with Cricket Australia, receiving a grant of AUD \$1.6 million from the Australian Government for cricket development in the Pacific Islands.

The success of competitions like the Pepsi ICC World Cricket League and the ICC Intercontinental Cup, alongside the major events, has created new opportunities for cricket outside the Test-playing world to develop an increased profile. This was demonstrated when Eurosport broadcast the ICC World Twenty20 2010 in 15 languages across Europe. In addition, a new broadcast documentary was released during the course of the year and distributed across the globe to help broaden the understanding of the aims of the Development Programme.

It was another busy year for the Gatorade ICC High Performance Programme that provides targeted support to the top Associate and Affiliate Members. A specific focus on improving batting skills, saw a number of 'Batting Camps' conducted, while a dedicated preparation programme for Ireland, The Netherlands and Scotland before the ICC World Twenty20 reaped rewards.

Women's cricket also continued to grow to such an extent that the game is now played in 96 of the ICC's 104 Member countries. This compares to only 15 countries that were Members of the IWCC in 2005.



# UMPIRES AND MATCH REFEREES

The members of the elite and international panels of ICC umpires and the elite panel of ICC match referees – all sponsored by Emirates – have continued to improve their performances in the past year. The match officials have ensured both the smooth running of the game and have facilitated the playing of the game in the right spirit.

The improvement can be seen in their correct decision percentages (CD%) in ODIs being enhanced from 91.9 per cent in the previous year to 94 per cent in the same period of April to March 2009-2010. In Tests the CD% also showed marginal improvement from 93.1 per cent to 93.7 per cent.

The ICC this year has introduced an additional assessment process to measure the umpires' effectiveness in the vital criteria of positive attitude and team work, preparation, match management, correct technique and good self-management. While correct decision making is often seen as the hallmark of good umpiring, these attributes are essential to be a modern elite umpire, and this measurement is an important step to ensure continual improvement.

The ICC has taken some significant strides forward in ensuring the standards of officiating continue to rise, including the introduction of some unique innovations, particularly in relation to the use of technology to aid decision-making.

In the year under review, there were three key seminars and workshops held to develop the top match officials. The 2009 umpires and referees conference, held in September, included 64 key global match officials and stakeholders. In 2010, a focussed regional umpire performance manager (RUPM) workshop and an elite umpire and referee workshop were held during and after the ICC World Twenty20 tournament in the West Indies. The five RUPMs are tasked with coaching and supporting the elite and international umpires globally. Important progress has been made in these key areas in the last year.

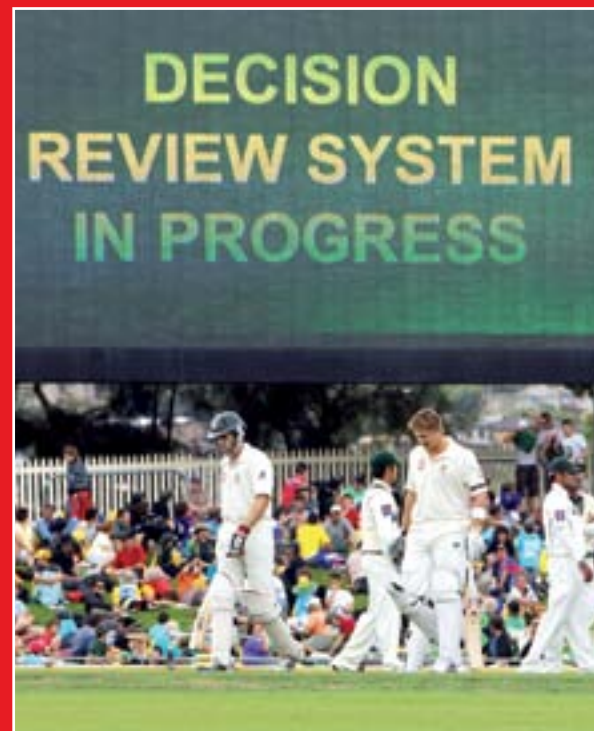
Across world sport, cricket has been a leader in the use of technology in officiating. The Decision Review System (DRS) was

used in most Test matches in the past year and for the first time, the predictive path element of the ball-tracking technology was incorporated in the playing conditions for LBW decisions and this was well received. Overall, the DRS proved to be very effective as the correct decision percentage moved to a new high of better than 97 per cent. A beneficial technology workshop, with a full cross-section of the game's stakeholders was held in March in Dubai, and recommendations taken from that event were presented to the ICC Cricket Committee in May 2010. The ICC will continue to work with stakeholders such as Member Boards, players, match officials, coaches and broadcasters as well as technology providers to continue to refine and improve the DRS.

