

GUIDELINES FOR THE ORGANIZATION OF A CISM BOARD OF DIRECTORS MEETING



October 2011

ABBREVIATIONS

Abbreviations	The Name in Full
BoD	Board of Directors
CISM GS	CISM Headquarters Brussels
CISM MWC	Military World Championship of International Military Sport
CISM S SD	CISM Sport Department
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
CDel	Chief of Delegation
Gen Secr	General Secretariat
CoM	Chief of Mission
AF	Armed Forces
TG	Treasurer General
VP	CISM Continental President

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ORGANIZATION OF A BOARD OF DIRECTORS MEETING

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 two times a year. The first meeting is held during the General Assembly and the second meeting approximately six months later. The preparation of the first meeting is explained in the document concerning the preparation of a General Assembly.

The preparation of the second of the BoD is given in this document.

1. PARTICIPANTS

The following authorities are subject to participate at a Board of Director's meeting (by order of precedence):

- President of CISM
- Host Continental President
- Secretary General of CISM
- Other Continental Presidents of CISM (by order of seniority and in case of equal service, military rank)
- Members of the Board of Directors (by order of seniority and in case of equal service, military rank)
- Treasurer General (according to CISM President's decision)
- Chief of Delegation of the organizing country and the members of the organizing committee
- Presidents of Commissions not belonging to the Board (according to CISM President's decision)
- Members of CISM President's Cabinet (1)
- Members of the General Secretariat (3)
- Invited guests.

2. PREPARATION

The organization of the Board of Directors meeting is entrusted to a nation **at least one year** in advance. Consequently the organizing country has sufficient time for its preparation.

2.1. Place

The choice of the city where the BoD meeting is organized is very important and may, as experience has shown, lead to the affiliation of new countries.

Since more than 30 people are involved in this major event, it is advisable to organize it in, or in the neighborhood of a big city where the Government is located and close to an international airport. The choice of a good location will minimize transport and communication problems and will reduce costs for the organizing country.

2.2. Date

The second meeting of the Board of Directors ordinary takes place in November.

2.3. Preparation phases

The preparation has the goal to set up an organization, which enables the members of the BoD to convene under excellent conditions. This means that the preparations must begin early. The location of the venue, the transportation, etc. must be fixed long in advance.

2.3.1 The CISM Secretary General, or a project officer designated by the Secretary General, will visit the location of the meeting at least two months before. The organizing committee will organize a program of two days with the following activities:

- General Program
- Check of all contents written in guidelines
- Visit of the location (meeting room, hotel and other venues)

The travelling cost is at CISM expenses, the Organizing committee covers the full board and lodging as well as transportation on the place.

3. PROGRAM

3.1. Duration

The duration of the Board of Directors meeting is 6 days. The typical program is proposed under point 4.2.

3.2. Program

It is obvious that the program must be known in advance and that changes should be kept to a minimum. Every change is a cause for misunderstanding and difficulties. The program is fixed in collaboration with the Secretary General.

DATE	ARRIVALS/DEPARTURES	ACTIVITY	PARTICIPANTS
X	Secretary General Staff of the GS		
X + 1	CISM President Vice-Presidents Board of Directors members Treasurer General Commission Presidents	Preparatory meeting Staff GS – OC	5, 7, 10, 11, 12

X + 2		Wreath laying ceremony Opening Ceremony Press Conference 1 st Board of Directors Session	1 to 10 1 to 13 1, 2, 5, 10 1 to 9, 13
X + 3		2 nd and 3 rd Board of Directors Sessions	1 to 9, 13
X + 4		4 th and 5 th Board of Directors Sessions Closing Ceremony Closing Banquet	1 to 9, 13 1 to 14
X + 5	Cultural day	Excursions, visits	1 to 14
X + 6	Departures		

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

1. President of CISM (1)
2. Vice-President of the hosting continent (1)
3. Other Vice-Presidents (3)
4. Board of Directors members (15)
5. Secretary General (1)
6. Treasurer General (1)
7. Staff of the General Secretariat (3)
8. Staff of the President's Cabinet (1)
9. Commission Presidents
10. Chief of delegation (1)
11. Chief of the Organizing committee (1)
12. Organizing Committee (4-5)
13. Interpreters
14. Spouses

4. FINANCIAL CONDITIONS

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

4.1 Travelling expenses

All participants' travelling 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. The travelling costs of the CISM President, the Secretary General, the Treasurer General the members of the General Secretariat and of the President's Cabinet are at CISM expenses.

