

CONFIDENTIAL REPORT - FOR SLC EXECUTIVE COMMITTEE ONLY

SRI LANKA CRICKET



A New Dawn

“To meet future needs, there must be change”

NOVEMBER 2012

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1. Introduction

- 1.1. Sri Lanka Cricket (SLC) deserves and must engender a better reputation and image than it currently enjoys. In addition to other important roles and responsibilities, the SLC Executive Committee (Exco) is duty bound to protect and enhance the reputation and image of SLC.
- 1.2. Even though SLC presently boasts a reasonably successful national team and squad of players, it faces very challenging strategic, financial, administrative, and operational issues. After once being among the top 4 teams in the ICC Reliance Test rankings table, the team is presently ranked 6th (98 rating points at 3 Sept) and 5th (109 rating points at 6 Nov) on the ODI table and 1st (127 rating points at 7 Oct) on the T20 table. Statistically, a rating of less than 100 rating points is regarded as a weak standing. More worryingly, in Aug 2012, the U/19 team finished 9th in the ICC U/19 CWC and its “A” team was roundly beaten on tour to South Africa and Zimbabwe during July 2012.
- 1.3. In addition to the declining playing performances, SLC is burdened with severe financial stress in spite of having magnificently co-hosted the ICC Cricket World Cup in Feb/March 2011 and, more recently, the ICC World T20 in Sep/Oct 2012. Unless it deals head-on with this burden, it will not be in a position to develop or exploit the undoubted talent and potential of the nation’s cricketers. The future revenue prospects from the planned schedule of fixtures (the FTP 2012-2020) will aggravate the situation, especially in 2013.
- 1.4. Having recognized these challenges, the SLC Exco has appointed the writer (*Haroon Lorgat*) as an independent advisor to assist in reviewing and advising on how best to tackle the key challenges.
- 1.5. It is important to note that the present Exco assumed direct responsibility (through election) in January 2012 and will be in office for a term of one year. The next SLC election is scheduled for March 2013.
- 1.6. It is a fact that the cricket environment in Sri Lanka is overlaid with much media criticism and renowned individual personalities tend to play more than a weighty role. Political influence is also a factor to be noted with the SLC falling under the purview of the Ministry of Youth Affairs & Sports (Sports Law No. 25 of 1973). The law provides for, inter-alia, the establishment of the National Sports Council and the registration and supervision of all National Associations of Sports.
- 1.7. This report is intended to provide a candid picture of the key challenges and to make practical recommendations to address these as effectively as possible. The Exco leadership must reposition SLC and the game of cricket in Sri Lanka so that it is able to grow and compete against the best countries in the world.

There is a need for leadership to rise above the occupational hazards and do what is right for cricket in Sri Lanka. It surely requires courage and wisdom.



2. SLC History

- 2.1 Cricket began to develop in Sri Lanka once the process of British colonisation was completed in the early 1800s. The earliest reference to the game in Sri Lanka was reported in the "Colombo Journal" on 5 September 1832 when news of the formation of a cricket club was reported. Soon thereafter the Colombo Cricket Club was formed (Nov 1832) and played its first cricket match against the 97th British Regiment.
- 2.2 SLC is one of only ten Full Members of the International Cricket Council (ICC) and is the recognized National Cricket Federation for cricket in Sri Lanka. It was previously known as the Board for Cricket Control in Sri Lanka (BCCSL) until it was renamed Sri Lanka Cricket (SLC) in 2003.
- 2.3 BCCSL/SLC was registered with the Ministry of Sports on 30th June 1975 and became a Full Member of the ICC in 1981, playing its inaugural Test the following year in Colombo against England. After winning just 4 games out of 26 during the first five ICC Cricket World Cup tournaments, Sri Lanka produced the most unlikely winner of a major international cricket tournament to date when *Arjuna Ranatunga's* team was victorious in 1996.
- 2.4 The domestic first-class system was set up in 1937-38 as the Daily News Trophy and has since undergone five changes in name to reach its current guise of the Premier Trophy. Ten sides compete in each of two tiers, with Sinhalese Sports Club (SSC) historically the most successful team. The main one-day competition in Sri Lanka is the Premier Limited-Overs Tournament which began in 1988 and has existed under three different names. Finally, there is an Interprovincial Twenty20 tournament, contested between six teams. In 2012 the Sri Lanka Premier League (SLPL), a T20 competition involving foreign players, was launched in partnership with Somerset Entertainment Ventures.
- 2.5 SLC has responsibility to, inter-alia, "*promote, encourage and control Cricket in Sri Lanka*". Funding, Tournaments and Development are centralized, meaning that SLC is fully responsible for the game from development at grass roots level to international competition.
- 2.6 Due to a huge following and passion for cricket in the country, SLC has always been and always will be of enormous public interest and profile. It is arguable that the national cricket team has no equal to the amount of global media coverage it generates for the country and it is also not an overstatement to say that cricket/cricket tourism provides a sizeable source of foreign currency earnings. Cricket is by far the most popular international sport in Sri Lanka and is one of the country's biggest brands.

