

INTERNATIONAL MILITARY SPORTS COUNCIL

CISM



**GENERAL INFORMATION CONCERNING THE ORGANISATION
OF A GENERAL ASSEMBLY AND CONGRESS**

Friendship through Sport

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ABBREVIATIONS

Abbreviations	The Name in Full
BoD	Board of Directors
CISM HQ's	CISM General Secretariat Brussels
CISM MWC	Military World Championship of International Military Sport
CISM S Sec	CISM Sport Section
CSC	CISM Sport Committee
GA	General Assembly
IF	International Federation
OC	Organizing Committee
OCR	Official CISM Representative
PCSC	President of CISM Sport Committee
SG	CISM Secretary General
LO	Liaison Office
CDel	Chief of Delegation
Gen Sect	General Secretariat
CoM	Chief of Mission
AF	Armed Forces
TG	Treasurer General
VP	CISM Vice President



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INTRODUCTION

THE INTERNATIONAL MILITARY SPORTS COUNCIL

CISM

The International Military Sports Council, known by its acronym “CISM”, is an international sports association composed of the armed forces of member nations accepted by the General Assembly. CISM is open to the armed forces of all nations. The fundamental aim of CISM is to promote sport activity and physical education between armed forces as a means to foster world peace. This ideal is encapsulated in the CISM motto “FRIENDSHIP THROUGH SPORT”.

Background

CISM was founded on 18 February 1948 in Nice, France. The five founding nations were Belgium, Denmark, France, Luxemburg, and the Netherlands.

In the aftermath of World War 1, an American, General John Pershing, recognized the need to breakdown linguistic and cultural barriers and to promote friendship and morale among soldiers of Allied Forces. As a result, he established the Allied Forces Sports Council in 1919 and organized the first international military sport event, the Inter Allied Games, in France. These games involved 18 nations from five continents and 1500 athletes in 24 sports.

Following the Second World War, the Allied Forces Sports Council was revived and the second Inter Allied Games were held in 1946 in Berlin. Most notably, allies from Western and Eastern Europe competed in harmony. Unfortunately, because of political discord, the Allied Forces Sports Council was extinguished in 1947. However, the ideal was rekindled the following year with the founding of CISM and the rise of a global vision.

Scope and Activity

Since its founding in 1948 with five European nations, CISM has grown to over 120 member nations from Europe, Africa, Asia and America. In addition to many continental and regional championships, CISM organizes over 20 World Championships annually and the Military World Games every four years with about 6,000 participants including Olympic Medallists and World Champions. CISM also provides clinics, technical and solidarity assistance to member nations.



Structure

The supreme authority of CISM is the General Assembly in which all member nations are represented. It approves statutory matters, strategic and annual operational plans and convenes once a year. The General Assembly elects a Board of Directors, which is the policy-making body headed by an elected President, the CISM President. It convenes at least three times a year. The General Secretariat, located in Brussels, is the permanent executive and administrative body.

Liaison Offices are established in Europe, Africa, Asia and America to coordinate regional activities. Technical Committees are also established to manage, develop, and supervise the technical aspects for each sport. CISM maintains close relationships with national, international sport federations and other international organizations such as the IOC.

References

The organization of a General Assembly is governed by the following rules :

- the Statutes : articles 8 to 14 (General Assembly) and 15 to 19 (Board of Directors)
- the Policy Manual : articles 2.1 to 2.5. and chapter VI
- the Procedures Manual : chapter II.



The organization of a General Assembly

INTRODUCTION

The General Assembly is made up of all delegations of the member nations (each having one vote). During a General Assembly all decisions **related to CISM management and strategy are taken**.

This document deals with the organization of a Congress preceding the General Assembly, and the General Assembly, further called "General Assembly" and aims to explain its working procedure. It will replace neither the Statutes nor the Policy and Procedures Manuals but in a way constitute the internal rules for the organization of a General Assembly.

In order to ensure a smooth conduct of the General Assembly, it is essential that delegates and the organizer are familiar with this document, the Policy Manual, chapter II and VI, and the Procedures Manual, chapter II.

1. PARTICIPANTS

The following authorities are subject to participate at a GA (by order of precedence) :

1. President of CISM
2. Vice-President of the host continent
3. Secretary General of CISM
4. Other Vice-Presidents of CISM in order of seniority
5. Members of the Board of Directors, in order of seniority based on the date of election to the Board of Directors or, in case of equal service, military rank
6. Treasurer General
7. Chiefs of Delegation of member nations
8. Chiefs of Liaison Office
9. Presidents **CISM Sport Committees**
10. Commission President
11. Delegates of member nations
12. Members of the Commissions
13. Members of the General Secretariat
14. Members of the Organizing Committee
15. Representatives of partner firms and sponsors
16. **International Guest Speakers**

Each delegation comprises a maximum of three (3) delegates. The number of delegates mentioned does not include the CISM President, the Vice-Presidents and Board of Directors members, the Presidents of **CISM Sport Committees**, members of the General Secretariat, and Commission members.



The Organizing country is asked to invite spouses.

Upon his arrival at the General Assembly, the Chief of delegation hands in to the CISM Secretariat :

- a list of attending delegates, stating the ranks, names and functions
- a document of investiture signed by the Minister of Defence or by an authority accredited by him, concerning delegates whose appointment has not yet been officially announced, i.e. whose name is not indicated on the CISM list of addresses. A delegate unable to present such a document will only be considered as an observer. The Commission for the Verification of Credentials will examine the documents presented.

Because of the large number of delegations and the complications involved in the organization of a General Assembly, member nations are requested to strictly respect the composition above mentioned.

The organizing country may invite one or two observers from non-member countries, after having received the approval of the Board of Directors. Representatives from embassies and military attachés accredited to the organizing country are to be considered as observers.

Representatives from sports organizations in contact with CISM may be invited with the permission of the Board of Directors.

The organizing country (in coordination with the CISM Communication Section) should invite representatives from national and international media. The meetings and ceremonies to which they are admitted are stated in the invitation.

The organizing country should also invite CISM Members of Honor of its own country. A list of CISM Members of Honour is given in Appendix 5.

For information : organizers and participation at former General Assemblies (1984 to 200") are given in :

- Appendix 10 : organization of General Assemblies from 1948 to 200".
- Appendix 11 : participation at the last General Assemblies.

2. PREPARATION

The organization of the General Assembly and Congress is entrusted to a nation **at least one year** in advance. Consequently the organizing country has at least one (1) year for its preparation. It is advisable to plan the organization of the General Assemblies several years in advance so that it may take place on different continents successively.



2.1. Place

The General Assembly raises considerable interest in the area in which it is organized and may, as experience has shown, lead to the affiliation of new countries. Since more than 250 people are participating in this major event, it is advisable to organize the General Assembly in, or in the neighbourhood of a big city where the Government is located and close to an international airport. The choice of a good location is very important since it will limit transport and communication problems and reduce costs.

2.2. Date

The General Assembly ordinary convenes in April or May in order to permit the closure of the CISM accounts of the previous year.

2.3. Preparation phases

2.3.1. Creation of an Organizing Committee, see point 6.3.

2.3.2. Long term preparation plan (venues, accommodation ...)

2.3.3. The General Assembly consists of four parts :

- part 1 : the preparatory meetings, see point 11.2.1.,
- part 2 : the meetings of the Board of Directors, see 11.2.2.,
the meetings of the Commissions, see 11.2.3.,
the meetings of the **Presidents of CISM Sport Committees**, see 11.2.4.,
- part 3 : the Congress, see 11.2.5.,
- part 4 : the General Assembly, see 11.2.5.

3. PROGRAM

3.1. Duration

The typical program is given hereafter.

DATE	ARRIVALS/DEPARTURES	ACTIVITY	WHO PARTICIPATES
X-3	Project Officer + 3 members GS	/	
X-2	Secretary General Staff of the GS	/	
X-1	Board of Directors members Treasurer General, Com. Pres.	Preparatory meeting	4, 6, 7, 8
X	Presidents of CISM Sport Committees Commission members	Board of Directors meeting (full day) Wreath laying ceremony	1, 2, 3, 4, 5, 6, 27
X+1		Meetings of : Presidents of CISM Sport	4, 15



		Committees	9 to 14
X+2	Delegations Chiefs LO	Meetings Presidents of CISM Sport Committees , Commissions (morning) BoD (afternoon)	
X+3		Continental meetings Press conference Opening ceremony Congress	2, 23 to 26 1, 2 (1), 4, 7 all 1 to 22, 27
X+4		Congress	1 to 22, 27
X+5		Cultural day	All
X+6		General Assembly (statutory) Board of Directors meeting Closing ceremony and dinner (evening)	1 to 22, 27 1 to 6, 27, 28 all
X+7	Delegations Board of Directors	Board of Directors meeting (if necessary)	1 to 6, 27, 28
X+8	General Secretariat		

Codes used in the last column (within brackets : number of people involved)

1. President of CISM (1)
2. Vice-presidents (4)
3. Board of Directors members (9)
4. Secretary General (1)
5. Treasurer General (1)
6. Staff of the General Secretariat (10-12)
7. Chief of the organizing committee (1)
8. Organizing committee (8)
9. Planning Commission (7)
10. Regulations Commission (7)
11. Sports Commission (9)
12. Finance Commission (6)
13. Sports Medicine Commission (9)
14. Solidarity Commission (6)
15. **Presidents of CISM Sport Committees** (23)
16. Chiefs of Liaison Offices (11)
17. Chiefs of delegation (75-85)
18. Delegates (70-80)
19. Invited guests (10)
20. Representatives of partner firms (4)
21. Spouses (50)
22. Commission for the Verification of Credentials (6)
23. Delegations of Africa (60)
24. Delegations of America (20)
25. Delegations of Asia (20)
26. Delegations of Europe (60)
27. Interpreters (4)
28. Commission Presidents



4. FINANCIAL CONDITIONS

As a general rule, a country organizing a General Assembly and Congress of CISM will base its organization on the following conditions :

Travelling expenses

The travelling expenses of all participants 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. The travelling expenses of the Secretary General, the Treasurer General and the members of the General Secretariat are paid by CISM.

Board and lodging

For the board and lodging of the participants a financial contribution may be charged. This financial contribution is fixed by the organizing country in accordance with the Secretary General of CISM. It may not exceed 120 US\$ (single room) and 160 US\$ (double room) for full board. The financial contribution must clearly be announced in the invitation and may afterwards not be changed.

