

BOARD OF DIRECTORS MEETING

GUIDELINE FOR ORGANIZERS



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1. TERMS OF REFERENCE

This Guideline for the organizers of a CISM BoD meeting has to be read in conjunction with the CISM Regulations, **Edition November 2020** and the CISM Flags Manual **edition 2020**.

The CISM Statute and the CISM Regulations are the supreme regulations references for all CISM events.

Without discrimination towards any gender represented, all articles use masculine gender as neutral.

This Guideline is available in English and French but in the occurrence of any misinterpretation or misunderstanding arising from language trouble, the English version shall prevail.

2. INTRODUCTION

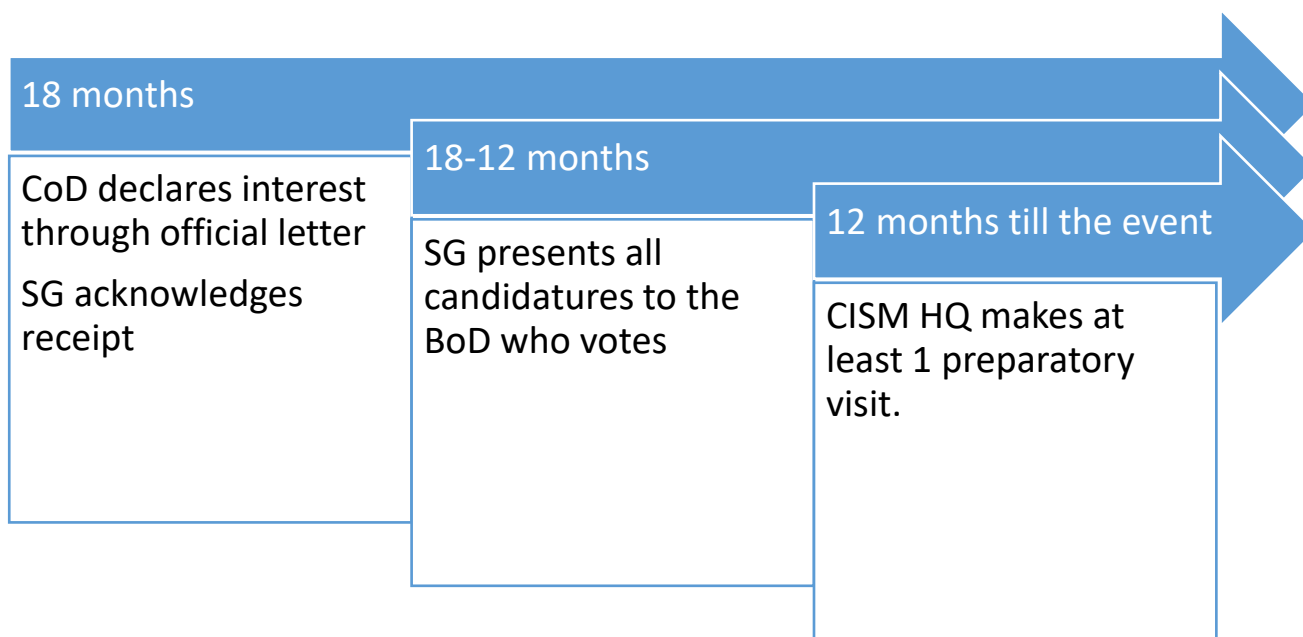
The Board of Directors (BoD) is the CISM body that decides all measures relating to management and administration of CISM within the limits of its Statutes and Regulations. The CISM President heads the Board. The importance of its transactions necessitates a detailed preparation of its organization and a definition of the working procedures on which it is based. The Board of Directors meets three times a year. The first meeting is held in mid-February/ early March. The second meeting is held in the frame of the General Assembly & Congress and the third meeting approximately six months later. The preparation of the first and third meetings is explained in the present document.

3. BIDDING PROCEDURES TO HOST A CISM BOD MEETING

Any CISM Member Nation in active status has the right to host a BoD meeting. The Chief of Delegation willing to host a BoD meeting shall notify its intention to the CISM SG at least 18 months prior to the event through an official document addressed to the CISM HQ. The letter must indicate the approximate period and the host city chosen. For protocol reasons, it is very strongly advised to host the Bod meeting in the capital city of the host nation.

Upon receipt of the candidature, the CISM SG shall inform the concerned CISM VP and acknowledge receipt of the candidature. The candidature will then be presented at the following BoD meeting which shall vote to entrust or not the candidate(s). Once voted in by the BoD, the name of the country will officially appear on the CISM Calendars.

The CISM SG shall send the Protocol & Events Manager for a preparatory visit to the nation.



4. PARTICIPANTS

The following authorities are subject to participate at a Board of Directors Meeting:

- CISM President (1)
- CISM Vice Presidents (4)
- CISM Secretary-General (1)
- CISM BoD Members (14)
- CISM Treasurer General (1)
- Presidents of Commissions not belonging to the Board (according to CISM President's decision)

- Representative of the Presidents of the CISM Sports Commissions – PCSCR (1)
- Members of the General Secretariat (max 5)
- Invited experts whose name and the number is left up to the appreciation of the CISM President
- Guests invited by the CISM President

Other people may take part in the BoD Meeting, such as personal translators or assistants, however, they are not to be considered as a CISM authority.

Approximately 30-35 people attend the BoD meeting.

As a courtesy to the participants, the Organizing country is asked to invite spouses and to organize a specific cultural/touristic program for them.

Precedence of the CISM authorities:

President, Vice-President of the host continent, Secretary-General, other Vice-Presidents in order of seniority, Members of the Board of Directors, in order of seniority, Treasurer General, Representative of the Presidents of CISM Sports Committees (PCSCR), Presidents of Commissions (non-BoD members) and Members of the General Secretariat.

5. PREPARATION

The organization of the Board of Directors meeting is entrusted to a nation at least 9 months in advance. Consequently, the organizing country has enough time for its preparation.

4.1. Place

It is advisable to organize the BoD meeting either in the main city or in its proximities, where the Government is located and close to an international airport. The choice of an appropriate location is very important since it will facilitate transport, accommodation and communication, avoiding disgusting problems and reducing logistics costs.

4.2. Date

The first BoD Meeting takes place usually in early March. The second one is organized in the frame of the General Assembly & Congress and the third meeting takes place between the end of October and the beginning of November.

4.3. Preparation

A well planned and well-executed preparation in advance will assure a further successful event. This phase has to start as early as possible and its first step is to set up a Local Organizing Committee (LOC), which will be in charge of the organization of the event. Once appointed, the LOC is considered as the main entry point of contact for CISM for all issues related to the preparation of the BoD Meeting. It shall be responsible for all matters relating to the planning and execution of the activities.

The second step is to select at least three venues and accommodations (following the minimum requirements) to submit to the project manager (CISM HQ member) during the 1st on-site preparatory visit. It is advisable to have both the accommodation and the conference center (meeting room) in the same complex or within a walking distance. It will facilitate the logistics aspects. At this moment, it is also advisable that the LOC describes what they are thinking about cultural activities, spouses program, protocol audiences and other extras activities (if applicable). After the decision taken about the hotel and conference center, the next steps are related to the preparation itself, following a matrix of responsibilities and a timeline. You may find in **Annex 1** a checklist that can be useful for guiding the LOC during the event's preparation.

