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Stakeholders' Explanations of the State of Cricket in Barbados

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Walden University

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Derek Alleyne

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Abstract

Stakeholders' Explanations of the State of Cricket in Barbados

by

Derek Alleyne

Dissertation submitted in Partial Fulfillment

of the requirement for the Degree of

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August 2019

Abstract

Policy processes influence decision-making and when processes are influenced by multiple stakeholders, individual interests can go against the general good of the organization or community. The multiple stakeholders of cricket in Barbados have governed the development of cricket. Over the last 30 years the sport has been on a steady decline evidenced by the low attendance at games and the number of teams and individuals playing the sport. At a time when the sport has been growing at the international level, the decline in the fortunes of the sport in Barbados had led to a climate of mistrust and blame apportioning, which can only lead to further decay. This explanatory case study drawing from 2 focus groups and 15 individual interviews examined the views and perceptions of players, media personnel, officials, administrators, fans and concessionaires, as to the state of the sport, the factors that have contributed to that state and the role of the stakeholders in the process. Data analyzed using thick analysis methods revealed that the stakeholders believed that sport was in decline in Barbados and changes in the social and community structures, competition from other sports, unclear roles and uncooperative relations of stakeholders were key factors that acted against the development of the sport. The implications for positive social change are directed at the collaborative role of stakeholders that places the general good beyond individual pursuits and the need to change the current methods of governance.

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So many friends and family members have contributed to this study that to make an effort to list them would tend to diminish the value of the acknowledgement and in that process I may miss someone and the consequences could be dire. Nonetheless my mother Sylvia and sister Sheerand were particularly inspiring as well as my friend Kathyann. My colleagues at work and my “Black Rock Posse” kept me going. The many classmates along the way that offered comments and encouragement from a distance were critical peers at several junctions of the course work and thanks must be given to them.

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cricket in Barbados and to encourage greater cooperation between all the stakeholders of Barbados' national pastime.

Table of Contents

List of Tables	iv
Chapter 1: Introduction to the Study.....	1
Background to the Problem	1
Statement of the Problem	3
Research Questions	6
Theoretical Framework.....	7
Nature of the Study.....	9
Definition of Terms	9
Assumptions.....	10
Scope and Delimitations	10
Limitations of the Study.....	11
Significance of the Study.....	11
Implications for Positive Social Change	12
Chapter Summary	13
Chapter 2: Literature Review	15
Introduction	15
Literature Sources and Key Search Terms	15
The Iterative Search Process.....	18
Theoretical Foundation.....	18
Patterns of Policy Making In Barbados	23
Policy Making and Cricket in Barbados.....	31
Summary of Current Literature Relevant to the Problem	36
Chapter 3 Research Method	38
Introduction	38
The Research Tradition and Rationale.....	39
Role of the Researcher.....	43
Methodology.....	44
Participant Selection Logic.....	44

Instrumentation.....	45
Data Collection.....	46
Interview Guide.....	47
Procedures for Recruitment, Participation and Data Collection	48
Data Analysis Plan	50
Issues of Trustworthiness	53
Ethical Procedures	54
Conclusion.....	55
Chapter 4: Results.....	57
Introduction	57
Research Setting	58
Demographics	59
Data Collection.....	60
Focus Group 1	60
Individual Interviews.....	61
Focus Group 2	62
Data Analysis.....	63
Evidence of Trustworthiness.....	64
Results.....	65
Findings	81
Research Question 1	83
Research Question 2	84
Research Question 3	88
Chapter 5: Discussion, Conclusions & Recommendations.....	97
Introduction	97
Interpretation of the Findings.....	99
The State Of Cricket	99
Factors Leading to the Decline.....	101
The Role of the Stakeholders	103
Limitations of the Study.....	105

Recommendations.....	106
Implications for Social Change.....	109
Conclusion.....	110
References	112
Appendix A.....	139
Appendix B	143

List of Tables

Table 1. Analysis, Methods, Types, Memos, Definitions	51
Table 2. Stakeholder groups and factors influencing cricket's decline	66
Table 3. Individual interviews and factors identified by stakeholders	76
Table 4. Factors relating to cricket's decline	82
Table 5. Policy decisions taken without stakeholder involvement	86
Table 6. Softball cricket teams decline.....	100
Table 7. BCA, BCL clubs playing cricket in selected years.....	100

Chapter 1: Introduction to the Study

Increasingly more attention is being placed on the role of sport in development at both the academic and policy levels. This chapter includes an academic attempt to examine the policy environment and actions of stakeholders relating to the development and administration of cricket in Barbados. Additionally, it includes the background that makes the study relevant. While there was a shortage of informed data on the topic there was much anecdotal information about the state of the sport in Barbados.

In addition, I identified the research as qualitative and sought to find meanings participants had created regarding cricket policy in Barbados. The chapter included the background to the study and a justification of the case study as the research strategy. Additionally, it included the stakeholder theory and advocacy coalition network, as the lens and framework respectively that guided the research.

The chapter included a discussion about the participants, listed the assumptions about their involvement and about the processes of data collection and analysis. Finally, the chapter identified the questions which guided the research, spelled out the scope and limitations of the study and provided a list of the research sources and the search terms.

Background to the Problem

Cricket has brought international acclaim to Barbados and the country was recognized as a major contributor to the sport. It has produced many outstanding players, announcers, officials, and administrators. The sport was played at schools at every level and facilities for participation were available in most communities across the island. Although soccer was played as much, cricket was still recognized as the national pastime

of Barbadians. Houlihan (1997) stated that sport has been transformed from a parochial pastime arousing only passing interests, to demand attention from presidents, prime ministers, and monarchs. Cricket provides Barbados' brand of a global sporting interest and its importance to the Barbadian way of life has been immeasurable. Any falter in the fortunes of cricket in Barbados could amount to a national crisis. The importance of cricket to Barbadians was echoed by Sandiford (1998). Sandiford argued that cricket means more to Barbadians than football means to Brazilians and curling to the Scots.

No other event stirs the passion of Barbadians to the extent that cricket does. However concern had been raised about the drop in the standard of the game. Varied factors that contributed to the decline had been identified by the stakeholders' of cricket.

Apportioning blame for the state of the game had taken hold of the cricket environment in Barbados and no clear answers were being suggested. The two associations responsible for the management of the game, the Barbados Cricket Association (BCA) and the Barbados Cricket League (BCL) found little cause to jointly address the state of the sport. This apathy appeared to exist even though attendance at games, participation in the sport, and the standard of play at all levels of the sport appeared to be on the decline. At the same time the Government of Barbados (GOB), a major stakeholder, seemed to have taken the view that responsibility for the sport resided in the bodies elected to manage it. Yet the government of Barbados maintained scores of cricket grounds across the island and provided the major financing for the only international facility, Kensington Oval. In addition, the National Sports Council continued to provide coaching for primary and secondary level schools. Who was

responsible for what, as it relates to cricket policy, seemed to be an unanswered question. In an environment where there was no clarity, decision making had become ad hoc and responses even less coordinated.

Statement of the Problem

At the basic level, for a sport to survive it needs players, fans, and spectators. Increasingly, sport draws on a wider collection of stakeholders to give meaning to its attractiveness and survival. Players, fans, concessionaires, journalists, officials and administrators all play a part in the development and maintenance of cricket in Barbados. In 2007 the West Indies hosted the International Cricket Council's World Cup and Barbados was the venue selected for the final. The match was played to a sellout crowd, even though the regional team, the West Indies, did not make the final. The country had invested U.S. \$65 million to increase the capacity of the oval from 12,000 to 25000 spectators. However, by 2014 when the New Zealand cricketers met the West Indies at the same venue, even though school children were given free admission, the capacity over the four days did not reach 3000 spectators (Garner, 2014). This pattern was reflected all across local playing fields and across school grounds. All stakeholders were affected, in varying degrees, by the low turnout at Kensington.

Another participation factor was the number of teams taking part in competitions. In 2016 the Barbados Cricket Association's (BCA) competition engaged 120 teams and the Barbados Cricket League (BCL) coordinated games that engaged 41 teams. This was clearly a decline when compared to Sandiford's (1987) claim that in 1966, the year of Barbados' independence, there were more than 200 elevens participating in organized

cricket. Of more or equal significance was the level of cricket played in the districts. The BCL's competitions, that engaged teams in the local communities, had dwindled from 89 teams in 1967, and 86 in 1997 to 41 in 2016.

This declining level of participation appeared to be the growing norm. While this pattern of low attendance affects concessionaires, players, officials, administrators and the media, the overall impact was on the appeal of the sport to young sports persons. This view was echoed by principal of the Parkinson Secondary School, who expressed the view that it had become increasingly difficult to find 12 boys at the school to play in cricket on Sundays (Broome, 2012). The participation levels and the standard of cricket were issues that led to the BCA engaging a strategic plan designed to make Barbados' cricket strong again (Annual Report, 2012).

Cricket in Barbados forms part of the regional setup called the West Indies. The regional structure consists of all English speaking nations or dependencies. The countries to the north play under the representative unit, the Windward Islands, while those to the South, play under the banner of the Leeward Islands. Jamaica, Barbados, Trinidad and Tobago, and Guyana complete the competing units that participate in annual competitions. Players from these teams are selected to represent the West Indies at international tournaments. The West Indies Cricket Board (WICB) is responsible for policy at the regional level and represents the region at the International Cricket Council (ICC). Each unit has a policy body responsible for administering the sport in the interests of the unit but within the policy of the WICB.

The 2013 Annual Report of the Barbados Cricket Association stated that while there was a belief that cricket in Barbados continued to decline from the high standards of the past, the operational system remained the best in the region. This claim made by the BCA mirrored those expressed through anecdotal information and broadcasts made on Barbadian radio and television stations and across editorials in the local papers. Arguments emerging from the local debate suggested that there was a strong belief that cricket was declining in significance as the national pastime of Barbadians and further, that young men in particular, did not find the sport an expression of national identity (Beckles, 2012). This view which asserted cricket's decline was contrasted and compared to what was perceived as a growth in other sports including volleyball, badminton, soccer, and basketball (Best, 2012). The strength of the argument about the decline in cricket was fueled by poor team performance, low attendance at games, and declining participation rates in the sport in communities across the island.

At the same time, the absence of reliable data had contributed to the engagement of stakeholders (fans, players, officials, administrators, concessionaires, and journalists) in an ongoing sequence of apportioning blame to each other for the state of the sport. The problem was that there was confusion surrounding cricket in Barbados and no significant policy initiative had been undertaken to find out what was wrong with the sport or to address its state. Miragaia et al., (2014) pointed out that as the sport becomes more global and pressure is placed on teams to succeed, stakeholder analysis becomes critical in the management of the entity. In particular, the authors advanced that policy prescriptions, that include stakeholder involvement, provide a good chance for success. Moreover, they

contended that clear identification of the stakeholders and the interests and relevance of their involvement is also important. People are more likely to support decisions into which they made an input. By participating in the decision making process, stakeholders would be willing to grant approval since their specific interests as well as and general interests would have been considered. While stakeholder involvement was evident in the decision making process in cricket in Barbados, the problem that remained was that there was no understanding of how that involvement influenced the policy environment or the state of the sport in Barbados.

Purpose of the Study

The primary purpose of the study was to examine the policy environment and process that have led to the state of cricket in Barbados. It also examined the role the stakeholders played in the formulation of the existing policy. In assessing how cricket policy was designed in Barbados, I explored that the local associations, government and a combination of other stakeholders impacted the process. The data provided insights into whether there was collaboration or competition within the advocacy process and how either or both forces influenced policy decision. The study accepted that local policy issues were also influenced by developments and initiatives taken at the regional and the international levels.

Research Questions

In this policy study I sought to examine the environment and processes that have contributed to the state of cricket in Barbados. The research questions were:

1. What is the state of cricket in Barbados and what factors have contributed to that state?
2. How have the stakeholders contributed to the state?

By engaging stakeholders in a discussion on the state of cricket policy, issues, and processes and the forms of stakeholder advocacy emerged.

Theoretical Framework

Selecting an approach to conduct a research points to the way a researcher views the world, hence Miles, Huberman, & Saldana (2014) insisted that researchers should explain their worldview. By so doing the researcher enjoins the reader in a conversation. Qualitative researchers are concerned with understanding the peculiarities and inconsistencies that shape human relations. They contend with institutions and structures, seeking to interpret meaning. As such, qualitative researchers must be pragmatic because the world is constantly changing (Miles et al., 2014). This research was undertaken within the interpretive traditions, for I believe that all human actions or beliefs are subject to interpretation. Further, I believe that by interpreting the views of cricket stakeholders, some idea of the state of the sport can be gleaned.

The scope of the study was explanatory and focused on the opinions of individuals and groups with an interest in the phenomenon under study, namely the policy environment that contributed to the state of cricket in Barbados. It utilized stakeholder theory and policy advocacy coalition as the frameworks. Advocacy in policy-making is typical of a democratic society and reveals itself in lobbying, agenda setting, mobilization, policy implementation and monitoring (Swedlow, 2014). The advocacy

coalition framework (Dean 2003; Sabatier 1991, 2006, 2007) allows for an understanding of competition for individual and collective interests in a specific phenomenon across multiple stakeholders. By utilizing the policy advocacy framework I was able to explore the policy process across an environment where multiple stakeholders competed, all influencing the direction that cricket has taken. Dean (2003) explained that an advocacy coalition is made up of actors from various coalitions, decision makers, pressure groups and political players who can influence the policy process. The members of the coalition can be in or outside the government sector and the relationship of interaction may be structured or unstructured. What ties these influencing actors are the common interests in the particular phenomenon.

Stakeholder theory commences with the basic tenet of identifying the stakeholders and what makes individuals or entities stakeholders. Bryer (2005) pointed out that the identification process is important since it sets the base for answering questions such as whether the stakeholder operate directly in policy decisions and if this interest is intrinsic to the entity's success. This study advances that stakeholder theory (Bryer, 2005; Matwijkiw, A. & Matwijkiw, B. 2009; Pamment, 2016; Porter & Shortall, 2009) provides the most appropriate lens because it allows the researcher to distinguish between primary and secondary stakeholders (Ferkins & Shilbury, 2015). It also allows for the incorporation subsets of any coalition or network that may be revealed in the literature and interviews (Wixted & Holbrook, 2012). Further, because stakeholder theory accommodates issues of governance (Ferkins & Shilbury, 2015) it widens the research stretch of the study. It does so because in arriving at the state of cricket in Barbados,

governance emerged as a policy defining issue influencing the state of cricket. By combining the two frameworks the researcher was able to determine the type of policies that emerged as contributing to the state of cricket in Barbados. At the same time, the environment in which the policy prescriptions were advanced was examined.

Nature of the Study

A qualitative approach was adopted in the processes of determining policy through the experiences of the stakeholders of cricket. Qualitative research allows the researcher to engage the participants in their own settings while collecting data. I was able to clarify specific data sets as I engaged the participants in an iterative process of collection and analysis.

Definition of Terms

The following terms appear throughout the study and are defined hereunder for clarity.

First class status: the second highest level of cricket as determined by the ICC where games are played over 3 or four days for 6 hours each day (Schaffter, 2019).

Governance: the way a group of organizations or system exercises control, allocates resources and interacts with other entities (Ferkins & Shilbury, 2015)

Test status: highest level of cricket as determined by the International Cricket Council where games are played over 5 days for 6 hours each day (Schaffter, 2019).

Stakeholders: individuals whose collective actions are guided by or directly serve the mandate of an overarching organizational framework (Downey & Geransar, 2008)

Assumptions

In this study I sought to gain an understanding of the views of the stakeholders of cricket on the state of the sport and what factors contributed to that state. I also sought to examine the role of the stakeholders in the development of cricket in Barbados in developing the study several assumptions were made:

1. The stakeholders of cricket will share their experiences in one-to-one interviews and in focus group sessions and that they will do so truthfully.
2. Focus group interviews bring individuals and groups together to express opinions about the same phenomenon and the assumption is made that the interaction and sharing of experiences will enrich the data.
3. Respondents would agree to have their opinions recorded.
4. Respondents would agree to share their experiences at selected sites.
5. Reports and minutes of associations and clubs would be available for review.
6. The involvement of the researcher in cricket at several levels (player, fan, official) will open doors that allow for access to data sources.

Scope and Delimitations

The study incorporated the views of cricket's stakeholders from Barbados. It identified stakeholders on the basis of their association with cricket as players, fans, officials, administrators, concessionaires and journalists. Barbados is part of the international "Test" team, the West Indies, and games in which it participates are deemed by the ICC as First Class. Some of the respondents selected had "test" status while others did not but all had some attachment to, or interest in the sport. Since cricket is a male

dominated sport, respondents did show a bias towards males. While there is a significant number of Barbadians living outside the country with an interest in the fortunes of cricket, no direct effort was made to specifically include Barbadians living overseas, but some overseas based cricket enthusiasts were present in Barbados and did participate in the focus-group sessions and contributed to the individual interview.

Limitations of the Study

Interviewing and focus group data collection processes can be time consuming and while a larger sample would be desirable; to keep the data collection manageable 15 individual interviews and 2 focus-group sessions were conducted. Since the status of the sport was anticipated to continue to change, further research would be required to do justice to the state of the sport and to provide greater understanding of the policy environment which has contributed to that state. Further research would also provide greater opportunities for the representation of a greater number of stakeholders who hold views about the phenomenon.