4.2. Board and lodging

The organizing country meets, up to the last day, full board and lodging of the CISM President, the Secretary General, the Treasurer General, the members of the General Secretariat (3) and of the President's Cabinet (1).

The financial contribution for all other participants and accompanying spouses/companions is fixed by the organizing country in accordance with the Secretary General of CISM and may not be excessive. The financial contribution must be clearly announced in the invitation and may afterwards not be

changed. One room per member is a strict necessity for all participants.

The above mentioned conditions are valid for the duration of the Board of Directors meeting. If a participant stays for a longer period of time (early arrival, later departure), he can be required to bear the costs/additional costs for the time not coinciding with the meeting period.

The organizing country is responsible for all financial aspects regarding the renting of rooms, the board and lodging of the organizational staff and interpreters. For the latter, the CISM can help in finding interpreters but the organizing staff shall settle travel, board, lodging and daily allowances.

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

5. SUMMONS – INVITATION

The General Secretariat prepares the summons (notice of meeting), together with a summary of the agenda and works along with the Organizing Committee for the preparation of the Invitation File. The preparatory documents for the meeting may be distributed on the spot.

The invitation file has a cover page with the CISM emblem and the organizing country's coat of arms and contains at least the standard invitation text, the general program and the conditions of stay.

The following points will be specified:

- Practical information concerning :
 - Access to the location of the meeting (nearest airport, etc...);
 - Customs regulations and formalities required for entry to the country (passport, visa, etc...);
 - Health regulations (vaccinations, etc...) ;
 - Dress regulations (winter-summer uniforms, etc...);
 - weather conditions;
 - postal address;
 - extra expenses to be met by participants;
- Information on the hosting country.
- Registration forms including a:
 - **preliminary agreement** :
The preliminary agreement informs the organizing country of the exact number of participants and thus representing an important operational basis. It is requested to be returned at least two (2) months before the meeting starts,
 - **final agreement** :
The final agreement specifies the names and ranks of the participants, with other relevant and necessary information such as the arrival date, hours, flight number, departure, etc... The final agreement is requested to be returned at least one (1) month prior to the meeting with copy to the GS.

The Chief of the Delegation organizing the BoD meeting extends the summons

and the invitation to all participants. The invitations have to be sent at least three (3) months before the beginning of the meeting.

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

6. ORGANIZING AUTHORITIES

6.1. Patronage committee

The Board of Directors meeting may be placed under the patronage of a high authority or a patronage committee if the organizing country wishes so. A patronage committee 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 Board of Directors meeting 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.

6.3. Organizing committee

The organizing committee, made up of citizens of the host country, may call upon technicians from other countries for assistance.

The organizing committee is responsible for on the spot preparation of a Board of Directors meeting which includes:

- appointment of the various sections and definitions of their duties; - organization of the secretariat;
- information flow to the participants.

The organizing committee should cover the following areas:

- Secretariat

- 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

- general protocol,
- organization of the opening and closing ceremonies,
- music (hymn, anthem),
- contacts with reporters, organization of the press conference and press coverage before, during and after the Board of Directors meeting,

- organization of tourist activities (ladies program) and a cultural day,
- organization of the closing banquet,
- information and communication,
- confirmation and reservations of return flights,
- presentation of awards and gifts.

- Financial

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

- Logistical

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

- Other

6.4. Program of stay

The program informs the participants about the following :

- general calendar,
- detailed calendar and schedule of meetings,
- place and date of the ceremonies,
- place and date of the banquets,
- dress regulations for various occasions,
- security matters,
- addresses and telephone numbers of the different embassies, military attachés, etc...

6.5. Rules of the stay

- 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.

- Military uniforms

Participants must wear military uniform during official ceremonies such as the opening and closing ceremony and other events where uniform is appropriate.

- Forbidden actions

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

7. ARRIVAL OF PARTICIPANTS

A participant may arrive using all different kinds of transportation. Most commonly used is air transportation, but also railway and car transportation should be considered.

