



2003-2004 | **Annual Report
& Accounts**



*International
Cricket Council*

Mission Statement

‘As the international governing body for cricket, the International Cricket Council will lead by promoting the game as a global sport, protecting the spirit of cricket and optimising commercial opportunities for the benefit of the game.’

2003-04

Annual Report & Accounts

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President's Report

Ehsan Mani



My association with the ICC began in 1989 and over the last 15 years, I have seen the organisation evolve from being a small, under-resourced and reactive body to one that is properly resourced with a full-time professional administration that leads the game in an authoritative manner for the benefit of its members.

It is only in the last four years that the ICC can really lay claim to being a governing body that *leads* the sport.

In 2000, it took a series of shattering corruption scandals to provide the impetus for this change. But as I write at the end of my first year as ICC President, I can say with confidence that cricket has a central administration that stands comparison with any in the world of sport.

Governance

Good governance is essential to the successful operation of any sports organisation and the ICC is no exception. I believe in the importance of strong leadership but my view is that effective corporate governance holds the key to the continued development of the ICC and, inevitably, international cricket.

Effective governance demands that we do not stand still and we must continue to consider adapting our structure to meet new challenges. A review of the governance of our commercial arm, IDI, was instigated this year under the chairmanship of Bob Merriman and the initial findings will be presented to the Board later this year.

Cricket is an international game with a multi-national character. The Board of the ICC is comprised of the Chairmen and Presidents of our Full Member countries as well as representatives of our Associate Members. This allows for the views of all Members to be considered in the decision-making process. It is this Board that drives the policies of the organisation and empowers management to fulfil our mandate to serve the sport.

It is not just the Board that is representative of the diverse interests of world cricket. The ICC values and takes into account the opinions of all of its stakeholders - players, spectators, coaches, administrators, commercial partners and the media.

The ICC can take pride in the advances it has made over recent years. We now have experienced and skilled managers in charge of all areas of our operations, from on-the-field matters, through corporate affairs to our commercial and financial operations.

In the last year we have introduced a Human Resource, Remuneration and Appointments Committee which is responsible for reviewing and monitoring all policy matters relating to the organisation's human resources - another key support function aimed at ensuring best practice in our operations.

The ICC has also done as much as any other sports governing body to address the issue of corruption and the ICC Anti-Corruption and Security Unit is now a permanent part of our professional and accountable organisational structure.

Cricket Development

The sport's horizons continue to expand with China expected to be one of the countries applying to take our total membership above 90 countries in June.

We are conscious that the expansion of the sport must not be to the detriment of standards, particularly at the highest level.

The ICC is acutely aware of its role as guardian of the integrity of Test and One-Day International cricket and in developing the sport, we will always be mindful of this responsibility.

While Australia continued in the past year to scale new heights with some terrific cricket against India and Sri Lanka, we remain conscious of the playing standards of some of our other Test playing countries. Bangladesh is showing encouraging signs of improvement and, in the coming year, the ICC will continue to support the High Performance development of the game in the country. The impact on Zimbabwe of losing most of its senior players, is currently under consideration.

I am delighted that there will be 16 teams participating in the ICC Cricket World Cup 2007, providing elite level exposure to more teams. The new format will also seek to ensure there will be fewer one-sided matches.

We will continue to invest significant resources and expertise in the development of the sport in our Associate and Affiliate Member countries. The ICC High Performance



‘My view is that effective corporate governance holds the key to the continued development of the ICC and, inevitably, international cricket.’

ICC President Ehsan Mani answers questions at an ICC press conference in Bangladesh.

Meeting the Pakistan team before the start of the ICC U/19 CWC Final.

Program will continue to help the top Associates prepare for the highest level.

In February and March this year, the highly successful ICC U/19 Cricket World Cup took place in Bangladesh. The Bangladesh Cricket Board and the Government of Bangladesh must be congratulated for an outstanding event. The Government built new dedicated cricket stadiums in Bogra, Chittagong, Fatullah, Khulna and Rajshahi. The legacy from this tournament will greatly assist in the future development of cricket in Bangladesh.

The excellent working relationship between the ICC, the Bangladesh Cricket Board and our commercial partner Global Cricket Corporation in organising and managing the tournament was the key to making this a world-class event for the international players of the future.

Relationships with Members

When I took over as President in June 2003, I made a commitment to visit all our Member countries with the ICC Chief Executive Malcolm Speed to help build more effective partnerships. I have found these visits invaluable, giving me a greater insight into the issues and challenges faced by each of our Members. It has also provided us with an opportunity to explain how the ICC is working in the best interests of the game.

Since last September we have visited nine of our 10 Full Members as well as Kenya and plan to visit the remaining Full Member, India, in the very near future.

In the year under review, there have been difficult and complex issues to deal with in relation to international cricket and Zimbabwe. There has been opposition within some of our Member countries to sending teams to Zimbabwe. In addition, at the end of this period a dispute between the Zimbabwe Cricket Union and most of its established players caused serious concern in relation to the impact this would have on the integrity of Test cricket. Throughout this period, the ICC has maintained a clear and consistent approach.

Our Members have unanimously agreed that safety and security and/or a direct order from their Government not to tour constitute the only reasons to cancel a tour.

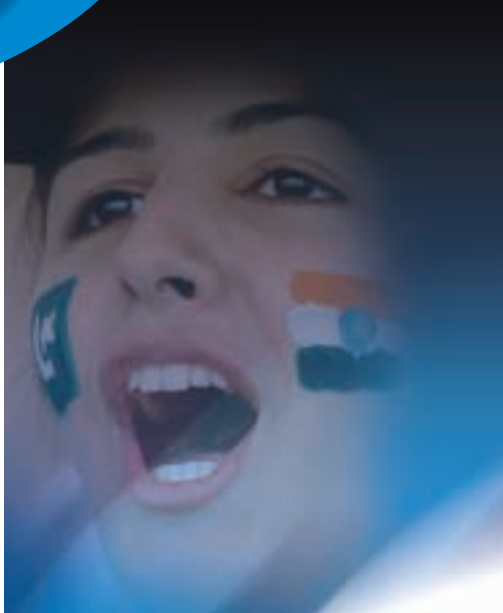
We recognise there is a link between sport and politics and that it is the right of Governments to take actions, including the imposition of sporting sanctions, which they consider to be in their national interest. In cricket we have seen this very recently where the Indian Government ordered its cricket team not to tour Pakistan. Where Governments fall short of taking strong and decisive action, we are of the view that tours should proceed.



As a direct result of the dispute between the ZCU and most of its players, the ICC asked Cricket Australia and the Zimbabwe Cricket Union to postpone the Test matches scheduled between them in May and June 2004, something both boards agreed to the day before the first match.

We are committed to working in the interests of all of our Members, respecting their rights and listening to their viewpoints. Our key responsibility is the integrity of international cricket and we are conscious of this responsibility in every decision that is made on this issue.

These policies protect all of our Members and all of our 10 Full Members have an equal say in the decision-making process.



'The ICC must continue to provide leadership for the game - promoting unity not conflict amongst our Members. It is only through working towards common goals that the international game can grow stronger.'

India and Pakistan

One of the playing highlights of the year was the resumption of bi-lateral tours between India and Pakistan. The ICC worked very closely with the Pakistan and India boards and with the Governments of the two countries over the past 18 months to bring the sides together. These efforts were very worthwhile. Cricket fans in Pakistan had waited a long time for a home series against their neighbour and provided an exceptional welcome to the visiting players, fans and media that symbolised the unique 'spirit' of our sport.

The wonderful spectacle of these matches and the way fans from both countries mingled and supported good cricket, regardless of the team, highlighted once again the ability of sport to transcend political divides and act as a unifying force.

The ICC must continue to provide leadership for the game, promoting unity, not conflict, amongst our Members. It is only through working towards common goals that the international game can grow stronger.

UNAIDS Partnership

In September 2003 I was present at the launch of the ICC's strategic alliance with UNAIDS in India. Over the course of the year I have met with HIV and AIDS sufferers in Africa, Asia and the West Indies and nothing has moved me more than the harrowing tales of those who have contracted HIV through rape or unprotected sex or who were simply born with the disease.

It is a terrible epidemic, there are over 12 million people living with HIV and AIDS in the 10 main cricket-playing countries. It is part of our social responsibility to help 'run out' HIV and AIDS and reduce the stigma, through awareness-raising initiatives and education programs.

It has been pleasing to see many of the world's best players support the initiative, carrying the message to millions of cricket fans around the world. Over the coming year the ICC Development Program will begin to take this same message to our Associate and Affiliate Members.

Looking forward

The ICC Champions Trophy in England in September will bring the world's top teams together for the first time since the ICC Cricket World Cup, while preparations for the next ICC Cricket World Cup in 2007 continue to move forward.

The developing nations must earn their ICC Cricket World Cup places at the ICC Trophy in 2005 which will take place in Ireland.

It is possible that over the next year the ICC may move away from its present bases in London and Monaco. A split headquarters is not ideal for any organisation and several nations have expressed a strong interest in hosting the ICC's headquarters. I can guarantee that any such decision will be considered in the context of the historical associations with Lord's.

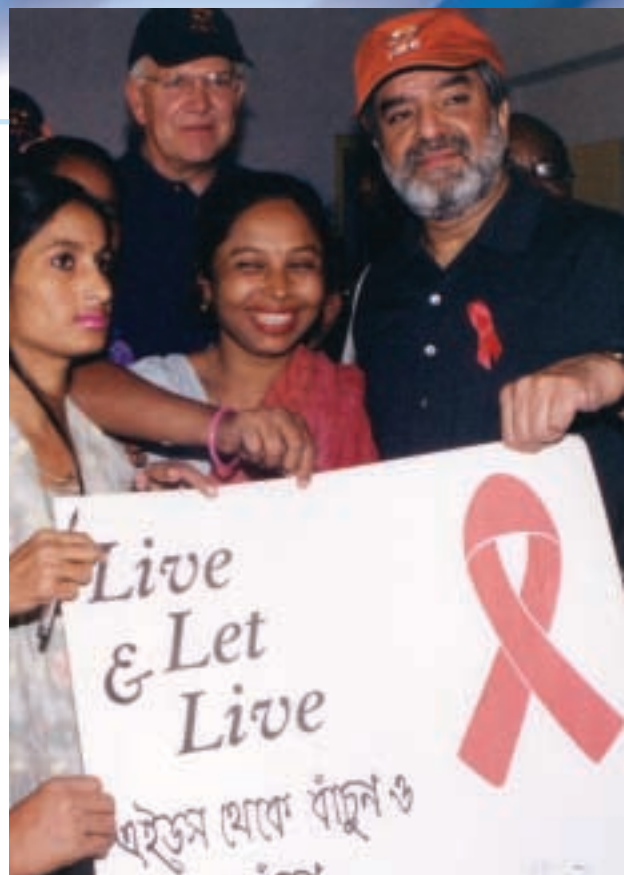
As well the governance review I highlighted earlier, the ICC is in the process of a strategic review of the structure of international cricket and a report on this is expected to go to the Board in October 2004.

Thank you

I would like to thank all the boards I have visited in the past year for looking after us so well and for making our visits informative and worthwhile.

I would also like to thank my colleagues on the ICC Executive Board and members of the various ICC Committees for their support and guidance throughout the year. In particular, I would like to mention my predecessor, Malcolm Gray, Lt. General Tauqir Zia from Pakistan, Percy Sonn from South Africa, Hemaka Amarasuriya from Sri Lanka and the Reverend Wesley Hall from the West Indies, all of whom retired from the Board over the past year. Mr Sonn will take up the position of ICC Vice-President from June this year and I welcome him to the role. My thanks to all ICC Directors past and present for their contributions to the ICC.

Cricket continues to enjoy a high profile around the world. Over a billion people watched the ICC Cricket World Cup 2003 on television. This would not be possible without the commercial benefits that flow into the game, particularly from our partnership with the Global Cricket Corporation. I thank our



Ehsan Mani (above right) and Malcolm Speed support a HIV/AIDS initiative.



One of the playing highlights of the year was the Pakistan v India series for fans (left) and players (right).

commercial partners and sponsors for their support of international cricket, including Emirates Airline for their sponsorship of our umpires and referees, and the media for its continued interest in and coverage of our sport.

The ICC management has had to deal with some testing issues and challenges in the past year. They have done so professionally, with enthusiasm and with a clear focus on acting in the interest of the game. I have deep admiration and respect for the dedication of all the ICC staff and, in particular, Malcolm Speed for his considerable expertise and ability to provide leadership to his management team. It has been a pleasure to work with all of them over the past year.



Chief Executive's Review

Malcolm Speed



I joined the International Cricket Council in 2001 and one of the first processes I oversaw was the drafting of the organisation's mission statement and strategic plan.

This process required a detailed analysis of the role and responsibilities of the ICC within the context of cricket and international sport. It provided us with a framework within which to operate.

Three years on, while international cricket throws up an indeterminable amount of unforeseen, pressing and varied issues, the operations of the ICC's Board, management and staff continue to flow from this mission statement and the ICC Strategic Plan 2001-2005.

Through the course of reading this Annual Report, you will notice that it ties in very closely to the targets outlined in the Plan.

The ICC's mission statement summarises this Plan. It requires the organisation to lead by promoting the game as a global sport, protecting the spirit of cricket and optimising commercial opportunities for the benefit of the game.

There are five key elements of this statement and I will deal with these by providing pertinent examples that highlight the ICC's progress in these areas.

Leading the game

The ICC has shown leadership in all areas of its operation, providing direction for its Members and the sport as a whole. We have had to make many difficult, and at times unpopular, decisions over the course of the

last year but I can say with confidence that we have always made them in the best interests of the sport.

The ICC has developed a stronger relationship with international players through the recognition of the Federation of International Cricketers' Associations and players' associations recognised by their national boards. The organisation has also taken a lead role in dealing with illegal deliveries and the complex issue of cricket in Zimbabwe.

One example of the ICC's leadership role is its responsibility for the recruitment of the world's top umpires to the Emirates Elite Panel of ICC Umpires.

In reviewing the performance of umpires, we need to acknowledge that cricket is arguably the hardest game of all in which to officiate. We call on our umpires to operate for long periods, using their sight, hearing, judgment, experience and expert knowledge of complicated laws, rules and conventions.

To assist umpires in their role, the ICC has introduced an assessment process to analyse every decision made by officials that stand in international cricket. This analysis is used in conjunction with reports from the captains and the match referee to enable the ICC to make fact-based judgements in appointing the best-performing officials for international cricket.

Inevitably umpires make mistakes and calls ring out for the increased use of technology in the decision-making process. But the ICC is very clear in its positioning on the issue - we want



‘We have had to make many difficult decisions over the course of the year but I can say with confidence that they have all been made in the best interests of the sport.’

Umpire Steve Bucknor gives Australia's Brett Lee a helping hand.



The ICC must serve the game and act without fear or favour.



humans to umpire the game, not robots.

This measured approach should not be represented as technophobia. We will introduce technology if it can provide conclusive answers and is practically feasible, and only if it does not change the essence of the way the game is played and does not compromise the role of the on-field umpires.

Promoting the game as a global sport

I believe this year has seen historic progress in the development of the sport around the world. The ICC now has 89 Members - an increase of 42 since our Development Program was launched in 1997 and we are providing more cricket and more opportunities for these Members to play than ever before.

The ICC U/19 Cricket World Cup attracted over 300,000 spectators to 54 matches in Bangladesh. The tournament took the sport to eight venues - five of them new - throughout the country and will leave a strong legacy of facilities and expertise in our newest Full Member country.

The ICC Six Nations Challenge in the UAE was contested exclusively by our Associate Members for the first time and was won by the USA, generating considerable interest in a nation that has been targeted for development over the coming years.

This year has also heralded the introduction of three-day first-class cricket for the top 12 Associate Members, a crucial step in the development of these nations.

Protecting the spirit of cricket

The spirit of cricket starts with the players out on the field and in the second full year of operation of the new ICC Code of Conduct I believe we have started to witness positive progress.

The new Code sought to be stronger, simpler and fairer. It reformed the adjudication process to ensure the referee could not both lay a charge and hear it. After consultation with the player associations, the new Code also introduced a set of guidelines to sit with each offence to provide clearer examples of what was not acceptable.

However, there is still progress to be made. The two areas that we are most keen to address are the consistent application of the Code's penalties and the continued reduction of incidents of dissent which undermine the unique spirit of our sport.

The involvement of players in the decision-making process is of paramount importance to the ICC. Significant progress has been made with the establishment of a formal consultation process with those player associations that are recognised by their national boards on common player issues.

Along with annual meetings with the captains of the Test-playing sides and the restructuring of our Cricket Committee to provide for greater player representation, this mechanism will help ensure that player views on issues that affect them are properly represented as decisions are made about international cricket.

The Opening Ceremony of the ICC U/19 CWC 2004.



'A review of the way international cricket is structured is underway and this will provide a fact-based analysis of the current system with alternatives identified and critically examined.'



Optimising commercial opportunities

The ICC's financial performance in 2003-04 met the expectations of the framework, budgets and resources allocated to the ICC by its Board and Members.

The absence of a major tournament this year resulted in an expected decrease in gross income. However the ICC balance sheet remains strong with total assets of US \$94.9 million.

In addition the ICC spent US \$8.2 million on cricket development-related activities including the successful staging of the ICC U/19 CWC 2004.

After the ICC Cricket World Cup 2003, the ICC received a large claim from the Global Cricket Corporation (GCC) for compensation. While trying to resolve this claim, the ICC prudently withheld money from its Members - a significant proportion of which has since been returned - and continued a strong working partnership with GCC.

There is a key distinction between 'optimising' and 'maximising' the commercial opportunities available and it is essential that in our financial strategies, we do not get drawn into short-term 'money-spinners' that have the potential to impact negatively on the longer-term health of our sport.

I believe that we have come very close to saturation point in terms of the volume of cricket, not only in a commercial sense, but also in respect of the demands it is placing on international cricketers.

A review of the way international cricket is structured has commenced and will provide a means by which a proper fact-based analysis of the international schedule can be undertaken, with alternatives identified and critically examined from a playing and commercial perspective.

Acting for the benefit of the game

The ICC's mandate is to act in the best interests of the international game. This means that not every decision the ICC makes will be popular in all of our Member countries, with cricket players, administrators or fans.

All our decisions are made without fear or favour. We seek to be impartial and consistent and to exercise sound judgment. It is important to recognise that we are not seeking to be popular or well-regarded by the media - that is a certain recipe for failure. We are, however, seeking to be respected for doing a difficult job fairly, effectively and in the best interests of the game. We recognise that we hold the game on trust for its many stakeholders. As trustees we seek to ensure the sport is passed on to the next generation in better condition than when we commenced our roles. It is only in this way that we can effectively serve the sport.

Looking ahead

There is no doubt that the ICC will continue to fulfil the mandate it has been provided by its Members.

The current strategic plan expires in 2005 so over the next 12 months we must strive to fulfil the goals set out in this document whilst beginning to set targets for the years that lie ahead. The next year will also see many new initiatives that will further protect the game and see the ICC's position as the leader of the sport enhanced.

There are many challenges that must be faced. I believe the ICC has a President and Board who are well-equipped to provide direction and a dedicated staff with the experience and commitment to continue to lead the sport.

Finally, one year since he took over the role of ICC President I would like to thank Ehsan Mani for his support and wise counsel that has greatly contributed to the progression of the organisation.



Governance and Organisational Effectiveness

Objective: Implement best practice in the governance and management of the ICC to maximise organisational effectiveness.

The ICC is the governing body for cricket and is responsible for the global management, development and administration of cricket among its 10 Full, 27 Associate and 52 Affiliate Member countries.

ICC Committees

The ICC's role involves managing the playing conditions and Code of Conduct for international cricket, staging global tournaments such as the ICC Cricket World Cup and the ICC Champions Trophy, expanding the game around the world and developing a system of independent umpires and match referees for Test and One-Day International cricket.



Ehsan Mani
ICC President



Malcolm Speed
ICC Chief Executive Officer



Bob Merriman AM
Chairman, Cricket Australia



Mohammad Ali Asghar MP
Chairman,
Bangladesh Cricket Board

ICC Committees at 31 March 2004	
1	Executive Board and IDI Board of Directors
2	Chief Executives' Committee
3	Cricket Committee
4	Audit Committee
5	Code of Conduct Commission
6	Development Committee
7	Human Resource, Remuneration and Appointments Committee



David Morgan
Chairman, England and Wales Cricket Board



Jagmohan Dalmiya
President, Board of Control for Cricket in India



Sir John Anderson KBE
Chairman,
New Zealand Cricket



Shaharyar Khan
Chairman,
Pakistan Cricket Board



Thilanga Sumathipala
President, Sri Lanka Cricket



Ray Mali
President, United Cricket Board of South Africa



Edward Griffith
President,
West Indies Cricket Board



Peter Chingoka
President,
Zimbabwe Cricket Union



Jimmy Rayani
Chairman, Kenya Cricket Association - Associate Member Director



Rene van Ierschoot
President, KNCB (Holland) - Associate Member Director



HRH Tunku Imran
President, Malaysian Cricket Association - Associate Member Director

Changes to the Board over the past 12 months:

- **Malcolm Gray**
ICC President
term ended June 2003.
- **Lt General Tauqir Zia**
former PCB Chairman
resigned October 2003.
- **Percy Sonn**
former UCBSA President
resigned October 2003.
- **Hemaka Amarasuriya**
former SLC President
resigned June 2003.
- **Reverend Wesley Hall**
former WICB President
resigned June 2003.

Members of the ICC Executive Board and IDI Board of Directors (right) as at 31 March 2004.

1. ICC Executive Board and IDI Board of Directors

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 three representatives from Associate Member countries. These forums are the key policy bodies 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 within the Council's framework.

