

ENCLOSURE 1 TO
5000/TT-6184/NU0514
DATED: JANUARY 2021



**THE
STRATEGIC
COMMANDERS'
GUIDE TO
PROTOCOL
(Second Edition - 2021)**

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FOREWORD


This guide is an initiative of Maryse Larché Mele, Chief of Protocol (2004 – 2013), Headquarters Supreme Allied Commander Transformation and was developed under her directions with the close collaboration of the Chiefs of Protocol at NATO bodies and commands throughout the Alliance. The document is designed, where possible, to standardise the policies and procedures when dealing with matters of Protocol throughout NATO. It is not intended to be prescriptive nor cover every eventuality. It is recognised that in this particular area of the Alliance’s business pragmatism, flexibility and recognition of individual Nations’ customs and practices are essential. It is important to remember that the measurement of success for an event, conference, visit or ceremony is that the organising Head of the NATO body and guests are fully satisfied, and the purpose of the event is met. Suggestions to improve the guide or proposed amendments should be forwarded to the sponsor of this document: Chief of Protocol, HQ SACT, 7857 Blandy Road, Suite 100, Norfolk, Virginia 23551-2490.

ACKNOWLEDGEMENTS

2010: Special thanks are given to Peggy Krall, ACT Protocol Officer for compiling and editing all of the material in this guide.

2020: Special thanks are given to Steve Derden, Head, Protocol and Events, NATO HQ for maintaining currency and updating the guide.

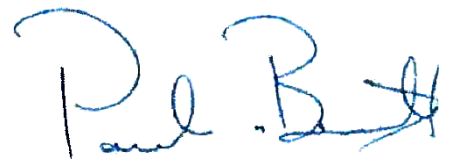
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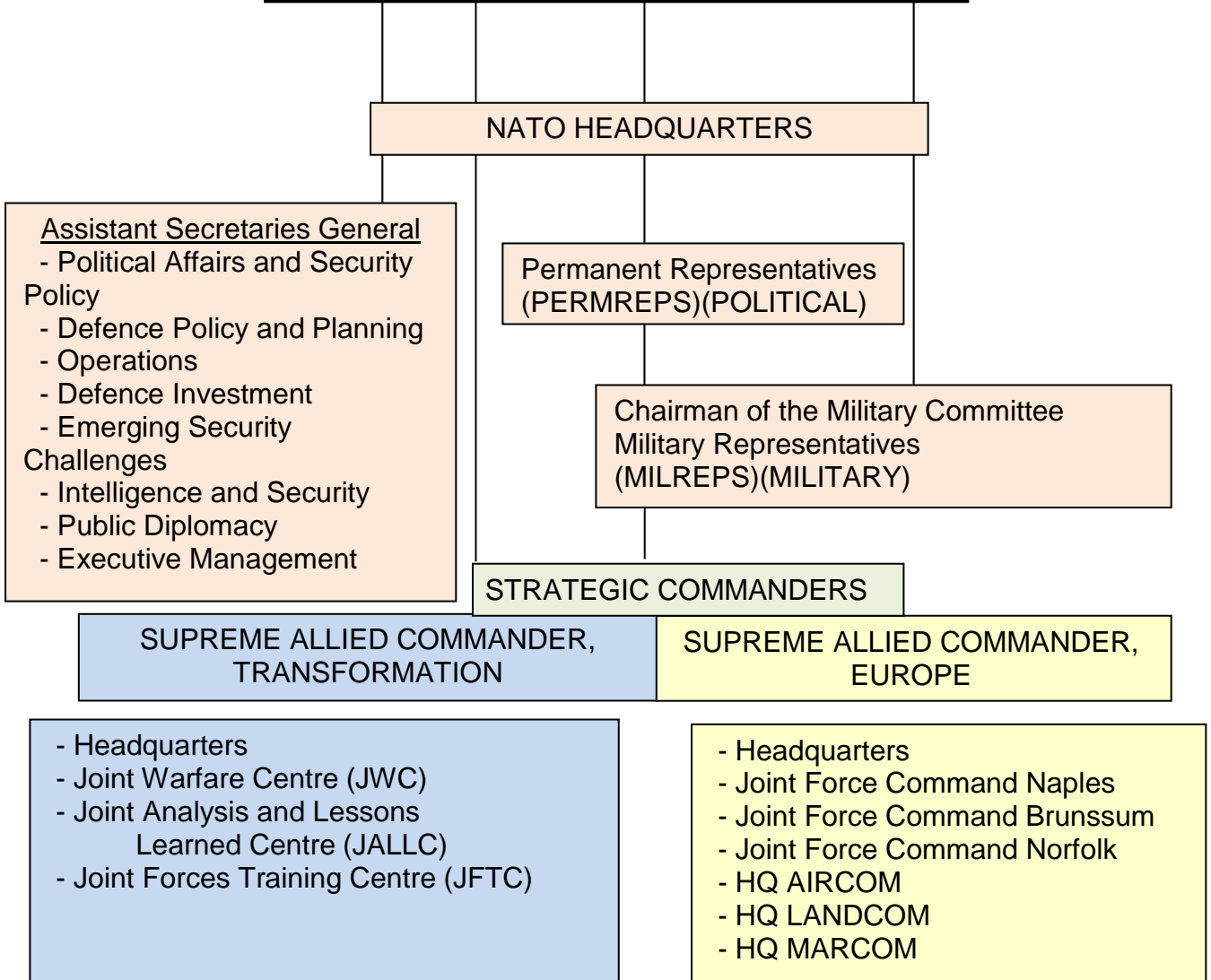
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Chapter 1 – Very Important Persons in NATO

1. **Secretary General of NATO**. Appointed by Allies. Head of the Organization and Chairman of the North Atlantic Council, the Nuclear Planning Group and other senior bodies at Ambassadorial or Ministerial level.
2. **Deputy Secretary General of NATO**. Appointed by the Secretary General. Deputizes for the Secretary General, as required.
3. **Chairman of the Military Committee**. Elected by the NATO Chiefs of Defence and appointed for a three year term of office, he is the senior military authority in NATO and acts on the Military Committee's behalf. He directs the day-to-day business of the Military Committee, chairs all meetings and acts in an international capacity.
4. **Supreme Allied Commander, Europe**. Tasked with contributing to the peace, security and territorial integrity of Alliance member countries; contributing to the Alliance's crisis management arrangements; and providing for the effective defence of the territory of NATO countries and of their forces.
5. **Supreme Allied Commander, Transformation**. Tasked with transforming NATO's military capabilities; prepare, support and sustain Alliance operations, implement NATO Response Force and other deployable capabilities, and assisting in the transformation of NATO Partner capabilities.

Basic Structure of NATO

SECRETARY GENERAL



Chapter 2 – Rank/Grade, Country Codes, Precedence, NATO Flag Code and NATO Hymn

2.1 **Rank/Grade.** While it is understood that different nations/services have different abbreviations, the following will apply to those personnel serving with NATO for Protocol purposes. For those nations/services that have a rank name that has no match in the other nations/services, it will be as their nation states it, e.g. WG CDR - Wing Commander.

With regard to national ranks, in some cases there is no direct translation (“Hauptmann” being an example). To compare to other nations’ ranks, you can add the NATO code as given in STANAG 2116 (e.g. OF-2). Nevertheless, there can be situations where you require a translation into English, in which case you can refer to the table below.

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NATO RANK	NATO CIVILIAN	ARMY/MARINE	Acronym	AIR FORCE	Acronym	NAVY	Acronym
OF-10	Note: Honorary/Wartime Rank						
OF9	---	General	GEN	General/ Air Chief Marshal	Gen/ACM	Admiral	ADM
OF8	---	Lieutenant General	LGEN	Lieutenant General/ Air Marshal	Lt Gen/Air Mshl	Vice Admiral	VADM
OF7	A7	Major General	MGEN	Major General/ Air Vice Marshal	Maj Gen /AVM	Rear Admiral (UH)	RADM
OF6	A6	Brigadier General	BGEN/BRIG	Brigadier General/Air Commodore	Brig Gen/ Air Cdre	Rear Admiral (LH)	RDML/ CDRE
OF5	A5	Colonel	COL	Colonel/Group Captain	Col/ Gp Capt	Captain	CAPT
OF4	A4	Lieutenant Colonel	LTC	Lieutenant Colonel/Wing Commander	Lt Col/ Wg Cdr	Commander	CDR
OF3	A3	Major	MAJ	Major/ Squadron Leader	Maj/ Sqn Ldr	Lieutenant Commander	LCDR
OF2	A2	Captain	CPT	Captain/ Flight Lieutenant	Capt/Fl t Lt	Lieutenant	LT
OF1	A1	First or Second Lieutenant	1LT/2LT	First or Second Lieutenant/Fly ing Officer or Pilot Officer	1st Lt/2d Lt/Fg Off/Plt Off	Lieutenant Junior Grade/Ensign/Midship man	LTJG/ ENS
OR10	---	Sergeant Major of the Army/ Marine Corps	SMA/ SgtMajMarCor	Chief Master Sergeant of the Air Force	CMSAF	Master Chief Petty Officer of the Navy	MCPON
OR9	B5-6	Command Sergeant Major/ Sergeant Major	CSM/ SGM	Chief Master Sergeant / Warrant Officer	CWO/WO	Fleet/Force/ Command Master Chief Petty Officer/ Master/Chief Petty Officer	MCPO
OR8	B4	First Sergeant/ Master Sergeant	FSGT/ MSGT	Senior Master Sergeant/ Flight Sergeant	WO/ FLT SGT	Senior Chief Petty Officer	SCPO
OR7	B3	Sergeant First Class	SFC	Master Sergeant	FLT SGT	Chief Petty Officer	CPO
OR6	B2	Staff Sergeant	SSGT	Technical Sergeant	TSGT	Petty Officer First Class	PO1
OR5	B2	Sergeant	SGT	Staff Sergeant	SSGT	Petty Officer Second Class	PO2
OR4	B1	Corporal/Specialist	CPL	Corporal/Seni or Airman	SRA	Petty Officer Third Class	PO3
OR3	C5-6	Private First Class	PFC	Airman First Class/Senior Aircraftsman	A1C	Seaman/Airman/ Fireman/Construction- man	SN/AN/FN / CN
OR2	C3-4	Private E2	PV2	Airman	AMN	Seaman/Airman Fireman/Construction- man Apprentice	SA/AA/FA/ CA
OR1	C1-2	Private E1	PVT	Airman Basic	AB	Seaman/Airman Fireman/Construction- man Recruit	SR/AR/ FR/CR

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2.2 **Country Codes.** In 1 February 2007, STANAG 1059 (Edition 8) was implemented throughout NATO’s Military Structure with three-digit country codes. Each Protocol professional is responsible for ensuring the codes they use are current. At NATO HQ a two-letter country code is used for Allied nations and specific three-letter codes are applied for partner nations. These civilian codes (ref. CONSEC(2017)0109) have been added in the table below for your awareness. Please note that the names of both Allied and Partner countries should be spelled out in all official documents. Abbreviations should only be used when it’s not practical to spell the names out in full, e.g. on internal seating plans, maps and charts, and it’s in that context the IS codes should be used in documents submitted to the North Atlantic Council

For a correct identification of a Military/Civilian dignitary, the rank (or CIV for Civilians) should be followed by the three- digit country code and service abbreviation such as A (Army), AF (Air Force), and N (Navy) without punctuation marks. Example: GEN “Name” ALB A.

COUNTRY	MILITARY CODE	CIVILIAN CODE
NATO		
ALBANIA	ALB	AL
BELGIUM	BEL	BE
BULGARIA	BGR	BU
CANADA	CAN	CA
CROATIA	HRV	CR
CZECH REPUBLIC	CZE	CZ
DENMARK	DNK	DE
ESTONIA	EST	ES
FRANCE	FRA	FR
GERMANY	DEU	GE
GREECE	GRC	GR
HUNGARY	HUN	HU
ICELAND	ISL	IC
ITALY	ITA	IT
LATVIA	LVA	LA
LITHUANIA	LTU	LI
LUXEMBOURG	LUX	LU
MONTENEGRO	MNE	MO
NETHERLANDS	NLD	NE
NORTH MACEDONIA	MKD	NM
NORWAY	NOR	NO
POLAND	POL	PL
PORTUGAL	PRT	PO
ROMANIA	ROU	RO
SLOVAKIA	SVK	SK
SLOVENIA	SVN	SN
SPAIN	ESP	SP
TURKEY	TUR	TU
UNITED KINGDOM	GBR	UK
UNITED STATES	USA	US

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COUNTRY	MILITARY CODE	CIVILIAN CODE
Partnership for Peace (PfP)		
ARMENIA	ARM	ARM
AUSTRIA	AUT	AUT
AZERBAIJAN	AZE	AZE
BELARUS	BLR	BLR
BOSNIA AND HERZEGOVINA	BIH	BIH
FINLAND	FIN	FIN
GEORGIA	GEO	GEO
IRELAND	IRL	IRE
KAZAKHSTAN	KAZ	KAZ
KYRGYZ REPUBLIC	KGZ	KYR
MALTA	MLT	MAL
MOLDOVA	MDA	MOL
RUSSIAN FEDERATION	RUS	RUS
SERBIA	SRB	SER
SWEDEN	SWE	SWE
SWITZERLAND	CHE	SWI
TAJKISTAN	TJK	TAJ
TURKMENISTAN	TKM	TUM
UKRAINE	UKR	UKR
UZBEKISTAN	UZB	UZB

COUNTRY	MILITARY CODE	CIVILIAN CODE
Mediterranean Dialogue (MD)		
ALGERIA	DZA	ALG
EGYPT	EGY	EGY
ISRAEL	ISR	ISR
JORDAN	JOR	JOR
MAURITANIA	MRT	MAU
MOROCCO	MAR	MOR
TUNISIA	TUN	TUN

COUNTRY	MILITARY CODE	CIVILIAN CODE
Istanbul Cooperation Initiative (ICI)		
BAHRAIN	BHR	BAH
KUWAIT	KWT	KUW
QATAR	QAT	QAT
UNITED ARAB EMIRATES	ARE	UAE

COUNTRY	MILITARY CODE	CIVILIAN CODE
Partners across the globe		
AFGHANISTAN	AFG	AFG
AUSTRALIA	AUS	AUS
COLOMBIA	COL	COL
IRAQ	IRQ	IRQ
JAPAN	JPN	JAP
REPUBLIC OF KOREA	KOR	ROK

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MONGOLIA	MNG	MNG
NEW ZEALAND	NZL	NZL
PAKISTAN	PAK	PAK

2.3 Precedence. Precedence breaks down into two parts - the Science of Precedence and the Art of Precedence. The science of precedence is the basic breakdown of who is senior to whom by virtue of rank and date of rank, or title. The art of precedence is a far more intangible and subtle skill. Sometimes a Protocol Officer may be forced to make determinations on a combination of intricate factors, rather than a simple decision on one. One must remember that some high ranking personnel are keenly aware of how a Protocol Office ranks them among their peers, seniors and subordinates. Special care must be made to ensure that when precedence is decided by rank, information is current and correct; including date of current rank.

Positional Authority. In some instances, precedence at a certain event is dictated by positional authority. Some nations have Chiefs of Defence (CHODs) who are four- star flag officers and some have CHODs that are Colonels, but they are all CHODs, and a CHOD, no matter what his personal rank, is accorded the precedence of a CHOD.

In those instances where there is a group of like individuals, CHODs for example, and none of them are the Host or Guest of Honour, those CHODs will be in alphabetic order, by nation.

Priority is not always transferable, except in the case of the Head of State. When an individual has been nominated to represent a Principal (MFA, MOD, PERMREP, CHOD, or MILREP) at a NATO event, by letter in response to an invitation, the rights, responsibilities and position of his Principal for the purposes of the event can be accorded dependent on the nature of event. This can include, but is not limited to invitations to attend social events, logistical support, and seating arrangements.” (The decision to grant full authority lays with the organizer of the event, in consultation with the national authorities of the guest.)

At the Congress of Vienna in 1815, the Nations decided the rules of precedence, based on diplomatic titles, with ranking coming from the date and hour of office, not size or influence of their Nation. At NATO events, normal seating would be in alphabetical order, in the English or French language, depending on the tradition and location of the NATO Body, by agreed name of Nation, taking into consideration the Host Nation and the Guest of Honour. Partner Nations may be included in the alphabetic order or can follow in alphabetical order, after NATO Nations, dependent on the type of meeting. If Nations are going through the Accession Process, if the Accession Protocols have been signed, but Accession period has not expired, those Nations will directly follow the last NATO Nation in alphabetical order. Appendix 2-1 is a precedence list for events at which there are military VIPs, civilian dignitaries and citizens. Keep in mind also other authorities such as Religious and Justice. Listed below is the NATO internal order of precedence.

1. The Secretary General, Chairman of the North Atlantic Council.
2. Ministers of Foreign Affairs of member countries in order of precedence.
3. Ministers of Defence of member countries in order of precedence.
4. Permanent Representatives on the NAC in order of precedence.
5. The Deputy Secretary General.

6. The Chairman of the Military Committee.
7. Chiefs-of-Defence of member countries in order of precedence.
8. SACEUR
9. SACT
10. Military Representatives in order of precedence.
11. Four-stars Admirals and Generals in order of precedence.
12. The Director of the Private Office of the Secretary General.
13. Assistant Secretaries General in order of appointment.
14. The Deputy Chairman of the Military Committee.
15. The Director General of the International Military Staff.
16. Deputy Permanent Representatives in order of precedence.
17. SACEUREP and SACTREPEUR.
18. Three-stars Admirals and Generals.
19. Directors General of NATO Agencies.
20. A7, OF7 and comparable officers in order of appointment, in the IS and IMS.
21. A6, OF6 and comparable officers in order of appointment, in the IS and IMS.
22. Deputy Military Representatives in order of appointment

2.4 NATO FLAGCODE.

1. INTRODUCTION

The present code sets out the rules and modalities for displaying the NATO Flag.

The code applies to the NATO Headquarters in Brussels, the two Strategic Commands (Allied Command Operations and Allied Command Transformation) and their subordinate headquarters.

However, all others entitled to fly or otherwise display the NATO Flag must do so in accordance with NATO and national regulations, if applicable.

The NATO Flag may also be displayed or otherwise used by Allied Governments in accordance with the present code to demonstrate support for NATO and to further its principles and purposes.

2. THE NATO FLAG

a. Symbolism


On 14 October 1953, the North Atlantic Council “approved a flag for the North Atlantic Treaty Organization, the design of which was a white and blue compass on a dark blue background” (C-R(53)44).

The blue background represented the Atlantic Ocean and the circle symbolized unity.

b. Size

The proportionate dimensions of the NATO Flag are as follows:

Length	400	
Width	300	

Star	150	
Diameter of circle	115	
Space between points of star and start of white lines	10	
Space between outer edge of flag and extremity of white lines	30	

c. Colours

The official code for the flag's blue colour is PMS 280.

d. Reverse Side

Both sides of the flag should be identical. In order to avoid a mirror image of the NATO star, the flag should be produced double-sided.

3. DISPLAY OF THE NATO FLAG

At NATO Headquarters and at the Strategic Commands, the NATO Flag shall be flown permanently, along with the flags of NATO Allies.

- a. The NATO Flag may be displayed alone or with one or more other flags.
- b. The NATO Flag may be displayed on either side of any other flag without being deemed to be subordinated to any such flag.
- c. Closed circle of flags: The NATO Flag should in no case be made part of a circle of flags. In such a circle of flags, the flags of Allied countries should be displayed in alphabetical order reading clockwise. The NATO Flag itself should always be displayed on a flagpole in the centre of the circle of flags or in an appropriate adjoining area. The NATO flagpole should also be taller than all others.
- d. Line, cluster or semi-circle of flags: In line, cluster or semi-circle groupings, all Allied flags should be displayed in alphabetical order starting from the left. In such cases, the NATO Flag should either be displayed separately in an appropriate area, or in the centre of a cluster, semi-circle, or at the beginning of a line. In cases where two NATO Flags are available, they should be displayed at both ends of a line, cluster or semi-circle.
- e. The NATO and Allied flags, displayed as described above, symbolize the unity of the Allied nations. If requested by the host nation of the entity flying the flags, separate treatment can be given to that nation's flag by not placing it in its alphabetical order.
- f. When displaying flags of partner nations, they should be placed in alphabetical order after the NATO and Allied flags. On the occasion of meetings where partner and Allied representatives are seated together in alphabetical order, the placement of the flags should reflect the seating at the table (e.g. RESOLUTE SUPPORT format meetings, Council meetings with KFOR contributors).

- g. Flags of the Strategic Commands and their subordinate headquarters are considered to be organizational flags and shall be placed after the NATO and Allied flags.
- h. All flags should be flown from sunrise to sunset, but may be flown 24 hours a day as long as they are properly illuminated at all times.

4. FLYING OF FLAGS AT NATO HEADQUARTERS AT HALF-MAST

- a. NATO Flag at Half-Mast

The authority to declare official periods of mourning and order the NATO Flag to fly at half-mast rests with the Secretary General.

The Secretary General may proclaim that the Organization is in official mourning when a specific grave occurrence directly affects NATO as an Alliance. On these occasions, the NATO Flag will be flown at half-mast during the period of official mourning. When the NATO Flag is lowered to fly at half-mast, all Allied flags should also be lowered to half-mast after obtaining permission from the Allies, to represent solidarity and sympathy among Allies.

- b. National Flags at Half-Mast

Allied nations retain ownership of their respective national flag and may at all times request that it be flown at half-mast following an event in, or affecting, their own country, and for the duration desired.

In the specific case of the passing of a serving Allied Head of State or Government, the flag of the country concerned and the NATO Flag shall be flown at half-mast, in accordance with the preference of the Government concerned.

