



Perfect Pitch

SPORT PROTOCOL
and how to get it right

By Abdulla Y. Al Mulla

This book is the result of my involvement in sports events for more than ten years. In that time, I have had the opportunity to be part of a wonderful, ongoing project that has made the name of our beloved country well-known worldwide.

*All this could not have happened without the patronage and support of **H.R.H. The Emir of Qatar, Sheikh Tamim Bin Hamad Al-Thani** and **H.E. Sheikh Joaan Bin Hamad Al-Thani**, President of the Qatar Olympic Committee. They provided the guidance to enrich the lives of the families and children of the Qatari community. Their encouragement showed the importance of the sports community in the growth of this nation.*

Last but not least, I would like to thank my family for their endless love, inspiration and patience. It was their constant belief that allowed me to fulfil my duties.

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Preface

A good beginning has the potential of a good ending, too. The purpose of this book is to offer advice and guidance in the area of Sport Protocol. Whether you are new to this field or an experienced individual, I hope that this book will improve the quality of your protocol operations.

In this book, I have provided vital information that will assist you in preparing for operational Games Protocol. I have cited examples of actual experiences from high profile sport events and also incorporated samples from various guidelines with references and tips on how to manage the Protocol Division effectively.

Throughout this book you will find answers to the protocol process and other information in helping you prepare for the Games.



Acknowledgement

I would like to thank all those who gave me constructive input throughout the completion of my book. My sincere thanks to The Father Emir, His Highness Sheikh Hamad Bin Khalifa Al Thani, and, The Emir, His Highness Sheikh Tamim Bin Hamad Al Thani, for their generous support and inspiration.

My special thanks to Qatar Olympic Committee (QOC). I am honoured and grateful to the organisation for entrusting me with this opportunity to showcase my commitment towards sports and assigning me as the Director of International Relations and Protocol for Doha Asian Games 2006.

This book is a result of the great inspiration and constant encouragement received from the QOC, Olympic Council of Asia (OCA) and all other representatives

from Protocol. I am thankful to my wife and children who were so patient with my late nights, and for their faithful support in writing this book.

So many people helped during the process of writing a book that it is virtually impossible to keep track of them all. My sincerest apologies to all those I may have forgotten to list. First and foremost are the members of the International Relations of the Doha Asian Games 2006.

My sincere gratitude to the past Games organizing committees for sharing their ideas through Games reports. Such examples are a source of some of the ideas in this book.

The publication of this book would not have been possible without the assistance of QOC.



Why do we need Protocol?

When we are provided with an opportunity to host the most important events and showcase our country to outsiders, we are full of enthusiasm. We are excited about a new piece of creative work and trying to put our ideas into action.

As high profile global sport events will attract a large number of VIPs and distinguished guests, it truly becomes the responsibility of the organizing committee to ensure a fruitful and pleasant stay of our distinguished guests. This responsibility has given rise to the requirement of protocol in most of the Games organizations and federations.

There might be interesting and creative ideas in handling guests; however, a lack of common understanding may lead to confusion and disorder — with the possi-

bility that the image of the committee and host country may be compromised before distinguished guests.

With the help of protocol procedures and rules, the committee can identify the interactions and inter-dependencies with external agencies and organizations. This will help ensure the requirement of staff, equipment and technology thereby, facilitating progression into detailed operational planning. It will also help identify timelines for detailed project plans in handling VIP guests.

In addition, it will serve as a valuable communication tool — to inform and educate other stakeholders with regard to the committee's preparation towards showcasing the Games.

Protocol planning will cover all elements of VIP and guest

transportation as well as parking, reception, seating, managing the lounges, flags and anthems monitoring and, last but not least, victory ceremonies for the Games.

The Protocols services to the Games are central. They must ensure accurate protocols are in place at all times and places, especially during the opening and closing ceremonies, airport reception, VIP lounges, medals and flags ceremonies, etc.

Any errors in flag displays or playing of national anthems, the improper handling of international or domestic dignitaries, incorrect seating arrangements or order of speeches can be great sources of embarrassment to the host city and compromise the image of the country. All measures must therefore, be in place to prevent such occurrences.



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Why do we need Protocol?

The main customer group of Protocol are the VIP dignitaries, both local and international. Needless to say, VIPs and VVIPs must be provided with all possible courtesy and the highest possible level of service at all times by all involved parties.

The essential aim of protocol is to successfully portray a positive image of the Games, especially to VIPs, by accurately identifying and executing the protocol requirements for the Games, including reception, flags and anthems, seating arrangements, order of events and speeches.

Protocol is required to be especially present in the Flag and National Anthems Organisation, preparation of International Dignitary Programme providing a high level of service to visiting dignitaries, creation of

comprehensive domestic accreditation policy in respect of local dignitaries, contacting and receiving foreign governments and their local embassies on Games issues.



*The purpose of
this book is to
offer advice.*



Who are Protocol Assistants?

I am beginning with the Protocol Assistants as they play a crucial part in the organization of the event; they assist and guide the guests and provide them with appropriate information as requested. A Protocol Assistant is a volunteer who is assigned to accompany a dedicated Games Family Member to competition venues and to cultural and other special events.

The Protocol Assistant's role is to assist the assigned Games Family Member on a full-time on-call basis; ensure the assigned member's timely attendance at all events; implement ad hoc requests of the member, including meeting requests and personal requirements; and coordinate daily transport requirements with dedicated driver(s) as required.

Protocol Assistants are the backbone; they will make it

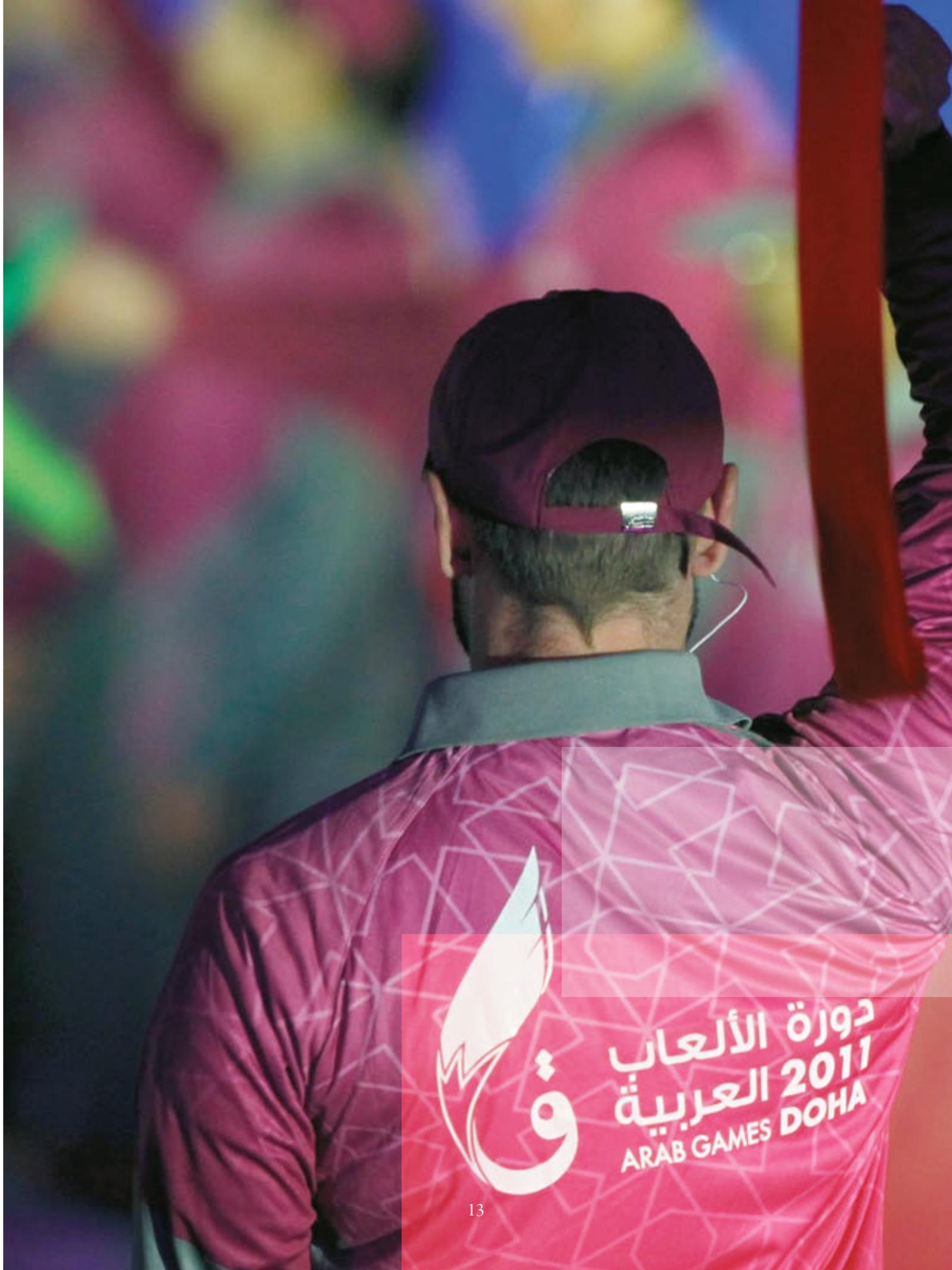
or break it. Whatever we do, if they are not there, we won't deliver our Games. They are devoting their time free of charge. Therefore, we need to treat them with care and respect. We should not look at them as low class employees; they should be treated as ambassadors of each event. We need them to promote the Games. We should consider them as our peers regardless of their duties.