The full board and lodging of the Secretary General, the Treasurer General and the members of the General Secretariat are to be paid by the organizing country. One room per member is a strict necessity.

The above mentioned conditions are valid for the duration of the General Assembly. If a participant stays for a longer period of time (early arrival, later departure), the conditions for the stay not within the GA period may vary.

The organizing country is responsible for all financial aspects regarding the board and lodging of the organizational staff and interpreters. For the latter, the GS can help in finding interpreters but the organization staff must settle travel costs, board, lodging and daily allowances.

Immediately upon arrival, participants are informed, in writing, of the exact conditions of stay, as mentioned previously in the invitation, stating the various extra expenses for which they will be held accountable such as beverages, telephone calls, dry-cleaning, laundry and any additional items.

The cost of stay for 1 or 2 members of the General Secretariat (Project Officer, ...) for a preliminary meeting about 10 months prior to the General Assembly are also to be met by the organizer.

5. SUMMONS – INVITATION



A distinction must be made between the summons (notice of meeting) and the invitation.

5.1. Summons (notice of meeting)

The summons, together with a summary of the agenda, is dispatched to all participants (see point 1) by the General Secretariat at least two months before the start of the General Assembly. At least one month before the General Assembly the General Secretariat issues the preparatory documents of the General Assembly.

5.2. Invitation

The invitation should be drawn up in close co-operation between the Chief of the Organizing Committee and the General Secretariat. Any country organizing a General Assembly must send invitations at least six (6) months before the date set of the Assembly to all participants (see point 1) :

- through diplomatic channels (2 copies). This formality is essential.
- via the Chiefs of delegation (1 copy per authority).
- **via the CISM website**

The invitation file must contain :

- a. a cover page with the CISM emblem and the organizing country's coat of arms;
- b. the standard invitation text;
- c. the general program;
- d. the conditions of stay;
- e. miscellaneous information
 - the amount of the financial charges in an international convertible currency. This must be specified for single and double rooms and for full board, half board or only breakfast;
 - the number of delegates admitted per country (in principle three);
 - conditions of stay for accompanying spouses;
 - conditions of stay for assistants (aide de camp, press attaché, etc...);
 - practical information concerning :
 - o access to the location of the Assembly (nearest airport, etc...);
 - o customs regulations and formalities required for entry to the country;
 - o police regulations (passport, visa, etc...);
 - o health regulations (vaccinations, etc...) ;
 - o dress regulations (winter-summer uniforms, etc...);
 - o weather conditions;
 - o postal address;
 - o extra expenses to be met by participants (hotel, meal, beverages, airport taxes,...);



- f. registration forms
- preliminary agreement (to be returned at least three months prior to the General Assembly),
 - final entry (to be returned at least one month prior to the General Assembly).

The organizing committee should bear in mind dispatching delays, so that documents may reach them within the required time.

6. ORGANIZING AUTHORITIES

6.1. Patronage committee

The General Assembly and Congress may be placed under the patronage of a high authority or a patronage committee if the organizing country so wishes.

It consists generally of governmental-, military- and sports- authorities of the host country.

6.2. Host delegation

The Chief of delegation is responsible for all aspects of the long-term preparation of a General Assembly i.e. :

- drawing up a financial plan;
- drawing up an exact calendar (with place and date);
- drawing up an exact day-by-day program;
- drawing up the operating chart;
- appointment of the organizing committee (invitation to interested dignitaries);
- sending out invitations to the participants;
- purchase of CISM and other awards;
- organization of information conferences, etc...
- **media information**

6.3. Organizing committee

Composition and duties

The members of the organizing committee belong to the host country. Technical assistance may be called upon from other countries. The organizing committee comprises generally the following sections :

Secretariat section

- organization of the secretariat,
- organization of the meeting rooms and equipment (stands, sound equipment, pole and flags, buffet, sanitation...),
- printing and dispatching of paperwork and documents.



Public relations section

- general protocol,
- organization of the opening and closing ceremonies,
- music,
- tourist brochures, maps, guidebooks, miscellaneous,
- press conference coverage, before, during and after the General Assembly,
- release of decisions to the press, contacts with reporters with the GS members in charge of information,
- confirming of the plane tickets,
- information and communication,
- organization of tourist activities, cultural day,
- organization of the closing banquet,
- information center (including exhibitions of awards, posters, photos, news-stand, souvenirs, banking facilities,...)
- presentation of awards and gifts,
- compiling souvenir-album or video tape for the participants and the General Secretariat.

Financial section

- preparations of estimates,
- management of funds,
- payment of bills.

Logistical section

- organization of local transportation and supervision of traffic, staff cars, fuel, parking,
- security,
- reception and welcoming of officials and missions,
- housing and meals for the participants and additional members of the organizing committee,....,
- organization of first aid and medical services (mobile and stationary units).

Other sections

Other sections may be organized if necessary (partnership, sponsoring, spouses program,...).

Other duties can include :

- on the spot preparation or action,
- appointment of the various commissions and definitions of their duties,
- organization of the general secretariat of the Assembly,
- information flow to the participants.

7. ARRIVAL OF DELEGATES



A delegate may use all different kinds of transportation. Most commonly is air transportation, but also railway and car transportation should be considered.

7.1. Airport

The organizing country must establish a reception desk at the airport on a 24-hour per day basis. This desk must be in direct contact with the secretariat and thus with the transport department. When a 24-hour desk cannot be provided, a clear notice must be issued so that arriving delegates know what to do. The organizing country must provide enough assistants to help the participants with the entry formalities. They also put at their disposal luggage wagons to bring the luggage to the cars. The same kind of help will be provided for the departure of the participants. Make sure that interpreters can help delegates in the 4 CISM official languages.

If possible, a room where refreshments are served should be available.

Every year delegates arrive unannounced, late or on other flights. CISM does not encourage this lack of discipline but asks the organizing country to take these aspects into consideration.

7.2. Railway

Delegates arriving by rail should also be taken care of and be picked up. They should clearly inform the organizing country of their arrival times.

7.3. Road

It is recommended to send a road map of the area if delegates intend to travel by car.

7.4. Attendance list

The organizing committee will establish – day by day – the exact list of participants arrived at the hotel and transmit it to the GS member in charge of the attendance list.

7.5. Program

The program will be given to the participants upon arrival. It informs about the following :

- general calendar,
- detailed calendar and schedule of meetings,
- place and date of the opening and closing ceremonies,
- place and date of the opening/closing dinner,
- dress regulations for the various occasions,
- security matters,



- addresses and telephone numbers of the different embassies, military attachés, etc...

8. DEPARTURE OF DELEGATES

The organizing country will be in charge of confirming the tickets of each participants and will organize the transport to the airport and help the participants for the check-in (possible overweight,...). Therefore, a CISM desk should be organized for the time of the departure (control of passports,...) (see point 7.1.).

9. PARTNER FIRMS

Representatives of partner firms will be considered as normal guests. A special help will be foreseen for the transport and storage of their exhibition material. Technicians will help to build up the stands.

10. HOTEL

10.1. Check-in

In order to avoid problems, the participants at the General Assembly are advised to pay the amount of money specified in the invitation upon arrival at the hotel at the moment that they check-in or within 24 hours after their arrival. A desk with banking facilities managed by the financial officer responsible is to be present. In order to avoid a permanent presence of the banking officer, a financial office (with credit card systems) may be open some hours in the morning and some hours in the evening. The desk could also be open at the congress center, if the meetings are not organized at the hotel.

Most delegates have had a long trip and will be tired when arriving at the hotel. They will be helped with the check-in, luggage,... A “welcome” drink is advisable and is proved to be “anti-stress”.

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

10.2. Info board in the lobby

It is absolutely necessary to provide an information board in the lobby of the hotel. The board must be at minimum 1m by 1m. On the board the daily program is exposed and complementary to this other relevant news and the latest changes are exposed. Interpreters must be at the disposal of delegates.



10.3. Hotel rooms

The organizing committee is expected to arrange the necessary hotel rooms for all the participants. The chosen hotel must at least have 200 rooms and 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. Delegates must know the price for a suite, double room, single room and full board.

Rooms must include a single or double bed, shower or bath and the necessary comfort. The hotel has a minimum of an international three (***) stars standard.

It is common to arrange a suite for the President of CISM, for the CISM Secretary General and for the Treasurer General. They very often receive delegates in their rooms and will have, with a suite, a normal way of privacy. In the rooms it is common to foresee some flowers and/or some fruit and/or drinks.

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

The suite arranged for the President is either paid by the organizing country or paid by the President for the price of a single room.

Make sure that all necessary information (hotel, stay, program,...) are available in the rooms if not given at the check-in.

10.4. Restaurant

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

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

- traditions particular to culture and religion;
- medical requirements and prescriptions;
- schedule of events.

The restaurant must be able to serve a maximum of people in a minimum of time. For the lunches, a buffet is a must, in order to save time. Meal tickets can be used in order to avoid abuse.

10.5. Offices

10.5.1. Secretariat of the organizing committee



The organizing staff should at least provide one room for secretariat use (typing, copying, ...) and one staff meeting room. It is preferable however to have the following rooms :

- one typing room : typing and correcting.

This room should comprise at minimum permanently two persons responsible for typing work. They must be able to type in English and in French. The room must contain the necessary modern computers and printers. Complementary to this all necessary office equipment must be available such as paper, rubbers, pens, pencils, perforating and staple machines, **ADSL internet connection**, rulers, scissors, scotch tape, paper clips, ...

- one copy center : for copying, compiling and stapling (close to the meeting room).

The efficient organization of the copy service is part of the success or the failure of a General Assembly. This very important center must contain at least **one copy machine with a capacity of minimum 6.000 copies per day**. The machine must have an automatic compiling and stapling compartment. **A second machine is a must**. It must be staffed with at least one permanent copier per machine (12/24 hours) and one permanent technician for both machines. The copy center must be operational from day X-2 on. The center must contain the following paper (all A4 format) : 15.000 sheets of white paper (for documents in several languages), 2.000 sheets of blue paper (for documents in French), 2.000 sheets of pink paper (for documents in English), 1.500 sheets of green paper (for documents in Arabic), 500 sheets of yellow paper (for documents in Spanish), 100 overhead plastics. It must also contain two good staple machines, small office equipment such as rubbers, pens, pencils, rulers, scissors, scotch tape, paper clips, ... and all necessary copy inks. For the distribution of documents and the link between the secretariat in the meeting room at least two people must be provided in charge of document transportation (hostess/mail boy). In order to work properly; a large table will be available in the same room.