Head of State or Government is understood to mean the reigning sovereign or President/Prime Minister-in-office.

- c. Expressing Sympathy

Allied nations wishing to fly their flag at half-mast in order to express solidarity or sympathy following a specific grave occurrence in, or affecting, another country, should first seek guidance from the Private Office of the Secretary General.

The Secretary General may, as a result of such requests, seek to lower the NATO Flag and all Allied flags to be flown at half-mast. In such a case, the procedure detailed in paragraph 5.a. will be applied. No other cases of solidarity will be countenanced.

5. PROCEDURES

- a. Lowering the NATO Flag and All Allied Flags

Following the Secretary General's decision to declare a period of official mourning, the procedure for lowering Allied flags is initiated by the Council Secretariat, with the aim of lowering all flags at the same time. Normally, the silence procedure will be applied.

Upon obtaining the approval of all nations, the Council Secretariat informs the Private Office, as well as the NATO Office of Security and the NATO Spokesperson, that the approval has been obtained and that, as a result, all Allied flags can be lowered. All flags including the NATO Flag will be flown at half-mast until the end of the official mourning period.

The Council Secretariat also clearly indicates when all flags can be hoisted full-mast.

Should the country concerned wish to fly its own flag at half-mast for a longer period, it must inform the Council Secretariat, which will then instruct the NATO Office of Security accordingly.

In the case of the passing of a serving Allied Head of State or Government, the same procedure will apply. However, only the flag of the Allied nation concerned and the NATO Flag will be flying at half-mast.

b. Requests by Individual Allies

Should one Ally wish to have its Flag lowered for national reasons, the Delegation must submit a request to the Council Secretariat and the NATO Office of Security. In such a case, the nation will need to indicate as of when and until when it wishes its flag to fly at half-mast. The Council Secretariat will inform the Private Office and the NATO Spokesperson.

c. Applicability to Subordinate Commands

Decisions to lower the NATO and Allied flags at NATO Headquarters will automatically apply to the Strategic Commands as well. The Council Secretariat will inform the Office of the Director General of the International Military Staff who ensures that the two Strategic Commands are informed in order to execute the decision of the Secretary General.

The Strategic Commands and their subordinate headquarters retain the authority to lower the flag of an individual Ally according to their own internal procedures. However, the lowering of the NATO Flag remains the prerogative of the Secretary General and can only be done after seeking approval of the Private Office.

d. Artwork

The artwork of all NATO, EAPC, ICI, MD, International Organizations and other nations can be found in Appendix 9-6

- 2.5 NATO Hymn. During the celebrations marking NATO's 40th Anniversary in 1989, the Luxembourg Military Band played a "NATO Hymn" which had been composed for the occasion by the Band's conductor, Captain André Reichling. Since then, this particular piece of music has been played on many different occasions, and widely referred to in official ceremonial programmes. This has led to the official adoption of the Hymn by all Allied nations, on 3 January 2018, formalizing it as the Official Hymn of the North Atlantic Treaty Organization.

As a result, the Hymn can be played at NATO ceremonies, at NATO facilities as well as outside, or at the occasion of visits by high level NATO Officials to Allied or Partner Countries. The NATO Hymn can be played by itself or together with one or more National Anthems. It can be played before or after any National Anthem, according to the nature and location of the event, without

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being deemed subordinated to the respective National Anthem.

As the NATO Hymn is being played, civilians will be asked to stand, Military personal in uniform should salute, taking into account national regulations regarding saluting when (not) wearing headgear.

The scores of the NATO Hymn can be found in Appendix 9-5.

Chapter 3 – Etiquette

3.1 NATO Dress Code.

Winter Uniform	Summer Uniform	Civilian Attire	Appropriate Occasion for Wear
Mess Dress/Dinner Dress – (The most formal uniform) - Black Tie - Short Jacket as defined by National requirements - Tails as appropriate - Miniature Medals	Mess Dress/Dinner Dress – (The most formal uniform) - Black Tie - Short Jacket as defined by National requirements - Tails as appropriate - Miniature Medals	Black Tie - Dinner Jacket (smoking) - Bow Tie	- Military Dinners/Balls and National Receptions - State Function
Ceremonial Dress - Service Dress with Medals - Swords and Gloves as required	Ceremonial Dress - Service Dress (lightweight equivalent) with Medals - Long Sleeves - Closed neck or tie	Formal - Dark Lounge/ Business Suit	- Formal Dinners/Luncheons
Service Dress (Class A) - Day Uniform with jacket and tie - Ribbons	Service Dress (Class A) - See Winter, lightweight equivalent, white with jacket for Navy	Informal - Lounge/ Business Suit - One Colour	- Informal Dinners/Luncheons - Cocktail Parties - Private Receptions/ Functions
Working Dress (Class B) - Service Dress without jacket - Pullover/Sweater may be worn	Working Dress (Class B) - Short Sleeved Shirt - Open Neck	Casual - Tie - Different colour slacks and jacket	- Informal Dinners/Luncheons Informal House Party
Field Dress - Combat Uniform	Field Dress - Combat Uniform, sleeves rolled up	Very Casual - Open neck	- Off-sites and Barbecues
Ladies: Protocol Offices do not dictate to civilian ladies correct form of dress. Ladies take their cue from the Men's Dress Code		Relaxed - Anything goes	

3.2 Official Invitations

- a. Official invitations are issued, usually by Protocol, on behalf of a Head of NATO Body to solicit attendance at important functions (Ceremonies and Receptions) being held at the command, or hosted elsewhere by the Head of NATO Body.

- b. Official invitations to Ceremonies and Receptions are normally engraved on white or cream card stock, with either the NATO Body seal or the flag pennant of the commander centred on the top. In the circumstance that an event is hosted by two Commanders, or the Head of NATO Body is dual-hatted (concurrently filling two posts), or the invitation is issued by two NATO Bodies or Commands both seals may appear at the top, with the seal of the command assuming the position of precedence on the left side of the invitation. The invitation must give specific details covering the event as follows:

Centre body of card:

- (1) The Host;
- (2) The Type/Name and purpose of the event;
- (3) The invitee(s);
- (4) When the event is being held. Times are shown using the 24-hour clock, e.g. 19h00. The day of the week will be spelled out, e.g. Wednesday, the eighteenth of February;
- (5) Event location;

Bottom left side:

- (6) If needed, the street address of the event;
- (7) RSVP information. A phone number and/or email address for RSVP's, with a clear RSVP by date indicated;

Bottom right side:

- (8) Appropriate attire for the event both military and civilian equivalent.

A spreadsheet/database is recommended to keep track of RSVP's for a large event, as the data is easily manipulated, and easily emailed to other divisions who may need periodic updates.

- c. The proper wording is as follows:

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(1) Generally, if the invitation is going to a large group of people, most of whom are junior to the Host, it should give the rank, name, service, and title of the host and read “requests the pleasure of your company”.

(2) Generally, if the invitation is issued to a person or persons senior to the Host, it should give the rank, name, service, and title of the host and read “requests the honour of your presence” or “requests the honour of the presence of General and Mrs. ‘Name’”.

It is acceptable to include other information with the invitation, such as parking permits, additional connected invitations, guests list, reply card and route-map. Examples of invitations can be found at Appendix 3-1.

3.3 Personal Invitations

a. Personal invitations to an event held at the Head of NATO Body’s house may be fully engraved, partially engraved or hand-written. All information included on an official invitation is included on a personal invitation. Ensure that if the event has a theme, that it is fully explained, and a telephone number or email address is given to answer any theme-related questions. In addition, a personal invitation shall always be preceded by a phone call to the invitees ascertaining their availability for the event, and the card should state, “To Remind,” or “Regrets Only” on the bottom left side of the card followed by contact details (phone number and/or e-mail address). This card should also ALWAYS state the invitee(s)’ name(s); they shall never be made impersonal.

b. Enclose a list of attendees including full name of each attendee, including spouses - if invited. As for the official invitation, it is acceptable to include other information such as parking permits, additional connected invitations and route-map.

c. Always defer to the Head of NATO Body’s spouse on events that are being held in his/her home and make reference to the spouse in the invitation, e.g. General and Mrs. “Name” request ... If inclusion of the position of the principal is necessary, the spouse does not share in the title, e.g. General John Doe, Supreme Allied Commander Transformation and Mrs. Doe request.....

Uninvited Guests (sometimes referred to as “Party-Crashers”). When a large function is held, the potential exists for uninvited guests to show up. Smaller parties are easier to control; it is the larger receptions where there are a large number of people, some of whom may not be recognized by supporting staff, which are hard to control. In the case of a large party or conference, it is wise to check the guest list at the door, to assist with name badge control, and to check off guests’ names as they arrive. The Hostess of a private party has no obligation to an uninvited guest. An invited guest should not bring an extra guest to a dinner party without first seeking the Hostess’ permission as this puts the Hostess in a potentially precarious situation. Seating arrangements, name tents and tags, and food have all been arranged, and it could be potentially awkward and difficult to add another place. It is the responsibility of the Protocol Officer present to confer with the host, and invite the uninvited person to leave.

3.4 Table Settings. It is rare that Protocol needs to set a formal dinner table, but if a setting needs to be moved, or added, the staff/waiters are busy and time is running short, it may be necessary. Protocol should check the proper placement of silverware; considering the menu; and note that often the salad follows the main course. Silverware is used from the outside in. Food items (bread plate) go to the left at the top and drinks (wine) to the right at the top above the silverware. An example of a standard table setting can be found at Appendix 3-2. Of course, it remains within the discretion of each NATO Body's Protocol Office or the Host/Hostess to adjust the course order in accordance with local Host Nation's customs and in accordance with special food restrictions dictated by allergies, religion or preferences.

3.5 Receiving Lines. Receiving Lines are an integral part of many ceremonies, receptions and events. A Receiving Line is comprised of a group of people, normally the Host and Hostess, with a Guest of Honour if there is one. This group is placed in a line; at a prominent position of the room or hall and formally greets and "receives" guests at the commencement of a dinner, or during a reception. There are several basic rules to follow, and these should keep receiving lines moving.

- a. The Host should be the first person greeting guests, followed by any Guest of Honour, and any other person that is required.
- b. An aide or a protocol person should precede the Host, and acquire names from the people in the line, and give the name of the guest to the Host as each one stops in front of the Host, much like a small introduction, if the guest is unknown to the Host.
- c. Normally, a non-principal is not placed at the beginning of a receiving line and a spouse will be preceded by the principal in the receiving line.

3.6 Seating. Seating charts should always be approved by the Host and/or Hostess. Some simple guidelines follow:

- a. A wife and husband may be seated separately, indeed even be at separate tables. The Host and Hostess will determine this.
- b. The Guest of Honour should be seated either directly across the table or to the right of the Host in all situations. It is always best to check with the host as to his/her preference.
- c. The social norm is to seat man-woman-man-woman and so on, if there are have enough people of opposite sexes. If there are multiple tables and few women, although it is sometimes unavoidable, try to avoid placing a lone woman at a table. As a tradition, avoid placing a woman on the end of the table, if practicable.
- d. If there are multiple tables, the table at which the Host and Guest of Honour are seated may be referred to as Table One. To call it the "Head Table" may infer to some guests that their attendance at the event is less important.

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e. Try to avoid seating people due to stereotypical generalizations (e.g. “Nation A and Nation B don’t like each other”), seat them together if that follows the seating plan. If it is a known fact that two specific people do not get along, and it doesn’t conflict with the seating plan rationale, do not seat them together.

f. Seating plans may be developed by rank, by nationality, by alphabetic order, or a mix of civilian and military that serves a purpose for that specific event. Some examples of Seating Charts can be found at Appendix 3-4. With regard to using an Interpreter at a seated dinner, the Interpreter can be seated behind or adjacent to the person who requires his services; this is up to the preferences of the host.

3.7 Official Gifts Personal Gifts, and Mementos. Please be aware that NATO has adopted a no-gift policy. However, when presenting or receiving gifts, keep the following guidelines in mind.

a. Sources of Gifts and Mementos

(1) Sources are many and varied; be economical. Most military organizations present mementos that either contain an organizational emblem or are representative of the local area. A memento with a local flavour should remind the visitor of their visit to the command. Several shops in the local area may stock the same merchandise, but prices can vary significantly, so shop around. The other factor to consider is reliability. Low prices are attractive but ensure supplier reliability. An engraver, either on-base (graphics office) or off-base, which can support short notice requirements, is essential.

(2) Start with the local Services Shop. They will likely have an assortment of items that best represent the command or base and its mission, e.g. plaques, key chains, pens etc. Search local trophy shops for plaques and engraving. These items may be purchased in advance, and in bulk for better costs. Engraved plates should be added to the memento at the latest possible moment in case a visitor’s plans change, and a memento is no longer needed. Local gift shops are great places to find just the right items that represent the city or region. The search for a memento of this type should take place well before it is needed for an event. As a Protocol Officer, it is a good idea to keep the need for mementos in mind as one tours or shops in the city during personal time rather than waiting to search for a memento until needed.

Local artists and craftsmen are also a great source for that unique, one-of-a-kind item representative of the local area. Local book stores often have a small section dedicated to travel or keepsake books on the local area and its history. Local factory outlet stores are convenient places to shop for mementos, especially silver or glass items.

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b. Stocking Gifts and Mementos. To ensure maximum flexibility and avoid last-minute trips to the local stores, it is a good idea to maintain a conservative stock of various mementos on hand (aka gift closet). The amount of stock will be determined by the frequency with which mementos are presented and the budget.

c. Presentation. Although presenting a memento can be a relatively straight forward process, a few basic principles apply.

(1) Advance coordination is crucial, especially when dealing with international visitors. Gift exchange is basically dictated by the wishes of the visitor. It is important to inquire as early as possible during the visit planning process whether a gift presentation from the guest is anticipated, and if so, what the gift is, or at least what the approximate monetary value of the gift is. If they do not desire a gift exchange, then don't plan one. Many guests will act on the spur of the moment, and bring a gift; even if they have previously indicated that they would not. Always be ready to reciprocate if necessary. Have a photographer standing by, if one is available, as a picture of a gift exchange evokes good memories of the visit; especially when speeches or wishes for improving relations or collaborations are involved.

(2) For large groups, if all members are of the same relative rank, it is appropriate to present each with a similar memento. If one or two members are clearly of a higher rank than the rest of the group, it is appropriate to present them with a "higher order" memento. This is clearly a judgment call. In either case, the principal should make the final approval.

d. The Best Times to Present Mementos. The pre-positioning and actual presentation of the memento are also important. There are no strict rules, but consider making the presentation when it will have the greatest impact, such as:

(1) At the conclusion of a briefing or presentation attended by a senior staff member.

(2) Following an office call with the Head of a NATO Body or his/her representative.

(3) At the conclusion of a key note speech at a dinner, or dining-in or dining-out, presented by the Host or President of the Mess.

e. Wrapping mementos is an important but often overlooked process. Attractive wrapping paper, ribbons and bows, as appropriate, can make as good an impact as the memento itself. The opposite also holds true, if the memento is presented in an unattractive package (shipping container, etc.), it can send a negative message.

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(1) Do not wrap mementos in such a manner that they will be difficult to open. Too much ribbon or tape can create a time consuming struggle that detracts from the presentation. "The Protocol Wrap" is advised, which consists of wrapping the top and bottom of the box separately, so each are wrapped, but the top still fits securely on the bottom of the box. This permits the recipient simply to remove the lid to get to the memento. This is especially advantageous if the honouree must open the memento in front of a large crowd.

(2) If the visitor will be departing shortly after the presentation, be prepared to pack the memento for travel. Do not try to shortcut this process by filling the box with excessive packing material prior to the presentation. An alternative is to include a short note or card offering to mail or ship the memento for the recipient if he or she desires. If they opt for this, ensure the availability of a proper mailing address.

f. Keep records of the gifts presented by the Commander to all Guests. The Protocol Office should ensure the same gift is not presented to the same individual or organisation more than once.

3.8. Titles and Proper Forms of Address can be found at Appendix 3-3. When addressing correspondence or preparing for a visit contact the embassy, or a National Liaison Representative to ensure a current and appropriate form of address.

Chapter 4 – Visit Programme

4.1 Purpose. Initiate, prepare, coordinate, execute and evaluate visits and protocol related events. This also includes visitors attending conferences, meetings, ceremonies etc.

4.2 Applicability. These suggestions are applicable to all individuals responsible for executing visits within NATO.

4.3 Overview. Visits to NATO organizations provide unique opportunities to demonstrate its skill, attitude and professionalism. The Command Group, Division and Branch Chiefs, Protocol, PAO, Security, Transportation, Graphics, Photography Services, Budget/Finance and assigned key personnel must coordinate closely and provide support in accordance with the visit instruction/programme. A successful visit meets the mutual objectives and promotion of the visitor and the organization. Delivering necessary support to the right place at the right time is the key component to this success.

4.4 The Visit Coordinator. The Visit Coordinator is responsible for ensuring the programme runs according to schedule. He or she will adjust programmes when things do not go exactly according to plan and change the content of programmes to suit the visitor's preferences. No two visits are exactly alike, although it may, occasionally, be possible to repeat a successful formula. Good preparation for a visit should include reviewing any previous programme given to that, or a similar group including the level of Host, type of briefing etc. and applying common sense vis-à-vis repeating certain items, giving updates and/or applying any points raised as a consequence of that previous visit.

4.5 Visits are conducted in four phases; Initiation, Planning, Execution and Evaluation:

4.5.1 Initiation. A visit is normally initiated by invitation of the organization or request of the visitor. A copy of a suggested Visit Request Information Sheet is at Appendix 4-1. All requests for visits that require Protocol support must be approved by appropriate authority (e.g. COS/DOM/DOS/Chief of Protocol) before planning can commence. It is important to establish local procedures that provide a means to help determine the proper level of Protocol and logistical support (i.e. whether this is a working-level visit, or one where Command Group is involved.) Once approved, the Host, Office of Primary Responsibility (OPR), and Protocol Project/Action Officer (PPO) are assigned. Approved visits are posted within the headquarters, either on the intranet or other public information sources. All other visits are considered working-level visits and do not warrant Protocol support. The Visit OPR is responsible for preparing and executing working level visits in accordance with applicable directives and standard operating procedures (SOP). Protocol may offer advice to OPRs as needed. The Protocol Officer or OPR will establish contact with the visitor'(s) POC and send a questionnaire form to assist with the programme creation. In exceptional circumstances, short-notice visit requests may require information gathering by phone or email;

however, the questionnaire form is the preferred method to ensure complete and accurate information. The OPR with Protocol will then create the draft programme.

4.5.2 Planning Phase. The optimal timeline for visit planning is dependent upon the complexity of the visit. At a minimum, 30 days should be sufficient for most visits. Follow local directives for coordinating/tasking organizations for visit support and dissemination of final programme. Some of the common considerations include:

- a. Accommodation. Book at the earliest opportunity. If visitors are responsible for payment, they should be informed of the room rate and advised to call the hotel and secure reservations with credit cards. If the protocol office has a relationship with a hotel that allows making reservations for guests without their credit card numbers, make the reservations. Ensure the protocol office is not responsible for cancellation fees or non-payment by guests.
- b. Transportation. Requirements depend on size of group and rank of the visitors. There may also be a need to provide additional vehicles for transport of baggage. VIPs may require hardened vehicles and chase vehicles. Police escort may also be necessary. Ensure driver has detailed information concerning flight/train arrivals and pick-up and drop-off locations. Driver must conduct a “dry run” to familiarize themselves with routes and pick-up/drop-off locations, and have a current GPS, if possible. If a visitor provides their own transportation, details concerning vehicle type and registration, name of driver, and time of arrival should be provided to local security to ensure a smooth arrival.
- c. Security. In addition to transportation-related security issues, close liaison with security personnel is vital to ensure any additional requirements are met. Ensure security officials get a complete list of all visitors.
- d. Hospitality. Lunches and dinners are important as they provide a valuable medium for continuing useful dialogue in a more relaxed and sociable atmosphere. Ensure that the facility used is, as much as possible, conducive to facilitate this continuing dialogue. Close coordination with the appropriate messing facility (this includes local restaurants, if appropriate) will help achieve this. Ensure appropriate paperwork is completed in accordance with local directives and financial guidelines. Account for any dietary restrictions. See Chapter 10 for funding requirements or instructions.
- e. Content. Work closely with the OPR responsible for the content of the visit to ensure the programme is relevant to the visit’s objectives and is covered in the appropriate forum.

(e.g., office call, briefing, tours, etc). Close coordination is required with content providers to de-conflict subject matter and ensure the security classification level of information is appropriate to the visitor. Ensure conference rooms are booked and are appropriate to the size of the group and classification level of subject matter. Additionally, audio/visual support is essential for proper audiovisual, translation and tele-conferencing support. Ensure briefings are provided prior to visit execution. Provide a person who can change slides if briefer is not familiar or comfortable with remote devices. On occasion, content can include cultural activities and spouse programmes. More information on spouse programmes can be found in paragraph 4.6. Ensure both the Command's and Visitor's objectives are met.

f. Dress Requirements. Define proper dress for visit to ensure participants are aware of these requirements and to avoid embarrassment. Visitors may require facilities for changing of clothes upon arrival and departure. Refer to paragraph 3.1 for the NATO Dress Code.

g. Welcome Packages. These are likely to contain any or all of the following: local area information, welcome letters, biographies, visit programme, and mementoes. Coordinate with administrative staff to ensure welcome letters are signed in a timely manner. Ensure any informational items are current. Escorting individuals must be familiar with information that is provided to visitor. Welcome Baskets, if provided, will be delivered to the visitor's room prior to their arrival. Agendas should include appropriate attire for each event. Refer to paragraph 3.1 for the NATO Dress Code.

h. Gifts. Ask the visitor's staff if the visitor intends to present a gift. If so, coordinate with visitor's staff to determine level of gift to be exchanged to ensure the Host reciprocates with the appropriate gift. Refer to paragraph 3.7 for more information regarding gifts.

i. Administrative Details. Name badges/tags, seating charts, and name tents/place cards should be prepared for all briefings and meals when required. Ensure proper spelling of names and follow procedures for rank and precedence. Refer to Chapter 2 for rank and precedence.

j. Arrival Preparation. Plan for any local details, such as Honour Guard, door openers, visuals (posters, greeting signs, etc.), or welcoming committees/greeters, and photographic support.

k. Communication Plan. Clear command and control must be established to ensure good management, communication and the possibility to make adjustments and take corrective measures during the execution phase. Final confirmation of programme details should be made, messing arrangements, briefing rooms' bookings, briefers, etc. Everything must be confirmed, no detail can be assumed as being done, any element of doubt must be eliminated.