There will be a profound sense of excitement as they arrive and move into their work assignments. No matter what venue they work at, what job they do, this atmosphere will surround them. It will give them the energy and enthusiasm that will fuel their daily interactions with you and the team. This energy will also enhance the image of the host country as the athletes, spectators and

officials will see them in their day-to-day activities. They will be the ambassadors of the Games.

Language and communication may be one of the biggest challenges you will face. It is important that you pay attention to the non-verbal communication from your volunteers. It is difficult for many people, regardless of their culture or education to admit they do not understand.

They may say they understand the directions you have provided, but their actions and reactions suggest they don't. Sometimes you need to say things several times — and in several different ways — to know the volunteer clearly understands what is required. A way to verify if you are understood is to ask the volunteer to repeat what you have asked.



Who are Protocol Assistants?

Asking another member of your volunteer team who is fluent in your language and the volunteer's native language is a way of ensuring your instructions are clear.

Make sure to provide ongoing recognition of the efforts of members to enhance the activities of workforce support team — recognition from an immediate supervisor who has seen a volunteer in action is more meaningful than from someone who has not seen the outcome of the volunteer's actions. Recognition is not a gift or token. It is honest, personal and heartfelt expression of appreciation for the contribution made by each member of the team.

Also provide ongoing feedback to your team on their performance, noting areas

that require improvement and steps to achieve the desired results. This may be done with the team as a whole if the feedback is general.



Tips to motivate and retain your volunteers

- Treat volunteers like staff; show them the same respect, willingness to listen to ideas that you show the people you work within your job.

- Periodically, solicit feedback from your volunteers about how they are feeling, their assignments, and the supervision you are providing.

- Put more emphasis on praising good performance than criticizing bad performance.

- Encourage the volunteers to stretch and grow. When they master one task, encourage them to take on more responsibility.

- Take time to give personal attention to each of your volunteers. Ask how they are doing, what they are doing — show them that you care.

- If a volunteer has a grievance, refer to the workforce policy for assistance in resolving the issue as quickly as possible.

- Avoid volunteer burnout by giving your volunteers a change of pace during work.

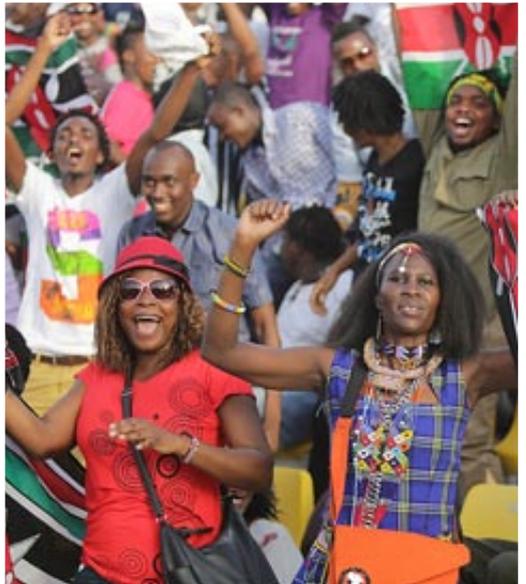
Remember; the more motivated and rewarded your volunteers feel, the more likely they are to remain committed to the end of the Games.

Help the volunteer understand how his/her role contributes to the overall success of the event. Each volunteer doing his/her best will result in successful Games for all stakeholders. Show the volunteer how a simple task makes it easier for an athlete to give his best performance and be successful.

A Protocol Attendant has two key roles; that is, to meet the

needs of the Games Family Members and to assist the Organizing Committee through the Protocol and OCA Services Programme. In meeting the needs of Games Family Member, the Protocol Attendant needs to understand the various tasks he/she may be asked to perform such as provision of information to the Family Members. The Protocol Attendant will staff the Information Desks and will be responsible for the smooth operation of the Desks (collect requests, give proper answer, solve problems or escalate issues).

They will give administrative assistance to the Secretariat and the Guests Service Centre (distribution of gifts, invitations, commemorative medals and diplomas etc.) and attend shift briefings/debriefing located within the hotel and organized by the Protocols team. These meetings will allow the Protocol Attendants to inform their Supervisors on any problems that have occurred (even if they have been solved), but they also enable Protocol staff to brief Protocol Attendants on important issues. These meetings will ensure better



Tips to motivate and retain your volunteers

communication within the Protocols.

The Protocol Attendant needs to understand the expectations of the Games Family and needs to know and respect them. Some of the service expectations of the Games Family Members are the following:

- A warm & friendly environment and full hospitality facilitation, reflecting the hotel's category.
- Efficient and punctual transport to and from the various venues and to other sites of events.
- Information Desk able to provide all information needed regarding the city and/or the WAG.
- Fast and effective accreditation system flow at the WAG Official Hotels.

The Protocol Attendants should have excellent communication skills, knowledge and respect of other cultures, discretion, patience and flexibility and ability to function within a team.

The Protocol Attendant is expected to ask how they can help, if necessary, repeat the other person's statement for confirmation, focus on what is being said and not on how it is being said, put himself/herself in the other person's shoes and consider their needs and have a positive attitude at all times, offer solutions and confirm that his/her solution is acceptable. Talk clearly and not too quickly or loudly and be on time for his/her shift.

The Protocol Attendant cooperates with the Transport team in order to provide communication regarding transportation needs of the Games Family Members be-

tween airport and hotels as well as to/from the venues.

The Protocol Attendant cooperates with the Technology team. The Technology staff will support all offices and meeting rooms of the hotel. For any technological problem the Protocol Attendant will contact the Technology Help Desk.

At the hotels, the Protocol Attendant will meet the guest requirements through Protocol Information Desks located in the Official Hotels. The Welcome Desk will be located at the lobby in the Official Hotels. It will be mainly responsible for welcoming and directing the guests to wherever they need to go.

It will be the main point of contact for the Games Family Members residing or visiting the hotel. The Protocol Attendant will be expected to pro-



vide information to the Games Family Members. The desk will have all the updated information regarding the Games, the cultural events taking place in the city, the events organized by the committee and other organizations as well as various documentation such as maps, guides etc.

The Protocol Attendant working there, will be responsible for the dissemination of the above-mentioned information but will also have to collect requests about various issues, give relevant answers, solve problems and/or escalate issues. Moreover to cooperate closely with the Hotel Concierge and Reception in order to fulfill the requirements of the Games Family Members.

The Protocol Attendant located at the Secretariat will be expected to communicate and be the primary point of

contact of the guests with regard to their operational and administrative requirements within the Games Family Hotels. Organize invitations to any official (and other) meetings as well as culture events, and to conduct a follow up on the Games Family Members' attendance. Distribute gifts and packages delivered to the hotel. Arrange and coordinate transport for the Family Members to the Opening and Closing Ceremony or other official events.