The 1978 Constitution of Sri Lanka establishes a "*Just and Free Society*".

Cricket, as a major fabric of Sri Lankan society, has an important role to play and will need the support of all its stakeholders to deliver on its wider societal responsibility. Everyone needs to adhere to the call, both in spirit and law.



3. Key Issues and Recommendations

	Key issue	Recommendation
1.	<p>Poor reputation and image, arising mainly from:</p> <ul style="list-style-type: none"> • systemic and inherent misgiving of SLC Administrators and the administration over many years; • an inefficient and an ineffective administration (see also issue 4 below); • strong perception of Ministerial/Government interference - the Sports Law provides for Ministerial involvement - which would breach ICC regulations (see also issue 8 below). 	<ol style="list-style-type: none"> 1) A need for leadership (at all levels) to rebuild confidence and trust across the board which encompasses a permanent change in culture and attitude. 2) Develop an environment that breeds professionalism, responsibility and accountability - essential for any organisation to succeed. 3) A proactive approach to managing the image and reputation of SLC. 4) Engage with the relevant authorities to review Laws that create potential for Government interference.
2.	<p>An outdated SLC Constitution and governance model that does not conform to global best practice and is not fit for modern day needs.</p>	<ol style="list-style-type: none"> 5) Undertake a comprehensive redraft of the SLC Constitution and install a new governance model (which includes a Board of Directors with relevant expertise and independence) so that SLC is fit for purpose in the 21st century. 6) Introduce a Code of Conduct & Ethics to govern the behaviour and practice of all persons (both internal and external) involved with SLC.
3.	<p>Weak financial position</p> <ul style="list-style-type: none"> • Budgetary/funding constraints are preventing or curtailing strategic and operational plans which will eventually impact on standards and growth of the game; • Aggravated by the FTP (2012-2020) that will not generate sufficient revenue, particularly in 2013, to meet strategic and operational needs, let alone repay existing debt; • The current allocation of funds (Player remuneration/ Development/HP/ etc.) is neither optimal nor sustainable. 	<ol style="list-style-type: none"> 7) Tackle the burdensome financial obligations saddled during the construction of stadia in 2010/11. External/State support or long-term 'soft' loans would be essential to eventually overcome the burden. 8) Proper and detailed long term financial planning (e.g. 4-year budget cycles) and strict fiscal management to ensure financial stability and growth; 9) All current and future strategic and operational plans (including player payments) need careful review to ensure they are justifiable and focus on delivering the vision and strategy;



		10) Seek enhanced value for SLC's commercial rights (broadcast and sponsorship) when sold in future.
4.	<p>Lack of professional administration</p> <ul style="list-style-type: none"> No clear vision and strategy that is universally understood; Blurring of policy, strategic and operational roles between the Exco and Management; Committee driven structures which slow down decision-making (Exco / Hon. members make all decisions) Note: Exco meets every 2-3 weeks and the Hon. Members - despite their experience, capability and daily visits to SLC offices - do not have the time to attend to detail); Frequent changes at Exco level impacts strategies, policies, operational plans and execution; Inefficient link between the Exco and Management; Unclear responsibilities and accountabilities; Limited or no decision-making authorities delegated to the management level; Limited capacity/capabilities/competencies (process and people) and staff not empowered to run the operations; Limited management meetings and a lack of teamwork among the staff; No proper staff management (appraisal/reward) system. 	<p>11) Develop a clear and well understood vision and strategy for cricket in Sri Lanka.</p> <p>12) The Exco needs to reduce in number and be fully empowered by the general body to control cricket in Sri Lanka. To be effective, the term of appointment needs to be more than the current one year provision. (Note: Exco is currently elected by the Clubs and comprises 22 persons).</p> <p>13) The Exco/Board should focus on policy and strategic matters and the professional administration should be empowered to implement operational and management matters and be accountable to the Exco/Board.</p> <p>14) Exco to appoint a competent and properly empowered Chief Executive Officer to lead a professional administration that is held accountable by the Exco/Board.</p> <p>15) The CEO must introduce systems, processes and appoint staff to deliver on organisational objectives in line with the policies supporting the strategy.</p>
5.	<p>A non-existent organisational culture</p> <ul style="list-style-type: none"> Absence of sharing knowledge and information; A lack of Trust and Teamwork across the board; <p>(It is worth noting that, at the time of election, the SLC President had pledged transparency and accountability)</p>	<p>16) Develop a culture of openness and information sharing across the organisation. The need to build Trust and Teamwork is essential.</p> <p>17) Communications in all areas (SLC, Exco, staff, public) needs real improvement.</p>