4.4. Preparatory Visit

At least one on-site preparatory visit is required to maximize efforts between the CISM HQ and the LOC to prepare in optimal conditions the BoD Meeting. CISM General Secretariat shall provide the knowledge and expertise, which CISM has acquired over the years as a result of it overseeing the organisation of the previous CISM Statutory Events, to assist the host nation concerning the planning, organisation and operation of the BoD Meeting.

The preparatory visit is expected to be held at least 9 months before the event managed by the CISM Protocol Officer or another officer appointed by the CISM Secretary-General for a period of 3 days. At this opportunity the following points have to be discussed:

- a. Final selection of the hotel + convention center after visit all options
- b. A provisional general program of activities
- c. Definition of a matrix of responsibilities + timeline
- d. Final review of the invitation file of the event
- e. Visas Issues
- f. Protocol program
- g. Translation needs
- h. Minimum requirements for the event (checklist)

For these activities, the traveling costs are at CISM expenses while the LOC covers the full board and lodging as well as local transportation.

A second preparatory visit usually is not required and the contacts can be done through email and by phone. However, if the Secretary-General understands it is necessary due to a lack of communication between the LOC and CISM HQ or upon demand from the host nation, an officer will be designated to perform the visit.

During this period (between the pre-visit and the event itself) the following points have to be discussed:

- a. Review of the overall program of activities;
- b. Submission of the invitation file;
- c. Final protocol program;
- d. Rooms set up;
- e. Ceremonies;
- f. Welcome and Closing Dinners;
- g. Minimum requirements (checklist);
- h. Review of participants;
- i. Review banners, brochure, participant's credentials, reservation at the hotel, transport, scripts, etc;
- j. Final modification and last modifications to the overall and daily programs of activities; and
- k. Security, communication and transportation plan.

6. PROGRAM OF ACTIVITIES

The program of the BoD Meeting is elaborated by the General Secretariat in synchronization with the LOC. It will be distributed in the official invitation what means the unexpected changes are not welcome because they can create inconveniences and misunderstandings.

A BoD meeting usually lasts 6 days from arrival to departure of the participants. Please note that the members of the CISM HQ may arrive one or two days before in order to finalize the preparations for the event.

The typical program is presented below:

.Day	Activities
D - 2	Arrival of the members of the CISM HQ
D - 1	1 st Preparatory meeting between CISM HQ and LOC Setup of the CISM HQ office and the CISM President office
D	Arrival of all participants 2 nd Preparatory meeting (if it's needed)
D + 1	Press conference (if applicable), opening ceremony* 1 st session of the BoD meeting
D + 2	2 nd and 3 rd session of the BoD meeting
D + 3	4 th session of the BoD meeting Closing ceremony, gift exchange and gala dinner
D + 4	Cultural events and departures
D + 5	Last day of departures

*** The opening ceremony includes official group picture, welcome cocktail/dinner and protocol audiences. Depending on the circumstances, the opening ceremony may be organized in the evening of the Day 0**

7. FINANCIAL CONDITIONS

As a general rule, a country organizing a Board of Directors meeting will base its organization on the following conditions:

6.1 Travelling expenses

All participants' travel expenses to the host country (nearest international airport) are borne by the delegations they belong to. Local transportation is at the expense of the host nation.

6.2. Transportation

The Organizing Committee will provide transportation means for every accredited participant for all official movements including the airport pick-up and drop-off, the courtesy calls to local and national authorities held outside the official hotel, the cultural activities or any other activities requiring a group movement.

The following table recaps the transportation means to be provided:

CISM authority	Transportation means	Availability
CISM President	private car	24h/day
CISM Secretary-General		
4 CISM Vice Presidents	private car (when possible)	During official movements
BoD members	van, minibus or bus	
Members of the CISM General Secretariat		

The Organizing Committee does not have any other obligation to provide on-demand transport to other participants.

6.3. Board and lodging

The host nation shall provide full board and lodging for the hereafter officials during their entire period of work in the host nation:

CISM authority	Max Number	Type of room
CISM President	1	Senior suite
CISM Secretary-General	1	Junior suite
CISM Treasurer General	1	Single room with safe
Members of the CISM HQ	5	Single rooms

The financial contribution for all other participants and accompanying spouses/companions is fixed by the LOC in accordance with the CISM General Secretariat and it may not exceed **140 EUROS** (single room) and **180 EUROS** (double room) including lodging and full board. The financial contribution must be clearly announced in the invitation and may not be changed afterward.

The above-mentioned conditions are valid for the duration of the BoD Meeting. If a participant stays for a longer period (early arrival, later departure), the conditions of stay may vary.

The LOC is also responsible for all financial aspects regarding lodging and full board for its personnel and the interpreters. For the latter, the General Secretariat can help in finding interpreters but the organizing committee shall cover travel costs, full board, lodging and daily allowances.

6.4 Convention Center

The LOC is responsible to pay for all costs relating to the renting and operating of the convention center as well as to cover all costs relating to the translation services as specified in this Guideline.

The LOC has to take note of all requirements related to the provision of the meeting room and its equipment, including translation requirements as they are listed in this Guideline.

8. INVITATION – AGENDA – PREPARATORY DOCUMENTS

The General Secretariat prepares the summons (notice of meeting) and so the LOC elaborates in synchronization with the General Secretariat the official Invitation File.

The LOC must submit the invitation to the CISM Secretary-General's approval at least five months before the agreed date of the activity. Once it is approved, the LOC must send the invitations to all participants at least four months before the date established to start the BoD Meeting.

The invitation file must contain:

- a. Cover page with the CISM emblem and the organizing country's coat of arms
- b. The summons
- c. The standard invitation text signed by the Chief of Delegation of the host country
- d. The distribution list
- e. The general program
- f. The conditions of stay
- g. Miscellaneous information as following:
 - The amount of finance charges in internationally convertible currency (preferable in US Dollar). This must be specified for full board in single and double rooms
 - Conditions of stay for accompanying spouses (including special programs)
 - Cultural day and other cultural activities available on site;
 - Practical information concerning:
 - Police regulations (passport, VISA, etc...);
 - Access to the location of the event (nearest airport, train station, etc...);
 - Customs regulations and formalities required for entry into the country;

- Health regulations (vaccinations, etc...) and medical services;
- Dress regulations (winter-summer uniforms, etc...);
- Weather conditions;
- Postal address;
- Extra expenses to be met by participants (beverages, airport taxes, minibar, ...);

h. Registration forms

Through the registration forms, the participants will officially inform the LOC of their intention of attending the event. Based on these documents the LOC will plan hotel bookings, airport/train station pick up and drop off, transportation, as well as all administrative and logistical matters. These documents must be simultaneously sent to the LOC and the CISM HQ. The LOC has to send attached to the invitation the templates of the following agreements:

- **Preliminary agreement** (to be returned at least **two months** before the event). The preliminary agreement informs the LOC of the number of attendees. It works as an important operational basis. At this opportunity, the LOC can also ask for other data, according to its needs.

- **Final entry** (to be returned at least **one month** prior to the event). The final agreement specifies the names, ranks and function of the participants, as well as detailed flight information, Credit Card data and other relevant and necessary information requested by the LOC and the hotel.

The hotel selected for the event may demand credit card data to guarantee the reservation. However, it is important to take into consideration that some participants may not have it. It means that the selected hotel has to be flexible and accept payment upon arrival.