The transport to these events, in case of large number of participants, will be done by buses. Protocol Attendants, according to the number of members attending the events, will organize, in cooperation with Protocol Services and Transport staff, the number of buses needed and inform the Games Family Members on the time and point of departure.

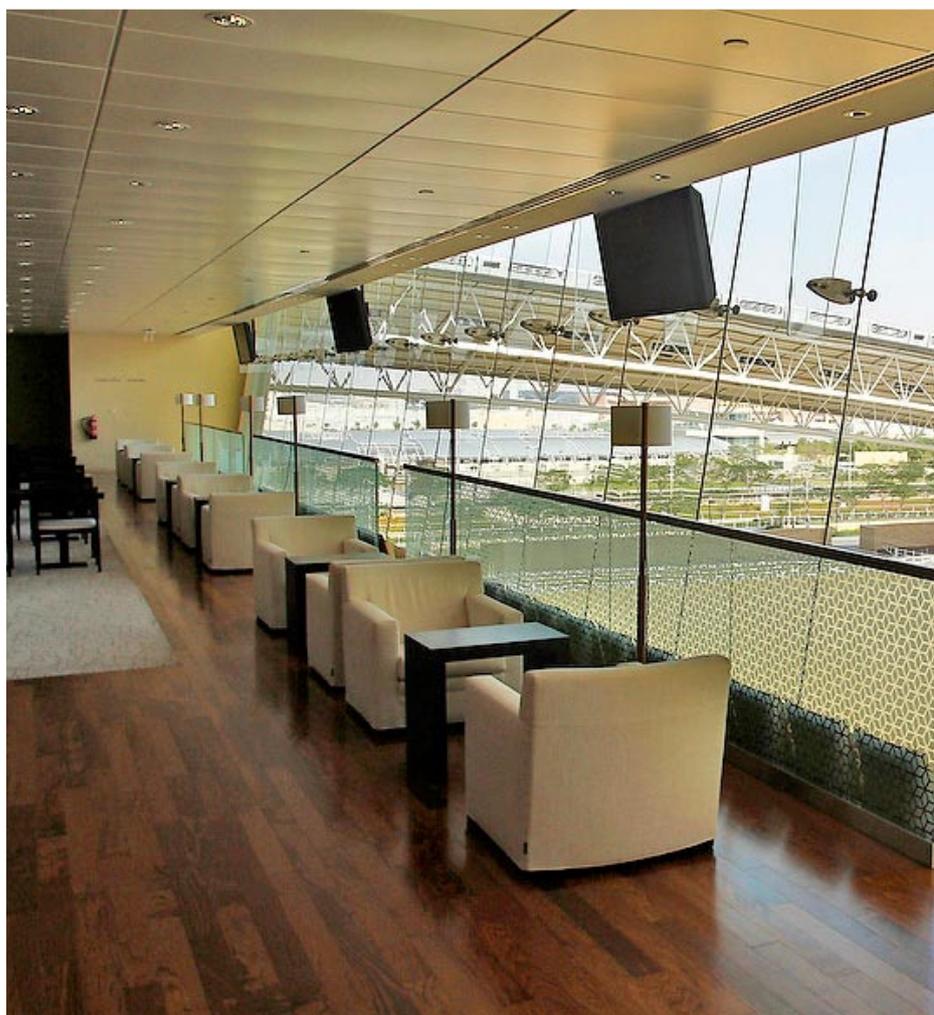


Protocol Guest Lounge

One or more Protocol Guest Lounges operate in each competition venue during the Games. All lounges open one hour before competition and close one hour after completion of competition or Victory Ceremony. The Protocol Guest Lounge is a place for accredited Games Family Members, attending a competition session as well to meet and enjoy refreshments.

Protocol Assistants may escort the members to the Welcome/Information Desk and wait in the designated Assistants waiting areas.

Transport Desks are located in the Protocol Guest Lounge at each competition venue and operate the same hours as the Protocol Guest Lounge. These desks provide similar services to those transport desks that are located at the Official Hotels.



Protocol Guest Seating Area

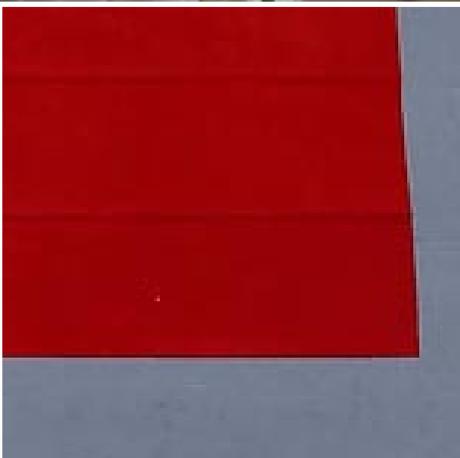
Access to the seating areas will be granted to all guests with specified zone access area. All special booking requests should be submitted to the Information Desk located at the lobby of the Official Hotels. Protocol Attendants will guide the guests to their designated seating area at the competition venues.



Victory Ceremonies

OCA will be appointing the medal/flower presenters for the Victory Ceremonies during the Games. It is fundamental that the presenters show their invitation letter to the Protocol Staff of the respective venues, at least one hour before the scheduled time of the Victory Ceremony.





Protocol tours

The Protocol staff will organize Protocol tours for the Games Family Members and their guests. Protocol Tours will generally run from the second day of opening.

The Protocol tours are guided tours conducted in English and the local language by the Protocol staff/volunteers for individuals or groups. Games Family Members and their entourage are requested to be present at the Protocol Centre at least ten minutes prior to the scheduled start of the Protocol tour.

Games Family Members wishing to participate in a Protocol tour should register at the Protocol Centre or at the Information Desks at the Official Hotels. The booking must be made at least 24 hours before the intended time of visit.

It is very important for the

sake of the team to be on time. All the Protocol Venue Managers, have to ensure careful planning for the Attendants position in order to have a perfect balance and the best operation of the venue.

Imagine having guests at your house. How would you treat them? You make sure your house is well decorated and beautiful, at all times. If a friend is visiting from another country, maybe you could put on a flag of his country!

When you have guests in your house, you make sure your house is tidy; serve them with the best food and drinks. Make sure no strangers come in. Direct them when they need to use the bathroom etc. — for all this you should know your areas. The venue should be treated the same way!

The Protocol volunteers will check the area and signage around if they are clean and clear to easily find the way to the venue. The most important duty of the Protocol Attendants is to meet and greet the guest with a smile, as they are the first contact of the guest with the venue — the face of the venue. But don't overwhelm the guests. Do not open a conversation with a guest, unless they do so. If there is a silent moment, it shouldn't be filled up.

Escort the guest to the Protocol Guest Lounge or seating, according to the time of arrival and his wish. A volunteer from the Print Distribution Team will be bringing the start list/program of the event or events of the day and after the completion of the event, he/she will bring the results. This way, they can give to any requesting



Protocol tours

quest the report they wish to have. If the reports finish, then you can contact that printing person again in order to bring you more.

Be careful! Guests, who want to visit athletes of their own country need to contact the Protocol Manager; he will then coordinate with the relevant sports representative for the visit. Please don't forget that they will be crossing into a zone that it is not assigned to them.

Similarly, please don't forget, we are now at the living room of the house. Make sure all operations run smoothly: Is the area clean? Is there enough food for all the guests?

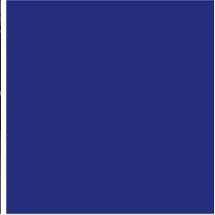
In addition to the reports that the Information Desk will be providing, each lounge will be equipped with the information PC. This PC

will provide all the information needed for the Games: Schedules and results of other venues, athlete biographies, entries by sport and also transport information for teams and officials.

When denying the access to someone, make sure that the person understands that it is not something personal, but that you have to check the area according to the accreditation policies. Most of the people who will be visiting venues are used to this procedure anyway and they are aware of the areas that they can access (since they are described on the flip side of their accreditation).

When escorting the guests to your seating area, make sure to point the right space for them to sit. It is very important for you to know where the Protocol Guest Seating starts and ends.

