



International School Sport Federation

HANDBOOK

2021 VERSION

www.isfsports.org

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INTRODUCTION

This Handbook entails the key organisational processes to stage a successful ISF event. It is a further step forward to increase consistency in the relation between different partners involved.

The purpose of this document is to outline requirements and the functional areas for School Sport Entities which organize ISF event. The Handbook is defining 26 functional areas that are most commonly shared functional areas in the delivering international sport events. The functional areas are the base for running any ISF events. The ISF secretariat will address any LOC based on these functional areas and will use vocabulary that is included in this document. This structure facilitate relation between ISF, LOC and different partners.

FUNCTIONAL AREAS

1	Accommodation	14	Legacy & Sustainability
2	Accreditation	15	Logistics
3	Arrivals and Departures	16	Marketing
4	Brand, Identity & Look of the Event	17	Broadcasting
5	Ceremonies	18	Medical Services
6	Communications and Media	19	People Management
7	Culture & Education	20	Protocol
8	Delegation Services	21	Risk Management
9	Finance	22	Security
10	ISF Relations	23	Sport
11	Food & Beverage	24	Ticketing & Hospitality
12	Knowledge Management	25	Transports
13	Language Services	26	Field of play (Venues)

ISF EVENTS

ISF Multi-sport games / ISF Gymnasiade

- The ISF Gymnasiade and all other ISF multi-sport events are the largest school sport events. They bring together the best school athletes, creating a unique context for high-level sport competitions, cultural exchanges and educational programmes. The best student athletes in the world take part in the ISF multi-sport events individually and as part of a selected team, school teams or individuals. Excellence in both the sport competitions and the educational aspects are the main features of these events.

ISF World Schools Championships (WSC)

are school sport Events with the aim to highlight the role of schools in combining sport and education. The position of the single participating schools also covers a fundamental role in the cultural and educational program of the Event that shall be developed with the goal of promoting subjects such healthy lifestyle, inclusion, respect, fair play, etc. Through the WSCs, schools are at the center of the structure of ISF Events so that their students can proudly represent them on the world stage. The WSCs are designed to give even more teams, schools and selected, and students the opportunity to take part.

International School Sport Cups (ISC)

are competitions designed to explore innovative competition formats which create their own path through the field of school sport Events. They are a gateway for new sports or new age categories entering the ISF sports system. This type of Event also allows the ISF to establish a solid cooperation with international sport federations (IFs) and other sports institutions linked to new sports. These Events establish new pathways to high-end international championships, with the goal of aligning Events on global levels. Similarly, to the WSCs, ISCs are open to school teams; however, for these Events opportunities can be given to selected teams and individuals accordingly to the relations with the IF's or LOC in order to promote concerned sport.

ISF Projects: Through its events, the ISF aims to reach the largest possible number of students in order to promote the power of sport and approach subjects such as inclusion, respect, youth empowerment, healthy lifestyle, peace and understanding. For this reason, the ISF seeks to organise events addressing not only student athletes, but all categories of students willing to explore and experience how sport can be an effective tool for education.

ABOUT ISF

ISF is the biggest multisport organisation, coordinating international sports events combining competition and education for school students between 6 and 18 years old.

Based in Brussels (BEL), the International School Sport Federation (ISF) is an international non-profit sport organisation that sets up grassroots sport event and competitions as well as educational events for primary and secondary school students aged between 6 to 18 years old. ISF was founded in 1972 as the umbrella organisation and governing body for national school sport organisations and currently gather 129 national members associations on 5 continents. Recognised by the International Olympic Committee since 1995, the ISF promotes the values of education through sport.

Having sport competitions between schools and promoting active schools and students from different parts of the world are the aims of the ISF. The objectives of the ISF are to organise sport Events for school students as a continuation of the activities organised at local level (national, regional). ISF Events give students the opportunity to experience sport at the highest possible standard on an international stage. At the same time, the ISF is integrating the values of sport with its Events, focusing on the obvious links between sport and education in the widest sense of the term (friendship, health, citizenship, fair play). In its program, the ISF reflects, the activities of the schools, adapting categories or integrating sports which are specific to school sport or represent new trends amongst students.

ISF is organizing sport activities or events, implemented from the local to the international level. Each year 10 to 15 international school sport events take place in different countries all around the world. With more than 30 sports (Archery, Athletics, Artistic Gymnastics, Aerobic, Badminton, Basketball, Basketball 3x3, Beach Volleyball, Boxing, Chess, Climbing, DanceSport, Diving, Fencing, Football, Futsal, Handball, Jump Rope, Judo, Karate, Rugby, Orienteering, Rhythmic Gymnastics, Sambo, Swimming, Skiing, Table Tennis, Taekwondo, Tennis, Triathlon, Volleyball, Wrestling, Wushu) in its competition programs.

Every two years, ISF organises the Gymnasiade (for U18 years students and U15 years students – U15 World School Sport Games): a gathering of 3000 to 5000 young participants from all over the world who have the opportunity to play the different sports mentioned above for 10 days.

The organisation of each ISF event aims in priority to fulfill the global wellbeing and needs of young participants to leave in their mind one of the best humans and sport experience of their life. ISF's events promote grassroots sport, friendship, and tolerance rather than high-level sport practice and performance.

The transformation of society has always brought new challenges requiring constant adaptation of youth to make tomorrow's world a reality. To achieve this, the school environment plays a crucial role in providing youth with opportunities to develop the skills to empower themselves. Through its integration with the educational system, school sport represents one of these opportunities. At the ISF we believe that the ability to be physically active in a competitive framework, travelling and broadening horizons whilst embracing multicultural exchanges strongly serve the empowerment of young generations.

The ISF is structured with: **General Assembly, Executive Committee, Management Committee, Standing committees and Technical Commissions.**

There are nine (9) **Standing Committees:**

Health and Medical Care, Communication and Marketing Committee, Development and Cooperation Committee, Disciplinary Committee, Education and Legacy Committee, Ethics and Legal Committee, Finance Committee, Sports Committee, Youth and Athletes Committee

Besides the standing committees there are **seventeen (17) Sport Technical Commissions for:** Athletics, Artistic Gymnastics, Aerobic, Badminton, Basketball, Basketball 3x3, Beach Volleyball, Football, Futsal, Handball, Orienteering, Rhythmic Gymnastics, Swimming, Skiing, Table Tennis, Tennis, Volleyball

ABBREVIATION

EC	ISF Executive Committee
EDC	Event Disciplinary Commission
EAJ	Event Appeal Jury
ESC	Event Supervision Committee
ETC	Event Technical Commission ECC - Event Control Commission
Event	ISF events (Multi sport events, World Schools Championship/Cup, Projects)
FoP	Field of Play
FoPO	Field of Play officials
HD	high definition
HoD	Head of Delegation: Person in charge of the country delegation
IBC	International Broadcasting Centre
IF	International federations
ISC	International School Sport Cups
ISF	International School Sport Federation
ISF-Delegate	ISF representative for the Event, nominated by the EC
ITO	International technical officials
FoPO	Field of play officials (referees, umpires, judges)
LOC	Local Organising Committee
MC	Management Committee
MoU	Memorandum of Understanding
NF	National federation
NTO	National technical officials
SSE	School Sport Entity
TC	Technical Commission
VIP	Very Important Person
WADA	World Anti-Doping Agency
WSC	World Schools Championship



GENERALITIES

When reading this Handbook, you will notice that collaboration between all the stakeholders and, particularly; the LOC, the ISF and SSE and the NFs and/or IFs, form the key to a smooth and successful set up of the Event. The SSE of the organising country will delegate its duties to a LOC, which must work in conjunction with this member. The President of the SSE or his representative will be a member of the LOC.

- 1. The SSE and the LOC are directly responsible towards the ISF. The LOC entrusted with the arrangements for the Event is responsible for making all the necessary arrangements for the Event in the spirit and in accordance with the ISF regulations and its rules of application. All the arrangements must always be approved and ratified by the ISF. The ISF ensures that all countries are kept fully informed of all the necessary technical arrangements and other requirements, and that the entry forms are supplied within a reasonable period to be completed and returned by the closing dates.*
- 2. The LOC shall contract, at its own costs and expenses, an appropriate general liability insurance covering the risks of any liabilities or damages arising out of the organisation of the Event and any act of the LOC, its mandatories and employees, from its constitution to its dissolution. This insurance will cover, except in cases of local legal constraints, without limitation, all claims for loss, injury, damage to goods and individuals, attributable to the Event. The LOC is required to submit to ISF the appropriate certificate of insurance.*
- 3. The LOC must make the necessary commitments with the appropriate authorities to guarantee the security of all the participants in all activities associated with the holding of the Event.*
- 4. It is required that the Event be named as mentioned in the contract.*
- 5. The intellectual property of ISF includes all copyrights, patents, registered and unregistered trademarks, registered designs, know-how and all other intellectual property as defined in Art.2 of the Convention Establishing the World Intellectual Property Organisation of July 1967.*

The following and their derivatives are the exclusive property of ISF:

ISF Anthem; ISF Logo; ISF Brand; ISF Event designations and acronyms; ISF emblems of ISF Events; Communication, Marketing, audio-visual and broadcasting rights.

OBLIGATION

The Event should comply with the educational objectives of the ISF. In addition to the sport competitions, there must be educational activities to encourage social and cultural exchanges. Within the program, there should also be opportunities to become acquainted with the culture of the host city/country.

CONTRACT

Latest 180 days after attribution, the contract must be signed by both parties: ISF and designated LOC or SSE.

LOCAL ORGANIZING COMMITTEE

The SSE of the host country, which has been attributed ISF Event must assign the organisation of the Event to a legally constituted LOC within six months after the attribution, and the LOC must appoint liaison officers who have an overall knowledge of the preparations of the ISF Event and must be fluent in English, in order to establish good cooperation with ISF:

- *The LOC must act under the powers delegated to it within prescribed limits and must not usurp the power and responsibilities of ISF*
- *The LOC must work in conjunction with the host SSE, and the national SSE President or his/her representative is required to be appointed as a LOC executive committee member. However, the SSE, remains directly responsible to ISF and reports to the EC/MC.*
- *The LOC's primary objectives are to:*
 - » *observe and comply with the ISF regulations, application rules and the present Handbook, as well as the General Competition Regulation and technical rules of concerned sport, and all guidelines with the aim of allowing athletes and officials to achieve their best results under the best possible competition conditions.*
 - » *must build close and permanent relationship with the ISF Secretariat*
 - » *provide the best possible conditions for all personnel, outside contractors, media personnel, etc. to carry out their duties.*
 - » *provide a welcoming atmosphere to all VIPs, political and sport authorities and athletes honoring the ISF spirit.*

Obligations

Typically, from the attribution of the Event to the LOC to its dissolution, the LOC will go through the follow phases:

Foundation Phase/Bidding phase

On behalf of the host country, the SSE and the LOC undertake to comply with the ISF statutes and adhere to the regulations of the Event, to ISF competition rules and the contract, including but not limited to:

- *Obtain formal guarantees from their political authorities that they will provide the necessary co-operation for the success of the Event.*
- *Obtain formal guarantees from their government that all competitors and officials from all countries entitled to participate in the Event will encounter no difficulties when attending the Event or when leaving afterwards.*
- *Give formal guarantees that throughout the Event no political meetings or demonstrations shall be held in the fields of play used for the Event, nor in the competitors' housing area. In connection to this obligation, they shall not use the Event for any purposes other than those in the interests of school sport.*
- *Ensure exclusive rights to ISF concerning the Event television broadcasting and/or all other technical means of transmission.*
- *Pay to ISF the fees for the organising rights and respect the television broadcasting and marketing rights, as determined in the attribution contract.*
- *Obtain formal guarantees from their political authorities that they will provide the necessary co-operation for the safety and security of all participants during the Event.*
- *Comply with the ISF rules concerning the marketing of the Event.*
- *Be a signatory of the WADA code and have ratified the UNESCO International Convention against Doping in Sport.*

Planning Phase

- *The planning phase is the longest period for the LOC, during which it starts developing the master plan and master schedule, to build up their budget as well as their construction and integration strategy, as well as to nominate heads for the key functional areas.*
- *Further on, the main tasks are to develop the functional area operating plans, venue operating plans, operational readiness strategy, etc.*

Operating Phase

- *The operating phase is the so-called "games-time".*

Post Event Phase

The post Event phase is the dissolution period with staff being transited and the LOC being wound up.

LOC INSURANCES

1. *Regarding responsibility and insurance: the ISF shall not be responsible for any claim or loss, injury or damage arising out of the holding or cancellation of any ISF Event.*
2. *Each participating country is required to provide for insurance for each member of its delegation. The insurance should cover, at least, civil liability, material damage and medical costs.*

The key components of such insurance are as follows:

General Liability (Civil and Product liability)

This policy is critical to the overall Event's insurance programme and it should cover all the risks that the organisation can cause to third parties:

- *Bodily injury (injury sustained for example by athletes, volunteers or spectators etc.),*
- *Property Damage (damage to third party buildings, equipment, assets etc.),*
- *Financial Loss (non-respect of an exclusive contract signed with a sponsor, non-respect of a contractual obligation in a contract signed with a supplier).*

These three types of liability risks may cause serious consequences, such as high claims that are disproportionate to the money invested into the Event (e.g. a bodily injury may have terrible consequences to the physical integrity of the victim with extremely large financial consequences – millions of euros).

The policy requirements are as follows:

- *The policy period should cover the preparation period of the Event, (including Test Events), the Event itself and the post Event, dismantling / run down period of the Event.*
- *The policy should be on a specialised sports Event liability wording, on an "All Risks" basis and only contain a minimum number of exclusions.*
- *The policy should have an adequate sum insured to cover serious losses – limit of liability should be no less than 5 million USD (or local currency equivalent);*
- *The policy should have a deductible (excess) in line with the LOC.*
- *The policy should consider the different liabilities attached to the LOC due to the variety of activities undertaken.*
- *ISF should be named as an "Additional Insured" within the policy.*
- *The Insurance Company providing for recovery should be subject to approval by ISF.*
- *The Policy wording should be subject to approval by ISF.*

Directors and Officers Insurance (D&O):

Directors and Officers Liability Insurance (often called D&O) is liability insurance payable to the directors and officers of a company, or to the organisation(s) itself, as indemnification (reimbursement) for losses or advancement of defence costs in the Event an insured suffers such loss because of legal action brought for alleged wrongful acts in their capacity as directors and officers. Such coverage can extend to defence costs arising out of criminal and regulatory investigations/trials as well. (Often civil and criminal actions are brought against directors/officers simultaneously).

The policy requirements:

- *The policy should cover all the LOCs directors and officers for the liability they may incur due to a wrongful act and to whom personal liability may attach in their capacity as directors or officers.*

The policy period should be calculated considering the preparation period, the operating period and the dismantling period of the Event.

Personal Accident (PA) and Assistance / Repatriation:

This type of Insurance Policy covers the damage to persons who participate in the Event, the athletes, the volunteers, and the organisers. A PA policy provides for financial benefits to an injured party in the following events:

- *In the event of death, it will pay an indemnity to the family of the victim.*
- *In the event of permanent disability, it will pay an indemnity to the injured party.*
- *It will pay for all the medical expenses of the injured party in addition to, or in the absence of, any social benefit / protection systems that may be applicable.*
- *It will pay for all specialist medical transport costs resulting from the accident.*

A PA policy is not a duplication of the liability policy but rather an additional coverage which has two advantages; It acts without delay (since it will pay the claim once the medical document is verified), attesting the accident, the expenditure and Eventually the disablement (disablement requiring some time as the insurer will only pay once the injury is consolidated), and it is aggregated with any similar insurance taken out; for example, directly by the injured party, (such as insurance contained in a travel policy or credit cards), thereby providing additional benefits.

The policy requirements are:

- *Policy/policies for the protection of all persons associated with the Event.*
- *The Personal Accident / Medical Expenses policy should provide a capital benefit in the Event of death / serious injury and / or cover for any medical expenses incurred following an accident.*

The different categories of people to be covered should include:

- *Athletes / Competitors in addition to their own policy.*
- *Team officials and other team personnel.*
- *Technical Officials.*
- *Volunteers.*
- *Representatives and staff of ISF.*

The Assistance Insurance Program (Repatriation) should provide coverage for:

- *Repatriation in case of accident or illness.*
- *Repatriation of the body in case of death.*
- *Cost of the coffin.*
- *Medical including hospital expenses not covered by the Personal Accident cover.*

Cancellation and Abandonment:

Cancellation or Abandonment of an Event can result in a significant financial risk. This type of policy is becoming more important in the world of sport and Events.

The policy requirements are.

- *A policy to cover partial or complete cancellation of the Event (unrelated to the risks covered by the Property policy under the business interruption section.)*
- *The policy should cover costs / expenses incurred and /or loss of revenue of the LOC.*
- *Typical perils insured should include:*
 - » *A Terrorism incident*
 - » *Natural Perils (Earthquake, Flood, Hurricane etc.);*
 - » *Communicable Disease (Foot and Mouth, SARS etc.).*

Automobile insurance:

This type of insurance is a legal obligation in a lot of countries in the world. More than anything, the fleets of major sporting Events can be numerous.