Over the course of the financial year the IDI Board and the ICC Executive Board each met three times, with the following key outcomes:

Key outcomes/decisions	Recommended by
18 June 2003, London	
ICC management mandated to conduct a full review of the structure of international cricket.	CEC, June 2003
Increased authority for Emirates Elite Panel of ICC Umpires and ICC Chief Executive to report breaches of the ICC Code of Conduct over an extended period of time.	CEC, June 2003
20 June 2003, Monaco (IDI)	
Return of some monies withheld after the ICC Cricket World Cup 2003 to Members.	Contracts Committee
29 October 2003, Barbados (IDI)	
Recognition of the Federation of International Cricketers' Associations (FICA) and other players' associations recognised by home boards for formal consultation on eight common player issues.	CEC, September 2003
International tour cancellation protocol established, with the ICC to act as a mediator/facilitator in the consultation process between the boards involved in the planned tour.	
30 October 2003, Barbados (IDI)	
Approved release of withheld ICC CWC 2003 monies to members subject to them meeting a strict series of conditions.	Contracts Committee
Approved expansion of the ICC Cricket World Cup 2007 to include 16 teams.	CEC, September 2003
9-10 March 2004, Auckland	
Approval of the Future Tours Program Regulation which includes direction on touring team obligations, conditions for acceptable non-compliance and penalties for unacceptable cancellation.	
Review of the most suitable location of ICC Headquarters with consideration of various cricket and commercial concerns.	
10 March 2004, Auckland (IDI)	
Additional withheld monies returned to England, India, New Zealand and South Africa whilst adequate funds retained to cover any potential liability.	Contracts Committee
Approval of IDI operating budget for 2004-05.	
Revised dispute resolution process for ICC events.	

2. ICC Chief Executives' Committee

The ICC Chief Executives' Committee (CEC) is the key forum for making recommendations on the business of cricket. The CEC includes the Chief Executives of the 10 Test-playing nations and three representatives from the Associate Member level and refers policy issues to the Executive Board for approval. The CEC - formerly the Cricket Committee-Management (CC-M) - was renamed on 1 April 2004.

The CEC is comprised of:

Malcolm Speed (Chairman)	ICC Chief Executive Officer
Ehsan Mani (Ex-Officio)	ICC President
Full Members	
James Sutherland	Chief Executive Officer, Cricket Australia
Maqbul Dudhia	Chief Executive, Bangladesh Cricket Board
Tim Lamb	Chief Executive, England and Wales Cricket Board
SK Nair	Honorary Secretary, Board of Control for Cricket in India
Martin Snedden	Chief Executive, New Zealand Cricket
Ramiz Raja	Chief Executive, Pakistan Cricket Board
Mohan de Silva	Chief Executive, Sri Lanka Cricket
Gerald Majola	Chief Executive Officer, United Cricket Board of S. Africa
Roger Brathwaite	Chief Executive Officer, West Indies Cricket Board
Vince Hogg	Managing Director, Zimbabwe Cricket Union
Associate Members	
John Cribbin	Honorary Secretary, Hong Kong Cricket Association
Stanley Perlman	Chairman, Israel Cricket Association
Laurie Pieters	President, Namibia Cricket Board

Over the course of the financial year the CEC met on three occasions, with the following key outcomes:

Key outcomes/decisions

15-16 June 2003, London

ICC Intercontinental Cup approved for introduction in 2004.

Recommended by Development Committee, May-June 2003

Player eligibility rules clarified for Associate and Affiliate Members to qualify for Full Member participation.

Recommended by Development Committee, May-June 2003

Adoption of the ICC's Random Bat Inspection Program for all international cricket.

Recommended by CC, April 2003

Mandate for ICC management to conduct a further review of the illegal bowling actions reporting procedures.

Recommended by CC, April 2003

Approval of technology trials including the use of 'ping lines' to assist umpires in making lbw decisions and umpires wearing earphones connected to stump microphones.

Recommended by CC, April 2003

18-19 September 2003, Mumbai

Continued review of a proposed ICC Super Series in 2005 and arrangements for the ICC Champions Trophy in 2004.

Endorsement of the two-stage process for dealing with suspected illegal bowling actions, with further consideration to be given by CC.

14-15 February 2004, Dhaka

Continued discussion on the proposal to adopt an international Anti-Doping Code for cricket.

Review and provisional agreement to integrate the administration of men's and women's cricket at international level subject to Executive Board approval.

Recommended by Development Committee, May-June 2003

Approval to grant first-class status to all ICC Intercontinental Cup matches in 2004.

Recommended by Development Committee, May-June 2003

3. ICC Cricket Committee

The 12-man ICC Cricket Committee (CC) makes recommendations to the CEC and deals with any matters or issues relating to the game or the playing of the game. Five members of the CC are nominated by the players from Full Member teams, five are nominated by the Full Member boards, one is nominated by the players from the Associate Members and one is nominated by the boards of the Associate Members.

The ICC Cricket Committee - formerly the Cricket Committee-Playing (CC-P) - was renamed on 1 April 2004.

The CC is comprised of:

Sunil Gavaskar (Chairman)	
Ehsan Mani (Ex-Officio)	ICC President
Malcolm Speed (Ex-Officio)	ICC Chief Executive Officer
Full Members	
Tim May	Australia (p)
John Reid jnr	New Zealand (b)
Angus Fraser	England (p)
Michael Findlay	West Indies (b)
Iqbal Qasim	Pakistan (p)
Faruque Ahmed	Bangladesh (b)
Errol Stewart	South Africa (p)
Bandula Warnapura	Sri Lanka (b)
Kevin Arnott	Zimbabwe (b)
Tiger Pataudi	India (p)
Associate Member Representatives	
Roland Lefebvre	Holland (p)
Harilal Shah	Kenya (b)

(p) player nominee; (b) board nominee

Over the course of the financial year the CC met once and made the following recommendations to the CEC:

Key recommendations to CEC

7-8 April 2003, Dubai

Third umpire TV replays to be mandatory for Tests and ODIs involving a series between Full Members, and an ODI series involving two or more Full Members and any number of ODI status Associate Members.

ICC management make it mandatory for countries to provide the best available television coverage including the provision of four line cameras.

Determine appropriate use of technology and specific instances of suitability.

Recommendation of trials of 'ping lines' and umpire earpieces connected to stump microphones.

Acceptance of illustrative guidelines for offences under the ICC Code of Conduct for Players and Officials.

A panel of bowling review experts be sent to the ICC U/19 Cricket World Cup 2004.

Each home board to introduce a policy for dealing with bowlers with illegal actions.

Conduct a review of the current volume of cricket.

Other ICC Committees

In 2003-04, the ICC's Audit, Code of Conduct Commission, Development and Human Resource, Remuneration and Appointments Committees were operational.

4. Audit Committee

The role of the Audit Committee is to review the ICC's financial reporting process, the system of internal control and management of financial risks, the audit process and the ICC's process for monitoring compliance with laws and regulations.

Over the course of the financial year, the Audit Committee met on two occasions.

The Audit Committee is comprised of:

Sir John Anderson (Chairman)	Chairman, New Zealand Cricket
Ehsan Mani (Ex-Officio)	ICC President
Malcolm Speed (Ex-Officio)	ICC Chief Executive Officer
Faisal Hasnain (Ex-Officio)	ICC Chief Financial Officer
Edward Griffith	President, West Indies Cricket Board
Oliver Stocken	Independent Member
Rene van Ierschoot	Alternate Member

Key outcomes/decisions

10 June 2003, London

Review of ICC 2003 Annual Report and Accounts with external Auditors and recommendation for approval.

Review of ICC financial performance based on current Management Accounts.

Discussion of various matters relating to risk, control and compliance, including any relevant litigation affecting the ICC, commercial disputes and tax issues.

Review of various reports from the ICC Internal Auditor, including compliance with the ICC Code of Ethics procedures.

28 October 2003, Barbados

Agreed new procedure for approval of the Annual Report and Accounts.

Review of an updated Audit Plan from external Auditors for the period to 31 March 2004.

Review of current ICC financial performance based on current Management Accounts.

Consideration of implications of a new investment policy and compliance with International Accounting Standards.

Review of progress of the new operating Company, ICC Cricket Management S.A.M.

5. Code of Conduct Commission

The Code of Conduct Commission oversees formal enquiries into conduct which may be prejudicial to the interests of the game and makes recommendations to the Executive Board. All Full Members nominate a panel member.

The Code of Conduct Committee is comprised of:

Hon. Michael Beloff QC	Chairman
Richie Benaud	Australia
Justice Mainur Chowdhury	Bangladesh
Sir Oliver Popplewell	England
NKP Salve	India
Tim Castle	New Zealand
Justice Dr Nasim Hasan Shah	Pakistan
Justice Albie Sachs	South Africa
Desmond Fernando	Sri Lanka
Sir Denys Williams	West Indies
Clive Barnes	Zimbabwe

6. Development Committee

The Development Committee is responsible for reviewing and monitoring all policy matters relating to the structure and delivery of the ICC Global Development Program.

Over the course of the financial year, the Development Committee met on two occasions.

The Development Committee is comprised of:

Malcolm Speed (Chairman)	ICC Chief Executive Officer
Matthew Kennedy (Ex-Officio)	ICC Development Manager
Rene van Ierschoot	Associate Delegate
Tim Kumalo	African representative
Trevor Robertson	EAP representative
Zakir Hussain Syed	Asia representative
Ellis Lewis	Americas representative
Tim Lamb	Europe representative
Roger Knight	MCC Delegate

Key outcomes/decisions

31 May - 1 June 2003, New York

Funding from the ICC Champions Trophy 2004 to be provided to help fund the Kenya Cricket Association development program under a special project.

Recommendation for the ICC Six Nations Challenge 2004 to be staged in the United Arab Emirates.

The highest finishing Associate Member at the ICC Six Nations Challenge to qualify as the 12th team at the ICC Champions Trophy 2004.

Further consideration and review of possible integration of the International Women's Cricket Council and the ICC.

15 November 2003, Dubai

USA be offered final available place in the ICC Six Nations Challenge.

Endorsement of a business plan for women's cricket integration to be submitted to CEC and Executive Board for approval.

7. HR, Remuneration and Appointments Committee

The Human Resource, Remuneration and Appointments Committee is responsible for reviewing and monitoring all policy matters relating to the organisation's human resources.

Over the course of the financial year, the Human Resource, Remuneration and Appointments Committee met on one occasion.

The HR, Remuneration and Appointments Committee is comprised of:

Peter Chingoka (Chairman)	Full Member
David Morgan	Full Member
HRH Tunku Imran	Associate Member

Key outcomes/decisions

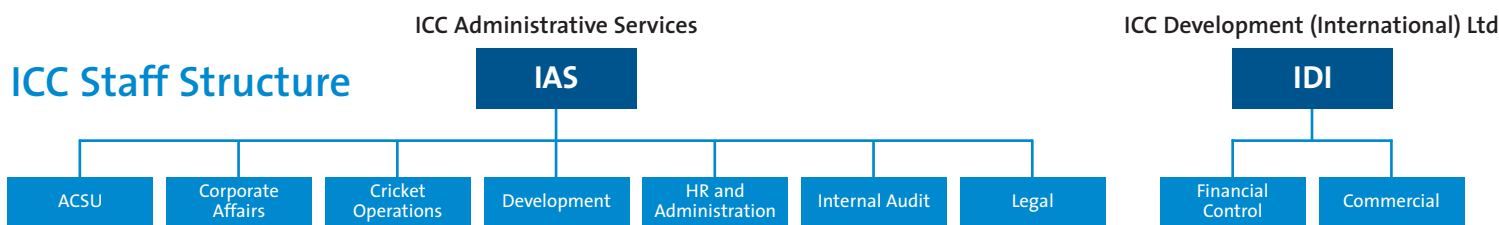
8 March 2004, Auckland

Consideration of organisation structure in London and Monaco to ensure suitability to organisational needs.

Review of organisational policies and staff manuals.

ICC President, CEO and Human Resources and Administration Manager attend as Ex-Officio.

Through its governance and operational committees, the ICC is committed to building an effective and efficient organisation to carry out its functions and responsibilities. Regular reviews are conducted to ensure the ICC operates with a best-practice policy at all levels.



Over the past 12 months, the ICC has sought to operate as a more effective organisation by:

- Conducting a thorough financial review of the ICC, its corporate structure and establishing a new operating company, ICC Cricket Management S.A.M in Monaco.
- Reviewing and updating all staff policies and manuals to strengthen the organisation's human resource assets.
- Continuing its successful secondment scheme, hosting cricket administrators from Sri Lanka and Zimbabwe.
- Conducting a review and analysis of various ICC codes and procedures to create more efficient and relevant structures, including research on the feasibility of a global anti-doping policy, simplifying the ICC events dispute resolution process and establishing an approved player list policy.

With the Chief Executive's Department overseeing the daily operations of the Board and the Chief Executive, the ICC is supported by nine core departments in delivering the organisation's tasks and strategies.

The nine departments and their main areas of responsibility are:

1 Anti-Corruption and Security Unit

- Eradicate corruption
- Provide a professional, permanent security infrastructure

2 Commercial

- Event management
- Commercial partner acquisition and servicing
- Brand management
- Television broadcasting
- Merchandising

3 Corporate Affairs

- Issues and media management
- Stakeholder communication
- Publications
- Website management
- Media relations
- Events
- Strategy
- Hospitality

4 Cricket Operations

- Referees and umpires
- Playing conditions
- Player behaviour
- Safety and security
- Tour programming
- Equipment and clothing regulations
- Illegal bowling actions
- Anti-doping regulations

5 Development

- High Performance
- Participation
- Global and regional tournaments
- Education and resource provision
- Annual development awards
- Promoting the spirit of cricket

6 Financial Control

- Financial management
- Planning, budgeting, forecasting and monitoring
- Financial analysis and cost control
- Accounting policies and corporate compliance
- Liaise with internal and external audit

7 Human Resources and Administration

- Administration services
- Information technology
- Human resource management

8 Internal Audit

- Compliance and policy checking
- Department reviews

9 Legal

- Managing internal legal affairs
- Addressing tournament legal issues
- Drafting and amending ICC rules and regulations

ICC London Staff



ICC Monaco Staff



ICC Staff Structure (as at 31 May 2004)

Chief Executive's Office

Malcolm Speed	Chief Executive Officer
Juliet Davidson	Personal Assistant to Chief Executive Officer

Commercial

Campbell Jamieson	Commercial Manager
Warren Deutrom	Cricket Events Manager
Chris Tetley	Senior Events Coordinator
Chris Nockels	Project Officer
Martine Mileti	IDI Office Manager
Lynn Naude	Brand Manager
Jamie Stewart	Global Sponsorship Manager +
Mark Mangan	In-House Lawyer - Arbitration

Corporate Affairs

Brendan McClements	General Manager
Jon Long	Project Officer
Hilary Marshall	Corporate Affairs Officer
Stephanie Beltrame	Seconded from Cricket Australia

Cricket Operations

David Richardson	General Manager
Karen Gaynard	Personal Assistant to General Manager
Clive Hitchcock	Cricket Operations Manager
Chris Kelly	Umpires and Referees Manager

Emirates Elite Panel of ICC Referees

Chris Broad +	
Jeff Crowe +	
Alan Hurst +	
Clive Lloyd +	
Ranjan Madugalle +	
Roshan Mahanama +	
Mike Procter +	
Gundappa Viswanath +	

Emirates Elite Panel of ICC Umpires

Brent Bowden +	
Steve Bucknor +	
Aleem Dar +	
Darrell Hair +	
Daryl Harper +	
Rudi Koertzen +	
David Shepherd +	
Simon Taufel +	

Human Resources and Administration

John Moore	HR and Administration Manager
Mukesh Karsan	IT and Telecommunications Manager
Daniella Muylers	Travel Assistant
Natalie Ghamar	Receptionist

Development

Matthew Kennedy	Global Development Manager
Bob Woolmer	High Performance Manager +
Chris Briers	Operations Manager
Jenny Fairlamb	Project Officer

Regional Development

Hoosain Ayob	Manager, Africa +
Ruweida Kandan	Administration Officer, Africa +
Martin Viera	Manager, Americas +
Grant Dugmore	Development Officer, Americas +
Zakir Hussain Syed	Manager, Asia*
Norlinda Maso'od	Secretary to Development Manager, Asia*
Ganesan Sundaramoorthy	Development Program Coordinator, Asia*
Iqbal Sikander	Development Officer, Asia*
Roger Binny	Development Officer, Asia*
Rumesh Ratnayake	Development Officer, Asia*
Dr Vece Paes	Sports Medicine Consultant, Asia*
Tim Anderson	Manager, East Asia-Pacific +
Russell James	Project Officer, East Asia-Pacific +
Martin Gleeson	Development Officer, East Asia-Pacific +
Richard Holdsworth	Manager, Europe
Philip Hudson	Development Officer, Europe
Alison Smith	Project Officer, Europe
Louise Kent	Project Officer, Europe
Denise Farrell O'Neill	Accounts Assistant, Europe (P/T)

Financial Control

Faisal Hasnain	Chief Financial Officer
Cecilia Ullah	Management Accountant, London
Dawn Tebbutt	Management Accountant, Monaco
Jackie Hung	Financial Analyst
Jeremy Pearce	Financial Accountant

Internal Audit

Alan Gillett	Internal Auditor
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Legal

Urvashi Naidoo	In-House Lawyer
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Anti-Corruption and Security Unit

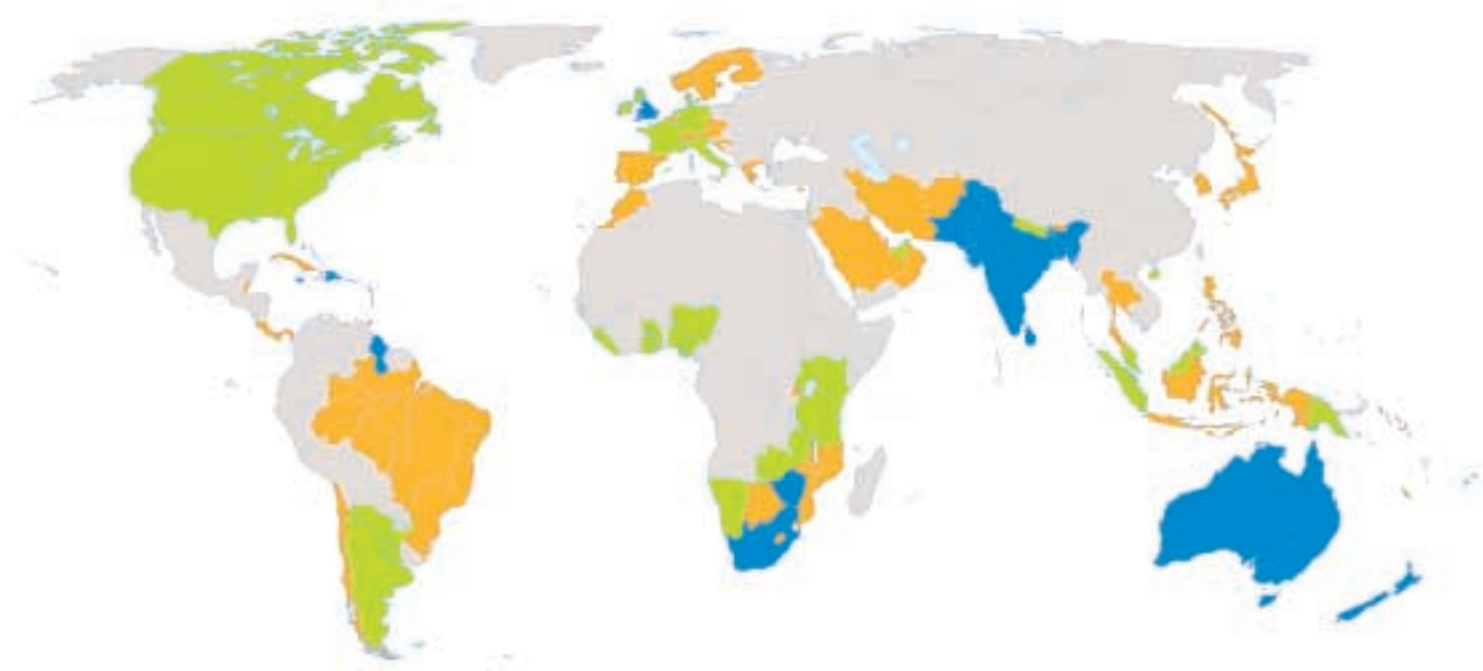
Lord Condon	Chairman
Jeff Rees	Chief Investigator
Bruce Ewan	Senior Investigator
Martin Hawkins	Senior Investigator
Alan Peacock	Senior Investigator
Emma Williams	Office Manager
Arrie de Beer	Regional Security Manager +
Lt Col Nuruddin Khawaja	Regional Security Manager +
John Rhodes	Regional Security Manager +
Ron Hope	Regional Security Manager
Niranjan Virk	Regional Security Manager +

The following participated in the ICC's Secondment scheme: Shashi Dhanatunge, Sri Lanka (30/10/02 - 30/4/03), Temba Mkhosana, Zimbabwe (1/6/03 - 30/9/03)

The following staff left the ICC over the past 12 months: Doug Cattermole, Adam Cole, Andrew Eade, Roger Hill, Bob Smalley, Ian Stuart.

