



SECOND INNINGS

Strategic Plan 2014-2017





In 1999 the Cricket Control Board of Maldives embarked on an ambitious cricket development programme under the banner, “Cricket for the Year 2000 and Beyond”. The first decade of the new century was a successful one for cricket in the Maldives. It is imperative that we learn lessons from the past as we plan for the future. A future that looks very challenging indeed. Competition from other sports and fiscal difficulties for the government has impacted Maldives Cricket finances and its work. It has impacted on our short term and long term development goals. Apart from domestic challenges, changes taking place in the way cricket is played globally, especially the introduction of the new and exciting Twenty20 format, bring added pressure on how the game is played and how it is approached by the youth in the Maldives too.

The title of this plan, “Second Innings” signifies the beginning of a second period of substantial development and growth for Maldives Cricket. It has been formulated to address the challenges facing Maldives Cricket and to take advantage of the new opportunities that have arisen with the change of Maldives Cricket from a semi-government body to an independent body in 2008 - the Cricket Board of Maldives. The Plan also builds on the success of the Junior/Youth Development Programme which began in 1999, which has brought a new generation of cricketers to the forefront of Maldives cricket.

“Second Innings” has been produced, foremost to achieve the aspirations of our cricketers, administrators and stakeholders. It takes into account Maldives Cricket obligations and responsibilities as a member of the ACC and ICC, and the requirements of the government as a sponsor and financier. This is a strategic document that will aid and assist Maldives Cricket to fulfil its vision and mission and help in formulating Annual Plans and budgets.





Vision

Make cricket the leading competitive sport in the Maldives and achieve excellence on the international stage.

Mission

To put in place a result oriented development and administrative structure which will create an enabling environment for cricket to grow and prosper.

Values

Focus

The secret to success in cricket is the players' focus. If a team concentrates on collective goals and individual aspirations that are complementary to each other, victory would no doubt be within reach.

Timeliness

Respect for set time patterns and deadlines is an essential part of life as in cricket. Timeliness teaches us to respect deadlines and increases our sense of achievement and satisfaction.

Trust

Without a good understanding and trust for ones teammates, a team would not get together in a desired manner. CBM values, aim to build trust among cricketers, administrators, peers and parents, and indeed everyone involved in cricket activities in the Maldives.

Caring

Cricket is a game of human emotions and strong affiliations and ties. Players learn to work as a team, give selflessly to ones mates and place the goals of the team before ones own aspirations. In the process, players learn to care for each other, and to develop close friendships.





Our Purpose

Our purpose is to deliver our vision through;

- Providing the vision, leadership, guidance and support to cricket at all levels
- Ensuring that development is the key, and that junior and club cricket form the nucleus of development
- Fostering a culture of excellence and accountability within Maldives Cricket
- Ensuring that appropriate facilities are made available to the growing number of players
- Producing a group of outstanding players that can compete and win regional tournaments
- Securing a strong and sustainable financial base.

Our Goals

We know we will have succeeded over the next four years if by 2017;

- School and club cricket remain strong with playing opportunities for players of different skill levels
- A Cricket Academy is established that forms the backbone of cricket development
- The Maldives national team, and at least one age group team has won a regional tournament for ICC affiliate nations
- Maldives Cricket has gained promotion as an ICC Associate member
- Maldives Cricket is managed by a professional, result oriented team, and there is a secure and sustainable revenue stream
- The cricket ground becomes a focal point for cricketers and the public with a central turf wicket, pavilion and service facilities.