- *The policy should comply with all local legislation.*

Material Damage:

Property Insurance policy covering the assets of the LOC should be purchased. The policy requirements are:

- *The policy should be on an "all risks" basis of cover and include the risk of business interruption including advance loss of profits.*
- *The sums insured of this policy should be determined by the value of each site necessary for the organisation but needs to consider in addition to owned assets, those in the care, custody and control of the LOC.*

Incident/accident and claims management reporting and investigation policy:

The handling of any accidents / incidents is very important to protect, not only the finances of the organising committee, but also potentially its reputation. It is important that during the Event.

- *Detailed procedure be prepared for how incidents / accidents will be recorded, reported and investigated.*
- *The procedure should include how the information will be reported to insurance brokers / insurance companies.*
- *A detailed Crisis Management Plan be prepared on how to deal / respond to major incidents.*
- *A central data base be created of all incidents / accidents.*

EVENT PREPARATION

Organising ISF events is a joint effort between the SSE, host city, the LOC and the ISF. The functional areas mentioned in this document are required to be put in place 6 months after attribution of the Event. Daily cooperation between the ISF and the LOC should happen to collaborate and exchange information. The ISF has a supervision and approval function following each step organising the Event.

ORGANISATIONAL CHART - LOCAL ORGANISING COMMITTEE

The structure of the LOC shall be displayed to clearly define the tasks and duties of the LOC members. The members of the LOC should have good motivational skills, speak fluent English and have experience of organising Events. The names and contact details of the managers (heads of department) shall be communicated to the ISF office in due time for the ISF to have a contact person.

Departments in the following fields of activities could be created (can be partially combined, with ISF approval):

GENERAL SECRETARIAT	FIELD OF PLAY (VENUES)
ISF Relations	Venues
	Logistics
COORPORATE & COMMERCIAL	GAMES SERVICES
Brand, Identity & Look of the Event	Accommodation
Communication and Media	Medical Services
Finances	Transportation
Knowledge Management	Accreditation
Languages Services	Broadcasting
Legacy & Sustainability	Security
Marketing	Arrivals and Departures
People Management	Food and Beverages
Risk Management	Delegation Services
Ticketing & Hospitality	
SPORT	ADDITIONAL DELIVERABLES
Sport & Sport Services	Education & Culture
	Protocol and ceremonies

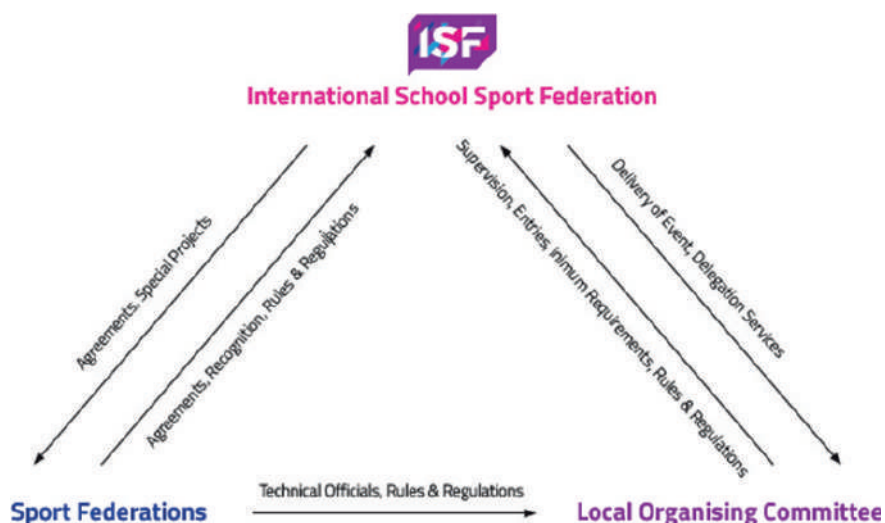
FIELD OF ACTION	DESCRIPTION
Accommodation	The manager works in collaboration with the protocol manager to provide for rooms in accordance with the standards.
Food and Beverages	The manager will have knowledge on the arrival/departure and program to ensure that meals are scheduled properly. The manager is also responsible for the quality and ingredients chosen.
Transportation	The manager checks the transportation system from points of arrival to venues, Events and departure for participants in the Event.
Accreditation	The manager follows the validity and prepares the accreditation.
Finances	The manager works closely with the accreditation manager and ISF office to work out the deposit, fees and settles all the payments.
People Management	The manager oversees all the volunteers and works closely with the hospitality manager. The manager is the one appointing people in each category.
Sport	The manager is responsible for the planning, coordination, management and delivery of the entire competitions and trainings. The manager works actively with the TC presidents and TC coordinators to ensure the correct sport running of the Event, from material, draw, weigh-in, etc.
Medical Services	The manager oversees the first-aid staff on-site and coordinates the communication with the closest hospitals. The manager ensures that the doping control room is ready and fully equipped, as well as the necessary staff to be fully trained and ready to work.
Education & Culture	The manager supervises the educational activities and entertainment of all the participants.
Marketing	The manager respects the guidelines of the ISF and the promotion needed during the Event. This person works in compliance with the ISF Marketing Director (or representative), guidelines and schedule.
Communication	The manager deals with coordination of the photos, videos, interviews, social networks, Press releases, Event exposure and Event promotion, including both indoor and outdoor advertising. This person works in compliance with the ISF Communication Director (or representative), guidelines and schedule.
Protocol and ceremonies	The manager oversees the VIP and all the ceremonies held during the Event.
Media	The manager oversees all relationships and setup procedures regarding production and TV Broadcasting and or Live Streaming. This person works in compliance with the ISF Communication Director guidelines and schedule.
Hospitality	The manager is responsible for the communication with the delegations throughout, via an efficient system of communication such as Info Point, daily information, and bulletins.
Security	The manager is responsible for all security and safety measures. Must be in direct contact with all security on location, police or private firm, to regulate access and safety.
IT	The manager is in charge for completing all technical check lists and ensuring that the correct requested equipment is in place and functioning in each venue.

INTERNAL ISF ORGANISATION

The internal organisation of the ISF is previewed below. Once the LOC has set up the functional areas, a cooperation can be set up with these committees. This is of an advising, development, supervision, approval and follow up nature. The implementation and preparation of the Event will require communication with these committees.



COMMUNICATION BETWEEN RELEVANT PARTIES



The diagram that can be seen above is an overview of the communication channels between the ISF, the LOC and the involved Sport Federations. The key points of communication are mentioned including the flow of communication.

EVENT COMMITTEES & COMMISSIONS

The following committees and commissions will be established during the Event:

- *Event Supervision Committee (ESC)*
- *Event Control Commission (ECC)*
- *Event Appeal Jury- each sport*
- *Event Disciplinary Commission (EDC)*
- *Event Technical Commission (ETC)*

For any commission, the rules for decisions are as follows: decisions will be taken by majority of the members being present. Absent members may not delegate their mandates. In cases of equality of votes, the Chair shall have a casting vote.

POSITION	PEOPLE	DUTIES OF THE COMMITTEES OR COMMISSIONS
EVENT SUPERVISION COMMITTEE (ESC)		
CHAIR	ISF DELEGATE	
Members	<p>President of Sport Committee (Multi sport Events)/TC President (WSC)</p> <p>LOC delegate (Multi sport Events) /LOC President (WSC)</p>	<p>With the co-operation of the ISF staff, the ESC shall be responsible for:</p> <ul style="list-style-type: none"> • <i>The supervision and smooth running of the Event.</i> • <i>The interpretation of the regulations of the ISF.</i> • <i>Settling any dispute, which does not concern any other committee or jury.</i> • <i>Examining and dealing with any complaints or protests of a non- technical nature.</i> • <i>Impose immediate sanctions against teams or individuals that violate the regulations of the Events.,</i> • <i>Deciding any other matters not covered in these requirements.</i> • <i>To supervise the organisation of the Protocol ceremonies.</i> • <i>To supervise the implementation of ISF communication & marketing guidelines.</i>

POSITION	PEOPLE	DUTIES OF THE COMMITTEES OR COMMISSIONS
EVENT CONTROL COMMISSION (ECC)		
CHAIR	ISF DELEGATE	
Members	ISF TC Members LOC members	<ul style="list-style-type: none"> • <i>Check the following documents:</i> • <i>Finances: proof of payment of the balance</i> • <i>The official school certificates</i> • <i>The passport (or identity card) bearing family name, first name, photograph, nationality, and date of birth</i> • <i>The document certifying that the delegation is covered by an insurance</i> • <i>The Event consent form</i> • <i>Field of play officials' documents</i> <p>The ECC shall decide on the admission of a school team/selected team /individual competitor to the Event.</p>

POSITION	PEOPLE	DUTIES OF THE COMMITTEES OR COMMISSIONS
EVENT APPEAL JURY (EAJ)		
CHAIR	ISF DELEGATE	
Members	Member of the LOC Head of referee	<ul style="list-style-type: none"> • <i>The EAJ shall deal with all protests of a technical sporting nature and/or violations of the respective international regulations governing the sport.</i> • <i>All protests must be submitted by the HoD or Coach in writing, in English and within a fixed period as written down in the respective rules of competition.</i> • <i>Each protest shall be accompanied by a sum fixed by the ISF. The LOC will retain this sum if the Jury rejects the protest. If the protest is upheld, the full sum is refunded. This sum will be refunded only if the appeal is upheld or at the discretion of the Appeal Jury. In the case of unsuccessful appeal, the payment will be retained by the ISF.</i> • <i>Decisions of the Jury shall be handed in writing to the official in charge of the competitor's team. There is no appeal against decisions of the Jury.</i> • <i>If one of the members of the EAJ is a citizen of the country</i> • <i>making the protest, he/she may not take part in the Jury's deliberation.</i>

POSITION	PEOPLE	DUTIES OF THE COMMITTEES OR COMMISSIONS
EVENT DISCIPLINARY COMMISSION (EDC)		
CHAIR	ISF DELEGATE	
Members	President of Sport Committee (Multi sport Events)/TC President (WSC) LOC delegate (Multi sport Events) /LOC President (WSC)	The EDC shall, deal with all incidents and violations of the ISF statutes, the rules of procedure, the general rules for competition and, in general, the disciplinary behavior during an ISF Event, in-sofar as they do not concern the technical regulations of the sport concerned. Assess if the spirit of the ISF is respected

POSITION	PEOPLE	DUTIES OF THE COMMITTEES OR COMMISSIONS
EVENT TECHNICAL COMMISSION (ETC)		
CHAIR	ISF DELEGATE	
Members	TC members IF Technical delegate Competition manager Sport manager	<ul style="list-style-type: none"> • <i>The ETC shall govern the organisation of competitions and take the necessary decisions for the satisfactory organisation of the Event</i> • <i>Responsible for the supervision of the good running of the competition.</i> • <i>Responsible for the interpretation of the competition rules.</i> • <i>Investigate and deal with all complaints and protests of a technical nature.</i> • <i>A technical meeting with the technical representatives of each delegation to confirm the list of participants, to approve the detailed program of the competition, to relay to the delegations' information on technical matters.</i> • <i>A meeting with FoPO (umpires, judges, or referees) to confirm judging and refereeing systems, to prepare the competition and to appoint FoPO</i> • <i>Approve/confirm the results and final ranking</i>

HUMAN RESOURCES

ISF Delegate

From the day of his/her nomination represent the ISF and bear the ultimate leadership of the Event. Report to the ISF President and EC regularly. Supervise all resolution processes for issues that may occur, thus take the responsibility for the satisfactory running of the Event. The ISF Delegate is appointed by the Executive Committee whose duties are:

1. PRESENCE AT THE PREPARATORY PHASE OF AN EVENT

- a. *Inspection visit(s) with the Technical President(s)/ Coordinator(s).*
- b. *Attend the ISF meetings related to the Event if organized.*
- c. *Ensure that all ISF requirements are respected.*
- d. *Stay in contact with the LOC to follow up the progress.*

2. PRESENCE AT THE EVENT

- a. *The ISF Delegate must be present at least three (3) days before the start of the Event.*
- b. *The ISF Delegate stays until the last day of the Event.*

3. SPECIFIC TASKS DURING THE EVENT

- a. *Represent ISF in official meetings and public communication.*
- b. *Ensure that all requirements are strictly complied with ISF requirements.*
- c. *Take responsibility for the satisfactory running of the Event.*
- d. *Take responsibility for the interpretation of internal rules.*
- e. *Be the Chairman of the ESC and of the EDC.*
- f. *Resolve any disputes, which do not fall within the remit of another jury or Commission.*
- g. *Scrutinise the non-sport elements of the Event (accommodation, food, transport, protocol, information, damage, internet, etc.).*
- h. *Investigate and dealing with all complaints and protests of a non-technical nature.*
- i. *Resolve political problems amongst delegations*
- j. *Act as an intermediary between the LOC and the HoDs.*
- k. *Check adherence to the ISF regulations.*
- l. *Preside at meetings with HoD.*
- m. *Ensure that the ISF is represented on all special occasions such as opening and closing ceremonies and state or civic receptions, official banquets.*
- n. *Support the visibility of ISF and its sponsors, communication matters and implementation of aside activities.*

- o. *Check the accreditation process and be present.*
- p. *Confirm the balance sheet.*
- q. *Oversee the attribution of the Fair-Play Trophy.*
- r. *Make sure that the delegations comply with their obligations.*
- s. *Check the Anti-doping policy.*
- t. *Pass the Flag on to the next host.*
- u. *Be present to solve any dispute and be the final decision-maker.*

4. SPECIFIC TASKS AFTER THE EVENT

- a. *Send a report to the ISF within fifteen (15) days following the Event.*
- b. *This report should be written in English.*

Technical Commission

(Refer to ISF TC Guidelines)

The Technical Commission (TC) is consisting of the one TC President/Coordinator and members. In the sports where there are no TC members, the TC coordinator is the responsible person for the concerned sport.

The TC shall:

- *Monitor and run sport aspects of ISF events.*
- *Implement and promote responsible ISF education programs.*
- *Supervise the organisation of the competitions and take the necessary decisions for the satisfactory execution of the event.*
- *Ascertain compliance within the spirit of the ISF.*

During the Event the Technical Commission co-operates with the FoPO and LOC sport department.

TC president/coordinator

1. THE PREPARATORY PHASE OF AN EVENT

- *To confirm the list of participants,*
- *To approve the detailed program of the competition, and to relay information on technical matters to the delegation.*
- *Check all sport related technical matters including the accreditation process.*
- *Meet the LOC for the assigned tasks related to technical sport matters during the Event.*
- *Meet with all Event sport bodies (Event Supervision Commission, Disciplinary commission, Appeal jury)*
- *Meet with FoPOs to confirm judging and refereeing systems, to prepare the competition and to appoint FoPOs.*
- *Supervise the accreditation process.*

2. SPECIFIC TASKS DURING THE EVENT

- *Supervising the competition*
- *Relay information on technical matters to the delegations.*
- *Confirm the final results and rankings.*
- *Investigate and deal with all complaints and protests of a technical nature.*
- *Be in contact with the Appeal jury who will deal with all protests of a technical sporting nature and/or violations of the respective international regulations governing the sport.*
- *Ensure daily meetings with TC members and LOC.*
- *Organise daily technical meeting with FoPOs to prepare the competition and to appoint FoPOs.*

3. SPECIFIC TASKS AFTER THE EVENT

- *The TC President shall send a report within fifteen (15) days following the Event to the ISF. The report must be written in English. The report will be presented to the SC.*

ISF Staff

The ISF staff member(s) present at an ISF Event will support the LOC, ISF Delegate and TC to ensure that all the aspects of the Handbook are respected. It is highly recommended to consult the ISF staff to validate the program (marketing, broadcasting, communication plans, protocol, branding, logos, etc). Mostly, the ISF staff will oversee facilitating the communication or clarifying any doubts amongst and between the different involved stakeholders that arise throughout the Event. The ISF staff member(s) shall arrive three days before the start of the Event.

- *Following up the preliminary visit*
- *Follow up the respect of requirements of the Handbook and terms of contract*
- *Validating procedure, protocol and conjointly amend the program*
- *Prepare the guidelines for the management of the event*
- *Setting up the best communication plan (livestreaming – scoring – best players, ISF records)*
- *Ensure the communication between all stakeholders*

LOC LIAISING WITH ISF

- The LOC is set up and runs efficiently at least three (3) months after attribution of the Event.*
- The most up to date contact list of all the main LOC managers and their mobile telephone numbers and email address communicated to the ISF as soon as possible.*
- The main address of the secretariat of the Event to deliver sponsoring materials.*
- The LOC follows the guidelines and schedule and is in regular contact with the ISF for the validation of the preparation phases.*
- The LOC will provide to the ISF official progress report every three months. The progress report will be shared with the registered countries to the event.*

MEETINGS

LOC MEETINGS

The meeting deals with all aspects of the organisation and communication before, during and after the Event. It is important that the operational persons for the general management and communication and marketing be present. All managers must be able to speak English fluently.