Significance of the Study

The study came at a time when the national cricket team of Barbados and that of the regional grouping, the West Indies, had shown consistent declining performances. The ICC performance ratings placed the former world champions, the West Indies, eighth out of a total of 12 international teams (Wisden, 2014). At the regional level, since the commencement of regional first class cricket in 1965, Barbados had always been a dominant force in regional cricket winning the first class level competition 22 times ahead of Jamaica with 11 wins and Guyana 8. However, since 2005 Barbados had

managed 3 wins with Jamaica leading the way with six and Guyana two. The limited research into the affairs of cricket generally and to the policy process specifically, suggested that the findings of this study would open the way for further studies while pointing to some key issues that ought to be addressed if the sport was to return to the levels of acclaim and participation it enjoyed in the past.

Further significance was garnered from the realization that while the West Indies team struggled to find its way among the emerging cricket nations, the sport at the international level appeared to have been rising from the slump identified as drifting in a marsh to a slow death (Heffer, 1998). Without informed positions on the state of cricket and the policymaking and implementation environment, the GOB, the BCA, and the BCL would have continued to grapple with and respond to opinions based on the individual interests of stakeholders, fed by regionally and internationally designed responses to the state of the game at those levels.

This study can throw some light on the role of the stakeholders in the development of what policy there had been. In addition to strengthening the literature on policy making, on sport generally and cricket in particular, the study could also provide an informed basis on which planners can address the state of the sport. It could therefore create an environment that allowed the Barbados brand of cricket to benefit from the ongoing improvements and restructuring at the international level.

Implications for Positive Social Change

Cricket plays an important role in the cultural, political, economic, and social relations in Barbados. At the time of the study the policy process appeared to be

disjointed and stakeholders were engaging in a blame game concerning what was wrong with the sport and who contributed to the state. Any contribution made to the improvement of the relations between the individuals and groups who contributed to and benefit from the sport would have an impact on the entire society. The study, by providing each group of stakeholders with evidence of the state of the sport and how other stakeholders viewed their role and contribution, could lead to an improvement of the policy process and environment. It could also improve the relationships between the several stakeholders by reducing conflict levels and delays in making decisions in the furtherance of cricket development. The study could also influence positively policy making in other social activities including other sports.

Chapter Summary

The chapter identified the nature of the study as qualitative utilizing a case study methodology to collect and analyze data from a sample of cricket 26 stakeholders. It made the assumption that cricketers, fans, media personnel, officials, concessionaires and administrators would have found the social change potential of a clearer policy process that could have positively enhanced the policy environment and contributed to an improvement in the fortunes of the sport, a reason to participate. The background indicated that cricket in Barbados was in decline and further that stakeholders were blaming each other for that perceived state of affairs. Anticipating mixed views from the stakeholders, the chapter explained that the advocacy coalition approach and stakeholder theory provided an adequate framework and lens respectively for examining the case. Finally the chapter also provided a list of the data sources and definitions of terms and the

questions that guided the research. It explained the limitations of focus group and interviewing data collection methods and identified the scope of the study as concentrating on stakeholders of cricket even though it had significance for other social actors and policy processes.

Chapter 2: Literature Review

Introduction

Research into cricket policy in general is necessary and in Barbados it is critically so. The literature review contextualized the problem that cricket appeared to be on the decline and examined the policies and policy environment that contributed to that state of affairs. Since policies can emanate from the efforts of individuals and groups, the chapter also examined the policy making process, generally, and then cricket policy specific to Barbados. Stakeholders compete for specific policy options and the theories relating to stakeholders are discussed.

Further, because stakeholders of cricket in Barbados operate in several spheres, theories and concepts relating to communities of stakeholders were examined for relevance and context to the study. To that end, the review examined recent literature on advocacy, networks and coalitions as each concept provided an approach through which the policy process can be examined. The review placed the operationalization of coalitions and networks within an advocacy/participation framework. Included in the chapter is a list of data sources and key terms used to locate articles relevant to the study.

Finally, the chapter reviews theories relating to policy development generally, locates them into the Barbadian context before specifically discussing that context in relation to the environment that influenced the development of cricket.

Literature Sources and Key Search Terms

A recurring theme that drove the research on the problem of cricket policy was the paucity of literature that addressed it. Nonetheless, the review process included an examination of reports of cricket bodies at the local, regional and international levels, and

drew on accounts of government officials as they discussed the state of cricket in Barbados. Other information on cricket policy was taken from parliamentary debates and reports of special meetings, symposia, and from interviews and discussions published in local newspapers and magazines.

Cricket, like all sports, was impacted by the globalization process. The global reach of cricket meant that some literature emerged which examined this reality. In particular, the development of cricket in South Africa, Pakistan, and India, all postcolonial societies provided some data that added quality and direction to the study. Similarly, the general texts on the sport and the biographies of cricketers provided some guidance and understanding of themes common to cricket.

Even though there was accessibility to the library sources of the University of the West Indies, writing on cricket and policy processes had been limited from that source. It was also limited on literature that examines policy environment and stakeholder involvement in the policy process. This meant that the Walden library remained the main source for locating relevant research material especially on stakeholder analysis, advocacy coalition network and policy process. The Political Science Complete, SocIndex, PsycInfo and Academic Source Complete data bases were the principal sources from which data were sourced and utilized in the review. The use of cricket as a search term provided few current articles and even when cricket was added to globalization on the above-mentioned data bases, the result was not significantly better. Sport and cricket combinations yielded more articles but not significantly so. The databases yielded more resources when searching for policy, public administration and management combinations. Searches for advocacy, coalitions and networks were ample

and allowed greater analysis of existing literature. But from direct searches for cricket and combinations including global, globalization, sports, race, culture and politics the offerings were limited. In this environment of limited local data sources, the Walden library was used to locate current data and views about cricket, sport, policy process, and policy advocacy. Since cricket policy was the central issue all data bases were sourced using as key words: global sports, sports management, cricket, West Indies cricket, World Cup cricket, globalization and cricket, and cricket policy. The effort to locate the study within a policy framework meant that the search also sought to examine current data on policy in its several contexts. Search terms used included sports policy, policy processes, policy advocacy, advocacy coalition, coalition networks, policy networks, public policy, public administration, social policy and policy analysis and advocacy and causal analysis. The third major category centered on the theoretical foundations of the study. The search category included stakeholder theory, stakeholder analysis, cultural theory, social theory, group dynamics, stakeholder interests and decision-making. The final category focused on locating the research within the qualitative approach. It included searches for data on case study methodology, qualitative research, interviewing and focus-group interviewing. The literature search also included grounded theory in an effort to determine the applicability of this method to the study.

The library data bases accessed include:

Academic Source complete

Political science complete

Sage Premier

Business Source complete

ProQuest central

PsycInfo

SocIndex

The Iterative Search Process

The search iterative process was ongoing. It involved moving from the researcher's early proposition that cricket was in decline in Barbados to an examination of literature on policy, globalization, cricket management and development, as these issues related to the state of cricket. The phenomenon of globalization also impacted cricket and policy making and the review also ventured into the changes that the new global order ushered in. The review also included an analysis of the role of stakeholders as individuals and in coalitions as they advocated for policy options. The process included searches for the emerging literature on advocacy coalition within the policy process. It became necessary since new schools of streaming and causal tracing also spoke to policy and decision making. In particular, the utilization of community meetings appeared to have become a popular tool by which to gather opinions about cricket policy, so some attention was paid to finding data on these two decision making tools.

Theoretical Foundation

Policies do not emerge in a vacuum and the development of cricket policy invited the researcher to examine and understand the context in which individuals and groups created and exercised policy options. Cricket policy presented some specific factors and contexts that influenced its development and sustainability. Institutions need human interaction to develop and remain relevant. Old ideas give way to new ones. At the same time some individuals and groups struggle to make change while others prefer the status

quo. It is within this environment of change and continuity that alliances and coalitions are formed to provide advantage to one group or another.

I accepted the notion of advocacy as a process that explained how individuals or groups compete to secure interests. I sought to discover the environment in which advocacy for individual and collective interests contributed to the policy generation and implementation in the furtherance of cricket development in Barbados. I therefore saw, as Husillos and Alvarez-Gill (2002) held that associations, like firms, are conditioned by pressures exerted by the stakeholders and as such stood at the pivot of organizational behavior and interest's advocacy.

Theories that address power sharing, group dynamics, culture and decision-making all provided some answers to the problems associated with cricket policy in Barbados. Yet the review confirmed stakeholder theory as more than appropriate lens through which data collection and analysis took place, and provided a basis for explaining the policy environment of cricket. Matwijkiw and Matwijkiw (2009) credited Freedman (1984) as the father of stakeholder theory and acknowledged that the lens had ventured into new areas, including law. They argued that the theory went beyond the narrow conception of market agents and stockholders representing management. They contended that it had moved to an understanding that one's own interests are critical in the interplay of human interaction.

Attention to policy preferences within the policy making matrix was critical to Hoekstra and Kaptein, 2014). Attention had been paid to policy evaluation by (Bunea, (2014); Cheshmehzangi, (2015); & Kofman, (2014); while Fisher, (2014); and Richardson, (2000) saw policy evaluation in the policy mix as the critical area of

concentration. Bukowski, (2007); Coleman & Perl, (1999); Dolan, (2003); Dowding, (1995); Sabatier, (1988); & Wright (1988) all paid some attention to theories and frameworks that guided research in the policy process. Dolan (2003) explained that policy generation was often the outcome of a collective decision-making process. The author warned that the makeup of the collective had some impact on the process as individuals and groups, within the collective, had specific interests that could clash with or drive the process to a specific or general policy outcome.

Policy researchers can diagnose problems, project trends and impacts, evaluate effectiveness and assign responsibilities for past initiatives and actions (Steinberg, 2004). Understanding the policy process threw light on the role or contribution of the actors within the policy system. It also provided insights on the policies that emerged over a specific time frame and within a particular context. Researchers have suggested that increasingly, the policy process at the local level has been influenced by regional and international actors or actions. As sport generally, and cricket specifically, is an international concern, examining the policy process in Barbados accepts the pluralization of actors as well as the many and contested interests and levels of authority. Stone (2008) argued that the concept of public global policy is now accepted. With it, is a growing appreciation of an international public sector reducing the policy-making strength of national policy centers. This seems to suggest, for example, that when in Barbados the BCA devises an agenda for a policy-making meeting, it can be argued that some influence from the international bodies, both private and public, could affect the policy outcome.

Decisions made by officials and administrators of organizations can affect an entire community. Desai (2008) explained that stakeholder engagement was not only a key management tool designed to maximize support but also to build long-term relationships. Cricket, like most international sports, had become caught up in the market culture; influenced by the global environment in which sport operated. Miragaia et al., (2014) expressed the view that professionalization of sport had not only made it an industry but has increasingly forced researchers and planners, when examining any aspect of sport's management, to adopt analysis of the behavior of stakeholders. In determining policy Pagan et al., contended that stakeholders must be allowed to fully participate. They argued that the initial efforts at inclusion in any coalition or grouping started with identifying who the stakeholders were and what level of interest they exhibited. The identification of the stakeholders was important according to Desai (2008) because policy decisions were driven by the need to sustain the organization. I accepted that several notions of policy groups and their influence on the policy process existed in the cricket environment in Barbados (Schlager, 1995). I contended that adopting stakeholder theory as the lens through which data are collected and analyzed, some explanations of the policy environment in which cricket had developed, could be forthcoming.

This is not to say that stakeholder theory was the only theoretical lens available. Another theory that could have explained policy development was causal tracing (Beach, 2015; Kay, 2015; Mahoney, 2012). The concept provided some idea of the actions and actors in policy formation. It held that by exploring the process, causal tracing demonstrated the utility of collaboration between multiple organizations and multi-

governmental levels approaches to policy formation and implementation. It however, did not go beyond the identification of the factors that affected the process.

Policy streams (John, 2003; Howlett et al., 2015; Kingdon, 1995; Mukherjee & Howlett, 2015) could also have shed light on policy development and environment. Mukherjee and Howlett (2015) explained that policy actors operated over several courses of sequences and there was a process of ebb and flow between options. These options, within the multiple streams framework, were handled across three layers of policy actors, each with specific roles. The authors maintained that the epistemic communities were concerned with policy problems, while the issues of policy alternatives and instruments were dealt with through the agency of instrument constituencies. The framework that guided this study, advocacy coalition framework, connected with advocacy streams. Mukherjee and Howlett (2015) pointed out that policy streams were concerned with competing with other stakeholders to have their agenda and issues accepted and adopted. But while there was some saliency in the use of multistream framework in mapping policy processes, the study recognized advocacy coalition framework (Sabatier, 1988) and (Sabatier & Weible, 2008) as being more appropriate because it allowed for analysis at different levels. Unlike the possibility of actors in the multi-stream framework being invisible to other stakeholders, in the advocacy coalition framework all stakeholders openly and visibly competed for the supremacy of their interests (Mukherjee & Howlett, 2015).

The flexibility of the advocacy coalition framework in analyzing the interplay of policy actors at several levels, while allowing the researcher to intervene at each level, made it an adequate framework for the advancement of this study. Advocacy coalition

framework advanced that actors coalesce around a shared belief and, while they competed within the coalition, they protected the common interest against intruders. The stakeholders of cricket in Barbados all had their specific interests in the cricket matrix but coalesced around the interests of cricket. Since literature on cricket generally, and in Barbados specifically, did not sufficiently address the policy process, the study provided stakeholders with an opportunity to shed some light on this issue and provided another basis on which statements could be made about cricket policy and the state of cricket.

Patterns of Policy Making In Barbados

As the influence of globalization touched local and national policy making mechanisms, planners like researchers, found the policy process more of a challenge (Stone, 2008). The globalizing effect, notwithstanding, policy process was influenced by the political environment, namely the nature and holders of power behind decision making (Marques, 2012). As sport was often governed, as in the case of Barbados, by some body with specific authority, the impact of global institutions added another sphere of influence into the policy process. This additional layer of engagement added, not only a hierarchical level of influence, but introduced different actors with different backgrounds and different agenda into the policy mix. The presence of global players suggested that tensions between local stakeholders' interests had increasingly been influenced by global issues. In this environment the regional body (WICB had found it necessary to balance the interests of its regional constituents with the demands of the international community.

Qualitative research takes as one of its groundings, the value of context to the validity of any assertions that may flow from the data (Steinberg, 2004). As such,

important to this study was the acceptance that sport policy-making could not be divorced from the dominant policy-making pattern of a country (Houlihan, 1997). In Barbados the environment in which cricket policy was formulated, changed from a colonial plantation (1850-1966) to post-colonial model following the gaining of independence in 1966. The colonial period was characterized by systems of policy-making transported from the colonial office in London, to the colony. Policies emanating from the colonial office reflected the will of the metropolis exercising its power and control on the strength of coercive power (Cambell, 2005). This is not to say that policy in Barbados, during the colonial era, was devoid of local interests and needs. The point being made is that the interests - whether relating to cricket or commerce - was generally the same for local policy players and those residing in England.

Although to Simmons (1972), policy making in Barbados had changed very little following the granting of independence. The study would shed some light on his assertion that the implementation of policy continued to be directed by colonial trained civil servants who remained dysfunctional to the needs of a modernizing society. There was no evidence in the literature to suggest that cricket policy had not followed that pattern and this study would explain the reality.

Collaborative forms of governance are increasing (Resh et al., 2014). The increase was fueled by institutional complexity and political fragmentation and driven by the acceptance that the complex nature of societal problems made it impossible for any individual or single group to solve them (Ansell & Torfing, 2015). This reality was evident in Barbados, as increasingly policy committees, town hall meetings and public consultations had been added to the policy- making matrix. Designing policy had become

increasingly collaborative as government, sub-governmental institutions, and the private sector recognized that no single actor or group of actors had the knowledge or resources to solve complex societal problems (Porter & Shortall, 2009). The changing nature of policy process was evidenced in the public consultation that led to the production of the Shorey (1999) strategic business plan for cricket. This was not always the case as early policy formation in Barbados, whether it was cricket or otherwise, was autocratic and reflected the dominance of a planter class with exclusive rights over policy-making. The literature suggested that while the environment had been changing, policy formation in the furtherance of cricket remained dependent on the regular meetings of clubs, the annual general meetings of the national bodies and initiatives transferred from the regional and international bodies. Yet, hierarchies and markets continued to play a crucial role in how society regulated the delivery of public and private services. In the changing environment, the study would provide some evidence on the effect of new governance models on cricket policy.

Some argued that the policy process had been influenced by the growth and participation of coalitions, who in pursuit of their special interests found common purpose to join forces (Schalger, 1995). Such had been the growth in this process that Fisher (2014) argued that to understand the policy process required an understanding of the coalitions that govern a particular process. Coalitions have the potential to enhance problem solving, reduce wastage and corruption, and sustain reforms (Ansell et al., 2009). Policy processes, with active coalitions, have an excellent chance of success as they perform functions of community building, resource mobilization, and problem solving (Ansell et al., 2009). Coalitions can take the form of structured bodies with rules

or be constituted as loose arrangements that converge on a specific issue. They were country specific and were opportunistic in nature (Fisher, 2014).

Also enjoying much debate in the literature on policy process was the concepts of policy communities and policy networks (Houlihan, 1997; Coleman & Perl, 1999; Salter & Jones, 2006). Emerging as metaphors to describe group-government relations, networks and communities had evolved to mean much more. For Richardson (2000) networks were stable communities that separated a network from others. Noting that networks had become less rigid, the author argued that they coalesced around a specific issue. On the other hand, Wright (1988) believed that community and network operated at different levels, with a community addressing collectives at a lower level than a network.