- one meeting room : for daily staff meetings

This meeting room must be available for daily staff **meetings (close to the CISM Secretariat)**, meetings with the General Secretariat and for other meetings, which are planned (e.g. Verification of Credentials) or unexpected meetings when necessary. The room must be set up for 15 to 20 people and must be permanently available.

10.5.2. Secretariat of CISM

Complementary to the offices of the organizing committee's secretariat, at least 5 rooms for the CISM secretariat must be available. They must be separate rooms and can not be shared with the secretariat of the organizing committee. They must contain



desks, chairs and office supplies such as paper, rubbers, pens, pencils, perforating and staple machines, rulers, scissors, scotch tape, paper clips...

A telephone, fax, electricity plugs and cables must also be available as well as Internet access for two computers. The staff of the General Secretariat uses two own portable computers.

Five extra computers (Pentium compatible with MS Office 2000 or XP, EXCEL, AZERTY/QWERTY keyboard, software English) and five printers must be available.

The CISM Secretariat must be operational from day X-2 (morning) on.

The set-up of the rooms will be decided by the Project Officer at the preliminary meeting (see page 11).

11. MEETING ROOMS

In order to reserve the meeting rooms, it is important to know who will participate at these meetings. In the table given hereunder, the planned meetings, meeting rooms and participants are given.

11.1. Meeting room planning

Date	Activity	Room	Capacity	Who	Translation
x - 1	Preparatory meeting	1	20	4, 6, 7, 8	If needed
x	Board of Directors (full day)	1	40	1, 2, 3, 4, 5, 6, 28, 29	Fr, En
x + 1	Regulations Commission	1	7	9	
And	Sports Commission	1	6	10	
X + 2	Sports Medicine Commission	1	10	14	
	Finance Commission	1	6	12	
	Solidarity Commission	1	8	16	
	Women in CISM Commission	1	6	11	
	Planning Commission	1	8	13	
	Presidents Technical Committees	1	24	15	
x + 2	Board of Directors (afternoon)	1	40	1, 2, 3, 4, 5, 6, 28, 29	Fr, En
x + 4	Continental meetings :				
	Africa	1	60	24	
	Americas	1	20	25	Sp
	Asia	1	20	26	Ar
	Europe	1	90	27	
	Opening Ceremony	1	280	1 to 21, 28	Fr, En, Sp, Ar
	Congress	1	230	1 to 21, 28	Fr, En, Sp, Ar
	Verification of Credentials (evening)	1	6	22	
x + 5	Congress	1	230	1 to 21, 28	Fr, En, Sp, Ar
	Congress	1	230	1 to 21, 28	Fr, En, Sp, Ar
x + 6	Cultural day (full day)			all	
x + 7	General Assembly	1	230	1 to 21, 28	Fr, En, Sp, Ar



	Board of Directors	1	25	1, 2, 3, 4, 5, 6, 28, 29 all	Fr, En
x + 8	Closing Ceremony				
	Board of Directors	1	25	1, 2, 3, 4, 5, 6, 28, 29	Fr, En

Codes used in the last column of the previous table (within brackets the number of persons are given)

1. President of CISM (1 person)
2. Vice-Presidents (4)
3. Board of Directors members (10)
4. Secretary General (1)
5. Treasurer General (1)
6. Staff of the General Secretariat (10-12)
7. Chief of the Organizing Committee (1)
8. Organizing Committee (8)
9. Regulations Commission (7)
10. Sports Commission (6)
11. Women in CISM Commission (9)
12. Finance Commission (6)
13. Planning Commission (7)
14. Sports Medicine Commission (7)
15. Presidents **CISM Sport Committees** (25)
16. Solidarity Commission (7)
17. Chiefs of Liaison Offices (10)
18. Chiefs of delegation (70)
19. Delegates (70)
20. Invited guests (10)
21. Representatives of partner firms (10)
22. Spouses (50)
23. Commission for Verification of Credentials (6)
24. Delegations of Africa (60)
25. Delegations of America (20)
26. Delegations of Asia (20)
27. Delegations of Europe (60)
28. Interpreters (4)
29. Commission Presidents (4)

11.2. Meeting rooms : set up

Each meeting room has to be set-up in close co-operation and detailed arrangement with the project officer of the GS.

The decoration of the meeting rooms is left to the initiative of the organizing country (signs, banners,...).

In every meeting and on every place the following must be foreseen :

- identification plates or cards (the cards and the holders will be brought by the GS);
- a miniature flag to be placed in front of the delegations (for the General Assembly);



- ash-trays (if smoking is permitted);
- glasses and water bottles;
- paper and ball-pens;
- waste paper baskets.

11.2.1. Preparatory meetings

The room for up to 20 people. The preparatory meeting includes :

- welcome address by the President of the Organizing Committee,
- 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,
- questions and proposals.

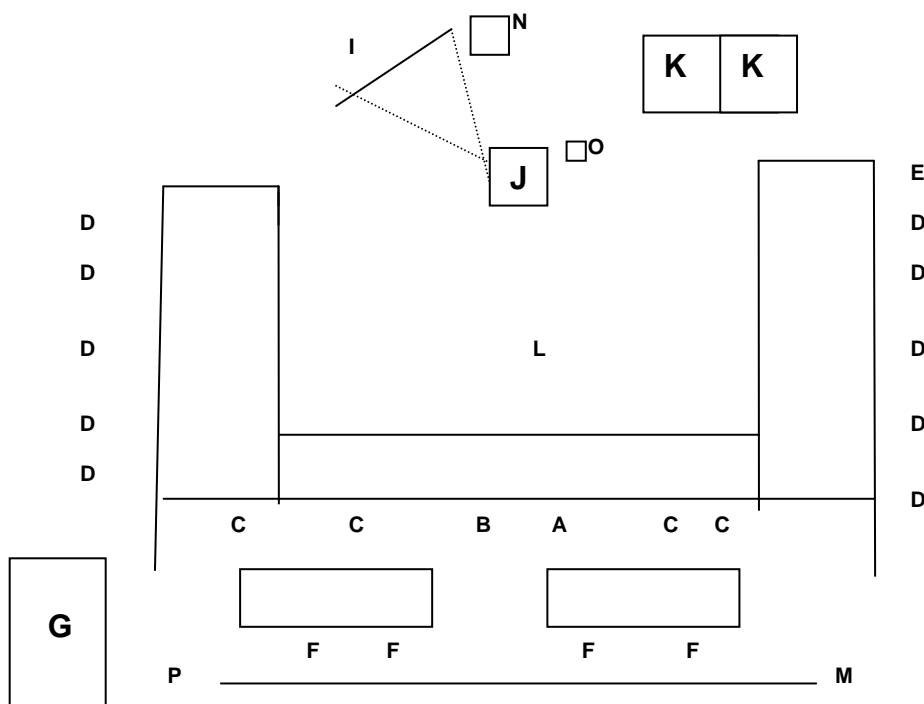
The preparatory meetings are very important since it is the basis of a smooth conduct of the coming meetings. It is absolutely necessary that all participants are briefed on all aspects so that they all can answer questions of delegates.

11.2.2. Board of Directors' meeting

A modern and large room has to be provided for the meeting of ± 30 persons. The disposition of the tables has to be U-shaped. In principal the tables at the further end are reserved for the President of CISM, the Vice-Presidents of CISM and the Secretary General. The members of the Board of Directors and the Treasurer General will occupy the tables on either side.

A large CISM (appendix 6) and host country flags must be displayed in the session room.

The disposition hereafter is advisable to the followed :





A : President	I : Screen (2m x 3m)
B : Secretary General	J : Overhead and slide projector
C : Vice-Presidents	K : Simultaneous interpretation
D : Members of the Board	L : Flowers
E : Treasurer General	M : Banner and CISM flag
F : Members of General Secretariat	N : TV set
G : Documents	O : Video set
	P : host country flag

Microphones and earphones

One microphone must be provided for the President of CISM, one for the Secretary General, one for the Treasurer General, one microphone per two members of the Board of Directors (in total 10 microphones). One portable (wireless) microphone is to be provided close to the overhead projector. For each participant an earphone must be available.

Simultaneous interpretation

The preparatory documents and the working documents (one per language) for the simultaneous interpreters will be handed over to the interpreters by the General Secretariat. It is absolutely necessary to test the equipment before the meeting. At minimum two persons are to be provided from English to French and two from French to English.

Audio-visual apparatus

The following apparatus must be available :

- 1 Power Point projector (including computer),
- 1 overhead projector (and reserve lamps),
- 1 pointer or long stick,
- 1 projection screen of minimum 2m height and 3m wide,
- 1 video projection system (DVD).

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 break down.

11.2.3. Meetings of the Commissions

The following Commissions could meet during the GA :

- Regulations Commission (7)*
- Planning Commission (8)
- Sports Commission (10)
- Women in CISM Commission (6)
- Finance Commission (6)
- Sports Medicine Commission (10)
- Solidarity Commission (7)
- Verification of Credentials (7)



* = number of expected people

For each of the Commissions a meeting room must be provided.