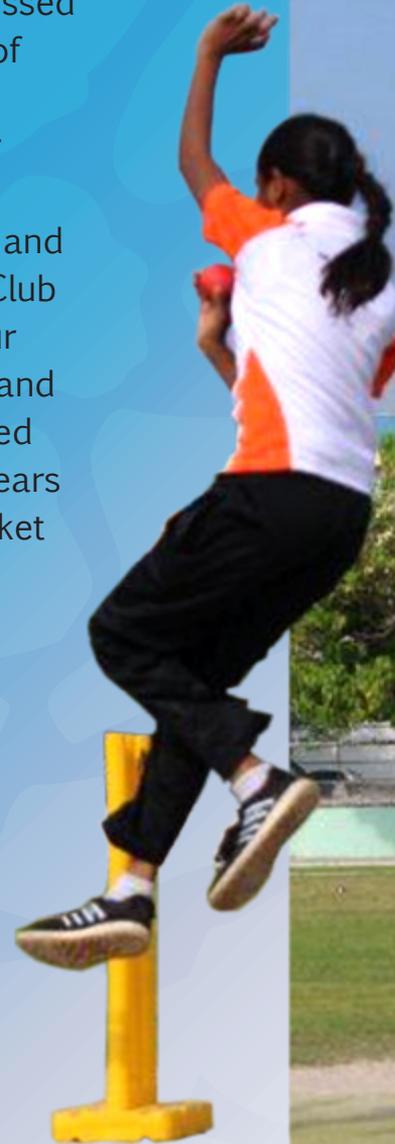


Over the past four years much work has been done to strengthen the cricket development programme begun in 1999. A number of players have progressed from the YDP to club and national cricket. One of the main failings have been the junior and youth performance regionally. The aim in the next four years will be to address this short coming and introduce cricket to a new generation of players and enhance the current development programme. Club cricket has seen ebbs and falls over the past four years. After a revival of club cricket in the early and mid 2000, club and player numbers have dwindled over the last 2 years. The aim of the next four years will be to halt the decline and revitalise club cricket by improving methods of support to clubs.

Main Strategies

JUNIOR CRICKET Set up a partnership with interested parties to establish a Cricket Academy which will become the nerve centre of cricket development.

GIRLS CRICKET Overcome the challenges of attracting girls to the game through advocacy and incentive programmes.





SCHOOL CRICKET

School Cricket Clubs will be established in each of the cricket playing schools in Male' and in interested schools in other islands. The aim is to rationalize the junior development programme and to create a body within each school to provide cricket coaching and training to all children. Maldives Cricket will provide technical assistance, resources and equipment to the clubs.

YOUTH CRICKET

Achieve better retention of players through a combination of direct and club-based support to youth players, targeting administration, coaching and a governance and competition structure that can more effectively deliver cricket at the youth level. Youth pools will be created as target groups for focussed training.

ATOLL CRICKET

Expand cricket by providing direct cricket development assistance to interested and targeted islands of Maldives with the aim of creating four regional cricket hubs.

CLUB AS THE LINK

Clubs will become the main link between the Board and cricket players and club cricket will play a key role in the transformation of youth players into players of national calibre. By the end of the Plan period, there will be at least 10 well governed, well managed and resourced clubs that provide their members with quality coaching, organization and playing opportunities. The Board will provide financial support to each club to undertake training and support tournament participation. Clubs will be required to undertake youth training programmes within the overall development framework.

COACH DEVELOPMENT

Maintain and grow a comprehensive coach development programme that delivers quality coach education opportunities, increases communication with and recognition of coaches and provides appropriate support and assistance to clubs and schools with their coaching programmes. Training and retention of national coaches will be prioritised.





UMPIRES AND SCORERS

Work with current and ex-players to increase the national umpire pool by increasing incentives and providing local and overseas training. Maldives Cricket will assist national umpires to perform at the regional level.

ALTERNATIVE FORMATS

Increase participation and grow the profile of the game, particularly amongst new players and players from other islands. Twenty20 cricket will become the focus of Youth and Senior cricket to take advantage of the global changes in cricket. Old tournament formats will be retained with emphasis on retaining those tournaments that will provide the maximum participation.





Maldives Cricket has entered a new and exciting phase in its senior and international cricket development with the entry of a new generation of cricketers in to the senior team. The next four years will see the senior and national team change completely as players trained under the development programme take reigns of the team. This, together with changes in regional cricket, will bring new challenges to the team which needs to be met head on to make the Maldives a formidable power amongst regional cricket developing countries.

Main Strategies

COACHING AND MANAGEMENT

A full time coach and management team to be in charge of the national team. This will be the key to the success of the national team. This will ensure an environment that promotes excellence both as a team and individual players.

SELECTION

A streamlined Player Pathway for players to move into the senior squads and a selection process that involve all the key stakeholders of the game.



CONTRACTING AND REMUNERATION

Attract players to the national team and retain them through a comprehensive contracting, remuneration and incentive programme.