4.5.3 Visit Execution. Protocol/OPR must be in complete control of the programme in case of emergency. Flexibility and adaptability are important to meet the visitor's requirements, to solve problems and to avoid misunderstandings/mistakes. It is sometimes necessary to pre-position personnel to verify setup for upcoming events within the programme to ensure proper execution.

4.5.4 Visit Evaluation. An after action review should be carried out in order to evaluate the preparation and execution of the visit. This should include both positive and negative feedback. The conclusions and Lessons Learned (LL) will contribute to improving routines and procedures. The Protocol Officer will incorporate LL into future working practices and procedures. Ensure all support agencies/individuals receive proper recognition for their role in the visit. The Lessons Learned file should be kept on a shared drive, so any Protocol Officer or Specialist can reach it to add Lessons Learned, or to read other's inputs to the file in preparation for their own visits. A Sample Lessons Learned document can be found at Appendix 4-2.

4.6 Spouse Programme. Do not underestimate importance of the Spouse Programme.

a. Preparation. In the course of preparation, remember that the spouses follow the same order of precedence as the principal they are accompanying, (i.e. the spouse to the Guest of Honour will also be the Spouse of Honour in a Spouse's Programme and treated accordingly). A Spouse's Programme must always be fully coordinated with the spouse of the Host, unless otherwise directed.

b. Programme Fee. Spouse's Programmes normally include at least one hosted event, such as lunch or dinner. It is not considered offensive to ask for a fee to cover parts of a Spouse's Programme associated with a Conference, to defray the costs of the programme (such as cultural events, museum tickets, etc.) This fee must be fully coordinated beforehand with the attendees and collected either at the beginning of the visit, or its conclusion. It is considered offensive to ask for a fee if the Spouse Programme is associated with the visit of a Very Important Person (VIP). All matters are hosted in this case.

c. Have a few standard programmes with different lengths and content handy for Spouse Programmes.

(1) Make sure to have accurate information regarding the accompanying spouses, such as full name, go-by name (if any), dietary restrictions/preferences, physical difficulties, allergies, religious particularities (such as food restrictions or others), and other useful information. If the party is small, personal requests can be taken into consideration, but this is for the spouse of the Host to decide.

(2) Be sure to have a "Cheat Sheet" prepared for the Hostess regarding the content of the program, in case any guests ask questions (e.g. how long has the Museum been in operation, what sort of art or artefacts do

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they display, what is the general menu at the restaurant, etc). An example of a Spouse Programme Cheat Sheet can be found at Appendix 4-3.

(3) Depending on length and importance of the visit, prepare a first draft tentative programme to be discussed with the Hostess. Implement all personal wishes of the Hostess into a first draft of the itinerary.

(4) Carry out a programme dry-run, speak personally with tour guides, managers, docents, etc. Speak to the restaurant staff and get a copy of the menu. Parking arrangements for the entire programme should be evaluated and planned.

(5) Always have an alternate programme, staffed through the Hostess, in case of inclement weather.

(6) Spouses should never be kept waiting while the escort officer pays bills or discusses details. No delays should occur if the programme has been correctly staffed.

(7) Ensure to take enough gifts for the Hostess to present to people during the programme (for the docents, tour guides, etc.).

d. Welcome Packages. In the case of a Spouse's Programme during a VIP visit, ensure that information regarding the agenda is included in the Welcome Package. This information should include transportation arrangements, important telephone numbers, Escort Officer's name, hotel address and phone number, dress recommendations, schedule, and any other information deemed pertinent. Name tags, if required, can be put in the Welcome Package.

e. Execution.

(1) Chief of Protocol and the Escort Officer should meet with the Hostess prior to programme commencement.

(2) Normally, the Hostess will welcome the guests and the Escort Officer will brief the Agenda.

(3) The Escort Officer ensures that all participants are present and have received Welcome Packages.

(4) It is advisable that Chief Protocol join the Spouse Programme at the end to obtain any feedback or critiques for the next visit. A suggested Checklist for a Spouse Programme can be found at Appendix 4-4.

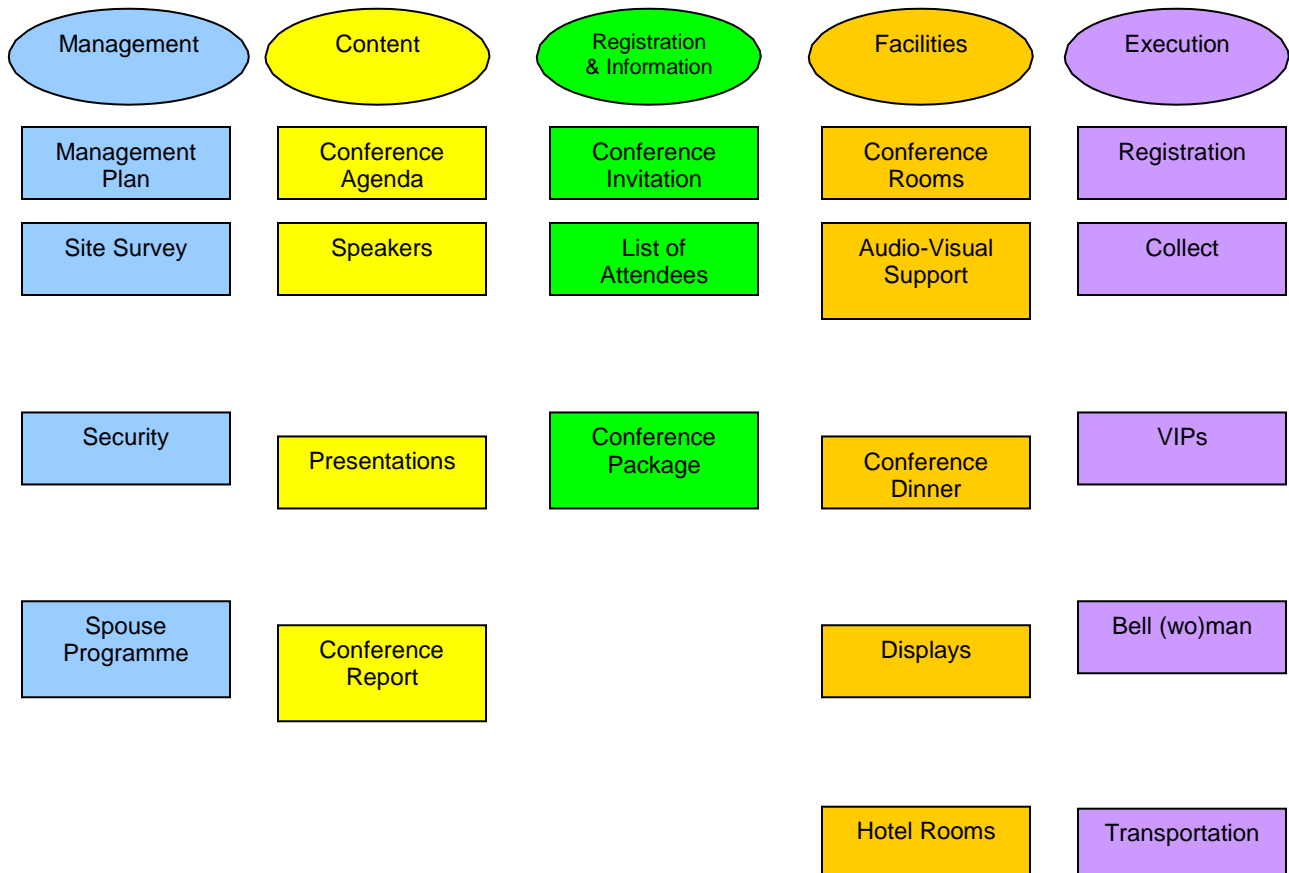
Chapter 5 - Conference Planning

5.1 Core Team Members. Though on large conferences the whole Headquarters/ NATO Body may be involved, Protocol will be the coordinating authority to ensure all logistics are in place. The Protocol Project Officer (PPO) will work closely with the OPR, who is responsible for content. The PPO should liaise with the OPR from the beginning and attend relevant meetings. Although not responsible for content, the PPO should have an understanding of the content of the conference. A clear project mandate needs to be understood before conference planning can be initiated. An example of a Conference Mandate can be found at Appendix 5-1. PPOs should be assigned the tasks listed in the Sample Conference Checklist at Appendix 5-2. The PPO and the OPR PO should liaise with their appropriate Financial Branch to ensure all budget, financial, and contracting issues are in place.

5.2 Assumptions

- Estimate number of guests
- Cost of conference to be covered by the command budget, with possible additional funding from Conference Fee to be raised.

5.3 List of Tasks



5.3.1 Description of Tasks

a. Conference Management

(1) Development of Management Plan. Development and maintenance of a management plan, and managing its execution. Version 1.0 should be prepared 9 – 12 months before conference execution. Tasks include:

(a) Establishing the first version of the Management Plan and getting it approved;

(b) Reviewing on a regular basis the progress made;

(c) Updating as necessary, including the planning of operations.

(2) Site Survey. Establishment of the location of the conference. Perform Site Surveys well in advance depending on time of year. Site Surveys for conferences in other countries should be completed 9-12 months prior to execution, and after Host Nation has agreed to Host, and after Project Mandate has been received. Location should be researched on the internet prior to departure. Protocol should contact the National Liaison Representative (NLR) of the country they will be visiting and obtain input on suitable locations to meet the conference requirements. Contact with Host Nation Protocol should be established through the NLR. Protocol should schedule appointments with a number of preferred hotels, then visit on location. Appointments should also be established with Host Nation Protocol, at which time support from Host Nation should be clarified. Support from Host Nation should include escort officers who speak a NATO language, transportation, drivers, security, and admin support.

(3) Contract Negotiations. Negotiation of contracts with the hotel and the audio-visual equipments rental contract. Set up and approval of the contracts will need the involvement of the appropriate financial branch. It is imperative that the coordination with the appropriate financial branch occurs before and contractual or financial commitment is made. Ensure there is a statement in the contract that stipulate rooms are paid for by each participant and those bills will reflect one flat room rate which includes cost of breakfast. Block an estimated number of rooms well in advance and request the ability to cancel without penalty as close to execution date as possible. Ensure cut-off dates are published to participants. Have Purchasing & Contracting review the contract and sign.

Resources needed: The appropriate financial branch.

(4) Hotel Negotiations. Negotiation of all pertinent logistical details.

(a) Request a separate breakfast room at no extra charge for conference attendees to ensure timely service or even sufficient seating at breakfast before conference if the hotel is large and there are many other guests;

(b) Make arrangements for quick check-in procedures to avoid attendees standing in long lines if the attendees are arriving together on a single flight or within a close timeframe;

(c) Arrange for early pick up of room keys for VIP guests so Escort Officers can escort them directly to their rooms while their aides completes their check in procedures;

(d) Ensure there are enough bell boys for quick delivery of luggage. If not, arrange for baggage handlers to deliver luggage to the rooms. If attendees arrive in a large group, bell boys may deliver luggage when attendees are at an Icebreaker. If this happens ensure tips for bell boys are covered in the room-bill and ensure that attendees are aware of this procedure before enforcing;

(e) Request a luggage room for storing luggage on departure day for large groups leaving together;

(f) Check departure times of guests and if necessary, request late check out for VIP guests at no extra charge;

(g) Request a room where guests can change out of uniform into travel clothes (this may have to be done at the airport if the conference is not at the hotel);

(h) Establish room lists by rank order ensuring that top quality rooms are given to the highest ranking attendees. Room lists will be in rank order by party ensuring that VIP guests are surrounded by their security, staff and supporting personnel. A second list should be provided that lists the chronological order of arrival of delegates. List should include arrival and departure time of guest to ensure rooms are ready and if late checkout is required.

(j) Coordinate conference facilities, audio visual, phone access and LAN lines. Some staffs accompanying the more senior principals may require office space with phone lines.

(5) Conference Invitation Letters. Development and distribution of conference invitation. Conference OPR is normally responsible for

Conference Invitation Letters. Tasks include:

- (a) Creating conference announcement to send by e-mail, preparing the invitees to save the dates in their calendars;
- (b) Developing a distribution list for the invitation;
- (c) Sending out Letters of Invitation as early as possible. CHOD and four-star calendars are booked six months out. Invitations to CHODs and four-stars are signed by the Commander or Deputy Commander; therefore, timely preparation of the invitation is crucial. Letters of Invitation to conferences not specifically involving CHODs and four-stars can be accomplished by the Conference OPR's Flag Officer.
- (d) Developing, staffing, and disseminating by email the Formal invitation. The invitation includes details on the conference schedule, accommodation arrangements, registration information, registration form, access map, etc;
- (e) Sending out a conference reminder three months prior to the conference.

Product and Timeline:

- Announcement sent 9–12 months prior to execution;
- Formal invitation sent six months prior to execution;
- Conference reminder sent three months prior to execution.

(6) Budget Management. Financial control of the event. Ensure the conference costs are balanced with the incomes, and the required funding is available in a timely manner is the responsibility of the OPR, in coordination with the appropriate financial branch.

Tasks include:

- (a) Estimating of the balance sheet, updated as necessary;
- (b) Requesting the command budget;
- (c) Recording of incomes and expenditures;
- (d) Defining the conference fee to collect from attendees. Protocol will support the OPR in this task.
- (e) Protocol is responsible for coordinating hospitality funds and will get estimates for each event, then total for hospitality events. Since high conference fees may discourage attendance; it is suggested to subsidize

hospitality funds with 20% of the total conference budget. Subtract money in budget for hospitality – anything in excess of the 20% may be paid for by means of a conference fee. Protocol needs to complete all requisitions for hospitality and submit to OPR Budget or Funds Manager at least four months prior to conference execution. Requisitions are estimates and over-expenditures should be calculated when submitting requisitions. .

Resources needed: Provision of budget to cover security, speakers honorarium, audio-visual equipment rental, conference room fees, hospitality and admin support, etc.

(7) Security. Assurance of the physical security of the conference based on a threat assessment. Attendance of VIPs (at three-star and four-star level) may require special attention. Asset security needs to be ensured as well. Security is a Host Nation responsibility, with possible support from the NATO Body's Security. Protocol will only coordinate security and provide the security office with details on the conference. Tasks include:

- (a) Performing a Threat Assessment if required by current situation;
- (b) Requesting Security Support (Military or Police Department), if required;
- (d) Delivering a Security Brief to the conference staff prior to the event;
- (e) Patrolling in the Hotel during the conference;
- (f) Sweeping conference room and accommodations as required.

Product and Timeline: Agreement on security by event locations.

Resources needed: Security budget if required.

b. Conference Content

- (1) Conference Agenda. Programme and purpose of the conference. OPR Project Officer is responsible for the conference agenda.
- (2) Speakers. Managing Speakers' participation in the conference.

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OPR is responsible as overall coordinator. Protocol will coordinate escort officers for all conference attendees including speakers.

Tasks include:

- (a) Identifying potential speakers, both within and outside the command;
- (b) Nominating speaker sponsors;
- (c) Establishing contact with speakers and invite them;
- (d) Ensuring expenditures (travel, per diem) will be covered for those speakers who are not speaking on behalf of NATO or Nations;
- (e) Ensuring speakers' accommodation with possibly a VIP room at the hotel;
- (f) Obtaining speakers' speech content;
- (g) Ensuring de-confliction between briefs;
- (h) Obtaining speakers' presentation media;
- (i) Assisting and supporting speakers throughout the conference;
- (j) Sending a thank you letter immediately after the conference.

Product and Timeline: Confirmed agreement with speakers.

Resources needed: Budget for speakers' honorarium.

(3) Presentations. Briefs to be presented during the conference. OPR is responsible for presentations. Tasks include:

- (a) Collecting briefs from speakers, working groups and admin staff through their sponsor;
- (b) Maintaining the reference set of the briefs;
- (c) Ensuring the briefs are available on the appropriate laptops for each session;
- (d) Providing the briefs to be posted on the website after the conference.

Product and Timeline: Briefings needed one month prior to conference.

Resources needed: Briefings, AV-materials.

(4) Administrative Brief (also known as Admin Notes). Briefs providing general information to attendees during the entire conference. Protocol is responsible for the Administrative Brief. Required information includes the initial admin brief, conference schedule, all movements, dress for all events, room assignment, conference dinner, local lunch facilities, departure and baggage handling information, and the loop briefs during the breaks, etc. Admin notes will be included in the welcome package for all conference attendees.

Product and Timeline: Briefs available two weeks prior to execution

(5) Conference Report. Executive summary, previous conference findings (Lessons Learned), working group findings, facts and figures of the previous conference. OPR and Protocol are responsible for the Conference Report.

Product and Timeline:

- Report to be issued one month prior to execution or release date;

- Interim Presentation (“Quick Look”) on the findings of the previous conference within one week of execution;

- Presentations to be delivered to Commander, Deputy Commander or COS at least three weeks prior to execution. OPR delivers content brief, then Protocol delivers logistics brief. Updates delivered as necessary.

Resources needed:

- Lessons Learned, agenda, presentations;

c. Conference Registration and Information. Signing up to attend a particular conference. Registration should be managed by Protocol.

(1) List of Attendees. Setting up the registration process and to maintain the list of attendees who registered for the conference. Protocol Project Officer and OPR responsible for working in coordination. Tasks include:

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- (a) Setting up the registration form to be included in the invitation;
- (b) Setting up the web page for online registration;
- (c) Keeping track of the registration forms sent back by attendees (Fax, email, etc);
- (d) Updating the list of attendees, including all relevant details accordingly (rank, name, country, organization, telephone, email, VIP, speaker, dinner attendance, working group attendance, etc.);
- (e) Cross-checking the list of attendees with the list of guests in the hotel(s);
- (f) Cross-checking the list of attendees with the list of command staff officers involved in conference organization who will attend or verify the staff officer attendees.

Product and Timeline:

- Registration form (invitation & website) six months prior to execution;
- List of Attendees spreadsheet ready one month prior to execution;
- Registration deadline two weeks prior to execution.

(2) Delegate Assistance Centre / Welcome Desk (DAC). Area set up to assist with arrival and conference information. Arrange for a DAC in the hotel lobby in a visible and convenient location. Ensure the set up area has access to power and internet where appropriate. Protocol is responsible with support from the appropriate financial branch, transportation and baggage handlers. Several examples of a DAC configuration or set up photographs follow. Management of a Delegate Assistance Centre:

- (a) DAC Manager will need to have read the Conference Mandate and have a thorough understanding of conference objectives and target audience. Be aware if bedrooms are booked with the clients' credit cards or if the Command has claimed responsibility. The DAC Manager is responsible for rooming lists with the hotel and should have thorough control on chronological order of arrivals – ensuring readiness of rooms for early check-in – requirement for late check-outs, etc. The DAC will be managed based on this information.

(b) The DAC Manager will need the following lists:

(1) An Alphabetical List of Attendees – As attendees arrive and pick up their packages, their names should be crossed off - this allows defence of “NO SHOW” position. Very often an organization will send an alternate attendee – the Command should not be held responsible for room charges just because the originally registered attendee did not show up. If it can be proved that another delegate was substituted, the Command won't be charged for that room.

(2) A Chronological List by Arrival – This will prepare the DAC staff on numbers of attendees arriving at a certain time and enable them to pull packages ahead of time – ensure the hotel has a list in chronological order so that rooms are prepared and keys ready ahead of time. Ensure VIPs have quick and early check-in. Late check-out should have been arranged during hotel negotiations. Confirm late check-out.

(c) The DAC Manager should have a thorough understanding of agenda and items required in Welcome Folder.

(d) DAC Manager should monitor lines and direct attendees to hotel registration while others pick up packages if long lines at the DAC are observed. Collect “Departure Arrangements Transportation Cards” to hand over to Transportation Coordinator. DAC Staff should have a clear view of Hotel Floor Plan and be prepared to give directions to attendees on hotel plan or conference agenda.

(1) Distribute welcome packages and name badges at the DAC on attendee arrival day and sometimes the first morning of the conference for late arrivals. Divide Welcome Folder in separate groups by alphabet, so there can be separate lines for package pick up. Have badges already produced and double check with the Master List the day before execution. Dedicate one person to making new badges separate from those DAC personnel distributing packages.

(2) Provide for last minute registrations and late conference fee payments. Conference fees are best collected at time of registration online by means of an online registration system.

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(3) Providing some necessary administrative support during the conference;

(4) Make arrangements for attendees to bring their luggage to the DAC on departure day for those large groups leaving together. The DAC will tag luggage and ensure delivery to aircraft. A luggage storage room from the hotel may be required as well as a luggage truck and baggage handlers. Luggage should be secure at all times.

Resources needed: Table, computer with online payment and registration system, portable printer, credit card machine and personnel support from the appropriate financial branch, secure luggage room, luggage truck, and baggage handlers.