Audio-visual apparatus

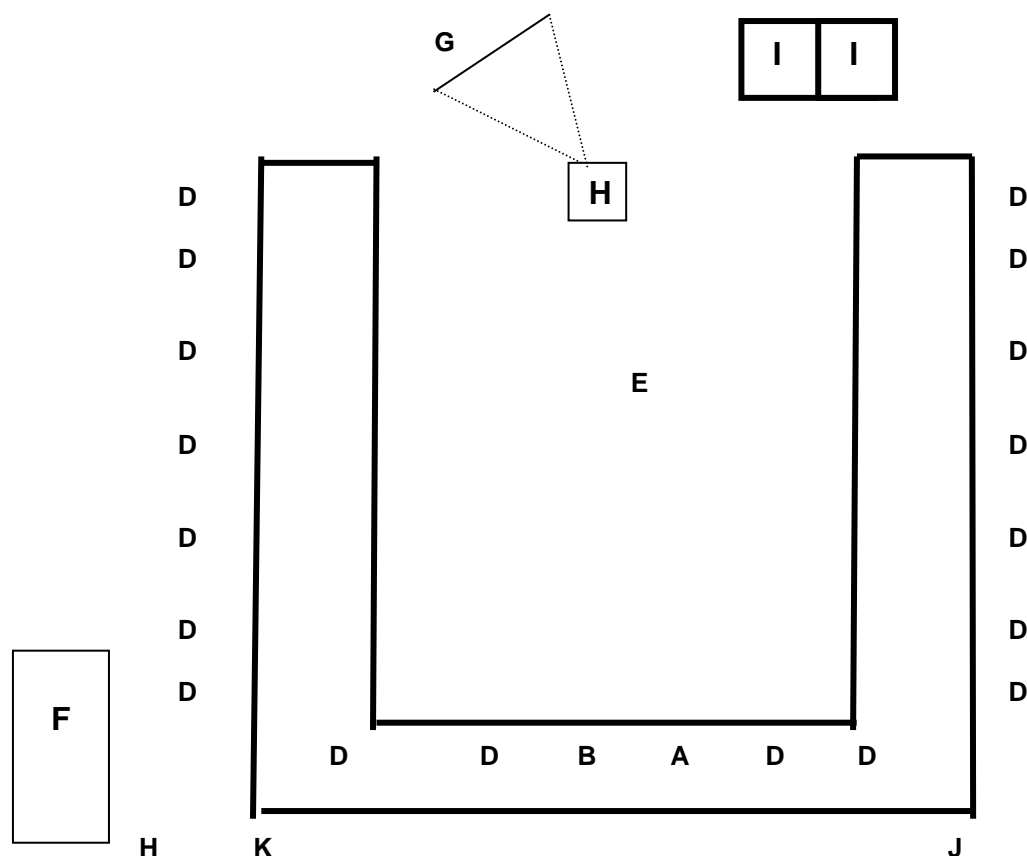
The following apparatus must be available :

- 2 Power Point projectors,
- 3 overhead projectors,
- Screens
- 1 pointer or long stick,
- 1 projection screen of minimum 2m height and 3m wide,
- 1 video projection system (VHS).

11.2.4. Meeting of the Secretary General and the Presidents CISM Sport Committees

The room for the meeting of the SG together with the Presidents Technical Committees must be able to accommodate 30 people.

The set up is as follows :



A : Secretary General
B : Head Sports Section GS

D : Presidents TC
(E : Flowers)

F : Documents
G : Screen (2m x 3m)
H : Overhead projector
I : Observers
J : CISM Flag



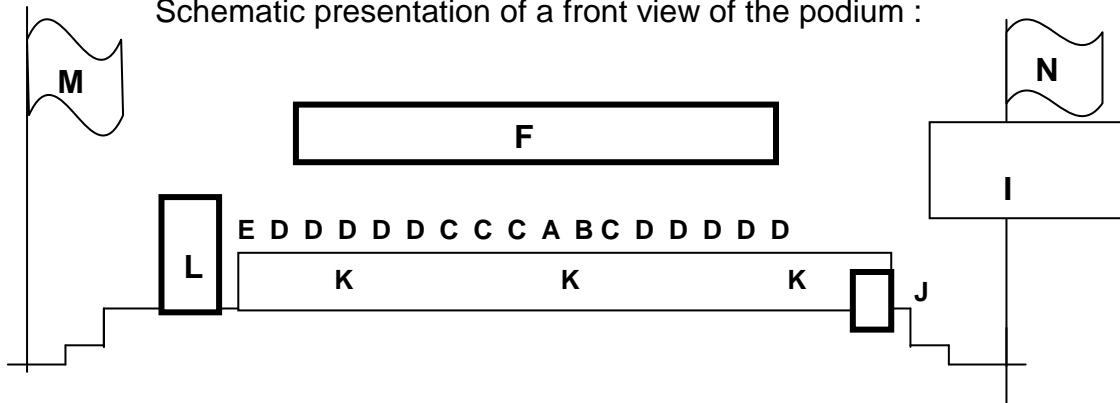
K : host country flag

11.2.5. Congress and General Assembly

A practical and large room has to be provided for the meeting of ± 240 persons and must be free during one full week. The following points must be considered :

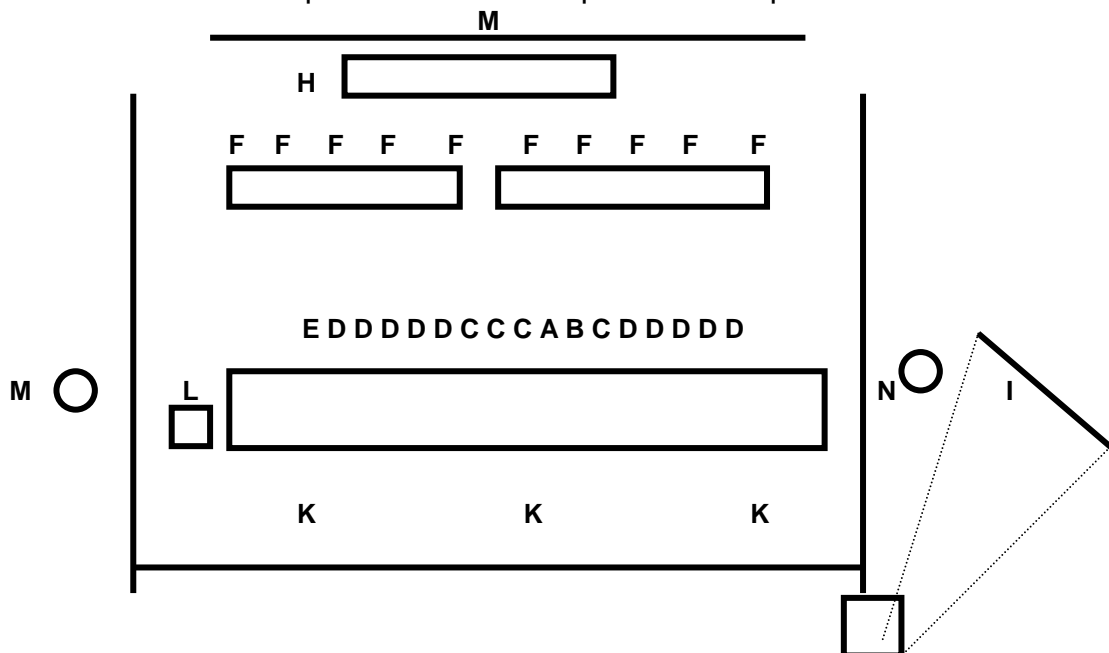
The members of the Board of Directors shall be seated on a raised platform (podium), in easy view of all delegates. The podium must be at least 15m width and 6m deep. The table of honor must be at least 13m long and at least 18 people must be able to sit on it at a comfortable way. On one side of the table a rostrum or speakers platform is installed for official speeches and work during the sessions.

Schematic presentation of a front view of the podium :



- | | |
|-------------------------|--------------------------------------|
| A : President | I : Screen (minimum 3m x 4m) |
| B : Secretary General | J : Overhead & Power Point projector |
| C : Vice-President | K : Flowers |
| D : Member of the Board | L : Lectern |
| E : Treasurer General | M : CISM Flag |
| F : Members GS | N : host country flag |

Schematic presentation of a top view of the podium :





J

A : President	H : Documents
B : Secretary General	I : Screen (minimum 3m x 4m)
C : Vice-President	J : Overhead & Power Point projector
D : Members of the Board	K : Flowers
E : Treasurer General	L : Lectern
F : Members GS	M : CISM flag
	N : Host country flag

Microphones & earphones

One microphone must be provided for the President of CISM, one for the Secretary General, one for the Treasurer General and one microphone per two members of the Board of Directors (in total 10 microphones). One portable (wireless) microphone is to be provided close to the overhead projector and one (fixed) at the lectern. Per delegation one microphone is to be provided, in total at least 90. For each participant an earphone must be available (± 250).

Simultaneous interpretation

Simultaneous interpretation must be provided in the four official languages of CISM : French, English, Spanish and Arabic. At least two interpreters should be available per official CISM language. It is allowed to add one or more languages to this, e.g. the language of the host country is different from the official CISM languages. The preparatory documents and the working documents (one per language) for the simultaneous interpreters will be handed over by the General Secretariat. It is absolutely necessary to test the equipment before each meeting. On one board the channel and the language must be displayed. The Congress and the General Assembly have to be recorded. The audio tapes shall be handed over to the Project Officer at the end of the last session.

Audio-visual apparatus

The following apparatus must be available :

- 1 Power Point projector + laptop,
- 1 overhead projector (and reserve lamps),
- 1 pointer or long stick,
- 1 projection screen of minimum 3m height and 4m wide,
- 1 video projection system (DVD).

Assembly Hall

Schematic presentation of a top view of the room :

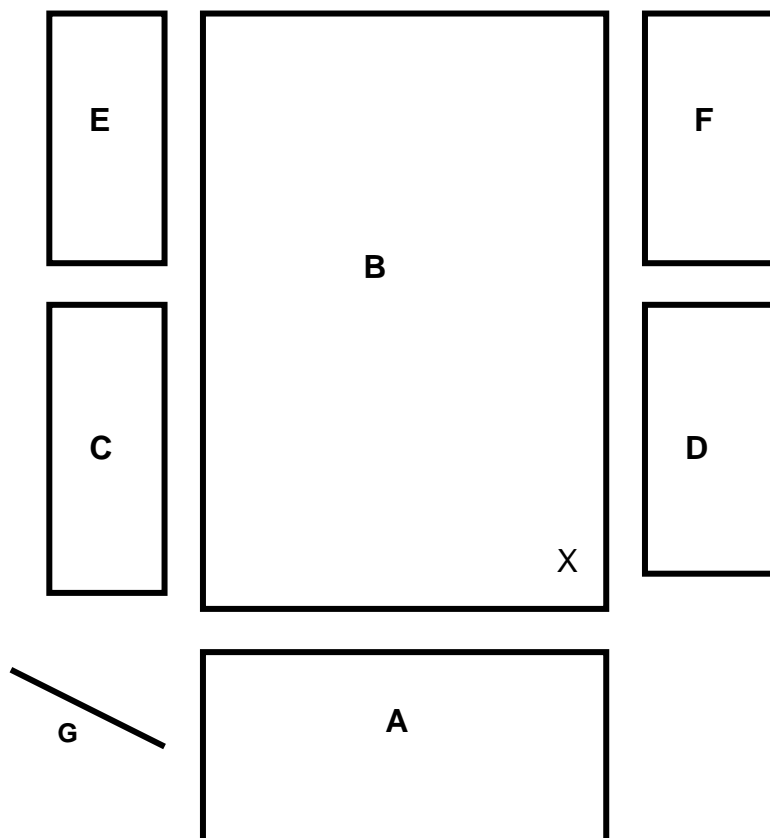
A : Podium
B : Delegations (French alphabetical Order starting at X)
E : Partners firms
F : Guests and observers



C : Chiefs of Liaison Offices
D : Presidents TC

C : Screen

Delegations are placed following the French alphabetical order from A to Z. For a correct alphabetical order list see appendix 1 or the current CISM directory.