PLAYING OPPORTUNITIES

Explore and secure additional playing opportunities regionally and internationally.

ELITE DEVELOPMENT

Expand the quantity and quality of one on one coaching offered to elite players through the cricket academy and find overseas training scholarship opportunities for such players.

JUNIOR ELITE DEVELOPMENT

Provide targeted training for age group national squads to ensure regional success.







Several changes have taken place in the governance of cricket with the adoption of a new constitution and the first general election in 2008. Maldives Cricket has also done impressively in the past in securing finance for the game, especially through sponsorship. However, the recent economic downturn and competition from other sports have impacted Maldives Cricket finances and programmes. Our challenge over the next four years will be to find new sources of financing, while consolidating existing sources and strengthening the governance of the game.

Main Strategies

GOVERNANCE

Maintain high standards of governance by strengthening the role of the Executive Board.

MANAGEMENT

Ensure that all activities of the Board are managed efficiently through the use of detailed business plans, clear delegation of responsibilities and meaningful performance reviews.





STAFF

Have a CEO who will manage Maldives Cricket with a team of full time staff who are result and goal oriented.

FINANCE

Ensure the financial viability of Maldives Cricket by seeking new sources of finance and utilising existing capital assets.

SPONSORSHIP AND MARKETING

Build on relationships with existing sponsors through improved networking and finding opportunities to introduce new products to sponsors. Develop a new approach to marketing, taking into account new competition and to remain a trail blazer in Maldives sports marketing.

EVENTS

Develop an annual event calendar and deliver well organized, vibrant and exciting events.







Maldives Cricket has been in the forefront of adopting new methods and styles of communication to take the game to a wider audience. While we have been successful in this endeavour there is much that can be done to utilise media as a tool of information sharing and linking Maldives Cricket with stakeholders and the public.

Main Strategies

- SOCIAL CRICKET** Create opportunities for everyone to take part in cricket activities, with special emphasis on keeping retired and veteran players in the game by establishing social competitions and a Master's League.
- DATABASE MANAGEMENT** Review existing database systems and put in place a long term database solution that will meet the needs of players and management, while ensuring the archival quality of Maldives Cricket data.
- WEBSITE** Develop the website and make it a clearing house of Maldives Cricket data, which is accessible to all stakeholders.
- VOLUNTEERS** Attract volunteers by providing incentives and opportunities.





One of the biggest challenges for Maldives Cricket is the lack of cricket infrastructure, especially a proper cricket ground. Despite this, developments undertaken in the Ekuveni Ground and the cricket nets have allowed for uninterrupted cricket activities over the last four years. In 2011, a new cricket ground was opened in Fuvahmulah island; a historic first as this is the first dedicated cricket ground and the first facility of this stature developed outside the capital. It has created opportunities to take the great game out of Male’.

Main Strategies

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| CRICKET GROUND | To complete the Pavilion at the Ekuveni Ground as a focal point for cricket activity and as a source of finance for Maldives. |
| EXPANDING FACILITIES | Ensure that players in the Maldives Cricket development programme in all parts of the country have access to cricket facilities with special emphasis on practice facilities, and grounds in at least four regions of the country. |
| CRICKET HOUSE | To streamline and rationalise under the banner of “Cricket House” the services available at the Board office, such as the Gym and audio-visual media room. |



KPIs and Key Strategic Initiatives

Sustaining development

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
Junior Cricket	<ul style="list-style-type: none"> Cricket Academy established 	<ul style="list-style-type: none"> Prepare business plan, financing plan, and programme. Seek expressions of interest for the project Set up Cricket Academy
Girls Cricket	<ul style="list-style-type: none"> At least 200 girls in the programme At least 4 schools have girls squad A girls national squad 	<ul style="list-style-type: none"> Employ a women's development officer Seek and earmark funds for Girl's Cricket Special programmes in school targeted at girls and their parents Providing kits to girls Advocacy and Promotional activities for girls cricket