(3) Name Tags and Name Tents. Preparing the name tags that will be provided to the attendees at the time of check-in to the conference. Protocol and OPR are responsible for coordination of this item. Tasks include:

- (a) Submitting the order for name tags;
- (b) Designing the name tags (possibly using a conference logo);
- (c) Printing the individual name tags based on the list of attendees and printing some spare name tags;
- (d) Producing and providing the necessary conference name tents and provide diagram with room layout for attendees to quickly see where they are sitting;
- (e) Producing and providing the necessary dinner/lunch name tents and seating chart with room layout for attendees to quickly spot where they are sitting.

Product and Timeline:

- Order for name tags one month prior to conference execution;
- Conference logo to be designed five months prior to conference execution;
- Name tags and tents printed close to conference execution;
- Seating charts at conference and social events to be approved by the Commander at first review meeting three weeks prior to conference execution.

Resources needed: Graphics support, computer and printer.

(4) Conference Package. Packages provided to the attendees at the registration of the conference. Protocol is responsible for the Conference Package, with coordination of OPR. Tasks include:

- (a) Defining the content of the package:
 - (1) General information on the conference;
 - (2) Schedule;
 - (3) Welcome letter signed by Host;

(4) Admin Notes;

(5) Invitations to Social Events;

(6) Pocket size movement schedule with important POC phone numbers to include – (Chief of Protocol, Transportation, Project Officer and Emergency);

(7) Local area information;

(8) Biographies on key personnel and speakers;

(b) Developing the package;

(c) Preparing the appropriate number of packages for distribution.

Product and Timeline:

- Conference packages printed six weeks prior to execution;

- Conference Packages assembled two weeks prior to execution.

Resources needed: Graphics and Print Shop

(5) Conference Website. Provides information on the conference. Develop and update on a daily basis the conference website on the Internet, and mirror the unclassified website on the classified network. Analyse the status of the conference website with respect to the command's policy for websites. OPR is responsible for the Conference Website, with support from the Public Affairs Office.

(a) Unclassified Website Address;

(b) Classified Website Address through the IPT website.

Product and Timeline:

- Conference Website layout developed six months prior to execution;

- Update as necessary.

d. Conference Facilities

(1) Conference Rooms. Actual location of the conference. Ensure compliance of the conference rooms set up with the requirements of each session. OPR is responsible for Conference Facilities in coordination with Protocol. Tasks include:

(a) Identification of the rooms available for the conference;

(b) Assignment of each session to a specific room;

(c) Definition of the layout of each room (tables and chairs, audio-visual equipments, paper board, etc.); sample conference room layouts and their rationales can be found at Appendix 5-3.

(d) Design of layout to be included in the conference program, the admin brief, etc;

(e) Verification prior to the beginning of the conference that the layout of the conference rooms is compliant with the requirements.

Product and Timeline: Hotel Contract - nine months prior to execution

Resources needed: The appropriate financial branch.

(2) Audio/Visual Support. Support of the conference in terms of audio-visual equipments, including laptops, video-projectors, screens, microphones, easels, cell phones, printers, etc. Expected support includes the delivery and set up of all equipment in the appropriate conference rooms, and technical support throughout the conference to ensure smooth use of the equipment. Requirements have to be specifically considered for spare equipments and most efficient way to exchange files with laptops (floppy, CD, memory stick, wireless network, etc.). For cost consideration, as much equipment as possible should be provided by the command (when abroad request support from Host Nation/local military headquarters) other equipment would have to be rented through the hotel. OPR is responsible in coordination with Protocol and the appropriate financial branch office prior to any financial commitments. Tasks include:

(a) Requesting CIS conference support through A/V service technicians' website;

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- (b) Identifying A/V equipment requirements (per room per day);
- (c) Coordinating Hotel support and A/V technician support;
- (d) Verifying prior to the beginning of the conference that all the AV equipment is compliant with the requirements. The acoustics should be specifically checked;
- (e) Requesting internet connectivity – LAN lines – some VIP staff may require analogue phone lines and office space;
- (f) Obtaining VIP Meeting Rooms as required;
- (g) Determining classification level of information being presented.

Product and Timeline: Contract; nine months prior to execution

Resources needed: The appropriate financial branch.

(3) Social Events. Social events may vary depending on the size of the conference. Most conferences will make provision for an Icebreaker as a kick-off, a formal dinner, and lunch. Variations to this norm may include a VIP breakfast, or cultural event, etc. Protocol is responsible for Social Events.

(a) An Icebreaker will be held preferably on the evening prior to the conference at a time that allows for late arrivals, but can be held in the evening of the first conference day. Tasks include:

(1) Coordinating with the hotel for the organization and payment;

(2) Selecting the menu – usually finger food with wine (red and white), beer and water, offer non-alcoholic beverages as an option. Note: AVOID PORK – if pork is on the menu, ensure that the specific food item is clearly marked as containing pork, and served on a separate tray – not touching any of the other foods - this is a sign of respect to NATO Nations whose religious beliefs do not permit pork;

(3) Arranging for the Host to make “welcome remarks” which may require the use of a microphone;

- (4) Coordinating music provided by military ensemble – jazz or string quartet.

Product and Timeline: Agreement with Hotel

Resources needed: Part of the budget which may possibly be supplemented by a conference fee. Contact the appropriate financial branch before any financial commitment is made.

(b) Conference Dinner. The conference dinner is usually held in the evening of Conference Day One. It may include a speech by a VIP (the Commander, Deputy Commander or COS). Protocol is responsible for the Conference Dinner. Tasks include:

- (1) Selecting the dinner menu and wine – (Avoid pork and annotate any other dietary restrictions/offer non-alcoholic beverage option);
- (2) Defining the layout of the dining room with specific considerations for the VIP tables and including the requirements for a podium with a microphone;
- (3) Obtaining approval of the menu and seating plan of top three tables the Head of NATO Body/ Deputy/ Chief of Staff at initial IPR or subsequent meetings, delivered by Protocol;
- (4) Coordinate music provided by military ensemble – string quartet, or pianist.

Product and Timeline: As per agreement with dinner location.

Resources needed: Part of the budget which may possibly be supplemented by a conference fee. Contact the appropriate financial branch before any financial commitment is made.

e. Coffee Breaks. To provide appropriate coffee breaks at appropriate times during the whole conference. Protocol is responsible for Coffee Breaks. Tasks include:

- (1) Identification of the number and type of coffee breaks, taking cost into consideration;
- (2) Verification prior to the conference of the location of coffee breaks. For large groups of attendees, coffee must be provided on several stands.

Product and Timeline: Contract with Hotel

Resources needed: Budget – Some conference facility packages include lunch and coffee breaks. If this is not the case, part of the budget may be supplemented by a conference fee - work best possible deal. Contact the appropriate financial branch before any financial commitment is made.

f. Lunch. Provide appropriate lunch at appropriate times during the conference. Protocol is responsible for Lunch. Tasks include:

(1) Define menu – avoid pork products as respect to NATO Nations whose religious beliefs do not permit pork – if there is the option of ham sandwiches ensure that the pork products are not touching any of the other products so ham sandwiches should be served on a separate tray. Ensure there is no “hidden pork” (bacon bits in salads, ham cubes in soup, bacon fat used in cooking).

(2) Verify the location of the lunch prior to conference execution.

Product and Timeline: By agreement

Resources needed: Budget - Some conference facility packages include lunch and coffee breaks – if not – use part of the budget possibly supplemented by a conference fee – negotiate the best possible deal. Contact the appropriate financial branch before any financial commitment is made.

5.3.2 Public Information and Media. Coordinate all logistics support necessary for PAO, rooms for a press conference or a media event etc. Protocol will coordinate with PAO. PAO and Protocol must meet early and often to define the needs of the PAO and those needs can be coordinated with the conference location.

Product and Timeline: By agreement with PAO/PIO and Protocol.

a. Photography. Coordinate all photography assignments throughout the conference to ensure proper coverage. A Group Photo may be required, photos of opening remarks, guest speakers, special award presentations throughout the conference. Protocol is responsible for coordination of Photography.

Product and Timeline: By agreement with the Photographer, PAO and Protocol.

b. Displays. Design, develop and set up all required displays/signals/signs during the entire conference (general information on the NATO Body, conference program, conference rooms assignment, etc.). OPR is responsible for Displays, in coordination with Protocol. Task includes:

- (a) List of all required displays and identification of the supplier (hotel, Graphics Department);
- (b) Design of displays with supplier;
- (c) Set up of displays prior to the conference;
- (d) Verification during the conference of the proper sign display;
- (e) Display dismount after the conference.

Product and Timeline: By agreement.

Resources needed: Graphics; easels; signs, including spare ones, etc.

5.3.3 Transportation. Arrange and coordinate transportation of attendees and staff. Depending on the level of the attendees at their conference, this service may be limited to VIPs or specific groups. If the resources and support are available, transportation may be provided to all personnel who support and attend the conference. Protocol Transportation officer should ensure that all communications regarding transportation are saved as proof of request. Coordinate with Transportation Officer pick-up points for departures at least two and a half hours prior to flight departure time. Ensure conference attendees are aware of pick-up and departure location, time and procedures.

Product and Timeline: Overview of required vehicles needed including luggage trucks and vehicles for staff transportation.

Resources needed: Buses, SUVs, sedans, luggage trucks, drivers, etc. Contact the appropriate financial branch before any financial commitment is made.

a. Escort Officers. An Escort Officer will be assigned to all Distinguished Visitors (DVs) attending the conference who are supported by official transportation assets. Escorts will be paired with a driver and vehicle for the duration of the event. Refer to paragraph 9.3 for Escort Officer Instructions. Protocol is responsible for Escort Officers.

Product and Timeline: Movement schedule – Proposed timeline required one month prior to execution.

Resources needed: Escort Officers who speak a NATO language.

b. Baggage Handlers. Baggage Handlers will be assigned on arrival and departure day for large groups who will be arriving together. Protocol will coordinate with a POC for the flight prior to departure and ensure that all luggage is appropriately tagged from departure point. On arrival, Protocol will obtain a rooming list for all guests and the baggage handlers will mark the appropriate room number of each guest on his/her name tag. Bags will then be delivered to their rooms. On departure day guests will bring their luggage to the Delegate Assistance Centre (DAC). The DAC will provide new luggage name tags that are colour coded to reflect MILAIR or COM AIR. The DAC will store the luggage in a secure room until the luggage handlers arrive to load the luggage on a truck and transport to the MILAIR. Luggage for VIP individuals who will be leaving commercial will be handed to the Escort Officer and vehicle transporting DVs to airport. Protocol will coordinate assignment of Baggage Handlers.

Product and Timeline: Movement schedule – Estimate required one month prior to execution.

Resources needed: Baggage Handlers.

5.4 Conference Execution

a. Registration. Registration online. Purpose is to record attendees' presence, to provide the conference package, and to collect the conference fee. Protocol is responsible for registration online.

Product and Timeline: Signs, name tags, information package, overview of participants, etc; week before execution.

Resources needed: Support from the appropriate financial branch, credit card machine or cash box for last minute registrations.

b. Conference Fee Collection. Ensure the collection of the conference fee in accordance with all associated responsibilities. Protocol is responsible for coordination of conference fee collection. Consult the command's funding directive regarding inclusion of breakdown of funds between administration, food, etc. If there is an opportunity for registrants to pay cash, ensure there is an appropriate financial branch representative to collect, account for and be responsible for the cash.

Product and Timeline: Printed receipts; one week before execution.

Resources needed: The appropriate financial branch.

c. Questions and Answers Support. Wireless microphones to support attendees raising questions. OPR is responsible for Question and Answers Support.

Product and Timeline: Agreement with supporting Office; one month prior to execution

Resources needed: Budget (AV); wireless microphones

d. VIPs. Identify specific support to VIPs, (e.g. office calls or special errands, and make related arrangements). Coordination can be accomplished with the personal staffs of the VIPs ahead of time. Protocol is responsible VIP Support..

e. Admin Office. Set up the admin office in the hotel with all the material needed to support the conference. Protocol in coordination with OPR is responsible for the Admin Office.

Product and Timeline: Overview of all the resources needed, one month prior to conference

Resources needed: Computers with networked printers. Extra badges, copy paper and access to a copier. No less than two telephone lines. Easy access to the conference site. Office supplies.

f. Conference Survey. Prepare, distribute to attendees (within the conference package), collect at the end of the conference and analyze the survey on the conference. The Conference Survey may include requests for feedback on logistics support, venue, social events, protocol service, audiovisual support, and may include a request for feedback regarding conference content. If the Survey requests only Protocol related information, Protocol is responsible for the conference survey. If the survey requests feedback about content and Protocol, the Protocol Office and the OPR are responsible.

Product and Timeline: Conference survey developed one month prior to execution.

Resources needed: Print Shop

g. Interpreters. French to English and English to French interpreters should be provided where appropriate. If available there should be room set up for them with the appropriate communication devices. When a visiting delegation wishes to use a language other than French or English, it should provide its own interpreters.

Note: - Protocol should remind leadership to propose locations for next conference at wrap up of present conference. Immediately following, Host Nation should approve and offer support so that Site Survey for the next conference can be accomplished swiftly.

In general, conference planning is divided into the following phases:

- a. Initiation
- b. Pre-Site Survey
- c. Site Survey
- d. Preparation
- e. Execution

See an example check list at Appendix 5-2.

Chapter 6 – Exercises

For Exercises, Protocol can refer to the Conference Management Plan (Chapter 5) as a Check List. Ensure the Management Plan accommodates the following specific requirements for an exercise. Visits to exercises and events held at NATO bodies at the DV and working level, not only provide unique opportunities to demonstrate the skill, attitude and professionalism of the Command and NATO, but also provide exercise participants (EXCON & Training Audience [TA]) with valuable experience in dealing with DVs under the increased pressure created during exercises. All DV visits for exercises may to be controlled, coordinated and approved using the procedures outlined in this chapter.

6.1 Visitors and Observers Bureau (VOB). May be established within the Protocol Office to plan, coordinate and execute DV real life visits and Protocol related events during exercises at the Command. On the occasion that a command does not have a VOB, an OPR and a Protocol Project Officer will be assigned to carry out VOB functions.

6.2 Tasks and Responsibilities.

a. Manning. During exercises and events, Protocol may be required to establish a VOB. It is often necessary to augment the VOB with personnel from other divisions within the command. For such events, the OPR will be required to solicit nomination of suitable individuals to augment the Protocol Office.

b. General.

(1) Protocol plans and coordinates DV and EXCON VIP arrangements in close cooperation with Real Life Support (RLS) entities within the command, such as transportation, accommodation, messing, security and CIS. The VOB carries out the preparation of Welcome Packages, reserving meeting rooms, assisting with administration, providing escort. The OPR carries out the scheduling of briefings.

(2) VOB refines, coordinates and executes detailed visit programmes.

(3) VOB ensures that the Exercise Director, OPR, Chief of Staff (COS) and Chief of the Headquarters Support/Facilities are kept informed of developments regarding the planning, coordination and execution of events.

c. Chief VOB (can be Chief of Protocol).

(1) Responsible to the COS for the execution of VOB and protocol responsibilities.

(2) Supervises, manages and coordinates all activities within the VOB.

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(3) Coordinates VOB and/or Protocol duties and requirements with RLS, other EXCON entities and TA to ensure effective VOB support is provided to the exercise.

(4) Participates in meetings/conferences and presents VOB plan/status and Protocol related issues.

(5) Produces Protocol input for the EXSPEC (Exercise Specifications).

d. Deputy Chief VOB (can be Protocol Project Officer). Deputies for Chief VOB and assists with the planning, coordination and execution of DV visits and other Protocol related activities. Responsible for managing the VOB Wise Page.

e. Admin Assistant VOB. Assists Chief VOB with the planning, coordination and execution of DV visits and other Protocol related activities. Provides administrative support to the office which includes transport and accommodation coordination, messing coordination, graphics production, printing requirements, etc.

f. Visitor OPR. Appointed by COS for DV Visits and Division Chiefs for working level visits. Responsible for providing administrative and logistical support to the visitor and producing a programme taking into consideration the Exercise Battle Rhythm and other activities taking place during the exercise.

g. Visitor Sponsor. The Visitor Sponsor is responsible for providing administrative and logistic support to the visitor and producing a programme. All visitors to exercises may have a sponsor, either from the EXCON or the TA. Visitors should include the contact details of their sponsor in their PAF.

h. Escort Officers. Assists Chief Protocol with final preparations for visits. Acts as Escort Officer during the execution phase of visits. Escort Officers' duties are detailed in Chapter 9 of this manual. Division Chiefs should maintain a pool of two persons within their division to act as Escort Officer during exercises.

i. TA/VOB Protocol Liaison Officer. A member of the TA who liaises with VOB and coordinates TA visit itineraries.

j. Senior Mentor Coordinator (SM Coord). Provides support to Senior Mentors during arrival, in-processing, and departure. Duties include meet and greet, transportation, escort and assistance at in-processing and throughout the exercise.

6.3 DV Days. In some instances it might be decided to hold a DV Day on a pre-determined day during the exercise. In such cases, the OPR, COS and TA decide the date and produce a combined invitation list. Invitation letters should be sent at the earliest possible time. It is important to remember that Secretary General's, Permanent Representatives', Military Representatives', and four-star officers' calendars are sometimes full up to six months in advance of any given date. The OPR PO is

appointed and produces a detailed programme. Protocol, supported by RLS is responsible for all administrative and logistical requirements. All DV Visits to exercises should be approved by the Commander or the COS.

a. Coordination of DV Programme. Protocol should:

- (1) Liaise with Exercise OPR regarding programme production. Give advice regarding Exercise Battle Rhythm and other activities taking place during the exercise.
- (2) Discuss appointment of Escort Officers with Chief Protocol. Division Chiefs are then tasked with providing them.
- (3) Check schedule of Commander, Deputy Commander, and Chief of Staff.
- (4) Produce initial draft programmes (referring to the Battle Rhythm). Each programme should be treated separately and emailed to all interested parties for initial comments.
- (5) Ensure that all personnel involved with the programme are fully aware of their responsibilities; including briefers, social event guests, transportation, security, etc.
- (6) Notify all briefers of their requirements; the OPR should ensure that he/she is available before nomination.
- (7) Inform Commander, Deputy Commander, and Chief of Staff informed of any changes in the programme, this includes timings, briefings, social events – anything that could impact them.

6.4 Exercise Social Events. Hospitality Funds can be requested and used for official Exercise Social Events of major exercises as follows:

- a. Official Ice Breaker
- b. Official DV Lunches and Dinners, hosted by Commander, Deputy Commander or Chief of Staff.
- c. Official End of Exercise Reception.

Command Group approval of Hospitality Funds supported events should follow local procedures for requesting and approving such funds.

6.5 Task List. A Task List for preparation and execution of an Exercise can be found at Appendix 6-1.

6.6 Visitors and Observers (VO). The following categories exist:

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- a. Category 1. Distinguished Visitors such as:
 - (1) Heads of State or Government;
 - (2) Members of Royal Families;
 - (3) Senior Politicians (e.g. Minister of Foreign Affairs; Minister of Defence)
 - (4) Senior Representatives from International Non-governmental organizations (e.g. UN, OSCE, WEU, ICRC);
 - (5) EAPC (Ambassadorial level);
 - (6) Military Committee (EAPMC/CHOD level);
 - (7) NATO Commanders of SC, RC, JSRC, and their equivalents from Euro-Atlantic Partnership Council (EAPC) Nations.
- b. Category 2. Senior civilians and senior military officers from NATO HQs and NATO/Partner Nations, not covered under Category 1, who are directly concerned with PfP issues (e.g. PCC or PRC/Military Committee Working Group representatives) connected with the exercise participating forces or planning HQs. This includes those from a superior HQ who are specifically tasked to observe and analyse defined aspects of exercise planning and conduct.
- c. Category 3. Senior military officers of national participating forces or HQs not covered by Category 1 or 2.
- d. Category 4. Observers and Inspectors participating in accordance with Arms Control/Agreement, e.g. the CFE Treaty and Vienna Document 1999 (VD 99). During their missions, observers and inspectors will be granted the privileges and immunities in accordance with the Vienna Convention on Diplomatic Relations.
- e. Category 5. Representatives from international or Non-Governmental organisations, or non-NATO/non-PfP nations, (e.g. Mediterranean Dialogue Countries (MD) and ICI not covered under Category 1.
- f. Category 6. All other Observers and inspectors in a Flag/General Officer rank.

Chapter 7 – Event Planning

7.1 Icebreakers and Receptions, Luncheons and Dinners

7.1.1 Invitations. The following are true for all invitations to all events:

- a. Invitations for all occasions at all venues should be sent out at the earliest possible opportunity, this is especially true for invitations to an Honoured Guest, or Guest Speaker.
- b. Invitations should specify occasion, date, time location, dress requirements and RSVP information.
- c. Invitations should specify exactly who is invited (e.g. stag event, or an event with spouses.)
- d. A calendar invitation from Protocol or an email from a principal's staff are acceptable, to ensure the event makes it to the Flag Officers' calendars. It is best to follow this up with a traditional invitation.
- e. If the event has a theme (White Party, Costume Party), ensure specific instructions are given to the guest either on the invitation, or with an enclosed insert.
- f. For events where the number of attendees is critical, such as a small dinner, it is customary to check attendee availability ahead of time.

7.1.2 Dress Code. The following are true for all invitations to all events. Dress code is set by the Host, or Hostess if the event is at a private residence. In any case, dress code should always be listed on the invitation, whether it's Black Tie or Very Casual.

7.1.3 Cocktail Hour.

- a. Check with the Host office for the necessity of a Cocktail Hour.
- b. If a cocktail hour is desired, arrange with the restaurant to have a space provided, a bar and beer and white and red wine at a minimum available. If a cocktail hour is held, normally it should last approximately 30 minutes and is held during the time guests arrive to allow the guests and opportunity to check the seating chart.
- c. Pay special attention to bartender costs in budgeting for this.
- d. If alcohol is served during a cocktail hour, it is not a bad idea to arrange for very light hors d'oeuvres.