The seating management is quite clear and on a first come, first served basis. There is a dedicated area for the members of the Royal Family that should be kept free at all times. The Protocol Manager might also reserve extra seats when he/she has information about delegations arriving later in the day.



Studies and key observations from previous Games and events

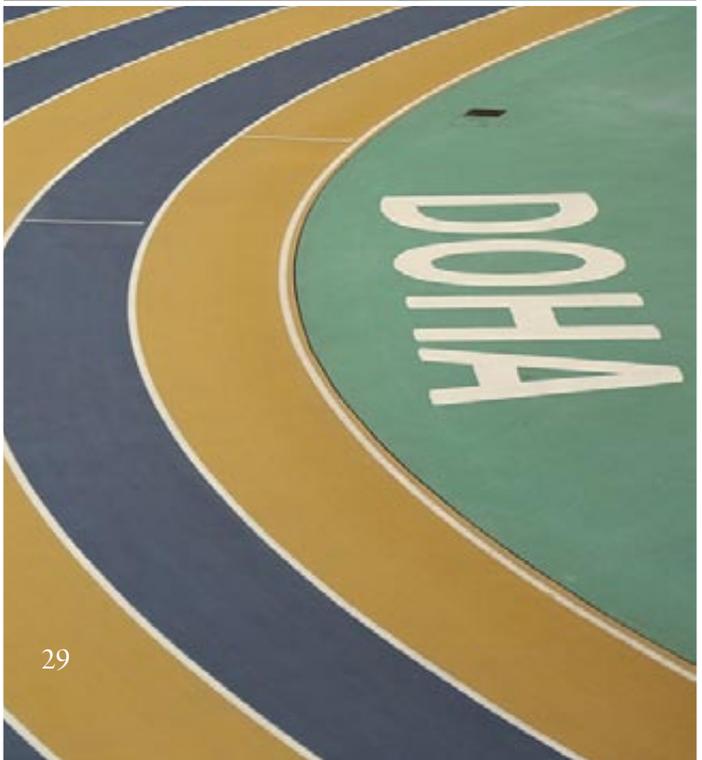
CASE 1: A journalist (with access to the spectators zone) claims he needs to enter the Protocol Guest Areas to interview a dignitary.

WHAT TO DO: Contact the Protocol Venue Manager or Assistant, without leaving your position and without allowing the journalist in.

- Name of the dignitary
- Name of the journalist
- Name of the media that he/she represents

CASE 2: An athlete (zone blue) wants to come in the Protocol Guest Areas to speak with his Chef de Mission.

WHAT TO DO: You let the Chef de Mission know, and he is the one to will leave the Protocol Guest Area, to meet with the athlete on a neutral area.



Opening Ceremony

The Games are more than a sport event for the host country; they are an occasion for a national and international celebration. The success of the Games will be judged not just on the quality of the sport or the success of the operational and logistic effort. It will be judged also on the quality, distinctiveness and impact of the “cultural” dimension.

There is real potential to create a unique and memorable experience both for the people of the host city and for international visitors and viewers. Moreover, it is important for the host city that this opportunity is grasped and that, as a result of the Games, an appropriate image is created and the profile of the country and the region are raised.

The Opening Ceremony may well be the single most important event of the entire

Games. It will set the standard and the tone for the days to follow. It must be special, not merely a standard extravaganza. This should be one of the highlights of the Games. The goal is an outstanding event not merely a good one.

The key is content, not just form. The aim is to reflect the host city, its people and its society in a way which the people will accept with pride, and which leaves a lasting impression on visitors and viewers. The best creative talent should be consulted at a very early stage for ideas.

While creative execution will largely be the responsibility of the ceremony team, Protocol will ensure that the spectators enjoy this ceremony with smooth flow of VIPs and officials in the venue.

The Opening Ceremony will

see major organizational exercises involving large scale and complex logistics (of people, goods and services), precise timing, the application of technologies, and large budgets. Both need training and rehearsal.

The Protocol team must be well trained and informed regarding their duties and responsibilities during the ceremony. The team should be bilingual to ensure they understand the requirements of the officials.

The planning capability must also be strong. The ceremonies planning must be integrated with the planning for relevant facilities (notably, the main stadium) and programmes (such as transportation and parking, and logistics).

The twin aims are to create an atmosphere of enjoyment



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Opening Ceremony

and celebration, and to convey a distinctive cultural character. This is not to say there can be no international or foreign-sourced events, but the emphasis should be on showcasing local culture and talent.

The protocol arrangement at the venue will showcase the country as a modern nation with a rich and living culture dating back millennia, which unites the people in celebration and national pride and leaves a lasting legacy of performing arts and major event skills and technologies.

Protocol requirements at the opening ceremony are:

- To provide all the assistance to guests by guiding them with appropriate information
- To create a unique and memorable experience for

the athletes, officials, media representatives, federations, spectators and people

- To create services that exalt city culture, warmth, sports and education
- To create positive atmosphere that expresses philosophies, cultures, traditions, uniqueness, and ways of life, including the progressions into the future of the people
- To work closely and co-operatively with Games federations

The Protocol team will have their presence at the Athletes Village where the athletes and officials will arrive from, official accommodation such as VIP hotels where dignitaries will be residing, airport arrival and departures lounge.

The full and final text of speeches to be made at the Opening and Closing Ceremonies must be approved and no changes must take place following such approval.

There should be coordination of efforts with all contracted vendors to successfully perform all tasks based on the agreement contracts, terms and conditions with regard to catering at the venue and seating arrangements for the VIPs. It is essential to ensure the smooth flow of operational requirements in terms of access area, rest area etc.

During the Olympic Games for example, the flow of protocol arrangements at the ceremony will be cautiously arranged, rehearsed with the Protocol team members and smoothly provided to the guests as follows:



Receiving the Head of State of the host country

The Head of State of the host country is received at the entrance of the stadium by the President of the Organizing Committee.

The parade of the participants

The parade of the participants then follows; each delegation must be preceded by a board bearing its name and must be accompanied by its flag. The delegations parade in alphabetical order according to the language of the host country, except for the host country, which leads the parade.

The speech by the President of the Organizing Committee

The President of the Organizing Committee gives an

address and then adds these words: "I have the honour of inviting ..." calling for the next guest of honour.

The speech by the IOC President

The President of the IOC then gives a speech which he ends with, "I have the honour of inviting ... (the Head of State) to proclaim open the Games of the... Olympiad of the modern era."

The Head of State declares the Games open

The Head of State proclaims the Games open by saying: "I declare open the Games of ... (name of City) celebrating the ... Games of the modern era."

The playing of the anthem and the entry and raising of the flag

While the anthem is being

played, the flag, unfurled horizontally, is brought into the stadium and hoisted on the flagpole erected in the arena.

The last stage of the torch relay and the lighting of the cauldron

The torch is brought into the stadium by runners relaying each other. The last runner lights the cauldron. The flame shall not be extinguished until the closing of the Games. The flame is extinguished during the closing ceremony.

The taking of oath by a competitor

The flag bearers of all the delegations form a semi-circle around the rostrum. A competitor of the host country mounts the rostrum. Holding a corner of the flag in his left hand, and raising his right hand, he takes the

Opening Ceremony

following solemn oath: “In the name of all the competitors, I promise that we shall take part in these Games, respecting and abiding by the rules which govern them, committing ourselves to a sport without doping and without drugs, in the true spirit of sportsmanship, for the glory of sport and the honour of our teams”.

The taking of oath by a judge

Immediately afterwards, a judge from the host country mounts the rostrum and, in the same manner, takes the following oath: “In the name of all the judges and officials, I promise that we shall officiate in these Games with complete impartiality, respecting and abiding by the rules which govern them, in the true spirit of sportsmanship.”

The national anthem of

the host country

The national anthem of the host country is then played.

The artistic programme

This is followed by the artistic programme designed and developed by the Organizing Committee for the Opening Ceremony.

Declaring the Games open

The Head of State of the host country officially, declares the Games open. Within acceptable political protocol within the country, their representatives — whether it be a vice-president or a governor-general can also perform this duty.