7.1. Airway

The organizing country must establish a reception desk at the airport until all participants have arrived. 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 visible bulletin board has to inform the arriving participants what to do.

The organizing country must 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. If possible, a room where refreshments are served should be available.

The same kind of help will be provided for the departure of the participant. Sometimes participants arrive unannounced or at a different time or date.

7.2. Railway

Delegates arriving by train should clearly inform the organizing country of their arrival times. The same assistance should be provided.

7.3. Road

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

8. HOTEL

8.1. Check-in

Help will be provided with the check-in and the transport of luggage.

The participants must receive an information map that includes all necessary information on their “rights and duties”, the program, and other relevant items (invitations to ceremonies and dinners, meal-tickets, tourist information, etc...).

8.2. Info board in the lobby

It is absolutely 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.

8.3. Hotel rooms

The organizing committee is expected to reserve 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.

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 three (***) stars and preferably four (****) stars international rating.

It is advisable and common to foresee a suite for the President of CISM. This

suite shall have one separate fully equipped office room suitable for receiving guests. If possible, it is advisable to foresee a suite also for the CISM Secretary General.

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.

8.4. 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;
- 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 lunch a buffet is advisable.

8.5. Offices

- CISM President's office

An office for the President of CISM, appropriately equipped (telephone, computer, printer) should be provided.

- Secretariat of the Organizing Committee

The organizing staff should provide a secretariat with the necessary personnel and equipment (computers, fax, copier etc).

- Secretariat of CISM

Complementary to the offices of the organizing committee's secretariat, at least two rooms for the CISM secretariat must be available.

These must be separate rooms and cannot be shared with the secretariat of the organizing committee.

A telephone, electrical outlets and cables must also be available for all portable computers. The staff of the General Secretariat uses two portable computers. Two computers with internet connection and a color printer must be available.

All necessary office supplies must be available such as paper, rubbers, pens, pencils, perforating and staple machines, rulers, scissors, scotch tape, paper clips, dictionaries...

The office for the General Secretariat has to be ready in the morning of day X.

9. MEETING ROOMS

9.1. Preparatory meetings

The preparatory meeting can be held in the staff meeting rooms of the organizing country. The room is prepared for approximately 10 persons. 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, remarks and proposals.

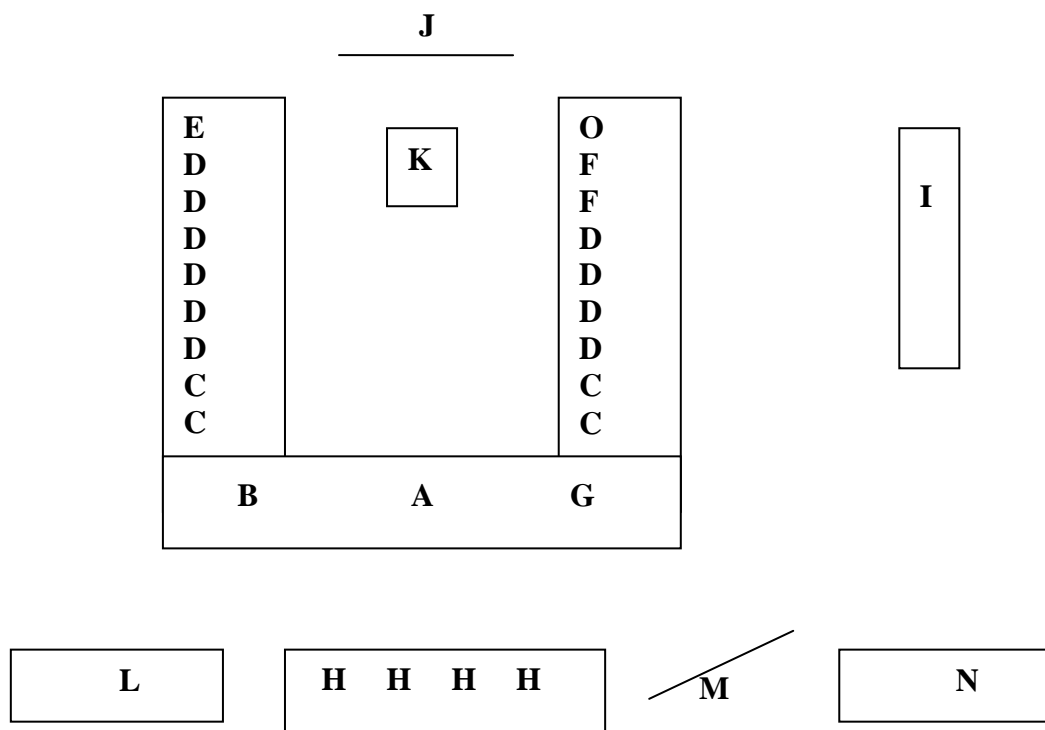
The preparatory meetings are very important since it is the basis of a smooth conduct of the coming meetings.