The ISF team will lead the LOC through the whole process, discuss the communication tools and will deal with all questions about the organisation of an ISF Event and communication.

INSPECTION VISITS

- a. *For individual sports at least one inspection visit will happen. The ISF, ISF Delegate and/or the TC president can ask for a second visit. The ISF Secretary General will coordinate the visits.*
- b. *For team sports, it can two (2) preliminary visits are schedule. The second visit can coincide with the public draw of the competition groups.*
- c. *The first visit should take place at least eight (8) months after attribution of the Event. The second visit should happen before the submission of the last bulletin.*
- d. *This meeting will at least be attended by the LOC president, the Event manager, and the Competition manager shall attend together with the ISF Delegate, ISF staff member and the TC President/Coordinator concerned. Others are allowed, but not compulsory to attend. (SSE representative, NSF representative (optional), local authorities, etc..).*

ADDITIONAL VISITS

ISF Staff members/TC Presidents/Coordinator and/or ISF Delegate may operate an additional visit with the LOC for a progress working session in view of the implementation of all ISF requirements. They will visit the facilities (venues, hotels), review compliance with the Event manual, and make recommendations for improvement, if required.

EVENT MEETINGS

Prior to the start of the Event, the following meetings shall take place:

- *Meeting with LOC – TC – ISF Delegate and ISF Staff to introduce the teams and go through the state of affairs.*
- *Meeting with the volunteers for an explanation of the coding and flow of the Event.*
- *Head of Delegation meeting*

Once the delegations have arrived, the Heads of Delegation meeting shall happen as soon as possible to inform on the whole program and introduce the organising team. This meeting shall be followed by the team officials meeting to provide the technical rules and technical information. A separate meeting with the officials shall take place to confirm, and inform about, the officiating system.

HoD meetings and team official meetings will take place every two (2) day to exchange about the running of the event. The volunteers shall have daily meetings to be well informed and convey the latest updates to the respective delegation they oversee.

KEY FEATURES FUNCTIONAL AREAS

	PEOPLE	COVERED AREAS
1	Accommodation	Lodging – Rooming – Accommodation Facilities and Standards – Media Ac- accommodation
2	Accreditation	<i>IT – Control – Facilities, Equipment & Staff</i>
3	Arrivals and Departures	<i>Services – Planning – Communication</i>
4	Brand, Identity & Look of the Event	<i>Identity – Design – Brand – Planning & Implementation – Recommendations</i>
5	Ceremonies	<i>Opening & Closing – Awarding Ceremonies – Requirements – Signage</i>
6	Communications and Media	<i>Communication Plan – Public Relations – Technology – Press Centre- Social Media</i>
7	Culture & Education	<i>Cultural Program – Educational Program</i>
8	Delegation Services	<i>Cooperation Services – Meetings, Seminars & Manuals</i>
9	Finance	<i>Financial Obligations – Budget – Insurance – Early Process – Check and Balance</i>
10	ISF Relations	<i>Key Requirements – Delegation Service – Current Relations</i>
11	Food & Beverage	<i>Menus – Food Safety – Facilities & Services – Food – Beverage – Diet & Schedule</i>
12	Knowledge Management	<i>Storage & Access to Information – Official Reports – Transfer of Materials</i>
13	Language Services	<i>Language Services – Planning & Implementation</i>
14	Legacy & Sustainability	<i>Legacy Plan – Governance – Sustainability Strategy – Implementation Plan</i>
15	Logistics	<i>Planning – Implementation – Cleaning & Waste – Resource Management</i>
16	Marketing	<i>Marketing Program – Licensing – Marketing Partners – Branding – Sponsorship – Advertisement – Merchandising</i>
17	Broadcasting	<i>Facilities & Services – Broadcasting – ENG Crew</i>
18	Medical Services	<i>Location – Medical Requirements – Medical Equipment – Doping Control – Data Protection</i>
19	People Management	<i>Planning & Budgeting – Recruitment – Administration & Staff Relations– Safeguarding – Human Rights Commitment – English – Fixed Position – Manager Skills</i>
20	Protocol	<i>Function Overview – Role – Use of Symbols</i>
21	Risk Management	<i>Risk Analysis – Incident Policy – Safety Requirements – Contingency Planning & Operational Readiness</i>
22	Security	<i>Access Control – Crisis Management – Anticipation – Equipment</i>
23	Sport	<i>Duration – Policies, Procedures & Regulations – Services – Competition & Training – Technical Personnel – Schedule</i>
24	Ticketing & Hospitality	<i>Access – Spectator Services – Strategic Planning – Ticketing Needs – Payment– In-Venue Hospitality</i>
25	Transports	<i>Planning – Implementations – In line with Long-Term needs – Infrastructure & Facilities – Services – Traffic Management – Official Vehicles</i>
26	Field of play (Venues)	<i>Location – Capacity – Readiness – Accessibility – Sustainability – Legacy – Requirements – Testing</i>

1. ACCOMMODATION

Overview

Purpose of the accommodation functional area is to take care of the lodging in accordance with the ISF regulations. It is defining the rooms, facilities and the comfort that shall be met according to the status of the accredited person. The accommodation manager shall make sure that all the facilities are equipped accordingly to the needs. The accommodation manager will be in close link with the transportation manager and food and catering.

The LOC must provide the participants with accommodation in facilities approved by the ISF (hotels, villages, campus, etc.). The service level and cleanliness of the facilities shall be in conformity with the international standards. The LOC must provide same level of the accommodation to all participants.

The facilities shall be chosen in accordance with:

- *Their geographical location, in relation to each accommodation facility and the competition venue.*
- *Preferably have one single location for all participants*
- *The standard category shall correspond to a 3-star hotel (West European standards).*
- *In principle, the facilities shall not be more than 30 minutes away from the competition venues.*
- *Their capacity, in relation to the optimisation of the number of delegations accommodated in the same facilities (athletes, team official must be in the same accommodation).*
- *All teams shall be accommodated in the same hotel or separated in several hotels with the same general conditions, such as hotel services, distance to competition venue, etc.*
- *If the ISF TC members are accommodated separately, it shall be close to the delegations' hotel and the LOC secretariat.*
- *VIPs shall be boarded in an upper standard hotel apart from the delegation with ISF EC members.*
- *The following facilities are required in accommodation place:*
 - » *delegation offices,*
 - » *delegation medical rooms,*
 - » *delegation storage areas,*
 - » *dining halls,*
 - » *recreational sport facilities,*
 - » *laundry area,*
 - » *religious area,*
 - » *commercial area,*
 - » *social and entertainment areas,*
 - » *team processing area,*
 - » *parking.*
- *High-speed Wi-Fi shall be available for free in any accommodation.*
- *A team meeting room equipped with all necessary technical equipment (screen, sound system, microphones and projector, etc.)*

Room policy:

- *The HoD will be accommodated at the same location as their delegation for which s/he has complete responsibility. If this is not possible, they will be accommodated nearby (maximum five (5) minutes by foot). If this is not possible LOC has to provide transportation for HOD to reach the accommodation place of the delegation concerned.*
- *Room for Head of delegation/deputy is a single occupancy (A single occupation shall represent at least 8m²).*
- *HoD's rooms in addition also include a refrigerator, telephone, international line with internet capabilities shall be available (usage will be at LOC's costs).*
- *Team officials and FoPO will be lodged maximum two (2) persons in a room with single beds in the same hotel.*
- *Mixing of nationalities is to be avoided.*
- *Mixing gender is prohibited.*
- *Mixing minors and adults is strictly prohibited.*
- *There should be a maximum of four (4) students per room. Any other proposal from side of the LOC has to be confirmed by the ISF*
- *Each accommodation should be lockable and have at least two lockable drawers per resident (more is recommended for athletes' bags and equipment).*
- *Rooms will include beds and beddings, lamps and lights, tables and chairs, closet with clothes hangers, wastebasket, curtains/blinds, a minimum of one wash basin, one lavatory and one shower, air conditioning,*
- *No more than four beds per bedroom to guarantee undisturbed conditions.*
- *The room shall be regularly cleaned by the lodging cleaning service.*
- *A minimum of 7m² per person excluding bathroom and balcony.*

Services:

The LOC should ensure that the following services are available for the participants in the selected facilities:

- *Internet (in the lobby and in the rooms)*
- *Fitness area*
- *24/7 medical service*
- *Mineral water*
- *Relaxation area with sauna and massage area*
- *Laundry*

Additionally, Information boards will be prominently displayed in each facility, containing, the Event Program, announcements, changes, transport timetable, weather reports, etc.

The facilities shall also offer adequate parking space for all vehicles foreseen in the transportation plan (i.e. shuttle buses, private cars, etc). The facilities should have English-speaking personnel able to answer all the requests from the participants.

2. ACCREDITATION

(Refer to the ISF Accreditation guidelines)

Overview

Purpose of the accreditation functional area is to provide key stakeholders, participants, media, and guests with an accreditation access. To ensure a good running of the system and the set-up of the accreditation rooms. The accreditation manager shall be in touch with all the manager to help the coordination with the logistics, especially the sport and IT managers.

Without accreditation, no participation or defined access is permitted to all the Events, including the competition. Accreditation must function continuously from the arrival of the first delegation to the last. A roster of volunteers may be required for the different checkpoints because the process may be spread out over a period in excess of 24 continuous hours. The HoD manages accreditation on behalf of all the members of the delegation avoiding the need for those members to visit an accreditation center unless required.

Electronic Registration Accreditation System (ERAS)

The ISF Electronic Registration Accreditation System (ERAS) will be only registration system carry on the entire accreditation process.

The system provides the following functionalities:

- *Registration of participants from all client groups, from the registration phase 1 to the individual, sport and travel data, considering limitations and requirements of the event (phase 3);*
- *Provision of relevant documents on the landing page of each client group;*
- *Compilation of various reports along the accreditation process, as well as the possibility to export data in Excel format.*
- *Management of all participants based on the client group, and the generation of the accreditation cards.*

Accreditation at the Event

Principal accreditation check points are:

- Finance: Settlement of the participation charges for the whole delegation. The HoD then settles the balance (less the deposit paid) of participation costs in accordance with the current ISF rate (including ISF contribution and participation fees) in Euros or by such other payment method agreed by the LOC.*
- The LOC Secretariat: Checking the composition of the delegation. The Head of delegation reports on his/her delegation to the LOC secretariat for the Event, who records possible changes to the composition of the delegation and explains the circuit of administrative and financial formalities to be completed.*
- Control Commission (ECC): Checking the eligibility of a delegation's teams for each discipline. This commission decides on the eligibility of the teams for the Event. It checks participants before the start of the competitions but after the head of delegation has paid the balance of participation fees for this Event.*

The ECC must check the documents with the presence of the HoD:

- *Identification form (valid ID/passport)*

- *School certificate*
- *SF Event consent*
- *FoPO certificate*

Once the documents listed have been checked, the ECC will hand out to the students' individual accreditation cards. Each adult in the delegation: HoD(s), team officials, FoPO and additional adults, and, if applicable, bus drivers, will also receive an accreditation card giving the bearer free access to all Events. On completion of the accreditation, often after a long journey, the LOC will pay particular attention to the conviviality of their initial welcome and should extend friendly hospitality to the delegations in a suitable relaxed location away from the accreditation site.

Accreditation place requirements:

- *Have one location for the main accreditation center.*
- *An easily accessible large room shall be dedicated to accreditation considering space planning, queuing systems, computer workstations, waiting areas and signage.*
- *The accreditation room shall be displayed as followed: welcome desk with beverage and relevant information, waiting area in which the HoD check the composition, finance control, control commission with the attribution of the accreditation card, welcome package picks up.*
- *An accreditation center shall be available in the VIP accommodation (equipped with the necessary equipment such as printers, laminators, cameras, scanners, etc.) and with precise opening hours.*
- *Accreditation zones must be planned and clearly mapped at the entrance of the accreditation center.*
- *Each accreditation zone should have clearly marked separate access points.*
- *Accreditation zoning must ensure that access is strictly controlled to priority security locations such as but not limited to dressing rooms, the field of play at sports Events, VIP areas and media and broadcast areas. The accreditation facilities should include (but not limited) the following:.*
 - » *computers,*
 - » *fax,*
 - » *internet connections,*
 - » *cameras,*
 - » *printers,*
 - » *scanners,*
 - » *additional lighting requirements,*
 - » *phones,*
 - » *consumables (paper, toner, pre-printed paper for accreditation cards, plastic coats for accreditation cards),*
 - » *laminators*
- *The LOC must assign staff (pay special attention to training security staff) and equipment in all venues to administer access restrictions, including regular security checks of all personnel and accreditation passes.*
- *The accreditation card is provided by the ISF ERAS system, the LOC shall use the matrix referring to accreditation categories, access zones and identification.*

3. ARRIVALS AND DEPARTURES

Overview

All Event stakeholders count on safe, efficient, reliable and on-time arrival and departure services. This FA should consider all stakeholder needs, including those of the Host City residents, to align Event arrivals and departures planning with existing Host City operations. A well-executed arrivals and departures program meets the needs of all Event stakeholders.

The LOC is required to provide efficient, effective and expedient arrival and departure experiences. The Arrival and Departure functional area is responsible for transferring all accredited persons, as well as their accompanying baggage and sport equipment to/from the designated and agreed official points of arrival and departure to their official accommodation sites or other appropriate destinations depending on the arrival and departure delivery model.

LOC must designate the official ports of entry and other official points of arrival and departure of the Event. For most of the cases, the official ports of entry and the official points of arrival are the same, while sometimes they can be differently arranged.

The official points of arrival and departure are the entry points where participants enter the Event host city to start their arrivals process. The official points of arrival normally include but are not limited to the following:

- *airport;*
- *railway station;*
- *another points determinate by the LOC and ISF*

The ISF Family, VIP guests and all participants must be welcomed at the official points of arrival and transported to the accommodation sites, accreditation centers or other appropriate destinations.

For delegations to arrive at non-official points of arrival, they must inform the LOC well in advance, and must have the possibility to pre-book transportation at their own cost. LOC can assist in organization of this arrangement.

Arrival and departure experience are a key factor for a positive Events' experience, as it is the first and the last interaction that client groups have with the LOC in the host city. Careful planning is required to ensure this end-to-end service, which involves various functional areas and even external parties. A day-by-day consolidation of travel details is required covering all groups attending, this is also of significant value to other functions in determining the scale, range and likely times of peak demand for the services that must be provided such as protocol, accreditation, uniform distribution, accommodation, transportation, security, welcome ceremonies, food and beverage, etc.

Arrivals must be facilitated as much as possible. This can include welcome at the aircraft gate, repatriation of mobility devices, access to language services, settlement in a nominated lounge, using dedicated lanes for immigration and assistance with formalities, assistance with custom clearance, using tags and separate collection points for luggage, appropriate interview/press conference space, providing direction to the relevant transportation system for next transfer, security escorted convoy.

Support participating nations with information concerning necessary document such as Visa if requested.

Departure must be facilitated as much as possible. This can include transfer from accommodation site to points of departure, security escorted convoy, welcome at transportation drop off points, assistance with check-in, baggage processing and documents clearance, settlement in a nominated lounge, and departure and farewell.



4. BRAND, IDENTITY & LOOK OF THE EVENT

(Refer to the ISF General branding guidelines)

Overview

The Brand, Identity and Look of the Event functional area is responsible for releasing and applying the brand identity of the ISF and Event as approved by ISF and setting out general standards to ensure the proper use. Its mission is to create and deliver a brand identity system that provides all the visual components to ensure a unified representation of the Event, with guidelines and indications for the right use of each graphic element. While developing the brand, identity and look of the specific Event, the ISF brand must be integrated in all materials following the ISF guidelines. The design of any official promotional material, such as mascots, posters, uniforms and souvenirs developed by the LOC, must be presented to ISF for approval. The design of any official promotional material, such as mascots, posters, uniforms and souvenirs developed by the OC, must be presented to ISF for approval.

Obligation

- *Define a Branding team that will supervise the implementation of the brand.*
- *Create and deliver a brand identity system that provides all the visual components to ensure a unified representation of the Event, the development, and the application of the look of the games.*
- *Ensure that all elements that form part of the brand identity are fully owned by LOC with ISF agreement.*
- *Have a detailed plan of how the brand will fit inside and outside the venues (airport, competition venues, non-competitive venues, accommodation, transportation, public locations).*
- *Define whether the adaptations are permanent or temporary.*
- *LOC shall present a general look and feel of the Event and branding plan according to the marketing regulation/ framework which will be validated by the ISF 12 months before the start of the Event.*
- *Have an overview of the Events and cooperate with other functional areas about how the brand is implemented (clothes, medals, public spaces, define location of the logos, etc.).*
- *All the ISF branding guidelines and specifications related to the different use and implementation of the Event's 'look and feel' must be elaborated by the LOC and submitted for ISF approval. It is the responsibility of the LOC to produce the elements and items listed below but not restricted to:*
 - » *Logo*
 - » *Graphic charter*

Temporary Structures:

- » Welcome desks
- » Accreditation desks
- » Info points
- » Awarding ceremony area Podium
- » Sport equipment
- » Gates and access control
- » Preliminary / warm-up fields
- » Spectator seating
- » Flag poles
- » Cars/Bus stickers Podium
- » Sport equipment
- » Podium
- » Sport equipment
- » Gates and access control
- » Podium
- » Sport equipment
- » Gates and access control
- » Preliminary / warm-up fields
- » Spectator seating
- » Flag poles
- » Cars/Bus stickers

Outside banner:

- » City billboard

In-venue banners:

- » Banners
- » Roll up
- » Flags during awards ceremonies
- » Partners Dashboard FOP (Field of Play)
- » Dress for separators
- » Cordons
- » Special zone identification
- » All uniforms (volunteers, broadcasters and hostesses)
- » Bibs for media
- » Media Interview backdrop

Signage

- » Develop signage inside and outside Field of play, non-sport venues and surroundings, official port of entry and official points of arrival and departure and transportation that connect venues.
- » Key factors include common design elements, simple messages, internationally understood symbols, in English.
- » Careful consideration to accessibility
- » Planning about installation, maintenance, removal, and recycling.
- » Full alignment with the Look of the Event, supporting the vision and respecting the design.