7.1.4 Menu.

a. The following suggestions may work for your event:

- (1) If the first course is a cold plate, try to get the first course pre-set to save time.
- (2) Ensure that pork products are not on the menu.
- (3) Have a couple of vegetarian meals ready, in case you are not aware of someone's dietary requirements.

b. At an Icebreaker or Reception,

- (1) A good rule of thumb is a minimum of six pieces of food per person.
- (2) Ensure that there is a variety of foods, both hot and cold if feasible. If a stir-fry station is ordered, ensure that ingredients are clearly marked.

c. At a dinner, either in the Staff Mess or a restaurant,

- (1) Many restaurants have banquet menus, depending on group size, be sure to ask the point of contact for these menus during the menu selection process.
- (2) Ensure a beef and a chicken dish, or a beef and a fish dish are available. Do not limit the menu selections to one main course. A "Surf and Turf" plate is ideal.

d. At a dinner at a private residence, consult with the Hostess, as she and her staff may have menu selection processes in place.

7.1.5 Beverages.

a. The following are true for all events.

- (1) Ensure both alcoholic and non-alcoholic beverages are available, and include both beer and wine.
- (2) A good rule of thumb is to plan for three drinks per person.
- (3) A standard wine bottle contains approximately six glasses of wine.

(4) Pay close attention to the cost, a restaurant or a hotel may charge for bartenders, including a gratuity.

b. If the event is to be held at a private residence, always consult the Hostess.

7.1.6 Decorations.

a. The following are true for all events.

(1) Ask the restaurant what centrepieces they have and ensure they are acceptable.

(2) Centrepieces should not impede line of sight between guests or line of sight between the Host and Hostess and their guests.

b. If the event is being held at a private residence,

(1) Consult with the Hostess. If the event is a theme event, assist her in coming up with ideas.

(2) If natural flowers are being used, remember they will not stay fresh long, it's best to pick them up as close to the event as possible.

7.1.7 Seating

a. The following is true of all events:

(1) The Host should be centrally located, where he can see the most people.

(2) A seating chart should be posted on an easel at the entrance to the room.

(3) If possible, avoid placing a lady as the only lady at a table, unless she is a principal.

(4) Seating flows better with man, woman, man, woman if there are enough women present.

(5) If at all possible, avoid seating guests directly beneath an air conditioner vent or a next to a heater outlet.

b. If the event is at a restaurant, ask for a configuration of the seating arrangements ahead of time for the purpose of prior planning.

- c. If the event is at the Staff Mess located within the headquarters or facility, consult with the Mess President regarding his input on the preferred seating configuration.

7.1.8 Table Tents

- a. If the event is held at the Staff Mess located within the headquarters or facility, table tents may be on plain white card stock, black print, including logo, rank, first name, and last name.

- b. If the event held at a restaurant, table tents may be on plain white card stock, black print, including logo, rank, first name, and last name.

- c. If the event is being held at the Principal's house, consult with the Host or Hostess, as a place card may be part of an overall decorative theme for the event.

7.1.9 Entertainment

- a. The following is true of any event:

- (1) Talk to the musicians and determine any special requirements, e.g. electrical outlets, space restrictions, etc.

- (2) Ensure the type of entertainment is commensurate with the venue, with regards to size of room and number of band members or what equipment is required.

- b. If the event is being held at the Staff Mess located within the headquarters or facility, a small group or a lone musician may be preferable due to space restrictions and loud music interfering with conversation.

- c. If the event is being held at a restaurant, talk to the restaurant, see if there are restrictions on musicians playing in their facility, sometimes use of a band requires form completion, or a special fee may apply. They may have a regular contract musician. If there are no restrictions, ensure the tables are set in a manner that the music won't interfere with normal conversation during dinner, and the band has ample room for their gear.

- d. If the event is being held at the Principal's house, consult with the Hostess. If she wants entertainment, get the best possible specifics as to what she wants.

7.1.10 Audio-Visual Arrangements. When making arrangements, ensure that some form of audio support is present, either a wireless microphone or a podium,

unless the Host or Hostess has specifically stated there will be no remarks during dinner.

7.1.11 Gifts. Honoured Guest's/Guest Speaker's office should be contacted. If that person is bringing a gift, find out what kind and make arrangements for a similar gift. Ensure there is a vase ready in case a guest brings flowers, and be ready to display with a "From" marker.

7.1.12 Foul Weather Plan.

- a. Ensure a Protocol Officer is stationed outside with an umbrella for the arrival of the Honoured Guest/Guest Speaker.
- b. Ensure that a contingency plan exists in the event that any part of the reception is planned to be outside.

7.2 Dining-In. Due to differing National traditions, it is recommended that a committee be appointed to plan a Dining In. An example of a Dining-In Programme can be found at Appendix 7-1.

Chapter 8 - Ceremony Planning

8.1 Accession Ceremonies

8.1.1 Applicability. These guidelines are suggestions for any individual charged with conducting an Accession Ceremony in honour of new Nations entering NATO.

8.1.2 Definition. Accession Ceremonies are conducted on the occasion of new Nations entering NATO.

8.1.3 Overview. The coordinator must work closely with all supporting agencies to ensure all necessary elements are properly addressed. Planning committees should be established and operations/tasking orders should be drafted to ensure proper coordination/execution. A Sample of an Accession Ceremony script can be found at Appendix 8-1.

8.1.4 Planning. Event coordinator should consider, at a minimum, the following elements:

- a. Hospitality services to support pre- and post-ceremony receptions;
- b. Security (venue screening);
- c. Honour Guard to provide support with flag-bearing;
- d. Flag Bearers and Flag Raisers for the Nations entering NATO.
- e. Flag Proffers equal to the number of the Accessing Nations.
- f. Band support, which includes musical programmes for pre-and post ceremony events and playing of National Anthems and the NATO Hymn at the actual ceremony;
- g. Audio/visual and reprographic support;
- h. Engineering and maintenance support.
- i. Gift presentation.
- j. Guest list/invitations. Ensure when preparing the invitation lists that the embassies of the new nations are consulted, and combine their input with the standard invitation list.
- k. Escorts/Ushers.

l. Narrator.

m. Interpreter (where required).

n. Media support, to include local photography support and civilian press agencies (coordinated through local PAO/PIO).

8.1.5 Execution. A sequence of events should be developed according to established military traditions and the desires of the presiding officer. A sample sequence of events is as follows:

a. Position all supporting personnel, to include Band, Honour Guard, troop formation, and ushers.

(1) Military Personnel. All officers and other ranks (OR) personnel should attend the Accession Ceremony unless they are on leave, duty-related travel, or have crucial work that prevents their participation. A Branch Head or senior officer must excuse their absence for this pressing work. Military personnel will follow the requirements stated in the Event Instruction regarding the uniform to wear.

(a) Formation for Military Personnel. The senior officer (below flag or general officer rank and not a senior National representative) at the Headquarters/NATO Body shall be in charge of the officers' formation. As such, he/she will stand in front of the formation, together with the senior officer of the Nation (other than the NLR) and provide the appropriate salute on behalf of the group when the band and colour guard pass in review. The senior officer shall dismiss the formation when the master/mistress of ceremonies announces that the program has concluded. The Senior NCO (or most senior NCO in his absence) shall be in charge of the OR formation. The senior NCO and senior OR representative from the Honoured Nation(s) will stand in front of the formation and provide the appropriate salute on behalf of the group when the band and colour guard pass in review. The senior OR representative(s) shall dismiss the formation when the master/mistress of ceremonies announces that the program has concluded.

(2) Guests of the Ceremony. The guests of the ceremony shall gather in their designated positions no later than ten minutes prior to the ceremony. The ceremony participants (with the exception of the Commander/Deputy Commander/Chief of Staff, other FOGO's

and key participants) shall be in their designated positions no later than five minutes prior to the ceremony.

- b. Principals, including DVs from new Nations collected and escorted to holding area.
- c. Narrator makes administrative remarks to prepare audience for beginning of ceremony.
- d. Ceremony begins; narrator announces arrival of official party.
- e. Band marches on, the Flag Bearers and Hoisters for the new NATO Nations, will follow the Honour Guard, following the Band.
- f. The Host makes remarks.
- g. The Most Honoured Guests from the Accessing Nation(s)s make remarks, in alphabetical order. Each is presented with an appropriate gift; one suggested such gift is a flag stand with all NATO Nation flags, including the New Nation Flag in its rightful place as a NATO Nation. At this point, the Host stands in front, with the Most Honoured Guests from the Accessing Nations standing to his right, in alphabetical order.
- h. The Flag Proffers offer the New NATO Nation Flags to Host, who in turn give it to the Most Honoured Guest, who in turn pass it to the Flag Bearer for that Nation. The Colour Guard leads the Flag Bearer and Hoisters for the New NATO Nations to their Flag Poles.
- i. The Colour Guard, and Flag Bearers and Hoisters for the New NATO Nations proceed to their Flag Poles. The entire National Anthem for each New Nation is played, as the Flag is raised.
- j. With the Flag Bearers and Hoisters still in place, the Host Nation National Anthem can be played, and then the NATO Hymn is played.
- k. The Narrator announces the closing of the Ceremony, with another pass in review by the Band, the Colour Guard. As the Colour Guard passes, the Bearer and Hoister from the newly accessed Nations will fall in.
- l. A Cake Cutting and Reception should follow in the Staff Mess.

8.2 Organisation Stand-Up Ceremony

8.2.1 Applicability. These guidelines are suggestions for any individual charged with conducting an Organisation Stand-Up Ceremony.

8.2.2 Definition. Organisation Stand-Up Ceremonies are conducted when a new Headquarters/NATO Body/Command/Facility becomes officially operational and recognized throughout NATO.

8.2.3 Overview. The coordinator must work closely with all supporting agencies to ensure all necessary elements are properly addressed. Planning committees should be established and operations/tasking orders should be drafted to ensure proper coordination/execution. It is expected that high ranking officials, both from NATO and the country, state or province in which the organization is to be located may be present.

8.2.4 Planning. Event coordinator should ensure, at a minimum, the following requirements are met:

- a. Hospitality services to support pre-ceremony and post-ceremony dinners/receptions;
- b. Security (venue screening);
- c. Honour Guard to provide support with flag-bearing;
- d. Band support, which includes musical programmes for pre-and post ceremony events and playing of anthems at actual ceremony;
- e. Audio/visual and reprographic support;
- f. Transportation support for attendees;
- g. Engineering and maintenance support.
- h. Guest list/invitations. Ensure lists are prepared and invitations sent according to the desires of incoming commander.
- i. Layout of ceremony venue, to include seating charts, blocking for participants.
- j. Escorts/Ushers.
- k. Floral presentations/settings.
- l. Narrator/Announcer.

m. Interpreter(where required).

n. Media support, to include local photography support and civilian press agencies (coordinated through local PAO).

8.2.5 Execution. A sequence of events should be developed according to established military traditions and the desires of the presiding officer. A sample sequence of events is as follows:

a. Position all supporting personnel, to include Band, Honour Guard, troop formation, and ushers.

b. Principals collected and escorted to holding area.

c. Narrator makes administrative remarks (take seats, turn off cell phones, saluting/wear of hats/cover to prepare audience for beginning of ceremony.

d. Seat family members/special guests of principals/VIPs.

e. Ceremony begins; narrator announces arrival of official party.

f. Audience takes seats.

g. Presiding officer gives remarks.

h. Local Dignitary/Host Nation Representative gives remarks.

i. Narrator brings audience to attention.

j. Flag proffer takes position with organization colours (receives from flag bearer) Stand Up of Command order is read.

k. Flag is taken from proffer by Command Sergeant Major, and handed to Presiding Officer, who in turn hands it to incoming commander, while making some remarks about standing up the command.

l. Incoming commander returns flag to proffer.

m. Proffer returns flag to bearer.

n. NATO Flag is raised to NATO Hymn, during the NATO Hymn, all should stand at attention, military in uniform salutes. All National Flags are raised to first few bars of their respective National Anthems, military in uniform should salute. New Command Flag is raised.

- o. Narrator returns audience to their seats; Presiding officer takes seat; incoming commander speaks.
- p. Incoming commander takes position with presiding officer.
- q. Music plays (National/organization anthems, if desired).
- r. Colours are retired (music plays, if desired).
- s. Official party departs.
- t. Ceremony ends.

8.3 Change Of Command/Responsibility Ceremonies

8.3.1 Applicability. These guidelines are suggestions for any individual charged with conducting a change of command/responsibility ceremony.

8.3.2 Definition. Change of command ceremonies are reserved solely for the commander of the organization, while change of responsibility ceremonies signify changeovers of leadership at subordinate levels. Change of Responsibility Ceremonies should be restricted to Command Group, e.g. Commander, Deputy Commander, Chief of Staff and Senior Non-Commissioned Officer.

8.3.3 Overview. The coordinator must work closely with all supporting agencies to ensure all necessary elements are properly addressed. Planning committees should be established and operations/tasking orders should be drafted to ensure proper coordination/execution. Several Samples of a Change of Command ceremony script can be found at Appendix 8-1. A Sample of the set up for a Change of Command ceremony layout can be found at Appendix 8-2.

8.3.4 Planning. Event coordinator should ensure, at a minimum, the following requirements are met:

- a. Hospitality services to support pre- and post-ceremony dinners/receptions;
- b. Security (venue screening);
- c. Honour Guard to provide support with flag-bearing;
- d. Band support, which includes musical programmes for pre-and post ceremony events and playing of anthems at actual ceremony;
- e. Audiovisual and reprographic support;
- f. Transportation support for attendees;
- g. Engineering and maintenance support.
- h. Medal presentation. Ensure administrative support elements have prepared all necessary medal elements, including narratives and presents.
- i. Guest list/invitations. Ensure lists are prepared and invitations sent according to the desires of both outgoing and incoming commanders.
- j. Layout of ceremony venue, to include seating charts, blocking for participants.

- k. Escorts/Ushers.
- l. Floral presentations/settings.
- m. Narrator/Announcer.
- n. Translator (if required).
- o. Proffer of medals/presents (if required).
- p. Media support, to include local photography support and civilian press agencies (coordinated through local PAO).

8.3.5 Execution. A sequence of events should be developed according to established military traditions and the desires of the presiding officer. A sample sequence of events is as follows:

- a. Position all supporting personnel, to include Band, Honour Guard, troop formation, and ushers.
- b. Principals collected and escorted to holding area.
- c. Narrator makes administrative remarks (take seats, turn off cell phones, saluting/wear of hats/cover to prepare audience for beginning of ceremony).
- d. Seat family members/special guests of principals.
- e. Ceremony begins; narrator announces arrival of official party.
- f. Host Nation National anthem and NATO Hymn played/colours posted. Additional anthems/music played as desired.
- g. Audience takes seats.
- h. Presentations made to spouses (if desired, presentations may be made following respective honouree's remarks). Flowers are presented to both the outgoing and incoming commander's spouse after conclusion of the speeches.
- i. Presiding officer gives remarks.
- j. Medal ceremony (if applicable) takes place.
- k. Outgoing commander gives remarks. Flowers may be presented to the spouse as indicated in 8.3.5h above.

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- l. Narrator brings audience to attention.
- m. Outgoing commander takes position; joined by presiding officer and incoming commander.
- n. Flag proffer takes position with organization colours (receives from flag bearer) Change of Command Order is read.
- o. Flag is taken from proffer by outgoing commander and relinquished to presiding officer (outgoing commander may use appropriate phrase to acknowledge relinquishment).
- p. Presiding officer gives flag to incoming commander (incoming commander may use appropriate phrase to acknowledge assumption of command).
- q. Incoming commander returns flag to proffer.
- r. Proffer returns flag to bearer.
- s. Narrator returns audience to their seats; Presiding officer and outgoing commander take seats; incoming commander speaks. Flowers may be presented to the spouse as indicated in 8.3.5h above.
- t. After the exchange of the flag, they take their seats by changing position, incoming commander to the right of presiding officer.
- u. Music plays (National/organization anthems, if desired).
- v. Colours are retired (music plays, if desired. This is a good place to play musical selection that honours incoming commander).
- w. Official party departs.
- x. Ceremony ends.

8.4 Flag Raising Ceremony Preparations and Participation

8.4.1 Overview. NATO Nations may be recognized annually at NATO Bodies on a day of national importance to the country. Normally these are assigned on a rotational cycle 3 - 5 years, depending on frequency. At least one of these annual recognitions within the rotational cycle will be a flag raising ceremony that will feature speakers, a regional military band, and support services from Headquarters personnel. During the other years, the annual recognition will be on a smaller scale, such as a display in the lobby of the Headquarters/NATO Body building or a programme designed by the National representatives usually an evening reception. This portion focuses on the flag raising ceremonies and provides guidance to ensure that these ceremonies encompass required activities; action officers and participants are identified, scheduled, and properly prepared; and guests understand their places and roles within the programme.

8.4.2 Preparations. The following guidance is provided within a suggested timeline (for planning purposes) because these ceremonies are scheduled several months in advance. The suggested timeline is designed so that all staff personnel involved in preparing for a ceremony know their tasks and have ample time to complete the requirements. A Suggested Timeline and Preparation Checklist can be found at Appendix 8-4. A Suggested Script can be found at Appendix 8-6.

NOTE: Flag raising ceremonies for National days that occur on a weekend or holiday will be scheduled for the closest possible Monday or Friday to the selected date or on another date decided on by the National Liaison Officer.

8.4.3 Staff Guests

a Military Personnel. All officers and other ranks (OR) personnel should attend the flag raising ceremony unless they are on leave, duty-related travel, or have crucial work that prevents their participation. A Branch Head or senior officer must excuse their absence for this pressing work. Military personnel will follow the requirements stated in the Event Instruction regarding the uniform to wear.

b Formation for Military Personnel. The senior officer (below flag or general officer rank and not a senior National representative) at the Headquarters/NATO Body shall be in charge of the officers' formation. As such, he/she will stand in front of the formation, together with the senior officer of the Nation (other than the NLR) and provide the appropriate salute on behalf of the group when the band and colour guard pass in review. The senior officer shall dismiss the formation when the master/mistress of ceremonies announces that the program has concluded. The Senior NCO (or most senior NCO in his absence) shall be in charge of the OR formation. The senior NCO and senior OR representative from the Honoured National will stand in front of the

formation and provide the appropriate salute on behalf of the group when the band and colour guard pass in review. The senior OR representative(s) shall dismiss the formation when the master/mistress of ceremonies announces that the program has concluded.

8.4.4 Positions Just Prior to Ceremony. The guests of the ceremony shall gather in their designated positions no later than ten minutes prior to the ceremony. The ceremony participants (with the exception of the Commander/Deputy Commander/Chief of Staff, other FOGO's and key participants) shall be in their designated positions no later than five minutes prior to the ceremony.

8.4.5 After Ceremony Activities. All participants and guests are invited to take part in a reception in the Staff Mess following the ceremony.

8.4.6 Alternate Programme for Inclement Weather (Indoor Ceremony). In the event of bad weather, the outdoor ceremony will be moved indoors. The flag raising will be replaced by an alternate method of honouring the Nation, such as a flag dipping. Flag dipping is lowering all flags, excluding the Honoured Nation and the Host Nation. The invited guests and speakers have the same roles, and guests will be recognized. The band will play the National anthems of the Honoured Nation and the Host Nation and the NATO Hymn. A Sample Inclement Weather Flag Raising Configuration can be found at Appendix 8-5.

8.5. Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA) Signings

- a. An MOU or MOA is a document between two or more parties setting forth information regarding a joint venture or product and are a fairly regular occurrence. Normally, a ceremony is held to recognize the event/achievement. It can be tailored to fit any scenario, from two nations signing to all 30 nations signing. MOU/MOAs are coordinated through the Legal Department.
- b. The following is a suggested timeline/event description:
 - (1) Protocol is tasked to support an MOU signing.
 - (2) The Protocol Project Officer prepares for the signing ceremony based on the advice of legal counsel, who will advise on subject matter and signatories.
 - (3) Protocol Project Officer reserves the appropriate conference room or space and photographic support.
 - (4) Protocol Project Officer schedules vin d'honneur (if desired and appropriate)
 - (5) Protocol Project Officer schedules photographer.
 - (6) Protocol Project Officer invites appropriate witnesses and guests.
 - (7) The day of the ceremony, PO sets up the conference room with appropriate national and command flags and seating to include conference-style table tents, ensuring that the MOU folders are available and Command pens are at each signer's seat.
 - (8) Ensure the ceremony runs smoothly.
 - (9) Return the conference room to its previous state.

8.6. Ceremony Commemorating Victims of Terrorist Attacks against NATO Nations.

a. All Headquarters personnel form in front of the headquarters, officer and NCO formations separate with the Flag Officers in a separate location.

b. Placing the participants.

Scenario (1) Drummer and Bugler, Colour Guard, Flag attendants and bagpiper march on and take position, in that order. There will be two Flag Attendants for the NATO Flag, and all National Flags. While marching, when they are adjacent to their own National flag, they will halt, make a facing movement and march to the flag pole. When each flag is manned, the colour guard, drummer and bugler, and bagpiper will march into position and come to attention.

Scenario (2) When the ceremony begins, Flag attendants are in place by their respective flags. The drummer and bugler, Colour Guard and bagpiper will march on and take position in that order.

c. The Master of Ceremonies will announce the arrival of the presiding officer, who has the chaplain with him.

d. The Master of Ceremonies will present facts regarding terrorist attacks.

e. Presiding Officer will make remarks. The chaplain may say a non-denominational, non religion-specific prayer.

f. The Senior Enlisted Advisor will march past the flag poles at salute. At the passing of the Senior Enlisted Advisor, each flag will be set to half mast.

g. A moment of silence will be observed. One verse of Amazing Grace may be played on the bagpipes.

h. Taps may be played by bugler after all flags are lowered to half-mast. Military will salute.

i. The Master of Ceremonies will announce the end of the ceremony.