9.2. Board of Directors meetings

- Meeting room

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 furthest end are reserved for the President of CISM, and the Secretary General. The members of the Board of Directors, the Treasurer General and the Commission Presidents will occupy the tables on either side. A large CISM and host country flags must be displayed in the session room.

The layout hereafter is advisable to the followed:



A: President
 C: Vice-Presidents
 E: Treasurer General
 G: Chief of the hosting Delegation
 I: Documents
 K: Overhead projector
 M: Banner and CISM flag

B: Secretary General
 D: Members of the Board
 F: Commission Presidents,
 H: Gen. Secret. and Pres Cabinet
 J: Screen (2m x 3m)
 L: Simultaneous interpretation
 N: Computer + Internet

O: Experts

- Microphones and earphones

One microphone must be provided for the President of CISM, one for the Secretary General, one microphone per two for the rest of the participants. One portable (wireless) microphone is to be provided close to the overhead projector. For each participant an earphone must be available.

- Simultaneous interpretation

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 absolutely necessary to test the equipment before the meeting. Equipment and interpreters have also to be provided if the BoD convenes at short notice.

For 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 (2m x 3m)

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.

- Coffee breaks

The coffee breaks are foreseen:

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

The room must be close to the meeting room.

Coffee, other refreshments and biscuits should be available in sufficient quantities.

10. 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 15:30-16:00 coffee break 16:00-18:00 meeting

11. CEREMONIES AND PROTOCOL

11.1. General

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 BoD meeting 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.

11.2. Opening ceremony

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

The use of English language, alongside the national language, is mandatory during the opening ceremony. The duration of the ceremony should not exceed 1 hour.

The following points are compulsory during an opening ceremony:

- the CISM flag is hoisted to the sounds of the CISM anthem,
- the President and a dignitary of the host nation pronounce a welcome address,
- the Board of Directors meeting will be opened with the traditional phrase: **“I declare the ... Board of Directors meeting of the International Military Sports Council open”** pronounced by the highest dignitary of the Host Nation present.

An example of an opening ceremony is given hereunder:

- Entering of authorities in the room,
- Soldiers enter bringing the CISM flag and the flag of the hosting country to the sound of the CISM march,
- 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,
- Decoration ceremony,
- Cocktail and Press conference.

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

11.3. Decoration ceremony

CISM traditionally confers decorations to anyone who, by his or her actions, has contributed to the ideals and goals of CISM.

Decorations can be awarded to authorities of the Host Nation and also of CISM on the occasion of the opening 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.

The organizing nation may request a maximum of 2 decorations at its own expense. The Organizing Nation may request an additional 2 decorations maximum financed *by CISM*. These decorations will be conferred on political and military authorities of a nation organizing a major CISM event (including organizing committee)