5. CEREMONIES

(Refer to the ISF protocol guidelines)

Overview

Ceremonies function is in charge of defining and providing necessary information to:

- *Opening and closing ceremonies;*
- *Delegation welcome ceremonies;*
- *Coordination of medal-awarding ceremonies during competitions;*
- *Charity Gala Dinner*
- *Other ceremony nature activities*
- *Production and distribution of diplomas of participation and honor*

Opening ceremony and Closing ceremony

The official program of ceremonies must respect the rules – especially the order - described in the ISF Protocol Guidelines. The programs and arrangements of ceremonies must be submitted to the ISF for approval.

Have a team to implement, prepare and organise the ceremonies.

- The opening and closing ceremonies must have a balanced program in terms of duration between the cultural and the formal protocol content.*
- Training and selection of volunteers.*
- Have a creative cultural group for performances that need space and time for repetition.*
- Implement the ISF ceremony protocol.*
- Special attention must be paid to flags (ISF and host country, including size, order, etc.), official denominations (placards, screen, speakers), order of countries during the march pass, length and translation of speeches, transportation and seating plan, the waiting time-conditions and services provided to the athletes before, during and after the ceremony.*
- Meeting points and waiting areas for athletes need to be arranged.*
- Have adequate speakers for both the opening and closing ceremony and medal award ceremonies.*
- Have adequate podiums at each competition venue.*
- Have at least one ISF representative and one local representative for Medal Awarding Ceremonies.*
- Production of participation certificates and medals with the approval of the ISF*

6. COMMUNICATION & MEDIA

Overview

Purpose of the communication and media functional area is to define rules and regulation concerning all sub-areas related to communication and media such as professional photographers, video makers, promotion, press and media before, during and after the Event. The LOC shall make sure that all the facilities are complying with these needs which shall be described in the handbook part related to functional area venue/facilities requirements or competition requirements. The LOC will be in close link with the competition, protocol, marketing, broadcasting department.

General

- *The official communication language is English. The host country official language(s) may be used next to English.*
- *The ISF is leading the communication on social media and the LOC is The LOC relaying the message of ISF on each LOC social media.*
- *The ISF will publish first all major announcements regarding the event.*
- *The LOC is responsible for ensuring that the necessary infrastructure is in place to maintain proper public and press relations throughout the preparation and operation of the Event. The LOC media representative should ensure to create the media/press tools, such as press release and press dossier, as well as inviting international and local media/journalists to the press conferences and to the event in due time.*
- *The LOC will produce the clipping of the event with all publications made by media before, during and after the event.*
- *The LOC will provide analysis on the global press/media impact*
- *The communications department must set up information services and kiosks to serve the general public. Once LOC media representatives has a list of the media attending/accrediting for the Event, he or she should inform ISF communications team accordingly*
- *A dedicated website in English, including, the content and the layout should be launched at least 14 months before the event and remain available at least six months after the Event.*
- *The website should include the following elements:*
 - » *General event programme*
 - » *Competition schedule (including date, time, location, and venues and live broadcasting timing)*
 - » *English news section on home page,*
 - » *Medals and live ranking of countries*
 - » *Information about athletes/teams*
 - » *Live score and results*
 - » *Link to Events social media platforms and ISF platforms*
 - » *Advertising space on the home page for banners promoting stakeholders related to the event*
 - » *Partners sections*

- » *Video tab for live stream of the event*
- » *contact information for any queries*
- » *Press section (photo, press releases, press folder)*
- » *General information about the Gymnasiade and ISF*

It is critical to provide optimal photo/video positions in the competition areas and in the awarding ceremony areas for photographers/video makers to ensure high quality photos/videos and excellent coverage of the Event.

The LOC should provide photographers/video makers with bibs, which will grant access to the selected photographers to the competition area. Photographers/Video makers shall be present in all venues all along the competitions.

The photographers/video makers need to provide video teaser(s) for the promotion of the Event before the start, short clips/interviews/entertaining videos during the Event and a final video of the Event. The ISF might request additional promotional content to the LOC in order to ensure the implementation of the communication plan and the achievement of the communication objectives.

The communications process of the Event focuses on the following parameters:

- *Transparency: All communication related to the Event shall be forthcoming and proactive; at the same time, a reflection of the truth deserves priority above controversies and bad press.*
- *Respect: No official communication can be deemed to have hurt the sentiments or sensibilities of a person, community or organisation.*
- *Promptness: All information before, during and after the Event must be communicated with speed and accuracy.*
- *Ease of access: Access to official communication for the media shall be easy, well- defined and swift to promote unprecedented, good standards of governance and organisation.*

Description

Press and Media

A press/media centre including the following items:

- *Reception area for receiving accredited media (status as non and rights holders or video journalists)*
- *Welcome media kit for each accredited journalist/media personnel*
- *Lockers for the accredited media to store their equipment in*
- *Adequately sized room for seating non-rights holder video journalists. (Provide separate areas for live broadcast for rights holders)*
- *Appropriate lighting and branding*
- *Adequate seating for all media present*
- *Public announcement system for relaying information to accredited media*
- *Adequate number of large screens set up to provide live feed of all Events for the benefit of the media*
- *Live scoreboards of all the Events*

- *High-speed wireless Internet connectivity*
- *LAN cables for connectivity to each accredited journalist at the provided workstations*
- *Internet ports next to each desk for the media*
- *Adequate number of electrical points at each desk, along with international power adapters*
- *Separate printing areas with adequate number of printers, the services of which may be monetised*
- *Lounge area for accredited media to conduct interviews in*
- *Adequate lighting for interviews in the lounge area*

Press media Center

LOC Media Representative is to coordinate schedule for all press conferences with ISF media team. LOC is also responsible for informing all present media on the schedule any changes in due time. LOC media representative should discuss with ISF media team Press Center opening days and hours.

A dedicated Press Center media manager, who is in charge of media operations on the venue. His/her role is to ensure excellent conditions for the work of media.

Room Capacity for a minimum of 20 people including the following items:

- *A reception desk to receive invited guest/media.*
- *A holding room to store guest media belongings (coat room)*
- *Appropriate lighting and branding in background*
- *Head table with a seating capacity variable and a stage*
- *Master of ceremony/ moderator for press conferences*
- *Technical Support for AV system, lighting, and sound*
- *Audio mixer*
- *Translation services in agreed upon languages for the benefit of the accredited media (if relevant)*
- *Adequate lighting focused on the head table for TV broadcast (if relevant)*
- *A podium at the back of the room, big enough to accommodate TV non-rights holders (if relevant)*
- *Power supply at the back of the room, close to the podium for TV cameras (if relevant)*
- *Sufficient water supply, hot drinks (tea, coffee) and snacks for accredited press*

Photographers/Video makers

Photographers/ Video makers are a vital stakeholder groups for the promotion of the Event. It is critical to provide optimal photo/video positions in the competition areas and in the awarding ceremony areas for photographers/video makers to ensure high quality photos/videos and excellent coverage of the Event. The LOC should provide photographers/video makers with bibs, which will grant access to the selected photographers to the competition area. Photographers/Video makers shall be present in all venues all along the competition.

The following elements provided by the photographer/video markers before/during/after the Event:

- *Video Teaser(s) for the promotion of the competition before the Event*
- *Short clips/interviews/entertaining videos during the Event and other videos/ interviews as agreed/coordinated by ISF LOC communication team Final video of the Event*
- *Photos of all sports competitions/podium and other event activities such as ceremonies, conferences, gala dinner, education and cultural activities.*

All communication materials produced shall be provided at each day to the ISF and storage on hard disc and internet clouds dedicated for the event.

Digital Communication

Digital communication is referring to the using policy of digital media platforms around the Event. The content policy on the digital media platforms is governed by the following principles:

Accuracy: All information shared shall be accurate and verified.

Speed: All information related to the Event shall be posted swiftly.

Exclusivity: All information surrounding Event shall be exclusive and singularly sourced.

Originality: All information shared on the digital media platforms shall be original and not plagiarised.

Relevance: All information shall be relevant in the context of the Event.

Respect: All information should be respectful towards everyone else.

Please to provide the following elements:

Social Media: ISF and the LOC will cooperate around the following platforms:

- *ISF Facebook page*
- *ISF Twitter*
- *ISF Instagram*
- *ISF LinkedIn*
- *ISF YouTube*

The management of these social media will be managed by the ISF and the LOC will be in charge of the SSE social media and or the event social media if their creation has been validated by the ISF.

LOC will be allowed to create certain Event social media only under the approval of ISF.

According to the local digital media activation, the ISF and the LOC will define an adapted language strategy for these social media. In case social media networks mentioned above might not be accessible within the international borders of the host country, the LOC shall arrange a provision for virtual private networks that will allow the official social media channels to work seamlessly while within the host city.



7. CULTURE & EDUCATION

Overview

The purpose of the education functional area is to make sure the Event includes a strong educational program in line with ISF mission of promoting education through sport. It describes the different programs to be developed during the Event to maximise its impact for all participants. The education manager shall make sure that all educational activities are fully integrated into the agenda of the Event, as their attendance is mandatory for all participants. The manager will be in close link with the manager in charge of the legacy, as both functional areas are interconnected.

Description

Two main aspects are to be considered in the education functional area:

- *cultural program (Learn Local: Skills' up Local and Learn International: Skills' up International)*
- *thematic educative activities (Fun & Skills zones, Skills' up: Education Through Sport, and Others).*

Cultural Program

Cultural day - "Learn local"

Delegations should receive an impression of the way of life of the host country student-athletes. A visit to local schools should be encouraged. The participants shall be actively engaged in the program by developing new skills (handcraft, art, traditional sport) and should be invited to raise their curiosity (challenges, knowledge). Such program can be arranged in the middle of the Event to allow a day off from the competition and to encourage exchanges between participants. It can also be proposed throughout the Event on a dedicated area. This program:

- *Is entirely integrated in the program*
- *half a day must be dedicated to this activities and daily activities must take place*
- *Includes local volunteers in the organisation*

Nations night - "Learn International"

Delegations will have the possibility to participate in a socio-cultural experience to present their country and culture to other delegations and to get to know the other participants.'

The Learn International can take place over several evenings during the Event or be exclusively organised for one night. This includes:

- *A performance on stage, of maximum four (4) minutes. Each delegation has the choice to either perform or not (free podium)*
- *One (or more) English-speaking Cultural Coordinator(s) to gather the materials, run and coordinate the performances*
- *An open and safe space to share typical culinary specialities (dishes, drinks) and goodies*
- *Booths with the traditional food, beverages, goodies, promotion materials etc*
- *Each booth will have flags and name of the country Thematic educative activities*

Fun & Skills zones (additional)

The LOC is invited to provide the necessary space to implement the Fun & Skills activities of the Education & Legacy Committee, run by the Youth & Athletes Committee of the ISF.

It can last at least half a day or can be spread throughout the Event in a defined area accessible to all participants.

Education Through Sport

The LOC will refer to the Education & Legacy Committee of the ISF to build any additional program addressing priority topics (Gender Equality, Youth Participation, Anti-Doping, Inclusion and Sustainability,

Safeguarding, Anti-racism) using physical activities and sport when possible (Education Through Sport). This can take the form of training workshops, discussion groups, stands, Youth Event, etc but should be based on non-formal education. This includes:

- *collaboration with ISF partners (International Organisations, Sport Federations, etc) to implement educational activities during the Event*
- *Interaction with high-level athletes is encouraged to share knowledge and passion, and to inspire the next generations*

Others

The LOC can propose an adapted sport format to foster intercultural exchanges through sport by including a special Event in the sport program when necessary.

All initiatives must be communicated with the ISF before the 1st inspection visit.

Facts and figures:

- *1 Stage (if outside, possibility to be protected from bad or warm weather) with sound check and a good viewing placement for the audience*
- *1 Computer with USB key lector*
- *1 Online platform to invite participants to share content prior to the Event*
- *High speed internet*
- *1 per delegation Additional Learn International stands: tables and hanging banners*
- *3 Fun & Skills Stands: tents, electricity, light, screens, tables*
- *Additional Learn Local and Education Through Sport stands according to the programs*
- *1 Education Manager*
- *1 Cultural Coordinator*



8. DELEGATION SERVICES

Overview

The Delegation Services functional area is responsible for planning services and managing relations with the participating delegations throughout the preparation and operation of the Event.

The relationship between delegations and the LOC are one of the key factors for the successful of the Event, and the Delegation Services functional area is taking the lead for managing this relation. Being one of the functional areas that has responsibility for a certain client group, the Delegation Services functional area is greatly involved in cross functional planning and operation.

The main responsibilities of this function include:

- *Act as a primary and unique communication channel between delegations and the LOC.*
- *Serve as the leading functional area of the delegations' client groups, providing delegations expectation and demand to various functional areas for them to carry on planning and implementing of their work.*
- *Provide timely and correct information and service to delegations throughout the lifecycle of the Event.*
- *This functional area manages and hosts the visits and participates in all venue visits and meetings.*
- *During the Head of Delegations meeting, the following activities are organised:*
 - » *general presentation of the Event*
 - » *general program*
 - » *sports general details*
 - » *question and answer session*
- *An office has to be set up in order to receive delegations and support them in a timely manner and remains as the single point of official communication from the LOC and delegations. It should be set up in the main information center to receive inquiries from delegations, and trained staff should be available on shifts.*
- *Pigeon boxes must be set up in the main information center.*
- *Team attachés depend and report to the Delegation Service functional area.*
- *Post-Event services:*
 - » *Identification of open issues after the departure of delegations*
 - » *Distribution of Events diplomas and certificates*
 - » *Supporting the finance function to clear payment balance*
 - » *Preparation of final reports*

9. FINANCE

Overview

Purpose of the finance functional area is to predict the financial outcomes, determine and plan all financial matters related to the implementation of the Event and coordinate all the financial obligations. It must be handled at the very early in the planning stages.

LOC obligations

Expenses

The LOC will have to cover amongst others the following expenses:

- Accommodation costs including Food and beverages;
- All the transport costs, from the entry to the departure point;
- Human resources costs;
- Insurance of the Event costs;
- Support of the operation of ISF family;
- Costs of the venues (renting, building, renovating);
- IT costs;
- Education and cultural program costs;
- The branding of the places costs;
- The broadcasting of the Event costs;
- Ceremonies and medals costs;
- Medical and anti-doping costs;
- Security and safety costs;
- Communication and Promotion costs;
- VIP services costs;
- All other costs related to preparation and organisation of the Event.

LOC will have to cover the costs of all the **ISF inspection visit(s)** including:

1. Travel expenses of the:
 - ✓ ISF Delegate;
 - ✓ ISF TC President(s)/Coordinator(s)
2. Accommodation expenses (single room including full board) for ISF delegate and ISF TC president(s)/coordinator(s).

LOC will have to cover the accommodation and travel costs **during the event:**

1. Travel expenses of the:
 - ✓ President and Secretary General of the ISF, if they wish to be present at the event (following the ISF travel policy);

- ✓ *ISF Delegate;*
 - ✓ *ISF TC President(s)/Coordinator(s).*
2. *Accommodation expenses (single room including full board) of the:*
- ✓ *ISF President and Secretary General of the ISF if they wish to be present at the event;*
 - ✓ *ISF delegate, at least three days prior to the beginning of the Event and up to two days after the end of the Event;*
 - ✓ *ISF TC President(s)/Coordinator(s), at least three days prior to the beginning of the Event and up to two days after the end of the Event;*
 - ✓ *ISF TC members, at least two days prior to the beginning of the Event and up to the end of the Event;*
 - ✓ *ISF Staff members, at least three days prior to the beginning of the Event and up to two days after the end of the Event;*
 - ✓ *IF representatives if present;*
 - ✓ *ITO and NTO - ITOs that are on the Event as part of a delegation shall take part as the same conditions as every other participant (HoD excluded) and shall be accommodated together with all the other technical officials.*

An EC member, attending the Event as guest, he will pay the same amount per night as an accredited participant.