It is advisable to emphasize in the invitation file that all participants have to send their preliminary/final entry forms even those who will not attend the event. In this case, they are asked to send either a registration form or a letter declaring they will not take part in. This procedure helps the LOC to manage the hotel bookings.

The agenda of the meeting and the corresponding preparatory documents are totally under the responsibility of the CISM General Secretariat. However, the LOC has to print it out according to instructions of CISM HQ.

9. GENERAL ORGANIZATION

9.1. Patronage committee

The BoD Meeting may be placed under the patronage of a high authority or a patronage committee. In the case of a patronage committee, it consists generally of governmental, military and sports authorities from the host country.

9.2. Host delegation

The Chief of host delegation is responsible for all aspects of the long-term preparation of a BoD Meeting, i.e.:

- Drawing up the operating chart;
- Appointment of the organizing committee;
- Drawing up a financial plan;
- Drawing up an exact calendar (with the place, date, activity and other important information);
- Drawing up the invitation file;
- Drawing up an exact day-by-day program;
- Selection of hotels and conference centers able to host the event;
- Sending out invitations to the participants;
- Request CISM medals and other awards;

- Media information (if applicable).

9.3. Local Organizing Committee

The LOC is responsible for the spot preparation of a BoD Meeting which includes:

- Appointment of the sections and definition of their duties;
- Organization of the secretariat;
- Information flow to the participants.

The LOC should cover the following areas:

a. Secretariat

- Organization of the both LOC secretariat and CISM Secretariat;
- Provide accreditation for all participants;
- Prepare the event brochure;
- Organization of the meeting rooms and equipment (sound system, poles and flags, translator cabins,...);
- Printing and dispatching of paperwork and documents;
- Deal with translators;
- supervise the welcome desks (airport, conference center and hotel)
- Other.

b. Protocol

- General protocol;
- Reception and welcoming of officials and missions,
- Organization of the opening and closing ceremonies and the official photo of the event;
- Organization of Welcome Cocktail or Dinner and the Gala Dinner (closing banquet);
- Organization of the Gift Exchange;
- Prepare flags and anthems;
- Organize Protocol meetings between CISM authorities and Local authorities;
- Organize Awards ceremonies (Provide cushion and a military to hold the medals)
- Provide Master of Ceremony and prepare the ceremonies scripts;
- Responsible for rehearsals.
- Other.

c. Public relations

- Provide tourist brochures, maps, guidebooks, miscellaneous;
- Operate the welcome desks at the hotel and conference center;
- Contacts with reporters, organization of the press conference and press coverage before, during and after the event (if applicable);
- Organization of ladies program and a cultural day;
- Information and communication,
- Provide awards and gifts (gift exchange ceremony);
- Photo and video coverage.
- Other.

d. Financial

- Preparation of estimates;
- Management of funds;
- Payment of bills.
- Other.

e. Logistics

- Organization of Pick up and drop off at the airport;
- Organization of local transportation;
- Operate the welcome desk at the airport;
- Supervision of traffic, staff cars, fuel, parking;
- Support the protocol section on the reception and welcoming of officials and missions;
- Hotel bookings;
- Lodging and meals for the participants and additional members of the organizing committee;
- Coffee break;
- Organization of first aid and medical services (mobile and stationary units);
- Provide adequate security for the event;
- Point of contact with the hotel and conference center managers;
- Other.

10. RULES OF STAY

10.1. General

Immediately upon arrival, participants are informed, in writing, of the exact conditions of stay. The participants fall under the jurisdiction of the organizing country.

10.2. Military uniforms

Participants must wear the military uniform during official ceremonies such as the opening and closing ceremony and other events where uniform is appropriate. The official program will detail the dress code.

10.3. Forbidden actions

In conformity with the statutes and the philosophy of CISM, any political or religious actions during a CISM Board of Directors meeting (dissemination of propaganda documents, pictures, brochures, reviews, etc...) is strictly forbidden. Any infraction may cause disciplinary actions.

10.4. Information booklet (brochure)

The OC shall prepare an information booklet in English that will be handed over to all participants upon arrival in the hotel. That booklet shall provide the participants with the following information:

- Welcome address from the Chief of host Delegation
- Short information about the country and the host city
- Rules of Stay
- Overall Program (activities, ceremonies, dates, places, dress code)
- BoD Agenda (provided by CISM)
- Security Guidelines & Points of Contact
- Medical services
- Transport services
- Information about cultural activities and spouse program
- Any other information that may be useful

11. MANAGEMENT OF THE ARRIVAL AND DEPARTURE OF PARTICIPANTS

Participants may arrive at the event place using different means of transport. The most commonly used is air transportation, but also railway and car transportation should be considered when the location permits.

The period of arrival of the participant at the airport/train station up to his check-in at the hotel is very sensitive, mostly for those who traveled for many hours or even days. For this reason, these procedures must be as fast as possible. Nobody shall wait for more than 30 minutes at the airport/train station after arrival. If it's necessary, more shuttles must be available.

People responsible for this activity must carry an updated and accurate list, based on the final entries, describing ranks, names, flight information (flight number, time, and terminal), as well as the room booked for the participant.

11.1. Airway

The organizing country must establish a welcome desk at the airport (all terminals), on a 24-hour basis. This desk must be in direct contact with the secretariat and thus with the logistics/transport department. It is preferable to install this welcome desk at the luggage collection point. When a 24-hour desk cannot be provided, a visible bulletin board has to inform the arriving participants on how to proceed.

The use of backdrops, folders or banners related to the event is mandatory in order to identify the meeting points, special lines and the directions to be followed.

The organizing country shall provide assistance to help the participants with the entry formalities. If necessary the presence of interpreters has to be ensured to welcome the participants in the two languages English and French. The same kind of help will be provided for the departure of the participants.

Sometimes participants arrive unannounced or at a different time or date. CISM does not encourage that, but the organizing committee should be prepared to deal with it.

When there are either more than 1 terminal or arrival point, the procedures must be the same for all of them.

11.2. Railway

Participants arriving by train should clearly inform the organizing country of their arrival times. The same assistance described for the airway arrivals must be provided to those participants who arrive at the train station (when applicable).

11.3. Road

It is recommended to inform in the invitation file the geographic coordinates and the complete address of the hotel/conference center for those who decide to travel by car.

11.4. Hotels rooms list

The LOC will provide the CISM HQ with a list of rooms allocated to the participants in case there is a need to contact them.

11.5. Departure of participants

The organizing committee will be in charge of confirming the departure time of each participant and will organize the transport to the airport/train station, as well as provide all necessary help to them (passport control, check-in, etc.). Therefore, a CISM desk should be organized for the departure.

12. MANAGEMENT OF HOTEL

The host nation has to provide a help desk at the hotel lobby with people from the Organizing Committee ready to distribute accreditation, brochures, etc. and give all the information necessary and demanded by the event's participants.



Welcome Desk

12.1. Check-in

In order to avoid problems, the participants are advised to pay the amount of money specified in the invitation upon arrival at the hotel at the moment they check-in or within 24 hours after their arrival. **Neither the host nation nor the CISM HQ may be held as responsible for the default of payment.**

When the payment is made, the participants must receive their accreditation for the event and an information package with all necessary information on their “rights and duties”, the program (brochure), and other relevant items such as invitations to ceremonies and dinners, meal tickets, tourist information, etc.