11.2.6. Voting

Two ballot boxes (minimum 40 x 40 x 30) must be made available for delegates to deposit their ballots during the elections that take place during the last plenary session of the General Assembly. A private room equipped with a large table must be available immediately adjacent to the assembly hall where the ballot counting take place.

11.2.7. Continental meetings

Four rooms must be provided at the same time (the Assembly room and the Board of Directors room can be used) :

Africa : 60 participants + simultaneous interpretation En/Fr
America : 20 participants + simultaneous interpretation En/Sp
Asia : 20 participants + simultaneous interpretation Ar/En
Europe : 90 participants.

11.2.8. Exhibition room for partner firms



All partners of CISM are invited to the General Assemblies at their own expenses, provided the host country does not formally object to the invitation with a reasonable justification. Partners who are present at a General Assembly may attend the meetings as observers, except if the General Assembly decides otherwise.

Each partner has the right to give a short presentation of his company during the General Assembly.

The General Assembly must be organized to accommodate an information stand or display area for partners. This stand must be easily accessible from the room where meetings will take place. It is advisable to organize these expositions in the room where the coffee break takes place.

In their response to the invitation, which should be addressed to the General Secretariat and to the person in charge of the organization, partners must be precise about the equipment they will need (e.g. tables, bulletin boards, electrical outlets,...).

The actual list is given in the CISM directory.

11.2.9. Meeting of other commissions

No complementary meeting room needs to be available. All complementary meetings such as the meeting of the commission for the Verification of Credentials can take place in a staff meeting room of the organizing committee or of the CISM Secretariat.

11.2.10. VIP room

One special room must be available for the President in case of an urgent restricted meeting being organized (depends on the venues of the hotel/convention centre).

11.2.11. Coffee break room

The coffee break (one in the morning usually between 10:00 and 10:30 and one in the afternoon usually between 15:30 and 15:45) must be close to the meeting room. Coffee and other refreshments should be available in sufficient quantities.

11.2.12. Toilets

In the neighbourhood of the meeting rooms, a sufficient amount of toilets must be available for men and women. It is obvious that the necessary toilet attributes (paper, soap, towels,..) should be present and **cleaning**.

11.2.13 Smokers Area

Smokers area if meeting rooms are non – smoking area



12. MEETINGS SCHEDULE

Meetings will usually have the following timing :

08:30-10:00 meeting
10:00-10:30 coffee break
10:30-12:00 meeting
12:00-14:00 lunch
14:00-15:30 meeting
15:30-15:45 coffee break
15:45-17:30 meeting

13. CEREMONIES AND PROTOCOL

13.1. Military character

All CISM events must bear a military character and include ceremonies destined to enhance their prestige. The following rules and recommendations support this purpose and delegations organizing the General Assembly are requested to apply them and to use them as an operational basis, with all due respect to the protocol and the military traditions of their countries.

A master of ceremonies is a must.

13.2. Opening and closing ceremonies

13.2.1. Opening ceremony

The host nation can organize an opening ceremony following its own inspiration. The opening ceremony should include an academic session and be a military ceremony. The ceremony is conducted according to local customs and procedures, in accordance with the CISM Regulations.

The following points are obligatory during an opening ceremony :

- the CISM flag is hoisted to the sounds of the CISM anthem (appendix 8),
- the President and a dignitary of the host nation pronounce a welcome address,
- the General Assembly will be opened with the traditional phrase :
“I declare the ... General Assembly and Congress of the International Military Sports Council open”.

An example of an opening ceremony is given hereunder :

- Entering of authorities in the room, arena or stadium,
- Soldier enter bringing the CISM flag and flags of all nations present to the sound of the CISM march (appendix 9),
- National flag is hoisted and national anthem is played,
- CISM flag is hoisted and CISM anthem is played,
- Speech by the President of CISM,



- Speech by a high authority of the host nation,
- Military parade,
- Cultural and folkloric activity and/or video on country and/or sports performed by children,
- Cocktail and press conference.

13.2.2. Closing ceremony

The closing ceremony is performed in the same practical manner as the opening ceremony, but included the distribution of CISM awards in the Order of Merit (if not already done).

As a rule, the CISM anthem is played and the CISM flag is lowered. The chief of the organizing committee presents the CISM flag to the President of CISM who hands it over, in front of all delegates, to the Chief of Delegation of the host country of the next year.

The closing ceremony ends with the traditional phrase : **“I declare the ... General Assembly and Congress of the International Military Sports Council closed”**.

13.2.3. Diplomatic representatives

In order to lend CISM events a more official character and to encourage friendly relations between the governments of member countries, it is highly recommended that diplomatic representatives (accredited ambassadors and military attachés) from all participating nations be invited to the opening and closing ceremonies.

13.2.4. Guests

It is recommended that the following be invited to opening and closing ceremonies :

- military dignitaries and former CISM delegates,
- press and media,
- athletes having participated in former CISM championships,
- sports leaders, well known coaches, representatives of NOC and other national sports organizations.

13.2.5. Decoration ceremony

CISM created specific decorations and awards to be conferred on anyone who, by his or her actions, has demonstrated the ideals and goals of CISM. The CISM Order of Merit comprises six (6) grades :

- Grand Cordon
- Commander
- Grand Officer
- Officer
- Grand Knight
- Knight

A. Decorations for authorities of the host nation



B. The organizing nation may request a maximum of 3 decorations at its own expense. The Organizing Nation may request an additional 3 decorations maximum financed by CISM. These decorations will be conferred on political and military authorities of a nation organizing a major CISM event. For the decoration ceremony the CISM protocol should be followed as much as possible. The decoration is made by the President of CISM (Grand Master of the Order of Merit) and the secretary General (Chancellor of the Order of Merit). They are assisted by a helper provided by the organizer.

C. *Decorations for CISM authorities*

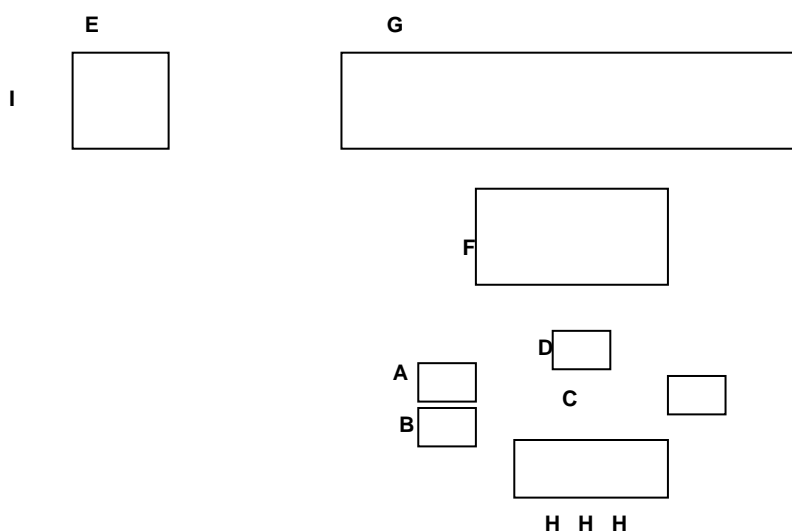
The awarding of decorations follows a strict military decoration procedure. The awarding of decorations to CISM authorities is mandatory done during the closing ceremony of the General Assembly, before the lowering of the flags.

The decoration is also made by the President of CISM (Grand Master of the Order of Merit) and the Secretary General (Chancellor of the Order of Merit). A helper and an announcer assist them.

The procedure is as follows :

- The announcer announces the decoration ceremony,
- The audience stands up,
- The announcer calls the President and the Secretary General to take the floor,
- The announcer calls the nominated officer to the floor and gives an overview of the nominee's services to the cause of CISM,
- The helper hands over the official invocation to the President,
- The official invocation is pronounced by the Grand Master,
- The decoration is made on,
- A military salute,
- Hand shaking and applause ends the ceremony,

A schematic presentation is hereafter :





A	: President of CISM	F	: Table
B	: Secretary General of CISM	G	: Board of Directors
C	: Nominee	H	: Press
D	: Master of ceremony	I	: Rostrum
E	: Announcer		

13.3. Protocol visits

The choice of protocol visits is left to the initiative of the host authorities. It usually includes :

- an audience by the Head of State (sometimes restricted),
- a visit to military authorities (Minister of Defence, Chief of Staff, etc...),
- a visit to the Mayor.

13.4. Homage paid 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 and to brief the President accordingly.

13.5. Closing banquet

Tradition requires that all participants attend the closing banquet.

The President takes the floor on behalf of CISM and therefore on behalf of all participants.

He presents to selected members of the organizing committee the traditional CISM souvenirs, which are, as a rule, the only presents offered in public at this occasion.

In the course of his final speech (the last to be delivered) the CISM President is advised to stress the following points :

- the role of CISM in general (its aims and accomplishments, its spirit and its future);
- the host nation's contribution to CISM;
- congratulations to the organizers.

One whole hour should be made available in order to allow the distribution of personal gifts in room close to the dining room. A large table is a must.

14. RULES OF STAY

14.1. General

The participants fall under the jurisdiction of the organizing country.

14.2. Military uniforms

Participants must wear military uniform during official ceremonies such as the opening and closing ceremony and other events where uniform is appropriate . **The type of uniform (winter, summer ...will be indicated to the invitations)**



14.3. Forbidden actions

In conformity with the statutes and CISM philosophy, any political or religious action during a CISM General Assembly, in particular the dissemination of propaganda documents, pictures, brochures, reviews, etc... is strictly forbidden. Any contravention shall result in the exclusion of the nation from the General Assembly.

15. OTHER ACTIVITIES

During a General Assembly the following other official activities are organized:

- press conferences on CISM;
- cultural activities.

15.1. Press conferences on CISM

The host nation must include in the program press conferences devoted to CISM and its activities. The purpose of this meeting is to promote CISM on a wide scale. The press conference(s) will be organized in collaboration with the communication section of the GS.

Press conferences should be planned at least two times, the first after the opening ceremony and the second after the closing ceremony. It allows presenting the results of the Assembly.