If there are any additional visits related to the Event the travel expenses, local travel expenses and the Accommodation expenses (single room including full board) of the ISF representatives are covered by the LOC.

All the travelling costs for the ISF Staff member are being borne by the ISF.

Facts and figures

1. *EURO is the official currency.*
2. *Both bank transfer and paying by cash on the arrival should be made available for entries of the Event.*
3. *The participants will have to pay:*
 - » *Event Participation fee – which belongs to the LOC;*
 - » *ISF levy – which belongs to the ISF.*

Along with the entry and in order to have access to the second registration phase, participating countries will need to pay a deposit per team entered. The sum will be deducted from the total participation cost.

The deposit is non-refundable in the event of non-participation. Waivers to the payment of the deposit, for whatever reasons, are to be discussed with the ISF office and LOC and to be agreed by the deposit payment deadlines.

10. ISF RELATIONS

Overview

The department maintain and develop the relation with SSE, future host cities and ISF. A team focusing on the relations with ISF must be established soon after the attribution as one of the main communication channels between the LOC and the ISF.

Roles and Responsibilities

- *Building strong relations and communication channels between LOC, ISF and SSE*
- *Successfully promoting joint programs with ISF including Legacy Program*
- *Being the contact office with international organizations (i.e., WADA, Unesco, future Event host cities)*
- *Operating the one-stop Main Information Centre/ Desk and supporting delegations*

Key Responsibilities

- » *Organize conferences and meetings*
- » *Support the ISF Secretariat*
- » *Delegation Services*
- » *Support delegations before, during and after the Event*
- » *Operate HOD Meetings*
- » *Help desk – Information*
- » *Meeting with HoD*
- » *Dispatching of information: pigeon boxes*
- » *Information channels from the delegations to the LOC*
- » *coordinate the attachés*
- » *Providing interpretation service for the HoD and athletes*
- » *Supporting delegation in acquiring visas and other official documents*
- » *Supporting delegation accreditation process*
- » *Guiding and greeting delegations*
- » *Delivering notifications to the delegations and supporting communication between LOC and delegations*
- » *Supporting communication between venue managers (competition and training venues) and delegation*
- » *Providing useful information (transportation, lunch box, training schedule, doping test, etc.) and supporting delegations*

Recommendation

- *Languages skills for all members of the functional areas*
- *Appoint and maintain the same staff to communicate with ISF to avoid confusion*
- *Helpful to maintain a trustworthy relationship with ISF*
- *Recruit well-experienced attachés (as many as possible)*
- *Essential to conduct effective training*
- *Assign well-trained OC staff members to each functional desk of Information Centre*



11. FOOD & BEVERAGE

Overview

The Food and Beverage function plans and LOC the necessary services for participants at all facilities prior to and during the Event.

Obligations:

- *The LOC must provide 3-meal catering services (breakfast, lunch, dinner) to all participants, in the accommodation facility or in a dedicated area close to their facility. Regarding lunch and dinner, the LOC is also required to provide services at the venue during competition days, especially for working staff, technical officials and competitors.*
- *The LOC organises the necessary food and beverages services for participants at all venues prior to and during the Event. The services include but are not limited to:*
 - » *Participants: access to drinking water, three meals a day and snacks*
 - » *VIP: lounges providing light food and snacks*
 - » *Workforce: according to a pre-defined entitlement to one meal per shift (depending on shift)*
 - » *Media personnel: lounges according to the level of services of the LOC, or on own expenses*
 - » *Spectators: food and beverages on own expenses*
- *The dining hall must be able to provide food and beverages for at least 1/3 of the expected number of participants at one time.*
- *The dining hall must be operating taking into consideration the competition and training hours.*
- *The FoPO, ISF staff, TC, ISF delegate should have a separate space from other participants in the dining hall*
- *For the composition of meals, the LOC should take into consideration a choice that will enable the students, irrespective of their cultural or religious backgrounds, to absorb the number of calories necessary for high-level sport performance.*
- *The competition program should be taken into consideration when determining the duration and location of the meals to allow the students sufficient time for digestion and warming up.*

- *Opening and closing hours of the restaurant must be in accordance with the specific sport program, allowing for sufficient pre- and post-competition time.*
- *Quality meals (three (3) meals per day: breakfast, lunch and dinner (preferably buffet format) in sufficient quantities/calories for the participants (players and team officials, ISF staff, staff and referees), based on their competition and training schedules. The ISF-Delegate shall approve proposed menus.*
- *Hot meals should be changed on a daily basis with a rotation of seven days*
- *Water must be available for free for all meals for all participants*
- *Meals must be diverse from day to day and be of high quality. A variety of fruits and salads, variety on bread and dairy products, variety of low fat and low carbohydrate dishes, lactose and gluten free options and vegan and vegetarian option should be ensured.*
- *All food served must be identified in writing in English and the local language(s). The cards must include the main ingredients and nutritional content.*
- *Special diets should be requested by participating countries at the time of 3rd bulletin entry (ERAS)*
- *To avoid doping cases related to consumption of meat products contaminated with prohibited substances. Meat/Fish that is used for meals should not contain any steroids, hormones, etc.*
- *The catering places shall be sufficiently big to have everybody seated.*
- *On the first day, the lunch and/or the dinner will be provided in accordance with the delegations' arrival schedule. Delegations starting with a lunch will end with breakfast on departure day; delegations starting with dinner will end with lunch or packed lunch on departure day.*
- *Light refreshments such as cold/warm drink and snack must be available during the Event of late arrival (night).*
- *A sufficient supply of mineral water per person should be available for the teams at meals, along with a sufficient quantity of free tea/coffee.*
- *Mineral water and healthy snacks shall be provided to all competitors and officials throughout the day at all venues. It is not possible to provide any snacks which are produced by competitors' companies of the ISF partners.*
- *Minimum 1L of battle water per participant per game must be delivered.*



12. KNOWLEDGE MANAGEMENT

Overview

Knowledge management programs are aimed on organisation and management of information, exploiting possible knowledge resources and creating the Event Legacy. The knowledge management focuses on improving the learning ability of the LOC before, during and after Event, facilitating and building connections and relationships between LOC and ISF.

The main goal of the Knowledge Management function is to organise and coordinate activities that support LOC's daily work and to provide information and knowledge services to all the functional areas.

Obligations

- *Organise and coordinate knowledge management activities and to provide information and knowledge services to other functional areas.*
- *The LOC takes part in the Observer Program of the previous Event edition to learn from the organisers before hosting the Event in their own country. The LOC can send up to 4 observers to the Event before hosting the Event in their own country*
- *The ISF organises the Observer Program in partnership with the LOC by hosting venue tours (sport and non- sport venues), shadowing visits, seminars and workshops during the Event. It starts several days before and finishes within two days after the Event Closing Ceremony.*
- *The LOC provides, in agreement with ISF, all necessary support in terms of materials, logistics and workforce, as well as prepare proper program elements by appointing speakers from each functional area (26) and venue involved in the Program.*
- *The Knowledge Management functional area needs to create an overview of publications and required content.*
- *Create a Final Report and Official Report as a follow up to the Event.*
- *The LOC has to be in contact and have meetings with the previous organisers and the future organisers.*



13. LANGUAGE SERVICES

Overview

Language services are required throughout the lifecycle of the Event to ensure that effective communications are established regardless of any language barriers. The Language Services functional area is in place to ensure high quality interpretation and translation services to all participants including the LOC, ISF, delegations and media, etc., that they have access to information in one or more working languages and have good communications with each other.

Obligation

- *Each functional area needs a pool of translator with specific vocabulary.*
- *Manage and deliver interpreting and translating services during the preparation and operation of the Event.*
- *The LOC oversees selection, training and assignment of translators and interpreters to official meetings and other official activities.*
- *Professional language services (translators and infrastructure such as cabins, microphones, headsets, etc.) are required for simultaneous interpretation into official languages during meetings, conferences and main press conferences.*



14. LEGACY & SUSTAINABILITY

Overview

Staging an Event in the size and profile of the Event is more than sparking memories and a short-term challenge of hosting an Event; it is about long-term objectives and the legacy that it leaves an SSE, city and country after the LOC ceases to exist.

Often understood as a synonym for urban renewal, legacy is referred to venues and other supporting facilities that are turned over to communities or sport organisations to boost a city's agenda and to justify the public expenditures for their prior construction. Legacy refers to all planned and unplanned, positive and negative, intangible and tangible structures created by and for a sport Event that remains for a longer time than the Event itself. It is of essential importance for the LOC and the host city to plan and carry-on legacy and sustainability programs and studies from the early stage of the Event preparation, until several years after its conclusion.

Obligation

- *Set up a team that before the Event to study the impacts of the Event on the host country and stay up to one year after the Event.*
- *The role of this group is of an advisory and supportive nature.*
- *The team can help other departments with decisions.*
- *In charge of collecting data on how the Event affects the host country.*
- *Make decision if the chosen impacts be permanent or temporary.*
- *Make sure the primary objectives (tangible and intangible) are met.*
- *Make sure the right policies are implemented.*
- *Track and follow up on the policies and decisions made about the legacy.*
- *Create a report about how the legacy was implemented and how the host country was impacted*



15. LOGISTICS

Overview

The role of this functional area is of an advisory and supportive nature. Persons dedicate to this FA are responsible for the organization of the supply participants with the different kind of the services. Tasks field encompasses the entire supply chain – from demand planning to distribution to the participants.

Obligation

- *Cleaning and waste*
- *Equipment supply and service*
- *Flow management*
- *Lost and Found*
- *Information Provision*
- *Ticket inspection*
- *Signage*



16. MARKETING

Overview

Purpose of the Marketing functional area is to define rules and regulation concerning all sub-areas related to the marketing during the Event. The LOC make sure that all the facilities and venues or competition sites are complying with the needs which shall be described to this functional area. The persons in charge will be in close link with the communication, competition, hospitality, protocol and broadcasting department.

General

Clarification of marketing rights categories attributed to sponsors and partners

- *Naming rights*
- *Advertising rights*
- *Merchandising rights*
- *Other commercial rights*

The LOC shall list the rights and assets granted to the LOC sponsors, which shall be validated by ISF. These rights are guaranteed by the ISF and LOC Event contract. The ownership of all commercial rights in relation to the event is defined in the contract.

The ISF will inform the LOC of its sponsors and their rights category attribution.

The LOC shall address ISF sponsors as global partners through all event communication, including and all offline, printed materials and online platform

The LOC shall respect the ISF sponsors and the visibility of ISF, as well as the visual identity of the sponsors.

The list of sponsors of the LOC shall be sent to, and approved by, the ISF. The two parties should make sure there are no incompatibilities between their respective sponsors.

In the media, LOC will consider it crucial to ensure;

- *Prevention of ambush marketing against ISF sponsors.*
- *No posts that can be termed derogatory towards ISF sponsors.*
- *No content that can malign the image of an ISF sponsor.*
- *Exclusive content association with ISF sponsors.*

Description:

a. Naming items

The naming rights is a special form of sponsorship where the sponsor pays to have its name attached to the event name for a specified period of time. These rights is the exclusive property and rights of the ISF. The LOC cannot propose such rights category to third party. If the ISF attributed to a third party the naming right of the event, it will be an obligation for any party to use the modified event name in all public speaking, written document or material on any offline and online material and platforms.

b. Advertising

The advertising rights include the visibility and promotion of ISF brand and event sponsors through different online, offline platforms and materials before, during the event.

Therefore, the LOC shall list all the items to be produced for the promotion of the Event integrating the visibility of the ISF brands and sponsors.

The LOC will provide to the ISF the marketing plan including all material, platforms and areas of exposure of the ISF brand, ISF sponsors and LOC sponsors and partners.

The marketing and advertising plan shall be aligned with the event contract and respecting the rights provided to each parties. The ISF will have to validate the above mentioned.

The advertising plan can shall include the visibility of the ISF brand, ISF sponsors and LOC sponsors and partners on the following list of items below and non-limited to this list:

Offline:

- | | |
|--|--------------------------------------|
| a. In/Out venues banners | l. Event booklet |
| b. Accreditation | m. Flyer |
| c. Roll-up | n. Seat stickers |
| d. Backdrop | o. Véhicules (car and buses) |
| e. Field of Play Dashboard/LED | p. Podium |
| f. Mixed zone banners | q. Backdrop/banners behind podium |
| g. Beach Flag | r. Signalisation facilities |
| h. City billboard and other type of city/airport advertising | s. Official documents |
| i. Poster | t. LOC staff and volunteers' uniform |
| j. Bulletin | u. Trophy and medals |
| k. Certificate for participation | |

Online:

- a. Website
- b. Social Media
- c. Mobile Application

c. Merchandising

The merchandising rights includes the creation of event materials and goodies with the objectives to be

commercialize or not before during and after the event.

Therefore, the LOC shall list all the items it intends to produce and through which platform or means it intends to promote, give or commercialise during the event. The LOC cannot give or sell Event branded products in a product category exclusively granted to a sponsor unless approved in writing by the ISF.

As part of the welcome procedure, the LOC can offer goodies to the following categories of participants:

- Athletes
- Officials
- Media
- VIPs

The gifts should be branded with the Event's logo / name.

The LOC shall submit the gifts' list and designs to ISF for approval before the gifts are manufactured. An area dedicated for selling, merchandising or other sponsoring products can be placed at the Events venues and or event or village. The location of the merchandising areas shall be discussed and approved by the ISF. The LOC cannot provide a merchandising space to a company that will commercialise products directly during the Event, unless discussed and approved beforehand by the ISF.

d. Other commercial items:

Any other commercial rights belong exclusively to the ISF and cannot be commercialised by the LOC or any third parties.



17. BROADCASTING

(Refer to ISF Sports Branding Guidelines, ISF TV Broadcasting/Production Guidelines,)

Overview

Purpose of the broadcasting functional area is to define rules and regulation concerning all sub-areas related to the televisual live broadcasting and streaming during the Event. The LOC Communication – Broadcasting team shall make sure that all the facilities are complying with these needs which shall be described in the handbook part related to functional area venue/facilities requirements or competition requirements. The manager will be in close link with the competition, protocol, marketing and communication department.

Host Broadcaster

Under the supervision of the ISF, the LOC should select a host broadcaster which will produce a continuous video and audio broadcast feed. The Host Broadcaster shall provide experienced staff including suitable directors, producers, engineers, technicians, cameramen, graphic operators as well as all the equipment necessary to broadcast the Event. The international signals will be produced at the venue(s) from the beginning of the Sport Program until the end, including opening and closing ceremonies.

The following elements shall be provided by the host broadcaster selected:

- *All necessary equipment and personnel to achieve broadcasting requirement*
- *TV commentators will be present at the IBC to voice over the international feeds*

The LOC will provide English and Native professional sport commentators for the live broadcasted competitions and ceremonies.

The LOC is in charge of providing professional TV graphics which have to be validated by the ISF

- *For international distribution, the LOC/Host Broadcaster must provide ISF with an international signal(s) via satellite in accordance with the ISF technical specifications to distribute it to overseas broadcasters.*
- The World Feed will also be distributed to the following (if relevant):
 - » *Press centre*

- » *Hotels*
- » *VIP areas*
- » *Spectator areas*
- » *Organiser offices*
- » *Any other areas where feed is required*
- *The TV production company will storage all video content coming into the media office, tagged and searchable to facilitate the creation of media items on-site, as well as delivered to IF on hard drive after the Event.*
- *The daily news and highlights will be produced inside the TV production company. The news, and highlights will be available to the media and journalist at the IBS or Media Press Center on a daily level*

OB-Van

In certain context the IBC might be not applicable. In this case the OB-vans (outside broadcasting) can be used in which the signal from all cameras from the fields of play (FOP) can be mixed into the international signal, ENG operators can make replays, sound technicians can create the clean feed as well as add commentary on a separate channel. The output of the OB-van will be delivered to the SNG which shall uplink the international signal with audio channels to satellite.

ENG Crew

Throughout the duration of the Event, ENG crews will be provided to cover, competitions (preliminary and final phases) educational, cultural and ceremonies activities and projects

Each ENG crew will have:

- *Audio technicians*
- *Camera operators*
- *Lighting operator*
- *Producer*

All content collected by the ENG crews will delivered to the IBC to be stored, edited and played out accordingly.

Live broadcasting through social media

- » *The Event may be distributed entirely or partially through internet (livestreaming)*
- » *For this purpose, the LOC is required to deliver a secondary output of the main program of each field of play to the stream encoding system by a third-party provider.*
- » *The signal shall be on the internet or social media platform(s) which will have been decided by the ISF. Important: The social media live broadcasting rights and commercial rights exclusively belong to the ISF who will decide if a third party could eventually obtain the rights too.*



18. MEDICAL SERVICES

Overview

Medical services protect the health and safety of all Event participants, and thereby contribute to ensuring the integrity of the competition. The Medical Services area has three extremely important roles: providing medical care and health services for all Event stakeholders, managing the doping control program and provide efficient, accessible and sanitary food and beverages services.