This review was not intended to compare the arguments about the similarities and differences in the understanding of the two concepts- advocacy community and advocacy network. It set out to place the policy process that influenced the development of cricket in Barbados, within the language that best explained policy development in Barbados. The Barbadian policy development context exhibited groups operating at several levels, some structured and some loosely coordinated. Some sport policy groups operated horizontally and others vertically. In keeping with Salter & Jones (2006), some of the groups of cricket stakeholders reflected shared values, a common understanding and acceptance of the rules of the community, demonstrated trust between members and operated as though cooperation provided the best route to success. In this study therefore, network and community was used interchangeably to mean the collection of stakeholders with an interest in cricket development and comprise actors within the

public and private sectors. It proceeded with the understanding that the stakeholders all share a common culture and understanding of the nature of the problems and the decision making processes within the cricket community.

While exploring the development of social protection policy in the Caribbean, Brathwaite (2009) noted that despite the presence of local government systems in some Caribbean countries, policy making has predominantly been centralized with a mix of public and private institutions contributing to the process. The state set broad policy while local and national associations eked out, through various mechanisms, policies specific to their particular interests. As such Barbados' policy environment was not dissimilar to the Irish situation where business interests and the church had played and continued to play a key role in the policy-making process. This model of an elevated role for business in policy-making, Houlihan (1997) explained, must be examined in any policy process. This business-government nexus in Barbados had its origins in the early structure of the Barbadian society when business and government were dominated by the planter class, all of English extraction (Hughes, 1992).

The emergence of national associations in the late 19th century to govern sport, particularly soccer and cricket, reflected business class connections simply because the clubs that formed the associations reflected business interests (Hughes, 1992). Houlihan (1999) believed that policy structures could influence what the policy of any institution or development was, and how the policy functioned. This point was reinforced by Sabatier (2007) who argued that the role of governmental institutions, the behavior of stakeholder groups, the general public and the media, would combine to influence policy making and implementation. It was argued that in countries with a colonial background, as Barbados

is, this interplay was not new for it was difficult to distinguish these forces (commercial, governmental, non-governmental) in colonial and in some instances in post-colonial societies (Thomas, 2013).

As the purpose of the study was to explain the policy environment that influenced the state of cricket in Barbados, I was mindful that cricket stakeholders operated in both the private and public sectors and that policy was generated through different methods. In Barbados, the government through its agencies, the private sector through its commercial interests and the non-government agencies predominantly through the national associations, combined formally and informally to engage the policy formulation process.

Policy setting in Barbados, like in other plantation societies, was formulated by and for the benefit of the ruling elite (Hughes, 1992). The planters ruled the assembly, the economy, defined the cultural patterns and made policies in the interests of maintaining the social, political and economic order (Downes, 2002). Although challenges arose between the local and overseas interests, from time to time on policy options, policy making in plantation society was autocratic with no divide between public and private interests. Downes (2002) argued that although there was some division within the elite, not until after 1937 did their coercive policies wane enough that open spaces became part of government policy. Using cricket and football, the British transported both its culture and administrative practices. As early as the 19th century, sport policy in colonial outposts such as Barbados, reflected the interests of the imperial powers (Giulianotti & Robertson, 2007). Sandiford (1988) connected that policy-making imperial practice with cricket in Barbados, noting that the English public school system was transported to Barbados and with it cricket and all its English trappings (**pp.1-5**). It was clear that the intercolonial

Challenge Cup competition developed in 1890 reflected the planter class dominance as policy. It was a Whites-only competition and this policy meant that the West Indies, Pakistan and India, all cricket playing English outposts, were omitted from competitions (Sandiford, 1988). The policy on cricket allowed competition between ethnic cousins (Beckles, 1999), Australia, England, and until Apartheid was introduced, South Africa.

Policy divisions relating to cricket in pre-independence Barbados were not across public and private sector divides but were along race and later social class lines (Beckles, 1999). The policy divide on race was not only marked by clear divisions in the makeup of cricket competitions in Barbados but in the treatment of contact with visiting English teams and responses to Apartheid (Beckles, 1999; Sandiford 1998). The post-independence policy climate that influenced cricket policy formulation could be characterized by challenges between the local (BCL & BCA) associations and the regional governing body, the WICBC. Even though issues relating to race and class continued, other issues that dominated the policy process included the professionalization of players and their roles and responsibilities to the local cricket's governing bodies, as well as the conflict between the local, regional and international governing bodies.

Houlihan (1997) explained that in most countries policy-making in sport was shared between government, national sports organizations and private sector interests. The author noted that within the governmental role was the mandate of sub-governmental organizations with responsibility for several roles in the furtherance of the particular sport. In Barbados that role was played principally by the National Sports Council (NSC) but policy initiatives have also been generated by colleges and schools that were controlled by government.

The agenda of the Barbados Cricket Association in post-independence Barbados, without making a clear statement, pointed to cricket policy issues that centered on the role of the local governing bodies (BSCA, BCA & BCL) and the NSC. In particular, the concerns that met the agenda, were about who would manage local competitions, coach teams, and prepare and maintain community facilities. In this context, private and public roles and responsibilities became divided even if without contentiousness. The NSC remained responsible for the maintenance of community grounds and coaching and organizing competitions within the primary and secondary schools as part of government policy. The National associations the BSCA, BCL and BCA took responsibility for organizing competitions and tours for clubs under their respective bodies, while the BCA remained the local authority for engaging the regional and international bodies on cricket policy.

As earlier stated, private sector and public sector interests before the country's 1966 Independence, were dominated by the planter group. Independence in the English speaking Caribbean meant that the paraphernalia of sovereignty shifted to the new nation. With that change there was a need to build a new nationalism with institutions that allowed greater levels of participation; institutions that allowed problem-solving to look inward rather than outward to the colonial masters that had created the divisions in the first place (Lewis, 2002). It can be argued that the post-independence policy-making environment had been characterized by increasing collaboration across the stakeholders. Whether this was the reality or merely a perception, was a gap that this study sought to bridge. In short, had stakeholder advocacy been a characteristic of policy-making?

Further, which stakeholders had advocated, and for what? Whether individually or collectively, what was the advocacy about?

Policy Making and Cricket in Barbados

This section of the review looked at literature on cricket and the policy issues that had affected the state of the sport generally and then specifically to Barbados. It looked at statements made by cricket officials, examined the reports of the cricket associations and the biographies of players. It also examined literature on cricket policy from articles and publications that directly focused on cricket in Barbados.

Some writers have addressed the state of cricket internationally (Cotteril, 2012, Reid, 2006, Mullan, 2002) and at the regional level, particularly (Manley, 1997, Beckles, 1998). Yet, writings on cricket in Barbados had concentrated on the biographies of individuals Greenidge (1980), Haynes (1993), Hall (1965), Marshall (1988), Garner (1988), Sobers (1967, 1989). Some attention had also been paid to cricket teams Spartan (1999), Empire (1993) and Young Men Progressive Club (2001). Occasional offerings had been provided that reflected on some special anniversary or event like the 75th Anniversary and 100 years of Barbadian cricket, produced to bring significance to those milestones. Another event where glimpses of cricket policy had been visible had been through the Annual Sir Garfield Sobers lecture. This annual event invited distinguished persons to provide some insight on cricket: past, present and future. The event was a collaborative effort between the private sector and the University of the West Indies.

There were some noticeable publications that address the interplay of cricket's stakeholders particularly Beckles, (1997,1998; & Sandiford, 1998), but few will disagree with the assertion that there was need for more research into the policy options

undertaken by cricket stakeholders. A factor worthy of note was that the once popular regional West Indies Cricket Annual, that provided constant updates and analyses on the sport at the national and regional levels, had disappeared. Efforts to start new journals or commentaries had been met with challenge after challenge until, they too, having emerged, disappeared, and added to the sorry literary story of the sport. This shortage of writings providing deep analysis was not surprising. Beckles (1992) had argued that responses to challenges facing cricket had been driven by reference to statistical evidence of individuals, teams, or the contribution a country had made to the general coffers, without engaging expositions into the social fabric that tied the forces together.

The point of limited writings on cricket in Barbados was echoed in the 100 Years celebratory magazine (BCA, 1997). It was noted that the shortage of literary offerings was the motivation behind the production of the document. Without a sound research base, policies guiding the development of cricket had been driven by individual stakeholders of the game, advancing their own arguments as to the causes of the decline in the fortunes of the sport. In this environment cricket had meandered along, responding from one crisis to the other and patching holes in the structure, dug by the insistence of one or the other stakeholder, that some specific interests merited priority treatment.

At its eighty-seventh Annual General Meeting (AGM), the president of the Barbados Cricket Association, while admitting there had been a decline in the standard of cricket in Barbados, boasted that the Barbados' version was still the best in the region (Garner, 2012). While the president may have been right in his assessment of Barbados' status among other regional associations, his claim had not denied that the sport had shown declines from the standards it had achieved as recently as a decade earlier.

Moreover a question that remained unanswered, was what role had policy administration of the sport contributed to the state of cricket in Barbados? Suryanarayana (2015) explained that policy pursuits were often hampered by inadequate information and limited institutional capacity. The author argued that understanding evaluative concepts and measures was critical to devising systems, structures and programs that can contribute to policy formulation. In that light, an examination of the agenda of the BCA's Annual General Meetings, the chief policy making gathering of that body, suggested that cricket policy appeared to have been designed to meet the schedule of tournaments and activities set by the International bodies. Further, the items that had been set aside for discussion hardly changed from year to year and the report had a sameness of issues often relating to competitions, facilities and the performance of players. This study will go a long way in contextualizing the policy issues, interests, and the role of stakeholders in the process.

Throughout the introduction to this study the point had been repeatedly made that there was a shortage of literature on cricket in Barbados in general and more specifically on the policy environment that informed the development of the sport. In this desert of literary barrenness, data have oozed from public debates and from opinions expressed in editorials in the daily papers. The situation at the regional level, where some connections could have been made with the national situation, had been no more edifying. Important contributions on policy that feature cricket had come from Malec's (1990) examination of the social roles of sport in the Caribbean and, in particular, his treatment of sport and its impact on societies. Beckles' (1997) work on development of West Indies cricket vol.1& 2 (1998) painted a historical picture of a region adjusting from a number of colonies to

independent states and the role that cricket had contributed to that transformation. In Beckles & Stoddard (1995) the authors examined the role of cricket and the extent to which it had contributed to the leadership styles and changing attitudes of the people of the Caribbean. The theme on culture and West Indies cricket was presented in Manley (1998) Birbalsingh (1996), and Barker (1963). The focus in these presentations had been on the performance of individuals and on the West Indies team in test series against the former colonial master, England.

Like in Barbados, the literary offerings on cricket in the West Indies were dominated by several autobiographies of players including Michael Holding (2010), Joel Garner (1988), Vivian Richards (2000), Desmond Haynes (1993) and Malcolm Marshall (1988). In addition, the annual digests provided by the International Cricket Council, Wisden, and Eastmond (2011) all gave some updates on the performances of teams and players. This limited literature on cricket in the region (West Indies) was surpassed in its limitation by the paucity of publications on cricket in Barbados.

Reference has already been made to Beckles' (1992) lamentation that Barbados' cricket had not been given the level of attention its performances on the field, and its contribution to the development of the sport should guarantee. The former cricketer, now Pro vice chancellor of the lone university on the island (University of the West Indies), suggested that in the absence of researched data, conceptual explanations on the game tended to reflect happenings in the game itself, rather than from an understanding of the national social formation and the socio-ideological conditions that influenced and were influenced by the game.

Sandiford's (1998) focus on the role of schools in the development and nurturing of cricket culture in Barbados remained an important contribution. It focused on the importance of the early introduction of the sport to Barbados. In particular, it saluted cricket as providing an avenue for black Barbadians to express themselves in an environment where not many opportunities were available to them. It also shone light on administrative policy initiatives designed by schools, the cricket administrative bodies, and the national government agency. Sandiford (1998) maintained that the school program was the creation of the colonial government and reflected the political, racial and class structure of the time. How that environment had changed was an issue that this study attempted to explain.

Cozier (1978) pointed to the role cricket in Barbados played in the success of the West Indies team and the respect it brought to the region. The paper pointed to performances of cricket teams from Barbados and the number of players of Barbadian birth who were elevated to the regional side. While it can be argued that it spoke to selection policy and representation at the regional level, the article made no such direct contact. But since selection and representation were policy issues that generated advocacy, the study attempted to throw light on the environment that attended these processes.

The paucity of literature on cricket in Barbados forced the researcher to identify sources outside Barbados with a focus and a design with which one could parallel cricket in Barbados. A good source was the work of Osborne (2015) which examined the interplay of social relations in Pakistan as cricket transformed itself from the pastime of the English gentry to a major form of social and cultural expression in the post-colonial

society. Not unlike the expressions in Barbados, Osborne (2015) argued that cricket was more than a sport. It reflected triumphalism, bitterness, petulance, jealousy, and disputes between players and administrators at all levels. Unlike cricket in Barbados, the Pakistan version survived civil war and several class and race wars but like the process in Barbados, cricket policy in Pakistan had the interplay of several stakeholders advocating and collaborating in the service of cricket while extracting from the process individual and collective benefits.

The literature on cricket in Barbados proved a challenge. However, within this limitation the researcher was able to draw on the anecdotal information available in Barbados, and draw from literature relating to the regional and international arena on stakeholder theory, policy advocacy, cricket policy and policy processes to make the study worthwhile and conforming to accepted qualitative research standards.

Summary of Current Literature Relevant to the Problem

The review of literature into cricket and stakeholder involvement invited discussions about the case, cricket, the methodological framework and lens through which I was able to view the phenomenon. This review of literature cut across the traditional and contemporary mind fields of information relating to sport, cricket, policy processes, advocacy coalition, stakeholder theory and group dynamics.

With many sporting disciplines becoming globalized (Coaffee, 2008, Coakley, 1998) sport as a research interest became increasingly popular. Cricket joined the globalized versions and researchers found its origins (Eckstein et al, 2010), its relationship with race (Green, 2004), class, (Houlihan, 1997,) and culture (Jarvie, 2006) and the impact of these sociological concepts on the sport as topics worthy of research.

Cricket also generated research focus on individual biographies (Holding, Marshall) and special interest topics like globalization (Kaufman & Patterson, 2005) and imperialism (Kidambi, 2013).

The schools of advocacy (Sabatier, Sabatier, 1988 & Jenkins-Smith, 1993) and governance networks (Kay, 2015,) and policy streams (Karkin, 2011, John, 2003) all generated attention and point to their utility in analyzing policy processes and group dynamics. The acceptance of stakeholder theory as a lens that was capable of providing a frame outside its original use in business and organizational decision making (Husillos & Alvarez-Gil, 2008, Marshall & Ramsay, 2012) grew as evidenced in Pamment (2016) who utilized the theory to examine diplomacy and sport and Ferkins & Shilbury (2015) who examined sport governance.

Chapter 3 Research Method

Introduction

The purpose of the study was to explain the environment and process that contributed to the state of cricket in Barbados and to examine the role of the stakeholders in the formulation of existing policy. As such this chapter discusses the research questions and the approach to having them answered. It also explains the make-up and number of participants, how they were selected, the interviewing and focus group processes through which data were to be collected, and the tools used to conduct the interviews and the focus group sessions. The chapter also justifies the selection of the qualitative approach as the appropriate method and the relevance and appropriateness of advocacy and participatory traditions to the success of the research. Yin (2012) explained that case study analysis is best suited when research sets out to describe or explain what is happening, what has happened or explains how or why something has happened.

Patton (2002) made the point that investigations into social phenomena are driven by the purpose. This, in turn, influences the approach and methods adopted. As such, a clear and definitive purpose leads to appropriate design, measurement, data collection and analysis and reporting. The author divided research purposes into basic, applied, summative evaluation, formative evaluation and action research, and informs that applied researchers delve into the problems that affect both humans and societies. Creswell (2008) identified qualitative, quantitative and mixed methods as popular research approaches. Researchers adopt these approaches to arrive at different answers often influenced by the researcher's worldview.

A qualitative case study was conducted to examine the environment that gave rise to and administered cricket policy in Barbados. It did so by examining the role of the stakeholders in the formulation of current policy. I was mindful that in examining the policy processes, the role and perceptions of individuals and groups, and the interactions between them, were as vital to the findings as was the information provided. As such the context and the mode of data collection became critical to the process. I was also mindful that data collection in qualitative research can be voluminous as participants voice their opinions. As such my role as researcher and the research questions were discussed.

The Research Tradition and Rationale

There are many designs adopted by qualitative researchers, including phenomenology, biography, grounded theory, ethnology and case study. While there is overlap, each tradition has strengths and weaknesses and connects with the questions the researcher sets out to answer. In fact, Koro-Lunberg & Hayes (2010) argued that research questions can influence the choice that researchers make about the theoretical perspective they adopt to guide the research. Sport is a lived experience and how one relates to it is an act of interpretation. In the case of cricket policy, stakeholders competed to give expression and meaning to their policy options and within the constructivist and interpretivist school, this research sought to make meaning of the collective voices of the stakeholders of cricket in Barbados.

Since the study set out to explain cricket policy by exploring the environment in which it was developing through explanations by the stakeholders of cricket, it answered questions about the policy environment and the role of the stakeholders in formulating

policy. It therefore required an approach that was engaging and that allowed me to interpret the meanings provided by the stakeholders of cricket. I believed that qualitative approach provided the best option to answer the question as to how cricket policy was formulated and how stakeholders contributed to the process.