12.2. Info board in the lobby

It is necessary to provide an information board in the lobby of the hotel, on which the Organizing Committee exposes the daily program, the latest changes or other relevant news.

12.3. Hotel rooms

The LOC is expected to arrange the necessary hotel rooms for all the participants. The chosen hotel must be flexible in the management of unexpected participants or participants who are expected but do not show up. The price of the various rooms must be clearly indicated in the invitation form. Participants must know the price for a suite, double room (price per person), single room and full board.

Rooms must include a single or double bed, shower or bath, table and chair, telephone and the necessary comfort. The hotel should have a minimum of 3-star international rating and preferably 4-star international rating.

It is advisable and common to foresee a suite for the President of CISM and the CISM SG if possible. The president room shall have one separated fully equipped office room suitable for receiving guests.

The members of the General Secretariat and the interpreters (optional) should be lodged preferably on the same floor and not too far from the meeting rooms and the secretariat. One room per person (or couple) is an absolute necessity.

12.4. Restaurant

Meals and drinks must both be sensible and substantial and meet the dietetics requirements.

As much as possible, the following points should be taken into consideration:

- Traditions particular to ethnic groups and religion;
- identify the foods by name (in English);
- Medical requirements and prescriptions;
- Schedule of events.

The restaurant must be able to serve a maximum of people in a minimum of time. For lunch a buffet is advisable and the use of meal tickets can be a practical solution.

12.5 Offices

12.5.1 CISM President's office

If the CISM President cannot be accommodated in a suite containing a separate functional office, an office for him, appropriately equipped (telephone, computer, printer), should be provided. It has to be ready on the morning of D-1.

12.5.2 Secretariat of CISM

One office must be available for the Secretariat of CISM, preferable next to the meeting room. It must be a **separate room** and **cannot be shared with the secretariat of the organizing committee**, as they don't do the same job. While the LOC is in charge of all logistics/catering/transport aspects, the CISM HQ Staff are in charge of all aspects related to the "content of the meeting. The secretariat of CISM must be equipped with desks, chairs and all kinds of office supplies such as paper, rubbers, pens, pencils, perforating and stapler, rulers, scissors, scotch tape, clips.

A telephone, electricity plugs and cables must also be available as well as Internet access for five computers. The staff of the General Secretariat uses four own portable computers. Two extras with an internet connection and a **color multifunctional printer (printer, scan and photocopy)** must be available. The setup of the rooms will be decided by the Project Officer at the preliminary meeting. The CISM Secretariat must be operational from day D-2 (morning) on.

13. MEETING ROOMS

13.1. Preparatory meeting room

The preparatory meeting can be held in the staff meeting room of the organizing country. The room is prepared for approximately 10 persons. The preparatory meeting includes:

- welcome address by the President of the LOC,
- thanking by the Secretary-General of CISM,
- Presentation of the Organizing Committee,
- Presentation of the members of the General Secretariat,
- Overview of the preparations by the organizing committee,

- Review of protocol program,
- Questions, remarks and proposals.

The preparatory meetings are very important since it is the basis of smooth conduct of the coming meetings.

13.2. Board of Directors meeting room

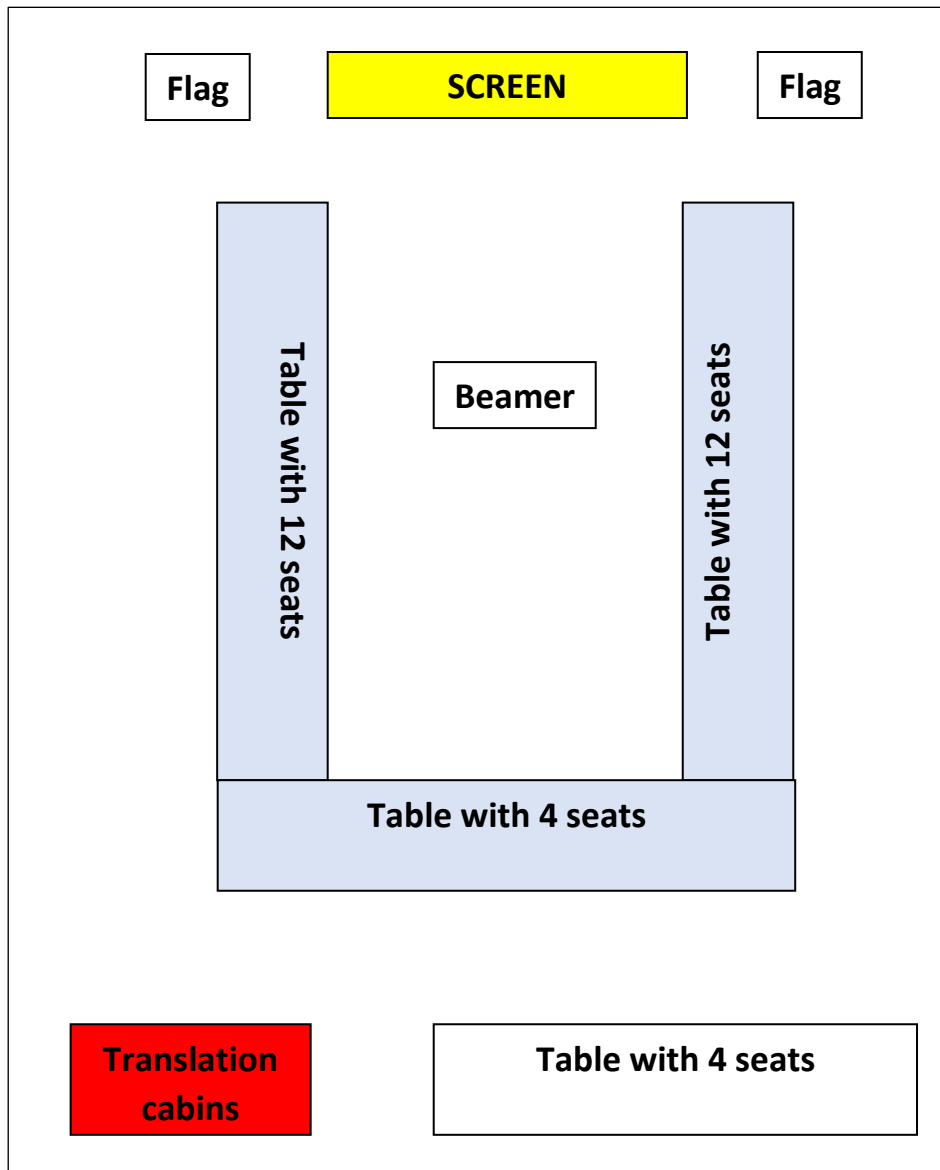
Meeting room setup

A modern room, properly equipped and spacious enough should be provided for the meeting of more or less 35 people. The disposition of the tables has to be U-shaped. In principle, the tables at the furthest end are reserved for the President of CISM, and the Secretary-General. The members of the Board of Directors, the Treasurer General, the Commission Presidents and CISM Staff will occupy the tables on either side. A large CISM and host country flags must be displayed in the session room.