General

Requirements related to medical care and health services

1. Medical services plan

Provide a medical services plan to the ISF no later than 6 months prior to the Event including:

- *How medical care will be provided to all accredited persons;*
- *An emergency medical response to injuries and illness that may happen to anyone (both accredited and non-accredited) at any of the event competition and non-competition venues during;*
- *Any proposed exception to the principle that all medical services including hospital treatment should be provided free-of-charge to all other accredited persons;*
- *A description of the legal framework applicable in the host country relating to consent for medical treatment for minors.*

2. Event hospitals

Ensure that appropriately staffed and equipped hospitals are designated as official Event hospitals in which emergency medical and surgical services will be provided to all accredited persons during the defined Event operational period. The LOC shall sign an agreement with all official Event hospitals or with the relevant authority to ensure availability of these services for all medical conditions or medical issues that cannot reasonably be delayed until after the accredited person returns home.

3. Venue medical services

- *Ensure that the Medical Services teams have appropriate access privileges to enable them to provide medical care in any location in the venues.*
- *Ensure that at least one person per venue medical team speaks English.*
- 4. *Requirements related to doping control*
 - *Ensure that relevant Host Country Authorities (including the National Anti-Doping Organisation, NADO) guarantee the application of, and their compliance with, the World Anti-Doping Code and the ISF Anti-Doping Rules during the Event in particular with regards to investigations and intelligence gathering activities.*
 - *Develop and provide sample collection procedures in strict accordance with the World Anti-Doping Code, the ISF Anti-Doping Rules and with the directives of the ISF Health Committee; the plan for sample collection in all sports shall be discussed between the ISF Health and Medical Care Committee and the NADO no later than six months prior to the Event.*
 - *Provide doping control stations in accordance with the criteria set out in the ISF Anti-Doping Rules and World Anti-Doping Code and at a reasonable distance from the sport venue where the athletes concerned competed.*
 - *Ensure that all samples collected at the Event are analysed by a WADA-accredited laboratory that is situated in (or in close proximity to) the Host City.*
 - *All doping results need to be made available 48 hours after sample arrives at the laboratory.*
 - *Location for doping control must be in competition venue.*
 - *The station should consist of*
 - » *a Waiting room with chairs and one suitable refrigerator for hydration of the athletes*
 - » *a Processing room with a desk with 3-4 chairs + a toilet in the same area with mirror behind the basin*
 - *The station should consist of at least three rooms. -Waiting room -Toilet area -Sample handling room*
 - *The doping control station must be secured and does not open to public or media in any way, and all personnel should be provided with suitable accreditation.*
 - *No later than two months after the closing ceremony, an accurate and complete summary of doping control services must be provided to the ISF.*

Obligation

- *Provide free and adequate emergency medical services and care of injuries and all illnesses.*
- *Facilitate temporary registration for visiting physicians to practice medicine for their athletes and delegation members*
- *Prepare a plan with local health authorities about treatment responsibilities including mass casualties*
- *Take precautions to prevent and cope with epidemiology/hygiene/communicable disease – depending on current local, national and international health situation.*
- *Arrange a single telephone number with transportation services for medical emergencies.*
- *Automatic electronic defibrillator must be present at all venues. Staff must receive training in use of these defibrillators.*
- *List of hospitals that can diagnose and treat most medical problems. They need to be easily*

accessible from all locations (training, competition and accommodation venues) and of quality.

- *Medical care needs to be open 24 hours for emergency care and pharmacy.*
- *A medical care guidance and a list of medications available at the pharmacy must be prepared and published three months prior to the opening ceremony.*
- *Medical requirements on accommodation*
 - » *Maximum of three persons per room*
 - » *Maximum three athletes per washroom/toilet/sink*
 - » *Minimum seven square meters per person excluding bathrooms*
 - » *Air conditioning /heating and ventilation as appropriate*
 - » *General cleaning and trash collection every two days, bed linen must be changed two times a week and the set of towels three times per week*
 - » *Size of beds (minimum two meters) extension must be available*



19. PEOPLE MANAGEMENT

Overview

Purpose of the People Management area is to take care of the heads of each functional area and to make sure the sufficient human resource dedicated to each functional area. It is highly recommended that the following staff are specialised in their fields, preferably professional, and always hold the same position since the first inspection visit. The Head of People Management is also considered as the Head of the Event and will be the first contact to the ISF.

General

Responsible for planning, recruiting, training, retention and care of the paid staff, contractors and volunteers.

Head of functional areas

- *The head has to be familiar with the task and duties. It is suggested to go through a recruitment and selection of the best candidate. The head of functional areas shall be acquainted with all the needs before appointed the head.*
- *The LOC must define at an early stage the quantity and categories of the required workforce as well as recruitment strategies.*
- *Tests and interviews about their competencies, motivation and dedication should be conducted.*

Volunteers

- *The volunteers shall be chosen and trained before the Event starts. An active selection campaign must start, at least, one year prior to the Event.*
- *A program to attract volunteers should be launched 18 - 12 months in advance.*
- *Responsible for the management of the uniforms, from planning, budgeting to designing, delivering and distribution.*
- *An Event typically requires between 50 and 300 volunteers. However, it is impossible to precisely say how many are needed.*

It is recommending the base the call on the 4W volunteering model:

- » *What (definition)*
- » *Why (motivation)*
- » *Who (characteristics)*
- » *Where (context)*

Volunteers must promote the Event and shall be easily identifiable. They shall wear the same uniform. It is highly recommended to give the volunteers promotional material after the Event, such as t-shirts, towels, key rings, caps, etc.

The volunteer support can assist in the following services:

- » *Team delegation attaché*
- » *VIP attaché*
- » *Information desk*
- » *Field of play monitors*
- » *Media*
- » *Accreditation*
- » *Transport*
- » *Translation*
- » *announcer*

Attachés per delegation (excluding FoPO and media liaisons). It is recommended that an additional attaché, possibly with relevant knowledge or skills of the certain sport, be allocated to each team of team sports.

- *Each team has to have minimum one attaché*

The colour code (bullet points)

It is requested that the group wear outfits of the following colours to assure a good visual recognition for the participating delegations.

- *Referees, umpires, judges: same colour (usually dark)*
- *LOC: the same colour for everyone to be recognisable*
- *Volunteers: the same colour for everyone to be recognisable*
- *Media: the same colour for everyone to be recognisable*
- *And any other grouping shall also have a distinctive colour*



20. PROTOCOL

(Refer to ISF Protocol guidelines)

Overview

Purpose of the Protocol Functional area is to prepare and deliver the ceremonies in the respect of the ISF rules and traditions. It means to supervise the ceremonies in order to make sure that the ISF protocol is respected in terms of countries denomination, use of the ISF symbols – Flag and Anthem, VIP precedence and comfort of the members of delegation.

Obligation

- *Establishing and executing a production plan for the ceremonies.*
- *Appointing a responsible person for the ceremonies*
- *Coordinating ceremony programs approved by ISF*
- *Establishing and executing a production plan for the ceremonies*
- *Provide protocol support to members of the ISF Family and to national and international VIP guests*
- *Design special programs for VIPs including accommodation, accreditation, evening programs, etc.*
- *Have a special focus for VIPs at the airport and hotel (arrival and departure).*
- *Ensure that all symbols are correct (flags, names, etc.).*
- *A medals, trophies, diplomas /certificates shall be submitted to the ISF for approval no later than 13 months before the beginning of the Event.*

Role of the Function during the Event

Function is as follows:

- *Assist and prepare protocol-related activities by coordinating with the various departments within the LOC and the ISF related persons.*
- *Appoint the members of the ISF and eventually LOC for the Medal Awarding Ceremonies*
- *Provide protocol support to members of the ISF Family and to national and international VIP guests*

The Function client subgroups:

- *High-ranking dignitaries including the state, regional and city heads*
- *The ISF Family*
- *Representatives of the IFs*

▪ The ISF guests

- *ISF Technical delegate*
- *The Heads of Delegations*

Venues

Requirements:

- *Opening and Closing Ceremony venues*
 - » *minimum 500 seats for ISF Family*
 - » *minimum 3000 seats for delegations*
 - » *In the stadium a VVIP and VIP area well defined*
 - » *A waiting area outside of the venue*
- *Other:*
 - » *VIP areas*
 - » *Preparation area for medal awarding ceremony*
 - » *Operations: medal awarding ceremonies*

Opening Ceremony

The Opening Ceremony shall be rehearsed several times and shall feature:

The recommended maximum duration of ninety (90) minutes;

- a. *Official part (maximum 40 minutes): Parades of counties (in English alphabetical order with the host country parading last), speeches (the highest representative hierarchically from the hosting country and the highest authority in ISF), oaths*, anthems (ISF and national country), flag raising of ISF and declaration of the Event open.*
- b. *Artistic part (maximum 50 minutes): music, dances, shows reflecting the culture of the hosting country.*

The official part shall be cut with various artistic parts to avoid too long official phases which disconnect the interest of the audience.

The LOC provides one or more moderators who are highly proficient in English and have experience in this matter.

They will make all announcements only in English and in the Host country language on the Opening and Closing Ceremony, during the Event and the various award ceremonies.

The following materials are requested:

- *An efficient sound and video system;*

- *Up to two (2) big screens to project videos and presentations;*
- *The LOC will install a temporary Internet access for all participants in the sport venues during the opening and closing ceremony and during the competition;*

Awarding Ceremony:

These ceremonies need to be dynamic and must be carefully prepared and rehearsed.

The awarding ceremony podium needs to be set up at the competition venue or any alternative venue approved by the ISF-Delegate.

The stage needs to be set up in a way to be used for individuals or team presentations according to the competition format.

The full design of the awarding ceremony area needs to be submitted to ISF-Del for approval.

The LOC should present to ISF the concept for the medal/certificate/trophy/giveaways designs and subsequently produce them after approval. The designs shall include the Event's logo and event name, the Host City's name, the year as well as the name of the sports/discipline.

Components to be prepared for Awarding Ceremony:

- *Table with the trophies/medals/ in order*
- *Protocol English speaking officers*
- *VIPs/personalities invited in the various medal giving and award ceremonies (with names and titles clearly identified).*
- *Hostesses to welcome and guide the VIPs (at least 15 minutes before the ceremony)*
- *ISF anthem*
- *Lighting*
- *Audio*
- *Speaker*
- *TV broadcasting*
- *DJ / band*

Order of the Ceremony

- a. *The medals will be presented at the end of the competition by the selected VIPs/personalities*
- b. *It is strictly necessary to organise the ceremony with no delay between proceedings.*
- c. *If possible, the medal ceremony should take place immediately after the last competition and at the same venue as the competition, in the following order:*
 - » *Opening music (ISF Anthem). No national anthems.*
 - » *Before the announcement, the medalling athletes shall be placed behind their respective podium position in the following order: 2nd place (left), 1st place (middle), 3rd place (right). Each athlete having won a medal must be present at the ceremony.*
 - » *Announcement of the "Medal Award Ceremony for (name of the sport and the discipline)*
- d. *Diplomas*

A diploma of participation in the Event shall be awarded to all members of the different delegations

and to those accredited at the Event before they depart.

The LOC is responsible for the production and distribution of diplomas to all participating students, team officials, delegation members and Field of play officials. The final layout of the diplomas must be approved by the ISF.

A diploma of honour will be given to the 8th first in each event. Volunteers will receive a special diploma

Other prizes and presents from the LOC are to be approved by the ISF.

Closing Ceremony

1. The time and the program of the Closing Ceremony shall be announced to the participants in advance at the Head of Delegations Meeting.
2. A certain number of seats will be reserved for VIPs.
3. It is highly recommended to have a rehearsal of the Closing Ceremony.
4. All teams and officials are required to attend the Closing Ceremony.
5. The Closing Ceremony will contain the following items in the following recommended order:
 - » *Festive show and entertainment.*
 - » *Playing of the national anthem of the host country.*
 - » *Entrance of the flags of participating countries (same order as for the opening ceremony);*
 - » *Closing speech of the highest representative from the LOC;*
6. All the participants are invited to celebrate the end at a farewell party.
7. A cocktail is offered to the VIPs

Charity Gala Dinner

Dinner

A Charity Gala Dinner will be organised during the Event with a committee dedicated to the success of that Event. The Gala dinner can take place at any day during the Event. The Gala dinner is supposed to be the fanciest moment for various persons to meet and for a good cause. Several fundraising systems can be organised such as auctions, tombola, selling dinner table. Please refer to the Gala Dinner Kit. The team dedicated to that must work with the protocol manager and ensure that all VIPs are included. Invitations, table plans, taking notes, an accountable person, logos and sponsors shall be all included. HoD's and additional guests will be invited to the Charity Gala Dinner, organised by the LOC, and will be asked to pay an extra contribution of amount decided by the EC per person for taking part. The LOC will then deposit the collected money on the ISF Foundation's account. The Gala Dinner is an appropriate moment to exchange or to give the "souvenirs/gifts". The Gala dinner is an occasion to invite politicians and local authorities.

Local donation

Participating delegations are invited to bring sport materials to donate to a local cause. This cause will be chosen by the LOC and promoted during the Gala Dinner. The donation shall take place at any moment during the Event with a few participants to educate them and make them realize the impact small donations can make on other's lives. It is requested that the cause, that will receive the donation, be informed in advance and invited to the Gala Dinner. The donation shall take place in a simple environment in which the children are directly involved in receiving the donations.

21. RISK MANAGEMENT

Overview

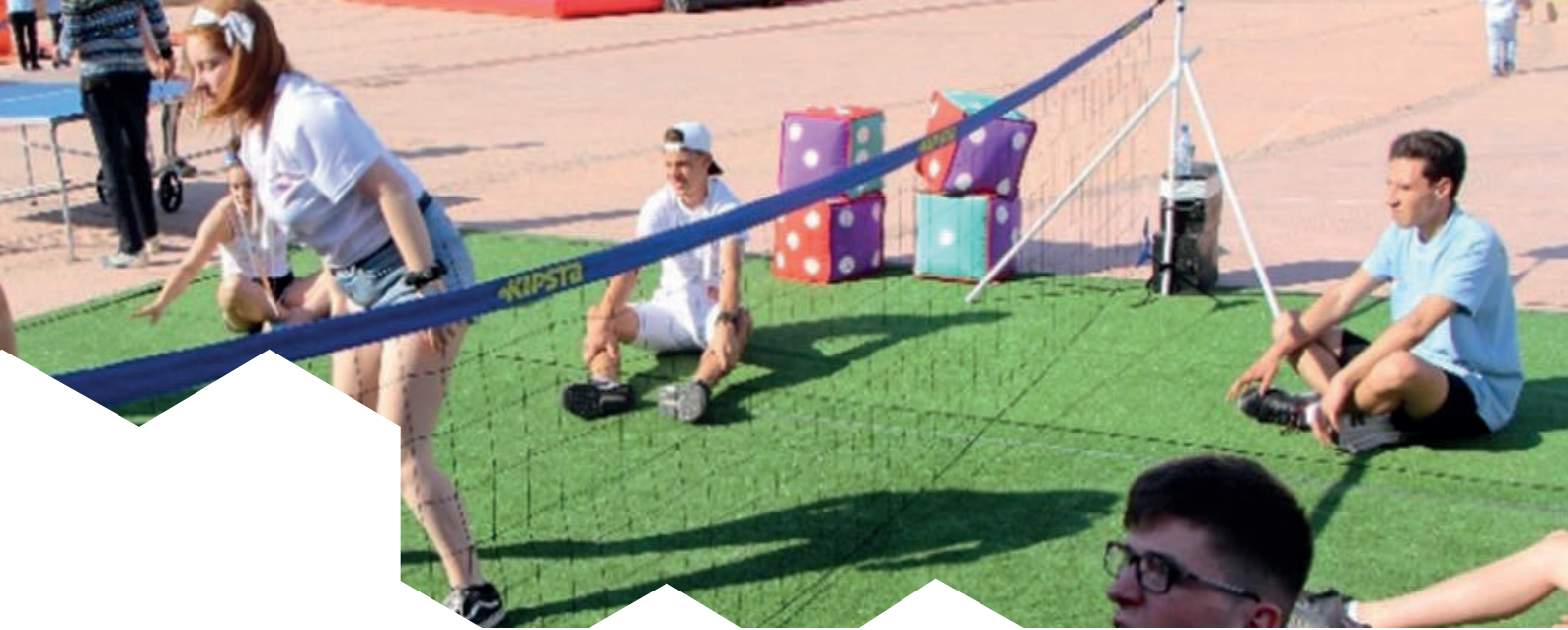
It is important to notice all risks when organising an Event. Therefore, the LOC needs to plan well in advance in order to protect the Event against all risks, so-called "risk management". The philosophy of risk management refers to globally

reducing the cost of risk, both in terms of reduction of the number of incidents/accidents, and the global amount of insurance premiums or deductibles payable by the Event organisers. Reducing the global cost of the risk is also putting everything in place so that the Event goes through to the end, avoiding where possible all the risks that could have an impact on human life, on the finances of the LOC and on the timing required for the Event can take place.

The LOC must have proper insurance covering the preparation period of the Event.