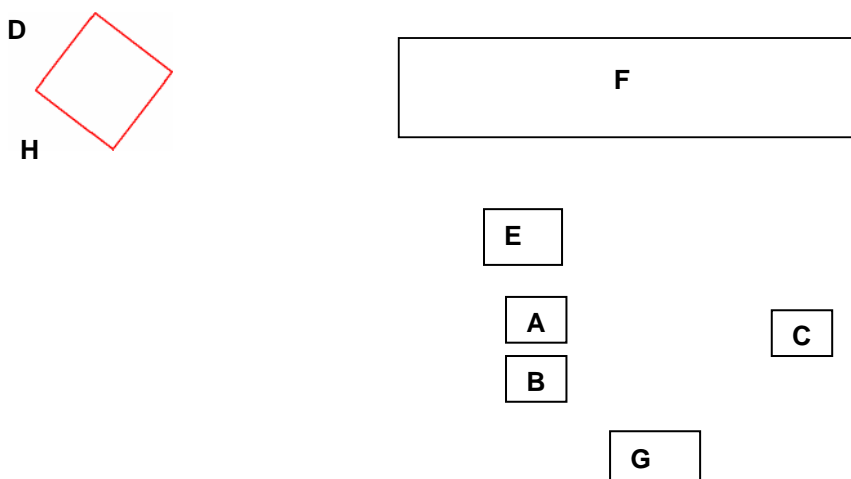
The decoration is bestowed by the President of CISM (Grand Master of the Order of Merit). An officer of the HQ or a protocol master and a master of ceremony (MC) assist him. The ceremony follows a strict military decoration procedure as following:

- The MC announces the decoration ceremony and requests the

audience to stand up,

- The audience stands up,
- The MC calls the President to take the floor,
- The MC calls the nominee to the floor and gives an overview of his services to the cause of CISM,
- The official invocation is pronounced by the President,
- The Protocol officer hands over the decoration to the President
- The decoration is made on,
- The recipient and CISM President exchange a military salute (if applicable),
- Hand shaking and applause ends the ceremony.

Schematic presentation of the decoration ceremony:



11.4. Protocol visits

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

- An audience by the Head of State (restricted to the CISM President),

A: President of CISM
B: CISM Protocol officer
C: Nominee
D: Master of ceremony
E: Announcer

F : BoD, SG, TG, Com. Pres
G : Press
H : Lecturer

- A visit to military authorities (Minister of Defense, Chief of Staff),
- A visit to the Mayor,
- Other eventual visit (NOC, National Sports Federations, etc).

During these visits, an exchange of official souvenirs (small commemorative plaques) is commonly organized between CISM and the host country.

11.5. 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 in order to brief the President accordingly.

11.6. Closing ceremony

The closing ceremony is performed in the same practical manner as the opening ceremony.

As a rule, the CISM anthem is played and the CISM flag is lowered. The Chief of the hosting Delegation presents the CISM flag to the President of CISM who hands it over, in front of everybody, to the representative of the country hosting the next BoD meeting. The flag of the hosting country then is lowered and the national anthem is played.

The closing ceremony ends with the traditional phrase: **“I declare the ... Board of Directors meeting of the International Military Sports Council closed”**, pronounced by the President of CISM.

11.7. Closing dinner

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 the traditional CISM Plaque of Honor, which is, as a rule, the only present offered in public at this occasion.

12. PRESS CONFERENCE

The host nation must include in the program a press conference devoted to CISM and its activities. The purpose of this conference is to promote CISM on a wide scale.

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.

A person from CISM General Secretariat will be the master of ceremony for the press conference and there will be interpretation if necessary.

The press conferences 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 GS.

13. CULTURAL ACTIVITIES AND RECEPTIONS

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

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.

14. MEDICAL CARE AND INSURANCE

14.1. 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.

14.2. Insurance

The participant insures 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 organization committee cannot assume the responsibility for all kind of loss, damage on health impairment. Therefore, it is of utmost importance that all the participants must be in the possession of appropriate insurance covering these risks.

15. SPOUSES PROGRAMME

The organizing country may set up an attractive and well-planned program for spouses and companions.

16. TRANSPORT

The organizing country must provide modern cars and buses.

The following minimum means of transport must be provided :

- one car for each of the following:
 - CISM President,
 - CISM Secretary General,
 - CISM Vice-Presidents
- (mini) buses for the rest of the participants
- one car for Members of the General Secretariat (available at anytime).

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.

17. SECURITY

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

18. PHOTOS

Most of the participants at the Board of Directors meeting 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 of photos 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.

19. GIFTS

19.1 From the organizing country to the participants

In the past organizers very often gave a souvenir to the participants. The decision of presenting gifts is left at the discretion of the organizing country.

19.2 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.

20. 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 decision of the President of CISM a second edition may be drawn up, which will be distributed to the BoD only.