In keeping with the aim of an explanatory case study, which set out to ask why or how a phenomenon took place (Yin, 2012); this research asked how had cricket reached the state it enjoyed? It sought to explain the policy process including issues and the environment that conduced to the state of cricket in Barbados. It did so by asking questions of the stakeholders through whose advocacy polices guided the sport's development to what had emerged. Was the environment rife with advocacy for specific stakeholder interests? Were stakeholders divided between primary and secondary classes? The study reached out to stakeholders by utilizing guides for face-to face interviews and for two focus group sessions. While these questions were central to understanding the policy process, the study also engaged stakeholders in a discussion about their individual contribution to the development of policy and the extent to which they individually and collectively benefited from or influenced cricket. At the same time I anticipated that information would have emerged on the role of the respective institutions designed to administer the sport, the BCA and the BCL. In short, the study sought to find out the policy process and environment in which cricket policy emerged, and the role and contribution of the policy makers at all levels, in the furtherance of the development of cricket in Barbados. In such an engaging and interpretative process, qualitative approach provided the best option to answer the research questions.

Within the qualitative approach to research, the study utilized case study as the method best able to move the broad idea that cricket was in decline, to a better understanding of the process and environment in which cricket had developed. Case study research allowed the researcher to interact with the research participants and to solicit from them their interpretations of the phenomenon. I was mindful as Yin (2010) explained that in a holistic case study the spatial and temporal boundaries between the case and the context may be blurred. As such, care was taken to keep the research questions wide enough to allow emerging data to direct the study but specific enough to keep the collection and analysis within cricket policy process.

Cricket, like most sports, is driven by the passion of the stakeholders. To appreciate and understand meanings from the opinions of those involved in cricket required an approach that is diagnostic, explanatory and exploratory. Khankeh et al, (2015) explained that qualitative research does not set out to provide a list of assimilated meanings but rather depended on the power of word to find a deep understanding of the phenomenon. In addition, qualitative research provided the flexibility to construct and reconstruct the design through a process of interconnection and interaction as the data and context changed (Maxwell, 2013). This flexibility made qualitative research the appropriate approach to undertake this research.

A constant comparative method was adopted to collect and analyze data as the pieces emerged through the interaction of researcher and participants. This case study on cricket provided an in-depth analysis of the data as expressed by the stakeholders.

Also, the qualitative case study provided the best approach to interpret the meanings of the views and experiences of the participants as they discussed the policy process and environment that contributed to the state of cricket in Barbados. Since the questions were open-ended and invited discussion by and among stakeholders qualitative research provided the best approach to collect data. Further justification for qualitative approach as appropriate for answering the research questions, is provided below.

VanWynsberghe and Khan (2007) advanced that case study was not a methodology, a method or a research design. They contended that it is a transparadigmatic heuristic that is more about the unit of analysis evolving from the study. Nonetheless, I utilized a case study to unearth the story of cricket policy in Barbados. The unit of this case study was cricket in Barbados and from the literature review; the stakeholders of the sport were cricketers, fans, officials, concessionaires, journalists, sponsors and administrators. In keeping with VanWynsberghe & Khan (2007), case study allowed the phenomenon to emerge throughout the study and allowed the use of different data collection methods. The study allowed the coalescing of the relationship between stakeholders and the policy options that emerged.

I believe that, in an environment where anecdotal information and stakeholder views have been expressed but not documented in sufficient quantity and quality, it was necessary to adopt an approach which allowed those affected by, and who have influenced the process, to discuss their reality in a structured way. As such this case study methodology provided the opportunity for stakeholders of cricket to give explanations to the policy environment and its impact on the state of cricket in Barbados.

Yin (2012) argued that case study fits the bill when the researcher is describing an event or when the researcher is trying to explain what has happened or is happening. Secondly the author advanced the appropriateness of case study as its ability to allow the researcher to collect data in a natural setting utilizing a survey instrument. Finally, By utilizing case study I was able to redefine the case as data emerged that altered the nature of the study. While it was the intention of the researcher to stick to the problem of cricket policy, several issues were embedded within general case of cricket. Case study methodology allowed the researcher, through his location within the study, to explore all issues as they unfolded from the data and to test ideas about the nature of the phenomenon (Maxwell, 2013).

Role of the Researcher

The role of researcher in qualitative research is important since the process of interpretation depends on his/her observational, probing and coding skills. Important too, is the ethicality of the process and the practices followed by the researcher. The research design had built into it, processes and measures that alerted the researcher to questions of bias either through the researcher's point of view on observations of data, or the selection of any process that was included in the design.

As a former cricketer and administrator, I accepted that this background introduced notions of bias. However as Hoare et al. (2012) explained, by documenting the experience and personal knowledge of the researcher, the interview process was able to proceed in an environment of equal power, allowing participants to feel at ease and to engage in open dialogue, using familiar language. By disclosure of my relationship with

cricket and influenced by my background knowledge I was able to engage a process of ongoing probing and coding as new data were provided, that without that background knowledge I would have had to return to the literature or seek other participants.

Methodology

Participant Selection Logic

It is often not possible to test each individual in a population and as such research allows for the selection of a sample from the population that represents the focus of the study. Sampling can be broadly divided into probability and non-probability sampling. In qualitative research, Moatshe et al. (2012) explained, convenience sampling, judgmental sampling, quota sampling and snowballing sampling are all non-probability samples. These varieties allowed me to select a sample that provided rich data about the subject under investigation. The study sought out, purposely, individuals identified by other participants, with knowledge about cricket policy. This snowballing process continued until the data reached saturation point a maximum of 15 participants having responded.

The sample consisted of 15 men and women over 16 years of age who were interviewed using the questionnaire guide. Cricket stakeholder population included cricketers, fans, administrators, officials, concessionaires, sponsors and journalists. As such, participants were selected from stakeholders predominantly from Barbados, although two participants come from other national sites. One was from Guyana and the other a Barbadian living in the United States of America. The sample frame took into

consideration time and cost but as the data evolved, the process became process one of reflection and analysis (Moatshe et al., 2012).

The focus groups included some of the participants who assisted with the direct one-on-one interviews and also included participants identified by earlier respondents. The size of the focus groups was kept to a maximum of 16. The participants were selected in keeping with the tenets of opportunistic sampling as the data collection process was engaged.

Instrumentation

The study also utilized a questionnaire guide to solicit information about cricket policy from the participants through open-ended questions. As Lawal (2009) explained, the type of questions asked in an interview influenced the findings. In both focus group and interview sessions, I used interviewing skills to reflect on earlier statements and to facilitate new positions thereby enriching the data and ensuring adequate levels of rigor. The use of open-ended questions allowed the participants to better explain their perceptions and to interact with other participants in the focus group sessions.

By utilizing an open-ended questionnaire guide I was able to interact with the respondents and to move across the guide and back to other data sources, as the information ebbed and flowed. Because data collected in this manner were voluminous, the use of a computer assisted program was utilized to assist with collection and storage of the data.

Data Collection

I anticipated that the data collection and analysis would run concurrently as data came from documents, interviews and focus group sessions. The mixed methods of data collection were used to ensure that different aspects of the empirical reality were examined (Patten, 2002). It extended my understanding and experience of the phenomenon (VanWynsberghe & Khan 2007) and led to the observation of patterns and themes that were useful with the development of codes. The literature review had thrown up some issues that through further document reviews, the face-to-face interviews and focus groups sessions, I was able to triangulate the data in a concurrent process of collection and analysis.

Cricket has had a long history and some policy statements were readily identified. However by examining the archival records of the cricket associations, I benefited from an analysis of the statements made by officials, the make-up of agenda for meetings of the participant associations and bulletins distributed to stakeholders that brought attention to some aspect of cricket policy. Content analysis required ongoing analysis and data gathering as new information revealed itself. Information presented by participants was matched with statements made in archives to confirm relevance and context and to develop themes that contributed to answering the research questions. I took the advice of Farber (2006) who encouraged researchers to utilize both personal and official documents because data collected from them can help to supplement observations and interviews.

In addition, the role of the state in the furtherance of cricket development had been acknowledged. As such, debates at the parliamentary level were examined for issues

that had some import on the environment and process that influenced cricket development. Data from those records also aided the development of themes and concepts and the confirmation and elucidation of others obtained from the other data sources.

Interview Guide

Stakeholder interests differed across their involvement in cricket and it was therefore anticipated that any question would have provided the interviewer with many options that would have required deeper probing and analysis. In this reiterative process different questions were more critical to one respondent than to another stakeholder. Therefore a guide, rather than an interview schedule, was utilized. As the sample emerged within the snowballing process, the following questions formed part of the guide and the order of the questions changed depending on the respondent. However between the individual interviews and the focus group sessions respondents were probed on some or all of the following questions.

1. What would you say is the state of cricket in Barbados and why?
2. What were the key policies you/your organization started/implemented that have advanced cricket in Barbados?
 - a. What was the impact?
3. What were the challenges that affected their implementation?

Probe: What efforts were made to move the sport beyond the challenges?

4. Would you say that the policies of you/your organization positively influenced the development of the sport?

Probe: Why do you say so? What was the nature of the policies?

5. Which other individuals or agencies do you think contributed to the development of cricket and what contributions did they make?

Probe: How effective were the policies?

In addition, the impact of sources outside the local environment was cited and the guide responded. The issues included globalization, regional and international cricket and political and economic forces specific to the governing body of regional cricket, the West Indies Cricket Board. These included:

6. What impact have policies originating from the regional board, the West Indies Cricket Board, had on cricket in Barbados?

Probe: Can you identify any?

7. How about the International Cricket Council, what about their policies?

Probe: Like what so?

8. What other forces outside the region could have impacted the sport?
9. What are your views on women cricket and on under-19 cricket?

As both focus groups and interviews were used, questions were posed depending on responses and the above acted as a guide and to give consistency to the questions.

Procedures for Recruitment, Participation and Data Collection

A combination of stratified purposeful sampling and snowball sampling was employed to recruit stakeholder participants. No inducements were presented and care had to be taken to limit participants within a manageable number of respondents.

Partnering agencies recommended participants for the initial focus group. The telephone

was used to introduce participants to the study and those contacts also referred other stakeholders. Emails were sent to some participants and others were contacted at their offices and homes where a clear description of the study was given. Follow-up telephones and emails confirmed participation and an informed consent letter was emailed or delivered personally to each participant (appendix 2); once consent was obtained, participants were notified of the date, time and place of focus group one. The confidential letter was presented at the commencement of the focus groups and before the commencement of each individual interview. All aspects of Walden University Institutional Review Board (IRB) application and procedures were followed (approval number 01-22-18-0344535).

The focus group sessions were video recorded using a JVC Eviero 1080HP and the individual interviews were audio recorded using Samsung & Edge. Minor note taking was undertaken during all interviewing sessions and a reflective journal was maintained. Participants of focus group #1 were presented with a summary of the session. Some of the participants of both the initial focus group and from the individual interviews participated in the final focus group session. Copies of the focus group guides and the individual interviews are attached at Appendices A and B respectively.

NVivo was utilized to store and managed the data and to aid with the analysis. Included at Table (2) are some of the codes and themes that emerged from the analysis that led to the findings. Following the final focus group participants were provided with a summary of the process and an assurance was given that the final research findings and recommendations would be shared with the participants.

Data Analysis Plan

The development of computers and software has provided researchers with tools that allow better management and storage of data (Onwuegbuzie, et al., 2009). Evers (2016) argued that Qualitative Data Analysis (QDA) software also facilitated transparency, added to a deeper understanding of the data and provided a greater number of options in the analytical process. Onwuegbuzie, et al. (2009) informed that NVivo, Atlas, QDA Miner and Ethnograph all provided functional processes that allowed for excellent management of data. The study utilized NVivo 11 option since it aided the development of themes across the multiple responses and pointed to trends through comparative analysis. Evers (2016) developed a model for data analysis using QDA software. The author advanced that it was well suited for the analysis and elaborating thick data. To make sense of the data collected from the research into cricket policy in Barbados, the study adopted the model as outlined by Evers (2016).

The process involved determining early in the design whether I was focusing on theory building, description or explanation. Following Evers' (2016) argument that central to data analysis was the concept and practice of reflection, I moved away from the linear approach associated with Grounded Theory Methodology (GTM) and adopted a flexible and creative approach to data analysis in an eclectic operation. The approach consisted of three process analysis methods: analytic techniques, analytic tactics and analytic strategies. Analyzing the mass of data with the stakeholders in mind meant that I engaged a process of data management and rigorous manipulation of the data utilizing

different tactics as the process dictated. Through this process I was able to provide clear and systematic themes that could be followed by the stakeholders.

Table 1

Analysis Methods: Types, Mottos and Definitions

Analysis Method	Motto	Definition
Analytic Technique	Searching	I tried to find out what was in the data and what constituted the data set and involved coding and hyperlinking.
Analytic Tactics	Connecting	I tried to find out what the relationship was between the data sets and process included comparison of codes and building typologies through working the individual interviews
Analytic Strategies	Transcending interpretation	I connected the analysis results and sought to interpret meaning across the entire data set by utilizing several analytic techniques and tactics-causal coding and constant comparison.

Using the model I was able to select the best tactic for a specific analysis and to reflect on earlier data, thereby enriching the quality of the data. Codes were developed from the data sets and reflection on the data continued until the research questions were

answered. The use of QDA enhanced the scope and variety of combining multiple data sets. In qualitative data collection, moving from one source to another and back is common. I anticipated a process of concurrent data analysis and collection across the two focus groups and the individual interviews.

In the vein of the Evers' model, where thick data was anticipated and the research goal was explorative and explanatory, respondents were selected on the basis of their involvement in the policy process. While some questions were common to all stakeholders, to reduce being overwhelmed by the data, an effort was made to segment the data along stakeholder specific interests. To that end officials of the BCA, BCL and NSC (three registered administrative bodies) provided the major responses to issues relating to general administration and policy generation and implementation. Respondents in this stakeholder group were fielded probes that sought to garner responses to issues relating to decisions about selection of players and venues, maintenance and management of venues, and relations with other cricket stakeholders especially those connected with financial decisions, relations with regional and international bodies that impacted on cricket policy in Barbados. Players and fans were probed on matters relating to venues, costs of playing and participating in cricket and their views on the general state of the sport. Probes to journalists and concessionaires focused on marketing and widening the attraction of the sport as well as on issues specific to them like the access to administrators and to facilities controlled by cricket administrators.

By utilizing QDA software I was able to move across the different stakeholder perspectives and to the opinions offered within the stakeholder groups. This process provides readers with opportunity to appreciate how the data have been used to develop themes and to aid in the analysis. Some stakeholder- fans had opinions of a specific stakeholder-administrator's policy position on an issue that were in consonance with that of other administrators. As such I was able to return to the theme and to tease out a general position on the data and the perspectives offered by the individual and the group. As the iterative process and snowballing sampling moved the research across stakeholders within the same groups, care was taken to ensure that data reflected the views of all stakeholder interests. As such the composition of the focus groups reflected the entire make-up of the stakeholder population.

Issues of Trustworthiness

Patton (2002) advised that it is advantageous to the qualitative researcher to identify any bias. It reduces the tension of controversy and also allows the discussion to proceed in language that is common to both the investigator and the respondent. As I am a former cricketer, fan and administrator of the sport the issues of credibility and dependability, arising out of researcher bias, were quite real. Of concern too, were issues of transferability and confirmability of the research.

While the findings of this study can lead to other excursions into sports administration, utilizing stakeholder theory and advocacy, it was not my intentions to make the findings transferable across the discipline or across other disciplines. Respondents had specific and contextual reference to the nature and focus of this study

and it was not anticipated that the findings could be attributed to any other time or context.

To ensure trustworthiness, the research design included the triangulation of data in two processes. The first provided for the same questions to be posed to multiple stakeholders and to more than one group of stakeholders. The second process included focus group sessions to examine and confirm the data collected. One focus group session was conducted before and another after the individual interviews. At each level, recorded interviews and focus groups were conducted utilizing both audio and video recording. In addition, memo taking was done after each interview and focus group. The memos reflected emerging patterns and flowed from a process of constant comparative collection and analysis. To strengthen trustworthiness and, mindful of the claims of researcher's bias, every effort was made to store all data, not only electronically but in memos and in a reflective journal.

Ethical Procedures

As stated above 15 stakeholders of cricket were interviewed and 2 focus group sessions conducted to triangulate the data. As in qualitative research, protection of the participants in this project was ensured. In addition to getting approval from the Institutional Review Board (IRB), each participant was required to complete a consent form that outlined the guidelines under which the interviews were conducted.

As I knew some of the participant, additional care was taken to ensure that the setting in which the interviews were conducted, conformed to standard practices and were conducive to open dialogue without being too informal. All interviews were

recorded and consent for the recording was obtained before the commencement of the interview.

Conclusion

Social policy research, in addition to providing researchers with views of the social world, provides policy makers with issues and ideas that can address problems or improve policy and administrative agenda. This study on cricket policy in Barbados has the potential to achieve both these goals but also to improve relations between the stakeholders of cricket.

This qualitative case study examined the literature relating to policy generally, the management and administration of cricket policy in particular, and the applicability of stakeholder theory and advocacy coalition framework as the theoretical lens through which data was collected and analyzed. The data, through which any assertions were made, came from the views of the stakeholders, selected purposefully in one-on-one interviews and through 2 focus groups sessions. The data collection from the individual interviews took place in sites where cricket was administered, played and where discussion and analysis took place in cricket's natural settings-the club houses, pavilions, games and local communities. This multi-site collection in addition to giving validity and trustworthiness to the data, provided sources of participants for other interviews and the focus groups sessions.