Meeting room setup (U-Shaped)

The layout hereafter is advisable to be followed:



Microphones and earphones

One microphone must be provided for the President of CISM, one for the Secretary-General and one microphone per two for the rest of the participants. One portable (wireless) microphone is also advisable to be used for those who prefer to make their presentation standing. For each participant, an earphone (translation) must be available.

Simultaneous translation

The Organizing Committee has to provide simultaneous interpretation into English and French. All working documents will be handed over to the interpreters by the General Secretariat (one per language). It is necessary to test the equipment before the meeting.

For the purpose of minutes tracking, it is mandatory to foresee an audio recording of all sessions.

Audio-visual apparatus

The following apparatus must be available:

- 1 computer + projector
- 1 projection screen (at least 3m x 5m)
- Sound system
- Laser pointer
- Headsets for simultaneous translation

During the projections, the lights in the room must be dimmed, but the participants must always be able to write and take notes.

Make sure that a second set of each is available in case of a breakdown.

Other Stuff

- Water bottles and glasses
- Paper and ball-pen
- Nameplates (provided by CISM Secretariat)
- Other according to the LOC

13.3. Coffee break

Meetings are usually scheduled from 8:00h to 12:00h and from 13:30h to 17:30h. The coffee breaks are expected to be ready:

- Morning 10:00h - 10:30h
- Afternoon 15:30h - 16:00h

The place for the coffee break should be close to the meeting room. Coffee, other refreshments, fruits and biscuits should be available in sufficient quantities.



Coffee break

14. CEREMONIES AND PROTOCOL

14.1. General

All CISM events shall bear a military character and include ceremonies that enhance their prestige. The delegations organizing a CISM event are requested to apply the CISM rules and recommendations regarding Protocol and to use them as an operational basis, with all due respect to the protocol and the military traditions of their nations. These ceremonies shall not take more than 45 minutes.

The use of English alongside the national language is mandatory during these ceremonies. The host nation may provide both Master of Ceremonies. A simultaneous translation into French is also mandatory.

The CISM HQ Protocol officer will work in close collaboration with the protocol department of the LOC. Together they will finalize the script of all ceremonies held during the event. The template of the ceremonies is available in appendix 1.

14.2. Opening ceremony

The host nation must organize an opening ceremony that bears a formal military character.

The opening ceremony is conducted according to local customs and procedures, however, it has to respect the CISM protocol precedence and follow the CISM minimum requirements. It consists mainly of:

- a. Reception of the local highest authorities accompanied by the CISM President, the CISM Vice-President of the host Continent and the CISM Secretary-General;
- b. Soldiers enter bringing the CISM flag and the flag of the hosting country to the sound of the CISM march,
- c. The flag of the host country is hoisted accompanied by its anthem (short version);
- d. The CISM flag is hoisted accompanied by its anthem (short version);
- e. Welcome speech by the local highest authority (or according to the decision of the Organizing Committee);
- f. Welcome speech by the CISM President;
- g. Decoration Ceremony*;
- h. The most important dignitary present pronounces the traditional phrase: **“I declare the ... Board of Directors meeting of the International Military Sports Council open”**;
- i. Official photo;
- j. Welcome banquet;
- k. When it is possible, an artistic showcase complements the formal part of the ceremonies.

*** In case a decoration of CISM Authorities or CISM flag by the local authorities is foreseen, this should be done right before the CISM Order of Merit decoration.**

Remark: The host nation has to respect the CISM protocol precedence addressed in these regulations.



Opening Ceremony (indoor)



Opening Ceremony (outdoor)



Official Photo

14.3. Decoration ceremony

CISM traditionally confers the CISM Order of Merit to anyone who, by his or her actions, has contributed to the ideals and goals of CISM and the CISM Star of Sports Merit to military athletes who have demonstrated excellence in CISM championship and fidelity to the ideals of CISM.

The **CISM Order of Merit** comprises six (6) grades:

1. Grand Cordon,
2. Commander,
3. Grand Officer,
4. Officer,
5. Grand Knight,
6. Knight.

The **CISM Star of Sports Merit** comprises four grades:

1. Double Gold Star;
2. Gold Star;
3. Silver Star
4. Bronze Star

More details regarding eligibility rules can be found in the CISM Regulations.

Decorations can be awarded to authorities and athletes of the Host Nation and also external ones on the occasion of the opening/closing ceremony of the Board of Directors meeting or during special audiences.

The LOC has to send the form requests up to two months before the event. Generally, the organizing nation may request a maximum number of decorations at its own expense. Besides, the LOC may request two medals financed by CISM.

The decoration is bestowed by the President of CISM (Grand Master of the Order of Merit) or his appointed representative. The awarding of decorations follows a strict military decoration procedure and the CISM protocol should be followed as much as possible. The host nation must provide two militaries to hold the medals on the cushion to assist him.

Decorations can be awarded to authorities of the Host Nation and also of CISM on the occasion of the opening/closing ceremony of the Board of Directors meeting or during special audiences. For the decoration ceremony, the CISM protocol should be followed as much as possible.



Decoration Ceremony

14.4. Courtesy Calls

The Host nation shall organize some Courtesy calls to the highest national dignitaries from political, military and sports spheres. The choice of courtesy calls shall be commonly decided between the host country and CISM before the start of the event. It usually includes:

- An audience by the Head of State or highest national authority (restricted to the CISM President);
- A visit to military authorities (Minister of Defense, Chief of Staff);
- A visit to the Mayor; and
- Other eventual visits (NOC, National Sports Federations, etc).

The CISM Head of Protocol & Events and the authorities of the Host nation are responsible for the coordination of the visits. During these activities, an exchange of official souvenirs (small commemorative plaques) is commonly organized between CISM and the host country.



German Vice-Minister of Defense

14.5. Homage rendered by CISM

A commemorative ceremony may be conducted at a national monument. The CISM President will lead the missions on this occasion. The host nation is expected to provide flowers or a wreath and to

organize the ceremony following the national rules. All necessary information concerning the ceremony will be spoken about during the preparatory meeting to brief the President accordingly.



Wreath Laying Ceremony

14.6. Closing ceremony

The closing ceremony is performed in the same practical manner as the opening ceremony. It consists mainly:

- a. Reception of the local highest authorities accompanied by the CISM President, the CISM Vice-President of the host Continent and the CISM Secretary-General;
- b. Closing speech by the CISM President;
- c. CISM Order/Sport of Merit Ceremony (if not already done);
- d. Closing speech by the local highest authority (or according to the decision of the LOC);
- e. The CISM flag is lowered accompanied by its anthem (short version);
- f. The flag of the host country is lowered accompanied by its anthem (short version);
- g. Hand over CISM Flag to the next host country
- h. The most important dignitary present pronounces the traditional phrase: **“I declare the ... Board of Directors meeting of the International Military Sports Council closed”**;
- i. Gift Exchange (in an occasion before the Gala Dinner)
- j. Gala Dinner;

14.7. Gift Exchange

The LOC should prepare souvenirs to offer to the participants during the Gift Exchange Ceremony. The decision of presenting gifts is left at the discretion of the organizing country.

Usually, the CISM President and the BoD Members offer gifts to the President of the LOC on the occasion of this activity.



Gift Exchange

14.8. Gala dinner

Traditionally, the closing ceremony is followed by a Gala Dinner to all participants hosted by the Organizing Committee. Tradition requires that all participants attend the Gala Dinner in Uniform Class A (with tie and jacket). It is an opportunity to celebrate the success of the event and practice the friendship. It may also be enhanced by cultural and artistic displays from the organizing nation. The President may take the floor on behalf of CISM and therefore on behalf of all participants to congratulate the host nation and propose a toast.