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 organizing committee,
- CISM's and the organizing committee's public relations officers,
- Interpreters, if necessary.

It should aim at considerable impact and may be profitable followed by a reception.

The press conferences should be preceded and followed by a proper public relations campaign, including press articles, television spots, radio broadcasts, posters, panels, photographs,... Contacts with the press should be daily.

All published articles as well as videotapes with the TV coverage **have to** be sent to the GS.

15.2. Cultural activities

The cultural aspect of a CISM event is not to be neglected. It is the duty of the organizing country to include at least one cultural or tourist type activity in the general program. These activities must however be carried out with a



certain degree of discernment in order not to interfere with the important tasks to be accomplished by the General Assembly.

16. DINNERS

Maximum 3 official dinners can be hosted. During these dinners the hosts may give a short speech. It is asked to leave free time for the delegates to discover the host city.

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 adequate treatment. First aid and evacuation service will be available on location. Medical care is at the expense of the individual who has invited to have an adequate insurance.

17.2. Insurance

The participant insures accidents occurring during travels to and from the General Assembly. 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 is adequately insured. The organization committee cannot assume the responsibility for all kind of loss, damage on health impairment arising from holding of the General Assembly. Therefore, it is of utmost importance that all the participants must be in the possession of appropriate insurance covering these risks.

18. SECURITY

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

19. CISM MEETING POINT – CISM CLUB

As one of the major CISM aims is to promote relations between military of all countries, the organizing country will endeavour to make available a place where they can meet and exchange information. It can include :

- an information center (transportation, banking facilities, entertainment, etc...),
- a postal office,
- a news stand (photos, magazines, etc...),
- a notice board for CISM news.

20. SPOUSES PROGRAMME



The organizing country has the obligation to set up an attractive and well-planned spouse's program.

21. TRANSPORT

The organizing country must provide modern cars and buses.

The following transport must be provided :

- one car (N° 1) for the President of CISM,
- one car (N° 2) for the Secretary General of CISM,
- two cars (N° 3 and 4) for the four Vice-Presidents,
- one mini bus for the Treasurer General and the Members of the Board,
- one mini bus for the Members of the General Secretariat (available anytime),
- one mini bus for the partner firms,
- at least 4 luxury buses of 50 persons for the Delegates,
- one luxury bus will be provided for the invited ladies.

Complementary to this, some reserve cars must be foreseen for extra transport such as late arrivals, early departures, hospitalizations,...

The organizing country makes all arrangements for the transportation of participants. However, the latter is not obliged to provide private transportation. All vehicles used will, if possible, bear the flag or CISM logo. **Drivers must know the details of the program.**

22. PHOTOS

Most of the participants at the General Assembly are willing to purchase photos of the events. The organizing country can produce them or assign this work to a private firm or photographer. In any case one complete set for the General Secretariat (for the archives and to be used in the CISM Magazine Sport International) must be provided at the expense of the organizing country.

23. GIFTS

23.1. From the organizing country to the participants

The **previous organizers** very often gave a souvenir to the delegates.

As far as this kind of souvenir is concerned, this is not obligatory and left at the discretion of the organizing country.

23.2. From the participants to the organizing country

The participants are encouraged to offer gifts to authorities and organizers of the host country. Unless otherwise stated by the host country, gifts are to be presented discreetly and preferably before the closing banquet.

23.3. Among participants



During the closing banquet, one room with tables should be made available that delegates could meet and offer gifts to one another. This is a non-official activity, which could take no longer than 1 hour.

24. MINUTES

The Secretary General is fully responsible for drawing up and distributing the minutes. The minutes are drawn up in French and English.



APPENDICES

Appendix 1	Member countries
Appendix 2	CISM Emblem
Appendix 3	CISM flag
Appendix 4	CISM anthem
Appendix 5	CISM march
Appendix 6	Organization of General Assemblies from 1948 to 2007
Appendix 7	Participation of authorities at the last General Assemblies
Appendix 8	Organization of Board of Directors meetings from 1957 to 2007/2
Appendix 9	Decorations



Appendix 1

MEMBER COUNTRIES (French alphabetical order)

1. Afghanistan	43. Ecuador	86. Nigeria, Fed. R.
2. South Africa	44. Eritrea	87. Norway, Kingdom
3. Albania	45. Spain	88. Oman, Sultanate
4. Algeria	46. Estonia	89. Uganda, R.
5. Germany	47. United States of America	90. Uzbekistan
6. Angola	48. Finland	91. Pakistan, Islamic R.
7. Saudi Arabia	49. France	92. Panama, R.
8. Argentina	50. Fyro Macedonia	93. Paraguay, R
9. Armenia	51. Gabon	94. Netherlands, Kingdom
10. Austria	52. Gambia, R.	95. Peru
11. Azerbaidjan	53. Georgia.	96. Philippines
12. Bahrain, Kingdom	54. Ghana, R	97. Poland, R.
13. Barbados	55. Greece, R.	98. Portugal, R.
14. Belgium, Kingdom	56. Guatemala, R.	99. Qatar, State
15. Benin	57. Guinea Bissau, R.	100. Romania
16. Belarus	58. Equatorial Guinea, R.	101. Russia, F.
17. Bolivia	59. Guinea, R.	102. Rwanda, R.
18. Bosnia-Herzegovina	60. Haiti, R.	103. Senegal, R.
19. Botswana	61. Hungary, R.	104. Serbia Montenegro
20. Brazil	62. India	105. Sierra Leone
21. Bulgaria	63. Iran, Islamic R.	106. Slovakia, R.
22. Burkina Faso	64. Ireland, R.	107. Slovenia, R.
23. Burundi	65. Italy, R.	108. Sudan, R.
24. Cameroon	66. Jamaica	109. Sri Lanka
25. Canada	67. Jordan, Hashemite Kingdom	110. Sweden, Kingdom
26. Cape Verde, R.	68. Kazakhstan, R.	111. Switzerland, Confed.
27. Central Africa, Rep.	69. Kenya	112. Suriname, R.
28. Chile	70. Kyrgyzstan	113. Swaziland, Kingdom
29. China	71. Kuwait, State	114. Syria, Arabic R.
30. Cyprus	72. Lesotho	115. Tanzania, United R.
31. Colombia	73. Latvia	116. Chad, R.
32. Congo R.D.	74. Lebanon, R.	117. Czech, Rep.
33. Congo R.	75. Libya, Arabic Jamahiriya	118. Thailand, Kingdom
34. R.P.D. Korea	76. Lithuania, R.	119. Togo
35. Korea R.	77. Luxemburg, Grand Duchy	120. Tunisia, R.
36. Ivory Coast	78. Madagascar, R.	121. Turkey, R.
37. Croatia	79. Malawi	122. Ukraine
38. Denmark	80. Mali, R.	123. Uruguay, R. Eastern
39. Djibouti	81. Morocco, Kingdom	124. Venezuela, R
40. Dominican, Rep.	82. Mauritania, Islamic R.	125. Vietnam, R.
41. Egypt	83. Mongolia, State	126. Yemen, R.
42. United Arab Emirates	84. Namibia	127. Zambia, R.
	85. Niger, R.	128. Zimbabwe, R.

Iraq is a suspended nation, which can not receive an invitation.



Appendix 2

CISM EMBLEM

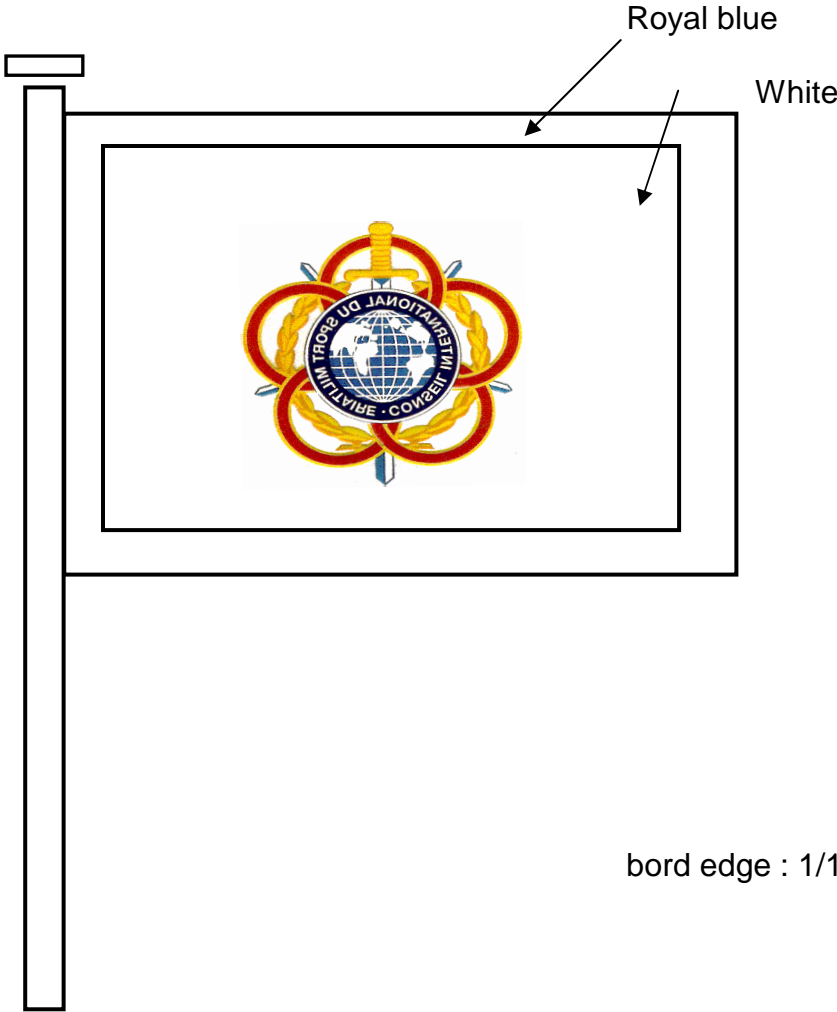


1. Gold: - Hilt of the sword
 - Palms
2. Silver or grey: - Oceans on the map
 - The 5 blades of the swords
3. White: - The continents
 - The mention "Conseil International du Sport
 Militaire", on royal blue ground
4. Red: - The 5 circles



Appendix 3

CISM FLAG



bord edge : 1/16

Dimensions : 2 m x 1,40 m or 3 m x 2 m



Appendix 4

CISM ANTHEM

Carla TONIUTTI (Italy)

1. Piccolo
2. I & II flute
3. I & II oboe
4. "Mi-bémol" clarinet
5. I clarinet
6. "Bémol" II & III clarinet
7. I & II sax
8. Tenor sax
9. Bariton sax
10. I & II bassoon
11. "Mi-bémol" I & II bugles
12. III & IV bugles
13. I & II horn
14. I & II trumpets
15. III & IV trumpets
16. I horn
17. II & III horn
18. Sax bariton
19. I & II trombone
20. III & IV trombone
21. I tuba
22. II tuba
23. Kettledrum & drums
24. Carillon & percussion instruments



Appendix 5

CISM MARCH

Because of the large number of pages (58), making up the CISM march, the General Secretariat will provide, only upon request, the music sheets and an audit recording of the CISM march. The CISM March exists also in CISM WEBSITE www.cism-milsport.org – CISM – Downloads-CISM Score.