A new assessment and selection strategy related to the ICC Associate and Affiliate International Umpires' Panel has been introduced to ensure that the very best umpires from outside the Full Members are chosen. In addition, as part of an effort to raise the standards of officiating outside of the Test-playing world, leading umpires, including Simon Taufel and Aleem Dar, also stood in development events and were available to mentor up-and-coming officials at those tournaments.

The ICC's elite match referees have performed admirably this year under the guidance of the chief match referee, Ranjan Madugalle.

This year an innovative regional referee concept was introduced to ensure consistent officiating in all international cricket under the auspices of the ICC. The traditional role of the remote match referee, assigned to hold code of conduct hearings telephonically and remotely, was expanded. The regional referees act as tournament referees in ICC global and regional events, perform the duties of the match referees in the ODIs played between Associate/Affiliate countries and continue their role as remote referees. David Jukes (Europe), Devdas Govindjee (Africa), Adrian Griffith (Americas) and Brian Aldridge (Australasia) were appointed to these positions, with the Asia regional referee expected to be recruited shortly.



CLOCKWISE FROM TOP: The Decision Review System has been an important focus of the past year; Aleem Dar was named the ICC Umpire of the Year.

## EMIRATES ELITE PANEL UMPIRES

Mark Benson  
Billy Bowden  
Aleem Dar  
Steve Davis  
Asoka De Silva  
Billy Doctrove  
Ian Gould  
Daryl Harper  
Rudi Koertzen  
Tony Hill  
Asad Rauf  
Simon Taufel

## ICC ELITE MATCH REFEREES

Chris Broad  
Jeff Crowe  
Alan Hurst  
Ranjan Madugalle  
Roshan Mahanama  
Andy Pycroft  
Javagal Srinath

# ICC ANTI-CORRUPTION AND SECURITY UNIT

The International Cricket Council is today recognised as a world-leader in the fight against corruption in sport.

The Anti-Corruption and Security Unit acts as the 'eyes and ears' of the ICC, to ensure that the game of cricket is played in a safe and secure environment. The Unit's three main objectives are to educate players and officials, carry out preventive vigilance and enquire and investigate breaches of the 'Code of Conduct' of the ICC.

As part of the ACSU's Education Programme, all players and match officials are administered a competency based integrity education talk. Such education alerts the players and officials against lurking dangers and traps set up by potential corruptors. A full education programme was delivered to all teams taking part at the ICC U19 Cricket World Cup 2010.

In its preventive role, the ACSU remains ever vigilant. Every international match between the main cricketing nations, including ICC events, is covered by one of the five Regional Security Managers. The ACSU has also this year taken on additional responsibility of providing anti-corruption cover for major domestic competitions such as the Indian Premier League and the Champions League.

They ensure that strict anti-corruption protocols are enforced at all venues, particularly around the dressing room areas. There were no major breaches of restrictions and protocols around the players and match officials area nor were there any breaches of the Anti-Corruption Code.