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
School Cricket	<ul style="list-style-type: none"> Cricket Clubs in at least 8 schools At least 1000 children in the programme each year A coach for each club 200 players from school cricket in Junior/Youth pool 	<ul style="list-style-type: none"> Identify interested schools and select key focal points Seek and earmark finance for the clubs Nominate coaches to each school club Establish player pathway for children from school cricket to get into Junior/Youth cricket Organise school cricket tournaments.
Junior/Youth	<ul style="list-style-type: none"> 500 players in Junior/Youth cricket Age groups squads Annual training camps Junior and Youth national pools 	<ul style="list-style-type: none"> Employ a Junior/Youth Development Manager who will work within the cricket academy structure to deliver the programme objectives Employ full-time coaches for each junior/youth age group Organise domestic tournaments for the age groups Organise annual training overseas, including opportunities to play competitive games
Atoll Cricket	<ul style="list-style-type: none"> Cricket played in at least 10 islands School cricket played in all islands 	<ul style="list-style-type: none"> Assistance provided to develop cricket in the islands, including coach assistance, equipment and training opportunities

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
	<ul style="list-style-type: none"> • Club cricket played in at least 5 islands • A level 2 coach in all islands • Affiliate decentralised associations in 2 regions 	<ul style="list-style-type: none"> • Organise school and club tournaments in islands • Provide technical assistance to set up regional decentralised cricket associations
Club as the link	<ul style="list-style-type: none"> • 15% of CBM budget allocated to clubs. • 10 CBM affiliated clubs • Financial support provided to clubs • Sustainable clubs 	<ul style="list-style-type: none"> • Seek expressions of interest from clubs wishing to affiliate with CBM Club Development Programme • Arrange governance and administration programmes for clubs • Seek and earmark funds for the programme • Assist clubs in getting full-time coaches • Liaise with clubs and the academy and Youth/Junior development manager to get players into the club youth teams.
Coach development	<ul style="list-style-type: none"> • 25 Beginners coaches • 10 intermediate coaches • 10 advanced coaches 	<ul style="list-style-type: none"> • Make coaching an attractive option for players, ex-players and cricket lovers • Revise coach pay schedules to attract and retain coaches • Strengthen the relationship between CBM and coaches • Provide incentives for implementing coaching programs



STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
		<ul style="list-style-type: none">• Implement coach education programmes in Maldives• Seek international coach education programmes
Umpires and scorers	<ul style="list-style-type: none">• 25 Beginner umpires• 10 Intermediate umpires• 5 Advanced umpires• At least 2 Maldivian umpires in the Associate and Affiliate International Umpires Panel	<ul style="list-style-type: none">• Revise umpire and scorers pay schedules to attract more umpires• Promote umpiring and scoring amongst junior and youth players• Implement umpire and scorer education programmes in Maldives• Seek international umpires and scorers education programmes
Alternative formats	<ul style="list-style-type: none">• Domestic Twenty20 tournament strengthened• A regional club Twenty20 tournament• Junior/Youth weekend league• Over 40 and veteran cricket	<ul style="list-style-type: none">• Raise the profile of the Twenty20 tournament• Introduce a Twenty20 tournament for senior school teams and youth teams• Introduce weekend games throughout the year for junior and youth players

Achieving Excellence

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
Coaching and Management	<ul style="list-style-type: none"> • Full time coach • Management team 	<ul style="list-style-type: none"> • Employ a full time coach for the national team • Set-up a management team with a full time manager, physiotherapist and support staff
Selection	<ul style="list-style-type: none"> • Criteria developed • Functional selection committee 	<ul style="list-style-type: none"> • Establish criteria at all levels of development to identify players for elite development and senior squads • A selection committee to be established that will function as a scouting body to select gifted players.
Contracting & Remuneration	<ul style="list-style-type: none"> • A pool of 25 contracted players 	<ul style="list-style-type: none"> • Seek and earmark funds to provide financial incentives for national pool players • Central contracts will be signed with all national pool players.
Playing opportunities	<ul style="list-style-type: none"> • Annual overseas training camp • Tournament participation • Regional Twenty20 tournament 	<ul style="list-style-type: none"> • At least one overseas training tour each year • Participation in international and regional tournament • Start a regional club level Twenty20 cricket tournament.



STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
Elite	<ul style="list-style-type: none">• A pool of players selected• Specialist clinics• Two annual cricket scholarships	<ul style="list-style-type: none">• Special programme formulated for gifted players in collaboration with the cricket academy with specialist clinics• Seek scholarship opportunities for gifted players in regional and international centres

The Business of Cricket

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
Governance	<ul style="list-style-type: none"> Cricket governance seminar 	<ul style="list-style-type: none"> Conduct governance courses for all cricket stakeholders Collaborate with clubs and other stakeholders to identify the best people to manage the game. Involve ex-cricketers and veterans in the management of the game.
Management	<ul style="list-style-type: none"> Business plan Performance appraisals 	<ul style="list-style-type: none"> Prepare long term business plans and annual business plans, aligned to the requirements of the ICC, ACC and National Sports Council Introduce performance appraisal for all CBM staff, including coaching and management staff.
Staff	<ul style="list-style-type: none"> Full time CEO 5 full time staff 	<ul style="list-style-type: none"> Appoint a full time CEO
Finance	<ul style="list-style-type: none"> High ICC funding category 35% of financing from sponsors and CBM assets 	<ul style="list-style-type: none"> Fulfil requirements to move to a higher level of funding from ICC and ACC Identify CBM capital assets which can be utilised to raise additional funds Raise finance to invest or bid on an investment property

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
Sponsorship and marketing	<ul style="list-style-type: none"> • New sponsors • Tournaments sponsored 	<ul style="list-style-type: none"> • Instead of seeking major sponsors, run events with sponsorship from a number of different sponsors • Identify new ways of marketing to entice new sponsors, with lower value, high impact campaigns
Events	<ul style="list-style-type: none"> • Annual events 	<ul style="list-style-type: none"> • Develop annual events calendar

Cricket for All

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
Database management	<ul style="list-style-type: none"> Data and statistics online 	<ul style="list-style-type: none"> Review existing database and statistics management systems at CBM Seek ICC/ACC technical assistance in creating archival quality statistical systems Provide a web-based data and statistics service for players
Website	<ul style="list-style-type: none"> 80 percent CBM news and information disseminated through website 	<ul style="list-style-type: none"> Use the state of the art in web design to deliver a slicker user friendly website Streamline all CBM applications, including tournament entry forms, various committee applications to be delivered over the internet Provide media services through the website
Social cricket and sport for all	<ul style="list-style-type: none"> Master's League Super Skills Challenge Indoor Cricket Indoor Cricket League 	<ul style="list-style-type: none"> Continue CBM social cricket activities such as the Ramazan carnival. Introduce a Master's League as a way for ex-cricketers and veterans to be involved in the game Introduce a cricket skills tournament , such as a Super Skills Challenge Introduce beach cricket Introduce an Indoor Cricket League

Cricket Facilities

STRATEGY	KEY PERFORMANCE INDICATOR	KEY STRATEGIC INITIATIVES
Cricket ground	<ul style="list-style-type: none"> Pavilion 	<ul style="list-style-type: none"> Raise the additional funds necessary to complete the Pavilion Complete the Pavilion with change rooms and service facilities.
Expanding facilities	<ul style="list-style-type: none"> National Cricket Ground and Indoor Cricket Hall developed New cricket grounds in Lh. Hinnavaru, HA. Hanimaadhoo, Hulhumale’ and developed ground in Gn. Fuahmulah 	<ul style="list-style-type: none"> Develop the central wicket in the cricket ground Seek financial assistance or investment to enhance the facilities available at the Indoor Cricket Hall to cater to the needs of the Cricket Academy Set-up cricket nets and practice facilities in HA. Hanimaadhoo, Lh. Hinnavaru and Hulhumale. Negotiate with the state regarding the land allocation for sports in Hulhumale’ and conclude agreements regarding cricket grounds in the islands.
Cricket House	<ul style="list-style-type: none"> Cricket house established 	<ul style="list-style-type: none"> Upgrade facilities Gym service outsourced Purchase cricket media and publications

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CBM Values | ސަލާމަތު ފަދަ ފަދަ ފަދަ

- Focus ސަލާމަތު ފަދަ ފަދަ ފަދަ
- Timeliness ފަދަ ފަދަ ފަދަ
- Trust ފަދަ ފަދަ ފަދަ
- Caring ފަދަ ފަދަ ފަދަ