*Asian Cricket Council staff + Consultants

ICC Member Countries



Members	Africa	Americas	Asia	East-Asia Pacific	Europe
Full Members (10)	South Africa (1909)	West Indies (1926)	Bangladesh (2000)	Australia (1909)	England (1909)
	Zimbabwe (1992)		India (1926)	New Zealand (1926)	
			Pakistan (1953)		
			Sri Lanka (1982)		
Associate Members (27)	Kenya (1981)	Argentina (1974)	Hong Kong (1969)	Fiji (1965)	Denmark (1966)
	Namibia (1992)	Bermuda (1966)	Malaysia (1967)	PNG (1973)	France (1998)
	Nigeria (2002)	Canada (1968)	Nepal (1996)		Germany (1999)
	Tanzania (2001)	Cayman Isles (2002)	Singapore (1974)		Gibraltar (1969)
	Uganda (1998)	USA (1965)	UAE (1990)		Holland (1966)
	Zambia (2003)				Ireland (1993)
					Israel (1974)
					Italy (1995)
				Scotland (1994)	
Affiliate Members (52)	Botswana (2001)	Bahamas (1986)	Afghanistan (2001)	Cook Islands (2000)	Austria (1992)
	Gambia (2002)	Belize (1997)	Bahrain (2001)	Indonesia (2001)	Belgium (1991)
	Ghana (2002)	Brazil (2002)	Bhutan (2001)	Japan (1989)	Croatia (2001)
	Lesotho (2001)	Chile (2002)	Brunei (1992)	Philippines (2000)	Cyprus (1999)
	Malawi (2003)	Costa Rica (2002)	Iran (2003)	Samoa (2000)	Czech Republic (2000)
	Morocco (1999)	Cuba (2002)	Kuwait (1998)	South Korea (2001)	Finland (2000)
	Mozambique (2003)	Panama (2002)	Oman (2000)	Tonga (2000)	Greece (1995)
	Rwanda (2003)	Suriname (2002)	Qatar (1999)	Vanuatu (1995)	Luxembourg (1998)
	Sierra Leone (2002)	Turks & (2002)	Saudi Arabia (2003)		Malta (1998)
	St Helena (2001)	Caicos Islands	Thailand (1995)		Norway (2000)
			The Maldives (2001)		Portugal (1996)
					Spain (1992)
					Sweden (1997)
					Switzerland (1985)



International Cricket

Highlights

- ICC Test Championship
- ICC One-Day International Championship
- ICC U/19 Cricket World Cup Bangladesh 2004
- ICC Six Nations Challenge UAE 2004
- International Cricket Milestones

ICC Test Championship



Gary Kirsten's runs were crucial in helping South Africa hold on to second place.

India's draw in Australia boosted its rating by five points.

Australia reclaimed the ICC Test Championship in May 2003, and moved further ahead over the course of the year.

Two years after the original launch of the ICC Test Championship, the formula for calculating the standings was revised to ensure that the result of every individual Test match is counted with a bonus also awarded for winning a series.

The new system is similar to the ICC ODI Championship table. In any series, both sides have an opportunity to improve or worsen their rating while the strength of the opposition is recognised in calculating the points awarded.

Under the previous system, Australia began the year in second place behind South Africa but reclaimed the lead and the ICC Test Championship mace with a 3-1 series win in the West Indies in April and May.

The new system introduced in May put Australia 14 points clear of South Africa with a rating of 129.

Australia's rating reached 130 and their lead grew to 19 points before a tied home series against India saw them fall back to 125. However, a 3-0 away win in Sri Lanka ensured Australia were comfortably ahead of the chasing pack with a rating of 127 at the end of March 2004.

South Africa remain Australia's closest rivals but a draw in England followed by defeat in Pakistan stymied their pursuit of the leaders. Victory in the final Test in New

Zealand in March to salvage a 1-1 series draw was enough to ensure South Africa remained well clear in second spot at the end of the year.

India's 2-2 draw in Australia provided the biggest single boost to a side's rating - from 95 to 100 - but a home draw against New Zealand in their only other completed series in the 12-month period meant they failed to capitalise on this excellent away result. India's Test series in Pakistan began at the end of March 2004 with a win for the visitors that set them up to overtake their neighbour in the Test table in April.

The middle-ranked teams are bunched together, reflecting the fact that no side has gained significant ground over the course of the year. Pakistan had the best win-percentage of these sides but three of their five victories came against Bangladesh. England beat Bangladesh and Zimbabwe but drew at home with South Africa and lost to Sri Lanka. Sri Lanka meanwhile beat England but drew at home with New Zealand and lost to Australia and the West Indies.

Aside from a victory over Sri Lanka, it was a poor year for the West Indies who ended March in eighth position, 12 points adrift of their nearest rivals.

There were a total of 56 Test matches played in the year under review. South Africa were the most active side with 16 matches while India, with seven games, played the least.

Australia's Ricky Ponting and Darren Lehmann helped guide their side back to top spot.



Under the previous system Australia began the year in second place behind South Africa but reclaimed the lead with a 3-1 series win in the West Indies.



It was a disappointing year for West Indies captain Brian Lara.



New Zealand lost its home series to Pakistan.



ICC Test Championship Table (As at 31 March 2004)

Pos	Team	Rating
1	Australia	127
2	South Africa	112
3	Pakistan	102
4	New Zealand	101
5	England	101
6	India	100
7	Sri Lanka	94
8	West Indies	82
9	Zimbabwe	55
10	Bangladesh	1

ICC Test Championship Table (As at 1 April 2003)

Pos	Team	P	W	L	D	Pts	Av
1	South Africa	17	13	3	1	27	1.59
2	Australia	13	9	2	2	20	1.54
3	New Zealand	17	8	5	4	20	1.18
4	Sri Lanka	16	8	6	2	18	1.13
5	England	16	6	6	4	16	1.00
6	India	15	5	6	4	14	0.93
7	West Indies	17	7	9	1	15	0.88
8	Pakistan	16	4	8	4	12	0.75
9	Zimbabwe	16	3	11	2	8	0.50
10	Bangladesh	7	-	7	-	0	-

ICC Test Series Results

The Frank Worrell Trophy (Aus in WI) Apr-May 2003 Result Australia 3-1 (4)	England in Bangladesh Oct-Nov 2003 Result England 2-0 (2)
South Africa in Bangladesh Apr-May 2003 Result South Africa 2-0 (2)	Clive Lloyd Trophy (WI in Zim) Nov 2003 Result West Indies 1-0 (2)
New Zealand in Sri Lanka Apr-May 2003 Result Drawn 0-0 (2)	England in Sri Lanka Dec 2003 Result Sri Lanka 1-0 (3)
Zimbabwe in England May-Jun 2003 Result England 2-0 (2)	Border-Gavaskar Trophy (Ind in Aus) Dec 2003-Jan 2004 Result Drawn 1-1 (4)
Sri Lanka in West Indies Jun 2003 Result West Indies 1-0 (2)	Sir Vivian Richards Trophy (WI in SA) Dec 2003-Jan 2004 Result South Africa 3-0 (4)
Bangladesh in Australia Jul 2003 Result Australia 2-0 (2)	Pakistan in New Zealand Dec 2003 Result Pakistan 1-0 (2)
South Africa in England Jul-Sep 2003 Result Drawn 2-2 (5)	Bangladesh in Zimbabwe Feb-Mar 2004 Result Zimbabwe 1-0 (2)
Bangladesh in Pakistan Aug-Sep 2003 Result Pakistan 3-0 (3)	Australia in Sri Lanka Mar 2004 Result Australia 3-0 (3)
New Zealand in India Oct 2003 Result Drawn 0-0 (2)	South Africa in New Zealand Mar 2004 Result Drawn 1-1 (3)
Southern Cross Trophy (Zim in Aus) Oct 2003 Result Australia 2-0 (2)	The Wisden Trophy (Eng in WI) Mar-Apr 2004 Result England 3-0 (4)
South Africa in Pakistan Oct 2003 Result Pakistan 1-0 (2)	India in Pakistan Mar-Apr 2004 Result India 2-1 (3)

ICC ODI Championship



VVS Laxman scored a vital century in the decisive match between India and Pakistan.



Sri Lanka had the most stable rating over the year.

Australia were the dominant force in One-Day International (ODI) cricket, comfortably holding top-spot in the official table throughout the year.

After winning the ICC Cricket World Cup 2003 in South Africa, Australia's rating in the ICC ODI Championship was 136 - a lead of 13 points over closest rival, South Africa.

Twelve months on, Australia's rating is one point lower but the gap to second place has increased to 22 points as South Africa have slipped back to join the pack.

South Africa held on to second but the margin between second and seventh has been slashed from 25 points to seven points.

South Africa's fall was mainly due to a poor showing in New Zealand where they lost 5-1. This victory, combined with a strong home-showing against Pakistan, was sufficient to make New Zealand the highest climber in the official ODI table - up from seventh to fourth with a rating improvement of 11 points.

The year saw the middle-ranked sides bunched together in the table, indicating they are very closely matched. At the end of October only two rating points separated England in third from New Zealand in eighth.

A tight series in Zimbabwe followed by a heavy defeat in South Africa saw the West Indies drift slightly apart from the other sides but England, India, New Zealand, Pakistan and Sri Lanka continued to swap positions on

a regular basis throughout the remainder of the year.

India's narrow win in the thrilling series in Pakistan ensured that Sourav Ganguly's side finished the year one place ahead of their neighbour having started it two places and seven points behind.

Sri Lanka had the most stable rating over the course of the year. They began with a rating of 108 which over the course of 12 months never fell below 105 and finished one higher on 109 at the end of March 2004.

Bangladesh's first ODI win since 1999 against Zimbabwe in March ensured that their ODI rating rose above zero for the first time since September 2003.

This was the first full year of operation of the ICC ODI table and it has rapidly been accepted as the truest ongoing barometer of team performance in the ODI game.

These official standings were used to determine the groupings for the ICC Champions Trophy 2004 in England. Teams were seeded based on their ratings on 1 December 2003 with the top four sides in the table drawn apart until the semi-finals of the September 2004 event.

Australia are top seeds with South Africa second, Pakistan third and Sri Lanka fourth.

This system is recognised as the fairest way of seeding teams for an ODI event and is likely to be used for future ICC tournaments.



New Zealand were the highest climber in the table due mainly to a 5-1 home win against South Africa.



Australia's lead in the official ODI table has increased to 22 points as South Africa have fallen back to join the chasing pack.

ICC ODI Championship Table (As at 31 March 2004)

Pos	Team	Rating
1	Australia	135
2	South Africa	113
3	Sri Lanka	109
4	New Zealand	107
5	India	106
6	Pakistan	106
7	England	100
8	West Indies	64
9	Zimbabwe	28
10	Kenya	3
11	Bangladesh	3

ICC ODI Championship Table (As at 1 April 2003)

Pos	Team	Av
1	Australia	136
2	South Africa	123
3	Pakistan	110
4	Sri Lanka	108
5	India	103
6	West Indies	99
7	New Zealand	98
8	England	98
9	Zimbabwe	63
10	Kenya	30
11	Bangladesh	6

ODI Series and Tournaments

Cherry Blossom Sharjah Cup (Kenya, Pakistan, Sri Lanka, Zimbabwe in United Arab Emirates) Apr 2003

Winner Pakistan

TVS Cup (Bangladesh, India, South Africa in Bangladesh) Apr 2003

Winner Shared between India and South Africa

Bank Alfalah Cup (New Zealand, Pakistan, Sri Lanka in Sri Lanka) May 2003

Winner New Zealand

Australia in West Indies, May-Jun 2003

Result Australia 4-3 (7)

Sri Lanka in West Indies, Jun 2003

Result Sri Lanka 2-1 (3)

NatWest Challenge (Pakistan in England) Jun 2003

Result England 2-1 (3)

NatWest Series (England, South Africa, Zimbabwe in England) Jun-Jul 2003

Winner England

Bangladesh in Australia, Aug 2003

Result Australia 3-0 (3)

Bangladesh in Pakistan, Sep 2003

Result Pakistan 5-0 (5)

South Africa in Pakistan, Oct 2003

Result South Africa 3-2 (5)

TVS Cup (Australia, India, New Zealand in India) Oct-Nov 2003

Winner Australia

England in Bangladesh, Nov 2003

Result England 3-0 (3)

England in Sri Lanka, Nov 2003

Result Sri Lanka 1-0 (3)

West Indies in Zimbabwe, Nov 2003

Result West Indies 3-2 (5)

New Zealand in Pakistan, Nov-Dec 2003

Result Pakistan 5-0 (5)

Pakistan in New Zealand, Jan 2004

Result New Zealand 4-1 (5)

VB Series (Australia, India, Zimbabwe in Australia) Jan-Feb 2004

Winner Australia

West Indies in South Africa, Jan-Feb 2004

Result South Africa 3-1 (5)

South Africa in New Zealand

Feb-Mar 2004

Result New Zealand 5-1 (6)

Australia in Sri Lanka, Feb 2004

Result Australia 3-2 (5)

Bangladesh in Zimbabwe, Mar 2004

Result Zimbabwe 2-1 (5)

India in Pakistan, Mar 2004

Result India 3-2 (5)

England in West Indies, Apr-May 2004

Result Drawn 2-2 (7)

ICC U/19 Cricket World Cup Bangladesh 2004



Over 30,000 fans attended the opening ceremony.



India's Shikhar Dhawan was Man of the Tournament.

The ICC U/19 Cricket World Cup 2004 gave record crowds an exciting insight into the future of world cricket.

The top young players from the 10 Test-playing nations and six ICC Associate Members took part in 54 matches at eight venues, five of them brand new, in four regions across Bangladesh.

The U/19 extravaganza was an outstanding success; the biggest ever in terms of attendance, media and television coverage, surpassing all previous ICC U/19 Cricket World Cups.

Over 300,000 fans attended the matches, nine of which were televised live around the world. The ICC accredited over 360 media from six countries to cover the event.

Group Stage

Five days after a spectacular opening ceremony attended by the Bangladesh Prime Minister and over 30,000 spectators, the tournament got underway on 15 February simultaneously in four regions - Dhaka, Chittagong, Rajshahi and Khulna.

Group A featured defending champions Australia, Sri Lanka, Zimbabwe and Canada. This group was based in the northern cities of Rajshahi and Bogra.

The Australians came crashing down to earth on 18 February after Zimbabwe beat them by seven wickets. Sri Lanka and Zimbabwe pipped Australia to the Super League.

On the same day that Australia were rocked by Zimbabwe, Nepal caused the biggest shock of the tournament in Chittagong when their captain Shakti Gauchan smacked a four with two balls and one wicket remaining, to beat South Africa in Group B.

South Africa still sneaked through to the Super League on better net-run rate behind Group B winners England. First timers Uganda were the other team in the group.

Group C was held in Dhaka and Fatullah with hosts Bangladesh competing alongside India, New Zealand and Scotland.

India amassed 425 for three against Scotland with left-handed opener Shikhar Dhawan carrying his bat while scoring 155, the competition's first hundred. Dhawan also cracked 120 against Bangladesh in a 131-run rout as India topped the group with a 100 per cent record and headed for the Super League with New Zealand.

Khulna was the venue for Group D from which Pakistan and the West Indies progressed to the Super League ahead of Papua New Guinea and Ireland, the latter of whom gave the West Indies a fright in losing by only six runs.

Plate Championship

Australia, Nepal, Scotland and Papua New Guinea were drawn in Plate Championship Group 1 while Group 2 matched Bangladesh with Ireland, Uganda and Canada. The group games and semi-finals took place in Chittagong with the finalists flying to the capital Dhaka.

The first day saw the mismatch of the tournament. Scotland were all out for 22 runs in 22.3 overs and Australia took just 23 balls to knock off the runs. The match was completed in just over an hour, the shortest encounter in the competition's history.

Plate Championship semi-finals

Scotland bounced back to win their next fixtures and qualify for the semis where they met Bangladesh for the second time in the tournament. They bowled out the hosts for 197 but were themselves dismissed for 106.

Australia mustered 340 for five in the other semi-final. Ireland's youngsters were 147 for three in the 27th over before they ran out of steam and ended on 291 for nine.



Enamul Haque jnr was the tournament's top wicket-taker.

Plate Championship final

In front of 15,000 home fans at the Fatullah District Stadium, Bangladesh produced their best batting performance of the tournament to post 257 for nine. Australia looked dead and buried at 108 for five but Ahillen Beadle (54) and Stephen O'Keefe (65) led a gallant recovery sharing 125 for the fifth wicket.

It took three wickets in four balls for Bangladesh to pull things back their way so that Australia needed 11 from the last over with two wickets in hand. But Test cap Enamul Haque jnr took the wickets as the home team celebrated an eight-run triumph in a scintillating match. Left-arm spinner Enamul's return of five for 31 made him the pick of the bowlers in the tournament with 22 wickets from eight matches.

Nepal fans celebrate their win over South Africa.



Group Stage Results

Group A

Team	P	W	L	NR	T	Pts	Net Run Rate
Sri Lanka	3	2	1	0	0	4	+1.27
Zimbabwe	3	2	1	0	0	4	+1.03
Australia	3	2	1	0	0	4	-0.31
Canada	3	0	3	0	0	0	-2.50

Group B

Team	P	W	L	NR	T	Pts	Net Run Rate
England	3	2	1	0	0	4	+1.57
South Africa	3	2	1	0	0	4	+0.59
Nepal	3	2	1	0	0	4	-0.11
Uganda	3	0	3	0	0	0	-2.17

Group C

Team	P	W	L	NR	T	Pts	Net Run Rate
India	3	3	0	0	0	6	+3.13
New Zealand	3	2	1	0	0	4	+1.18
Bangladesh	3	1	2	0	0	2	+0.16
Scotland	3	0	3	0	0	0	-5.47

Group D

Team	P	W	L	NR	T	Pts	Net Run Rate
Pakistan	3	3	0	0	0	6	+3.17
West Indies	3	2	1	0	0	4	-0.03
Ireland	3	1	2	0	0	2	-0.34
Papua New Guinea	3	0	3	0	0	0	-2.81

Plate Championship

Group 1

Team	P	W	L	NR	T	Pts	Net Run Rate
Australia	3	3	0	0	0	6	+2.8359
Scotland	3	2	1	0	0	4	-0.5500
Nepal	3	1	2	0	0	2	-0.1388
Papua New Guinea	3	0	3	0	0	0	-1.9423

Group 2

Team	P	W	L	NR	T	Pts	Net Run Rate
Bangladesh	3	3	0	0	0	6	+1.5668
Ireland	3	2	1	0	0	4	+1.3692
Uganda	3	1	2	0	0	0	-1.6550
Canada	3	0	3	0	0	0	-1.6550

Semi-Final A

Bangladesh v Scotland
Chittagong Divisional Stadium,
1 March 2004
Bangladesh won by 91 runs
Man of the Match: Nazmul Hossain

Semi-Final B

Australia v Ireland
MA Aziz Stadium, Chittagong,
29 February 2004
Australia won by 49 runs
Man of the Match: Matthew Harrison

Plate Championship Final

Bangladesh v Australia

Fatullah Cricket Stadium, Dhaka, 4 March 2004

Bangladesh won by 8 runs

Man of the Match: Enamul Haque jnr

'This has been the most spectacular ICC U/19 Cricket World Cup the world has ever seen. The tournament will leave a strong legacy of international-standard facilities across Bangladesh.'

Ehsan Mani, ICC President

ICC U/19 Cricket World Cup Bangladesh 2004

Pakistan put
together 230 in
the final.



The West Indies beat
England in the semi-final.



The opening ceremony
in Dhaka.



Statistics

Top run-scorers

Name	Runs	HS	Av	Team
S Dhawan	505	155*	84.16	Ind
AN Cook	383	108*	76.60	Eng
XM Marshall	331	106	47.28	WI
Nafis Iqbal	305	86*	50.83	Ban
Khalid Latif	291	90	41.57	Pak
T Maraj	287	117	35.87	WI
B Wilson	269	144*	53.80	NZ
BJ Watling	268	154	44.66	NZ
EJG Morgan	268	117	38.28	Ire
AB Fudadin	250	59*	35.71	WI

Top wicket-takers

Name	W	Av	Best	Team
Enamul Haque jnr	22	10.18	5-31	Ban
Riaz Afridi	19	12.73	5-28	Pak
Tariq Mahmood	18	11.72	4-33	Pak
TT Bresnan	17	14.17	4-7	Eng
Mansoor Amjad	16	10.56	4-28	Pak
M Shrestha	14	15.42	4-15	Nep
MF Maharroof	14	16.64	4-28	SL
Nazmul Hossain	13	16.15	5-30	Ban
LS Baker	12	22.75	6-39	WI
G Thompson	12	18.16	5-49	Ire

Most dismissals

Name	Ct	St	Dis	Team
D Ramdin	6	7	13	WI
AJ Crosthwaite	9	4	13	Aus
BRM Taylor	10	1	11	Zim
Zulqarnain Haider	8	3	11	Pak
M Silwana	7	2	9	RSA

Super League

Group 1 of the Super League comprised England, Pakistan, New Zealand and Zimbabwe with India, Sri Lanka, South Africa and the West Indies in Group 2. All the matches were played in and around Dhaka. Nine games, including the semi-finals and final were day/night encounters, a novelty for most of the teenagers.

England captain Alastair Cook hit back-to-back unbeaten hundreds in his side's victories over New Zealand and Zimbabwe. The left-hander missed out on a third successive ton by 13 runs in the last group fixture against Pakistan but England ended Pakistan's 100 per cent record with a five-run win. By then, both teams had been assured of semi-final berths with Pakistan destined to face perennial foes India.

India stumbled in their opener against South Africa, losing by three runs. In the next two games they outplayed the West Indies and Sri Lanka, and against Sri Lanka, Dhawan recorded his third century (143). He would go on to become the Man of the Tournament with a competition high of 505 runs.

The West Indies reached the semis after hard-fought wins against Sri Lanka and South Africa.

Super League semi-finals

India's batsmen failed to rise to the occasion in the highly anticipated first semi-final. All-rounder Tariq Mahmood took two wickets with his off-spin and then carried his side past India's 169 with 45 not out as Pakistan won by five wickets in front of a full house at the Bangabandhu National Stadium (BNS).

West Indies skipper Denesh Ramdin (72) and Zamal Khan (60) steered their side to 249-6 having been 146-5 in the second semi-final. England found the going tough under lights and were bowled out for 155.

Super League final

In his first match of the tournament, Pakistan's Asif Iqbal made 54 to help his team to 230 after the left-arm spin of Rishi Bachan had reduced the West Indies, winners of the earlier group match between the sides, to 81 for four.

West Indies openers Tishan Maraj and Xavier Marshall began their response by playing the Pakistan pacemen all over the ground, but five wickets for spinners Mahmood and Jahangir Mirza, and four run outs left the West Indies 25 runs short.