Interviewing and focus group sessions have long been established as suitable data collection tools for qualitative research. The use of the Evers (2012) model of analysis blended with the openness of the interview guides that enlisted data from the 15

respondents. The iterative process of coding and comparison allowed me to use my experience and knowledge of the subject to contextualize the phenomenon while enriching the data. The study also utilized NVivo Version X1 to assist with the management of the data. Cricket has become a social force in Barbados that brought race, class, and gender issues to the fore. This study provided another basis for examining social forces as they interplayed and the results of the research can, in addition to adding to the literature on sports, policy processes, stakeholder analysis and advocacy networks, add to the tools that can help policy makers address decision making among stakeholders.

Chapter 4: Results

Introduction

The purpose of this case study was to explore and explain the state of cricket in Barbados and the factors that contributed to that status viewed through the perceptions of the stakeholders. Cricket was considered the national sport of Barbados and the state of the sport impacted relations between the stakeholders of cricket, the Government of Barbados and the general population. The fortunes of cricket were important to the national mood and had implications for employment and relations between the regional cricket playing countries under the banner of the West Indies. Most of all the fortunes of cricket had implications for the relations between cricket's stakeholders. The perceived decline had led to a blame apportioning environment that thwarted efforts by the stakeholders to address the policy making environment and the state of cricket. The state of cricket had become a public issue and the study provided some explanations about the policy issues relating to cricket and the roles the state holders played in the policy process.

The research process involved an extensive literature review of the issues banded about in anecdotal evidence and an analysis of data supplied through two focus group sessions and a series of individual interviews. The principal policy agencies that directed cricket in Barbados were contacted and agreements confirmed that gave access to documents and personnel connected to their respective associations. Utilizing snowball sampling participants were selected following referrals from both the collaborating agencies and from the referrals made by the respondents named by those bodies. The National Sports Council as the principal state agency was selected as a site and the

Barbados Cricket Association and the Barbados Cricket League which were charged with the administration of cricket in Barbados were also selected as principal sources of data either directly from the literature review or from referrals. The research questions were: What was the state of cricket in Barbados and what factors had contributed to that state? How did the stakeholders contribute to the state of cricket?

Chapter 4 provides the results of the study and outlines the process of arriving at the results. It also includes an explanation about the settings, demographics, data collection processes, data analysis procedures; evidence of trustworthiness, results, and finally a section which summaries the details of the chapter.

Research Setting

Since qualitative studies embody data collection from small samples, the settings provided the researcher with the opportunity to examine explanations from groups and classes of the sample (Miles et al., 2014). In this case study of multiple stakeholders, data were collected at the work places of some respondents, the researcher's office, the pavilions of cricket clubs and the homes of other respondents. Particular effort was made to ensure that data were collected in settings that were conducive for data collection but also that provided an environment for the respondent to be at ease.

All stakeholder interests were covered in the data collection and the settings for the interview process were selected by each participant.

Interviews completed at the office and home environments were restricted to the respective respondent and me; the interviews in the pavilions of the players reflected other stakeholders browsing and chatting in the background, with occasional calls to the respondent. In one home setting the interview was undertaken in the patio with the traffic

of the highway audible and a friend shouting to the respondent. In all cases the audio recordings have been kept intact and the respondents have indicated no objections to the content or location. All settings reflected what Patton (2002) espouses as context rich data demonstrated in the researcher's efforts to respond to the idiosyncrasies of some stakeholders especially those who opted for an open-air environment.

Demographics

All participants were over 30 years old reflecting the research intention to interview stakeholders with observed and participant knowledge of the changes to the phenomenon over time and the role of the various stakeholders in the policy process.

The participants included fans that had played cricket at the community level but had never played competitive games organized by a governing body. The fans supported local (village), Barbados and West Indies cricket teams and had followed cricket for over 40 years. The participants also included officials that had also played cricket and in two cases had served as administrators and had followed cricket for over 45 years.

Included also were two participants who had served the BCA and the BCL as administrators and one had also played cricket in games administered by both bodies. The two respondents from the NSC had played cricket and one had served both the BCL and BCA as administrators while the other had also served the WICB as an administrator. One administrator had served as an administrator for the WICB, BCA, BCL and BWCA. All respondent media personnel had played cricket and one had served as an administrator with the BCA.

Data Collection

Since qualitative researcher is concerned with depth of responses and require greater detail, collection instruments were selected to tease out details about the phenomenon under investigation. An initial focus group was utilized to engage participants in a discussion about the state of cricket in Barbados. Focus group 1 was followed by a series of individual interviews that reengaged the state of cricket but also included participants' views about the factors that had contributed to the sport and the role of the stakeholders in the process. Focus group 2 was used to reengage all issues that emerged in the earlier collection processes and to triangulate the data ensuring some aspects of validity.

Focus Group 1

Focus Group 1 provided data collected from stakeholders identified in the literature review. The guide included in Appendix 1 was used to garner responses and to engage stakeholders in a general discussion about cricket and in particular views related to the research questions. The session was videotaped using a JVC Everio GZ-HM30 AVCHD Camcorder and this was supplemented with minor note taking. All participants signed an attendance form as represented in Appendix D. This was used to allow the researcher to follow up on responses that appeared ambiguous and to engage willing stakeholders in individual interviews and in the final focus group.

The literature review had pointed to fans, players, officials, administrators, concessionaires and media personnel as the principal stakeholders that contributed to cricket policy and who had influenced the state at which cricket in Barbados had arrived. Patten (2002) explained that the critical importance of a focus group interview is that it

allows interviewees in a social context to consider their own views in the context of other interviewees. In that vein the first focus group brought participants representing all stakeholder groups together at the office of the researcher. Fourteen participants, representing all identified stakeholders, attended the session that lasted two hours. The discussion was interactive and all participants were able to make a contribution, although with varying levels of input.

Individual Interviews

Fourteen individual interviews were conducted over a 3 week period at various sites including playing fields, the patios of participants, pavilions of clubs, and the offices of the researcher and of some participants. All the interviews were audiotaped utilizing a Samsung S7 Edge and minor note taking was done. All interviews were uploaded to NVivo X1 for storage and data management. The interview sessions were used to strengthen the researcher's analysis of the views expressed in the Focus Group 1, identify any new issues and to set the mood and focus areas of the final data collection process, the second focus group.

The interviewing protocol identified in Appendix 3 was used as a guide but participants were allowed to speak freely about their roles in the policy process and the factors that they believed contributed to the state of cricket in Barbados. Three sessions went as long as 50 minutes but most lasted about 30 minutes and in one instance two respondents opted to conduct the interviews simultaneously. Six participants of the individual interviews had participated in the first focus group session. These participants played several stakeholder roles in the cricket policy making in Barbados and from the focus group and early individual interviews were identified as best able to illuminate

aspects of the policy process. Utilizing specific participants identified by other participants is in keeping with snowball sampling.

While the individual interviews were used to tease out the views of participants about the state of cricket, the factors that contributed to that state and the role of the stakeholders in the policy process. They were also conducted to commence a process of triangulation in keeping with the assertion of Bray et al. (1998) who contended that the value of data is enriched when multiple sources and methods of data collection are used. All stakeholder groups were included as respondents in the individual interviews. The views of the individual respondents generally confirmed the findings of focus group 1.

Focus Group 2

The individual interviews had provided several themes that pointed to the state of cricket and the policy issues that had contributed to that state. They had also confirmed that the standard of cricket in Barbados had declined over the last 30 years and that multiple factors had contributed to the decline. The respondents had identified the policy process as unclear and the role of the stakeholders in the policy process as even more so. The second focus group was used to strengthen the researcher's analysis of the issues and to confirm the data presented in the first focus group and discussed in the individual interviews. All stakeholder interests were involved in the session and two participants from both the focus group one session and from the individual interviews participated. In addition, one participant had also responded to an individual interview.

Data Analysis

Qualitative researchers have several options available as they approach the process of data condensation. Miles et al. (2014) explain that the qualitative research through selection or summary arrives at a decision to tell a particular story. In this study from the literature review a picture of many stakeholders with views of cricket policy had started to emerge. But since data analysis has been described as the black hole of qualitative research (Pierre & Jackson, 2014) I accepted the importance of treating data as more than words to be counted through a process of coding. In that vein, a reflective journal was utilized to track events and to keep check of any changes in direction.

The decision to employ multiple data collection methods meant that different levels of analysis would have to be undertaken. The Evers (2016) model of thick analysis appeared an adequate choice since it allowed the researcher to combine several methods to data analysis thereby enhancing the depth and breadth of the analysis. For Evers (2016) coding answered how the researcher worked the data to answer the research questions. This, the author pointed out, was done through processes including reading and re-reading, fragmenting and sorting the data. Evers preferred the concept of processing the data, rather than coding, for it invoked notions of working the data to make it interpretable. Following Evers the data set was analyzed utilizing analytical tools and reexamined at higher levels of abstraction until comparisons were made of differences, similarities or patterns of the categories. It meant moving from the categories derived from the data collected in focus group 1 to that collected in the individual interviews moving from one respondent to another and back.

Finally, triangulating the data was achieved through the use of a final focus group that included two respondents who had participated in the earlier data collection processes. Also in keeping with Evers (2016), at each stage of the collection process a report of the emerging themes was prepared that not only pointed to the categories and themes but indicated gaps in the data and alerted the researcher that other data sources were required. Bekhet and Zauszniewski (2012) explained the data collection should be independently complete. The use of different data collection and analysis methods meant that I was careful and effort was taken to ensure that each method was rigorous and complete. External evaluators want to ensure that research attains the evaluative criteria of - 'truth value', 'applicability', 'consistency' and 'neutrality' - to ensure rigor (Casey and Murphy, 2009). To create a better understanding of the data and to ensure their completeness a process of triangulation was utilized (Bekhet & Zauszniewski, 2012).

Evidence of Trustworthiness

While external validity remains a cornerstone of the reliability of research, in qualitative research the researcher must ensure that the procedures are transparent, the results are clearly presented and the conclusions are justifiably true. I made every effort to ensure that data collection was transparent utilizing a process of triangulation and collecting data through multiple processes including focus group sessions.

Credibility was achieved by taking care to include, in the final focus groups, respondents who took part in the 1st focus groups and the individual interviews. Respondents were provided with copies of the transcripts of their contributions and the draft findings of the focus groups were shared with the available respondents. To ensure dependability a reflexive journal was maintained and audit trails were created through the

use of documentation at all stages of the process. Documentation included transcripts of focus group sessions and interviews and these documents were reviewed utilizing the audio and video recordings.

Confirming that the findings were trustworthy was achieved by the triangulation process of data collection and analysis, the use of a reflexive journal and placing any perceived or real biases upfront and explaining them to the respondents. Finally, while it was not the intention to have the results transferable, effort was made to provide a thick description of the context and a detailed profile of respondent groups and individuals.

Results

The issue of the state of cricket was critical to the analysis of the role of the stakeholders in the policy process since stakeholder perceptions on the state could impact how they responded to the contributing factors to whatever state was identified. While across all data collection processes all the stakeholders agreed that the standard of cricket had fallen over the last twenty years, some expressed the decline in less foreboding terms. Appendix E outlines the responses of stakeholders to the question relating to the standard of cricket in Barbados.

The literature had suggested that cricket appeared to have been in decline and all participants expressed similar views but articulated varying levels of decline. Table 2 showed the views expressed by stakeholder groups with all identifying the growth of other sports and the closure of the English Country Cricket to Barbadian cricketers as major factors. Players and fans highlighted all identified factors in this focus group session.

Table 2: Stakeholder groups and factors identified as contributing to the state of cricket

Stakeholder Groups	Factors
Fans, players, administrators Officials	changes in the community structure of the Barbadian society;
Fans, players, administrators, media	domination of women teachers in primary schools;
Players, fans, officials, concessionaires, media	insufficient dialogue between the cricket bodies;
Players, officials, media, fans, concessionaires	unclear roles of the governing bodies of the sport;
Players, concessionaires, fans, media, officials, administrators	growth and attraction of other sports;
Officials, administrators, players, fans	the role of the media;
Players, concessionaires, media, officials, administrators, fans	inability of local players to participate in the English County and growth of other sports

The discussion on the factors that had contributed to the decline was robust. Respondents presented several views as to the factors that contributed to the decline in the standard of and participation rates related to cricket. Table (1) detailed the stakeholders' views on the factors affecting the state of cricket. The major factors

identified included: changes in the community structure of the Barbadian society; domination of women teachers in primary schools; insufficient dialogue between the cricket bodies; unclear roles of the governing bodies of the sport; growth and attraction of other sports; the role of the media; and inability of local players to participate in the English County Cricket. All stakeholders identified inability of local players to participate in the English County and growth and attraction of other sports as key factors that influenced the decline of cricket in Barbados. Much discussion ensued around the role of the media and in particular the change in coverage of local cricket in preference for overseas coverage. It was argued that the television coverage of cricket did very little to promote cricket at the local level and this had an impact on how young boys and girls viewed the sport.

Another key explanation was the decline in the number of teams participating in the BCL and BCA administered tournaments as evidence of the change in the community structure. While the views expressed in focus group 1 were taken to the other data collection processes it was noteworthy that an administrator FP 4 with the BCL suggested that cricket had moved from an elite sport played by clubs with high social status to become a community sport. Efforts to encourage BCL teams to move to the BCA led to a break from the community support and volunteerism that made the clubs survive at the BCL level. This was a matter that evoked much discussion during the other two data collection and analysis sessions and greater details have been presented later.

Another point to note was that on the issue of insufficient dialogue between the BCA and the BCL, the participants who had served the BCA felt that insufficient dialogue between the bodies was not a major factor. This factor was put to participants at

the individual interview sessions and later at the 2nd focus group and the findings have been revealed later. Taken to the individual interviews for greater discussion were the issues of the role of the state in the form of the NSC and the lure of money offered by overseas tournaments as a motivator for players to abandon local cricket. This latter factor merited further discussion since it collided with the view that the loss of overseas opportunities was itself a factor. It has been discussed later following the 2nd focus group.

All respondents expressed the view that cricket had declined significantly and FP3, an official with both the BCL and the BCA, expressed the view that it had declined to the extent that the standard could be described as poor. The former player and devout fan was firm in his assertion that cricket policy in Barbados was driven by responses to the international demands. The Participant IP4 complained that too often executive members would attend meetings and offered no ideas, responses or took no sides when policy issues were brought for determination. It should be noted that while the administrator and official participants agreed that the standard of cricket had declined, 2 administrators and 1 official maintained that the decline was in keeping with the standard across the West Indies region and further that the standard of cricket in Barbados remained higher than in the other playing countries of the West Indies. An administrator from the BCA, FP1, pointed to policy initiatives of the BCA including competitions for under 13 year old boys, paying fees of umpires, covering pitches and raising prize money as evidenced that the BCA had been responding to the state of cricket. It should be noted that FP1's comparison of Barbados' cricket with the other countries of the region was in accordance with the view expressed by the President of the BCA at the 2013 Annual Conference.

The concessionaire and media respondent stakeholders complained about the effect poor attendance was having on their businesses. They bemoaned the loss of opportunities to ply their trades and both groups expressed concern that nothing seemed to have been happening to change the fortunes and direction of the sport. Respondent 1P 6, a concessionaire pointed out that the coverage of games, with small attendances, did not inspire journalists to report with exuberance and gusto as in the past. Another concessionaire FP 225 reported to have ended his sponsorship of local teams because the teams did not show the same level of commitment as teams in the past. The journalists, like other cricket stakeholders, maintained that a special effort had to be made to attend games in Barbados and to prepare goods and services to sell at games. Both concessionaire stakeholders expressed the view that servicing games had become unprofitable as the spectator turnout had declined over the years. Important too, was the conclusion that the governing bodies remained confused about what needed to be done and who was responsible for doing what.

Most interviewees felt that the decline in the standard of cricket was manifested in the attendance at both inter-club games as well as international games. More than 75% of participants felt that interests in cricket appeared to reside only among Barbadians who were over 50 years. In fact, one respondent, a fan stakeholder, expressed the view that young men had lost interest in cricket and pointed to the community where he lived as an example of the disinterest. He noted that there was no cricket being played in the village and that the playing fields remained empty. He remarked that in the 1970s fifty or more boys could be found playing cricket every evening. FP 5, an official who had played BCA cricket and remained a fan, noted that while travelling on public transport, on a day

when cricket was being played in Barbados, his request to have the game broadcasted over the radio of the bus was met with ridicule and laughter. Another player stakeholder, IP 11 argued that cricket was no longer played in his village as had been the custom twenty five years ago. IP 4, an administrator, reported that while trying to recruit young men for the BCL competition, the view was expressed by several of them that the duration of the game was too long. FP 4 who did radio broadcasts pointed out as evidence of the loss of interests, the low turnout, in response to a policy decision made by the BCA's governing body to grant schools free admission to children dressed in school uniforms during a "test" match against New Zealand. The stands remained as empty as they were before the offer. The media stakeholder FP 6 an administrator, fan and concessionaire reminded that in the 1960s and 1970s a special stand had been provided for school children and that it was always "bursting at its seams". All participants maintained that the decline was noticeable and agreed that it was up to the administrators to lead the way in resuscitating the game. This issue, of low attendance and participation in cricket competitions, was sufficiently voiced that a part of the second focus group session was used to address the level of stakeholder perception on the matter.

Policy making as a role of the stakeholders was given much attention by the participants and the view was expressed that most stakeholders expected the BCA to have set cricket's policy agenda and to have responded to policy issues as they arose. The administrator stakeholders all confirmed that the AGM was the highest body of both the BCA and the BCL and that policy issues were placed on the agenda for the general membership to determine. Administrator respondents agreed that the agenda of the AGMs were used to articulate and determine policy issues but they noted that the AGM's

were dominated by administrative issues rather than policy issues that contributed to cricket's growth and development. FP3 an administrator with both the BCL and the BCA argued that few ideas came from AGMs. He maintained that members appeared concern only with matters relating to their own interests or the interests of their clubs. IP 4 an administrator with the BCL complained that the turnout at AGMs was often insufficient to have policy matters determined and informed that special meetings at a zonal level were convened but even at those meetings the turnout was always disappointing.