Gala Dinner

15. PRESS CONFERENCE

During all CISM events, an information (press) conference devoted to CISM and its activities shall be included in the program by the host nation. The purpose of this meeting is to promote CISM on a wide scale. It is intended for the benefit of all dignitaries and authorities present, as well as for the press.

It is conducted jointly by:

- the President of CISM who chairs the meeting,
- the Continental Vice-President
- the Secretary-General of CISM,
- the Chief of the hosting Delegation,
- Military athletes from the host country.

The Press conference should aim at considerable impact and may be preferably followed by a drink or cocktail party. It is only one of the many ways of promoting CISM and should be preceded and followed by a proper public relations campaign, including press articles, television spots, radio broadcasts, posters, panels, photographs.

All published articles as well as videotapes with the TV coverage should be sent to the CISM HQ.



Press conference

16. CULTURAL ACTIVITIES AND RECEPTIONS

The cultural aspect of a CISM event is not to be neglected. The organizing country has to include at least one **cultural or tourist** activity in the general program.

These activities must however be carried out with a certain degree of discretion in order not to interfere with the important tasks to be accomplished by the Board of Directors meeting.

Receptions and official dinners can be hosted during the event. During these dinners, the hosts may give a short speech.



Cultural Activities

17. MEDICAL CARE AND INSURANCE

17.1. Medical care

A medical center will be established which will deal with minor cases. Serious cases will be treated at a hospital equipped to carry out the adequate treatment. First aid and evacuation service will be available on location. Minor level medical care is at the expense of the host nation. Serious cases requiring hospitalization and eventually surgery should be covered by the participant who needs to have adequate insurance.

17.2. Insurance

The participant ensures accidents occurring during travels to and from the BOD meeting. Accidents (not illness) occurring during local group transportation (aircraft and other transportation) organized by the host nation are the responsibility of the host nation. For all other health problems/disturbances, the participants should be adequately insured. The LOC cannot assume the responsibility for all kinds of loss, damage to health impairment. Therefore, it is of utmost importance that all the participants must be in the possession of appropriate insurance covering these risks.

18. SPOUSES PROGRAMME

The organizing country may set up an attractive and well-planned program for spouses and companions. It shall be clearly defined on the invitation and scheduled on the brochure.

19. PHOTOS

Most of the participants at CISM events appreciate seeing photos of the events. The organizing country can produce them or assign this work to a private firm or photographer. In case the organizers wish so, the CISM HQ may include its official photographer CISM HQ in the mission. The related costs will be covered by the OC.

In any case, one complete set of photos for the General Secretariat (for the archives and to be used in the CISM Magazine and website) must be provided at the expense of the organizing country.

20. SECURITY

The organizing country is responsible for the security of all authorities and guests.

21. MINUTES

The Secretary-General is fully responsible for drawing up and distributing the minutes. The minutes are drawn up in English (French is optional). Upon the decision of the President of CISM, a second edition may be drawn up, which will be distributed to the BoD only.

REMARK

The CISM Statutes and the CISM Regulations are the supreme regulations references for all CISM events. This Guideline is a support to the Organizers of a BoD Meeting related to Protocol and it has to be read in conjunction with the CISM Regulations, Edition November 2020 and the CISM Flags Manual edition 2020.

Any additional request for information can be addressed to:

CISM Protocol & Events Manager

cism@milsport.one

APPENDIX 1
PROTOCOL CHECKLIST

BOD Meeting

Tasks	Status	Remarks
General		
Provide a local liaison officer to be permanently in contact with the CISM Protocol Manager		
Provide a Local Organizing Committee (LOC) Help Desk at the airport (all terminals) in order to receive the BOD Members. Preferable at the luggage collection point. Banners are mandatory in order to identify the meeting points		
Provide a LOC Help Desk at the Hotel Lobby		
Prepare a detailed arrival and departure plan, based on Final Entries and CISM HQ information, and provide the airport pick-up and drop-off		Car/Minivan/Bus
Elaborate and distribute the Event's Brochure (General information for all participants). Submit to CISM SG approval 15 days prior to the event		
Provide a Bulletin Board at Hotel Lobby to keep all the participants updated about the daily activities		CISM HQ and LOC expose the daily program and the latest changes or other relevant news.
Prepare a boarding plan for the necessary movements (official meetings, cultural activities, any other activities requiring a group movement)		
Provide Accreditation for all participants. It must be ready when BOD members arrive at the hotel		
Print and bind the preparatory documents in French and English based on files delivered to the LOC by CISM HQ		
Provide big Backdrop for the Event (opening/closing ceremony, official picture, etc)		

CISM HQ Staff Office		
Provide a CISM Staff Office		
Install a color multifunctional printer (printer, scan, photocopy)		
Provide computers/laptop (minimum 2)		
Provide paper A4 (5 packages)		
Provide electrical extensions		
Provide pens, stapler, puncher, notebook, etc.		

Preparatory Meeting (1 or 2 days before the event)		
Presence of the LOC's members		
Make available all the facilities linked with the event to be visited		All the facilities must be ready to visit
Present a person from the Hotel or LOC to be responsible for the Logistic Management		
Present a person from the Hotel or LOC to be responsible to solve any technical emergency problems during the events		

Opening Ceremony	Status	Remarks
Define the location (indoor or outdoor)		
Complete the ceremony's Script (ceremony's sequence) and return with the necessary changes for approval		Template provided by CISM HQ
Display Country Flag and Anthem short version		Pole is necessary to hoist the flag
Display CISM Flag and Anthem short version - provided by CISM HQ		
Plan Event's Official Photo (after the ceremony)		chairs are necessary for the group photo
Provide two Masters of Ceremony		Local language and English speaker
Provide Translators		English into French French into English
Inform ASAP the participation of external authorities		
Prepare the Seating Plan according to the precedence of the CISM authorities		According to the CISM regulation
CISM Awards (Order of Merit)		Provide cushion and a military to hold the medals
Request the awards to CISM HQ		Send request forms 1 month in advance
Provide a sound system		
Plan a rehearsal for the event		

Protocol Meetings	Status	Remarks
Inform in advance if there will be courtesy calls		Who? When? Where? Formal? Gift exchange? Speech is necessary? Order of Merit?
Prepare the event's Script (event's sequence) and send to CISM HQ		

Welcome Banquet / Cocktail	Status	Remarks
Prepare the Seating Plan		Only for the main table
Inform ASAP the participation of external authorities		
Display the menu or identify the food		
Provide a sound system		

Meeting Room	Status	Remarks
Set up as U Shape		At least 26 places
Provide extra places to accommodate CISM Staffs and guests		
Provide a sound system		
Provide computer/laptop		
Provide translators (cabins and devices necessary)		English into French French into English
Make available speakers, microphones, beamer, screens, computer, loudspeakers, audiovisual means, laser pointers, etc.		
Provide a notebook, pen/pencil, bottle of water and glass on the table for each participant		
Make available a technician to solve an emergency problem during the event		
Organize Coffee break (morning and afternoon) following the events' agenda		

Closing Ceremony	Status	Remarks
Define the location (indoor or outdoor)		
Complete the ceremony's Script (ceremony's sequence) and return with the necessary changes for approval		Template provided by CISM HQ
Display Country Flag and Anthem short version		Pole is necessary
Display CISM Flag and Anthem short version - provided by CISM HQ		Lowering
Provide two Masters of Ceremony		Local language and English
Provide Translator		English into French French into English
Inform ASAP the participation of external authorities		
CISM Awards (Order of Merit)		Provide cushion and a military to hold the medals
Plan the CISM Flag Transmission		Protocol soldiers are necessary
Provide a sound system		
Program a rehearsal		

Gala Dinner / Farewell Banquet	Status	Remarks
Inform the presence of external authorities		
Prepare the Seating Plan		Only for the main table
Prepare the ceremony's Script (ceremony's sequence) and send to CISM HQ		
Display the menu or identify the food		
Provide a sound system		
Program the Gift Exchange		Gifts exchange between the Chief of Delegation (or other authority) and BOD Members. It should be before dinner.