Appendix 6

ORGANIZATION OF GENERAL ASSEMBLIES FROM 1948 TO 2007

Nr N°	YEAR ANNEE	COUNTRY PAYS	CITY VILLE	DATE
1.	1947	GRANDE BRETAGNE – GREAT BRITAIN	BAD-HARZB. (GER)	06/08-07/08
2.	1948	FRANCE – FRANCE	VICHY	01/09-01/09
3.	1949	FRANCE – FRANCE	VICHY	28/09-29/09
4.	1950	PAYS BAS – NETHERLANDS	DEN-HAAG	14/06-15/06
5.	1951	EGYPTE – EGYPT	LE CAIRE	06/03-08/03
6.	1952	GRECE – GREECE	ATHENES	17/03-25/03
7.	1953	SUEDE – SWEDEN	STOCKHOLM	13/08-20/08
8.	1954	FRANCE – FRANCE	ANTIBES	11/10-16/10
9.	1955	EGYPTE – EGYPT	LE CAIRE	26/05-04/06
10.	1956	PORTUGAL – PORTUGAL	ESTORIL	01/10-07/10
11.	1957	FRANCE – FRANCE	CANNES	01/09-12/09
12.	1958	BELGIQUE – BELGIUM	BRUXELLES	01/09-02/09
13.	1959	PAKISTAN – PAKISTAN	LAHORE	19/02-25/02
14.	1959	GRECE – GREECE	ATHENES	11/10-19/10
15.	1960	IRAN – IRAN	TEHERAN	19/10-26/10
16.	1961	ETATS UNIS - UNITED STATES	WIESBADEN (GER)	04/04-06/04
17.	1961	LIBAN – LEBANON	BEIRUT	21/10-28/10
18.	1962	ETATS UNIS - UNITED STATES	WASHINGTON D.C.	21/10-31/10
19.	1963	MAROC – MOROCCO	CASABLANCA	14/10-22/10
20.	1964	MEXIQUE – MEXICO	MEXICO CITY	04/11-12/11
21.	1965	ETATS UNIS - UNITED STATES	WIESBADEN (GER)	15/11-21/11
22.	1966	COREE – KOREA	SEOUL	29/09-09/10
23.	1967	ESPAGNE – SPAIN	MADRID	27/11-03/12
24.	1968	TUNISIE – TUNISIA	TUNIS	01/12-07/12
25.	1969	ITALIE – ITALY	ROME	23/11-29/11
26.	1970	PAYS BAS – NETHERLANDS	DEN-HAAG	30/11-05/12
27.	1971	THAILANDE – THAILAND	BANGKOK	16/11-22/11
28.	1973	FRANCE – FRANCE	AMBOISE	11/11-19/11
29.	1974	ZAIRE – ZAIRE	KINSHASA	26/10-04/11
30.	1975	ESPAGNE – SPAIN	MADRID	10/12-19/12
31.	1976	ETATS UNIS - UNITED STATES	SAN FRANCISCO	27/11-06/12
32.	1977	SYRIE – SYRIA	DAMASCUS	07/12-16/12
33.	1979	THAILANDE – THAILAND	BANGKOK	05/01-15/01
34.	1980	CHINE R. P. - CHINA P.R.	PEKING	05/01-15/01
35.	1980	VENEZUELA – VENEZUELA	CARACAS	21/11-28/11
36.	1981	HAWAI – HAWAII	HONOLULU	12/11-21/11
37.	1982	NIGERIA – NIGERIA	LAGOS	11/11-20/11
38.	1983	SUISSE – SWITZERLAND	ZURICH	26/04-29/04
39.	1984	SINGAPOUR – SINGAPORE	SINGAPOUR	10/04-14/04
40.	1985	COREE – KOREA	SEOUL	20/04-27/04
41.	1986	SOUDAN – SUDAN	KHARTHOUM	24/02-02/03



42.	1987	PORTUGAL – PORTUGAL	LISBON	05/04-11/04
43.	1988	SURINAM – SURINAME	PARAMARIBO	09/04-16/04
44.	1989	BRESIL – BRAZIL	RIO DE JANEIRO	31/03-08/04
45.	1990	ZAMBIE – ZAMBIA	LUSAKA	04/05-11/05
46.	1991	TANZANIE – TANZANIA	ARUSHA	05/05-11/05
47.	1992	EGYPTE – EGYPT	LE CAIRE	01/05-09/05
48.	1993	BULGARIE – BULGARIA	VARNA	07/05-14/05
49.	1994	TURQUIE – TURKEY	ISTANBUL	07/05-14/05
50.	1995	CHINA – CHINE	BEIJING	07/05-14/05
51.	1996	CHILI – CHILE	SANTIAGO	19/04-26/04
52.	1997	TOGO	LOME	07/04-13/04
53.	1998	AUSTRIA	BADEN – VIENNA	08/04-20/04
54.	1999	THE NETHERLANDS	NOORDWIJKER- HOUT	07/05-17/05
55.	2000	GREECE	KALLITHEA	12/05-22/05
56.	2001	ALGERIA	ALGIERS	11/05-21/05
57.	2002	CROATIA	OPATIJA	04/05-12/05
58.	2003	UNITED ARAB EMIRATES	DUBAI	10/5-18/05
59.	2004	GUNEA	CONAKRY	08/05–16/05
60.	2005	CYPRUS	AGIA NAPA	09/05– 14/05
61.	2006	ITALY	ROME	18/05– 20/05
62.	2007	BURKINA FASO	OUAGADOUGOU	23/05- 25/05



Appendix 7

PARTICIPATION OF AUTHORITIES AT THE LAST GENERAL ASSEMBLIES

YEAR	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	MAX
Executive Committee													
- President		1	1	1	1	1	1	1	1	1	1	1	1
- Vice-Presidents		4	4	4	4	4	4	4	4	4	3	4	4
- Members		10	10	8	10	10	8	8	5	5	7	9	10
Perm. Gen. Secretariat													
- Secretary General	1	1	1	1	1	1	1	1	1	1	1	1	1
- Deputy	1	1	-	-	-	-	-	2	3	3	1	1	1
- Staff of the PGS	8	8	9	8	10	9	7	9	7	7	7	12	10
Treasurer General	1	1	1	1	1	1	1	1	1	1	1	1	1
Liaison Offices	12	9	14	7	10	8	8	9	6	6	2	5	12
Presidents CSC	22	20	21	20	20	15	17	18	18	18	18	14	25
Delegations													
- of Member Nations	178	126	179	155	165	185	185	131	160	160		73	185
- of Observer Nations	4	3	5	5	0	1	-	7	-	-			10
Partner Firms	2	3	1	0	0	0	0	0	0	0	0	0	0
Representatives of partner firms	2	3	1	0	0	0	0	0	0	0	0	0	0
Invited guests and spouses	30	40	60	45	50	3	1	2	2	2			60
Interpreters	10	3	4	4	4	3	4	4	4	4	4	1	5
TOTAL													
- countries present	70	67	86	84	83	81	74	76	84	84	86	74	90
- people present	260	239	173	249	276	241	235	197	212	212	257		325



Appendix 8

ORGANISATION OF BOARD OF DIRECTORS MEETINGS FROM 1957 TO 2007

Nr N°	YEAR ANNEE	COUNTRY PAYS	CITY VILLE	DATE
1	1957	BELGIQUE - BELGIUM	BRUXELLES	20/02-23/02
2	1957	GRECE - GREECE	ATHENES	27/05-03/06
1	1958	BELGIQUE - BELGIUM	BRUXELLES	
2	1958	BELGIQUE - BELGIUM	BRUXELLES	30/08-01/09
1	1959	ITALIE - ITALY	ROMA	01/05-04/05
2	1959	FRANCE - FRANCE	PARIS	01/07-06/07
1	1960			
2	1960	BELGIQUE - BELGIUM	BRUXELLES	19/12-23/12
1	1961	ALLEMAGNE - GERMANY	WIESBADEN	05/04-07/04
2	1961	FRANCE - FRANCE	PARIS	22/07-24/07
1	1962			
2	1962	ETATS UNIS - UNITED STATES	WASHINGTON D.C.	21/10-31/10
1	1963	TUNISIE - TUNISIA	TUNIS	13/02-15/02
2	1963	LIBAN - LEBANON	BEIRUT	03/07-09/07
1	1964	IRAK - IRAQ	BAGHDAD	18/03-24/03
2	1964	ETATS UNIS - UNITED STATES	HEIDELBERG (GER)	28/08-03/09
1	1965	ESPAGNE - SPAIN	MADRID	30/04-05/05
2	1965	BELGIQUE - BELGIUM	BRUXELLES	19/09-23/09
1	1966	TUNISIE - TUNISIA	TUNIS	14/04-22/04
2	1966	EGYPTE - EGYPT	CAIRO	23/06-27/06
1	1967	KOWEIT - KUWAIT	KUWEIT CITY	07/03-12/03
2	1967	BELGIQUE - BELGIUM	BRUXELLES	25/09-26/09
1	1968	FRANCE - FRANCE	FONTAINEBLEAU	06/05-12/05
2	1968	BELGIQUE - BELGIUM	BRUXELLES	12/08-14/08
1	1969	AUTRICHE - AUSTRIA	WIEN	04/06-10/06
2	1969	BELGIQUE - BELGIUM	BRUXELLES	03/09-07/09
1	1970	ITALIE - ITALY	VIAREGGIO	08/06-10/06
2	1970	TUNISIE - TUNISIA	TUNIS	17/09-21/09
1	1971	ETATS UNIS - UNITED STATES	WASHINGTON D.C.	19/03-26/03
2	1971	ESPAGNE - SPAIN	MADRID	13/09-19/09
1	1972	BRESIL - BRAZIL	RIO DE JANEIRO	08/02-15/02
2	1972	ALLEMAGNE - GERMANY	FELDAFING	22/08-27/08
1	1973	LUXEMBOURG - LUXEMBURG	LUXEMBOURG	25/03-31/03
2	1973	ARGENTINE - ARGENTINA	BUENOS AIRES	22/09-30/09
1	1974	JORDANIE - JORDAN	AMMAN	19/04-25/04
2	1974	ESPAGNE - SPAIN	SANTA CRUZ	01/09-08/09
1	1975	TUNISIE - TUNISIA	TUNIS	05/03-10/03
2	1975	EGYPTE - EGYPT	CAIRO	13/10-20/10
1	1976	COREE - KOREA	SEOUL	06/04-12/04
2	1976	BELGIQUE - BELGIUM	BRUXELLES	18/09-24/09
1	1977	SUISSE - SWITZERLAND	ESTAVAGER LAC	09/05-14/05
2	1977	BELGIQUE - BELGIUM	KNOKKE HEIST	26/09-03/10
1	1978	TUNISIE - TUNISIA	HAMMAMET	15/04-23/04
2	1978	ETATS UNIS - UNITED STATES	WASHINGTON D.C.	04/11-12/11