<p>6.</p>	<p>Poor media relations and no media protocols</p> <ul style="list-style-type: none"> • Despite huge media/public scrutiny, the SLC media function is regarded as clerical rather than strategic; • A lack of equity, openness and transparency with media; • Journalists have selective and personal relationships with individual Exco members rather than with the organisation; • CEO not the ‘face’ of the organisation; • SLC media personnel are often uninformed and thus cannot properly explain/ defend SLC position/ decisions. 	<p>18) Develop, as an organisation, good working relationships with media and establish a proper media protocol which may include regular update/ briefings by the CEO or specifically designated spokesperson(s).</p>
<p>7.</p>	<p>A domestic cricket structure that is not optimal nor sustainable and thus not developing excellence</p> <ul style="list-style-type: none"> • Strong arguments exist for a critical review and change to the current domestic cricket playing structures (already underway); • At present there are too many first class cricket teams, players and matches causing financial strain and a steady decline in playing standards; • The hitherto central model (fully funded and managed by SLC) is not sustainable and needs to be reconsidered with the future in mind. <p><u>Note:</u> Historically a few major clubs in Colombo dominated cricket in Sri Lanka, however, changing trends and evidence show that cricket has since developed meaningfully in the regions outside Colombo and now produces talented cricketers. It is incumbent on SLC to recognise this shift and to develop top class cricket facilities in all the regions or centres. It is equally important for SLC to bear in mind the rich traditions of Club cricket (where unwavering loyalties remain) in any process of restructuring domestic cricket.</p>	<p>19) Clear and urgent dialogue to restructure the domestic cricket setup is required to ensure the future system is optimal, equitable and supported so that it presents the best opportunity for talent to develop to its full potential. Designing healthy competition structures for the better players to filter to the top is essential.</p> <p>20) The restructure of domestic cricket needs to create a decentralised and empowered provincial/regional/club structure. Devolving responsibilities, supporting clubs with established infrastructure <u>and</u> the need to source funding at all levels will create potential to develop, sustain and grow the game over time.</p> <p><u>Note:</u> It is apparent that major change is necessary and will require proper and appropriate dialogue with key stakeholders, especially clubs, to achieve success in implementing any new domestic cricket model.</p>



<p>8.</p>	<p>National Selection Committee</p> <ul style="list-style-type: none"> • The Sports Law requires the Minister to appoint a nominee to the Selection panel and also requires “<i>The selection of a national or representative team to meet or play against foreign teams (inclusive of the appointment of the captain) shall not be announced until the approval of the Minister is obtained</i>” ; • Numerous comments infer that the Minister appoints the entire Selection Panel; • the Selection Panel is directly responsible for selecting the U/19, “A” team and the National team in addition to determining the contract list of players and talent scouting. 	<p>21) Constructive engagement with the Minister is necessary to amend the Sports Law so as to comply with international norm and the new regulations of the ICC.</p> <p>22) SLC needs to establish clear Terms of Reference for the Selection Committee that would, inter-alia, secure the independence of the committee and detail its composition, process and responsibilities. The need to appropriately resource the selection function, which may well include having full time selectors, needs careful consideration.</p>
<p>9.</p>	<p>Inadequate high performance facilities and scope for more input from renowned and experienced past players</p> <ul style="list-style-type: none"> • the high performance training facilities are not up to the expected international standards with no indoor facilities and insufficient focus on the science and medical aspects necessary in contemporary international sport; • tensions exist with some former greats and this is not helpful in the development of young talented players who lose the benefit of much needed motivation, expertise and experience from role models. 	<p>23) SLC needs to develop suitable high performance and indoor facilities and should explore accessing support from the ICC’s Targeted Assistance Performance Programme (TAPP);</p> <p>24) SLC and the concerned former greats need to engage and clear tensions to pave the way for such ex-players to serve as role models and assist in the development of young players.</p>