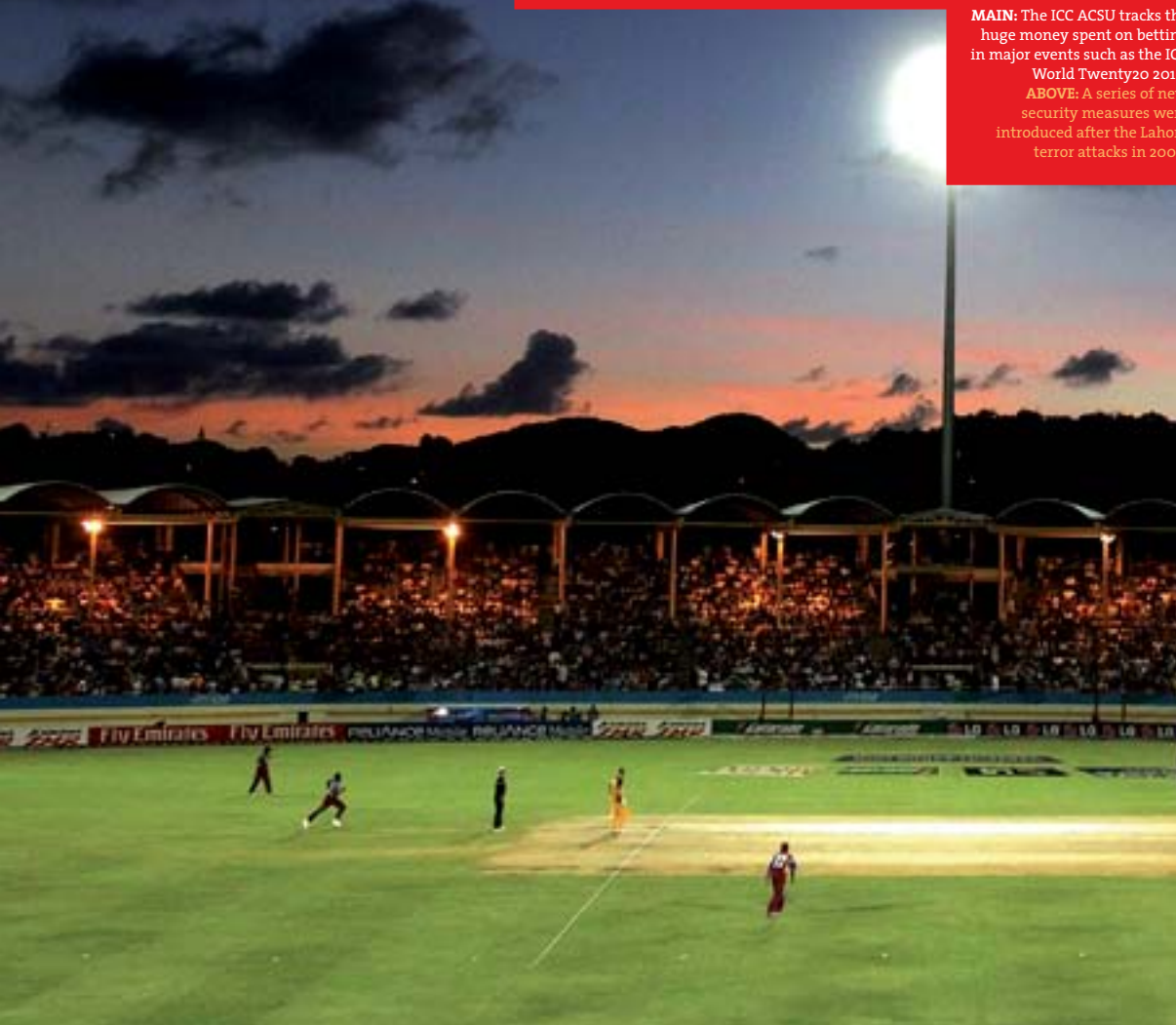
The ACSU's Information Manager coordinates the entire intelligence gathering, collating and its dissemination to appropriate officers of the ACSU. He also continues to build an international network of contacts, both in the legal and illegal betting markets. These relationships not only provide a wealth of information on potential corruptors, they also assist in investigating allegations and breaches, effectively.

On 3 March 2009, the world of cricket was shaken when terrorists fired indiscriminately at the Sri Lanka team and match officials while they were on their way to the Gaddafi stadium in Lahore. In order to ensure the safety and security of all stakeholders in cricket the ICC Executive Board, in April 2009, set up a Security Task Force under the chairmanship of Lord Condon. The STF completed its report and made some far reaching and path-breaking recommendations to the Board in February 2010.

The Board accepted all these recommendations. Consequently the ACSU has now acquired responsibility for overseeing all safety and security issues on behalf of the ICC. A new ICC Security Manager, Sean Carroll, has been appointed and the ACSU is presently in the process of drawing up Mandatory Safety and Security Standards and setting up a process for imposing sanctions for security breaches.