The debutant Iqbal was deservedly named Man of the Match and Pakistan's victory in front of a crowd of over 30,000 at the BNS earned them the ICC U/19 Cricket World Cup for the first time in five attempts.

ICC U/19 Cricket World Cup 2004 Global Partners:





Super League Final

Pakistan v West Indies

Bangabandhu National Stadium, Dhaka (day/night)

5 March 2004 (50-over match)

Pakistan won by 25 runs

Man of the Match: Asif Iqbal

Toss: Pakistan

Umpires: JW Lloyds (Eng) and PD Parker (Aus)

TV Umpire: BG Jerling (SA)

Match Referee: JFM Morrison (NZ)

Pakistan innings

	R	M	B	4	6
*Khalid Latif st Ramdin b Bachan	20	59	47		
Adnan Zaheer b Bachan	33	49	36		
Jahangir Mirza c Ramdin b Khan	11	38	25		
Tariq Mahmood st Ramdin b Bachan	10	23	17		
Asif Iqbal run out (Bachan)	54	71	72		
Salman Qadir c Matthew b Sebastien	42	74	63		
Fawad Alam c Augustus b Rampaul	10	11	9		
+Zulqarnain Haider not out	23	32	18		
Riaz Afridi b Matthew	1	3	2		
Mansoor Amjad c Ramdin b Matthew	9	9	9		
Ali Imran not out	5	9	5		
Extras (lb 3, w 6, nb 3)	12				
Total (9 wickets, 50 overs)	230				

Bowling

	O	M	R	W
Rampaul	10	0	54	1
Matthew	10	2	35	2
Simmons	2	0	25	0
Bachan	10	0	34	3
Khan	10	0	35	1
Sebastien	8	0	44	1

West Indies innings (target 231 runs from 50 overs)

	R	M	B	4	6
XM Marshall c Haider b Mahmood	26	62	42	3	0
T Maraj run out (Haider/Amjad)	32	52	42	6	0
LMP Simmons lbw b Mirza	5	35	30	0	0
AB Fudadin c Qadir b Mirza	13	33	34	1	0
*+D Ramdin lbw b Afridi	36	83	61	0	0
JC Augustus run out (Alam)	25	38	34	2	0
Z Khan c Haider b Mahmood	10	16	11	1	0
R Rampaul not out	24	46	19	3	0
LA Sebastien run out (Haider)	0	6	3	0	0
M Matthew c Z Haider b Mahmood	2	10	7	0	0
R Bachan run out (Mirza/Amjad)	1	5	2	0	0
Extras (b 4, lb 16, w 9, nb 2)	31				
Total (all out, 47.1 overs)	205				

Bowling

	O	M	R	W
Riaz Afridi	6	0	39	1
Ali Imran	5	0	23	0
Salman Qadir	10	1	33	0
Mansoor Amjad	9.1	1	27	0
Tariq Mahmood	10	1	34	3
Jahangir Mirza	7	0	29	2

Super League

Group 1

Team	P	W	L	NR	T	Pts	Net Run Rate
India	3	2	1	0	0	4	+0.9933
West Indies	3	2	1	0	0	4	-0.2867
Sri Lanka	3	1	2	0	0	2	-0.3067
South Africa	3	1	2	0	0	2	-0.4000

Group 2

Team	P	W	L	NR	T	Pts	Net Run Rate
England	3	3	0	0	0	6	+0.7189
Pakistan	3	2	1	0	0	4	+1.0774
Zimbabwe	3	1	2	0	0	2	+0.0051
New Zealand	3	0	3	0	0	0	-1.8781

Semi-Final A

India v Pakistan

Bangabandhu National Stadium, Dhaka, 29 February 2004 (day/night)

Pakistan won by 5 wickets

Man of the Match: Tariq Mahmood

Semi-Final B

England v West Indies

Bangabandhu National Stadium, Dhaka, 2 March 2004 (day/night)

West Indies won by 94 runs

Man of the Match: D Ramdin



ICC President Ehsan Mani presents Pakistan captain Khalid Latif with the trophy.

'Sony Entertainment Television (SET) is committed to the growth and development of cricket around the world and this tournament was a key part of that commitment. It was a successful tournament for us with ratings about 50 per cent higher than expectations.'

Sneha Rajani, Vice-President Acquisitions and Syndication, Sony Entertainment Television

ICC Six Nations Challenge UAE 2004



Scotland's Dougie Brown hits out against Holland.



The UAE's Syed Maqsood takes aim against the USA.

Cricket development in the United States of America took a giant leap forward with victory in the ICC Six Nations Challenge in March 2004.

With a place at the ICC Champions Trophy 2004 in England on offer, and the opportunity to take on Australia and New Zealand in that tournament, much was at stake for the ICC's leading Associate Member countries in the ICC Six Nations Challenge in the United Arab Emirates (UAE) in February/March.

This was the second time that the round-robin tournament has been staged, providing an ideal platform for cricket's emerging countries to showcase their skills at international level.

The incentive to win the tournament and secure the last place at September's ICC Champions Trophy saw a close battle unfold, with the United States of America (USA) eventually taking the title.

The USA's victory was achieved in a thrilling climax as the Americans finished top of the table on net-run-rate, separated from the rest of the field by just 0.0276 of a run.

At the end of the week-long 15-match tournament, five sides finished with three wins apiece. A series of nail-biting results in the final few matches worked in the USA's favour to secure them a superior run-rate.

The small difference was enough to ensure the USA qualified for their first major ICC event, which will involve the ICC's 10 Full Member countries and Kenya in September 2004.

This year was the first time the USA, Scotland and host nation, the UAE, had been invited to the tournament. It was also the first time it involved only Associate Member countries.

Canada, Holland and Namibia - all participants at the ICC Cricket World Cup 2003 in South Africa - were the other participating countries.

The closeness of the tournament was reflected in the statistics, which highlighted a number of solid performances by players from all countries.

American batsmen Clayton Lambert, a former West Indian Test cricketer, and Steve Massiah finished as the event's top run-scorers, with 214 and 212 runs respectively from five matches.

All-rounder Khuram Khan of the UAE was an impressive performer as the only batsman in the tournament to score a century (an unbeaten 103 against the USA), whilst also taking nine wickets with his left-arm orthodox spin.

Scotland, who watched the last ICC Cricket World Cup from the sidelines and finished an unlucky second in this tournament, were well served by John Blain, the competition's highest wicket-taker. The right-arm medium pace bowler, who represented Scotland in the ICC Cricket World Cup 1999, captured 10 wickets.

A host of other bowlers, including Canada's Ashish Patel, Holland's Edgar Schiferli, America's Javed Nasir and Namibian World Cup team mates Deon Kotze and Sarel Burger each claimed nine wickets in the tournament.

The ICC Six Nations Challenge forms part of the ICC's Development Program. This focus on the High Performance development of emerging cricket nations provides an important opportunity for these nations to compete on the international elite stage.

Since the ICC Development Program was launched in 1997, the number of ICC Member countries has grown from 47 to 89.



The victorious USA team.

ICC Six Nations Challenge UAE 2004

Results

Namibia v USA

Sharjah C.A. Stadium, Sharjah
29 February 2004
USA won by 5 wickets

Man of the Match: Clayton Lambert

Scotland v Holland

Dubai Cricket Council Ground No 1
Dubai, 29 February 2004
Holland won by 35 runs

Man of the Match: Lucas van Troost

Canada v UAE

Dubai Cricket Council Ground No 2
Dubai, 29 February 2004
UAE won by 5 wickets

Man of the Match: Khuram Khan

Holland v Canada

Sharjah C.A. Stadium, Sharjah
1 March 2004
Holland won by 67 runs

Man of the Match: Jan Kloppenburg

Namibia v Scotland

Dubai Cricket Council Ground No 1
Dubai, 1 March 2004
Scotland won by 93 runs

Man of the Match: Paul Hoffmann

UAE v USA

Dubai Cricket Council Ground No 2
Dubai, 1 March 2004
UAE won by 5 wickets

Man of the Match: Khuram Khan

UAE v Scotland

Sharjah C.A. Stadium, Sharjah
3 March 2004
Scotland won by 48 runs

Man of the Match: Ryan Watson

USA v Canada

Dubai Cricket Council Ground No 1
Dubai, 3 March 2004
USA won by 6 wickets

Man of the Match: Mark Johnson

Holland v Namibia

Dubai Cricket Council Ground No 2
Dubai, 3 March 2004
Namibia won by 71 runs

Man of the Match: Deon Kotze

Scotland v Canada

Sharjah C.A. Stadium, Sharjah
4 March 2004
Scotland won by 36 runs

Man of the Match: Ian Stranger

Namibia v UAE

Dubai Cricket Council Ground No 1
Dubai, 4 March 2004
Namibia won by 70 runs

Man of the Match: Daniel Keulder

USA v Holland

Dubai Cricket Council Ground No 2
Dubai, 4 March 2004
Holland won by 8 wickets

Man of the Match: Edgar Schiferli

Holland v UAE

Sharjah C.A. Stadium, Sharjah
6 March 2004
UAE won by 3 wickets

Man of the Match: Syed Maqsood

Canada v Namibia

Dubai Cricket Council Ground No 1
Dubai, 6 March 2004
Namibia won by 5 runs

Man of the Match: Deon Kotze

Scotland v USA

Dubai Cricket Council Ground No 2
Dubai, 6 March 2004
USA won by 5 wickets

Man of the Match: Clayton Lambert

ICC Six Nations Challenge UAE 2004

Points Table

Team	P	W	L	NR	T	Pts	Net Run Rate
USA	5	3	2	-	-	6	+0.551
Scotland	5	3	2	-	-	6	+0.523
Namibia	5	3	2	-	-	6	+0.150
Holland	5	3	2	-	-	6	+0.127
UAE	5	3	2	-	-	6	-0.056
Canada	5	-	5	-	-	0	-1.212

USA won by 0.0276 (net run rate)

USA qualify for ICC Champions Trophy England 2004

UAE batsman Khuram Khan on his way to a half-century against Canada.



Cricket Milestones

April 2003 to March 2004



Graeme Smith scores 277 in the 1st Test against England at Birmingham, South Africa's highest Test score.

James Anderson becomes the first bowler to take a hat-trick in One-Day Internationals for England.

Matthew Hayden (Australia) makes the highest score in Test cricket when he scores 380 against Zimbabwe in the 1st Test at Perth.



April 2003

6th Sanath Jayasuriya becomes the first Sri Lankan to score 9000 One-Day International runs during his 36 in the Cherry Blossom Cup match against Kenya at Sharjah.

7th Sanath Jayasuriya becomes the second Sri Lankan, after Aravinda de Silva, to appear in 300 One-Day Internationals in the Cherry Blossom Cup match against Zimbabwe at Sharjah.

10th Steve Waugh (Australia) appears in his 157th Test match in the 1st Test against the West Indies at Georgetown, passing Allan Border's (Australia) world record of 156 Test match appearances.

10th Shivnarine Chanderpaul (West Indies) scores the third fastest Test century in history off 69 balls in the 1st Test against Australia at Georgetown.

17th Shaun Pollock becomes South Africa's leading wicket-taker in One-Day Internationals when he dismisses Habibul Bashar in the TVS Cup match against Bangladesh at Dhaka, passing Allan Donald's 272.

26th Jacques Rudolph scores 222* on his Test debut in the 1st Test against Bangladesh at Chittagong. This is the 2nd highest score made on Test debut after RE Foster's 287 for England against Australia at Sydney in 1903-04. Rudolph's partnership of 429* with Boeta Dippenaar was the 6th highest for any wicket in Test cricket.

May 2003

2nd Mohammad Rafique takes 6-77 in the 2nd Test against South Africa at Dhaka, the best Test bowling figures for Bangladesh.

13th West Indies score 418-7 against Australia in the 4th Test at St John's, the highest total in the 4th innings to win a Test match.

22nd Grant Flower appears in his 64th Test for Zimbabwe in the 1st Test against England at Lord's, becoming the most capped Test player for Zimbabwe, passing Andy Flower's record of 63.

25th West Indies beat Australia in the 5th One-Day International at Port-of-Spain, bringing to an end Australia's world record 21 consecutive One-Day International victories.

June 2003

6th Seven Zimbabwe batsmen are dismissed lbw in the first innings of the 2nd Test against England at Chester-le-Street, the most lbws in an innings in Test cricket. The Riverside ground at Chester-le-Street becomes England's first new Test venue since 1902.

6th Sanath Jayasuriya becomes the second Sri Lankan, after Roshan Mahanama, to take 100 catches in One-Day Internationals when he catches Ridley Jacobs in the 1st One-Day International against West Indies at Bridgetown.

20th James Anderson becomes the first bowler to take a hat-trick in One-Day Internationals for England during the 2nd One-Day International against Pakistan at The Oval.

July 2003

12th England dismiss South Africa for 107, the lowest One-Day International total at Lord's, in the final of the NatWest Series and go on to win by 8 wickets.

19th Steve Waugh (Australia) becomes the second player, after Gary Kirsten (South Africa), to score centuries against all 9 Test opponents when he makes 100* in the 1st Test against Bangladesh in Darwin.

25th Graeme Smith scores 277 in the 1st Test against England at Birmingham, South Africa's highest individual Test score.

August 2003

2nd South Africa makes its highest Test total of 682-6 declared against England in the 2nd Test at Lord's.

21st Martin Bicknell (England) appears in the 4th Test against South Africa at Leeds, having missed a world record 114 Tests since his previous match. This passed the record of 104 by Younis Ahmed (Pakistan).

29th Alok Kapali becomes the first Bangladeshi to take a Test hat-trick in the 2nd Test against Pakistan at Peshawar.

September 2003

5th Shaun Pollock becomes the second South African, after Allan Donald, to take 300 Test wickets when he dismisses Michael Vaughan in the 5th Test against England at The Oval.

6th Pakistan beat Bangladesh by 1 wicket in the 3rd Test at Multan. This was the 10th victory in Test cricket by a margin of 1 wicket, and narrowly prevented Bangladesh from achieving their first Test win.

6th Habibul Bashar completes the series against Pakistan with 379 runs (av 63.16), the most runs in a Test series for Bangladesh, while Mohammad Rafique's 17 wickets (av 23.82) are the most wickets in a series for Bangladesh.

8th Alec Stewart (England) retires from international cricket, having scored 8463 runs (av 39.54) and recorded 277 dismissals in 133 Tests and scored 4677 runs (av 31.60) and recorded 174 dismissals in 170 One-Day Internationals. He has played the most Tests for England, while his matches, runs and dismissals are all record aggregates for England in One-Day Internationals.

9th Inzamam-ul-Haq becomes the first Pakistani to score 9000 One-Day International runs during his 56* in the 1st One-Day International against Bangladesh at Multan.

October 2003

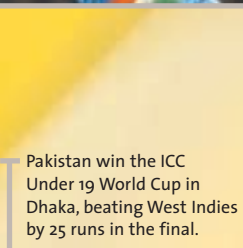
5th Yousuf Youhana (Pakistan) scores 65 against South Africa in the 2nd One-Day International at Lahore. This is his 6th consecutive fifty in One-Day Internationals. Along with Gordon Greenidge (West Indies), Andrew Jones (New Zealand) and Mark Waugh (Australia), this is the second longest run of consecutive fifties in One-Day Internationals, behind Javed Miandad (Pakistan) with 9.

10th Matthew Hayden (Australia) makes the highest score in Test cricket when he scores 380 against Zimbabwe in the 1st Test at Perth, passing Brian Lara's 375 for West Indies against England at St John's in 1993-94. Australia's 735-6 declared is the highest made by a team sent into bat after losing the toss.

17th Adam Gilchrist (Australia) becomes the quickest wicket-keeper to reach 200 Test dismissals when he catches Tatenda Taibu in the 2nd Test against Zimbabwe at Sydney in his 47th Test.



India (349-7) and Pakistan (344-8) score 693 runs between them in the 1st One-Day International at Karachi, the highest aggregate of runs in a One-Day International.



Pakistan win the ICC Under 19 World Cup in Dhaka, beating West Indies by 25 runs in the final.



Steve Waugh (Australia) retires from Test cricket.

November 2003

5th Heath Streak (Zimbabwe) scores his first Test century in 91 innings when he makes 127* in the 1st Test against the West Indies at Harare. This is the longest wait for a first Test century, passing the 84 innings by Alistair Campbell (Zimbabwe).

13th Brian Lara becomes the leading run-scorer in Tests for the West Indies, passing Viv Richards's record of 8540 during his 191 in the 2nd Test against Zimbabwe at Bulawayo.

December 2003

3rd Inzamam-ul-Haq becomes the second Pakistani, after Wasim Akram, to appear in 300 One-Day Internationals in the 3rd One-Day International against New Zealand at Faisalabad.

26th Brian Lara becomes the seventh West Indian to play in 100 Tests in the 2nd Test against South Africa at Durban.

31st The leading run-scorer in Test cricket during the calendar year was Ricky Ponting (Australia) with 1503 (av 100.20), the third highest aggregate in a calendar year. The leading Test wicket-taker was Makhaya Ntini (SA) with 59 (av 26.54). In One-Day Internationals the leading run-scorer in 2003 was Yousuf Youhana (Pakistan) with 1168 (av 43.25), while the leading wicket-takers were Muttiah Muralitharan (Sri Lanka) with 46 (av 15.89) and Brett Lee (Australia) with 46 (av 20.13).

January 2004

3rd Sachin Tendulkar (India) becomes the fourth player to score 9000 Test runs during his 241* against Australia in the 3rd Test at Sydney.

3rd Brian Lara becomes the first West Indian, and fifth player overall, to score 9000 Test runs during his 115 against South Africa in the 3rd Test at Cape Town.

4th India makes their highest Test total of 705-7 declared against Australia in the 3rd Test at Sydney.

6th Steve Waugh (Australia) retires from Test cricket, having played the most Tests (168), scored the second most runs (10,927), the joint second most centuries (32), and led his team to the most Test victories as a captain (41).

10th Stephen Fleming becomes the first New Zealand fielder to take 100 One-Day International catches when he catches Shoaib Malik in the 3rd One-Day International against Pakistan at Christchurch.

16th Graeme Smith and Herschelle Gibbs become the first pair to make three triple-century partnerships for any wicket in Test cricket when they add 301 for the 1st wicket for South Africa against West Indies in the 4th Test at Centurion.

22nd Adam Gilchrist (Australia) becomes the first wicket-keeper to take 300 dismissals in One-Day Internationals when he catches Sourav Ganguly in the VB Series match against India at Sydney.

February 2004

4th Jacques Kallis becomes the leading run-scorer in One-Day Internationals for South Africa when he passes Gary Kirsten's record of 6798 during his 139 in the 5th One-Day International against the West Indies in Johannesburg.

6th Rahul Dravid (India) plays his 120th consecutive One-Day International innings without a duck when he scores 12 in the 1st Final of the VB Series against Australia at Melbourne. This passes the world record of 119 consecutive innings without a duck by Martin Crowe (New Zealand). Dravid made a duck in his next innings.

17th Stephen Fleming becomes the first New Zealander to score 6000 One-Day Internationals during his 108 in the 2nd One-Day International against South Africa at Christchurch.

21st Heath Streak becomes the first Zimbabwean to take 200 Test wickets when he dismisses Mohammad Ashraful in the 1st Test against Bangladesh at Harare.

22nd Andy Blythe becomes the first Zimbabwean to take a Test hat-trick in the 1st Test against Bangladesh at Harare.

March 2004

5th Pakistan win the ICC U/19 Cricket World Cup in Dhaka, beating the West Indies by 25 runs in the final.

8th Andrew Symonds (Australia) makes his Test debut in the 1st Test against Sri Lanka at Galle, having played a world record 94 One-Day Internationals before making a Test debut.

10th Bangladesh beat Zimbabwe by 8 runs in the 3rd One-Day International at Harare. This is their first victory in 48 One-Day Internationals since beating Pakistan by 62 runs at Northampton during the ICC Cricket World Cup 1999.

12th Shane Warne (Australia) becomes the 2nd bowler, after Courtney Walsh (West Indies), to take 500 Test wickets when he dismisses Kumar Dharmasena in the 1st Test against Sri Lanka at Galle.

13th India (349-7) and Pakistan (344-8) score 693 runs between them in the 1st One-Day International at Karachi, the highest aggregate of runs in a One-Day International.

14th Jacques Kallis (South Africa) becomes the 2nd player, after Don Bradman (Australia), to score centuries in five consecutive Tests during the 1st Test against New Zealand at Hamilton. Bradman scored centuries in six consecutive Tests between 1936-37 and 1938.

16th Muttiah Muralitharan (Sri Lanka) becomes the 3rd bowler to take 500 Test wickets when he dismisses Michael Kasprovicz in the 2nd Test against Australia at Kandy.

16th Sachin Tendulkar (India) becomes the first player to score 13,000 runs in One-Day Internationals during his 141 against Pakistan at Rawalpindi.

18th Gary Kirsten becomes the first South African to play in 100 Tests in the 2nd Test against New Zealand at Auckland.

19th Shaun Pollock becomes South Africa's leading wicket-taker in Test cricket when he dismisses Michael Papps in the 2nd Test against New Zealand at Auckland, passing Allan Donald's 330.

22nd Chris Cairns becomes the second New Zealander to take 200 Test wickets, after Richard Hadlee, when he dismisses Nicky Boje in the 2nd Test against South Africa at Auckland. He also becomes the sixth player to complete the double of 3000 runs and 200 wickets in Tests.

24th Sachin Tendulkar becomes the second Indian, after Mohammad Azharuddin, to take 100 catches in One-Day Internationals when he catches Inzamam-ul-Haq in the 5th One-Day International against Pakistan at Lahore.

29th Virender Sehwag scores 309 against Pakistan in the 1st Test at Multan, India's first Test triple-century.