The election of officers drew the largest turnout of members to meetings of the BCA. IP 5 expressed the view that there seemed to have been an unspoken competition between the "old boys" and the "new boys" and when either side felt challenged for control of the BCA, then a large crowd would attend meetings but once the issue passed the attendance at meetings returned to the low levels that characterized membership meetings.

Most of the non-administrator stakeholders saw policy process as falling within the purview of the governing bodies of cricket and the NSC. In fact IP 2 and IP6 expressed similar views about the role of stakeholders in the policy process. They both reported that relations between the clubs and the governing bodies were often contentious and that many of the clubs did not attend the AGMs. This issue was discussed in the second focus group and the details have been presented later. As to the role of the NSC as a policy making body, stakeholders expressed the view that the role of the NSC related predominantly to working with the schools. When asked about how this restriction affected the overall policy process, there were mixed views with four stakeholders expressing the view that working in the schools was the appropriate and sufficient role

for the NSC while seven respondents argued for a greater role for the state controlled NSC. This issue was discussed in the 2nd focus group and the details of the discussion follow.

Responses to the issue of policy processes between the local administrative bodies and the regional and international bodies received mixed responses that reflected a lack of clarity about the processes by stakeholders. Even the administrative and official stakeholders were divided about relations between the local bodies and the regional and international bodies. Some administrators expressed the view that the meetings of the regional and international bodies were generally called to determine specific issues. Stakeholders reported that decisions made by the regional and international bodies were not discussed with the member clubs but were left to the executives of the governing bodies to determine. Focus group 2 discussed this issue in detail and the perceptions of the stakeholders are presented later.

All stakeholders reported that interagency meetings on policy issues had not taken place on any organized basis. Stakeholders agreed that the BCA was regarded as an elite organization and that its operations reflected that disposition. IP 3 and IP 5 both administrators of the BCL supported that view with IP 5 asserting that the BCA's policy on club membership acted against the interests of the BCL. The administrator stakeholder pointed out that the BCA canvassed members of the BCL inviting them to move their membership to the BCA and that it was done without any consultation with the BCL. The administrator and former player argued that this policy created challenges not only for his association but for the clubs. He specified that the teams, which had left the BCL to join the BCA, often struggled to perform within the BCA's setup and eventually disintegrated.

The view was generally expressed that the BCA saw its structure to be superior to that of the BCL and that movement from the BCL to the BCA was a natural progression from what was considered the lower league to what was considered the elite association.

Notwithstanding the issues of territorialism, limited collaboration with other stakeholders and even efforts to undermine each other, the three governing bodies, the BCA, BCL and NSC, were all credited for designing and implementing policies that advanced cricket development. The BCA's efforts to move cricket beyond the label of a pastime of the elite in Barbados to a professional pursuit was acknowledged by all respondents. The BCA had been governing cricket since 1892 and had moved the membership from 7 clubs participating in the inaugural tournament to eighty two clubs and one hundred and twenty eight teams participating in 2017. Respondents all saw the BCA in a secondary role to the BCA as it related to policy. All three BCL administrators while agreeing that the BCL was seen as inferior to the BCA maintained that the quality of the administration was better. It was general felt that the BCL had emerged to meet the needs of the community or village organizations and remained tied to that clientele. On the other hand the BCA had emerged to meet the pastime of the elite and had adjusted its clientele as more and more Barbadians took an interest in cricket. The result was that teams formed to meet the communities that the BCL served had moved to the BCA, severely weakening the BCL.

The development of women cricket in Barbados received some attention in the individual interviews and respondents saw the development as a positive inclusion in cricket's menu. Respondents differed in their perception of the policy process in relation to the development of women's cricket. Most were convinced that the initiative was

driven from the international bodies. This view was in consort with that of former administrator of the BWCA, FP3, who pointed out that effort to have women's cricket organized in Barbados was met with objections and frustration. He stressed that not until the ICC mandated each affiliate member to develop a women's cricket league did the WICB and the BCA respond to efforts to develop a local association. This matter was discussed at length in the 2nd focus group and details have been presented later.

Changes in cricket structure were topics that generated some discussion in the individual interviews. Respondents all welcomed the changes especially the introduction of women cricket, the Twenty-Twenty and Fifty Over varieties. Color clothing and live entertainment were also seen as positive additions to cricket offerings. More details of the stakeholders' views on these policy options have been presented later.

Table 3: Individual Interviews and the factors identified by respondents

Stakeholder	Interests	Factors identified
FP 1	Administrator, Player, media, fan	Changes in community, domination of women in schools, changes in the structure of cricket competitions, relations between the associations, standard of play
FP 2	Fan	Performance of the teams, growth and attraction of other sports, change in community structure, standard of play
FP 3	Player, fan, administrator, official	Best athletes not attracted to cricket but to other sports, too many women teachers at junior schools, performance of team, changes in cricket competition, lack of respect for the BCL and BSCA, changes in community structure
FP 4	Player, media, administrator, fan	Change in community structure, lure of money
FP 5	Official, player, fan	Attraction of other sports, cricket not attractive to young boys and girls because it was too long
Fp6	Administrator, Concessionaire fan	Banning players, change in community structure, Relations between the NSC, BCL and BCA
IP 1	Fan	Change in structure of community, relations between

		governing bodies, dominance of female teachers in schools
IP2	Fan, administrator	Social mobility no longer seen as possible though cricket, growth and attraction of other sports
IP 3	Administrator, Player, fan	Players motivated for wrong reason, BCA never took the BCL seriously, changes in socioeconomic status of Barbadians, banning of players
IP 4	Administrator, fan	Decline in softball cricket, change in community structure, women teachers in schools, attraction of other sports
IP 5	Administrator, fan	Change in community structure, relations between the BCL and BCA, financing of cricket, social mobility of players, decline of the BCL
IP 6	Player, Fan, Concessionaire	Cricket not important anymore, female teachers in school, not enough cricket being played in the communities, changes in cricket competition
!P 7	Fan	Society had become individualistic, other attractions for boys, coeducation in primary schools
IP 8	Administrator, player, fan	Elitism of cricket and the changing structure of Barbadian society, competition from other sports and attraction of boys and girls to indoor sports and computer games

When the data from focus group one and the individual interviews had been worked and segments connected, the following responses to the research questions, namely: what was the state of cricket in Barbados, what factors contributed to that state and what roles did the stakeholders play in the development of cricket to the state at which it had arrived, the following findings were revealed:

- cricket had declined over the last thirty years-evidenced by the low level of participation rates of players and teams and low attendance at games;
- coeducation in schools and the predominance of female teachers were factors affecting the participation of boys;
- changes in the community and social structure in Barbados was a major factor evidenced in the decline of the BCL and BSCA;
- the decline in the standards of play had contributed to the attendance level and participation levels;
- the loss of passion and the lure of money had motivated cricketers to ply their trade outside the region rather than in Barbados
- the BCA was considered as the major actor in the administration of cricket and it had not adjusted its structure to meet the demands of the new order;
- the role of the administrators remained unclear evidenced by poor relations between the governing bodies and the poor state of the sport;
- addressing the state of cricket had become a national priority and;
- the state of cricket affected the national mood

The above issues, drawn from the first focus group data were analyzed and examined during the individual interviews. The interim report flowed from using different tactics to collect and analyze the data and different techniques to code and analyze data as it evolved. The use of within-method triangulation had been recommended by Bekhet & Zauszniewski (2012) because in addition to being beneficial in providing confirmation of findings, more comprehensive data, and increased validity, it also enhanced my understanding of the stakeholders' responses. Thus the second focus group was undertaken to validate the reports of the earlier collection and analysis processes. Kaplowitz and Hoehn (2001) found that using focus groups and in-depth direct interviews provided different perspectives on resources, values, and issues and concluded that while one method was not better than the other, the two approaches were complementary.

In keeping with Evers, (2016) data from the second focus group was worked and revealed no new issues but provided clarity on some issues raised earlier. It also reduced the differences in perceptions given by respondents from stakeholder groups on specific issues. High on the list of disputed issues were: policy issues relating to the role of the NSC, motivation especially the lure of money and decisions relating to regional and international bodies in particular the WCB and the ICC, see table 3.

Focus group 2 addressed the issue of the NSC's role in the policy process and most respondents agreed that the Council's role remained concerned with the management of cricket in the schools and in particular cricket administration in the primary schools. There was disagreement over the performance of the Council in its administration of the school program with some respondents expressing the view that the

program needed greater supervision and better management of the council's officers who visited the schools. An administrator respondent pointed to high levels of absenteeism among the NSC officers and expressed the view that the management of the schools had no control over the work of the Council's officers who were free to do as they pleased, with their charges, once they arrived at the school. It was further argued that the neither the BCA nor the BCL had a say in what the Council did in its school program. Most respondents in the focus group supported greater collaboration between the Council and the BCA. However a representative from the NSC reported that efforts had been made in the past to strengthen the relationship between the two entities but nothing of lasting benefit had resulted. The administrator expressed the view that rather than leave collaboration to the respective leaders of the two bodies, some policy should be written that outlined who was responsible for what, when it came to the cricket program in the schools. It was generally felt that with the changes in the community and the decline of the BCL, addressing the challenges of cricket in the school was pivotal to cricket's continued existence.

Most respondents in focus group 2 maintained that the local associations and in particular, the BCA had not demonstrated an independent stance on issues of policy when interacting with the regional and international bodies. Respondents identified the banning of cricketers who moved to the Packer tournaments in the 1990s as well as those who had visited Apartheid South Africa, as examples of the claim that the local governing bodies accepted the decisions of the WCB and ICC without even a debate. FP 3 pointed out that while players from Barbados had received three year bans from representing Barbados and the regional body; other international players had received bans of 1 year or less.

Other policy issues that appeared to have been accepted without objection from the BCA included the limitation of bouncers per over, the number of overs to be bowled in hour and field restrictions. In all the above cases, teams and affiliate members were informed by the BCA that the changes were made without any notice far less discussion.

To a question raised about South Africa's first visit to Barbados in 1992, while no respondent including members of the BCA, could confirm the role played by the BCA in granting permission for the match to be played in Barbados, most respondents expressed a belief that the decision was made by the ICC with the approval of the WCB and the BCA had no option but to oblige.

Most respondents had expressed the view that a contributing factor to the state of cricket in Barbados was the lure of money offered by international franchises that made players unavailable to play in local cricket competitions. I posed the question to the group against the background that earlier discussions had identified the closure of international leagues to West Indian players as a factor in the decline of the standard of cricket, since many Barbadians had played in those leagues. FP 3 and IP 14 expressed the shared view that while the competitions in early overseas leagues had contributed to the development of players as professionals, the international franchises attracted players who were already professionals. They maintained that while the original contracts to play in the English and Australian leagues were long term contracts (2 or more years) and aided in the building of professionalism for players who were moving from a domestic league in Barbados that was amateurish, the current arrangements were short term and were about the pay packages. The general point made was that while in the past, the BCA and the WCB had inputs into the structure and content of overseas contracts, neither the BCA nor

the WCB had any control or input in the nature and value of the recent arrangements. It was a point that was raised in an individual interview after the focus group with respondent FP 3, the administrator of the BCA who was also a former player and executive member of the Barbados Cricket Umpires Association. He argued that Barbadian players including His Excellency Sir Garfield Sobers and Sir Wesley Hall had played in English cricket leagues as young professionals in the 1960s and had gone on to build outstanding careers. The role of the overseas markets in the survival of cricket in the West Indies was an issue that begged for further research.

Focus Group 2 continued the process of thick analysis and the provision of an interim report (Evers, 2016). The technique of searching and finding data through open dialogue with stakeholders and connecting the data from the focus group to the other data collection and analysis processes led to clear interpretive themes. By utilizing these themes I was able to exhaustively identify and explain the state of cricket, the factors that influenced the state of it and the role of the stakeholders in the policy process, through the perceptions of the stakeholders.

Findings

The purpose of this qualitative case study was to explain the status of cricket in Barbados, the factors that have contributed to the status and role of the stakeholders in the process. The study utilized the views of cricket stakeholders garnered through in-depth individual interviews and focus groups. A total of twenty three stakeholders expressed views through the three data collection and analysis processes.

Table 4: Factors identified by stakeholders in individual interviews as influencing cricket's decline

Factors as identified by Stakeholders	Respondents	Stakeholder group
Changes in structure of Barbadian communities	10	All
Growth and attraction of other sports	7	All
Relations between the governing bodies	6	Officials, administrators, fans, players
Domination of women teachers in schools	5	All
Changes in structure of cricket competitions	4	Administrator, player, fan, media
Social mobility	4	Administrator, player, fan
Lure of money moved players away from Barbados	3	Player, fan, administrator, media
Banning of players	2	Administrator, concessionaire, fan
Standard of play	2	Media, administrators, fans, players

Financing cricket	2	Administrator, fan, player
Best athletes not playing cricket	1	Player, fan, official, administrator
Players motivation outside cricket	1	Administrator, player, fan
Decline of BCL	1	Administrator, fan
Coeducation	1	Fan
Decline of softball cricket	1	Administrator, fan
Need for a professional league	1	Player, fan

Research Question 1

Standard of Cricket in Barbados

Table 2 provides an outline of the preliminary findings from focus group #1. It asserts the view, confirmed in the individual interviews and the second focus group, that the standard of cricket in Barbados had declined over the last 30 years and that it could be considered “poor”.

Responses varied across the standard of cricket in Barbados from “not as good as before” to “very poor” and “dismal”. The only dissenting argument offered came from FP 5 who argued that while the standard had declined it had still compared favorably with the standard across the West Indies. All respondents pointed to attendance at games at all levels and the low numbers of boys playing cricket in communities as evidence of the decline. The respondents were also in agreement that cricket had lost the appeal it had as

the national sport cricket of Barbados. Most respondents felt that what passion remained for cricket resided in the memories of the fans and players who were over fifty years old. Further that among youth, it was the added entertainment that led them to attend cricket games. More than 50 % of all respondents expressed the view that the standard of cricket had affected their attendance at games and as much as 60 % of respondents had not attended a local or regional match for over ten years. On the other hand 50 % had attended Twenty-20 and Masters matches. The study revealed unequivocally that the standard of cricket in Barbados had declined over the last thirty years and that the standard could have been considered as “poor”.

Research Question 2

Factors Contributing To the Decline of Cricket

Although several factors (see table 4) had been offered as significant to the decline in the standard of cricket some factors could be deemed as sub-themes to others. Changes in the social structure and changes in the community both related to the environment in which cricket policy processes were designed and executed. Individual and group life had been altered due to social mobility, migration, and landownership and housebuilding practices. Since the changes in the two structures had affected cricket policy in the same way, changes in community structure was seen as a major theme and changes in the social structure as a sub-theme. The determination was influenced by the evidence that the changes to community structure and makeup affected cricket. The decline of the community based BCL competition was sufficient evidence to make that argument a major factor. That is not to say that changes to Barbadian social structure,

identified by four respondents, was not an issue worthy of recognition but because its impact could also be attributed to community changes, the latter was of greater significance. Most of all, community changes as a significant factor was identified by all respondents.

The majority of respondents pointing to the changes in community life, argued that the changes had affected the BCL and that the changes had a corresponding effect on cricket generally. FP 3 pointed out that in the 1970s and 1980s every Saturday in cricket season, the pasture in Deacons would have been packed with villagers of all ages. “There would have been mauby sellers, pudding and souse sellers. Each corner would have had its own crowd and action and discussion would have continued until late into the evening”. The former cricketer, administrator and official stressed that the Deacons’ spectacle would have been replicated across Barbados. The respondent explained that cricket had not been played at the same venue in Deacons since the 1990s.

Inadequate collaboration between the BCL and the BCA had contributed to the decline of interests in cricket. Six respondents across the data collection processes found that factor to have contributed to the decline. The view was expressed that by assuming a hands-off and sometimes “dismissive” outlook to the work of the BCL, the BCA had contributed to the decline of the BCL as a governing body and to cricket in the community. An administrator of the BCL reported that the BCA as a body never embraced the BCL as a partner even though the League had demonstrated its development capacity and organizing and management skills. “At every turn, the BCA moved to enhance its strength and capacity at the expense of the League”, the former player, official and administrator with both the BCA and BCL proclaimed.

Table 5: Policy decisions without collaboration identified by stakeholders

Policy Issue
Banning of players
Selection policy
Changing rules
Movement of teams from BCL to BCA
Use of grounds and facilities
Allocation of NSC coaches
Women cricket

A factor identified by all stakeholders was that there was a lack of collaboration between the stakeholders. This deficiency in the relationship between stakeholders had been reflected in the decisions about the banning of players who had joined what was described as a “rebel group” invited to participate in a cricket tournament organized by Australian media magnate Kerry Packer in 1977. Stakeholders argued that the members of the BCA and cricket stakeholders in general had no say in the decision to ban the players. Stakeholders maintained that the same lack of consultation or discussion governed the decision about players banned after playing in Apartheid South Africa

tours. Other issues identified as policy decisions without consultation included organizing cricket competitions and a league for women; allocation of NSC coaches to primary schools, use of grounds for local cricket, movement of teams from the BCL to BCA and selection policy especially for national representation.