8.7 A Welcoming Ceremony is a formal affair, reserved for the highest Dignitaries, and is used to Welcome these Dignitaries to the Command. Ensure to practice the Welcoming Ceremony several times before actual execution. A sample Outdoor Welcoming Ceremony can be found at Appendix 8-7, and a sample Indoor Welcoming Ceremony can be found at Appendix 8-8.

8.8 A Farewell Ceremony is a formal affair, reserved for the highest Dignitaries, and is used to Farewell these Dignitaries from your Command. Ensure rehearsal of the Farewell Ceremony takes place several times before actual execution. A sample Outdoor Farewell Ceremony can be found at Appendix 8-9, and a sample Indoor Farewell Ceremony can be found at Appendix 8-10.

8.9 A Christmas Tree Lighting Ceremony is used to commemorate the beginning of the Holiday season at NATO Commands. While it is understood that a Christmas Tree is primarily a Christian topic, other decorations, ornamentation, and important mementos and objects should be used to Honour other religions practiced by NATO Nations and their Partners. It may be worthwhile to consult Host Nation, or the National Liaison Representatives or other person on Host Nation, and other religious practices. Great care and sensitivity must be taken not to offend any NATO Nation or Partner during these ceremonies. Two Sample Christmas Tree Lighting Ceremonies can be found at Appendix 8-11.

8.10 Memorial Service for a Staff or Staff Family Member. It may be the sad duty of the Command to assist in or hold a Memorial Service for a member of the Staff that has deceased. Care should be taken to honour the wishes of family members present, and the Nation's direction on how to handle this tragic situation.

8.10.1 Initiation. When a staff member in the headquarters passes away, Protocol may be asked to assist with planning a Memorial Service for headquarters staff to mourn the loss of the staff member.

8.10.2 Perspective. The suggested first step in planning such a service is communication with the family to ensure they approve of the headquarters conducting such a service. Whether or not such a service is warranted could depend on the location of the death, the national and religious background of the member, and the family, and the location of the funeral/burial.

8.10.3 Planning Considerations. If it is agreed that a service will be conducted, the following should be considered and planned for, if necessary:

- a. Location. An appropriate atmosphere such as chapel/church, if available, taking religious affiliation of the family into consideration; size sufficient to accommodate all desiring to attend; consider proximity to Headquarters and transportation and parking to ensure convenience for attendees.
- b. Decoration. Floral arrangements, picture of the deceased staff member, religious presentations, and military presentations, such as the missing man table (which can be found at 7.2.7 of this manual).
- c. Sequence of Events. Items which may be included are a eulogy or speech by senior leaders or other staff, instrumental music (organ/other), hymns, prayers, readings from a book of higher authority (Bible/Koran, etc.), benediction.
- d. Programme. Design, printing, include sequence of events and picture of the deceased staff member.
- e. Participants. Senior Leader, Chaplain, organist, Colour Guard, singers, readers.
- f. Support Staff Actions. Message sent out by Chief of Staff, planning staff, location reservation, location set-up and clean-up, programme design and printing, album present at memorial service and afterwards for staff members signatures.

8.10.4 Funding. Headquarters funds should not be used for any part of the memorial service; funding source may vary depending on national funding rules and accommodations.

8.10.5 Other Matters. Other administrative matters (office clean-up, payment and closure of Mess accounts, etc.) may arise when a staff member passes. Protocol should not be directly involved in matters other than the planning/execution of the memorial service, but may encourage the staff handling the situation to consider such matters in order to minimize distress for the family.

8.11 NATO Medal Presentation Ceremony

8.11.1 Background. The NATO Medal is a very prestigious award that is approved by a board that convenes once a year, considering nominations from commands and headquarters throughout NATO. Staff members who receive the NATO Medal should be properly recognized for their accomplishments.

8.11.2 Ceremony Suggestions. Since NATO Medals are approved annually, an annual ceremony to recognize recipients is appropriate. One good venue for this would be during an All-Hands Call, or an event or circumstance during which all members of the Command or Headquarters are assembled.

a. Have the recipients line up on a stage or appropriate place. Protocol should provide a proffer and proffer pillow. There should be a photographer present to take pictures as each recipient accepts his/her award.

b. Given the prestige of the award, if the Commander approves, each certificate should be read in its entirety, and the medal pinned on the recipient. A protocol staff member should prepare the next medal and certificate as the previous one is read, so the proffer can come retrieve it and be ready.

Chapter 9 - Miscellaneous

9.1 Flight Line Protocol (Dedicated or Military Aircraft)

- a. A military flight line is one of the most secure locations on any base, and close coordination with the Air Operations Department and Security is essential. Safety is the number one concern, above all others.
- b. Headgear is normally not worn on the flight line; however, if the visitor is a senior military official, and the commander requires it, it may be necessary. If this is the case, ensure that no one approaches the aircraft until the aircraft engines have been shut off to prevent the engine from FOD (Foreign Object Damage).
- c. Ensure previous communication and coordination with the Customs and Immigration officials so that all requirements are met with respect to those issues. According to the SOFA agreement NATO officials are allowed NATO country access with a NATO ID Card and NATO orders. If a spouse is accompanying the official, ensure spouse is on NATO orders, otherwise all immigration regulations will apply, including passport and visa requirements.

9.1.1 Arrivals. Check with flight line personnel to see where the incoming DV aircraft will be parked. Position the cars or buses where directed by the flight line operations personnel. The lead car should be for the most Distinguished Visitor, and the cars should follow by precedence of subsequent DV's. Vehicles should not move into position until the aircraft engine has been shut off, and the wheels chocked. When the vehicle is in position, the driver should shut off the engine, open the trunk to accommodate any hand-carried luggage, and stand in his position, next to the open door where the DV will be seated. The DV should be seated on the passenger side of the vehicle, behind the Escort Officer. A separate vehicle should be used for luggage, the DV should not be made to wait for the luggage compartment to be unloaded.

- a. When the aircraft is in position, the engine has been turned off and the wheels are chocked, the welcoming committee may approach the aircraft, and stand about 15 feet beyond the accommodation ladder. The commander may wish to only greet the senior official and accompany him or her in the car, or to greet many DV's. The commander may also wish to enter the plane and greet the DV. These are details that should be addressed before arrival of the plane.
- b. If there is a requirement for security vehicles, ensure this is coordinated in advance to know which car is the lead car and which is the chase car and which cars hold the DV's. If using a bus, the security cars will be positioned before and after the bus in the motorcade.

9.1.2 Departures. Check with the Air Operations Department as to where the departing aircraft will be parked waiting to be loaded. Coordinate departures with the responsible airport officials and request that gates are open and a clear path to the aircraft are plainly marked or understandable for the drivers. An air terminal vehicle may escort the first vehicle onto the flight line, while others follow. Ensure all safety precautions are followed. Do not leave the air terminal until the DV aircraft is actually in the air.

9.2 Airport Protocol

9.2.1 Arrivals. It is general practice that if officers of a three-star level or above or their equivalent are arriving, they may be met by a flag officer from the command of an equal level. This may be the Hosting flag officer, and if he is unavailable, he will assign a representative. Arrive at the airport approximately 30 minutes before the scheduled arrival of the DV, this will ensure proper placement of security vehicles and drivers, and to have the security go past the screening point. When the flag officer from the command arrives at the airport, ensure he is aware of the escort's presence. Coordinate dress in advance with the arrival party.

- a. If the threat assessment requires it, some security personnel may be involved. They can liaise directly with the airport security about going behind the security perimeter to meet the incoming DV's if necessary. Ensure previous contact with the security personnel assigned, and exchange cell phone numbers before you are separated at the airport. Ensure the driver is positioned adjacent to the exit doors, with the trunk lid up ready to receive luggage. If the DV is a VVIP, and requires a security detachment, the escort may not be able to ride in that vehicle. If this is the case, the escort car should be directly behind the lead car, and the driver should be instructed to follow the security vehicle.
- b. If there are no security personnel involved, and if the escort has not seen a biography or a CV with a photograph, the escort should carry a sign with the DV's name on it. The escort should ensure the Greeting Flag Officer is aware when the DV is approaching, so he can make eye contact and greet the DV. If the DV has staff with him, the escort can greet the staff and the escort and the staff can go to the luggage retrieval place and take care of that while the Greeting Flag Officer make a leisurely trip to the transportation. If there is no staff with the DV, the escort should offer to carry his carry-on bags, and he can accompany the escort to the luggage carousel to identify his luggage. If there is a VIP lounge service, arrange for access for the VIP to freshen up while bags are collected.
- c. Consult with the DV's staff personnel to find out if there are any people accompanying the DV, and whether additional vehicles are necessary.

The DV vehicle should carry the DV, the escort and one other person if required.

9.2.2 Departures. Protocol should ask whether the Host wants to send a flag officer to bid farewell to the DV. The escort should accompany the DV through the check-in process and walk them up to the security screening point. It is advisable to wait at the airport until the departure of his aircraft.

9.3 Escort Officers. An Escort Officer will be assigned to all Distinguished Visitors (DVs) or conference attendees who are supported by official transportation assets. Escorts will be paired with a driver and vehicle for the duration of the event. Besides the above, the following are the major duties of the escort officer:

9.3.1 Communications:

- a. Escorts are responsible for coordinating with their driver, as well as the DV Coordinator. Escorts will also be coordinating with their assigned DV's staff to track current flight arrival/departure times.
- b. If possible, all escorts and drivers will be issued a cell phone for the event. Carry this fully charged cell phone at all times once issued – this is a crucial link to AND from the DV Coordinator. Conferences/visits can be dynamic events and many additional requirements will be highlighted during the event, so cell phone need to be readily available and fully charged. Escorts should be familiar with the phone and perform a test call to ensure it works. Ensure that the ringer on the phone is silenced/vibrate mode the day of the event for all drivers and escorts.
- c. Ensure that all involved have all pertinent phone numbers on hand (will be provided in form of a pocket card from the DV Coordinator). In addition, make sure that the DV Coordinator has the current cell number on record.

9.3.2 Processes:

- a. The DV Coordinator will obtain initial information on the DV requiring escort and will assign an escort/driver/vehicle team to execute. The movement will be added to a DV Tracking matrix to capture the specifics of the movement.
- b. Make contact with the DVs staff to identify the protocol escort as their POC for the trip (provide mobile phone number) and identify their requirements for the day.
- c. Update the DV Tracking matrix with any incomplete/subsequent information and return to the DV Coordinator. Ensure confirmation of arrival/departure information, all travellers in the party, and have a way to

contact the delegation while they are on the move to react to any last minute changes.

9.3.3 Escort Flight Line Protocol:

a. Prior to official party arrival

(1) Ensure you, the driver and the vehicle arrive at the Airport at least 60 minutes prior to the official party's arrival.

(2) Ensure to have the driver's mobile number programmed into your mobile phone and that the driver has yours.

(3) Ensure the vehicle is clean inside and out and that seat belts are stowed properly (VIP 15-Passenger Van bench seat belts should be laid out perpendicularly to the seat so as not to trip passengers as they enter the vehicle).

(4) If possible, stage vehicle with passenger side facing the Airport Terminal exit.

(5) Ensure the appropriate Flag or General Officer placard is properly displayed on the dash of the vehicle. (Obtained through Command Transportation)

(6) Leave the vehicle running at all times. Ensure the vehicle is at a comfortable temperature and that the air in the vehicle is constantly circulating. Also ensure the radio is turned completely off.

(7) Ensure the front seats are as far forward, as safely possible, to aid in the official party's comfort.

(8) Ensure all mobile phones, PDAs, etc. are either turned off or placed in silence/vibrate mode.

b. Loading the vehicle

(1) Ensure the driver is standing by the rear passenger door and that it is opened as the official party proceeds toward the vehicle. The DV and spouse, if applicable, should always be the last member of the official party loaded into multi-passenger vehicle and the first out.

(2) Once the official party is loaded into the vehicle, you and the driver should enter the vehicle.

c. While in the vehicle

(1) Ensure the official party knows that you are their point of contact while on location and give them your contact card (The DV Coordinator will provide this).

(2) If the official party asks you a question or engages you in conversation, answer politely. Do not interject into the official party's conversations unless invited. Carry a pocket size itinerary and be familiar with it and be able to answer any questions asked. It is appropriate to ask if they are comfortable (too warm, too cold, etc.).

(3) Quietly phone the DV Coordinator, and inform him that you have the official party and are en route.

(4) Ensure the official party arrives safely and on time. If the driver is driving in an unsafe manner correct him quietly and without drawing attention to the problem. Do not carry on a conversation with the driver; his/her focus needs to be on the road ahead.

d. Unloading the official party

(1) Locate the NATO vehicle window plate (provided by Command Transportation) prior to arriving at the destination and place it in a visible location on the dashboard to gain access to the compound.

(2) Ensure the driver places the passenger side of the vehicle to the curb or unloading point at the final destination if possible. Again, the rear passenger door should be lined up as closely as possible with the door the official party will end up entering. As the driver slows the vehicle and pulls into position, unbuckle your seatbelt and ensure the automatic door locks are in an unlocked position (some vehicles are equipped with locks that automatically engage when the vehicle reaches a certain speed). Quickly depart the vehicle and open the rear passenger door. Hold the door open and offer assistance to departing official party members as required.

(3) If you are meeting DVs arriving in a hard car. Wait for the car to pull up at the curb and allow the security to open the door before greeting the official party. This applies also to DVs arriving in standard vehicles. Allow the attending staff in the vehicle to open the door, to ensure they are ready to depart vehicle.

(4) Follow the official party and remain with them until they are greeted and escorted to their seats.

(5) Drivers stage vehicles in appropriate areas on the parking lot, as directed by parking attendants/security.

e. During the Event

(1) Discreetly track the movements of the DV so you can be ready to leave at a moment's notice. Let the DV know that you will be close by should they need assistance.

(2) Know where the vehicle and driver assigned are at all times. Ensure the driver is given adequate notice to position the vehicle to support the departure.

f. Departure of official party

(1) Call the DV Coordinator and let him know that you are en route to the airfield/airport/hotel.

(2) Have the driver position the passenger side of the vehicle toward the unloading point.

(3) Unload official party in same manner as mentioned above.

(4) Proceed back to vehicle and watch the aircraft until it is airborne.

(5) Contact the DV Coordinator, identify who your DV was and advise him that the DV has departed. You are then free to leave.

9.4 Events Involving Royalty. Please find guidance for dealing with Royalty or Monarchies of the NATO Member Nations at Appendix 9-1. Each Royal Household operates differently, and advice on particular matters or specific situations can be gained from the National Liaison Representative. A royal or a state occasion may be the most formal gathering that people attend. All members of the Royal Family have their own staff, if there is some doubt regarding a procedure or formality; ask for advice from the staff. It is of the utmost importance not to be late. All people present will consider it indefensible to arrive after the Royal Family. A thank you letter is not required, but if you desire to send one, it should be sent as per the direction in Appendix 9-1. A matrix regarding dealing with Royalty from NATO Nations can be found at Appendix 9-1.

9.5 Basic Flag Etiquette

9.5.1 Definitions.

- a. National Flag. The flag flown by citizens of the country, used to represent the country should be shown the highest respect. Whenever National flags are displayed, due consideration should be given to flag etiquette. When handling a flag ensure it never touches the ground.
- b. Head, Foot, Hoist and Fly. The head of the flag is the upper side, while the foot is the lower side. The hoist is the part of the flag nearest the flagpole and the fly the part furthest from the flagpole. The head is more important than the foot and the hoist more important than the fly. The width of a flag is the measurement at the hoist, while the length is the measurement from hoist to fly.
- c. Flag Quarters. A flag is divided into four quarters. In descending order of importance we have: first - Top left, second - top right, third - foot left and fourth - foot right.
- d. Canton. The corner of the flag uppermost and nearest the flagpole (first quarter). This is considered to be the point of highest honour on a flag. Note that the 50-star field of the US flag is in the canton of their flag.

9.5.2 Generalities

- a. At NATO Bodies/Commands/Headquarters, National flags are flown in the order they appear in the English or French alphabet depending on the tradition and location of the NATO Body.
- b. Exception can be made for the Host Nation Flag, if requested by the Nation, to get the position of honour (see display of flags further on).
- c. Each flag should have the same width (measurement from top to bottom) and approximately the same size. If any of the flags are square (e.g. Switzerland) or nearly square, they can have a slightly larger width (up to 125%) to give a more equal area. For purposes of conformity, all Allied NATO Nations have agreed to have their national flag produced according to the same 2:3 ratio.
- d. Each National Flag should fly from a separate flagpole of the same height. No one National Flag should be flown at a height above another.

e. If the number of flags permits, they should be raised and lowered simultaneously. If not, the Host Nation Flag should be raised first and lowered last.

f. When displaying flags, care must be taken to fly them the correct way, e.g.: it is considered improper to fly flags upside down (for an example: see figure 1), flying flags at half-staff has to be done according certain rules (see further), the Host Nation's flag should always be flown when other flags are on display, etc...

*Example; Union Flag of the UK.
In the first quarter, the wider diagonal white stripe must be above the red diagonal stripe.*

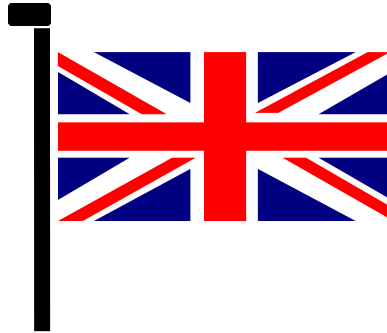


Figure 1

9.5.3 Use of National Flags.

- a. It is improper to use any of the National Flags as a table or seat cover or as a masking for boxes, barriers, etc.
- b. The use of any of the National Flags to cover a statue, monument or plaque for an unveiling ceremony is not common practice and is discouraged.
- c. Flags should never be flown in a dilapidated or damaged condition, or when soiled. To do so is to show disrespect for the Nations or organization they represent.
- d. When a flag becomes tattered or faded and is no longer in a suitable condition for use, it should be destroyed in a dignified way, for example by burning it privately, or by tearing or cutting it into strips that no longer resemble the original flag.
- e. Although flags are normally flown from sunrise to sunset, they may be flown 24 hours a day as long as they are properly illuminated at all times, preferably by spotlight.

9.5.4 Flags at Half-staff

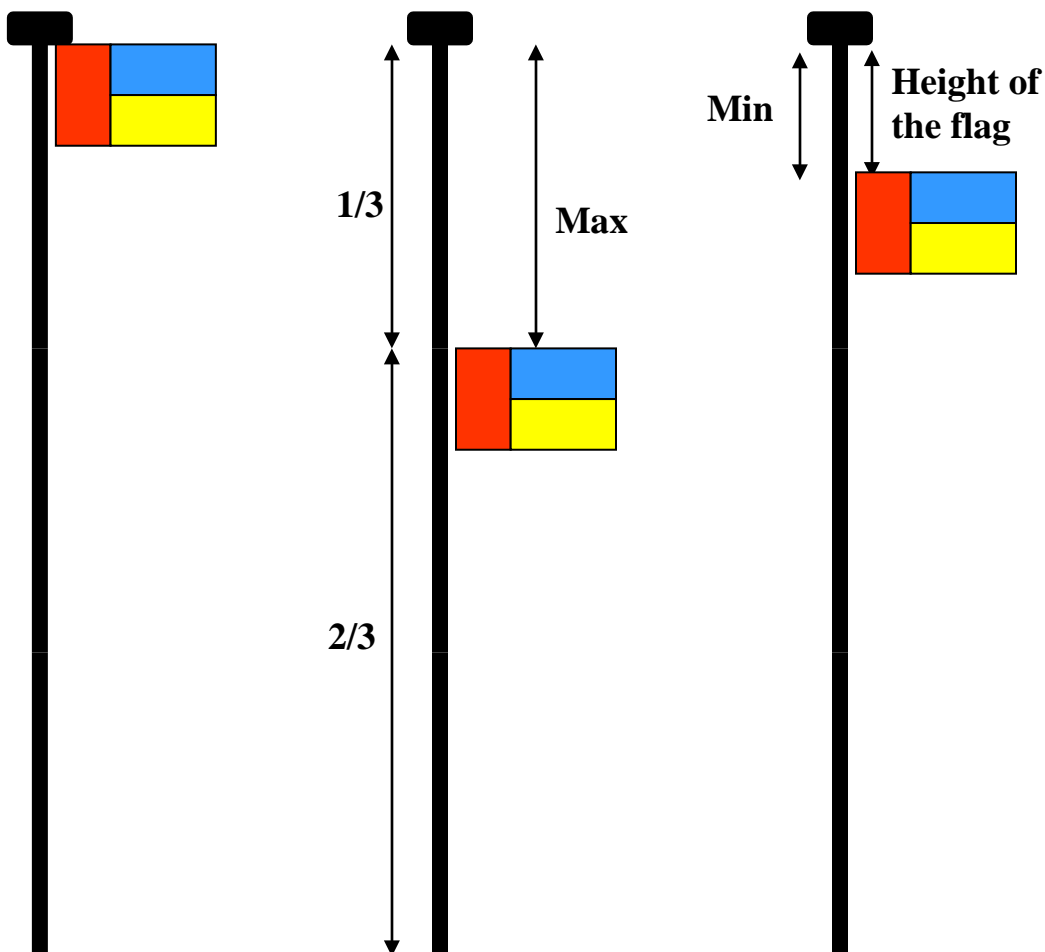
- a. Flying the flag at half-staff is an area of flag etiquette that most people want to make sure they get right. It is also an area for which the road to error is routinely paved with good intentions.

b. There is a great deal of misunderstanding in the term “half-staff” (or half-mast). It does not mean literally half way down the flagpole. Half-staff means the flag is flown two-thirds of the way up the flagpole, with at least the height of the flag between the top of the flag and the top of the flagpole, allowing space for the traditionally invisible flag of Death (Figure 2).

c. When a flag is to be flown at half-staff, it should first be raised all the way to the top of the mast, allowed to remain there for a second and then be lowered to the half-staff position. When it is being lowered, it should again be raised to the top for a second before being fully lowered.

d. When a National flag is at half-staff, other National flags should be flown in their normal position, unless their country is also observing mourning.