Parade of athletes

Protocol team must thoroughly perform in-depth study and comparative analysis of the previous parades

of the athletes, in accordance with the constitution and rules.

They have to observe the ‘parade of the athletes’ plan, including national placards and selection of flag bearers; this has to be jointly coordinated with efforts and activities of ceremonies teams such as Rehearsal and Performance Team.

The Protocol team will guide in managing the athletes on arrival to the stadium site prior to their entering for the parade of nations.

The delegations parade in alphabetical order according to the language of the host country and the last delegation in the parade is the host country. Each delegation is preceded by a name-board bearing its country’s name and must be accompanied by its flag.



Case study and key observations from previous Games and events

With observations from both the Sydney 2000 Games and the Manchester Commonwealth Games Opening and Closing Ceremonies, discrepancies were noted in the following:

- Protocol, Venues and Ceremonies not working together closely enough in the early stages when the construction of the stadium is commencing, consequently not having the ceremonies needs in mind
- Some areas not considered or budgeted until almost too late in the planning:
- Catering for the VIPs (especially involving a hot meal, if necessary)
- The large screens needed in the stadium
- The interface with the torch relay programme to deliver the flame (and back up lanterns) and the uniforms
- The minding of the torch relay lanterns during the Games in case the cauldron goes out
- The gas, mechanics, maintenance and dismantling of the cauldron
- The possibility of rain and the temporary electrical wiring
- The firing points for fireworks
- The rigging points for high tension activities
- Sponsorship and supply/distribution of any gifts, programme or interactives for the audience
- A decision of who will attend the rehearsals - and whether ticketed or not - and not communicated early enough
- Transport solution
- Invitations and bookings close to the event
- Often little to none interface with other programmes that require performers — torch relay, cultural programme, athletes welcome etc.
- Official minders in accordance to local laws for the amount of children involved
- Security checks on crew if working with minders
- Stabling and movement of live animals, including horses and camels for both rehearsals and event
- Enough security for the movement of the VIPs



- The languages used in the event and programmes and the translations
- Lock down and how this effects the opening and closing ceremony



Closing Ceremony

The Closing Ceremony is less challenging and should involve a much lower proportion of the planning by the Protocol team. It is, broadly speaking, not a statement but a celebration.

The Closing Ceremony must take place in the stadium after the end of all the events. The flag bearers of the participating delegations and the name-board-bearers enter the stadium in single file. Behind them march the athletes, without distinction of nationality. The flag bearers then form a semi-circle behind the rostrum.

The President of the Organizing Committee mounts the rostrum. To the sounds of the national anthem, the host country's flag is hoisted on the flagpole that stands to the right of the central flagpole used for the winners' flags. The flag of the

host country is then hoisted on the central flagpole, while its anthem is played. Finally, the flag of the host country of the next Games is hoisted on the left hand flagpole to the strains of its anthem.

The host city then returns the Games flag, which is then entrusted to be displayed in the latter city's main municipal building.

After an address by the President of the Organizing Committee of the Games, President of the Games federation gives the closing speech of the Games, which he ends with these words:

"I declare the Games of the ... closed and, in accordance with tradition, I call upon the youth of the world to assemble years from now at ... to celebrate with us there the Games of the ... "

A fanfare then sounds; the flame is extinguished, and while the anthem is being played, the flag is slowly lowered from the flagpole and, unfurled horizontally, carried out of the arena followed by the flag bearers. A farewell song resounds.

The full and final text of speeches to be made at the Closing Ceremony must be approved and no changes must take place following such approval.



Medals

All medals, whether medals of Games winners, Games commemorative medals or medals of any other kind, shall be produced and distributed under the strict supervision of the Games Executive Board. The original moulds of the winners and commemorative medals and all undistributed medals and diplomas shall, together with all copyrights thereto, be delivered and assigned without reservation or encumbrance by the Organizing Committee to the Games federation at no cost upon the conclusion of the Games.

No reproductions or replicas of such medals shall be made, authorized or permitted by the Organizing Committee.

One of the most important responsibilities of the Protocol team is the management of the Ceremonies Present-

ers. In each medal ceremony, there is one presenter who will be giving the medals and one giving the flowers. These persons will be part of the Protocol Guests.

The Games federation will make sure to appoint the presenters and send them an invitation letter to confirm their presence. At all positions (but mainly in the Drop Off/Info Desk and Lounge), when a person comes close to you with this letter, make sure to contact your supervisor, in order to let them know that the presenter has arrived.

The Protocol Attendants have to identify the presenters, at least 45 minutes before the ceremony, arrange an appointment with them (this way, they have the liberty to relax and watch the event before the ceremony). The appointment depends on

the way that you will take to go to the Medal Ceremonies Marshalling Area.

The appointment time depends on: the distance to the Marshalling Area, and the physical condition of the presenter (if you see that the presenter is walking slowly, you should make the appointment earlier).

When the presenters come at the appointment, make sure to introduce one to another, making clear to them who are presenting what. Remember to introduce the medal presenter to the flower presenter first (i.e. Mr. Larfaoui, this is Mr. Rogge, President who will be presenting the medals, Mr. Rogge, this is Mr. Larfaoui, FINA President, who will be presenting the flowers).

If you notice at that point, that the medal presenter would

like to switch out of courtesy, please remind them that this decision made by the Games federation.

Protocol Attendants while escorting the presenters must make sure that the presenters are behind them, sit up straight (walk to show them) and always listen to their steps to make sure they are behind. It is very likely, for them to stop on the way to salute someone; it is acceptable that they are kindly reminded that they need to be at the preparation area as soon as possible.

Once in the Marshalling area, help them by holding their personal belongings: Accreditation (TV) and mobile. Wait for them to finish the Medal Ceremony and then escort them back to the Protocol Areas.



Other Protocol Areas

The Games Family Guests will be provided with other assistance in terms of their accommodation, accreditation, transport etc.





Accommodation Desk

The Accommodation Desk will be responsible for the room reservation inquiries, updates and changes. All the requests will be handled by an Accommodation Venue Manager from the Accommodation Programme in cooperation with the hotel's management and will be coordinated by the Protocol representative.

Do provide advice on the allocation of rooms for VIPs and their entourage, including room type, essential services to be provided, where/how to accommodate VVIP entourages and guests, special considerations, etc.

The Protocol Attendant mainly assists at the Official Hotels at these key stations:

- Welcome Desk
- Information Desk
- Secretariat



Accreditation Centre

The Accreditation Centre for the Games Family Members will be located at an Official Hotel. The Accreditation Centre will assist the members and guests to resolve all issues regarding their accreditation. All the guests will obtain and validate their accreditation card upon their arrival at the airport or at the Accreditation Centre in the Official Hotel. The Accreditation Centre will be operational during Games time.

Develop a comprehensive domestic accreditation policy in respect of local dignitaries in coordination with Games Executive Office.



Admission to and seating at Games venues

The prices of admission shall be kept as low as possible in order to ensure wide attendance from visitors and tourists from around the world as well as from the local population. Part of the seating area for the events on the cultural programme taking place in the host city must be reserved by the Organizing Committee free of charge for the accredited participants at the Games.

The Organizing Committee shall ensure that for the Opening and Closing Ceremonies there are seats available in the main stadium free of charge for all accredited athletes, coaches and team officials.

The Organizing Committee shall allocate a reasonable number of admission tickets free of charge to accredited athletes, coaches and team officials who wish to watch

competitions in sports other than their own.

The Organizing Committee acknowledges that in small venues the number of seats available to the general public may have to be restricted due to Games Family requirements.

A very important task is to identify seating arrangements and service requirements in the Royal Box for local and other VVIP and VIP dignitaries, especially during the Opening and Closing Ceremonies.





Tickets for the Games federation

The Organizing Committee shall provide the Games federation tickets at face value (discounts or commissions may be applicable in the circumstances).

The Organizing Committee shall be responsible for man-

aging the distribution of such tickets to the Games federation and its guests.

The proposed seating plans for all areas in each venue are reserved for the Games Family, before seating plans are approved, tickets printed

and the system of allocation of tickets finalized.



Social Programme (Guests)

The Organizing Committee shall organize a programme of social activities for all guests of the Games Family and other special guests. They will arrange for social tours, visits, gatherings and in general a special programme for the guests.