Obligation

- *A risk analysis should be undertaken to determine the nature of risks and the level of risks.*
- *A detailed risk evaluation and decisions about risk treatment e.g. accept the risk, transfer the risk or reduce the risk by implementing risk mitigation measures.*
- *Prepare the risk register system, with details nature of the risk, owner of the risk, risk impact, risk likelihood, overall risk score, existing risk control measures and risk improvement requirements.*
- *Setting up a specific insurance program for general liability policy and should cover all the risks that the organisation can cause to third parties in respect to bodily injury, property damage or financial loss.*
- *The policy period should cover the preparation period of the Event, the Event itself and the post-Event, dismantling/run down period.*
- *The policy should be in a specialised sports Event liability wording, on an "all risks" basis and contain only a minimum number of exclusions.*
- *The policy should have a deductible (excess) in line with the LOC's financial capacity and risk tolerance/appetite.*
- *The policy should consider the different liabilities attaching to the LOC due to the variety of activities undertaken.*
- *ISF should be named as an "additional insured" on the policy.*
- *The insurance company providing the cover should be subject to the approval by the ISF.*
- *The policy wording should be subject to approval by the ISF.*
- *The policy should cover all the LOC directors and officers for the liability they may incur due to a wrongful act to whom personal liability may attach in their capacity as directors or officers*
- *A detailed procedure should be prepared for how incidents/accidents will be recorded, reported and investigated.*
- *A detailed crisis management plan should be prepared for how to deal/respond to major incidents.*
- *A central database should be created of all incidents/accidents.*



22. SECURITY

Overview

Purpose of the security functional area is to formulate the security plans and strategy in the best way to anticipate crisis and protect the accredited people and audience.

General

A security system plan must be established by the LOC to ensure that all participants and spectators are provided with adequate security and the right information. Through security measure right protection must be ensured, any recording cannot be disclosed without the relevant authorities involved.

The security measures must minimise the risk of threats; minimise the impact on those involved in the Event, whilst making them feel safe; provide information and control to respond to an Event and adapt the level of security to the current level of potential threats.

The all-case scenario should be focused on the principles of high visibility, English language and quick response. Immediate and priority assistance shall be given to any accredited person in case of fire, natural disaster, and human catastrophe. A close cooperation shall be agreed with the local police and private companies.

An emergency call number shall be available 24/7 and visible from the time of arrival of the delegations. All correspondence shall be done in English.

Measures to be implemented:

- » *The LOC may also provide security and access control services at all accommodations, venues and additional facilities used during the Event.*
- » *Restriction of intoxicated people with alcohol or drugs, or visibly unstable persons from entering the venue;*
- » *Spectator inspection (weapons, fireworks, alcohol, glass, laser devices);*
- » *Evacuation plan of the venue duly approved by local authorities (i.e. police, fire department, emergency response).*
- » *Expedite investigation and action regarding any illegal action. Establishing counterterrorism measures and immediate response to any legal violation;*
- » *Extra safety procedures to protect VIPs against any attacks.*



23. SPORT

Overview

ISF Events must provide a global stage on which school athletes compete in the best possible environment. Key factors of the sport area include:

- *Thorough sport planning and competition management (including venue readiness and training).*
- *Field of Play (FoP) (Competition venues) and sport equipment compliant to each sport standard and ISF sport requirements*
- *Efficient coordination between ISF sport representatives (TC), LOC sport managers and IFs representatives (if present)*

General

- » *The competition will be run according to the ISF rules and regulations and IF's technical rules of concerned sport under the direction of the ISF Technical Commission.*
- » *As a general principle, concern sport shall take place in the host city of the ISF Event. The ISF may allow the organisation of preliminary competitions of even entire sports or disciplines outside the host city, notably for reasons of geographic sustainability.*
- » *No competitions shall be organised on arrival and departure days.*
- » *Competitions may begin before the opening ceremony of the Event. All competitions shall end before the closing ceremony.*
- » *Ensure that, where applicable, a training schedule for all delegations is prepared and approved by the relevant ISF TC no later than one day prior to the arrival of the first delegation.*
- » *ISF anti-doping rules and WADA anti-doping documents (code and prohibited list) and ISF competition rules and regulation must be available in electronic format.*
- » *Competition and training venues*
- » *1 venue manager per sport venue*

- » *8 months after attribution of the ISF sport event: first inspection visit, appointment of all LOC sport managers, final venue approval*
- » *10/13 months after attribution of the ISF sport event: second inspection visit, draw (optional) final competition schedule, sports equipment approval*

International Sport Federations

- Depending on the agreement with the ISF, IFs might nominate technical delegates and/or technical staff supporting the respective competitions.

Technical Officials

- Provide facilities separate from the delegations for the accommodation of all FoPO, ITOs and NTOs, taking into account that technical officials shall be present at the site at least two days (i.e. including at least two nights' accommodation, if not part of a delegation) prior to the first Event in their sport and at least one day (i.e. including at least one night's accommodation) after the last Event. In the Event that the presence of ITOs is required earlier than specified above due to Games-time preparations, and is agreed between the LOC and the ISF, these additional expenses shall be covered by the LOC.
- Provide a FoP uniform for all technical officials.

LOC staff

- Ensure that a sport manager is appointed for each sport on the Event program. The sport manager shall be responsible for the planning and implementation of the sport competitions and training in accordance with the requirements of the ISF.
- Develop, through LOC Sport Managers and in consultation with the ISF, a recruitment and training strategy for the different categories of sport workforce, NTOs and sport volunteers.

Competition

Participation

ISF events are open to school teams, selected teams and individuals depends on the format of the event. In the Event bulletins, there will be mentioned where the competition is open to the school teams, selected teams and/or individuals. Specific sport formats shall be described in the Event bulletins.

Competition Schedule

The competition schedule shall be drafted no later than 1 month before the start of the Event and must be approved by the respective ISF TC. The following levels of competition scheduled are to be provided:

- Competition schedule by day;
- Competition schedule by Event;
- Competition schedule by venue.

Draw

The draw of the group for the Event shall be held in the host country or at a location set up by the ISF.

The draw will be held upon agreement between ISF and LOC. The ISF, in concert with the LOC, shall specify the exact date of the draw. In individual sports, starting orders may be drawn the day before the official beginning of the competitions.

Participating countries may be present at the draw at their own expense.

When the draw is organised by the host country, the following provisions shall apply:

- The ISF is responsible for establishing, criteria's and fixing timing of the draw while the LOC is responsible for the logistic of the organizing the draw
- The LOC is responsible for the organisation of the draw and bears the costs connected with the organisation.
- The LOC is responsible for the immediate distribution of the results of the draw and will send a written report, photos and name list of dignitaries present to the ISF secretariat.
- The draw may be broadcasted live via the ISF social media by the LOC or by the ISF staff if present.

Timing, scoring, results

The LOC is responsible for providing the results of competitions. The results distribution system must be sustainable: hard copies of the results shall only be distributed if necessary. The following provisions shall be implemented:

- Live scoring and results: the LOC shall provide online live scoring and results for all competitions accessible to everyone on a platform indicated by the ISF. If no platform is indicated by the ISF, the LOC shall provide the live scoring and results on a platform of their choice, accessible to everyone.
- Electronic results shall be distributed at the end of each competition day to all delegations, FoPO, the Main Press Centre, the ISF Office, and the Event Secretariat.
- Access to electronic results shall be made available in the following areas; The Main Press Centre, the athletes' accommodations, the Event Secretariat, and the ISF Office.
- A full hard copy of the results shall be distributed to each delegation before their departure.

The competition results only become official after being duly checked and confirmed by the TC Chair. An original, signed copy of the results must always be delivered to the ISF Office. The electronic version should be sent by e mail to the ISF 15 days after Event at the latest.

Records

The LOC, if applicable, shall take the necessary steps to have any records (ISF records, national youth records, etc...) officially recognised.

Sport Presentation

Develop sport-specific presentation plans, in cooperation with each ISF TC, which build on the overall sport presentation concept but are specifically tailored to the requirements and culture of each sport/discipline. The following elements shall be submitted to the ISF:

- Announcements and commentary
- Music (obtain all music rights)
- Video board content
- Scoreboard animation

Sport info desk

A sport info desk shall be set up in a central area, accessible to all delegations.

The following information must be available in electronic and paper format:

- Competition schedules

- Official results

The following information must be available in electronic format:

- ISF competition rules and regulation
- ISF anti-doping rules and WADA anti-doping documents (code and prohibited list)

All relevant competition schedules and results shall be available at each venue's general info desk.

Other ISF Events

All other sport Events are named as ISF projects shall have special agreement with the ISF but in general will follow organising regulations mentioned in the Handbook.

Reports

The official results and an Event report shall be sent to the ISF 15 days at the latest after the Event.

Statistics: At the end of the Event, the LOC shall send an overview of the statistics of the Event, i.e. on the attendance of competitors, HoD, team officials, etc. The results and statistics of all the games shall be collected and emailed to the ISF.

Progress Report: From the time of the attribution of the Event, the ISF staff will be communicating with the LOC requiring progress reports from the LOC. To support the promotion of the Event and the administration in various processes, the ISF would be grateful for the LOC respecting the deadline suggested. Any delay can harm the efficiency of sponsors and communication.

Evaluations: The ISF will submit to all the participants (through ERAS) an electronic evaluation form to obtain feedback

from all participants. The results will be sent to the LOC, ISF-Del, TC President and the ISF Executive Committee.

The LOC is invited, but not obliged, to send a report to the ISF with the feedback of the Event and to make suggestions

for improvement. This should be written in English. However, the ISF-Delegate and the TC President will send

conjointly a report to the Sport Committee.

24. TICKETING & HOSPITALITY

Overview

Hospitality and Ticketing constitutes the first step of the spectator experience journey and contributes to the general feeling of the Event and first impression in the media. While an exciting and positive atmosphere will boost interest and help develop a snowball effect.

Obligation

- Setting standards for selecting international and domestic VIP guests
- Providing protocol services for VIPs
- Organising protocol team and staff (attaché recruitment and training)
- Operating the Protocol Command Center
- Managing VIP protocol services for Opening/Closing Ceremonies, and operating lounge
- Providing protocol services for VIPs and award presenters in competition venues
- Confirming official Events schedule provided by ISF
- Ensure the possibility for the pre-order of tickets via an online platform at least six months prior to the event.
- Worldwide and equitable access to tickets by the general public.
- Well-developed ticketing operation plans, including design, pricing, zoning, seat assignments and allocation and distribution.
- Requirements related to strategic planning:
 - » *Ticketing strategic plans and ticketing operations plans (full stadium strategy)*
 - » *Business plan to achieve ticketing and hospitality revenue targets*
 - » *The design and layout of all tickets, including the back-of-ticket terms and conditions*
 - » *All ticket prices and price zoning plans*
 - » *All quotas and market segments*
 - » *All ticket allocations and seat assignments to key clients at all Events*
 - » *All hospitality plans, package products, conditions and prices*
 - » *The accredited seating plan (number and locations)*
 - » *Ticketing and hospitality compliance guidelines and policies, including disciplinary procedures to pursue cases on non-compliance*
- The tickets must include the date of the Event, the name of the venue, the stand, the category, and the price. For security purposes, the ticket may have to include the name of the ticket holder.
- The tickets must be produced with material which makes it impossible to copy.
- The tickets must be designed in accordance with the “look and feel” of the Event.
- Each participating School Sport Entity is entitled to receive complimentary tickets for the final competition. The total number of complimentary tickets needs to add up the number of participants in a team including coaches.
- Each Participating School Sport Entity shall be given the opportunity to purchase additional tickets at face value.

25. TRANSPORTS

Overview

All Event stakeholders count on safe, efficient, reliable and on-time transport services during the Event. The Transport area should consider all stakeholder needs, including those of the Host City residents, to align Event transport planning with existing Host City operations. A well-executed transport program meets the needs of all Event stakeholders.

For the transports functional area, key success factors include:

- Reliance on established transport plans, transport maps, vehicle access and parking permit schemes for venues and parking areas;
- Consideration of distinct requirements for specific stakeholders' groups

Description

Transport Plans

- A general transport plan shall be submitted to the ISF for approval no later than 8 months before the beginning of the Event. The transport plan shall take into account all stakeholders groups and will mention in detail all transport agreements between the LOC and any subcontractors or other entity, including the role of each person involved.
- Develop venue transport plans for all competition, training, and non-competition venues, including parking and vehicle access and parking permits, and provide them to the ISF for review prior to the plans being finalised.
- Provide the ISF with the plan for VIP and dignitaries' movement.
- Plan and deliver transport services for the Opening and Closing Ceremonies to all stakeholder groups and submit this plan to the ISF for approval.
- Ensure that arrival and departure transport services are active throughout the period concerned by each stakeholders' travel schedule related to the Event.
- Ensure that transport signage (public signage, route signage, venue transport signage, signage on vehicles) is incorporated within the overall transport plan. It needs to be very functional primarily to direct vehicles and Event stakeholders to where they have to go to ensure efficiency of traffic flow and mobility.
- Ensure that all ISF Event transport users are provided with the relevant transport maps and schedules.
- Suitable car parking for all vehicles must be available.
- One transportation management office must be available.
- Arrival and departure loading zones must be made available.
- Sufficient number of Driver's lounges
- Each venue needs an identified taxi and pick up and drop off point outside the venue secure perimeter.
- Vehicle maintenance area
- Vehicle refueling area
- Vehicle cleaning area
- Separate carpools for other committee members, ISF guests and VIP's.

- Scheduled buses service or vehicle pool from the official points of arrival to accommodation.
- Specially scheduled buses or vehicle pool for opening and closing ceremonies.
- The host city is responsible for providing free public transport to all accredited personnel.

Transport codes

CODE	DESCRIPTION	TRANSPORT PROVISIONS
TA	Athletes and delegations	<p>Athletes and delegations transport system (shuttles, delegation-allocated transport, venue- or competition-specific transport, depending on the LOC transport plan). This service includes:</p> <ul style="list-style-type: none"> ▪ Training and competition ▪ Arrival and departures ▪ Opening and Closing ceremonies ▪ Cultural and educational activities ▪ Spectating athletes

CODE	DESCRIPTION	TRANSPORT PROVISIONS
TX	Event stakeholders (ISF staff, HoDs, TCs, etc...)	<p>Available vehicles and drivers for each stakeholders group (depending on the LOC transport plan, several vehicles must be available)</p> <p>In addition, the following services shall be foreseen:</p> <ul style="list-style-type: none"> ▪ 1 vehicle for ISF President/Secretary General ▪ 1 vehicle for ISF delegate ▪ 1 vehicle for TC Chair ▪ At least 1 vehicle per TC and IF personnel (if present). ▪ 1 vehicle per ISF staff member(s) ▪ Arrival and departures ▪ Opening and Closing Ceremonies ▪ Cultural and educational activities ▪ Competition and training venues
TY	VIPs	Allocated vehicles and drivers (one per VIP)
TM	Media	<p>Media transport system (depending on LOC transport plan) including:</p> <ul style="list-style-type: none"> ▪ Media accommodation ▪ Main press centre ▪ Competition and training venues ▪ Press conferences ▪ Arrivals and departures ▪ Opening and Closing ceremonies ▪ Cultural and educational activities

CODE	DESCRIPTION	TRANSPORT PROVISIONS
TO	Technical Officials	<ul style="list-style-type: none"> Technical officials transport system: allocated vehicles and drivers per each technical officials' group.
TS	LOC staff/workforce/volunteers	<ul style="list-style-type: none"> LOC staff/workforce/volunteers (depending on the LOC transport plan)

- Access of accredited people to the transport system not mentioned of their accreditation shall only be possible in presence of another accredited person with the proper code mentioned on his/her accreditation: priority shall always be given to accredited people with the proper code mentioned on their accreditation.
- Each vehicle with a specific transport code can be allocated to a specific group of people among those carrying an accreditation with the transport code concerned (e.g. TX transport for ISF staff can only be used by ISF staff).

Transport Information

Each delegation shall receive a printed transportation schedule detailing all their transportation needs for the day. The volunteers shall also be aware of the precise transport schedule. The timetable should be clearly displayed at the info point in the lobby of each accommodation.

The cars/buses require dedicated parking areas very close to the venue. If required, passes should be distributed to the cars and buses.

Transport information shall be available to all stakeholders at the following locations:

- A transport info desk located in a central area, accessible to all delegations.
- Each venue's general info desk.
- The VIPs shall be informed individually of their transport schedule.

Delegation

- The LOC shall be responsible for the organisation of the local transportation related to the official program for each delegation participating in the Event from the day of their arrival (from the official ports of arrival) until the day of their departure (to the official ports of departure).*
- The organiser shall fix a sufficient number of buses with drivers for the delegations. The buses should be branded with the Event logo.*
- The vehicles shall have the following conditions:*
 - Vehicles shall be clean and air-conditioned (if necessary).
 - At the front of each vehicle, the logo and the destination shall be visible.
 - No one may travel in these vehicles without the permission of the LOC.
- The delegation transportation includes:*
 - Pick-up at official ports of arrival (e.g. train station, airport) and transfer to the hotel Transfer to/from the accommodation to/from the venues (training, competitions) for the Event.