**MAIN:** The ICC ACSU tracks the huge money spent on betting in major events such as the ICC World Twenty20 2010.  
**ABOVE:** A series of new security measures were introduced after the Lahore terror attacks in 2009.





# ANTI-DOPING

The ICC remains committed to keeping the sport free of drugs and has taken a number of important steps to achieve this during the year, including all Full Members completing WADA (World Anti Doping Agency) compliant codes during 2009.

Testing was carried out at all of the major ICC events, including the two editions of the ICC World Twenty20, the ICC Champions Trophy and the ICC U19 Cricket World Cup, while out-of-competition testing has also been introduced. This means that male and female cricketers who play international matches can be tested by the ICC any time, any place, on any day of the year.

One of the most important elements of the anti-doping programme is education and awareness and this has been a key focus for the year. This has led to a significant increase in the profile and understanding of anti-doping by international players, support staff and Member Boards.

The first stage of development of an online anti-doping education programme was also completed to assist Members in providing anti-doping education to their players and support staff.

**MAIN AND BELOW:** An online anti-doping education programme has been launched this year.





**SUMMARISED CONSOLIDATED  
FINANCIAL STATEMENTS**  
PREPARED FROM THE AUDITED  
CONSOLIDATED FINANCIAL  
STATEMENTS OF ICC DEVELOPMENT  
(INTERNATIONAL) LIMITED  
FOR THE YEAR ENDED 31 DECEMBER 2009

# SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS

## PREPARED FROM THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF ICC DEVELOPMENT (INTERNATIONAL) LIMITED

### FOR THE YEAR ENDED 31 DECEMBER 2009

#### CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

	2009 USD'000	2008 USD'000
<b>REVENUE</b>		
Members Subscriptions'	21,869	12,822
Commercial & others	4,502	4,502
Foreign exchange gain	1,635	-
	<b>28,006</b>	<b>17,324</b>
<b>COSTS</b>		
Staff and consultants' costs	13,269	11,977
Premises costs	403	425
Foreign exchange loss	-	427
Other operating expenses	13,436	11,113
	<b>27,108</b>	<b>23,942</b>
<b>Net operating surplus / (deficit) before event related activities</b>	<b>898</b>	<b>(6,618)</b>
Net gain / (loss) on event related activities	81,465	(537)
Interest & Investment Income	1,935	4,129
<b>Surplus / (Deficit) before tax</b>	<b>84,298</b>	<b>(3,026)</b>
Income tax (expense) / refund	(31)	6
<b>Surplus / (Deficit) for the year</b>	<b>84,267</b>	<b>(3,020)</b>
Net movement in fair value of available for sale investments	498	(282)
<b>Total comprehensive income / (loss) for the year</b>	<b>84,765</b>	<b>(3,302)</b>

#### APPROPRIATION OF SURPLUS / (DEFICIT) FOR THE YEAR

	2009 USD'000	2008 USD'000
Payments to Members	70,555	-
Allocation to ICC Global Cricket Development Programme	7,706	-
Transferred to General Reserve	2,300	-
Transferred to Retained Surplus	3,706	(3,020)
	<b>84,267</b>	<b>(3,020)</b>
Transferred to General Reserve - Net movement in fair value of available for sale investments	498	(282)
	<b>84,765</b>	<b>(3,302)</b>

#### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

##### ASSETS

Non Current Assets	36,773	12,070
Current Assets excluding cash resources	18,765	20,867
Cash resources	83,540	104,686
<b>Total Assets</b>	<b>139,078</b>	<b>137,623</b>

##### EQUITY AND LIABILITIES

Cricket Development Funds	932	1,962
Advances received in respect of Events	79,405	88,899
Other liabilities	29,327	24,140
Non current liabilities	1,554	1,266
Member's Funds	27,860	21,356
<b>Total Equity and Liabilities</b>	<b>139,078</b>	<b>137,623</b>

# SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS

## PREPARED FROM THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF ICC DEVELOPMENT (INTERNATIONAL) LIMITED

### FOR THE YEAR ENDED 31 DECEMBER 2009

#### CONSOLIDATED STATEMENT OF CASH FLOWS

	2009 USD'000	2008 USD'000
<b>OPERATING ACTIVITIES</b>		
(Deficit) surplus before tax	84,298	(3,026)
<b>Adjustments for:-</b>		
Depreciation	879	417
Changes in employee's end of service benefits	288	501
Interest & other financial income	-	201
Income tax	(31)	6
other changes in working capital	(5,548)	(4,893)
Net cash generated from (used in) operating activities	<b>79,886</b>	<b>(6,794)</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of property & equipment	(3,006)	(5,763)
Changes in available-for-sale investment	(22,078)	6,244
Net cash (used in) generated from investing activities	<b>(25,084)</b>	<b>481</b>

#### FINANCING ACTIVITIES

	2009 USD'000	2008 USD'000
Amounts due from Full Members	3,343	(204)
Amounts used for ICC Global Cricket Development Programme	(8,736)	(8,840)
Payment to Members	(70,555)	-
Net cash used in financing activities	<b>(75,948)</b>	<b>(9,044)</b>
<b>Decrease in cash and cash equivalents</b>	<b>(21,146)</b>	<b>(15,357)</b>
Cash and cash equivalents at the beginning of the year	104,686	120,043
<b>At the end of the year</b>	<b>83,540</b>	<b>104,686</b>

# SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS

## PREPARED FROM THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF ICC DEVELOPMENT (INTERNATIONAL) LIMITED

### FOR THE YEAR ENDED 31 DECEMBER 2009

#### CONSOLIDATED STATEMENT OF CHANGES IN MEMBERS FUND

	Surplus USD'000	Reserves USD'000	Retained Surplus USD'000	Total USD'000
<b>Balance at 1 January 2008</b>	-	<b>16,306</b>	<b>8,352</b>	<b>24,658</b>
Deficit for the year	(3,020)	-	-	(3,020)
Other comprehensive loss	-	(282)	-	(282)
Transfers	3,020	-	(3,020)	-
<b>Balance at 31 December 2008</b>	-	<b>16,024</b>	<b>5,332</b>	<b>21,356</b>
Surplus for the year	84,267	-	-	84,267
Other comprehensive income	-	498	-	498
Distribution to Members	(78,261)	-	-	(78,261)
Transfers	(6,006)	2,300	3,706	-
<b>Balance at 31st December 2009</b>	-	<b>18,822</b>	<b>9,038</b>	<b>27,860</b>

#### NOTES TO SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS

The summarised consolidated financial statements are prepared for easy reading from the audited consolidated financial statements of ICC Development (International) Limited (the "Group") for the year ended 31 December 2009. The summarised consolidated financial statements are presented in considerably less detail than annual audited consolidated financial statements. For a full understanding of the Group's financial position and the results of its operations, the summarised consolidated financial statements are to be read in conjunction with the Group's audited consolidated financial statements for the year ended 31 December 2009 which include all disclosures required by International Financial Reporting Standards.

The summarised consolidated financial statements have been derived from the audited consolidated financial statements of the Group which were approved by the Board of ICC Development (International) Limited on 19 April 2010. These summarised consolidated financial statements were authorised for issue on 19 April 2010.

#### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INTERNATIONAL CRICKET COUNCIL

We have audited the consolidated financial statements of ICC Development (International) Limited and its subsidiaries (together the "Group") for the year ended 31 December 2009, from which the summarised consolidated financial statements were derived, in accordance with International Standards on Auditing. Our unqualified report dated 19 April 2010, on the consolidated financial statements included an emphasis of matter paragraph drawing members' attention to a contingent liability. Details of such contingent liability have been explained in note 23 to the consolidated financial statements.

In our opinion, the accompanying summarised consolidated financial statements are consistent, in all material respects, with the consolidated financial statements from which they were derived.

For a better understanding of the Group's financial position and the results of its operations for the year and of the scope of our audit, the summarised consolidated financial statements should be read in conjunction with the consolidated financial statements from which the summarised consolidated financial statements were derived and our audit report thereon.

19 April 2010  
**Ernst and Young**  
P.O. Box 9267  
Dubai, UAE

The detailed consolidated financial statements for ICC Development (International) Limited and its subsidiaries for the year ended 31 December 2009 along with the Auditors' report and Directors' report is available at [www.icc-cricket.com](http://www.icc-cricket.com)

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COMMERCIAL PARTNERS



BROADCAST PARTNER



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