The programmes should be well planned and arranged with the Protocol team to ensure that the guests are provided with the best service and appropriate assistance.



Airport reception

The Organizing Committee shall ensure that there is an adequate system of reception at the airport serving the host city for all accredited members of the Games Family and guests of Games sponsors and broadcasters, including transportation for accredited members of the Games Family to the Official Hotels and access to transportation arranged by or on behalf of the guests of Games sponsors and broadcasters.

The Organizing Committee must offer efficient, effective and high quality customer-oriented services to all invitees of the Games, upon arrival and departure from the VIP Lounge of the airport through close coordination with the local authorities, airlines and other related parties. The level of this service aims at enhancing the country's image and

portraying a positive representation of the state as a whole.

The Protocol team's main objectives in airport arena will be as follows:

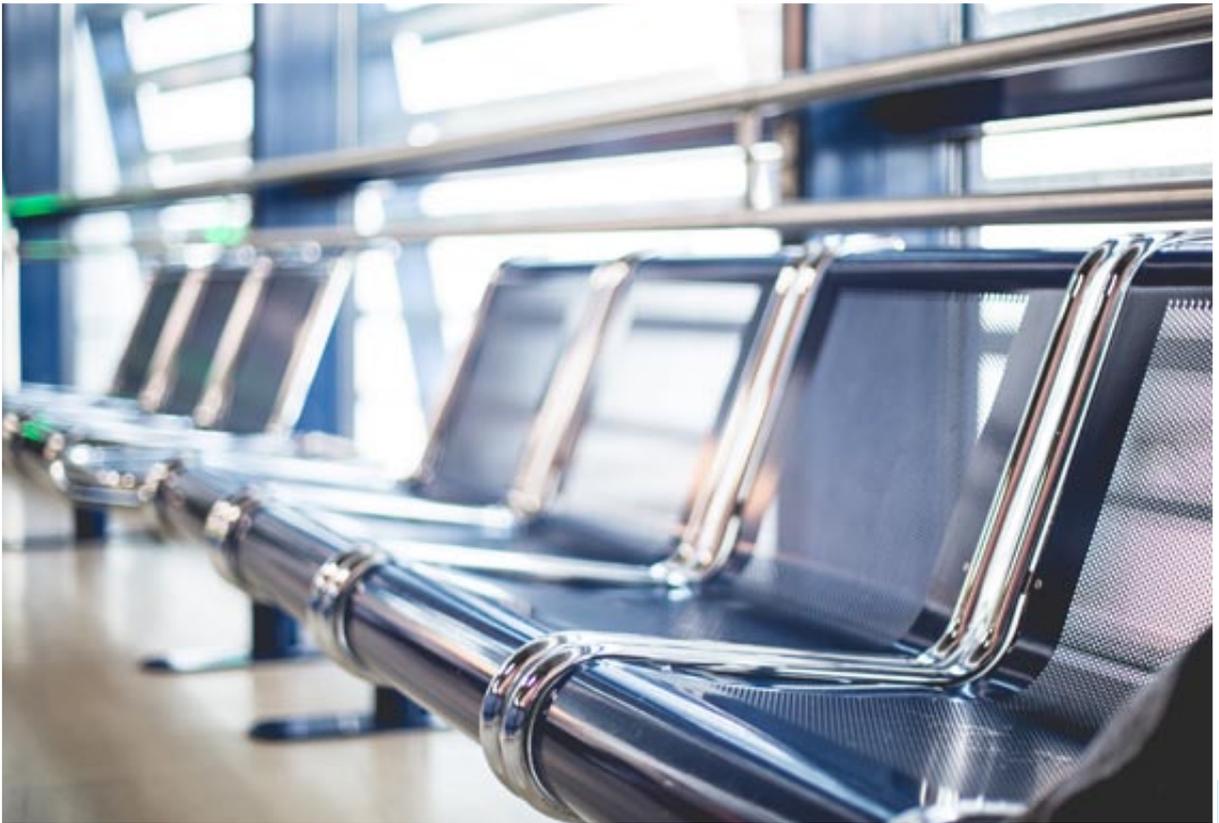
- To move the guest in a quick and hospitable manner providing a remarkable first and last feel
- To guide the guests to board vehicles and transport them to their accommodation
- To ensure that similar services are provided upon departure
- To collect arrival and departure details
- To coordinate with the concerned authorities for smooth flow of the guests.

Upon the aircraft arrival, the Airport Venue Manager or his deputy will meet and greet the arriving guest on the disembarkment of the aircraft. For the transit of the guests, a limousine can be used to transport the guest to the Ministerial Lounge.

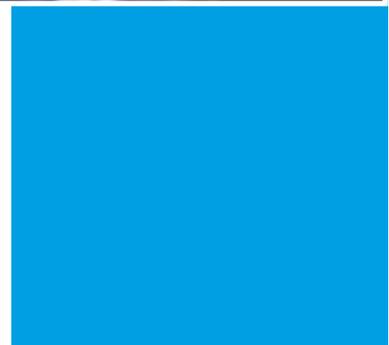
MA staff will welcome the guests to the lounge and will provide them with assistance during the arrival process in coordination with Protocol team.

On behalf of the guests, the visa, passport and immigration formalities can be completed by the Protocol staff and any other assistance, if required, will be provided by the Airport Protocol team to them.

The baggage claim tickets can be taken by either the guest's assistant or Protocol Attendants, to ensure a



*The level of this service
aims at enhancing the
country's image.*



Airport reception

smooth baggage collection process.

When passport procedures are completed, the VIP will be taken directly to their designated hotel by the Transport team. His or her luggage will be transported to the designated accommodation following the guest.

As far as the departure is concerned, the guest will be taken to the Lounge 1 hour prior to departure time by a dedicated Transport team. Protocol staff will provide assistance to the guest in clearing the check-in and immigration formalities.

The Airport Venue Manager or a Games senior representative can be present to offer farewell to the visiting guests.

The arrival and departure representative must provide the details of the pas-

sengers such as number of passengers, names, arrival details (flight, date and scheduled time of arrival), and departure details (flight, date and scheduled time of departure).

The database should be updated timely and guests must be notified to advise the Protocol team on any changes in their flight details to ensure appropriate assistance to them during their arrival and departure.

The Protocol team can provide the guests with the feel of the Games through rol-lups and signage at the airport to welcome the guests. The guests could be provided with a welcome book upon arrival containing information about the host country.

The Protocol team is bound to update the arrival and departure list of guests and

review the passenger lists served by them. They must provide clear directions to the guests and respond to any requested information whenever it is sought.

Escort VIPs/Guests from / to drop-off points and staff should be positioned at the Information Desks to welcome guests, provide brochures, welcome book, maps, give proper information and solve problems.

The guest must be given assistance in the visa issuance if required. The Airport team will leave the first and last impression on the guests; hence, they are expected to be welcoming and friendly with excellent communication skills.



Catering

The Protocol team must arrange to provide information and advice on catering for VIPs. The Protocol team must coordinate with Catering for the overall responsibility for planning, directing and controlling the provision of all catering and hospitality services to all VIP groups in all venues. Protocol must observe and ensure that they are delivering in a cost-effective manner the highest possible quality standards of food and beverage services to all VIPs at all sport and non-sport venues.

The Protocol team must compile their requirements and coordinate with the catering team to provide an appropriate range of catering to meet ethnic, religious and dietary requirements of athletes and other customer groups.

This will contribute to the positive and lasting memo-

ries of the Games by incorporating an enhanced element to surprise and delight all customer groups.

They must set out to improve the National Food Safety Standards by creating and thereby, establishing a

Food Safety Documentation to be used as the base of the National Food Safety regulations.



Transport programme



The Protocol team must ensure that there is effective and efficient movement of the VIPs and dignitaries from and to the competition venues, social tours, airport and gatherings arranged by the Organizing Committee.



Torch Relay

The Games have always been seen as an opportunity to highlight the best about the community coming together, friendship, and the fact that striving together is better for all.

The Games Torch Relay is a manifestation of this. It is also a huge task of mobilisation and logistics and it cannot be achieved without the assistance of multiple people and organisations.