Integrity, Ethical Standards and Anti-Corruption

Objective: To ensure that corruption, in all its forms is eliminated from cricket and that the integrity of the game is upheld through strong leadership and by maintaining the highest standards of moral and ethical behaviour.

Highlights

- Worldwide acceptance of permanent anti-corruption infrastructure
- Anti-corruption education program at ICC U/19 Cricket World Cup
- Expansion of anti-racism policy to include spectator conduct
- Internal audit mechanism to ensure accountable operations



Significant inroads have been made in the fight against corruption and the ICC is committed to providing resources to ensure high standards of moral and ethical behaviour throughout international cricket.



Lord Condon
Chairman,
ICC Anti-Corruption and Security Unit.

Lord Condon's Report: Anti-Corruption and Security Unit

The ICC's commitment to tackling the problem of match-fixing and corruption is stronger than ever.

The ICC Anti-Corruption and Security Unit (ACSU) is now a permanent Unit, charged with delivering a broader mandate that combines the eradication of corruption from the sport with the provision of an effective long-term deterrent.

Over the course of the last four years, I am confident that significant inroads have been made in the fight against corruption to ensure the protection of the game's unique spirit.

There has been a clear shift away from corruptors seeking to engineer the results of matches, to attempts to fix smaller events within a match in the hope that this method is less conspicuous.

This micro-level fixing can impact on any team - strong or weak - and means that all international cricketers and officials are potential targets.

The ACSU has developed an infrastructure to address this threat based on the pillars of education and investigation.

To deliver this, we have in place a highly professional and respected group of experienced security managers and investigators.

The five-man team of Regional Security Managers continues to operate at ground-level, covering all Test and One-Day International series to ensure the implementation of anti-corruption measures and player-access protocols.

This year we welcomed Ron Hope to the Unit following the retirement of Bob Smalley. Ron joins Arrie de Beer, Lt Col Nuruddin Khawaja, John Rhodes and Niranjana Virk who together deliver player education and awareness programs, work closely with the ICC Member boards and remain in constant contact with the ACSU office in London to share intelligence and information.

The ICC U/19 Cricket World Cup 2004 presented this group with a vital opportunity to address cricket's next generation of players. Young players are particularly vulnerable to corruption, and educating them on the perils, dangers and consequences of engaging in this illegal activity is a sound investment strategy for the future.

Intelligence gathering is an essential part of our investigative programme and the Unit continues to forge ever-stronger links with police forces in the major cricket nations. We have developed relationships in the legal and illegal betting worlds and our network of contacts and informants enables us to monitor the activities of known and potential corruptors.

‘The ACSU is here to expose and address wrongdoing but where appropriate it will also defend the reputation of the sport and the individuals involved.’

Lord Condon, Chairman ICC Anti-Corruption and Security Unit.

On an ongoing basis, the ACSU also analyses betting patterns and trends and where necessary employs experts to scrutinise suspicious patterns of play.

This year a number of investigations have been conducted - some of which have concluded with no action taken, several of which are on-going, one of which will lead to a Code of Conduct hearing this year.

The ACSU is here to expose and address wrongdoing but where appropriate it will also defend the reputation of the sport and the individuals involved. The game has suffered and cricket’s name and reputation deserves to be protected from frivolous and misguided allegations.

Make no mistake, all allegations will be investigated, but they must hold substance and merit. Trouble-makers do nothing to assist in eradicating the game’s poisonous elements.

Betting on cricket is not decreasing. In particular, the recent Pakistan-India series involved an enormous amount of betting, which means the potential for players to receive corrupt approaches is ever present.

It is my firm belief that cricket’s ACSU has developed into a Centre of Excellence for dealing with corruption in sport. Part of the Unit’s work during the year was to provide advice and guidance to other international and domestic sporting bodies - recognition of its regard in addressing this issue - and we will continue to strive for best practice in the industry.

It can be said with confidence that strong foundations are in place to deal with the threat of corruption. Whilst that threat is still alive, the ACSU’s redefined role and the ICC’s resolve and leadership is proof of the long-term commitment to eliminate corruption and defend cricket’s name.

This was the first year of operation of ACSU’s broader mandate to address both the prevention and investigation of corruption. Over the last 12 months:

- The education program has continued with presentations to all cricketers at the ICC U/19 Cricket World Cup in Bangladesh
- A series of investigations have been conducted - some of which have concluded with no action taken, several of which are on-going
- An ACSU investigation has led to a forthcoming ICC Code of Conduct Commission hearing
- Regional Security Managers have covered all international series
- A new Regional Security Manager has been recruited for the England/West Indies region
- A Memorandum of Understanding has been signed with the largest betting exchange company in the UK that provides ACSU with access to information relating to betting irregularities
- The ACSU has developed close working relationships with other sports
- Plans have begun for the anti-corruption and security operation for the ICC Cricket World Cup 2007

ACSU Regional Security Managers



Arrie de Beer
Assigned to:
South Africa & Zimbabwe



Lt Col Nuruddin Khawaja
Assigned to:
Pakistan & Bangladesh



John Rhodes
Assigned to:
Australia & New Zealand



Ron Hope
Assigned to:
England & West Indies



Niranjan S Virk
Assigned to:
India & Sri Lanka



Internal audit and best business practice

The ICC adopts a stringent and robust auditing system so that it remains transparent and accountable to Members.

Audits are conducted by the ICC's internal auditor, and by the external audit firms PriceWaterhouseCoopers for IDI and Saffreys for IAS.

The rigorous procedures are in-line with recommendations provided by Lord Condon's report into corruption in international cricket, which encouraged the introduction of an internal audit function so that the ICC's commercial operations were open and transparent.

The behaviour of spectators is now covered as part of the ICC's Racial and Religious Vilification Policy.

Spectators included in revised anti-racism policy

During the year, the ICC expanded its Racial and Religious Vilification Policy, contained in the ICC Code of Conduct for all players and officials, to include one of the game's major stakeholders - the spectators.

All ICC Members were encouraged to embrace and implement the revised policy, which stated that:

'Spectators shall not engage in any conduct, act towards or speak to any player, umpire, referee or other official or other spectators in a manner which offends, insults, humiliates, intimidates, threatens, disparages or vilifies that other person on the basis of that other person's race, religion, colour, descent or national or ethnic origin.'

Members will communicate this message through statements in event and tour programs, via public address announcements, on match tickets and signage, and by training match officials to take action against racial chanting and abuse.

Breaches of the policy can lead to spectators being ejected from the ground and future bans on attending cricket matches.

Each ICC Member country has dedicated a senior member of staff to lead its anti-racism policy, helping to ensure that education, awareness and enforcement of the policy is upheld.



Cricket Operations

Objective: To provide clear leadership and effective management on all issues relating to the playing of the game.

Highlights

- Sophisticated system of umpire assessment
- Technology trials with 'ping lines' and earpieces linked to stump microphones
- Improved application of and adherence to ICC Code of Conduct
- Increased role of players in ICC decision-making processes
- Stronger stance on illegal bowling actions

It has been a year of substantial progress in the management of affairs on the field of play, with the introduction of improved systems for umpire assessment and ICC Code of Conduct application. The players have also become more directly involved in the decision-making process with the recognition of their representative bodies by the ICC.

Targeting the highest standards of umpiring and refereeing

The ICC's strategic plan demands that the highest possible standard of performance is achieved from umpires and referees.

At the conclusion of each Test match, and after the completion of each ODI series, all umpires - including the Emirates Elite and International Panel of ICC Umpires - receive a detailed report on their performance.

To aid their development, umpires also receive DVDs containing video footage and replays of each decision made, which can be viewed frame-by-frame for in-depth analysis.

The most accurate measure of the standard of umpiring is the percentage number of correct decisions made by the Emirates Elite and International Panel of ICC Umpires.

In the period April 2003 to January 2004, more than 2600 decisions were assessed in Test and ODI matches.

Evidently the standard of international umpiring is high but there is room for further improvement and the ICC is committed to the continued development and training of the world's leading umpires.

Umpire Decisions April 03 - January 04	Test	ODI
No. of decisions made	1966	652
No. of correct decisions	91%	92.3%
Top umpire performance	96.1%	100%

Key areas of umpire assessment

- Correct decision-making
- Coping with pressure
- Player management
- Communication
- Application of regulations

The ICC's seven-step umpire performance management process

Step	Element
1	Three feedback reports completed by the match referee and the two captains
2	Reports delivered to the ICC's Umpires and Referees Manager
3	Information and feedback logged and a DVD generated of all decisions
4	All decisions assessed by the ICC's independent assessor
5	Detailed feedback report prepared for each umpire by the ICC's Umpires and Referees Manager
6	DVD featuring all decisions sent to each umpire
7	Discussion of report between umpire and ICC Umpires and Referees Manager

Selecting the world's best officials

At the end of March 2004, the Emirates Elite Panel of ICC Umpires was reviewed. Aleem Dar from Pakistan joined the highest panel, while David Orchard, Asoka de Silva and Russell Tiffin were not offered extensions to their contracts and Srinivas Venkataraghavan retired from international umpiring.

At the same time, the Emirates Elite Panel of ICC Referees was expanded to eight members. Alan Hurst, Chris Broad, Jeff Crowe and Roshan Mahanama were newly appointed, while Wasim Raja was not offered an extension to his contract. With the expanded number of Elite referees, the supplementary panel was abolished.

Looking ahead, all Emirates Elite Panel of ICC Umpires and Referees will come together in September for the annual seminar for further training as part of their development, while a High Performance Manager is due to be appointed to assist in the on-going training and development of umpires.



Daryl Harper is one of the eight members of the Emirates Elite Panel of ICC Umpires.

The ICC remains committed to the importance of ensuring human umpires have the primary role in the decision-making process but it will continue to trial technological innovations to see if they assist the on-field officials.

Technology trials

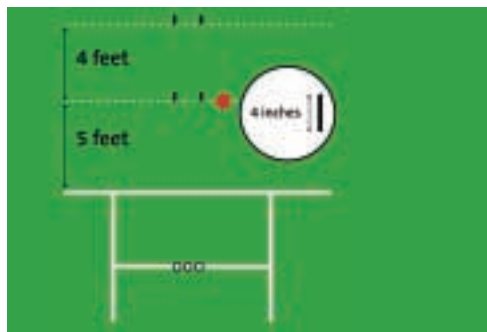
During the year, the ICC conducted two umpire technology trials, continuing its undertaking to assess whether umpire decision-making can be assisted by innovations without compromising their on-field authority.

Ping lines

A trial of 'ping lines' was carried out during a series of English domestic second XI county matches in August 2003, with further trials conducted in New Zealand in March 2004.

The trials sought to assess whether the use of painted lines on the pitch could assist umpires in determining whether a ball had pitched outside leg stump in making an lbw decision.

The benefit to umpires from the use of the lines was not conclusive and it is unlikely that the lines will be used in the foreseeable future.



Pictorial diagram of the 'ping lines' marked on the pitch.

Umpire earpieces connected to stump microphones

In March 2004, umpires used earpieces which were connected to the stump microphones during televised South African domestic matches in an attempt to capture the sound of faint 'edges', designed to give umpires amplified sound upon which to make an informed decision.

The trial was successful, suggesting that the technology contributed to an improvement in decision-making. The umpires were also able to communicate more efficiently with each other with the direct communication system.

The trial of earpieces will continue at the ICC Champions Trophy in England in September 2004 under conditions which involve greater crowd noise.

ICC position on technology

The ICC is committed to trials of technological innovations but technology will only be introduced into the game if it:

- can provide conclusive answers;
- is practical to introduce for all international cricket;
- does not compromise the role of on-field umpires; and
- does not change the manner in which the game is played.

ICC Match Referee
Mike Procter emerges
from an ICC Code of
Conduct hearing.



ICC Code of Conduct adherence and application

The year saw generally positive steps in terms of adherence to and application of the ICC Code of Conduct. The effective implementation of the Code is essential if the ICC is to uphold its core set of values and protect the true spirit of the game and work continues to ensure the application of the Code is consistent. To that end, two key measures were introduced during the year.

After consultation with players' associations, a set of guidelines relating to each offence was approved by the Cricket Committee, so that examples of what is and is not regarded as acceptable conduct for players became simpler, stronger and fairer.

The time periods in which umpires and the ICC Chief Executive can lay a charge were lengthened from two hours to 18 hours for umpires and 24 hours to five days for the ICC Chief Executive.

During the year, 30 reports were made for breaches of the Code of Conduct, with four players being found not guilty. All Level 1 breaches carry a maximum penalty of 50 per cent of a player's match fee and/or an official reprimand. A Level 2 breach of the Code carries a fine of between 50 and 100 per cent of the player's match fee and/or a one Test match or two ODI match ban.

Level 3 and Level 4 offences carry a sterner penalty but do provide for a right of appeal.

ICC Code of Conduct breaches 1 April 2003 - 31 March 2004

Date	Player	Country	Opponent	Charge	Breach/para	Penalty
13 April 2003	Harbhajan Singh	India	South Africa	Using obscene and offensive language	Level 2/2.9	Fined 50% match fee
4 May 2003	Khaled Mahmud	Bangladesh	South Africa	Using offensive language	Level 2/2.9	Fined 50% match fee
10 May 2003	Prabath Nissanka	Sri Lanka	Pakistan	Showing dissent	Level 1/1.3	Fined 20% match fee and severe reprimand
20 May 2003	Shoaib Akhtar	Pakistan	New Zealand	Changing the condition of the ball	Level 2/2.10	Fined 75% match fee and suspended 2 ODIs
6 Sept 2003	Rashid Latif	Pakistan	Bangladesh	Unfair play	Level 3/C1	Suspended 5 ODIs
7 Oct 2003	Mark Boucher	South Africa	Pakistan	Using obscene and offensive language	Level 1/1.4	Not guilty
7 Oct 2003	Shaun Pollock	South Africa	Pakistan	Showing serious dissent	Level 2/2.2	Fined 100% match fee
5 Oct 2003	Andrew Hall	South Africa	Pakistan	Inappropriate and deliberate physical contact	Level 2/2.5	Suspended 1 ODI
5 Oct 2003	Yousuf Youhana	Pakistan	South Africa	Bringing the game into disrepute	Level 1/C2	Fined 50% match fee
5 Oct 2003	Graeme Smith	South Africa	Pakistan	Using obscene and offensive language	Level 2/CC2.9	Fined 50% match fee and suspended 1 ODI
5 Oct 2003	Andrew Hall	South Africa	Pakistan	Bringing the game into disrepute	Level 3/C2	Suspended 2 Tests
17 Oct 2003	Shoaib Akhtar	Pakistan	South Africa	Using obscene and offensive language	Level 2/2.9	Suspended 1 Test and 2 ODIs
24 Oct 2003	Ricki Clarke	England	Bangladesh	Using obscene and offensive language	Level 2/2.9	Fined 50% match fee and official reprimand
29 Oct 2003	Mohamad Rafique	Bangladesh	England	Pointing/gesturing toward the pavilion in an aggressive manner	Level 1/1.6	Fined 50% match fee and official reprimand
6 Nov 2003	Scott Styris	New Zealand	India	Showing serious dissent	Level 2/2.2	Fined 100% match fee and severe reprimand
11 Dec 2003	Nasser Hussain	England	Sri Lanka	Using obscene and offensive language	Level 2/2.9	Not guilty
16 Dec 2003	Andre Nel	South Africa	West Indies	Making an obscene gesture	Level 1/1.4	Fined 50% match fee and reprimand
14 Jan 2004	Kyle Mills	New Zealand	Pakistan	Excessive appealing	Level 1/1.5	Official reprimand and warned of future conduct
20 Jan 2004	Rahul Dravid	India	Zimbabwe	Changing the condition of the ball	Level 2/2.10	Fined 50% match fee
22 Jan 2004	Sourav Ganguly	India	Australia	Captain fine for slow over rate	Level 2/C1	Fined 50% match fee
8 Feb 2004	Irfan Pathan	India	Australia	Unfair play	Level 1/C1	Official reprimand
22 Feb 2004	Andrew Symonds	Australia	Sri Lanka	Showing dissent	Level 1/1.3	Not guilty
22 Feb 2004	Adam Gilchrist	Australia	Sri Lanka	Showing dissent	Level 1/1.3	Fined 50% match fee
16 Mar 2004	Inzamam-ul-Haq	Pakistan	India	Captain fine for slow over rate	Level 2/C1	Fined 50% match fee
21 Mar 2004	Brian Lara	West Indies	England	Showing dissent	Level 2/2.2	Fined 50% match fee
22 Mar 2004	Simon Jones	England	West Indies	Bringing the game into disrepute	Level 1/C2	Fined 50% match fee
26 Mar 2004	Justin Langer	Australia	Sri Lanka	Bringing the game into disrepute	Level 1/C2	Not guilty
29 Mar 2004	Graeme Smith	South Africa	New Zealand	Showing dissent	Level 1/1.3	Fined 50% match fee
29 Mar 2004	Andre Nel	South Africa	New Zealand	Showing serious dissent	Level 2/2.2	Fined 75% match fee
31 Mar 2004	Moin Khan	Pakistan	India	Showing serious dissent	Level 2/2.2	Fined 75% match fee

The recognition of player associations will help foster a stronger working relationship between the ICC and the players.

Players have an increasingly prominent role in the decision-making processes.



Waqar Younis was part of the ICC U/19 CWC Bowling Review Panel.



Including players in decision-making

Communication between administrators and players took a significant step forward during the year with the ICC formally recognising The Federation of International Cricketers' Associations and player associations that are recognised by their national boards.

The recognition helps foster a mature and stronger working relationship with players, providing a clear mechanism where proper negotiations on key issues can take place for the benefit of the decision-making process.

The ICC and the player associations have agreed to consult on seven common issues:

- 1) Playing conditions (including technology)
- 2) Clothing and equipment regulations
- 3) Anti-doping policy
- 4) Code of Conduct
- 5) Regulations pertaining to illegal bowling actions
- 6) Regulations for safety and security of players, and
- 7) The structure and volume of cricket.

The feedback and views of players were also considered in other ways throughout the year, with the ICC's General Manager of Cricket, David Richardson, engaging in personal meetings with most of the Test-playing captains.

In the year ahead, the ICC will be further investigating the feasibility of adopting a universal ICC Anti-Doping policy through discussions with its Members, player representatives and the World Anti-Doping Agency (WADA).

Addressing bowling actions

The ICC regards the issue of suspected illegal bowling actions as a serious matter, and has worked diligently over the past 12 months to address the situation. Three main initiatives were adopted during the year.

The ICC sent a panel of experts to the ICC U/19 CWC 2004 to review the actions of the participating bowlers. The panel comprised ICC High Performance Manager Bob Woolmer, former Pakistan captain Waqar Younis and human movement specialist Professor Bruce Elliott.

The panel identified six players with suspect actions and reports on these players have been sent to their respective home boards to be dealt with before these players progress to full international level.

At the elite level, four players have been reported, all of whom are again available to play international cricket.

The ICC has also moved onto the front foot to encourage its Members to adopt consistent national policies to deal with bowlers in domestic cricket identified with suspected illegal actions, ensuring that all Members share the responsibility in confronting and controlling the issue.

International umpires and referees remain tasked with reporting suspect bowling actions, and the ICC has made this point clear for them to act if required.

In addition, the ICC will fund new research into the actions of spin bowlers at the ICC Champions Trophy 2004 to gain a fact-based analysis and provide accurate data to make informed decisions.



Analysis of Muttiah Muralitharan's bowling action in Perth (source: University of Western Australia).

Safety and security measures

Safety and security at international cricket venues is of paramount importance to the ICC. While minimum safety and security measures currently exist, plans to introduce an ICC Safety and Security Code continue to progress.

Looking ahead

Over the next 12 months there will be further technology trials and research into spin bowling and the volume of cricket. Operations will be dominated by the ICC Champions Trophy and continued investigations into the viability of an ICC Super Series and the feasibility of introducing individual player ratings.



Development

Objective: To promote the game globally by raising cricket participation, standards and profile.

Highlights

- Global participation in research project
- ICC membership increase to 89 members
- Full participation in the Development Program Annual Awards
- Clear tournament qualifying structure for developing nations

To promote cricket as a global sport, the ICC has established a Development Program to build the game across five regional areas of the world, laying foundations in participation and cricket education locally, and extending to a High Performance program at the top level of the developing world.

More people involved in cricket

The past 12 months saw the ICC undertake its largest ever global participation research project.

As at September 2003, research figures were obtained for 78 of the ICC's 79 Associate and Affiliate Member countries.

The research figures showed a global increase of 26% in the number of active participants in Associate and Affiliate Member countries from 2002 to 2003.

In addition to increased playing numbers, the research showed a rise in the number of qualified coaches and umpires in the developing regions.

ICC welcomes five new Members

The ICC's membership increased to 89 Members during the year incorporating 10 Full Members, 27 Associate Members and 52 Affiliate Members. Zambia, formerly part of the combined East and Central Africa with Malawi, became an Associate Member in June with Malawi becoming an Affiliate Member in its own right.

At the same time four applications for Affiliate status were also accepted - Iran, Mozambique, Rwanda and Saudi Arabia became the ICC's newest Members.

ICC-MCC tours promote cricket

The continued partnership between the ICC and Marylebone Cricket Club (MCC) saw MCC teams tour Belize and the Cayman Islands (June), Greece (September), the United Arab Emirates and Oman (January) and Ghana and Gambia in West Africa (February).

The tours are organised by MCC to promote interest in cricket and provide host countries with the opportunity to play competitive matches and assess their progress and performance. Planned tours in 2004 include trips to the East Coast of America, Italy, Gibraltar and Morocco.



Cricket Participation in ICC Development Program countries

Region	Senior playing	Junior playing	Junior involvement	Total
Africa	4695	5265	48,958	58,918
Americas	18,660	3510	13,801	35,971
Asia	9510	6090	8979	24,579
Europe	13,200	9615	27,738	50,553
EAP	3975	1935	16,280	22,190
Total	50,040	26,415	115,756	192,211

Coaches and Umpires in ICC Development Program countries

Region	Qualified coaches	Qualified umpires
Africa	1534	414
Americas	963	900
Asia	348	398
Europe	1352	818
EAP	1301	994
Total	5498	3524



Development awards highlight cricket excellence

Building on its successful inauguration last year, the ICC Development Program Annual Awards 2003 saw all five regions participate for the first time.