Cultural Activities	Status	Remarks
Display information for the participants about cultural activities in the Hotel Lobby two days before the event		
Inform the Spouses Program in the event's brochure and/or display the information in the Hotel Lobby		
Prepare a boarding plan for the necessary movements		

Press Conference	Status	Remarks
1 room for 20 people (+ seats)		
1 table for 5 people (+ seats and microphones)		
Backdrop displayed behind the spokespersons		
1 moderator: a person to control the process and keep reporters on the subject.		
Provide enough power plugs for the journalists		
Media invitation: Send a press conference advisory to appropriate local media outlets at least a week before the press conference and send a press release to the local media outlets. Follow up with a phone call two days before the press conference to make sure that everyone received the advisory. Call them the day before to remind them about the event.		
Prepare a Media Kit and provide a folder of information, including a press release, details of the conference's speakers name, surname, position, agenda, press release, a brief description of the conference reason.		

APPENDIX 2
(SCRIPT OF THE OPENING CEREMONY)

BOD - xxxx / OPENING CEREMONY



DATE: xxxxx
TIME: xxxxx
PLACE: xxxxxxxx

1. CEREMONY BEGINNING

<u>MASTER OF CEREMONY</u>	<p>WELCOME TO THE FIRST CISM BOARD OF DIRECTORS MEETING OF 2019 OPENING CEREMONY.</p> <p>APPROACHING THE CEREMONY SITE (List the highest Authorities), ACCOMPANIED BY _____ AND BY COLONEL HEVÉ PICCIRILLO, PRESIDENT OF THE INTERNATIONAL MILITARY SPORTS COUNCIL.</p> <p>WE ARE HONORED AND PROUD TO HIGHLIGHT THE PRESENCE OF THE FOLLOWING AUTHORITIES: (other authorities present in the event)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>WE ARE REUNITED IN THE CITY OF _____ TO ATTEND THE FIRST CISM BOD MEETING 2019.</p> <p>THIS IMPORTANT STATUTORY EVENT PERMITS THE LEADERS OF MILITARY SPORT TO CARRY OUT THE MANY AGENDA POINTS AND TO MAKE IMPORTANT DECISIONS FOR THE FUTURE OF THE INTERNATIONAL MILITARY SPORTS COUNCIL AND THE WORLD MILITARY SPORTS.</p> <p>THIS SPECIAL MOMENT ALSO SHEDS LIGHT ON THE STRONG AND CORDIAL RELATIONS BETWEEN THE INTERNATIONAL MILITARY SPORTS COUNCIL AND THE GERMAN MINISTRY OF DEFENSE.</p>
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2. FLAGS ENTERING

<u>MASTER OF CEREMONY</u>	<p>AT THIS TIME, THE _____ FROM THE _____ ARMED FORCES WILL ENTER THE ROOM BRINGING THE GERMAN AND CISM FLAGS.</p> <p>Ladies and Gentlemen please all rise</p> <p>(EVERYBODY STANDING UP)</p>
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3. HOISTING OF NATIONAL FLAG ACCOMPANIED BY THE NATIONAL ANTHEM

<u>MASTER OF CEREMONY</u>	<p>AT THIS TIME, THE NATIONAL FLAG OF _____ WILL BE HOISTED ACCOMPANIED BY THE _____ NATIONAL ANTHEM.</p> <p>(EVERYBODY REMAINS STANDING UP)</p> <p>THE NATIONAL FLAG AND ITS ANTHEM!</p>
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4. HOISTING OF CISM FLAG ACCOMPANIED BY THE CISM ANTHEM

<u>MASTER OF CEREMONY</u>	<p>NOW, THE CISM FLAG WILL BE HOISTED ACCOMPANIED BY THE CISM ANTHEM.</p> <p>(EVERYBODY REMAINS STANDING UP)</p> <p>THE NATIONAL FLAG AND ITS ANTHEM!</p> <p>Ladies and Gentlemen, please take your seat</p>
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5. WELCOME SPEECH

<u>MASTER OF CEREMONY</u>	<p>WE INVITE (Chief of Delegation), TO DELIVER HIS WELCOME SPEECH.</p>
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6. CISM PRESIDENT SPEECH.

<u>MASTER OF CEREMONY</u>	<p>AT THIS TIME, WE INVITE COL HERVÉ PICCIRILLO, CISM PRESIDENT, TO DELIVER HIS SPEECH.</p>
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7. CISM PRESIDENT SPEECH

<u>MASTER OF CEREMONY</u>	<p>NOW, AS IT IS CUSTOM, THE CEREMONIAL PRESENTATION OF THE CISM ORDER OF MERIT TO THE PERSONNEL WHO SUPPORTED THE ORGANIZATION OF THIS EVENT AND CONTRIBUTE WITH THE DEVELOPMENT OF CISM AND WORLD MILITARY SPORTS.</p> <p>“THE CISM ORDER OF MERIT MEDAL IS CONFERRED BY THE BOARD OF DIRECTORS ON ANYONE WHO, BY HIS ACTIONS, HAS DEMONSTRATED THE IDEALS AND GOALS OF CISM AND BY HIS PERSONAL PERFORMANCE HAS CONTRIBUTED TO THE DEVELOPMENT OF SPORTS IN THE ARMED FORCES, RENDERED EXCEPTIONAL SERVICE TO THE CAUSE OF CISM.”</p> <p>WE INVITE THE FOLLOWING MILITARY PERSONNEL TO TAKE POSITION:</p> <ul style="list-style-type: none">----- <p>(BEFORE CISM PRESIDENT APPEARS...HE MUST WEAR THE GRAND CORDON)</p> <p>WE INVITE COLONEL HERVÉ PICCIRILLO, CISM PRESIDENT, TO BESTOW THE AFOREMENTIONED INDIVIDUALS WITH THE CORRESPONDING GRADE IN THE CISM ORDER OF MERIT.</p> <p>(AFTER DECORATION... GROUP PHOTO WITH THE AWARDED)</p> <p>WE INVITE THE CISM PRESIDENT AND THE AWARDED AUTHORITIES TO RETURN TO THEIR ORIGINAL POSITIONS.</p>
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8. HIGH AUTHORITY SPEECH AND OPENING CEREMONY DECLARATION

<u>MASTER OF CEREMONY</u>	WE NOW KINDLY INVITE THE (HIGHEST AUTHORITY) , TO DELIVER HIS OPENING ADDRESS AND DECLARE THE OFFICIAL OPENING OF THE FIRST CISM BOARD OF DIRECTORS MEETING 2019.