The Torch Relay provides an opportunity to plan a journey that is unique and which showcases history, people and diverse geography as well as advancements in environment and high tech materials.

In planning this journey, the host country is endeavoured to provide a Torch Relay which is capable of being shared to inspire unity and enhance the sense of tradition and pride.

It is anticipated that this journey will be closely followed by the world's media via television, radio, newspapers and the internet and will provide an opportunity for all participating countries to showcase their scenic and cultural attributes and also honour their local heroes as torchbearers as they carry the flame to the Opening Ceremony.

The Torch Relay will spread the values of participation, brotherhood and peace. It will reaffirm the message that the Games are performed by people for people, a crowning moment for the human spirit, touching the heart and mind of everyone, regardless of language, race or colour.

Protocol plays an important role by ensuring proper guidance and advice during the generation of consistent

crowd attendance along the torch route and at evening celebrations.

The Torch Relay programme is responsible for the planning and operational management of all aspects of the Torch Relay, both nationally and internationally.

For the international segment of the Torch Relay though, great part of the detailed planning and operations management will be the responsibility of the NOC of the country along which Torch Relay is travelling.

The Torch Relay is a traditional road-based event relying upon extensive local community, government services (police and traffic) and media support for its success.

As a community targeted event, the Torch Relay team works closely with NOCs,

community bodies, local government and police agencies in preparing for and delivering the event.

The Protocol Team must ensure appropriate advice while dealing with the international bodies for approval and guidance.



Lessons learned from previous Games

Learning from previous Games and issuing guidelines should be part of the Protocol Assessment of the Games by the Executive Committee and a regular practice to ensure that the organizers, VIPS and VVIPs are provided with utmost support and care during the Games. At a glance, these would relate to:

1. Opening and Closing Ceremony Protocol arrangements
2. Reward and appreciation ceremony
3. Transportation, accommodation, catering and accreditation arrangements for VIPS
4. Protocol guide review
5. Seating arrangements
6. Airport Protocol
7. Media arrangements accessing VIP area
8. Protocol Levels of Service.



Opening and Closing Ceremony

As stated earlier, the Games are more than a sporting event — it is an occasion for national and international celebration. The success of the Games will be judged not just by the quality of the sport or the success of the operational and logistic efforts, but also by the quality, distinctiveness and impact of the “cultural” dimension of the Games.

The Opening Ceremony may well be the single most important event of the entire Games for the Organizing Committee to get right. It will set the standard and the tone for the days to follow.

The objectives and preparations should be in accordance to the following:

- To create, produce and deliver the best ever staged ceremonies in the history of the Games by exercising

all powers and authorities conferred by the Organizing Committee to set up a new benchmark for future ceremonies

- To create a unique and memorable experience for the athletes, officials, the media representatives, the OCA/NOC/federations, the spectators and the people
- To create ceremonies that depict ways of life in terms of philosophies, civilizations, cultures, friendships, and the interactive concepts where the Games are held
- Each ceremony to last not more than three hours and to run each in accordance with relevant Games federation guidelines
- The “intended form” of all ceremonies shall be presented to the Games federation Executive Board for

approval. Ceremonies are defined as Opening, Closing and Victory, including flag raising. It is understood that “form” — by definition — means content and methodology

- The full and final text of speeches to be made at the Opening and Closing Ceremonies must be approved and no changes must take place following such approval
- The Opening and Closing Ceremonies should focus on the region.
- Parade of athletes
- Thoroughly perform in-depth study and comparative analysis of the previous Games Parades of the athletes, in accordance with the constitution and rules of the Games’ governing bodies



- Develop the 'parade of the athletes' plan, including national placards and selection of flag bearers
- Jointly coordinate efforts and activities with ceremonies teams such as Rehearsal and Performance Team, Venue Management Team etc.
- Review, monitor and provide the space required for the actual parade of the athletes during the Opening and Closing Ceremonies
- Manage athletes on arrival to the stadium site prior to their entering for the parade of nations



Arrangements during the ceremony

- The seating of the guests should be appropriately guided by the Protocol volunteers
- There should be proper signage at the venue
- The seating for VVIP and Royal Box to be well defined in advance and agreed with the concerned federation/council
- Opening Ceremony run sheet to be discussed and communicated with the concerned federation/council
- Ceremonies team of Organizing Committee to liaise in respect of specific VIPs attendance at the Opening and Closing Ceremonies and in deriving the requirements for VIP attendance at Welcome and Medal Ceremonies.





Opening Ceremony sequence

The following will be sequenced during the Opening Ceremony:

- Playing the national anthem
- Raising the country's national flag along with the national anthem
- Welcome address by Organizing Committee
- Speech of the federation/council president
- The President will then request the Guest of Honour to declare the Games open.
- The location of the podium for the speech delivery has to be identified and advised by the Organizing Committee
- Athletes parade
- Federation/council anthem and flag-raising
- Opening ceremony shows





Closing Ceremony sequence

The following will be sequenced during the Closing Ceremony:

- Organizing Committee speech
- President's speech
- The declaration of closing of the Games by the President
- Handover of the Games to the next host organizing committee

2. Seating arrangement

Royal Box

- Following of Protocol guidelines as much as possible is required from the Organizing Committee.
- Confirmation that the President will be given the seat on the right hand side of the honorary guest.

Other VIPs

As per the guidelines, the area surrounding the Royal Box to be allocated. The Protocol Committee will review the seating arrangements by the Organizing Committee in advance and provide the necessary confirmation.





3. Annual General Assembly arrangements

- This should be organized on the fourth day of the Games to provide adequate time to the guests
- Appropriate plan and mockup for the meeting to be shared with the Protocol Committee for review and approval in advance in order to have standard practice for all the Games.
- Invite the awardees and the partners (sponsor, veterans).
- Allocate a special place in front (side stage) for awardees during the General Assembly, so that awardees and partners can be seated there.
- Give the awardees and the partners (sponsor, veterans, Games hosting) the opportunity to express their appreciation to the audiences.
- Before the awarding ceremony, all audiences on the stage must stand to pay respect while the President awards the awardees.
- Allocate a special place for media and photographers before the ceremony. Distribute Bibs in different colours.
- The master of Ceremony must be from the Protocol team or a chosen MC presenter with fluent English language skills in coordination with the host city of the General Assembly of Organizing Committee.
- Awardees must be recognized by a special ribbon in different colour.
- Group photo for all awardees to be taken by the Organizing Committee



4. Medal ceremonies

- Handling of medal ceremonies should be as per the Protocol guidelines Protocol assistance should be provided during the ceremony
- Provision of Medal Ceremony VIPs list to be coordinated with the concerned federation/council
- List of medal presenters to be confirmed
- Protocol will define the requirements for boxed sets of medals and commemorative medals and pass the requirements to the ceremonies.
- Presenter invitations template: An established presenter template would be beneficial for all concerned stakeholder areas so that a successful distribution of presenter invitation for Victory Ceremonies can take place.
- The presenter to share the confirmation of attendance with Protocol assistance support
- Protocol assistance to guide the presenter to the ceremony area
- Branded podiums to be arranged at each venue
- Medal design like logo to be communicated with the concerned federation/council
- Quantify requirements (with other directorates) for flags, flag poles, podiums, medals, floral bouquets, mascot dolls, presentation trays, uniforms and costumes and volunteers.
- Liaise with Marketing regarding the design of the medals, floral bouquets and mascot dolls.
- There should be appropriate branding/look to be used on the podiums and presentation trays.
- Arrange production of the podiums, medals and presentation trays.
- Source supplier for medal engraving service
- Plan Victory Ceremony script.
- Recruit and train staff and volunteers for Victory Ceremonies function.
- Schedule and rehearsal of Victory Ceremonies team.



Games time rewarding ceremony arrangements

- Manage storage, security and transportation of flags, podiums, medals, floral bouquets, mascot dolls, presentation trays, uniforms and costumes and volunteers between venues and storage centres as required for usage during the Victory Ceremonies across all venues.
- Provide complete information to the Victory Ceremony participants (volunteers, presenters and athletes) of Victory Ceremony process; carry medals, floral bouquets, mascot dolls and pins (on presentation trays) and flag raising (where flag pole is used)
- Complete details of first six placed competitors and officials on diplomas and arrange distribution to NOC team leaders at the Sport Information Centre within the Athletes Village.