Nepal Cricket Association President Jai Kumar Nath Shah was awarded the Global Lifetime Service Award for his enduring dedication to the sport, while the Glostrup Cricket Club in Denmark received the global award for Best Spirit of Cricket Initiative.

The regional award winners were spread over 20 cricket-playing countries across the globe stretching from Mozambique to Thailand to the Cayman Islands.

Regional award winners were selected and then considered for the global awards, which in 2003 were chosen by an esteemed judging panel comprising ICC President Ehsan Mani, his predecessor Malcolm Gray, ICC Cricket World Cup Executive Director Dr Ali Bacher and MCC Chief Executive and Secretary Roger Knight.

Five of the global awards were won by ICC Associate Member countries while three went to the smaller Affiliate Member countries.

ICC Development Program Global Award Winners 2003

Group Awards	
Best Overall Development Program	Indonesian Cricket Foundation, Indonesia (East Asia-Pacific)
Best Junior Development Initiative	US Cricket Academy, New Jersey, United States of America (Americas)
Best Women's Initiative	Japan Cricket Association, Japan (EAP)
Best Promotional Program	Vanuatu Cricket Association, Vanuatu (EAP)
Flix Community Development Award	Chipata Community, Zambia (Africa)
Best Spirit of Cricket Initiative	Glostrup Cricket Club, Denmark (Europe)
Individual Awards	
Volunteer of the Year	Laurie Peters, Namibia (Africa)
Lifetime Service Award	Mr Jai Kumar Nath Shah, Nepal (Asia)

ICC Development Program Regional Award Winners 2003

Group Awards	Africa	Americas	Asia	EAP	Europe
Best Overall Development Program	Zambia Cricket Union	Guantanamo Province Dev (Cuba)	Dr Vece Paes	Indonesian Cricket Foundation	Koninklijke Nederlandse Cricket Bond
Best Junior Development Initiative	Mozambique	US Cricket Academy (USA)	Chiang Mai School (Thailand)	Indonesian Cricket Foundation	Israel Cricket Association
Best Women's Initiative	Namibian Women's Cricket	Argentine Cricket Association	-	Japan Cricket Association	Maija Scamans (Finland)
Best Promotional Program	Hickory Program (Namibia)	Sao Paulo Cricket Association (Brazil)	Cricket Association Of Nepal	Vanuatu Cricket Association	Koninklijke Nederlandse Cricket Bond
Flix Community Development Award	Chipata (Zambia)	BCB Summer Camps (Bermuda)	Bukit Jalil Sports School (Malaysia)	Samoa Schools Cricket Council	Norwegian Cricket Board
Best Spirit of Cricket Initiative	Uganda Cricket Union	Cayman Cricket Week (Cayman Islands)	-	Vanuatu Cricket Association	Glostrup CC (Denmark)
Individual Awards					
Volunteer of the Year	Laurence Pieters (Namibia)	Tim Messner (Chile)	-	Naoaki Saïda (Japan)	Bob Gibb (Norway)
Lifetime Service Award	Jasmer Singh (Kenya)	Jack Kyle (Canada)	Jai Kumar Nath Shah (Nepal)	Wayne Satchell (PNG)	Stanley Perlman (Israel)

'These awards encourage the spread of the game, and their impact is significant. I feel certain that everyone who has been singled out for either a regional or global award will have been thrilled. The people involved do not make their contribution with reward in mind, but they undoubtedly appreciate the thanks and congratulations that they deservedly receive.'

Roger Knight, MCC Secretary and Chief Executive

Around the regions

The level of cricket activity, education, promotion and participation across the ICC's five regional areas continues to expand as the game is developed around the world. In 2003-04, over 230 courses for coaches, umpires and administrators were run for almost 5000 participants from developing countries. In addition, 18 tournaments were staged involving more than 100 teams.

ICC Development activities 2003-04

Number of courses

Coach education	95
Umpire education	39
Administration	45
Elite player	49
Other (eg. Curators, Science)	3
Total	233

Number of participants

Coach education	1752
Umpire education	903
Administration	793
Elite player	1360
Other (eg. Curators, Science)	102
Total	4910

Tournaments	18
Teams Involved	103



Regional Highlights 2003-04

Africa

Organisation of the first ICC World Cup Qualifying Series (WCQS) tournament for Affiliate Members (won by Botswana).

Introduction of summer vacation clinics in December for junior cricketers in Lesotho, Malawi, Namibia, Nigeria, Swaziland and Zambia.

The first ICC U/19 Africa Five Nations tournament in Malawi contested by the hosts, Botswana, Lesotho, Namibia and Zambia.

Uganda's participation in the ICC U/19 Cricket World Cup in Bangladesh.

Attendance of 11 of Africa's most talented all-rounders at a week-long coaching seminar at the CFX Cricket Academy in Harare in September.

Staging of two successful development seminars in Johannesburg (June) for East and Central African countries and in Ghana (July) for Gambia, Ghana, Mali, Morocco, Nigeria and Sierra Leone to discuss strategic objectives.

Americas

Canada and USA's participation in the ICC Six Nations Challenge in the United Arab Emirates, and USA's qualification for the ICC Champions Trophy 2004 in England.

US Cricket Academy winning the ICC Global Development Award for Best Junior Initiative.

High Performance Coaching Course presented by ICC High Performance Manager Bob Woolmer in Canada in May.

Improved communication with members through monthly newsletters, forums and membership directory, and improved financial control and reporting.

Successful staging of the Americas U/19 qualifying tournament (won by Canada) and Americas Affiliates Tournament in Toronto (won by Bahamas).

Asia

Visit by specialist Cricket Australia coaches to conduct level 1 courses.

Production of a ground preparation and management manual by NZ Sports Turf Institute for members to help train local curators.

Preparation of an introductory umpire manual for local members and a training manual for improving the fitness of teams.

Strong performance of Nepal in the ICC U/19 Cricket World Cup.

Organisation of two major tournaments - an U/19 event in Karachi (won by Nepal) and an U/17 competition in India (won by Pakistan), plus three regional tournaments in Qatar, Kuwait and Malaysia.

Special coaching and umpire courses designed for new members Afghanistan, Bahrain, Iran and Saudi Arabia.

East Asia-Pacific

Increased participation numbers within the 10 EAP countries from 15,500 to over 22,000, with junior involvement rising by 63%.

A 19% increase in the number of coaches (now 1301) and a 22% increase in the number of umpires (now 182) in the region.

EAP representation in the Australian Country Cricket Championships for the first time in 2003.

Strong High Performance program to prepare teams for competition, including PNG and Fiji for the Africa/EAP U/19 World Cup qualifier and South Pacific games.

Attendance by 17 EAP players at a two-week camp at Australia's cricket academy.

Continued development of state/province partnerships - over 20 partnership activities took place in 2003-04.

Europe

Attendance of 15 youth players from eight countries at the European academy at Sporting Alfas CC in Spain during April.

Organisation of a four-day U/16 coaching camp for 24 youth players from the region at Bradfield College.

European Spirit of Cricket weekend in May for member and prospective member countries.

Staging of ECC Youth and Senior tournaments.

Participation of Ireland and Scotland in the ICC U/19 Cricket World Cup in Bangladesh.

Organisation of the Administration, Governance and Management Forum for senior administrators and development officers from 24 European ICC Associate, Affiliate and Prospective member countries in Helsinki in March 2004.

The ICC's High Performance Program is designed to close the gap in playing standards between leading Associate nations and Full Member countries by staging elite tournaments, regional events, providing opportunities for regular competition and educating and developing coaches and umpires.

Children in Papua New Guinea (pictured left) enjoy one of the ICC's coaching clinics.



Indonesian youngsters pick up bowling tips.

Major tournaments provide test for Associates

Six Associate Member countries - Canada, Ireland, Nepal, Papua New Guinea, Scotland and Uganda competed alongside the 10 Full Member nations at the ICC U/19 CWC 2004.

Tournament highlights for Associate Members saw Nepal defeat South Africa in the group stage of the competition, while Ireland showed consistency across the event and were most impressive during a gallant six-run defeat against the West Indies in the round-robin stage.

The ICC Six Nations Challenge 2004 staged in the United Arab Emirates (UAE) in March was the first time the event involved only Associate Member countries and marked the first appearance of Scotland, USA and the UAE in the tournament. This follows the inclusion of Scotland and UAE into the ICC's High Performance Program, while the USA has been earmarked for future fast-track progression.

In winning the ICC Six Nations Challenge 2004, the USA qualified for the ICC Champions Trophy 2004 to be played in September and assured themselves of pool matches against Australia and New Zealand.

A further step forward in the ICC's Development Program was the launch of the ICC Intercontinental Cup - the ICC's inaugural first-class tournament for countries below Test match level. The tournament, which gives the top Associate Member countries from each region much-needed exposure to the longer version of the game, includes innovative playing conditions such as a points system created specifically for the event. The opening match of the 12-game round-robin tournament commenced in March 2004 with the United Arab Emirates to host the semi-finals and final series in November.

Tournament results 2003-04			
Africa	Date	Venue	Winner
U/17 Central and Southern Africa Tournament	Jun	Malawi	Namibia
East and Central Africa Cricket Conference	Sep	Malawi	Malawi
Africa/East Asia-Pacific U/19 World Cup qualifier	Oct	Namibia	PNG
Africa Affiliates Qualifying Tournament	Mar	Benoni	Botswana
West Africa Cricket Conference Quadrangular	Apr	Ghana	Ghana
East Africa U/15 Boys	Apr	Uganda	Uganda
East Africa U/18 Girls	Apr	Uganda	Tanzania
Americas	Date	Venue	Winner
U/19 World Cup Qualifier	Jul	Toronto	Canada
Americas Affiliate Qualifying Tournament	Mar	Panama	Bahamas
Asia	Date	Venue	Winner
Tuanku Jaafar Cup	Sep	Malaysia	Hong Kong
Junior Gulf Cup	Oct	Qatar	Qatar
Asia U/19 World Cup qualifier	Nov	Pakistan	Nepal
ACC Gulf Cup Senior	Dec	Kuwait	Kuwait
U/17 Junior Asia Cup	Jan	Bangalore	Pakistan
East Asia-Pacific	Date	Venue	Winner
Africa/East Asia-Pacific U/19 World Cup qualifier	Oct	Namibia	PNG
Europe	Date	Venue	Winner
IWCC Trophy	Jul	Holland	Ireland
ECC U/13 Championship	Jul	Denmark	Ireland
ECC U/17 Championship	Jul	Denmark	Scotland
ECC U/19 WC Qualifying	Jul	Holland	Ireland
ECC Trophy	Aug	Austria	Norway
ECC U/15 Championship	Aug	Scotland	Ireland
ECC U/15 Championship (Div 2)	Aug	France	Israel
ECC European U/23 Championship	Aug	Ireland	Scotland
ECC Indoor Championship	Feb	Netherlands	Denmark

Coaching visits to High Performance nations

As part of the ICC's strategy to develop the top-performing Associate Member nations, regular visits to each country were made by the ICC's High Performance Manager, Bob Woolmer (pictured below) to monitor progress, conduct education sessions and courses, work with developing teams and elite players, and aid overall development. In the course of the year Mr Woolmer conducted 22 visits in nine different countries.



Looking ahead

As the cricket world continues to grow, the next 12 months present a challenging period in the development of the game.

The tournament schedule includes the final seven events in the first cycle of the ICC World Cup Qualifying Series in the lead up to the ICC Trophy 2005 in July, while the semi-finals and finals of the inaugural ICC Intercontinental Cup will take place in November 2004.

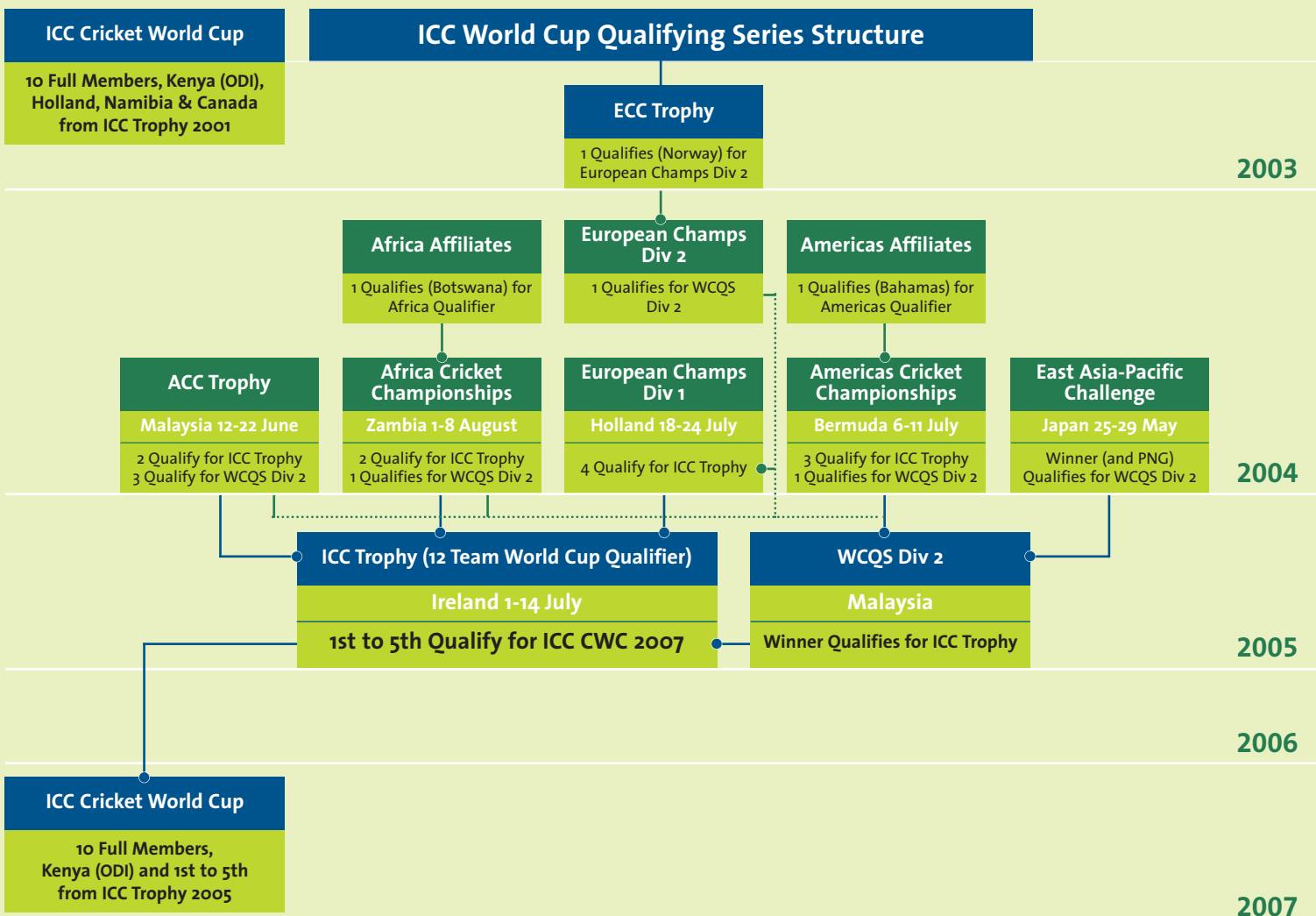
More prospective members are lining up to apply to join the ICC's membership base while the ICC's brief to widen the market will see significant work towards the future integration of international men's and women's cricket.

The ICC High Performance Program will expand to include a focus on U/19 national squads while at the grass-roots level, cricket education courses for coaches, umpires and administrators will increase in delivery throughout the regions via a system of newly trained and accredited in-country instructors.

More teams to qualify for major events

In seeking to provide more opportunities for developing nations to compete at the highest level, the ICC has opened up its qualification structure for major events with a pathway for almost all members to qualify for the ICC Cricket World Cup 2007.

The qualifying structure below comprises a number of regional qualifying tournaments which feed into the ICC Trophy 2005 in Ireland and subsequently channels into the ICC Cricket World Cup 2007.



Communication and Stakeholders



Objective: To increase the profile and enhance the image of the ICC through improving the professionalism and content of information provided to internal and external stakeholders and to lead, unify, support and educate ICC stakeholders through the provision of excellent service.

Highlights

- ICC Roadshow
- ICC Cricket Business Forum
- UNAIDS Partnership
- New handbook and publications
- Media Management

Effective communication with all stakeholders is an essential component of the ICC's operations. This year the ICC has upgraded its publications, the President and Chief Executive have visited all Member countries and the profile of the sport has been used to raise awareness of HIV/AIDS.



Ehsan Mani speaks openly with cricket enthusiasts.

ICC Roadshow to Full Member countries

On taking over as ICC President in June 2003, Ehsan Mani committed to visiting all of the ICC's Full Member countries with ICC Chief Executive Malcolm Speed to help build more effective partnerships between the ICC and its Members.

The 'ICC Roadshow' began in Sri Lanka in September and in the following seven months took in eight further Full Members - Australia, Bangladesh, England, New Zealand, Pakistan, South Africa, West Indies and Zimbabwe - as well as Kenya, which has One-Day International status. A visit to India is planned for the near future.

A presentation was delivered to all board members in these countries on the governance of international cricket, the business and finances of the sport, and the key global issues faced in promoting the game while protecting the unique spirit of cricket.

The meetings also provided the ICC with an insight into the way that its Members operate and an understanding of the issues that dominate the domestic agenda in culturally diverse countries from five different continents.

Topics of concern varied greatly from country to country. The tour has helped strengthen the relationship between the ICC and its Members by enabling both parties to gain a better understanding of the issues facing each other.

Mr Mani and Mr Speed combined the ICC Roadshow with visits to HIV/AIDS related projects in a number of the Member countries as part of the ICC's awareness-raising partnership with UNAIDS.

'It was a most enlightening presentation and was well accepted by all participants. Both Mr Mani and Mr Speed were able to infuse a lot of confidence amongst the Executive Committee Members to work more positively towards developing the game.'

Mohan de Silva, Sri Lanka Cricket



Question time at an ICC press conference.





The ICC produces a range of publications.

The second ICC Cricket Business Forum

The second ICC Cricket Business Forum took place at Lord's Cricket Ground in June 2003 as part of the ICC's Annual Conference week.

In two years, the Business Forum has grown to become an integral part of the ICC's calendar, addressing key issues in the sport and promoting discussion and debate.

ICC President Ehsan Mani outlined the organisation's role and responsibilities as an international governing body while ICC Chief Executive Malcolm Speed addressed issues of player behaviour, the volume of cricket and the ICC's plans to review the structure of international cricket.

The Forum included an update from Chris Dehring, Managing Director of ICC Cricket World Cup 2007, on the progress that has been made in the West Indies, while industry-specialists provided their insights into key elements of the business of cricket.

More than 150 influential cricket stakeholders attended the Forum, including administrators, former players, media and commercial partners. The Forum also provided an international dimension with exclusive teleconferences for overseas media.



'The Forum was a convenient way to communicate to the media and stakeholders of world cricket our progress in hosting the ICC CWC 2007 in the West Indies. The event was very stimulating and necessary given the constantly changing sports industry.'

Chris Dehring, Managing Director, ICC Cricket World Cup 2007

ICC publications portfolio expanded

The year saw a revamp of the ICC Playing Handbook - the official manual for international cricket players, officials, administrators and media.

The handbook supplements the ICC's international cricket regulations with information about the governance of international cricket, explanations of the ICC Test Championship and ICC ODI Championship and the ICC Code of Conduct.

It is part of the ICC's publication portfolio that includes the ICC Annual Report, Cricket Quarterly - the official newsletter for all ICC stakeholders - and other policy documents.

All have been produced in a consistent style to help strengthen the organisation's brand identity.

A competitive tender process was also undertaken during the year to produce and manage the ICC's information website, which will be re-launched towards the middle of 2004.

The year has also seen the introduction of the ICC's intranet which will become an essential communications tool for the organisation.

Improving media management and operations

The ICC maintains an extensive stakeholder database providing rapid access to ICC news and information to thousands of cricket media, administrators, players and other stakeholders around the world.

This database can be tailored for specific events and over the last year, accredited and non-accredited media were able to sign-up for email alerts, press releases, news and match reports from the ICC U/19 Cricket World Cup and the ICC Six Nations Challenge.

Such a system seeks to ensure communication with stakeholders is efficient and effective.

Where appropriate and feasible, the ICC strives to make its key spokespeople and leaders available to media to discuss international cricket issues, matters and policies. The ICC Roadshow has presented this opportunity to all nine Full Member countries over the past 12 months.

Key issues such as corruption, bowling actions, player behaviour and touring commitments have been addressed by ICC staff in a clear, consistent, open and honest manner.

ICC and UNAIDS form special partnership

The ICC became the first international sporting organisation to develop a special link with the joint United Nations Programme on HIV/AIDS (UNAIDS), when it launched its strategic partnership in September 2003 through its 'Run Out AIDS' campaign.

Of an estimated 40 million people infected worldwide with HIV, over 12.35 million live in the main cricket-playing nations.

The ICC is committed to helping raise awareness in the fight against HIV/AIDS by integrating HIV/AIDS in the ICC Development Program and encouraging national cricket boards to support the cause in domestic cricket.

The ICC/UNAIDS alliance was announced by ICC President Ehsan Mani along with the President of the Board of Control for Cricket in India, Jagmohan Dalmiya, and Mahesh Mahalingam from UNAIDS. As part of the launch, the participants met with local HIV/AIDS awareness workers.

Since September, several awareness-raising initiatives have occurred whilst all the ICC's Full Member countries have appointed HIV/AIDS Awareness Co-ordinators to work closely with UNAIDS officials to implement initiatives at a national level.