After the speech, the authority reads:

<i>THORITY</i>	<u>"I DECLARE THE FIRST BOARD OF DIRECTORS MEETING-2019 OPEN"</u>
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9. CLOSING

<u>MASTER OF CEREMONY</u>	THE CEREMONY IS FINISHED. THE _____ IS GRATEFUL FOR YOUR PRESENCE AND INVITES YOU TO PARTICIPATE TO A GROUP PHOTO AT _____ AND THE WELCOME COCKTAIL AT THE _____. "FRIENDSHIP THROUGH SPORT"

APPENDIX 3
(SCRIPT OF THE CLOSING CEREMONY)

BOD-xxx / CLOSING CEREMONY



DATE: xxxxx
TIME: xxxxxx
PLACE: xxxxxxxx

1. CEREMONY BEGINNING

<u>MASTER OF CEREMONY</u>	<p>LADIES AND GENTLEMEN, GOOD EVENING!</p> <p>WELCOME TO THE _____ CISM BOARD OF DIRECTORS MEETING OF _____ CLOSING CEREMONY.</p> <p>APPROACHING THE CEREMONY SITE (LIST THE AUTHORITIES), ACCOMPANIED BY _____ AND BY COLONEL HERVÉ PICCIRILLO, PRESIDENT OF THE INTERNATIONAL MILITARY SPORTS COUNCIL.</p> <p>WE ARE HONORED AND PROUD TO HIGHLIGHT THE PRESENCE OF THE FOLLOWING AUTHORITIES:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>WE WERE REUNITED IN THE CITY OF _____ DURING _____ DAYS HOSTED BY THE _____ MINISTRY OF DEFENSE AND CISM _____ DELEGATION TO MAKE IMPORTANT DECISIONS FOR THE FUTURE OF THE INTERNATIONAL MILITARY SPORTS COUNCIL AND THE INTERNATIONAL MILITARY SPORTS.</p> <p>THE _____ CISM BOD MEETING HAS BEEN A SUCCESSFUL EVENT AND THE STARTING POINT IN THIS SPECIAL YEAR OF THE 7th CISM WORLD GAMES IN WUHAN NEXT OCTOBER.</p>
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2. CLOSING SPEECH BY THE _____ HIGHEST AUTHORITY

<u>MASTER OF CEREMONY</u>	<p>AT THIS MOMENT WE INVITE (THE HIGHEST AUTHORITY) TO DELIVER HIS CLOSING SPEECH.</p>
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3. CISM PRESIDENT CLOSING SPEECH

<u>MASTER OF CEREMONY</u>	<p>NOW, WE INVITE COLONEL HERVÉ PICCIRILLO, CISM PRESIDENT, TO DELIVER HIS CLOSING SPEECH.</p>
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4. AWARD CEREMONY

<p><u>MASTER OF CEREMONY</u></p>	<p>NOW, AS IT IS CUSTOM, THE CEREMONIAL PRESENTATION OF THE CISM ORDER OF MERIT TO THE PERSONNEL WHO SUPPORTED THE ORGANIZATION OF THIS EVENT AND CONTRIBUTE WITH THE DEVELOPMENT OF CISM AND WORLD MILITARY SPORTS.</p> <p>“THE CISM ORDER OF MERIT MEDAL IS CONFERRED BY THE BOARD OF DIRECTORS ON ANYONE WHO, BY HIS ACTIONS, HAS DEMONSTRATED THE IDEALS AND GOALS OF CISM AND BY HIS PERSONAL PERFORMANCE HAS CONTRIBUTED TO THE DEVELOPMENT OF SPORTS IN THE ARMED FORCES, RENDERED EXCEPTIONAL SERVICE TO THE CAUSE OF CISM.”</p> <p>WE INVITE THE FOLLOWING MILITARY PERSONNEL TO TAKE POSITION:</p> <ul style="list-style-type: none">----- <p>(BEFORE CISM PRESIDENT APPEARS...HE MUST WEAR THE GRAND CORDON)</p> <p>WE INVITE COLONEL HERVÉ PICCIRILLO, CISM PRESIDENT, TO BESTOW THE AFOREMENTIONED INDIVIDUALS WITH THE CORRESPONDING GRADE IN THE CISM ORDER OF MERIT.</p> <p>(AFTER DECORATION... GROUP PHOTO WITH THE AWARDED)</p> <p>WE INVITE THE CISM PRESIDENT AND THE AWARDED AUTHORITIES TO RETURN TO THEIR ORIGINAL POSITIONS.</p>

5. LOWERING OF CISM FLAG ACCOMPANIED BY THE CISM ANTHEM

<p><u>MASTER OF CEREMONY</u></p>	<p>AT THIS TIME, THE CISM FLAG WILL BE LOWERED ACCOMPANIED BY THE CISM ANTHEM.</p> <p>Ladies and Gentlemen, please all rise</p> <p>(EVERYBODY STANDING UP)</p>
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6. LOWERING OF _____ NATIONAL FLAG ACCOMPANIED BY THE NATIONAL ANTHEM

<p><u>MASTER OF CEREMONY</u></p>	<p>AT THIS TIME, THE NATIONAL FLAG OF _____ WILL BE LOWERED ACCOMPANIED BY THE ITS NATIONAL ANTHEM.</p> <p>(EVERYBODY CONTINUE STANDING UP)</p> <p>Ladies and Gentlemen, please take your seat</p>
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7. HAND OVER OF CISM FLAG

<p><u>MASTER OF CEREMONY</u></p>	<p>PROTOCOL SOLDIERS FOLD FLAG AND GIVE IT TO THE (Chief of Delegation or Highest Authority present at the event)</p> <p>AT THIS TIME, THE CHIEF OF DELEGATION OF _____ RETURNS THE CISM FLAG TO CISM PRESIDENT, MARKING THE _____ DELEGATION HAS ACCOMPLISHED THE TASK OF HOSTING THE ___ BOD MEETING 201?. THE CISM PRESIDENT WILL HANDOVER THE CISM FLAG TO THE CISM VICE-PRESIDENT OF _____ (which will host the next BOD Meeting), WHICH MARKS THE RESPONSIBILITY OF THAT CONTINENT TO HOST THE NEXT BOD MEETING.</p>
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8. HIGH AUTHORITY CLOSING CEREMONY DECLARATION

<p><u>MASTER OF CEREMONY</u></p>	<p>WE NOW KINDLY INVITE THE (HIGHEST AUTHORITY), _____ TO DECLARE THE OFFICIAL CLOSING OF THE ___ CISM BOARD OF DIRECTORS MEETING 201?.</p>
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After the speech, the authority reads:

<p>AUTHORITY</p>	<p><u>"I DECLARE THE xxx BOARD OF DIRECTORS MEETING-201? CLOSED"</u></p>
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9. CLOSING

<p><u>MASTER OF CEREMONY</u></p>	<p>THE CEREMONY IS FINISHED. THE _____ IS GRATEFUL FOR YOUR PRESENCE AND INVITES YOU TO PARTICIPATE TO THE FAREWELL BANQUET AT THE _____. "FRIENDSHIP THROUGH SPORT"</p>
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