1	1979	JORDANIE – JORDAN	AMMAN AKABA	02/05-07/05
2	1979	CHINE R. P. - CHINA P.R.	PEKING	06/01-14/01
1	1980	BAHREIN – BAHRAIN	EL MANAMA	10/05-15/05
2	1980	BELGIQUE - BELGIUM	BRUXELLES	31/10-04/11
1	1981	BELGIQUE - BELGIUM	NAMUR - WEPION	05/07-10/07
2	1981	ETATS UNIS - UNITED STATES	HONOLULU	12/11-14/11
1	1982	GABON – GABON	LIBREVILLE	02/06-07/06
2	1982	NIGERIA – NIGERIA	LAGOS	11/11-20/11
1	1983	SUISSE - SWITZERLAND	ZURICH	25/04-25/04
2	1983	CAMEROUN - CAMEROON	DOUALA	05/11-11/11
1	1984	SINGAPOUR - SINGAPORE	SINGAPORE	08/04-09/04
2	1984	TUNISIE – TUNISIA	TUNIS	09/10-12/10
1	1985	COREE – KOREA	SEOUL	18/04-21/04
2	1985	ZAMBIE – ZAMBIA	LUSAKA	25/11-29/11
1	1986	SOUDAN – SUDAN	KHARTOUM	22/02-23/02
2	1986	JORDANIE – JORDAN	AMMAN AKABA	23/10-30/10
1	1987	PORTUGAL - PORTUGAL	LISBOA	¾-04/04
2	1987	BAHREIN – BAHRAIN	EL MANAMA	13/11-19/11
1	1988	SURINAM – SURINAM	PARAMARIBO	06/04-09/04
2	1988	NIGERIA – NIGERIA	LAGOS	19/11-26/11
1	1989	BRESIL – BRAZIL	RIO DE JANEIRO	29/03-01/04
2	1989	TUNISIE – TUNISIA	TUNIS	19/11-25/11
1	1990	ZAMBIE – ZAMBIA	LUSAKA	01/05-03/05
2	1990	CAMEROUN - CAMEROON	DUALA	17/11-26/11
1	1991	TANZANIE – TANZANIA	ARUSHA	30/04-03/05
2	1991	ZIMBABWE – ZIMBABWE	HARARE	18/11-24/11
1	1992	EGYPTE – EGYPT	CAIRO	27/04-01/05
2	1992	ETATS UNIS - UNITED STATES	SEMBACH (GER)	08/11-14/11
1	1993	BULGARIE – BULGARIA	VARNA	01/05-08/05
2	1993	KOWEIT – KUWAIT	KUWAIT CITY	17/11-26/11
1	1994	TURQUIE – TURKEY	ISTANBUL	30/04-06/05
2	1994	ETATS-UNIS - UNITED STATES	RAMSTEIN (GER)	12/11-17/11
1	1995	CHINE – CHINA	BEIJING	01/05-07/05
2	1995	P.D.R COREE - P.D.R. KOREA	PYONGYANG	13/10-21/10
1	1996	CHILI – CHILE	SANTIAGO	13/04-20/04
2	1996	ALGERIE – ALGERIA	ALGER	17/11-25/11
1	1997	TOGO	LOME	01/04-07/04
2	1997	CANADA	OTTAWA	23/10-28/10
1	1998	AUSTRIA	BADEN-VIENNA	08/04-20/04
2	1998	NAMIBIA	WINDHOEK	11/11-16/11
1	1999	SWITZERLAND	LAUSANNE	17/02-21/02
2	1999	THE NETHERLANDS	NOORDWIJKERHOUT	07/05-17/05
3	1999	BELGIUM - PGS	OOSTEND	17/11-21/11
1	2000	ITALY	OSTIA/ROME	01/03-05/03
2	2000	GREECE	KALLITHEA	12/05-22/05
3	2000	ANGOLA	LUANDA	22/11-27/11
1	2001	VIETNAM	HANOI	19/02-25/02
2	2001	ALGERIA	ALGIERS	11/05-21/05
3	2001	BARBADOS	BRIDGETOWN	29/11-03/12
1	2002	ESTONIA	TALLINN	11/03-18/03
2	2002	CROATIA	OPATIJA	04/05-12/05
3	2002	SOUTH AFRICA	SIMONS TOWN	27/11-02/12



1	2003	INDIA	NEW DELHI	12/03-17/03
2	2003	UNITED ARAB EMIRATES	DUBAI	10/05-18/05
3	2003	BURKINA FASO	OUAGADOUGOU	04/11-09/11
1	2004	BULGARIA	SOFIA	10/03-15/03
2	2004	GUNEA	CONAKRY	08/05 – 16/05
3	2004	BOTSWANA	GABORONE	03/11 – 08/11
1	2005	TURKEY	ANTALYA	28/02 – 02/ 03
2	2005	CYPRUS	AGIA NAPA	09/05 – 14/05
3	2005	BRAZIL	BRAZILIA	07/11 – 12/11
1	2006	SLOVAKIA	BRATISLAVA	06/03 – 11/03
2	2006	ITALY	ROME	18/05 – 20/05
2	2006	CAMEROON	YAOUNDE	03/12 – 06/12
2	2007	BELGIUM	BRUSSELS	05/03 – 09/03
2	2007	BURKINA FASO	OUAGADOUGOU	18/05 – 20/05



Appendix 9

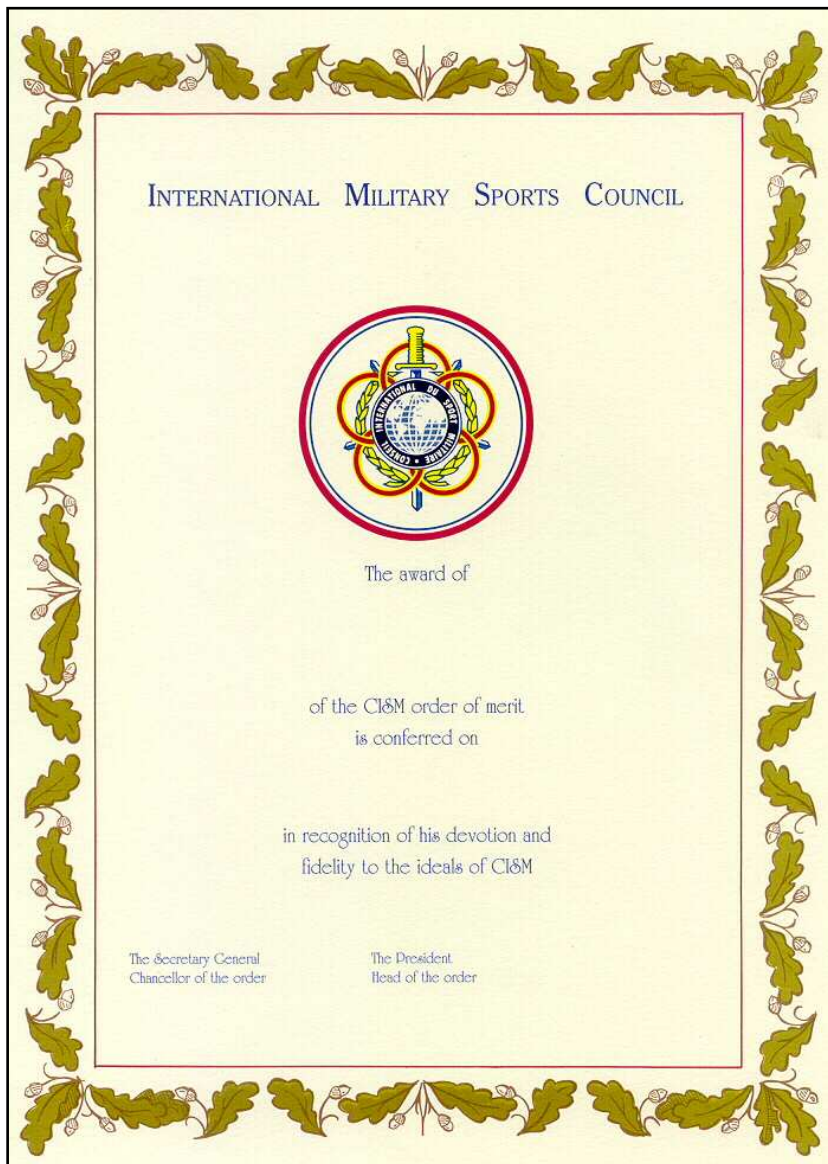
DECORATIONS

CISM certificate : ORDER OF MERIT

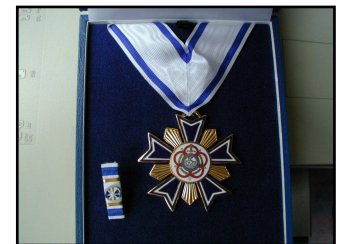
CISM decorations : ORDER OF MERIT

- Grand Cordon (1)
- Commander (2)
- Grand Officer (3)
- Officer (4)
- Grand Knight (5)
- Knight (6)

Size : DIN A4



1



2



3



4



5



6