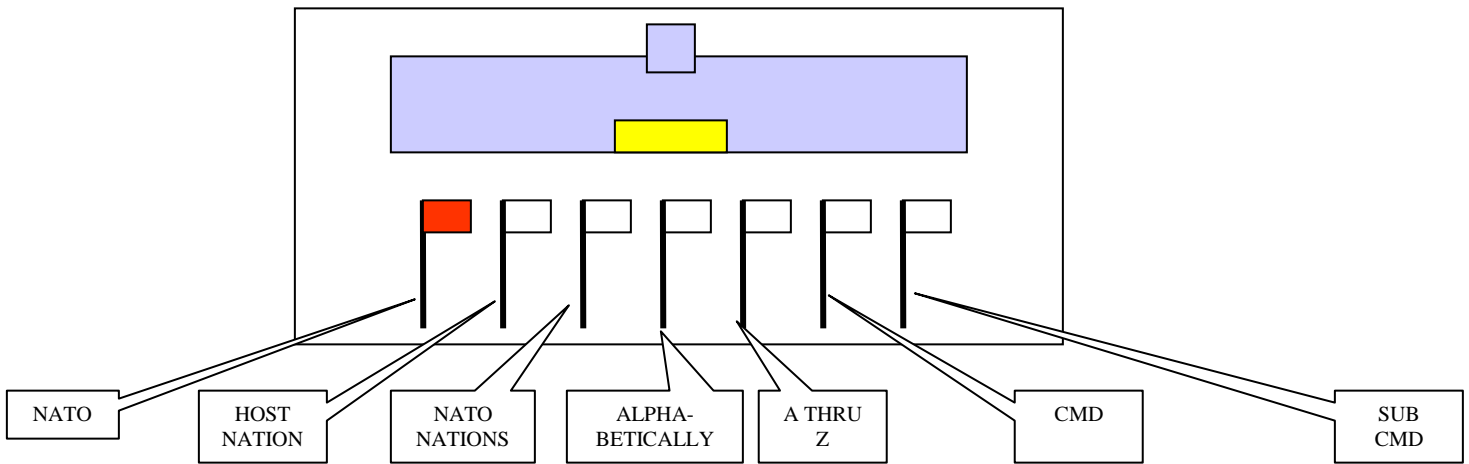
e. Since half-staffing a flag is such a delicate matter, the circumstances to half-staff a (or several) flag(s) as sign of mourning is not part of this basic overview. The NATO and Headquarters or Organization Flags are only flown at half-staff if so directed by the NATO Secretary General. National flags are flown at half-staff when directed by their National or by request to the Headquarters of the Nation’s Liaison Representative.



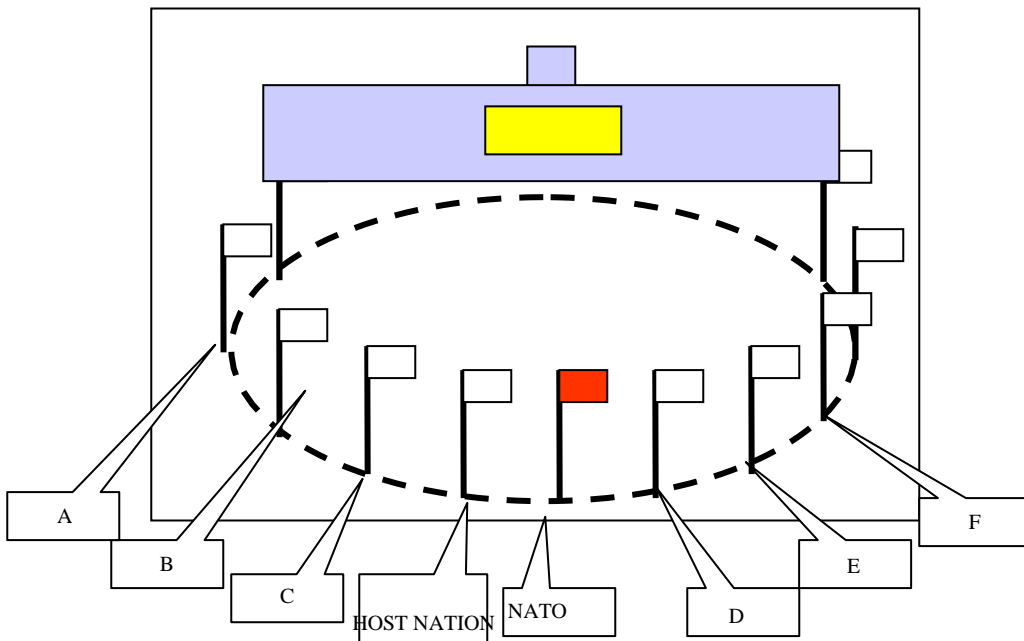
9.5.5 Display of Flags

a. Defining the honour position

(1) Where flagpoles are parallel to the building line (in front of the main entrance), the honour position is on the left of an observer facing the entrance of the building. This would be the position of the NATO flag, potentially followed by Host Nation flag and then National flags in English or French alphabetical order, clockwise, depending on the location and tradition of the NATO Body, ending with the HQ flag.

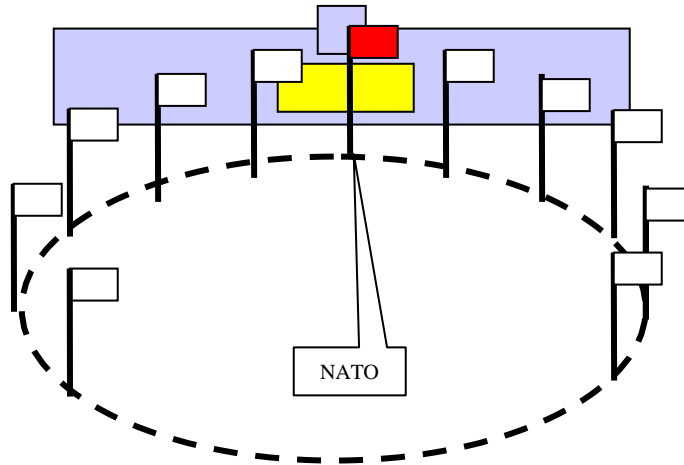


(2) In a partial circle, with the opening facing the building, the NATO flag should be in the centre. National Flags shall be flown in alphabetical order, left to right, separate treatment can be given to the Host Nation flag by not placing it in its alphabetical order.

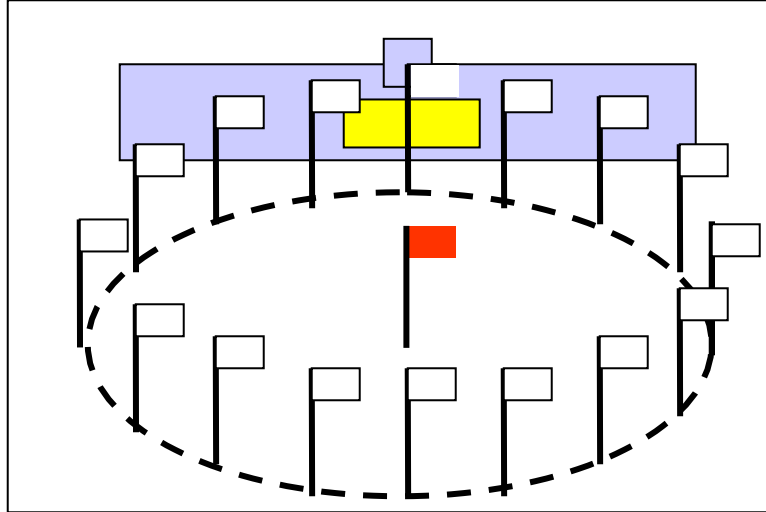


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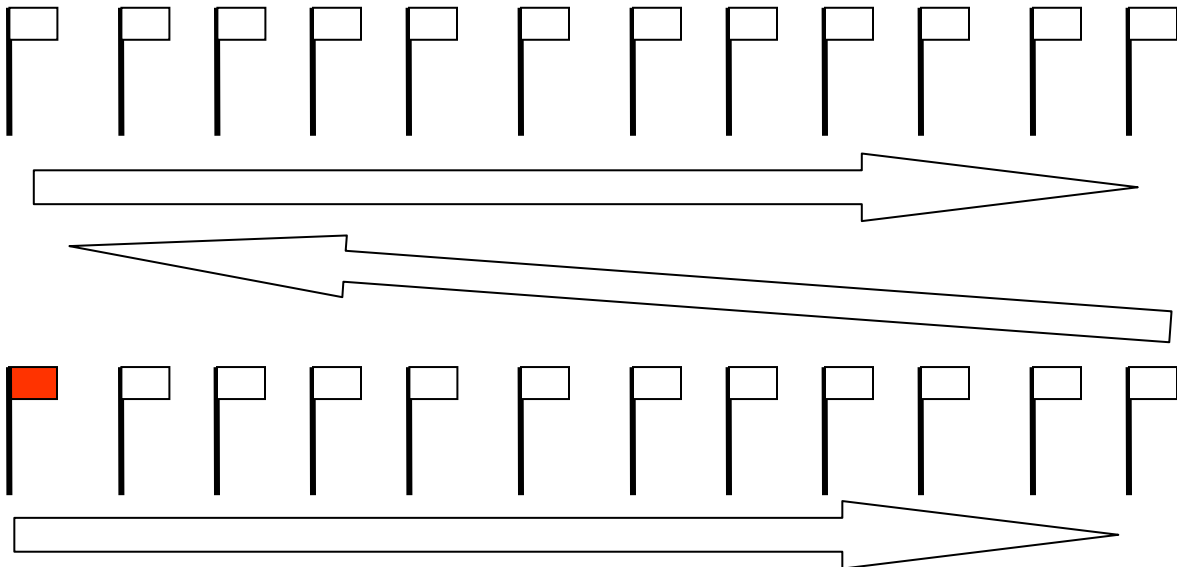
(3) In a partial circle, with the opening opposite to the building, the NATO Flag should either be in the centre or displayed seperatly in an appropriate area.



(4) In an enclosed circle, the NATO flag should never be made part of the circle, it should be displayed seperatly in an appropriate area or in the centre of the circle.



(5) In a group of rows, the NATO flag should be flown on the flagpole in the first row on the left when **looking at the rows**. The Host Nation flag can be to the immediate right. The remaining flags should be arranged alphabetically.



9.5.6 Raising and Lowering the Flags.

a. The flags shall be raised in the below order, and shall be lowered in the opposite of the below order:

- (1) NATO
- (2) Host Nation
- (3) Albania through United States, in alphabetical order
- (4) Headquarters or Command Flag

b. Flag raising and lowering requires two people.

(1) First person manipulates the line.

(2) When raising the flag, the second person holds the folded flag while it is being raised, then stands at attention until the flag reaches the full mast and the line is secured.

(3) When lowering the flag, the second person stands at attention waiting for the flag to come down, catches the flag and secures it. Under no circumstances shall any flag be allowed to touch the ground.

(4) Personnel are authorized to lower the flag by the fastest possible means without allowing any flag to touch the ground, during severe inclement weather or when wind speeds of 40 mph or greater are expected.

9.5.7 Other Situations.

a. When displayed from a staff, inside a building or on a speaker's platform, the NATO Flag should be placed on the left side of an observer facing the display (right-hand side of the speaker), and Host Nation flag on the right side of the observer.

b. Honour Guard Flags. (used by the honour guard at change of command and official ceremonies). They are made of flaglon which looks like silk but has the advantage of not getting stained when the flags are used outside and rain drops may fall. These flags are double faced, 0.8 m x 1.2 m and have gold fringing.

c. Indoor Ceremonial Flags. Are double faced embroidered and without fringing. They are made of artificial silk and used for official conference rooms, generals' offices and in the main hallways of an HQ.

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d. Outdoor Ceremonial Flags Are single faced, made of polyester and can measure 2.0 m x 3.0 m, depending on the height of the poles, or for inclement weather the use of storm flags made of polyester, single faced, and measuring 0.8 m x 1.2 m should be used. On very special days, (Change of Command ceremonies, etc.) use 3.0 m x 4.5 m flags, single face, embroidered with metal rings.

9.5.8 Proportions (or ratio) and dimensions of flags.

a. There is no single correct proportion for all flags; each flag has it own. However, it is commonly accepted that for use in a display all flags should have the same width and size except for the Swiss and Nepal National flag.

b. In most organizations, flags to be used in a display have a width-length proportion of 2:3 (corresponding to the French flag based flags).

c. The size of a flag is measured by its "length" in meters. The normal rule is 0.9 m for every 3 m of flagpole height. Therefore, a freestanding 9 m flagpole would require a 2.7 m flag. So, in the case of a display, such flags should measure 1.8 m long x 2.7 m wide.

9.5.9 Precedence of Flags in English Language can be found at Appendix 9-1. The Precedence of Flags in French Language can be found at Appendix 9-2.

Chapter 10 – Representation and Hospitality Funds

10.1 Discussion. This chapter establishes policy for the administration, control, and use of Representation and Hospitality Funds. These funds will primarily be used to extend official courtesies and enhance the stature of NATO as an international organization. Official courtesies will be in keeping with propriety as dictated by the occasion and conducted on a modest basis conveying a positive image of NATO. Hospitality funds are to be used solely in support of official functions by extending courtesies to authorized guests. Hospitality funds are not to be used to subsidize subsistence costs of NATO personnel.

a. Representation Funds are non-accountable funds provided to a Commander by the Nations' Permanent Representatives to NATO for use at his discretion. The Commander may allocate these funds to his senior staffs and subordinate commanders as he considers reasonable. The appropriate financial branch will delegate funds as directed by the Commander.

b. Hospitality Funds are provided to the Command to enhance a better understanding of NATO to visiting guests and dignitaries. The purpose of these funds is to positively promote NATO. Hospitality funds will be programmed and submitted in each Headquarters' budget as part of the annual budget process. Hospitality requirements within the Centralized Budgets will be identified and programmed by event. Commands, Headquarters, and staff entities that are responsible for disbursing hospitality funds shall develop supplemental instructions establishing guidelines and detailed procedures for administering and staffing requests for using these funds within their organizations.

10.2 Definitions

a. Representation Funds. Representation funds are non-accountable, non-auditable funds used at the discretion of the Commander. Representation funds are intended for use to represent the Headquarters or organization.

b. Hospitality Funds. Hospitality funds are accountable Operations and Maintenance funds approved by the Military Budget Committee (MBC) in the annual budgets and are open to audit by the Command Auditor and the International Board of Auditors for NATO (IBAN). These funds are to be used to provide hospitality to visiting guests and dignitaries in order to positively promote the command and NATO.

c. Guest. A person neither within the command, nor the subordinate commands invited to participate in official command related functions.

(1) Authorized Categories of Guests. Hospitality funds may be used for the following categories of guests to the extent that funds are available:

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- (a) Heads of NATO member Nations, their cabinet ministers, their ambassadors or personal representatives.
- (b) Secretary General of NATO and/or members of the North Atlantic Council.
- (c) Members of National parliaments or equivalent bodies.
- (d) Heads of major subdivisions of NATO member Nations, such as governors of provinces, mayors of cities or persons of at least equal distinction.
- (e) Chiefs of Defence and their Military Branch Commanders.
- (f) Commanders-in-Chief, Deputy Commanders, Chiefs of Staff, and senior officers or civilian equivalents of Allied Military Headquarters (Assistant Chiefs of Staff or equivalent).
- (g) Senior NATO Commanders of assigned or earmarked forces.
- (h) Conference attendees in attendance at official hosted conferences. These attendees can include members of the Host command and staff members of other NATO activities when their attendance is deemed mandatory for the success of the event.
- (i) Primary members of NATO committees and boards participating in official visits to a Headquarters.
- (j) Owners, editors, publishers and managers of press, magazine, television, radio, and other public media; professionals and businessmen; and other official visitors to a Headquarters and staff elements, when justified by the international nature of their visit as approved by the Commander.
- (k) Spouses of authorized guests when spouse attendance is approved by the Commander, as desirable and appropriate. When authorized, spouses will be counted as a member of the authorized guest party.

b. **Hospitality funds may not** be used to provide hospitality solely for members of a command at their own command activities. Consideration will be given to including staff members under the following circumstances when approved by the Chief of Staff:

- (1) Hospitality provided for persons in categories listed above when a proportionate number of command staff members are required to

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adequately represent the command. The ratio of hosts to guests will not exceed one host to one guest, with the exception of flag officers, who may be one to two hosts or one to two guests. See paragraph 10.5a.

(2) For command sponsored and programmed conferences and seminars with the majority of participants from the command, hospitality may be authorized when the social event (Icebreaker, lunch or dinner) is command directed. The event is incorporated into the program and is important to maintain the event's continuity, momentum and further develop professional relationships. Use of Hospitality Funds for such activities must be reviewed and endorsed by the Commander.

(3) For conferences, seminars and meetings hosted or sponsored at the DCOS and ACOS level with the majority of the participants from the command, the normal procedure is to pay for hospitality or social events with money from participants. The Chief of Staff or equivalent may authorize exceptions in which Hospitality Funds can be used for light refreshments.

10.3 Authorized Types of Costs and Entertainment. External review and interest in these types of expenditures make it essential that Commanders and staff personnel exercise prudent judgment when sponsoring events. Hospitality funds shall be used only for official purposes related to the international function of the command, Headquarters, or staff element. Hospitality funds should not normally be used to subsidize NATO staff receiving per diem. The following types of entertainment are allowed:

- a. Meals (including aperitif, wine and tip) in a commercial restaurant.
- b. Meals in NATO or National messes.
- c. Functions in private homes, when considered the most effective and appropriate venues, and approved in advance by the Commander, Deputy Commander or the Chief of Staff.
- d. Icebreakers where the Host provides the refreshments (beer, wine or non-alcoholic beverages) for an initial toast.
- e. Light refreshments (coffee, tea, water, soft drinks, biscuits, crackers, etc.) at conferences and large-scale meetings when access to refreshments is not readily available. The cost of the service can be included in the cost of the facility.
- f. A Vin d'honneur (heavy finger foods) is authorized when deemed appropriate or as a substitute to a working lunch venue.

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g. General guidance for hospitality is that a command sponsored event lasting three days or more are not to exceed a hosted Icebreaker and a lunch or dinner. For events lasting one or two days, and Icebreaker and light refreshments are authorized.

A Commander can approve, by exception and when appropriate, the use of Hospitality funds for command personnel at official functions. For such occasions, it is incumbent on NATO personnel receiving per diem during the function to adjust their per diem claims accordingly. Where Hospitality funding is not eligible or available, commanders are encouraged to recover costs from participants. Nothing in this document should be construed as an obligation of an organization to fund hospitality during meetings, exercises, or other events. Hospitality events within the guidelines of this guide are subject to availability of funds.

10.4 Unauthorized Use of Funds. Hospitality funds shall not be used for:

- a. Promotion parties and functions held upon the arrival, departure and/or promotion of staff members (except for Headquarters Change of Command ceremonies).
- b. Entertainment or hospitality for the sole benefit of members of the command, Headquarters, or staff entity.
- c. End-of-event celebrations.
- d. Subsidy of costs for NATO Command Structure personnel for which a NATO or national subsistence allowance is being paid.
- e. Parties in which the Host's personal friendship with the visitor is a primary factor, or that are primarily given in return for entertainment previously provided to the Host by the visitor or members of the visiting organization.
- f. Light refreshments served to visitors during normal working hours, unless specifically authorized for special group functions for individuals previously described. In instances when coffee and pastries are not reimbursable, funds can be collected from participants to cover the cost.
- g. Morale and Welfare Activities (MWA) or events are not eligible for common funds. Generally, MWA will resource any associated events with its own generated revenue. This includes gifts, awards and mementos linked to a MWA entity and being presented on behalf of that entity.

10.5 Level of Expenditures and Guest to Host Ratios. Hospitality funds will be expended for functions on a modest basis. In determining a modest basis, the rank and position of the authorized guests will be taken into consideration. The following apply when using Hospitality funds:

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- a. Authorized guests to Host ratio is a one Host to one guest ratio (1:1), except if the Hosting official is a flag officer, in which case the guest to Host ratio is 2:1, two guests per one Host.
- b. For functions of four or fewer guests, the COS/Director may authorize, on a case-by-case basis in writing an exception to the 1:1 ratio, or up to six total participants as Hosts.
- c. Command personnel attending events in excess of the Host to guest ratio are responsible for the cost of their participation.
- d. As a general rule, hospitality expenses will not exceed twenty percent of the cost of the sponsoring event and are subject to the availability of funds.
- e. Contract personnel are not eligible for Hospitality funds, nor can they be considered as a Host when determining Host to guest ratio.