4. Acknowledgements and conclusion

I wish to sincerely thank the SLC Executive Committee members and the management team for their willing cooperation and hospitality which has made my time in Sri Lanka enjoyable despite the complexity of the task. Their immense dedication was always evident.

Sincere appreciation is also extended to the many passionate and caring stakeholders who found time to meet and openly share with me, sometimes in confidence, their valuable insights on the challenges and potential solutions for the future well-being of cricket in Sri Lanka.

This report has been discussed with the Executive Committee of SLC.

It is naturally my wish that all the issues contained in this report are carefully considered and the recommendations implemented by SLC. This would necessitate a **suitable change management and communication programme** to ensure success with implementation which can only be achieved through strong leadership and the committed involvement of all stakeholders with absolute integrity.

A handwritten signature in black ink, appearing to read "Haroon".

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Haroon Lorgat
20 November 2012
Colombo

Suppression of innovation is not healthy.



Appendix – Stakeholder interface

In order to properly understand the environment within Sri Lankan Cricket and to obtain constructive input, discussions were held with the following individuals. The group is by no means exhaustive but, in my view, provided sufficient and valuable input for me to draw conclusions.

1	Roshan	Abeysinghe	Club rep	Commentator	22	Ranjan	Madugalle	ex player	ICC Chief Referee
2	Carlton	Bernadus	SLC Staff		23	Roshan	Mahanama	ex player	ICC Referee
3	Rex	Clementine	Media	The Island	24	Mahendra	Mapagunaratne	Fan	submission
4	Vajira	Dassanayake	SLC Staff		25	Maryam	Marikkar	SLC FCA	Independent
5	Callistus	Davy	Media	Ceylon news	26	K	Mathivanan	SLC Exco	Vice President
6	Ken	de Alwis	Players rep	CEO Players Ass.	27	Duleep	Mendis	ex player	ex-CEO
7	Ashantha	de Mel	ex player	Chief Selector	28	Reyaz	Mihular	SLC FCA	Independent
8	Ashley	de Silva	SLC Staff		29	Nuski	Mohamed	SLC Exco	Treasurer
9	Channaka	de Silva	Media	Daily Mirror	30	Upekha	Nell	SLC Staff	WT20 Tourn. Dir.
10	Mohan	de Silva	Club rep	ex-President	31	Ranjan	Paranavithana	Club coach	
11	Aravinda	de Silva	ex player		32	SR	Pathiravithana	Media	Sunday Times
12	Vanessa	de Silva	SLC Staff		33	Hiranthana	Perera	SLC Exco	Ass. Hon. Sec.
13	Upali	Dharmadasa	SLC Exco	President	34	Sanjeewa	Perera	SLC FCA	Independent
14	Mervyn	Fernando	SLC Staff		35	Dinal	Phillips	Club rep	Chair TUC&AC
15	Rajith	Fernando	SLC Staff		36	Nishantha	Ranatunga	SLC Exco	Hon. Sec.
16	Ranjith	Fernando	ex player	Commentator	37	Kumar	Sangakkara	Player	ex-National capt.
17	Duminda	Hulangamuwa	SLC FCA	Independent	38	Asanga	Seneviratne	SLC Exco	Vice President
18	Jerome	Jayarathne	SLC Staff		39	Sa'adi	Thawfeeq	Media	The Nation
19	Mahela	Jayawardene	Player	National captain	40	Hashan	Tillekeratne	ex player	
20	Ajit	Jayesekara	SLC Staff	CEO	41	Michael	Tissera	ex player	
21	Chandramali	Korale	SLC Staff		42	Sidath	Wettimuny	ex player	
					43	Daminda	Wijesuriya	Media	Lankadeepa

Note:

Several attempts to reach Mr Arjuna Ranatunga proved unsuccessful. He is a key figure in Sri Lankan cricket and engagement with him would be beneficial.