A highlight of the partnership over the past year was the activities that took place to mark World Aids Day on 1 December 2003.

Six international cricket teams - England, New Zealand, Pakistan, Sri Lanka, West Indies and Zimbabwe - that played on or around this date wore red ribbons during their games as a sign of support for HIV/AIDS sufferers around the world, with many players sending positive feedback to the ICC about the initiative.



'The England team were only too pleased to support the ICC's partnership with UNAIDS as we are all aware of what a problem the epidemic is around the world.'

England all-rounder **Andrew Flintoff** (pictured right).

'AIDS is a disease that can affect any type of person in any country and I'm glad to have been able to lend my support to this important cause on World AIDS Day.'

New Zealand spinner **Daniel Vettori**.

Cricket initiatives to help raise awareness of HIV/AIDS

Date	Location	Initiative/activity
18 Sept 03	Mumbai, India	Launch of the ICC/UNAIDS alliance at the Cricket Club of India.
22 Sept 03	Colombo, Sri Lanka	Ehsan Mani discusses HIV/AIDS prevention with community leaders.
5 Nov 03	Jamaica, West Indies	Ehsan Mani visits Children Community for Change (3C's) and Matthew 25:40 - both HIV/AIDS projects.
14 Nov 03	Dhaka, Bangladesh	Ehsan Mani and Malcolm Speed attend discussions at centres for drug users and sex workers.
1 Dec 03	Pakistan, Sri Lanka and Zimbabwe	To mark World Aids Day, the six teams playing international cricket on or around this day wore red ribbons as a sign of support for those infected with HIV/AIDS.
Feb-Mar 04	ICC U/19 Cricket World Cup Bangladesh	Players in all televised matches wore red ribbons. A 'count up' on the electronic scoreboard at the semi-finals showed the number of AIDS-related deaths since the start of the match.
30 Mar 04	Johannesburg, South Africa	Ehsan Mani and Malcolm Speed visit the Witkoppen Health and Welfare Centre.



A signed bat was auctioned for the benefit of a HIV/AIDS centre in India.



Looking ahead

The ICC will continue to work closely with its stakeholders and ensure they are kept updated and informed in a timely, open, consistent and transparent manner.

Strengthening the ICC-UNAIDS partnership is a priority, with further initiatives to take place at a number of high profile events and matches including the ICC Champions Trophy in September. The ICC will also seek to expand the alliance among its Associate and Affiliate Member countries.

The ICC's Corporate Affairs team will focus on delivering high quality publications, re-launching the ICC website and building effective media relations and operational foundations for upcoming tournaments, events and programs.



Business of Cricket

Objective: Whilst preserving the core values of the game, optimise revenue creation through effective management and exploitation of commercial rights, marketing strategies, product development and intellectual property.

Highlights

- Strengthening of financial operations
- Expansion of investment portfolio
- Inaugural ICC Finance Forum
- Event management of ICC U/19 CWC
- Strengthening ICC event identities
- Re-launch of ICC Cricket World TV show

The past 12 months has marked a period of steady growth, targeted financial efficiency and strengthening and expansion of the ICC's financial and commercial base - all key objectives in effectively managing the financial and commercial operations that make up the business of cricket.

Financial performance of the organisation

The ICC's consistent financial progress and performance in 2003-04 was in-line with forecasted expectations and planning, with prudent management of finances within the framework, budgets and resources allocated to the ICC by its Board and Members.

During the year, the ICC continued to expand its key financial operations, whilst working to preserve and protect the assets of its Members and seeking to create further financial and business opportunities.

The ICC Group's gross income for 2003-04 was US \$12.7 million, a decrease from the previous year's total of US \$227 million. This significant difference is due to the revenues from two of the ICC's largest events - the ICC Cricket World Cup 2003 and ICC Champions Trophy 2002 - falling within the 2002-03 financial year.

The ICC's balance sheet remains strong, with total assets of US \$94.9 million. During the year there was a net cash outflow of US \$79.5 million - primarily representing distributions to Members following the ICC Cricket World Cup 2003.

At year end, the ICC's cash position is healthy with US \$79 million in cash and investments. Members' equity is US \$14.9 million, out of which US \$9.4 million has been earmarked for the ICC Development Program. The IDI reserves at year end are US \$5.5 million.

The ICC's main source of revenue in 2003-04 was through Member subscriptions. These subscriptions represent the contributions by Members towards the ICC's operating costs.

A significant portion of the ICC's expenditure is allocated to funding the ICC's Development Program. During the year, US \$8.2 million was spent on cricket development-related activities including the successful staging of the ICC U/19 Cricket World Cup 2004 in Bangladesh at a cost of US \$1.9 million.

The ICC is committed to developing its key financial priorities to enhance Member returns and increase stakeholder value.

Moving forward, the ICC will try to identify new and high quality sources of income for its Members and continue to maintain best practice financial policies and expense controls across the organisation.

Streamlining financial operations

Several initiatives and activities were undertaken during the year to help the ICC achieve greater financial and operating efficiency.

As part of its corporate structure review, the ICC established a new operating company - ICC Cricket Management S.A.M, a company domiciled in Monaco. This company provides administrative and event management support services to its parent company, ICC Development (International) Ltd.

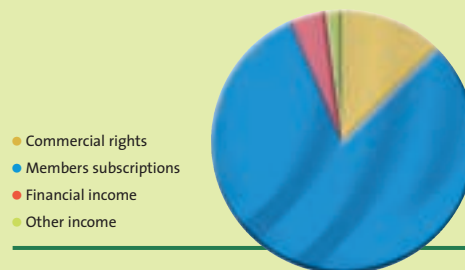
During the year, the ICC Finance team completed on-going reviews and analysis of the organisation's cash flows, administrative structures and resources.

Part of this included a preliminary analysis of the most suitable location for the ICC's future administrative headquarters, to understand whether a more financially efficient and practical operating structure exists elsewhere - particularly as the organisation currently operates from split locations in London and Monaco.



ICC Revenues 2003-04

Commercial rights	2016	15.91%
Members subscriptions	9662	76.25%
Financial income	741	5.85%
Other income	252	1.99%
Total	12,671*	100%



ICC Total expenses 2003-04

Staff and consultant costs	5399	27.90%
Premises costs	360	1.86%
Other operating expenses	5350	27.65%
Development costs	8240	42.59%
Total	19,349*	100%



* US \$'000



Significant funds were dedicated to staging the successful ICC U/19 CWC 2004.

Financial planning and budgeting

The year saw the continued streamlining of the ICC's Management Information Systems, the physical implementation of the revised budget processes developed previously, and the maintenance of close working associations with Members to offer advice and support on various financial matters.

A new Group financial policy manual was introduced to standardise expense and other financial policies across the organisation.

The formalisation of policies included guidance on expense management, audit requirements, budget processes and the creation of various financial templates for use within the organisation.

As a result, groundwork has been laid to ensure a robust budgeting process is in place which is supported by appropriate planning and tracking systems.

The budget, accounts and audit of the ICC U/19 Cricket World Cup was successfully managed with a new budget process specifically developed for managing events, and will be rolled out for all future ICC events.

Expanding the investment portfolio

As a governing body, the ICC is charged with managing international cricket's global finances and delivering adequate returns to its Members to help develop the game around the world.

Global economic forces including low interest rates and a weakening US dollar impacted on the ICC over the course of the year. In order to enhance yields for its Members, the ICC embarked on a controlled, limited and low-risk non-cash investment program in 2003-04.

As a result the ICC was able to increase yields on that portion of its investments whilst maintaining the large part of its funds in cash instruments and maintaining an overall conservative investment strategy.

Inaugural Finance Forum

The inaugural ICC Finance Forum was staged in London in June 2003.

The Chief Financial Officers from nine of the 10 Full Member countries attended the forum, along with Associate Member representatives and other cricket-related finance professionals. The two-day forum involved presentations from ICC management, Member boards and external consultants.

The purpose of the forum was for the attendees to gain a deeper understanding of the finances and structures of the ICC and of each other, and to engage in open, honest and meaningful discussion on common areas of interest.

Presentations and discussion covered a range of financial issues affecting Member countries including risk management and insurance, auditing, commercial operations, Member board finances and the financial impact of the Future Tours Program.



'The value of the ICC Finance Forum to the WICB was significant. It offered the opportunity to learn about the structures and frameworks in place in other countries to manage finances, and to deal with the on-going issues arising in cricket. The meeting was open, uninhibited and the contacts developed with other CFO's will assist me greatly in the future.'

Barry Thomas, Chief Finance Officer, West Indies Cricket Board

Emirates Airline gains significant exposure through the sponsorship of ICC umpires and referees.

As cricket's finances are securely managed, the ICC's commercial arm plays a significant role in delivering the other end of the business spectrum: optimising the organisation's commercial assets and corporate identity to help build the financial base that supports cricket growth and development around the world.

Event management

Following the overwhelming success of the ICC Cricket World Cup 2003, a full report on the event was completed by the ICC's Commercial Department.

The report analysed the event operations and made recommendations on all aspects of the tournament including planning, logistics, media, sponsorship, ground operations, resources and security.

It also assisted in the development of a comprehensive ICC Event Management Manual that will be used as a future resource tool by all Member countries hosting ICC events.



Commercial partner servicing

The ICC enjoys a strong relationship with its commercial partners, whose financial contributions are vital in supporting cricket at all levels.

Global Cricket Corporation

The Global Cricket Corporation (GCC) is the commercial rights holder (sponsorship and broadcast) for the ICC's major cricket events until 2007. The partnership is significant for cricket, providing financial security for the ICC and its Members to help invest in the development of the game, whilst also seeking to maximise the ICC's commercial interests and opportunities. GCC is responsible for contracting broadcast and commercial partners for ICC events, including international sponsors LG Electronics, Pepsico and Hutchison.



Emirates Airline

Emirates Airline is the official naming rights sponsor of the Emirates Elite Panel of ICC Umpires and Referees. It is also the official airline of the ICC, transporting ICC staff, directors, committees and officials during the year, as well as carrying all international teams to ICC tournaments and events.



Getty Images

Getty Images continued its long-standing partnership with the ICC in 2004 as the organisation's official photographer and supplier of images. It also manages the ICC's extensive archive of images and provides a commercial service to media agencies and third parties eager to obtain cricket imagery captured around the world.



Octagon CSI

Octagon CSI is responsible for the management of the ICC's audio-visual footage archive. This includes logging, management, archiving and promotion of event footage through the ICC's integrated media platform.



AJ Sports Ltd

AJ Sports Ltd is the official clothing supplier to the ICC. It supplies a range of apparel including on-field clothing for the Emirates Elite Panel of ICC Umpires and Referees and clothing for the ICC Development Program and its coaches.



Sportsbrand Media Group

Sportsbrand Media Group joined the ICC's business partner program in February 2004. It has the official rights to produce, distribute and commercially market the ICC's weekly television show, ICC Cricket World.





Broadcasting the ICC U/19 Cricket World Cup to the world

The ICC U/19 Cricket World Cup 2004 in Bangladesh was the most successful event ever at this level from a television broadcast perspective, with more viewers than ever before tuning in to watch the event. The tournament telecast was taken by eight separate broadcasters with parts of the event screened to over 50 countries around the world.

As well as the unparalleled spectator audiences for the ICC U/19 Cricket World Cup, the event broadcasting included more televised matches than any preceding ICC U/19 tournament.

Audience reach of the ICC U/19 Cricket World Cup 2004

Broadcaster	Territories	Programming
SET	India	Nine matches live + 1 hour highlights of the semi-finals and the final
SLRC	Sri Lanka	Tape of the semi-finals and final
BTV	Bangladesh	Nine matches live
Sky Sports New Zealand	New Zealand	Tape of India v New Zealand, the two semi-finals and the final
Fox Sports Middle-East	Algeria, Bahrain, Chad, Cyprus, Djibouti, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Senegal, Somalia, Sudan, Syria, Tunisia, Turkey, United Arab Emirates, Yemen	Tape of the semi-finals and final
BSkyB	United Kingdom	Nine matches live
SABC	African continent	1 hour highlights of the semi-finals and the final
Echostar	United States of America	Semi-finals and final live

ICC Cricket World reaches new audiences

The year heralded the re-launch of the ICC's weekly television show, ICC Cricket World, after its successful debut series the year before.

In January, the ICC joined with international sports marketing company Sportsbrand Media Group in a new four-year agreement to produce and distribute the show worldwide.

Keeping cricket fans around the world in touch with the latest cricket news, the weekly 24-minute show covers recent cricket action including all Test and One-Day International matches, as well as exclusive off-field features and interviews.

Helping to achieve the ICC's objective to promote cricket globally, the show was televised by 10 different broadcasters in 110 countries reaching a global audience of 95 million households.

The most popular viewer areas included India (30 million households), United Kingdom (25 million), South America (10 million) and Canada (9 million).



TV partners help bring cricket to fans around the world.

The 110 countries which received broadcast of ICC Cricket World

- **South America (13)**
Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Falkland Islands, French Guyana, Paraguay, Peru, Suriname, Uruguay, Venezuela.
- **Central America (7)**
Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Mexico.
- **Caribbean (24)**
Anguila, Aruba, Bahamas, Barbados, Bermuda, Bonaire, Cayman Islands, Cuba, Curacao, Dominica, Dominican Republic, Grenada, Guadeloupe, Haiti, Jamaica, Martinique, Montserrat, Nevis, St Kitts, St Lucia, St Marten, Tortola, Trinidad, Tobago.
- **Pacific Rim (3)**
Australia, New Zealand, Pacific Islands.
- **Other (63)**
Africa (43), Bangladesh, Bhutan, Canada, India, Maldives, Middle East (10), Nepal, Pakistan, Saudi Arabia, Sri Lanka, United Kingdom.

The list of broadcasters and territory reach of ICC Cricket World

Broadcaster	Territory
BSkyB	United Kingdom
Channel 4	United Kingdom
Caribbean Media Corporation	Caribbean
ESPN International	Africa, Latin America, Middle East, Pacific Rim
SABC 3	Pan African
Saudi TV Channel 3	Saudi Arabia
Ten Sports	Bhutan, Bangladesh, India, Maldives, Nepal, Pakistan, Sri Lanka
SKY Network Television	New Zealand
ART Television	Sri Lanka
Fox Sports World	Canada

Strengthening cricket's identity

Following the successful launch of the ICC's corporate brand in October 2001, the year saw the expansion of the ICC's brand family with the introduction of new logos for the ICC U/19 Cricket World Cup 2004, the ICC Six Nations Challenge and the ICC Intercontinental Cup.

Significant work has been undertaken by the ICC's commercial team to create and build a consistent look for the ICC's corporate identity and create strong brand values and associations for the organisation. This work included the development of a comprehensive corporate style guide outlining the appropriate use of ICC logos, corporate colours and imagery.



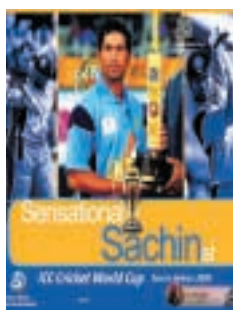
All of the ICC logos enhance the strength of the ICC brand.

ICC Merchandising

During the course of the year, the ICC continued to leverage its intellectual property and royalty rights from the successful ICC Cricket World Cup 2003 through the sale of memorabilia items, library footage and images.

In addition, the ICC - in conjunction with commercial partner GCC - released a series of promotional and highlights videos which included the following popular titles:

- The Official Review of ICC CWC 2003
- The Winners Review of ICC CWC 2003
- India v Pakistan from ICC CWC 2003
- Ian Botham's Cricket Top Ten
- ICC CWC 2003 'Sensational Sachin'



The ICC released a series of highlights videos from its major events.

Looking ahead

Like many organisations, the ICC will face challenges over the next 12 months to secure new sources of quality funding in a global market which forecasts a general downturn.

Ensuring the ICC's financial and commercial elements remain solid and prosperous is one of the ICC's strategic priorities.

The organisation relies directly upon this foundation to secure its future financial security and its ability to promote and strengthen the game globally.

Prudent financial and investment strategies are essential, and current policies will continue to be reviewed by the ICC's Financial Control group.

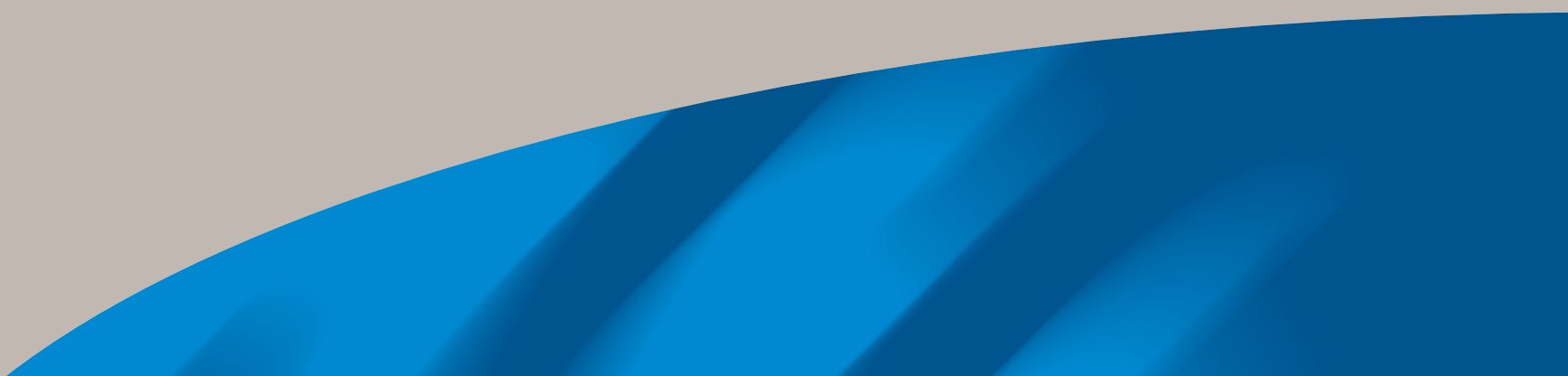
Commercially, planning for future ICC events - including the ICC Cricket World Cup 2007 and the proposed ICC Super Series competition - is of primary importance.

The year ahead will also see continued product development and the consolidation of the ICC's brand strategy.

ICC Development (International) Limited

**Directors' Report and
Consolidated Financial Statements**

For the Year ended 31 March 2004





Directors' Report and Consolidated Financial Statements

For the Year ended 31 March 2004

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Directors' Report

For the Year ended 31 March 2004

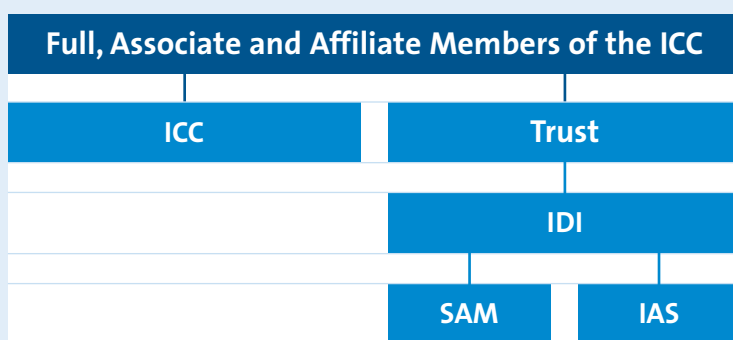
The Directors submit their report together with the audited consolidated financial statements for year ended 31 March 2004. The consolidated financial statements comprise the results of ICC Development (International) Limited (the Company) and its subsidiary companies ICC Administrative Services (UK) Limited and ICC Cricket Management S.A.M., hereafter referred to as the Group.

General Information

International Cricket Council ('ICC')

The ICC is primarily responsible for all aspects of the day-to-day running and long-term development of international cricket. The extensive remit includes management of the playing conditions relevant to the international game, provision of independent match officials for Tests and One-Day Internationals, and the management of the ICC Code of Conduct. The ICC is a company registered in the British Virgin Islands with a share capital of \$1 and undertakes no transactions.

The structure of the ICC is as follows:



ICC Development (International) Limited ('IDI')

IDI is incorporated and domiciled in the British Virgin Islands and is principally responsible for:

- (i) Managing the commercial rights to cricket events owned by the Members of the ICC
- (ii) Managing the ICC Development Program; and
- (iii) Providing such administration services as are required by the ICC.

IDI is owned by a BVI registered trust for the benefit of all members of the ICC.

ICC Administrative Services (UK) Limited ('IAS')

IAS provides support and administrative services to IDI.

ICC Cricket Management S.A.M. ('SAM')

SAM was incorporated on 5 June 2003 and is domiciled in Monaco and provides administrative and event management support services to IDI.

Registered office

The address of the company's registered office is as follows:

Craigmuir Chambers
Road Town
Tortola
Territory of the British Virgin Islands

Directors' Report (contd)

For the Year ended 31 March 2004

Operating and financial review

The revenue of the Group was \$11,930,000 (2003: \$224,706,000). An analysis of the different sources of revenue is set out in Note 2 of the Financial Statements. The net loss for the year was \$6,818,000 (2003: net profit of \$10,324,000 - restated).

The total reserves of the Group at 31 March 2004 were \$14,974,000 of which \$9,429,000 has been set aside for development.

Directors

The current Executive Director of the Company is as follows:

Director	
Malcolm Speed	Managing Director

The current Non-Executive Directors of the Company are as follows:

Director	Country		
Ehsan Mani	Pakistan	Chairman	Appointed 27 June 2003
Robert Merriman	Australia	Member representative*	
Mohammad Ali Asghar	Bangladesh	Member representative*	Appointed 15 December 2003 Appointed 10 March 2004 Appointed 20 June 2003 Appointed 30 October 2003
David Morgan	England	Member representative*	
Jagmohan Dalmiya	India	Member representative*	
Sir John Anderson	New Zealand	Member representative*	
Shaharyar Khan	Pakistan	Member representative*	
Ray Mali	South Africa	Member representative*	
Thilanga Sumathipala	Sri Lanka	Member representative*	
Edward Griffith	West Indies	Member representative*	
Peter Chingoka	Zimbabwe	Member representative*	
HRH Tunku Imran	Malaysia	Associate Member representative	
Rene van Ierschoot	Holland	Associate Member representative	
Jimmy Rayani	Kenya	Associate Member representative	

* Member representatives are the President/Chairman of the Cricket Boards in their respective countries.