- Transfer to/from the different venues (competitions, training, anti-doping rooms, etc)
 - Transfer to/from the hotel to/from the venues for the non-sporting activities such as opening and closing ceremony, cultural Events, etc.
 - Transfer to the official ports of departure (e.g. train station, airport).
5. *The organiser will prepare a transportation plan in accordance with the competition and Event schedules.*

Dedicated

The LOC shall provide transportation for all officials (ISF representatives, VIPs, ISF staff, TC members and FoPO, IF personnel) from the day of their arrival until the day of their departure.

- Transportation includes mini vans (number based on the location of the sport venues and the schedule) for the Technical Commissions and bus for the officials
- Private cars with driver at the disposal of ISF-Delegate, TC President and ISF Staff and a car with a driver for the ISF President/Secretary General/VIPs
- The vehicles shall have the following conditions:
 - » *Vehicles shall be clean and air-conditioned (if necessary).*
 - » *On the front of each vehicle in a visible position shall be an accreditation with the ISF logo.*
 - » *Apart from security, no one may travel in these vehicles without the officials' permission.*
- *Transportation of the dedicated persons includes:*
 - » *Pick-up from official port of arrival (e.g. station, airport) and transfer to the hotel.*
 - » *Transfer to/from the hotel to/from the venues for competition/training venues.*
 - » *Transfer to/from the hotel to/from the venues for the non-sporting activities such as opening and closing ceremony, cultural Events, catering, meetings, etc.*
 - » *Transfer to official departure port (e.g. station, airport).*

Transportation conditions

Insurance

- *The LOC shall ensure that all types of transportation have the necessary insurance cover.*

Drivers

- *Car drivers for the Event should be of appropriate age, sufficient maturity and have driving experience. They should know the basics of English and have a good knowledge of the region. In case of non-English speaking drivers, the LOC should provide a clear plan of transportation and an English-speaking transportation manager's contact details.*

For the buses, it is recommended that professional bus companies will be used which will supply their own professional drivers.



26. FIELD OF PLAY (SPORT VENUES)

Overview

During the planning phase of the Event, the LOC must operate functionally to define and plan the full range of services required. However, decentralised operations are more appropriate when approaching the Event, given that the majority of support and decision making are devolved to the field of play concerning the delivery of services and the rapid resolution of any problem that may arise.

Operations at sport and non-sport venues differ mainly in the venue management and planning approach. While sport venues depend largely on the competition schedule, non-sport venues depend on functional use.

General

The field of play shall conform with international standards and technical requirements set out by the ISF Technical commission and the concerned IF. The technical requirements for concerned sport will be sent in advance from the ISF secretariat prior to the choice of the venue for the Event concerned.

Training places shall be provided. During the inspection visit, the suitability of training venues shall be confirmed by the TC President/Coordinator.

A reliable Wi-Fi internet connection shall be available at all venues (the playing field does not necessarily require an internet connection) and be accessible to delegations and the audience.

Requirements

- Seats should be reserved for competitors and officials of each delegation in good vantage areas.

SPECIFIC SPORT EQUIPMENT
Results facility
Changing rooms with lockers
Showers
Western style toilets
Ceremony preparation room
Doping control facilities
Staffed and equipped medical station
Ambulance with emergency care capabilities (present one hour before competition and remain until all competitors have left venue)
Readily available and unlimited bottled drinking water and ice
Public toilets separate from athletes' toilets
Public first-aid facility
Public concessions for food and beverages
Parking for management
Parking space for TV-Van if the Event is broadcasted
Technology support room
Technology equipment room
On-site food and beverages facilities for officials, venue staff and volunteers
Sufficient water supply for competitors in competition and training facilities
Security room and an access control
Information center (transportation request, competition information, etc.)
LOC office space
Office space and a meeting room for the technical committee, competition management team
Media, press and interview rooms

- A certain number of seats should be reserved for competitors and officials of each delegation in good vantage areas.
- A certain number of seats should be reserved for invited people of the isf and event sponsors.
- Number of seats should be reserved for VIP's, the isf family and their guests (for all preliminaries as well as semi-finals and finals).
- A certain number of seats should be reserved for media and press.
- Training venues should include the following:
- The LOC must guarantee the exclusive use of venues for the full period that is required to control:

REQUIREMENTS
Changing rooms with lockers
Showers
Western style toilets
security room and access control points
LOC office desk to handle requests for transportation, information, etc.
Medical room to provide first aid, staffed and equipped during periods of training
Readily available and unlimited bottled drinking water and ice
Specific sport equipment

- » *All commercial rights*
- » *Cleaning*
- » *Camera positioning*
- » *Cabling and de-cabling*
- » *Media facilities*
- » *Location of podium and system for displaying flags for the medal awarding ceremonies*
- » *Technology instillation and removal*
- » *Equipment deployment*
- » *Volunteer training*
- » *Commissioning and decommissioning activity*



EVENT TIMELINE

The timeline of the Handbook is organized in two (2) different phases. Both phases are complementary and integrative.

1. *In the first phase (table 1.) the actions are set in relation to **the date of the attribution of the event** (i.e., 1M after attribution = action taking place one (1) month after the attribution of the event).*
2. *In the second phase (table 2.) the actions are set in relation to the **delivery of the event** (i.e., M-1 = action taking place one (1) month before the event).*

In green: actions referring to the visits

In yellow: actions referring to the bulletin

In blue: action referring to ERAS

Table 1

TIMEFRAME	ACTIONS	RESPONSIBLE
2M after attribution	Send event specific guidelines to SSE (i.e. protocol guidelines, accreditation guidelines)	ISF
3M after attribution	Signature of the event contract	SSE
3M after attribution	Set the budget (costs and revenues) and its assumptions	LOC
3M after attribution	Confirm the final dates of the event	ISF/LOC
3M after attribution	Request proposal of dates for 1 st inspection visit	ISF
4-6M after attribution	Submit proposal of dates for 1 st inspection visit	LOC
4-6M after attribution	1st inspection visit	LOC / ISF

TIMEFRAME	ACTIONS	RESPONSIBLE
6M after attribution	Legal constitution of the LOC	LOC
6M after attribution	Request contact details of LOC and name of the person in charge of the event	ISF
6M after attribution	Request project plan for the general organization of the event	ISF
6M after attribution	Request proposal of event logo	
6M after attribution	Send the ISF organizational chart and TC contacts per each sport	ISF
7M after attribution	Request proposal of dates for 2 nd inspection visit	ISF
7M after attribution	Inform LOC of 1st inspection visit: <ul style="list-style-type: none"> • Proposal of agenda; • Participants 	ISF
7M after attribution	Send meeting / inspection visit report of 1st inspection visit to LOC	ISF
8M after attribution	1st Operational visit	ISF/LOC
8M after attribution	Submit contact details of the LOC and name of the person in charge of the event	LOC
8M after attribution	Submission of project plan for the general organization of the event	LOC
8M after attribution	Submit proposal of dates for 2 nd inspection visit	ISF
9M after attribution	Inform LOC of 2 nd inspection visit: <ul style="list-style-type: none"> • Proposal of agenda; • Participants 	LOC
9M after attribution	Approval of project plan for the general organization of the event	ISF
10/13M after attribution	2nd inspection visit	ISF
10/13M after attribution	Send meeting / inspection visit report of 2 nd inspection visit	ISF
15M after attribution	2nd Operational visit	ISF

Table 2

TIMEFRAME	ACTIONS	RESPONSIBLE
M-20	Request proposal of the media, communication, branding and broadcasting plan	ISF

TIMEFRAME	ACTIONS	RESPONSIBLE
M-20	Request volunteer program	ISF
M-20	Submit proposal of event logo	LOC
M-20	Request promotional content	ISF
M-18	Send the model of invitation to the event to LOC	ISF
M-18	Request proposal of: <ul style="list-style-type: none"> ▪ event website ▪ Video teaser 	ISF
M-18	Request the full organizational chart and LOC contacts per each functional area	ISF
M-18	Request proposals for educational and culture event	ISF
M-18	Request anti-doping program, sample collection procedures, and summary of doping control services	ISF
M-18	Approval of event logo	ISF
M-18	Submission of volunteer program	LOC
M-18	Submit proposal of the media, communication, branding and broadcasting plan	LOC
M-18	Request information for bulletin 1 to LOC	ISF
M-18/12	Launch of the call for volunteering program	LOC
M-16	Request general program	ISF
M-16	Submit the model of invitation to the event to ISF	LOC
M-16	Approval of the model of invitation to the event	ISF
M-16	Submit promotional content	LOC
M-16	Submit proposal of: <ul style="list-style-type: none"> ▪ event website ▪ Video teaser 	LOC
M-16	Approval of the media, communication, branding and broadcasting plan	ISF
M-16	Approve promotional material	ISF
M-14	Request ceremonies program, transportations details on departure and return, and possible reception planned before and/or after the ceremonies	
M-14	Submission of the full organizational chart and LOC contacts per each functional area	LOC

TIMEFRAME	ACTIONS	RESPONSIBLE
M-14	Request the proposal for: <ul style="list-style-type: none"> ▪ Medals ▪ Diplomas ▪ Certificates ▪ Fair-play awards 	ISF
M-14	Approval of volunteer program	ISF
M-14	Approval of: <ul style="list-style-type: none"> ▪ event website ▪ Video teaser 	ISF
M-14	Submit general program	LOC
M-14	Confirmation of the topics of: <ul style="list-style-type: none"> ▪ the conference/educational activities the format <ul style="list-style-type: none"> ▪ the keynote speakers ▪ Fun and skills zone 	ISF
M-14	Submission of the anti-doping program, sample collection procedures, and summary of doping control services	LOC
M-14	Send information for bulletin 1 to ISF	LOC
M-14/10	Launch the event website	ISF
M-13	Publish bulletin 1	ISF
M-13	Send the official invitation to the event the ISF members	ISF
M-13	Approval of the anti-doping program, sample collection procedures, and summary of doping control services	ISF
M-13	Submit the proposal for: <ul style="list-style-type: none"> ▪ Medals ▪ Diplomas ▪ Certificates ▪ Trophies ▪ Fair-play awards 	LOC
M-12	Opening registration phase 1 ERAS (ISF members + ISF non members)	ISF
M-12	Approve of the full organizational chart and LOC contacts per each functional area	ISF

TIMEFRAME	ACTIONS	RESPONSIBLE
M-12	Communicate to SSE schedule of the competition	ISF
M-12	Request food and beverage plan	ISF
M-12	Request ID card set up for accreditation in ERAS	ISF
M-12	Send invitation to the keynote speakers of educational events	ISF
M-12	Request medical services plan	ISF
M-12	Request general transport plan	ISF
M-12	Request medical care guidance and list of medications available	ISF
M-12	Submit ceremonies program, transportations details on departure and return, and possible reception planned before and/or after the ceremonies	
M-12	Approve proposal for: <ul style="list-style-type: none"> ▪ Medals ▪ Diplomas ▪ Certificates ▪ Fair-play awards 	ISF
M-12	Submit detailed plan for educational and culture event	LOC
M-12	Approval general program	LOC
M-12	Selection and contacting of the partner organization for the educational and cultural activities	ISF
M-12	Approve proposals of educational and culture day of the event	ISF
M-12/6	Selection of the volunteers	LOC
M-9	Submit ID card set up for accreditation in ERAS	LOC
M-8	Submit general transport plan	LOC
M-8	Submit food and beverage plan	LOC
M-8	Submit medical care guidance and list of medications available	LOC
M-8	Closing registration phase 1 ERAS (ISF members + ISF non members)	ISF
M-8	Opening the registration phase 1 (DAS)	ISF
M-8	Opening registration phase 2 ERAS (ISF members + ISF non members) after confirming payment of the deposit or ISF agreement	ISF
M-8/6	Request information for bulletin 2 to LOC	ISF

TIMEFRAME	ACTIONS	RESPONSIBLE
M-7	Approve detailed ceremonies program, transportations details on departure and return, and possible reception planned before and/or after the ceremonies	ISF
M-6	Approval ID card set up for accreditation in ERAS	ISF
M-6	Send information for bulletin 2 to ISF	LOC
M-6/4	Publish bulletin 2	ISF
M-6	Open pre-order tickets via online platform	LOC
M-6	Approve detailed plan for educational and culture event	ISF
M-6	Approve food and beverage plan	ISF
M-6	Submit final medical services plan	LOC
M-5	Approve final medical services plan	ISF
M-4	Request draft competition schedule	ISF
M-4	Publish medical care guidance and list of medications available	ISF
M-4	Closing registration phase 2 ERAS (ISF members + ISF non members)	ISF
M-4	Opening registration phase 3 ERAS (ISF members + ISF non members)	ISF
M-4	Closing the registration phase 1 (DAS)	ISF
M-4	Opening the registration phase 2 ERAS (DAS) after confirming payment of the deposit or ISF agreement	ISF
M-4	Head of delegations meeting	ISF
M-3	Communicate to LOC the arrival and departure time/location of the ISF family to the event	ISF
M-3	Approve general transport plan	ISF
M-3	Draw (optional)	LOC
M-3	Closing the registration phase 2 ERAS (DAS)	ISF
M-3	Opening the registration phase 3 ERAS (DAS)	ISF
M-2	Press conference and media seminar	ISF / LOC
M-2	Submit draft competition schedule	LOC
M-1	Prepare ID card set up for accreditation in ERAS	LOC
M-1	Approve draft competition schedule	ISF
M-1	Closing registration phase 3 ERAS	ISF

TIMEFRAME	ACTIONS	RESPONSIBLE
D-4	<ul style="list-style-type: none"> ▪ Airport welcome: check arrangements (information/welcome desks, equipment, panels, car parks, volunteers, etc.) ▪ Accreditation: check equipment (delivered and operational) and that people involved know how to use it ▪ Accreditation room setup ▪ Accommodation: check arrangement made with the accommodation venue ▪ Human Resources: meetings and last seminar with staff members and volunteers involved in welcome, accreditation and accommodation ▪ Arrival of ISF delegates: welcome all members ▪ Arrival of ISF family ▪ Meeting TC president, ISF delegate, ISF staff ▪ ISF meeting rooms: check arrangements and equipment (copy machines, binders, sufficient electrical sockets, screen, display projector, flipcharts, etc.) ▪ Approval of final detailed competition schedule 	
D-3	<ul style="list-style-type: none"> ▪ Arrival of TC member(s) ▪ Final briefing meeting among staff, volunteers, LOC, TC ▪ Arrival of participants ▪ ISF official meetings ▪ Introduction of the volunteers and attachés to ISF members ▪ Plenary sessions and workshops: check rooms and equipment ▪ Opening ceremony: rehearsal ▪ Confirm the list of participating countries for announcements at the opening ceremony ▪ Opening ceremony: check final arrangements (flags, speeches, translations, seating, etc.) ▪ Prepare the documents and promotional material to be distributed to participants at the opening ceremony ▪ Media: meeting for all arrangements and cooperation with ISF ▪ Programme and transportation plan: to be confirmed 	

TIMEFRAME	ACTIONS	RESPONSIBLE
D-2	<ul style="list-style-type: none"> Arrival of participants Arrival of keynote speakers Arrival of the VIP's Accreditation of participants, speakers, VIPs Opening Ceremony: rehearsal Keynote speeches: check all the presentations for J – 0 and IT aspects Opening ceremony: distribute information on departure to all participants Give all opening ceremony speakers/VIPs a schedule of times/names/order of play Workshop rooms: check all IT arrangements Workshop groups, chairpersons and secretaries for every day Meeting TC president, ISF delegate, ISF staff Signage: set up all material (boards, panels, etc.) Main press conference 	
D-1	<ul style="list-style-type: none"> Meeting for all Head of Delegations Training for all teams Meeting with all referees and coaches 	
D-0	<ul style="list-style-type: none"> TC meetings Opening Ceremony 	
D+1	<ul style="list-style-type: none"> Competition day 	
D+2	<ul style="list-style-type: none"> Competition day Distribute the transportation timetable to the delegations and display it at accommodation and catering venues Distribute daily programs to all participants and display it on notice boards Collect all keynote presentations and pictures of all activities Send ISF levy and gala dinner contribution Nations Night 	
D+2	<ul style="list-style-type: none"> Competition day 	
D+3	<ul style="list-style-type: none"> Competition day 	

TIMEFRAME	ACTIONS	RESPONSIBLE
D+4	<ul style="list-style-type: none"> Competition day Closing ceremony: rehearsal, disseminating information to participants 	
D+5	<ul style="list-style-type: none"> Competition day Closing Ceremony Press conference Farewell Party Departure: distribute the transportation timetable to the delegations and display it at accommodation 	
D+6	Departure of delegations and ISF family	
M+1	Collect the event final report from LOC: <ul style="list-style-type: none"> Feedback of all functional areas; Approved list of final participants Final results (signed by TC) Media report 	ISF
M+2	Final debriefing	ISF/LOC



REMARKS

ISF Handbook is a legal document and is subject to the terms of ISF's other governing documents. We draw the attention to the fact that the changes/adaptation may occur as consequence of the ISF decision.



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