5. Protocol assistance



- Provision of Protocol assistance throughout the event
- One Protocol Assistant (PA) to be allocated to each guest for the duration of his/her stay in Doha. Two PAs may be allocated to a very limited number of guests, such as the Games federation President
- PAs will accompany the guest for one shift of eight hours per day. Starting/ending time of the shift may vary from day-to-day according to the guest's schedule.
- Protocol Assistants will provide assistance to the guests in the following games related services:
 - Coordinating accreditation, accommodation, transportation and security issues
 - Participation in Medal Ceremonies
 - Escorting to guest seating areas in competition venues





6. Level of service

Includes area level of service, airport services and meeting/greeting guests

- Airport Services support to be made available .
 - One dedicated member to be at the airport to receive the VVIPs.
 - Operations 24/7 during the arrivals and departures.
 - Support of the Immigration Department.
 - Central management of all arrivals and departures and distribution of the list.
 - Registration for meetings and events.
 - Coordinating with Athletes Village and site visits, and participation in the social programme.
 - Participation in the Opening and Closing Ceremony and competitions.
 - VIP lounge services at the airport.
 - Proper signage at the airport and Information Desk to guide the guests.
 - Assistance at the arrival and departure for lost luggage or clearance through the customs.
- Meet and greet**
- Meet at the VIP lounge, assist with Customs/Immigration formalities, assist with baggage, and escort him/her to the dedicated car and driver.
 - Meeting at the entrance of the VIP lounge; escort him/her to the appropriate room, liaise with handling agent for check-in procedures and baggage processing. Escort to the departure gate and farewell.
- Protocol Centre**
- Protocol Centre at each competition venue and Official Hotel.
 - 24-hour service and support to the guests.
 - VVIPs and VIPs Gift Bags and VIP Guide to be provided to the guests from the Protocol Centre.
- Catering**
- Full Board Accommodation bookings.
 - Refreshments: Tea, coffee, juices, soft beverages, snacks
 - VIP lounges at competition venues.



- VIP lounge and seating areas to be kept always clean and in good condition.
- Catering should provide the services at venues having a VIP facility.
- Protocol will identify the particular needs of the different sections of its Client Group and communicate these to Catering as they arise.
- The Opening and Closing Ceremony receptions will need to be serviced by Catering.
- The menu to be communicated and confirmed.

VVIP gifts

- Welcome Bag. Provision of VIP Welcome pack. Items provided by sponsors.
- Medal sponsor to produce

commemorative gift for VIPs.

- Aim to maximize quality of gifts through sponsorship deals.
- VIP Handbook

VIP seating

- Define VIP seating areas. Retain control through ticket issue over high interest events.
- Opening and Closing seats are standard. It could be applied to all venues.
- VIP guests will be seated in reserved VIP seats at the competition venues during the Games

Venues

- Each venue must have a Protocol desk and assistance to the VIPs. By

means of the Venue Operations structure, deliver on-site support to VIP facilities located within venues.

- VIP Lounges at venues: VIP lounges to be present at the venues for guests at competition venues.

Transport

- Dedicated Charter Bus transport to specific official Games activities for VIPs
- The aim is to provide a seamless Transport/Arrivals/Departures service for the whole VIP Client Group.
- Transport will be provided on an exclusive use basis and on a shared pool car/bus basis for the selected invitational Client Groups.
- The service will be available from the opening (unless requested earlier)

6. Level of service

until the departure of the final members of VIP Client Group.

- There should be good sharing of information and pre-Games team building with Transport/Arrivals/Departures to deliver an efficient and responsive service.
- Jointly with Transport/Arrivals/Departures, Protocol will develop a management structure for airport operations.

Transportation delivery

- The drivers must be trained with road networks and routes in such a way that they will be able to deliver the best service required to the guests.

Flag and anthem

- Flags at the venues to be at the same standard level for all participating countries.

Accreditation

- Protocol requires a clear, effective and non-intrusive Accreditation/Privilege system that will enable the VIP Client Group to function with the maximum flexibility commensurate with their status.

- Protocol should engage with Accreditation over the construction of the Accreditation/Privilege matrix and continue to negotiate the appropriate status for key sections of the VIP Client Group and, where appropriate, on individual cases.





7. Observer programme

- The Observer's Programme would offer the chance to the participants to meet and share Games related issues, discuss and compare the intricacies of their planning and operations. With contribution from experts from various domains that encompass Games and major event hosting, participants will be able to benefit from their knowledge and experience.
- Protocol will be a single point of contact within the LOC for people who wish to be observers, or take part in the observer programme; an one-stop shop to make life simpler for prospective attendees as well as conveying a sense of organization and coordination by the LOC to these groups.



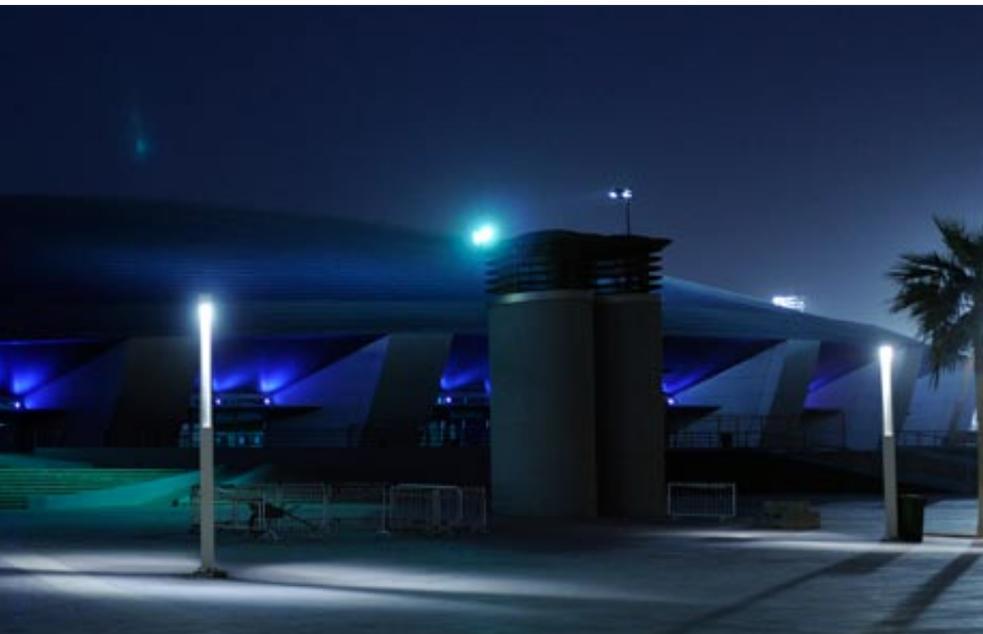
8. Hospitality and gifts



- LOC Dinner: Arrangement of the dinner offered to the officials by the Organizing Committee
- Final Banquet: Arrangement of the final banquet offered by the Organising Committee to the guests
- Site Tours: This is a complimentary arrangement to provide site tour to the delegates of the country with transport and catering arrangements. Protocol assistance should be provided.

Commemorative medal

- One medal to be given to all participants of the Games, set of three medals presented to VVIPs. Recipients to be advised.
- Gift Bag to be given to the VIPs and VVIPs



9. President arrangements as per the guidelines

- Guidelines regarding Airport Reception, Transport, Accommodation and Catering, Accreditation, Security, Medical Services for the following:

1. President
2. Vice President
3. Executive Board
4. Committees

The guideline will also be presented down to the lowest rung for information and requisite planning and implementation.







SPORT
PROTOCOL
and how to
get it
right

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A large stadium at night, filled with a massive crowd of spectators. The stadium is illuminated with blue lights, and the sky is filled with a spectacular fireworks display, with numerous bright streaks of light falling from above. The scene is vibrant and celebratory.

Perfect Pitch

SPORT PROTOCOL
and how to get it right

By Abdulla Y. Al Mulla