It was generally argued by stakeholders that the BCA was perceived as the pivotal agency for cricket policy generation at the national level, and for relations with the regional body the WCB and the international cricket body the ICC. Collaboration between stakeholders had taken place on a one-to one basis and not through conferences and special meetings. Respondents argued that since stakeholders had multiple interests, and were members of both the BCL and BCA, they would have been aware of many policy issues but would not often have been part of the decision making. The AGM was the principal agency for decision making on policy issues but more often than not, the meetings were concerned with issues relating to facilities and the management of competitions. Miragaia et al. (2014) have advanced the argument that in decision making, successful management depended on identifying the relevance of the stakeholder's interests to determine the levels of priority assigned to a stakeholder's claim. An official from the BCA, FP 1 maintained that the other policy making bodies, the BCL, BSCA and the BWCA ceded their interests to the BCA. It was a view that while not being confirmed in the focus group was not denied or even challenged by respondents with interests in the other governing bodies.

Research Question 3

The Role of the Stakeholders

It has long been recognized that decisions made by organizational officials that direct implementation administrators impact the individuals, groups and other organizations (Pagan, Espina, & Franklin (2016). It was clear from the data that the BCA was the pivotal agency through which cricket policy was administered. The Association was represented by all stakeholder groups: fans, officials, players, administrators, media personnel, and concessionaires. The data also showed that stakeholders had multiple roles. Only two stakeholders had a single role as fans. The data revealed that some stakeholders were members of multiple cricketing bodies and in two cases, respondent stakeholders were members of the BCL, BCA, and BWCA and had served at the executive level of all three agencies.

The multiple associations with cricket bodies that the majority of stakeholders enjoyed meant that policy issues were known by stakeholders. The data suggested that the stakeholders were aware of the policy issues and that engagement took place across the variety of stakeholder interests. What was critical to the engagement was that all respondents pointed to the role of the BCA as pivotal to the policy process. Most respondents argued that the BCA was pivotal to cricket policy process and that it took decisions that other agencies had to live with. For stakeholders to influence policy issues that affected cricket outside the specific interests of the stakeholder, membership of the BCA was critical. Pointing to a decision to construct and name a media center in honour of outstanding media personnel, Anthony Cozier and Mitchinson Hewitt, IP 6 informed that it was a decision taken by the BCA at its AGM. IP 10 an administrator of the BCA

informed that the naming of pavilions and stands was done by the BCA at its AGM. To understand the role of stakeholders in the policy process it was therefore important to understand how the BCA functioned and what relationships existed with stakeholders outside its membership.

The BCA was made up of seven types of members: ordinary, life, honorary life, honorary life vice president, club, overseas and youth. The Association held an annual meeting that was opened to all financial and members in good standing. FP 1, a Life Member of the Association for over 20 years informed that resolutions were brought to the AGM and each member in good standing was allowed one vote and decisions were carried on a single majority. FP 4 was not impressed with the AGMs' of the BCA. He argued that unless it was an election year the turn out barely provided a quorum and many issues were passed without debate. IP13 a media stakeholder argued that from its inception the BCA behaved like an elite club with a few making decisions. He maintained that while the BCA's membership had changed to reflect a wider make-up of the Barbadian society but decision making still continued to be made without major consultation. Most respondents reported that club representation at BCA's meetings was usually low and that decisions made at annual meetings impacted cricket.

Stakeholders without BCA membership influenced decisions through their own associations. A BCL administrator explained that some of the members of the BCL were also members of the BCA and some issues affecting the BCL were discussed at the AGM of the BCA. The former player in the BCL's competitions informed that while relations between the two bodies had been "testy" for many years, officials and administrators from the BCL had participated in meetings between the two agencies. The role of the

BCA in the policy processes did not vary across stakeholders with both members and non-members sharing the view that the BCA was pivotal to the future of cricket. FP3, a player, administrator, fan and administrator who had left the BCA out of frustration, was adamant that unless the BCA restructured its operations to become more inclusive, cricket would continue on its downward slope.

Fans affected cricket policy through their attendance at cricket games and meetings. Some fan respondents were members of the BCA and the BCL either directly or as members of a club. An administrator of the BCL pointed out that the strength of the BCL as an organization in the 1960s and 1970s was such that rather than continue to play the annual match between the BCL and the BCA, the BCL was invited to enter a team in the BCA's competitions. By 1974 the BCL won the 1st Division, immediate and knock out competitions. Further players representing the BCL not only made it into the Barbados national team but also the West Indies junior and senior teams. Fans also affected policy through demonstrations and marches as was evidenced during the South Africa test match against the West Indies. The fans not only stayed away from the match but each day demonstrated outside the ground with placards outlining their issues. IP 13 a media respondent expressed the view that by not attending local and regional matches, fans were sending a message that the quality of cricket was not to the standard that warrant their presence. The cricket journalist was adamant that the low attendance at the BCA's and BCL's AGMs was also an attempt to challenge the powers that be to do something about the state of cricket.

Players like fans were members of clubs or had direct membership to the associations and leagues in Barbados and through those relationships influenced the

direction of the sport. FP 2 reported that several players were administrators and the executive arms of both the BCA and the BCL were made up of former players. In addition to their right to vote at AGMs, players negotiated contracts with English and Australian leagues and since the turn of the century with franchises operating the 20-Twenty tournament across the globe. By negotiating directly with the leagues and franchises, players affected selection policy, payment of fees policy and itinerary policy. FP 2 an administrator explained that India informed the WCB that during its domestic 20-Twenty tournament the national team would not be available to participate in ICC's tournaments. The WCB did not and the IC imposed tournaments on the WCB during periods when disruption from rain was very likely. In addition, many players were unavailable for WCB matches because of commitments to franchises.

The introduction of franchises argued FP 2, like the Kerry Packer tournaments led to an increase in the fees demanded by players. To combat the movement to the franchises, the BCA and the WCB had been forced to grant players contracts for up to two years to ensure their availability to play in WCB and BCA tournaments. Movement to overseas franchises had opened avenues for other players to join the Barbados' teams and other teams in the region. Further through their clubs, players had been able to apply and gain entrance into tournaments organized by the BCA or to advance to a tournament at a higher level. This latter role had been advanced by the club attracting senior or high quality players to a particular club and then applying and gaining approval. FP 2 pointed as an example, the decision of the University of the West Indies to grant regional players contracts with the UWI and influencing the BCA to include the UWI in its senior competition.

Concessionaires engaged the BCA through the provision of goods and services to meet the needs of fans and players at matches. Either through a system of tendering or direct application to the BCA, concessions had been awarded for the supply or provision of gear, equipment, meals, cleaning and maintenance of facilities. Concessionaires on the other hand provided sponsorship of teams and tournaments. An administrator with the BCL argued that the BCL's decline had been influenced by the lack of support from concessionaires. He admitted that support from concessionaires had kept the BCL alive and once that support declined the League suffered. An administrator of the BCA expressed similar views in relation to the role of concessionaires and the BCA. The former player pointed to the regional tournaments that had provided exposure for local players as evidence of the relationship. In particular, he argued, Shell an oil conglomerate, Red Stripe, a regional beer company and Busta, a regional soft drink company had contributed to the regional and national cricket competitions and had in return controlled, in monopoly like fashion, the supply of products to the regional body and the local associations. FP 6 informed that he had benefited through contracts to supply building materials and had in return sponsored a local club for ten years. He admitted that the sponsorship ended because, not only did the contract to supply materials ended but because the standard of cricket and the quality of the team management had declined to levels that had not merited support.

Administrators of the BCA and BCL were directly responsible for keeping the policy process engaging and positively influencing the direction cricket advanced. FP 4 had served as administrator to the BCA, BCL and the BWCA. He expressed the view that the attention of the administrators was too often concerned with issues of the day rather

than with issues that had long term consequences for cricket. Pointing to women's cricket and club maintenance as issues that support his view, the administrator maintained that lack of vision and an attitude of firefighting had dominated the administration of cricket in Barbados.

Administrators and officials both served on the regional and international bodies and had a direct impact on cricket issues at those levels. FP 1 reported that the local concerns hardly ever reached the regional and international bodies. Representatives of the BCA often spent their time at those meetings vying for seats on the WCB or the board of the ICC and dealing with matters relating to the regional and international levels. Officials had responsibility for the conduct of games. This included umpiring games, scoring at games, preparation of grounds and facilities and disciplinary control at matches. The Barbados Cricket Umpires Association had responsibility for supplying umpires for the conduct of games played under the aegis of the BCA. FP 3 a former executive member of the BCUA informed that the umpires association had participated in the development of rules for tournaments and had on several occasions sat on selection panels and participated in disciplinary hearings. Members of the BCUA served on the WCB and had officiated at international games. The former player expressed the view that up until the 1990s, the BCUA had operated like an "old boys' club" until the rules and structure of the BCUA had been overhauled to give greater transparency and representativeness of the body. Scorers, grounds men, umpires and match referees had all reported to their associations but had been hired on individual contracts with the BCA or BCL. Officials had also influenced the policy process through activities of their clubs and as members of the BCA and the BCL.

While the clubs were not identified as a stakeholder, by having direct membership to the BCA and the BCL, their impact as entities influenced the policy process that affected how cricket developed and subsequently declined. The challenge of treating the clubs as stakeholders related to the movement of players across the clubs and of clubs moving between the BCL and the BCA. It should be noted that clubs as voting members of the BCL and the BCA did have a direct input on the cricket policy process.

The media covering local cricket has had a major influence on the fortunes and survival of cricket. The enhancement of cricket policy by the media is manifested through the coverage of local, regional and international games, the promotion of the sport through the popular call-in and syndicated cricket programs and through media personnel's membership of the BCA and the BCL.

In the absence of regular research data and magazines or journals that focused on sport generally and cricket in particular, the popularization of the syndicated and call-in programs has served to keep cricket debate regular and ongoing. While, as an administrator FP222 noted in the individual interview, much of the views expressed are not based on any documented evidence, the opinions do force the administrators to at least discuss the issues. A commentator and former administrator, FP223, expressed the view that there was a decline in the coverage of local cricket on television and indicated that while in the past, headline sports news always featured cricket, it was no longer the case. When quizzed about the factors that contributed to the decline, he opined that it had become difficult to attract sponsors to meet the costs of the broadcast. He further argued that the quality of the cricket being played had also negatively influenced the turnout at local matches and the willingness of sponsors to expend money on cricket.

A local newspaper columnist IP 13 admitted that coverage in the local newspapers had declined significantly and remarked that in the past, newspapers carried the entire scorecard of each 1st division cricket match but now a mere summary was featured in the same newspapers.

Local radio stations carried cricket matches on the weekends and Test cricket was still carried on the paid per view television stations. The ball-by-ball coverage of cricket on the local television station had disappeared but the local radio stations still carried the regional games and segments of the local games.

The decline in cricket coverage was a reflection of the overall decline of the popularity of the sport. This was the view of most of the journalists in particular and of the respondents generally. Some respondents expressed the view that the lack of coverage by the journalists was affecting the popularity of the sport. Overall it was clear that the role of the media would still remain a key factor in any attempts to restore the popularity of cricket as a national expression but as to how, as a collective, the media could add to the revival was not clear. The role of the media would require a study in its own right.

Conclusion

The chapter detailed the process of data collection and analysis and provided answers to the questions asked about the perceptions the stakeholders held about their roles in the policy process of the administration and development of cricket, as to where it was and how it got where it was. Using Evers (2016) thick analysis I worked the data moving from focus group to interview, to focus group, as data directed the tactic, tool and method in an iterative process of collection and analysis. The reports from the focus

groups and the individual interviews were worked for codes and themes that allowed clear patterns to emerge. The data pointed to the role of the BCA as the pivotal agency for administering policy that had emerged through the engagement of the stakeholders. Several factors had impacted the cricket process including: the relationship between stakeholders, the attraction of players and fans to other sports, the changes in cricket and social structures and the banning of players from participating in local and regional competitions. The research pointed to the declaration by stakeholders that cricket had been in decline and had been for over thirty years. Secondly that while there had been active engagement of stakeholders in the policy process, the BCA had greatly influenced the process with other stakeholders influencing the policy mainly through their relationship with that association. Finally, the research pointed to Evers (2016) thick analysis as a data collection and analysis method as adequate for collecting and analyzing data from multiple stakeholders in an environment of advocacy.

Chapter 5: Discussion, Conclusions & Recommendations

Introduction

This chapter includes conclusions on the focus and process of the research. It discusses the findings of this qualitative case study that addresses the explanations of stakeholders about the status of cricket in Barbados, the factors that impacted the policy process of the implementation and management of cricket. It also discusses the role of stakeholders in the process. The purpose of the study was to examine the policy environment and process that have contributed to the state of cricket in Barbados. It had also set out to examine the role of the stakeholders in the policy process. The literature review had supported the anecdotal information that cricket participation rates and attendance at games were declining and all stakeholders participating in the interviews and focus groups confirmed that cricket was declining. The study also revealed that each stakeholder placed the blame for the state of cricket at the feet of other stakeholders, particularly the BCA. A sense of inertia appeared to have developed as a blame game had dominated the cricket policy making environment. I endeavored to move the opinions from untested ones to a stage of tested and reliable data through triangulating and reflecting on the statements made by the respondents. Stakeholders of cricket, (fans, players, officials, administrators, concessionaires and media personnel) were interviewed individually and in two focus groups and the responses analyzed for themes using NVivo until saturated into answers to the questions posed. In the process I sought to add to the

body of knowledge relating to policy process generally and in particular, on cricket policy processes, by bridging the gap in the literature.

A qualitative case study was utilized following an interpretive research paradigm that allowed me to analyze the state of cricket in Barbados. Questions were directed at fans, players, officials, administrators, concessionaires and media personnel of cricket. Their opinions about cricket, the related policy process and the role they individually and collectively had played in advancing cricket to the state at which it had arrived were analyzed. The questions were posed through two focus group sessions and by way of individual interviews with players, fans, administrators, officials, media personnel and concessionaires.

Anecdotal data had pointed to declining levels of participation in and attendance at cricket matches and these conditions were confirmed by stakeholders participating in the study. The decline in participation was confirmed by data collected on the teams participating in organized cricket. Table 7 shows that from a high of 208 teams participating in the domestic cricket in Barbados in 1997 that by 2017 only 173 teams were participating in cricket organized by the BCA and the BCL. Table 6 revealed that in cricket organized by the BSCA, teams playing in that organized form of cricket had moved from 104 teams competing in 1978 to not a single game being played in that form of organized cricket. The anecdotal data had pointed to several factors contributing to the decline and data derived from the study confirmed some of the factors while others seemed not to have been impactful. Those confirmed by the data included changes in the social and community structure, closure of overseas leagues to Barbadian cricketers,

relations between administrative bodies and the growth and attraction of other sports. In addition to these factors the data revealed that domination of female teachers in the primary schools and coeducation were also contributing factors. While other factors including the banning of cricketers from participating in local, regional and international competitions and loss of appeal of cricket to young boys and girls were mentioned, the aforementioned stated factors represent the major findings of the study.

Interpretation of the Findings

Interpretation of the phenomenon is about sense making and elucidating meanings about the phenomenon of interests (Patton, 2002). The conclusions I have drawn from this research were generated after analyzing the views of the stakeholders. The data collection and analysis processes revealed that the standard of cricket in Barbados had declined over the last thirty years. Further that the state of cricket had developed through varying roles of the stakeholders as fans, players, administrators, officials, concessionaries, and media personnel. Some participants had several of the above roles, others two or three and only five, the fan participants, had singular roles as fans.

The State Of Cricket

The data confirmed that cricket had declined since the 1990s. The evidence of the decline was expressed through the low attendance at games played under the aegis of both the BCA and the BCL at the local level. This was confirmed by all stakeholders participating in the interviews and focus groups as represented in appendix E. In addition, the BCL registers pointed to a drop from 103 teams participating in 1988 to 45 teams in 2017 and 37 in 2018 respectively. While the BCA had benefited from teams moving from

the BCL, total teams participating had declined from a high of 208 in 1997 to 182 in 2017 and 173 in 2018 (see tables 6 and 7). While in the school leagues, the teams playing in regular competitions had moved from 26 in 1996 to 20 in 2016. It was also evidenced by the turn out at games coordinated by the WCB at the national and the international levels. Gómez-González, et al (2016) have shown that attendance at sporting activities are affected by the relationship between the players and the fans and in the case of cricket in Barbados the evidence offered by stakeholders showed that the poor performance of the teams and the clubs had an effect on the decline in attendance at all levels.

Table 6. Softball cricket Teams for selected years

Year	Teams
1972	44
1978	104
1997	24
2002	14
2017	0

Table 7. Clubs and team playing organized cricket in BCL & BCA for selected years

Year	BCA	BCL	Total
1956	36	89	125
1968	55	88	143
1988	89	103	192

Year	BCA	BCL	Total
1997	126	82	208
2017	137	45	182
2018	136	37	173

The stakeholders reported that the drop in attendance had also affected the revenues of the governing bodies through direct gate receipts and from sponsorship and contract bids from concessionaires.

The impact of attendance had also affected the policy making process since attendance at AGMs of the governing bodies had declined over the years. Poor attendance had been registered by school boys and girls attending games at all levels but particularly at the national level. The low attendance by young boys and girls had implications for the future of the sport given the growing level of disinterest at other levels and by other groups. The low attendance and participation numbers by school level players had import, since at the community level the sport had shown a major decline in attendance at and participation in cricket games.