In addition, the following Directors served during the year until their resignation:

Director	Country		
Malcolm Gray	Australia	Chairman	Resigned 27 June 2003
Lt. General Tauqir Zia	Pakistan	Member representative	Resigned 15 December 2003
Percy Sonn	South Africa	Member representative	Resigned 10 March 2004
Hemaka Amarasuriya	Sri Lanka	Member representative	Resigned 20 June 2003
Rev. Wesley Hall	West Indies	Member representative	Resigned 30 October 2003

No Director held an interest in the shares of the company during the year.

Auditors

A resolution to re-appoint PricewaterhouseCoopers LLP as auditors for the forthcoming year will be put to the Members at the Annual General Meeting.

By Order of the Board

L Knapp
Secretary
2 July 2004

Report of the Auditors to the Members of ICC Development (International) Limited

Introduction

We have audited the accompanying consolidated balance sheet of ICC Development (International) Limited (the Group) as of 31 March 2004 and the related consolidated statements of income and cash flow for the year then ended. These financial statements set out on pages 5 to 14 are the responsibility of the Group's management. Our responsibility is to express an opinion on these financial statements based on our audit. This report, including the opinion, has been prepared for and only for the company's Members as a body and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Scope

We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion the accompanying consolidated financial statements give a true and fair view of the financial position of the Group as of 31 March 2004 and of the results of its operations and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

PricewaterhouseCoopers LLP

Chartered Accountants and Registered Auditors
1 Embankment Place
London
WC2N 6RH

2 July 2004

Consolidated Income Statement

For the Year ended 31 March 2004

	Note	2004 \$000	2003 \$000 (restated)
Revenue	2	11,930	224,706
Staff and consultant costs	3	(5,399)	(4,494)
Premises costs	4	(360)	(251)
Other Operating expenses	5	(5,350)	(11,803)
Global Cricket Development Program Costs	6	(8,240)	(6,026)
Expenses		(19,349)	(22,574)
Operating (loss)/profit	7	(7,419)	202,132
Interest and other financial income	8	741	2,252
Payments due to Members	9	-	(194,008)
Group (loss)/profit before tax		(6,678)	10,376
Taxation	10	(140)	(52)
Net (loss)/profit		(6,818)	10,324

The notes on pages 9 to 14 form an integral part of the consolidated financial statements.

The 2003 comparative financial figures have been restated following a change in the group's policy relating to the accounting for tournament event costs.

Expense categories have also been reclassified in order to provide a better understanding of the group's expenses. See note 1d.

Consolidated Balance Sheet

At 31 March 2004

	Note	2004 \$000	2003 \$000 (restated)
Assets			
Non-current assets			
Fixtures, furniture and equipment	11	569	644
Investments at cost	12	7,500	-
		8,069	644
Current assets			
Receivables and prepayments	13	15,216	11,453
Investments at cost	12	2,073	-
Cash and cash equivalents	14	69,522	149,149
		86,811	160,602
Total assets		94,880	161,246
Liabilities and Equity			
Non-current liabilities			
Deferred income	15	4,330	15,782
Deferred tax liability	16	3	3
		4,333	15,785
Current liabilities			
Trade and other payables	17	43,721	114,282
Deferred income	18	31,852	9,400
		75,573	123,682
Total liabilities		79,906	139,467
Capital and reserves			
Called up share capital	19	-	-
Development Fund	20	9,429	17,948
IDI Reserve	20	5,545	3,831
Total equity		14,974	21,779
Total liabilities and equity		94,880	161,246

The notes on pages 9 to 14 form an integral part of these consolidated financial statements. Movements in shareholders equity are shown in note 20.

The financial statements on pages 5 to 14 were approved by the Board of Directors on 2 July 2004 and were signed on its behalf by:

Mr Ehsan Mani

Chairman

Mr Malcolm Speed

Managing Director

Consolidated cash flow statement

For the Year ended 31 March 2004

	Note	2004 \$000	2003 \$000 (restated)
Cash flows from operating activities			
Group (loss)/profit before tax		(6,678)	10,376
Adjustments for:			
Interest received	8	(671)	(2,371)
Loss/(profit) on foreign exchange movements		-	2
Depreciation	11	215	188
Loss on disposal of fixtures, furniture and equipment		5	2
Changes in working capital:			
Receivables	13	(1,112)	7,459
Prepayments	13	4,276	(4,408)
Non-current liabilities - deferred income	15	(11,452)	15,782
Non-current liabilities - deferred tax liability	16	-	(25)
Trade and other payables	17	(70,561)	112,243
Current liabilities - deferred income	18	22,452	(102,800)
Cash generated from operations		(63,526)	36,448
Tax paid	10	(105)	(58)
<i>Net cash from/(used in) operating activities</i>		(63,631)	36,390
Cash flows from investing activities			
Interest received	8	671	2,371
Purchase of fixtures, furniture and equipment	11	(82)	(212)
<i>Net cash from investing activities</i>		589	2,159
Cash flows from financing activities			
Purchase of investment products	12	(15,073)	-
Proceeds from investment products	12	5,500	-
Loan to Members	13	(6,760)	10,663
Loan to Associate Members	13	(167)	2,037
<i>Net Cash flows used in financing activities</i>		(16,500)	12,700
Increase/(decrease) in cash		(79,542)	51,249
Movements in cash and cash equivalents			
At start of year	14	149,149	97,931
Increase/(decrease) in cash		(79,542)	51,249
Effects of exchange rate changes		(85)	(31)
At end of year	14	69,522	149,149
Cash and bank balances		69,522	149,149
Bank Overdrafts		-	-
At end of year		69,522	149,149

Statement of recognised gains and losses

For the Year ended 31 March 2004

	Note	2004 \$000	2003 \$000 (restated)
Exchange differences on translation of the financial statements of foreign entities	20	13	6
Net gains/(losses) not recognised in the income statement		13	6
Net (loss)/profit for the period		(6,818)	10,324
Total recognised gains and losses		(6,805)	10,330

The notes on pages 9 to 14 form an integral part of these consolidated financial statements.

Notes to the Consolidated Financial Statements

31 March 2004

1 Accounting policies

a) Basis of Preparation

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards. The consolidated financial statements have been prepared under the historical cost convention and the reporting currency of the Group is US Dollars.

b) Group Accounting

Subsidiary undertakings, which are those entities in which the Group has an interest of more than one half of the voting rights or otherwise has power to exercise control over the operations are consolidated. Subsidiaries are consolidated from the date on which control is transferred to the Group and are no longer consolidated from the date that control ceases. All intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated.

c) Revenue

Revenue represents the net amount receivable from the sale of media and commercial rights in respect of cricket events held during the year, subscription fees from Members and other income. Revenue from cricket events is recognised when earned at the time cricket events are held. All other income of the Group is recognised on an accruals basis.

d) Reclassification of Expenses

Expense categories have been reclassified on the face of the Income Statement in order to provide a better understanding of the nature of the expenses. The categories Cricket Event Costs and Administration Costs are reclassified as Staff and Consultant Costs, Premises Costs and Other Operating expenses.

During 2004, the Group changed its accounting policy with respect to the expenditure incurred on cricket events. The Group previously expensed these costs when incurred, but now recognises the expenditure when the revenues from that event are recognised (i.e. at the time cricket events are held). In the interim, expenses incurred on cricket events are held as deferred expenses in the balance sheet. The change in the accounting policy has been accounted for retrospectively, and the comparative results have been restated. The effect of the change is a decrease in the other operating costs of \$243,000 in 2004 and an increase of \$308,000 in 2003.

e) Foreign Currencies

Income statements of foreign entities are translated into the Group's reporting currency at the weighted average exchange rates for the year and balance sheets are translated at the exchange rates ruling on 31 March. Exchange differences arising from the retranslation of the net investment in the foreign subsidiary undertaking are taken to shareholders' equity.

Foreign currency transactions are accounted for at the exchange rates prevailing at the date of the transactions; gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies, are recognised in the income statement.

f) Investments

The Group classifies its investments in securities depending on the purpose for which the investments were acquired. Management determines the classification based on its intentions at the time of purchase and re-evaluates such designation on a regular basis. The group's present investments are classified as held to maturity and are included in non-current assets, except for maturities within 12 months from the balance sheet date which are classified as current assets.

Purchases and sales of investments are recognised on the trade date, which is the date that the Group commits to purchase or sell the asset. Held to maturity investments are carried at amortised cost being the fair value of the consideration given including acquisition charges associated with the investment.

g) Deferred Taxation

Deferred Taxation is provided in full using the liability method on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Tax rates enacted or substantively enacted by the balance sheet date are used to determine deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which temporary differences can be utilised.

h) Fixtures, Furniture and Equipment

All fixtures, furniture and equipment are initially recorded at cost and subsequently depreciated over the periods shown below.

Depreciation is calculated on the straight-line method to write off the cost of each asset, to their residual values, over their estimated useful lives, at rates between 12% and 33.33%.

Where the carrying amount of an asset is greater than its recoverable amount, it is written down immediately to its recoverable amount.

Gains and losses on disposal of fixtures, furniture and equipment are determined by reference to their carrying amount and are taken into account in determining operating profit.

i) Accounting for Leases

Leases of property where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight-line basis over the period of the lease.

j) Receivables

Trade receivables are carried at original invoice amount less provision made for impairment of these receivables. A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables.

k) Cash and Cash Equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise cash in hand, and deposits held at call with banks, net of bank overdrafts. In the balance sheet, bank overdrafts are included in current liabilities.

l) Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

m) Pension Obligations

The Group's contributions to defined contribution pension plans are charged to the income statement in the year to which they relate.

n) Payments due to Members

Payments due to Members represent those amounts that are determined by the Board of Directors as due for distribution to Members at the conclusion of a cricketing event. These payments are treated as expenses within the accounts and are deducted in arriving at the profit/(loss) before tax.

o) Financial Risk Management**i) Objectives**

The overall objective of the Group is to protect the Group's profitability from fluctuations in the financial markets and to use products to enhance the Group's competitive position.

ii) Interest rate risk

The Group is exposed to interest rate risk through its interest bearing assets. Interest rate risk is monitored and managed by the Chief Financial Officer.

iii) Credit risk

The Group has no significant concentrations of credit risk. The Group has policies that limit the amount of credit exposure to any one financial institution and investments are only made in high quality financial institutions or financial products. Further, the Group has policies in place to ensure that sales of commercial rights are only made to counterparties with an appropriate credit history.

iv) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions.

v) Foreign exchange risk

The Group has no significant foreign exchange risk. The Company's investment in its foreign subsidiaries, whose net assets are exposed to currency translation risk, is not significant to the Company. Intercompany transactions are settled on a timely basis to minimise exposure to currency translation risk.

2 Revenue

Revenue Analysis	2004 \$000	2003 \$000
Members Subscriptions	9,662	8,207
Commercial Rights	2,016	214,750
Licensing	36	88
Miscellaneous tournament revenues	-	133
Contributions received for Cricket Development	159	156
Match fines	57	82
Other revenues	-	1,290
Total	11,930	224,706

3 Staff and consultant costs

	2004 \$000	2003 \$000
Administrative wages, salaries, social security and pensions	3,607	3,061
Umpires and Referees	1,314	848
Security Managers	163	239
Secondees program	134	223
Other staff-related expenses	181	123
Total	5,399	4,494

The number of persons employed by the Group at the end of the year was 37 (2003: 33). The average number of persons employed by the group during the year was 35 (2003: 31).

Defined contribution plan pension costs charged in the year amounted to \$58,000 (2003 - \$47,000).

4 Premises Costs

	2004 \$000	2003 \$000
Rent	314	229
Other Premises related costs	46	22
Total	360	251

The Premises related costs are in respect of the premises at Lord's Cricket Ground and Queen Anne's Gate in London, UK and in Monte Carlo, Monaco.

5 Other Operating Expenses

	2004 \$000	2003 \$000 (restated)
Cricket Event Costs (see (a) below)	-	6,191
Meeting costs	409	608
Annual Conference and reporting	100	142
Legal and Professional Fees	1,008	756
Umpires and Referees (excluding consultants costs)	697	407
Anti-Corruption Unit (excluding staff costs)	646	782
ICC TV costs	-	1,263
Other expenses	2,490	1,654
Total	5,350	11,803

a) Cricket Events Costs

	2004 \$000	2003 \$000 (restated)
ICC Knock Out 2000	-	8
ICC Trophy 2001	-	25
ICC Champions Trophy 2002	-	5,788
ICC Cricket World Cup 2003	-	370
Total	-	6,191

Costs of organising the ICC Champions Trophy and ICC U/19 World Cup are incurred directly by IDI. Costs of organising the ICC Cricket World Cup 2003 were incurred by the host nation and any expenses incurred by IDI were subsequently recharged to the host country.

The Group accounting policy is to defer expenses incurred until the tournament is complete and the associated revenues have been recognised.

The cost of the ICC U/19 World Cup 2004 are included in the Global Cricket Development Program costs (note 6).

6 Global Cricket Development Program Costs

	2004 \$000	2003 \$000 (restated)
Personnel	1,028	700
Office expenses	365	134
Development Program	4,955	5,185
ICC U/19 World Cup 2002	-	7
ICC U/19 World Cup 2004	1,892	-
Total	8,240	6,026

7 Operating Loss/Profit

This is stated after charging:

	2004 \$000	2003 \$000
Depreciation	215	188
Operating lease rentals	314	122
Auditors' remuneration		
– audit	67	63
– non audit	182	35

8 Interest and Other Financial Income

	2004 \$000	2003 \$000
Interest income (excluding investments)	400	2,371
Income from investments	271	-
Profit/(loss) on exchange	70	(119)
Total	741	2,252

The income from investments comprises interest income, as well as option premiums received on convertible deposits. Interest from investments in capital guaranteed products and convertible deposits are recognised when received.

9 Payments due to Members

	2004 \$000	2003 \$000
ICC Champions Trophy 2002		
Full Members	-	6,008
Associate Members	-	-
ICC Cricket World Cup 2003		
Host Nation	-	79,700
Full Members	-	81,225
Associate Members	-	27,075
Total	-	194,008

The above payments represent amounts that are due to Members following completion of the relevant cricketing event. Cash settlement of these amounts will be net of any deduction for subscriptions payable and any other withholdings that the Board of Directors may decide.

10 Taxation

	2004 \$000	2003 \$000
Corporation Tax - UK subsidiary	120	52
Corporation tax - Monaco subsidiary	20	-
Total	140	52

11 Fixtures, furniture and equipment

	2004 \$000	2003 \$000
Year ended 31 March		
Opening net book amount	644	581
Exchange differences	73	39
Additions	82	212
Disposals	(15)	-
Depreciation charge	(215)	(188)
Closing net book amount	569	644
At 31 March		
Cost	1,266	1,064
Accumulated depreciation	(697)	(420)
Net book amount	569	644

12 Investments at cost

	2004 \$000	2003 \$000
At beginning of year	-	-
Investments during the year	15,073	-
Redemptions	(5,500)	-
At end of year	9,573	-
Shown as:		
Non-current	7,500	-
Current	2,073	-

The accounting policy for investments is as stated in note 1f.

As at 31 March 2004 the market value of the investments in convertible deposits and capital guaranteed products held with high quality financial institutions amounted to \$9,561,000 (2003 - \$Nil). The valuation of the investments was obtained from the relevant financial institutions.

The total income from investments in the year amounted to \$271,000 (see note 8).

13 Receivables and prepayments

	2004 \$000	2003 \$000 (restated)
Trade debtors	1,819	707
Other debtors and prepaid expenses	6,470	10,746
Loans to Full Members	6,760	-
Loans to Associate Members	167	-
Total	15,216	11,453

Other debtors and prepayments include \$5,827,000 (2003 - \$10,077,000) advanced to regions to fund Development Program projects.

Loans to Full Members relates to a loan advanced to the West Indies Cricket Board for costs being incurred in respect of the ICC Cricket World Cup 2007. Interest is charged at the 12 month USD LIBOR rate. The loan is secured by a bank guarantee.

Loans to Associate Members relates to loans to certain Associate Members as part of the ICC's financial assistance program. It is expected that these amounts will be settled during the current year.

14 Cash and cash equivalents

	2004 \$000	2003 \$000
Cash at bank and in hand	3,211	2,422
Short term bank deposits	66,311	146,727
Total	69,522	149,149

15 Non-current liabilities - Deferred income

	2004 \$000	2003 \$000
Deferred income - Cricket Events	-	3,400
Deferred income - Subscriptions in advance from Full Members	-	6,040
Deferred income - Subscriptions in advance from Associate Members	4,330	6,342
Total	4,330	15,782

16 Non-current liabilities - Deferred tax liability

	2004 \$000	2003 \$000
Deferred tax liability	3	3

Deferred tax liability for temporary difference due to capital allowances within IAS.

17 Current liabilities - Trade and other payables

	2004 \$000	2003 \$000 (restated)
Amounts due to Full Members	33,435	108,007
Amounts due to Associate Members	7,999	2,981
Taxation and social security	135	117
Accruals	1,339	2,095
Other creditors	813	1,082
Total	43,721	114,282

18 Current liabilities - Deferred income

	2004 \$000	2003 \$000 (restated)
Deferred income - Cricket Events	23,800	-
Deferred income - Subscriptions in advance from Full Members	6,040	7,050
Deferred income - Subscriptions in advance from Associate Members	2,012	2,350
Total	31,852	9,400

19 Share capital

	2004 \$	2003 \$
Authorised:		
1 Bearer share of US\$1	1	1
Allotted, called up and fully paid		
1 Bearer share of US\$1	1	1

The 1 Bearer share is held in Trust for all of the Members of the International Cricket Council.

20 Movements in shareholders' equity**2004**

	At 1 April 2003 as restated \$000	Retained Profit / (Loss) \$000	Reserve Transfers \$000	At 31 March 2004 \$000
Share Capital	-	-	-	-
Development Fund	17,948	-	(8,240)	9,708
Development Fund adjustment	-	-	(279)	(279)
IDI Reserve	3,831	-	1,714	5,545
Foreign Currency Translation Reserve	-	13	(13)	-
Profit and loss account	-	(6,818)	6,818	-
Total	21,779	(6,805)	-	14,974

2003 (restated)

	At 1 April 2002 as previously reported \$000	Change in accounting policy for expenses \$000	At 1 April 2002 as restated \$000	Retained Profit/(Loss) for year restated \$000	Reserve Transfers \$000	At 31 March 2003 as restated \$000
Share Capital	-	-	-	-	-	-
Development Fund	8,882	-	8,882	-	9,066	17,948
IDI Reserve	2,197	-	2,197	-	1,634	3,831
Foreign Currency Translation Reserve	-	-	-	6	(6)	-
Profit and loss account	-	370	370	10,324	(10,694)	-
Total	11,079	370	11,449	10,330	-	21,779

The Development Fund is held to finance ICC Development Program operations. The fund is offset by development expenditure, excluding central administration costs and net of ICC U/19 World Cup 2004 income of \$750,000, incurred in the year of \$8,240,000.

The IDI Reserve is held on behalf of the Members of ICC. Amounts relating to the Profit and Loss account and Foreign Currency Translation Reserve are transferred to IDI Reserve.

21 Minority Interest

The Minority Interest relates to one share each held by five Directors as beneficial owners on behalf of ICC Cricket Management S.A.M., as required by local Monaco company regulations. The shares have a nominal value of Euro 150 each and the total Minority Interest amounts to 0.5% of the share capital of ICC Cricket Management S.A.M. The amount of the Minority Interest is not considered material to warrant separate disclosure in the accounts.

22 Operating lease commitments

The future minimum annual lease payments under non-cancellable operating leases are as follows:

	2004 \$000	2003 \$000
Expiring:		
Later than 1 year and not later than 5 years	128	69
Later than 5 years	82	-

This is in respect of property lease commitments in the UK and in Monaco.

23 Directors' remuneration

A listing of the members of the Board of Directors is shown on page 3 within the Directors' Report. For the year ended 31 March 2004, one Director received salaries totalling \$475,902 (2003: \$416,615). There was no other remuneration.

None of the Non-Executive Directors received remuneration. However, the Directors are reimbursed for their expenses. An allowance of \$30,000 (2003: \$34,031) was paid to the Chairman as a contribution towards his expenses.

24 Contingent Liabilities

The company is in correspondence with Global Cricket Corporation PTE Limited ('GCC') in connection with contractual claims under the Media & Sponsorship Rights Contract with IDI and News Corporation Limited dated 20 July 2000 (the 'MRA'). The claims relate to the various Player Terms required to be signed and adhered to by players competing in the various ICC Events that are subject to the MRA, and the related issue of alleged ambush marketing of sponsors' rights. The claims also relate to certain scheduled matches in the ICC Cricket World Cup 2003 which did not take place.

The process of dealing with such claims could stretch over a considerable period of time, particularly if the matter progresses to a formal arbitration. Any such arbitration is likely to involve significant legal costs.

IDI has not admitted any liability and does not consider that any provision is necessary in its annual accounts. Should IDI subsequently be held financially liable for breach of contract, or otherwise, it will seek to recover all of the amounts involved from its Members.

25 Principal subsidiary undertakings

	Country of Incorporation	Ownership
ICC Administrative Services (UK) Limited	United Kingdom	100%
ICC Cricket Management S.A.M	Monaco	99.50%

International Cricket Council
The Clock Tower, Lord's Cricket Ground
London NW8 8QN
T +44 (0) 20 7266 1818 F +44 (0) 20 7266 1777
E icc@icc-cricket.com www.icc.cricket.org

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