Factors Leading to the Decline

The data, in addition to pointing to the decline in attendance and participation rates, identified factors that had contributed to the state of the sport. In exchange relations in voluntary organizations, as in other kinds of social relations, the terms of the bargain shift until power or benefits are balanced between the leaders and followers (Abu-laban, 2006). The data outlined in Tables 6 & 7 clearly pointed to a declining level of relations

between the BCA, the teams and the players. The data revealed that attraction of players and fans particularly among the youth to other activities contributed to the declining state of the sport. It also pointed to the domination of women in the school system. Women dominated the primary school system as teachers and as principals replacing a predominantly male feature of the 1960s when cricket was at its zenith. Another factor was the treatment of players and clubs by the BCA. Respondents argued that the interests of the BCA always reflected the wishes of the WCB and or the ICC and not the interests of the local stakeholders. Yet another issue raised was the poor relations between the BCA and other cricketing bodies especially relations with the BCL and the BWCL. Respondents explained that the BCA never saw its role as the leading cricket authority but rather as competing with the other associations for resources both financial and human. These factors, when combined, had the effect of individual stakeholders or stakeholder groups looking out for their own interests to the detriment of the overall state of cricket. From the data stakeholders, while agreeing that competition from other sports was a major factor, had mixed views on the other contributing factors. Changes in the social and community structure had influenced the decline of the BCL membership. The strength of cricket in Barbados was attributed to the connections between individuals and clubs within each community as young boys and girls would assist with the preparation of cricket pitches and playing fields which kept them tied to the sport. This relationship had disappeared and it was doubtful that it could be repaired. The evidence showed that many of the communities that hosted BCL teams changed due to housing developments constructed on the playing fields thereby ending the playing of cricket on the facility.

Respondents also pointed out that many of the residents had moved to more affluent new developments outside the traditional communities. Respondents had identified the urban communities like Deacons, Westbury, Bayville, Belfield and the rural ones like Crickland, Bathsheba and Belleplaine that dominated the BCL, as communities where cricket was no longer played. The villages that hosted cricket and provided a nursery environment for the nurture and development of young cricketers had changed to the point that many of the traditional BCL playing facilities now reflect the aging population of Barbados. The implication of this reality to the furtherance of cricket development is that all sports need nurseries to continue to grow and flourish and with the changes in the community, some other nursery would have to be identified. The schools provide an option but given the stakeholders concerns about the domination of female teachers and challenges of coeducation in schools, that option appears to have their own challenges. The need for greater collaboration between the stakeholders becomes increasingly obvious.

The Role of the Stakeholders

To understand the attitudes of and factors motivating specific groups of stakeholders within an industry or organization could point to options on how to tailor initiatives for the individuals in each stakeholder group to best encourage improvement (Murillo et al, 2016). Cricket's decline had pointed, in part, to the role of the stakeholders with the data pointing to the dominance of the BCA in the policy process. This dominant reality meant that the administrative structure and policies of the BCA were critical to stakeholder engagement. The data also pointed to an exclusive role played by the BCA in

determining policy by controlling participation in decision making to members only.

Pagan et al. (2016) have maintained that stakeholder engagement can mitigate negative impacts and must be encouraged since, the wider the involvement the greater the chance for building long term relations, as well as lasting programs and policies. As such every effort must be made to involve stakeholders outside the BCA membership in the policy making process. The inclusion should be regulated and not left to the BCA. An annual conference or meeting of all stakeholders would provide an environment for collaboration and lead to a more inclusive policy making process.

The BCA has enjoyed the dominant policy making position from cricket's inception and convincing the BCA to widen the decision making process would itself require an advocacy process. Stakeholder advocacy has long been recognized as a critical process in policy making (Kalimo et al., 2015). Further coalitions seek to translate their beliefs into public policies and programs. Notwithstanding the fact that the data revealed that the efforts to influence policy process was inhibited by the dominance of the BCA every effort must be made to move the BCA to a greater level of inclusiveness. Clearly, BCA's dominance contributed to the early successes since it represented the only administrative body. However the changing nature of the Barbadian society requires a new governance model that takes the interest of all stakeholders into consideration. Failure to move the process beyond the current state could lead to a further decline in the state of cricket.

Limitations of the Study

Qualitative research is often limited by the implications that time and costs can place on the size of the sample. The use of snowball sampling provided an endless number of data sources that respondents felt could have impacted the findings that eventually emerged. The inexhaustibility of the referrals means that the sample may be considered small and as such care must be taken in making the findings transferable to other populations.

The literature had pointed to a blame apportioning tendency by the stakeholders as they sought to transfer responsibility for the state of cricket from themselves. I had anticipated that respondents would have given honest answers. However social responsibility bias Lee, and Woodliffe (2010) could not be ignored as some respondents may have given data that made themselves appear blameless or avoiding taking responsibility. I assumed nonetheless that respondents were honest in their responses.

Cricket's reach across the Barbadian society was so wide that many focus group participants were familiar with other participants. Pearson and Vossler (2016) warned that focus group discussion can become problematic as the dynamics of the group could lead to dominating persons dictating the outcome. Although there was no evidence of the dominant respondent, this feature of focus group data collection and analysis, was anticipated and the use of more than one focus group utilizing different participants atoned for any bias that may have resulted from the familiarity of participants.

Recommendations

The recommendations for further research in the area of this study flow from the acceptance that the study did have limitations. They are also influenced by the size and make-up of the sample and from the findings as they relate to the literature review and the assumptions made.

The paucity of research on cricket generally and on cricket policy in particular meant that transferability would have been the ideal desire of the researcher. However, while every effort was made to ensure that questions of validity were covered, the size of the sample may raise doubts about the coverage of so wide a phenomenon. Care was taken, that even within a snowball sampling process, to include representatives of all identified stakeholders and to give as representativeness as possible each of those categories of stakeholder interests. Nonetheless, further research would be needed that addresses the phenomenon with specific focus on the role of individual stakeholders as a study within itself. This is particularly significant given the dominant role played by the BCA in the policy process.

Social policy issues and stakeholder advocacy have not been used often in research in Barbados. Cricket as a subject of research provides context that can invite foci on the interplay of: race, class, status, age, gender, school affiliation and urban and rural origins, as topics worthy of explanation. By utilizing stakeholder advocacy as a framework, this study has introduced an area of research that in addition to enriching the literature on social policy sets an example of what is possible.

Although the two oldest administrative bodies (BCA and BCL) have annual general meetings, the evidence pointed to a declining attendance at those meetings. As stated earlier the data also revealed the dominance of the BCA in the policy process. If policy is to address the state of cricket every effort must be made to ensure that the decision making process is more inclusive. It would require a look at the advocacy methods of the other stakeholders and the opportunities designed to allow them to interact with the two bodies the BCA and the BCL. It is recommended that given the state of relations and interests in cricket, a national effort be made to bring all parties together to find solutions and to chart a way forward establishing the role that each stakeholder will play in the revitalization of the sport. It would mean that the state and by this I mean the Government of Barbados (GOB) takes a greater role in the administration of cricket.

The loss of cricket in local communities' forces administrators to find new nurseries and the schools provide the structure and the young recruits to fill that vacuum. There is evidence that once a school has a designated cricket coach the teams produced better than those teams without designated cricket coaches. The examples of Combermere and Foundation Secondary schools provide grounds for emulation as those two schools continue to dominate cricket competitions in Barbados. If cricket is to recover and grow then cricket administrators must immediately engage education officials in dialogue about the role the schools can play in the process of regeneration of cricket. Each stakeholder of cricket should be brought on board and be allowed to contribute to the process in the spirit of meaningful and collaborative advocacy.

Women's cricket, like women's football, has grown internationally but continues to struggle in Barbados. The once growing BWCA has become inactive and has been subsumed into the responsibilities of the BCA. The lack of organized cricket for women at the school's level and at the national level in Barbados accounts for the low participation rates of women who are forced to play in competitions organized for men. It is being suggested that the recommendations stated above for the convening of a national convention on cricket and using the schools as nurseries should also include special attention to women's cricket.

At present, while representation at the national level provides for the payment of stipends, there is no professional cricket league in Barbados. Sixteen players representing the West Indies cricket team receive contracts at varying levels of remuneration. That apart across the West Indies only the annual 20/20 tournaments provide players with professional contracts and as such players are forced to ply their trade across the globe. It has always been recognized that leagues with the WCB's control should be so structured that players could make a comfortable living from competing in them. The data acknowledged that need but it also pointed out that revenue generation at the national level could hardly be enough to sustain a competitive league in Barbados.

A recommendation being provided is that at the national level in Barbados the operationalization of a semi-professional league form part of any discussions about the future of cricket in Barbados. Such a league would provide young men and women with a career path to aim at. In addition to player benefiting other stakeholders like

concessionaires, fans media personnel and officials could benefit from the activities that such a facility can produce.

Implications for Social Change

Blame apportioning can be a destructive force and in the case of cricket in Barbados, it was clear from the respondents that a high level of blame apportioning had occurred and it was affecting the relations between stakeholders and the poor relations were to the detriment of cricket. The study provided a clear picture of the role of each stakeholder in the policy process and recommendations provide a framework that could assist with a process designed to repair any damage done by the blame game.

The recommendations made above invite the BCA to take a retrospective look at its structure and to work with the other stakeholders to move beyond the blaming exercise. By highlighting the views each stakeholder held about the policy environment and processes, the study provides an opportunity for stakeholders to work at improving relations between themselves and enhance the policy making environment.

The study revealed that cricket continues to be a major form of national expression and its fortunes affect the state of individual and national well-being. By addressing the shortcomings and recommendations expressed in the study stakeholders can go a long way in repairing any damage and to design a path that can place cricket closer to the high levels of national pride and acceptance that it enjoyed 30 years ago.

Finally, state involvement in the policy processes continue to be a critical consideration in cricket development and the study recommends greater involvement by the GOB in the policy process

Conclusion

Cricket has become a very popular international sport (Wright & Zammuto, 2013). It has been too important a force in Barbados for its continued decline to go unaddressed. This study provides an initial look at the state of the sport and the role of the stakeholders in moving it to its current state. The BCA has been identified as pivotal to any policy creation and implementation that can address the state of cricket. It will require further research efforts that focus on specific issues and players in the cricket mix. In particular the role and management of cricket in schools and the future of the BCL are issues that need immediate attention.

Research requires human and financial resources. In the past the BCA found the resources, through partnership with the GOB, to engage in a financial planning exercise directed at strengthening the financial standing of the BCA. The plan proved to be a financial stabilizer but the structural weaknesses have once again placed the Association under threat and as a consequence the future of cricket is under threat.

Stakeholders have all recognized the threat. As the pivotal agency, the BCA must take the lead and move to invite the widest possible participation of cricket's stakeholders to devise a strategy that is inclusive and wide enough. A strategy that addresses some of the issues identified in this study and others that would emerge during the dialogue. By so doing it prepares the way for an implementation strategy that forces each stakeholder to be part of the recovery process.

Throughout the study the claim was recited about the structure of the BCA and a belief that it remains an exclusive club for members only. Cricket has been a source of

national pride and the performances at all levels have done much to place Barbadians in a state of cricket inertia. Trust building, therefore, becomes a key factor in any effort to move cricket forward. The BCA has become culturally diverse enough to engage the other stakeholders in dialogue about what is needed and what roles each stakeholder can play in bringing the forces of cricket together in the furtherance of cricket's development and lifting national pride. If this study can achieve the acknowledgement of the need for collaboration, and stimulate action to have an engagement, then over and above meeting the requirements of the university, the effort would have worth the resources utilized.

The recommendations advanced above merely seek to provide points of departure but stakeholder engagement in an active advocacy environment that allows collaboration offers the best option for the regeneration of cricket in Barbados and its restoration as the prime national cultural expression.

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Appendix A

List of Stakeholder respondents across all data collection

code	Interests	Session	Type of interview	Contact
Fp1	Administrator, player, fan	Office March 12 th , April 5 th	Individual & both Focus Groups	2468268302
FP2	Fan	Black Rock March 10 th	Focus Group	12462414841
FP3	Official, administrator, player, fan	Office, March 14 th , 20 th & April 5 th	Individual & Both Focus Groups	246-2666609
Fp4	Fan, media, player , administrator,	Office, March 12 th	Individual & Focus Group	2468329294
FP5	Administrator, fan	My Office March 12 th	Focus Group & Individual	2468266279
Fp6	Fan, administrator, concessionaire	My office, March 12 th & His office	Individual & FG	246-2386317

March 19 th				
FP 7	Administrator, Official, fan	My Office March 12 th	Focus Group	12462344959
FP 8	Fan, administrator, official	My Office March 12 th	Focus Group	246-2436353
FP9	Player, fan	Office, March 12 th	Focus Group	2468268326
FP10	Player, fan	My Office March 12 th	Focus Group	12468263103
Fp11	Fan,	My Office March 12 th	Individual	2468212697
FP 12	Fan, player	My office March 12 th & 24 th	Individual & FG	246-2669012
FP 13	Fan	My Office March 12 th	Focus Group	2462612101
IP 1	Player, fan	Bar March 16 th	Individual	2468223818
IP 2	Administrator, official, fan	His home	Individual	2462436353
IP3	Player, fan, administrator	My Office	Individual	2462358682
IP 4	Fan, administrator	His Patio	Individual	246 4331051
IP 5	Fan, player, official	My office	Focus	2464256207

				Group
IP 6	Concessionaire, fan, player	His Bar	Individual	12468350869
IP 7	Fan	His Patio with friend	Individual	2462414841
IP 8	Fan, administrator	Bar	Individual	2468206704
IP 9	Player, fan	Playing field April 5 th	Individual	246 8368812
IP 10	Media, fan	April 12 th Bar	Individual	2465353070
IP 11	Administrator, fan, player	April 7 th His Patio	Individual	2464382476
IP 12	Fan	April 8 th Playing Field	Individual	2462404107
FP2 20	Fan, administrator	My Office	Focus Group	2462304488
FP 221	Fan, media	My Office	Focus Group	2462309240
FP2 22	Player, fan, media	My office	Focus Group	2462305499
FP2 23	Fan, player, media	My Office	Focus Group	2468260409
FP 224	Player, fan	My office	Focus group	2468268327

FP	Fan, concessionaire,	My office	Focus	2622347717
225	administrator		group	
FP	Player, fan	My office	Focus	2462391121
226			group	
FP	Player & fan	My Office	Focus	2468308933
227			group	

Appendix B

Stakeholder abbreviated responses to the standard of cricket in Barbados

code	Interests	Standard of cricket in Barbados
Fp1	Administrator, player, fan	The standard has fallen and you can see that it has because in the local communities no one plays cricket anymore
FP2	Fan	
FP3	Official, administrator, player, fan	The standard of cricket is not what it used to be. We are the laughing stock of cricket
Fp4	Fan, media, player , administrator,	Yes it has and you can see the interests has dropped when you watch the news coverage not much is carried on cricket
FP5	Administrator, fan	With West indies cricket going down Barbados' cricket went down and nothing has been done to change that
Fp6	Fan, administrator, concessionaire	I used to sponsor cricket clubs but the standard and interest are so low I don't think the investment is worth it and I have stopped
FP 7	Administrator, official, fan	The standard has declined but it is much better than other regional cricket countries
FP 8	Fan, administrator, official	I know the standard has been dropping and it has been dropping for many years

FP9	Player, fan	The standard has fallen and the players of today cannot match those of the past
FP10	Player, fan	Yes it has fallen because not many people are playing or following cricket and it is evident across our communities
Fp11	Fan,	Yes it has and in my community which was a cricket community no one plays anymore
FP 12	Fan, player	Yes but the reasons are varied
FP 13	Fan	It has declined in the standard of play and people playing. It is also seen in attendance at games
IP 1	Player, fan	Yes the standard has dropped and it is enough to turn fans off but I still go and watch games
IP 2	Administrator, official, fan	I am sure the standard has dropped. There is no more softball and people are not going to Kensington
IP3	Player, fan, administrator	We are playing as much organized cricket as before but less formal cricket and the fans are not as excited as before and the turnout at matches is significantly lower.
IP 4	Fan, administrator	There is a general decline across the region
IP 5	Fan, player, official	There is no doubt that the standard has declined

		and there are many factors that have contributed
IP 6	Concessionaire, fan, player	The standard of play on the field has deteriorated and the fans are staying away. I doubt the viewing and listening audiences are as good as in the 1980s
IP 7	Fan	The standard is poor at the domestic level and within the clubs. Players are not interested. The poor quality of cricket has turned me off
IP 8	Fan administrator	Fewer people are playing cricket than before. There may be organized cricket that keeps the game alive but less people are watching and playing the game
IP 9	Player, fan	The standard is much lower that we would want at both the local and regional levels
IP 10	Media, fan	The standard has dropped because we have not responded aggressively to the changes in our society and in the international game
IP 11	Administrator, fan, Player	The standard has definitely declined and you can see it by the turn out of fans to watch games and the number of teams competing. Over the last 15 years the BCL has seen a sharp

		declined in the number of teams participating.
IP 12	Fan, player	The quality of the cricket has declined and it is running the fans away. The standard has dropped across the region
FP2	Fan, administrator	
20		
FP	Fan, media	While our teams are competing at the regional level there is a drop in the fans turning out and young men and now women are not as enthusiastic as when we were young
221		
FP2	Player, fan, media	The changes in our society have affected cricket negatively
22		
FP2	Fan, player, media	The standard has fallen to such a state that people don't want to go to the games
23		
FP	Player, fan	The quick fix and action games have attracted our young people and it is negatively impacting our cricket, so yes it has declined
224		
FP	Fan, concessionaire, administrator	We can't get young boys to play and it is reducing the high level of play and then people are not watching the game
225		
FP	Player, fan	Yes when I played, it was difficult to get into a team because so many boys were playing but
226		

		now any one can get into a team because of the scarcity of players
FP	Player, fan	Not enough young people are playing cricket and it has affected the high standards we had
227		