10.6 Procedure for the Use of Hospitality Funds.

- a. Requestor obtains the necessary approval for the use of hospitality funds.
- b. Requestor confirms that funds are available through the appropriate Fund Manager. If there are insufficient funds available, the shortfall may be accommodated if funds are available for transfer and are within the authorization of the appropriate financial branch. It is worth noting that additional Hospitality funds allocations should not be expected and funds cannot be carried forward to the next year.
- c. Requestor applies for funds. Applications for the funds shall be submitted via the standard operating procedure as set forth by the Deputy Director/Chief of Staff sufficiently in advance of the function to ensure that proper consideration can be given to the request. Each application shall include the following information at a minimum:
 - (1) Requestor's name, rank/grade, position and contact information
 - (2) Complete relevant information about the individuals attending, whether guests or Hosts, for whom the hospitality is proposed.
 - (3) Name of function, proposed date, and purpose of the hospitality (e.g., conference, visit)
 - (4) Nature of the hospitality (e.g. cocktails, meal) and location
 - (5) Estimated cost (itemized)

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- d. Requester submits invoices promptly after the event to enable the correct recording of expenditure.

10.7 Gifts and Mementos. When extending gifts or mementos on behalf of Head of NATO Body, Commanders and staff personnel must exercise prudent judgment due to their unique nature and visibility. Gifts and mementos shall be presented for official purposes related to the international function of the command, headquarters, or staff element.

- a. Gifts – Representation funds will be used to purchase gifts for presentation. Generally, gifts are items for which the salient features are the primary intent of the offering; even though the item may carry an emblem, it is secondary to the object itself (for example, an item of glassware).

- (1) Commander, Deputy Commander and Chief of Staff and subordinate commanders may present gifts on behalf of the Command.

- (2) With prior written permission from one of these senior officials, subordinate officials under a presenting official's command or supervision may present a gift on the senior official's behalf. The authority cannot be further delegated. If the presentation is in conjunction with a function the subordinate official is hosting, permission for both the event and the gift may be contained in a single document.

- (3) Common funds will not be used to purchase gifts of any kind for presentation to, or acceptance by, staff personnel or personnel employed in the service of the command.

- (4) Gifts for CHOD-level persons may cost 100 euro or more.

- b. Mementos – Mementos are items primarily intended to convey a token symbol or souvenir of the giving organization. A coin, for example, is a memento; it is the medium for carrying the seal, emblem, or engraving.

- (1) Memento items procured in bulk may not include the presenting official's name. This limitation does not prohibit the specific inscribing or engraving of a single item individually selected for a certain presentation or occasion.

- (2) Mementos, such as coins, paperweights, lapel pins, and plaques, should cost less than 25 euro. Requests to exceed the prescribed amounts must be approved by the Commander.

APPENDICES

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EQUIPMENT HELPFUL IN A PROTOCOL OFFICE

1. Easels. These are used to display signs, both within the Headquarters/Command and without. Helpful also for displaying Seating Charts at events where there is a necessity for them.
2. Portable Label Maker. Very helpful when you have gone to a restaurant, and notice a misspelled name or need to add a person. Ensure that the place tents are printed in a font that is like in type and size to the label maker, and with the dimmed light at a dinner, the correction is barely noticeable.
3. Magnetic Easel Board. For use as a seating chart, using magnetic strips with the guest names, you can move people and make last minute changes without returning to the printer or print shop, just use your portable label maker. Get larger pieces of magnetic strip and form tables with table numbers on them.
4. Proffer Pillow. For use at awards ceremonies.
5. Name Badge Maker. There are printers available that use an excel spreadsheet as their base document, do a mail merge onto a name badge template and will print up name badges very quickly with very little work.
6. A "Story Book". This is a book built from pictures of the events you hold. How the seating arrangements are, how the flags are placed, so a new person reporting to the office, or a person who has never done this particular event before can see how it looks. Create a "Story Book" for each annual conference.
7. A Sample Book. All of the forms necessary for doing events or visits, filled out correctly and in chronological order for that event. Some may be not applicable to every event, but very helpful for a new person.
8. A Video/DVD Library of Ceremonies. This is helpful, it can help a new Project Officer, or a new Commander who has never officiated at this particular type of ceremony.
9. A Camera. For taking pictures of set ups that went particularly well, or to take on a Site Survey to remember the layout of a Conference Room or Restaurant.
10. A Conference Box. A box already packed with materials generally needed to run a smooth conference, including Administrative Supplies, gifts. This box can be shipped to the conference location, or carried as excess luggage.

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

11. An ample supply of Door Stoppers, in case there are multiple doors to open and all Protocol personnel are busy.
12. Welcome Package Holder. A device to store the completed Welcome Packages so the Delegate Assistance Centre looks well organized and not chaotic. This can take the form of portable boxes, or a metal accordion file in which the folders can be placed.
13. A Red Carpet.
14. An ample supply of umbrellas to protect DVs in case of inclement weather.
15. One or two podiums.
16. Stylish gift wraps.
17. Gift boxes.

PRECEDENCE LIST FOR EVENTS WITH MILITARY VIPS, CIVILIAN DIGNITARIES
AND CITIZENS

1. A Reigning Monarch/The Pope/Heads of State
2. Head of Government
3. Vice Heads of State
4. A Head or Governor of a State or Province in his own State or Province
5. Secretary General of NATO and International Organizations
6. Former Heads of State
7. Ambassadors when at post
8. Ambassadors Extraordinary and Plenipotentiary of foreign powers
9. Widows of former Heads of State
10. Ministers and Envoys Extraordinary of foreign powers
11. Ministers of Defence
12. Permanent Representatives to NATO and International Organizations
13. Senators/House of Lords
14. Mayors in their own town
15. Deputy Secretary General
16. Heads or Governors of Provinces or States (outside of their own state/province)
17. Acting heads of executive departments e.g. Acting Ministers
18. Former Vice Heads of Government
19. Members of the House of Representative/Members of Parliaments
20. Chairman of the Military Committee
21. Charge d'Affaires of Foreign Powers
22. Former Ministers
23. Ambassadors at Large (An Ambassador who is not assigned to a specific country)
24. Chiefs of Defence
25. Strategic Commander SACEUR
26. Strategic Commander SACT
27. Military Representatives to NATO
28. Four-star generals and admirals by seniority
29. Director of the Private Office, Assistant Secretaries General in order of appointment
30. Deputy Chairman of the Military Committee
31. Director General of the International Military Staff
32. Cardinals
33. Archbishops
34. Deputy Permanent Representatives
35. Deputy SACEUR and Deputy SACT
36. Three-star generals and admirals by seniority
37. Bishops
38. Defence Attachés
39. Two-star generals and admirals by seniority
40. One-star generals and admirals by seniority
41. Mayors outside of their town

Appendix 2-1

EXAMPLES OF INVITATIONS



*Supreme Allied Commander Europe
General Kevin O'Malley
and
Supreme Allied Commander Transformation
General Obadiah Payne
request the pleasure of your company
at an Icebreaker Event
Tuesday, the nineteenth of February at 19h00
in the Atrium of the
Founders Inn,
Virginia Beach, Virginia*

To Remind

Dress: Casual (Open Collar)



*General Jerrod M. Leigh
Supreme Allied Commander Transformation
and Mrs. Leigh
request the honour of the presence of
Vice President and Mrs. Emil Heyhowaya
at dinner
Thursday, the twenty-seventh of March at 19h00
at the Virginia House
Norfolk, Virginia*

*RSVP not later than 19 March
123-4567*

Dress: Informal (Business Suit)

Appendix 3-1



*General Taylor F. Schwartz
Supreme Allied Commander Transformation
and Mrs. Schwartz
request the pleasure of the company of
Mayor and Mrs. Ferdinand Sanfernando
at a Costume Party
Thursday, the thirty-first of October at 19h00
at the Virginia House
Norfolk, Virginia*

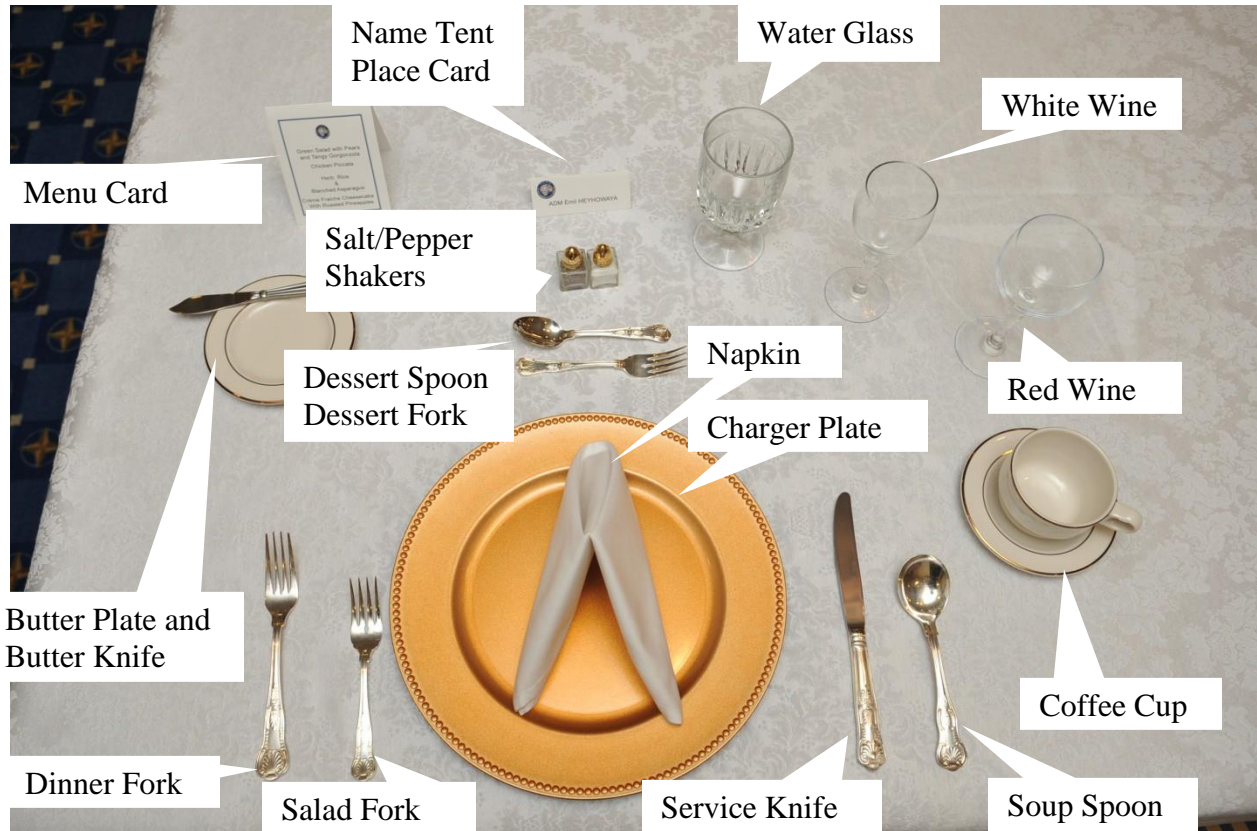
*Regrets Only
123-4567*

Dress: Medieval Costume

STANDARD TABLE SETTING



NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC



In the previous table setting, the course order is:

1. Soup
2. Main Course
3. Salad
4. Dessert

If you are serving a fish course in addition to the main course, the fish fork will be placed to the left of the dinner fork, and the fish knife will be placed between the service knife and the soup spoon.

1. Fish
2. Soup
3. Main Course
4. Salad
5. Dessert

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

TITLES AND FORMS OF ADDRESS

a. Titles

NATION	MOD	CHOD	MONARCHY	AMBASSADOR	KNIGHTED
ALB	Minister of Defence	Chief of the General Staff	N/A	Ambassador	N/A
BEL	Minister of Defence	Chief of the General Staff of Belgium	King	Ambassador	"Doe", Knight of ...
BGR	Minister of Defence	Chief of the General Staff	N/A	Ambassador	N/A
CAN	Minister of National Defence	Chief of Defence Staff of Canada	Queen	Ambassador	N/A
HRV	Minister of Defence	Chief of the General Staff	N/A	Ambassador	N/A
CZE	Minister of Defence	Chief of General Staff	N/A	Ambassador	N/A
DNK	Minister of Defence	Chief of Defence	Queen	Ambassador	N/A
EST	Minister of Defence	Commander of Estonian Defence Forces	N/A	Ambassador	N/A
FRA	Minister of Defence	Chief of Staff	N/A	Ambassador	N/A
DEU	Federal Minister of Defence	Chief of Staff, Bundeswehr	N/A	Ambassador	N/A
GRC	Minister of National Defence	Chief of the Hellenic National Defence General Staff	N/A	Ambassador	N/A
HUN	Minister of Defence	Chief of Defence Staff	N/A	Ambassador	N/A
ISL	Minister of Foreign Affairs	Director, Defence Department Ministry for Foreign Affairs and External Trade of Iceland	N/A	Ambassador	N/A
ITA	Minister of Defence	Chief of Defence Staff of Italy	N/A	Ambassador	N/A
LVA	Minister of Defence	Commander of National Armed Force	N/A	Ambassador	N/A
LTU	Ministry of Defence of the Republic of Lithuania	Chief of Defence	N/A	Ambassador	N/A
LUX	Minister of Defence	Chief of Staff of the Luxembourg Army	Grand Duke	Ambassador	N/A
MNE	Minister of Defence		N/A	Ambassador	
NLD	Minister of Defence	Chief of Defence Staff	Queen	Ambassador	N/A

Appendix 3-3

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

NOM	Minister of Defence		N/A	Ambassador	
NOR	Minister of Defence	Chief of Defence	King	Ambassador	N/A
POL	Minister of Defence	Chief of Defence of the Polish Armed Forces	N/A	Ambassador of Republic of Poland	N/A
PRT	Minister of Defence	Chief of Defence	N/A	Ambassador	N/A
ROU	Minister of Defence	Chief of the General Staff	N/A	Ambassador	N/A
SVK	Minister of Defence	Chief of the General Staff of the Slovak Armed Forces	N/A	Ambassador	N/A
SVN	Minister of Defence	Chief of the General Staff of the Slovenian Armed Forces	N/A	Ambassador	N/A
ESP	Minister of Defence	Chief of Defence Staff	King	Ambassador	N/A
TUR	Minister of Defence	Commander of The Turkish Armed Forces	N/A	Ambassador	N/A
GBR	Secretary of State for Defence	Chief of Defence Staff	Queen	Ambassador	Sir First Name Last Name
USA	Secretary of Defence	Chairman, Joint Chiefs of Staff	N/A	Ambassador	N/A

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

b. Forms of Address

NATION	FORM	MOD	CHOD	MONARCHY	AMBASSADOR	KNIGHTED
ALB	Personal: Written:	Minister Minister	General Doe General Doe	N/A	Your Excellency Your Excellency	N/A
BEL	Personal: Written:	Your Excellency Your Excellency	General Doe General Doe	Your Majesty His/Her Majesty	Your Excellence Ambassador	Sir Sir
BGR	Personal: Written:	Minister Minister	General Doe General Doe	N/A	Your Excellency Your Excellency	N/A
CAN	Personal: Written:	Your Excellency Your Excellency	General Doe General Doe	Your Majesty Elizabeth II, Queen of Canada	Your Excellency Your Excellency	N/A
HRV	Personal: Written:	Minister Minister	General Doe General Doe	N/A	Your Excellency Your Excellency	N/A
CZE	Personal: Written:	Your Excellency Your Excellency	Lieutenant General Lieutenant General	N/A	Your Excellency Your Excellency	N/A
DNK	Personal: Written:	Sir Your Excellency	General Doe General Doe	Your Majesty Her Majesty Queen Margrethe II	Your Excellency Your Excellency	N/A
EST	Personal: Written:	Excellency "Doe" Excellency "Doe"	Major General "Doe" Sir	N/A	Your Excellency Your Excellency	N/A
FRA	Personal: Written:	Madam or Mrs. Minister "Doe" Madame or Mr. Minister of Defence "Doe"	General "Doe" Chief of Staff	N/A	Your Excellency Your Excellency	N/A
DEU	Personal: Written:	His/Her Excellency "Doe" Excellency	General "Doe" Sir	N/A	Your Excellency	N/A

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

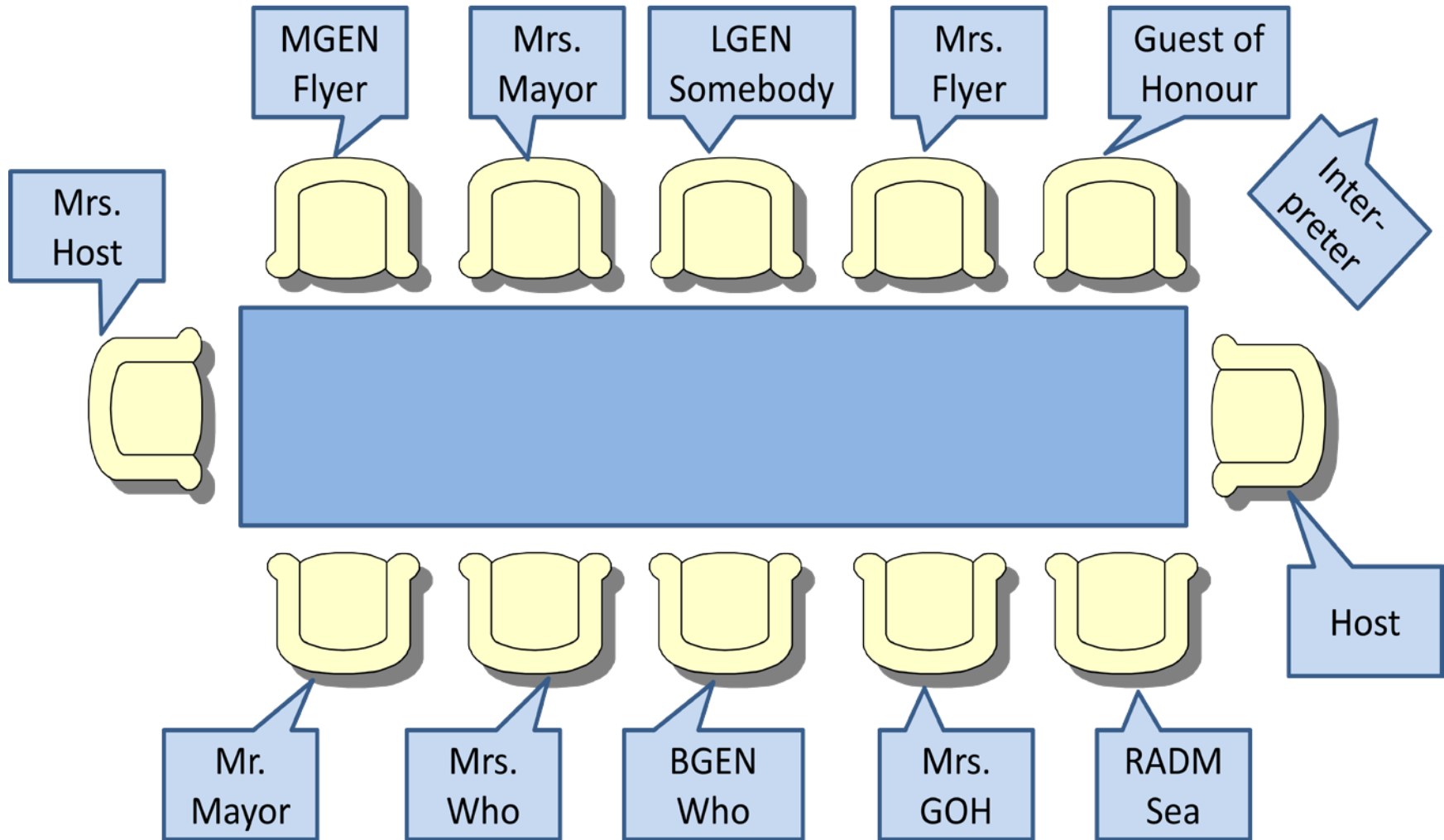
GRC	Personal: Written:	His/Her Excellency "Doe" His/Her Excellency Minister of National Defence "Doe"	General "Doe" General "Doe"	N/A	Ambassador	N/A
HUN	Personal: Written:	His/Her Excellency "Doe" His/Her Excellency "Doe"	General "Doe" General "Doe"	N/A	Your Excellency Your Excellency	N/A
ISL	Personal: Written:	His/Her Excellency "Doe" Your Excellency	Ambassador "Doe" Ambassador "Doe"	N/A	Ambassador	N/A
ITA	Personal: Written:	His/Her Excellency "Doe" Minister "Doe"	Admiral "Doe" Sir	N/A	Ambassador	N/A
LVA	Personal: Written:	Sir Sir	Brigadier General Sir	N/A	Your Excellency Your Excellency	N/A
LTU	Personal: Written:	Your Excellency Your Excellency	General Major General	N/A	Ambassador	N/A
LUX	Personal: Written:	Your Excellency "Doe" Your Excellency	Colonel "Doe" Sir	Grand Duke	Ambassador	N/A
MON	Personal: Written:	Your Excellency Your Excellency	General "Doe" General "Doe"	N/A	Ambassador	
NLD	Personal: Written:	Your Excellency "Doe" Your Excellency "Doe"	Sir General "Doe"	Your Majesty Your Majesty	Ambassador	N/A
NOM	Personal: Written:	Your Excellency Your Excellency	General "Doe" General "Doe"	N/A	Ambassador	
NOR	Personal: Written:	Your Excellency Your Excellency	General "Doe" General "Doe"	Your Majesty His Majesty the King of Norway	Ambassador	N/A
POL	Personal: Written:	His/Her Excellency "Doe" Excellency	Sir Sir	N/A	Ambassador of Republic of Poland	N/A
PRT	Personal: Written:	Your Excellency Your Excellency	Sir Sir	N/A	Your Excellency Your Excellency	N/A
ROU	Personal: Written:	Your Excellency Your Excellency	Sir	N/A	Your Excellency Your Excellency	N/A

Appendix 3-3

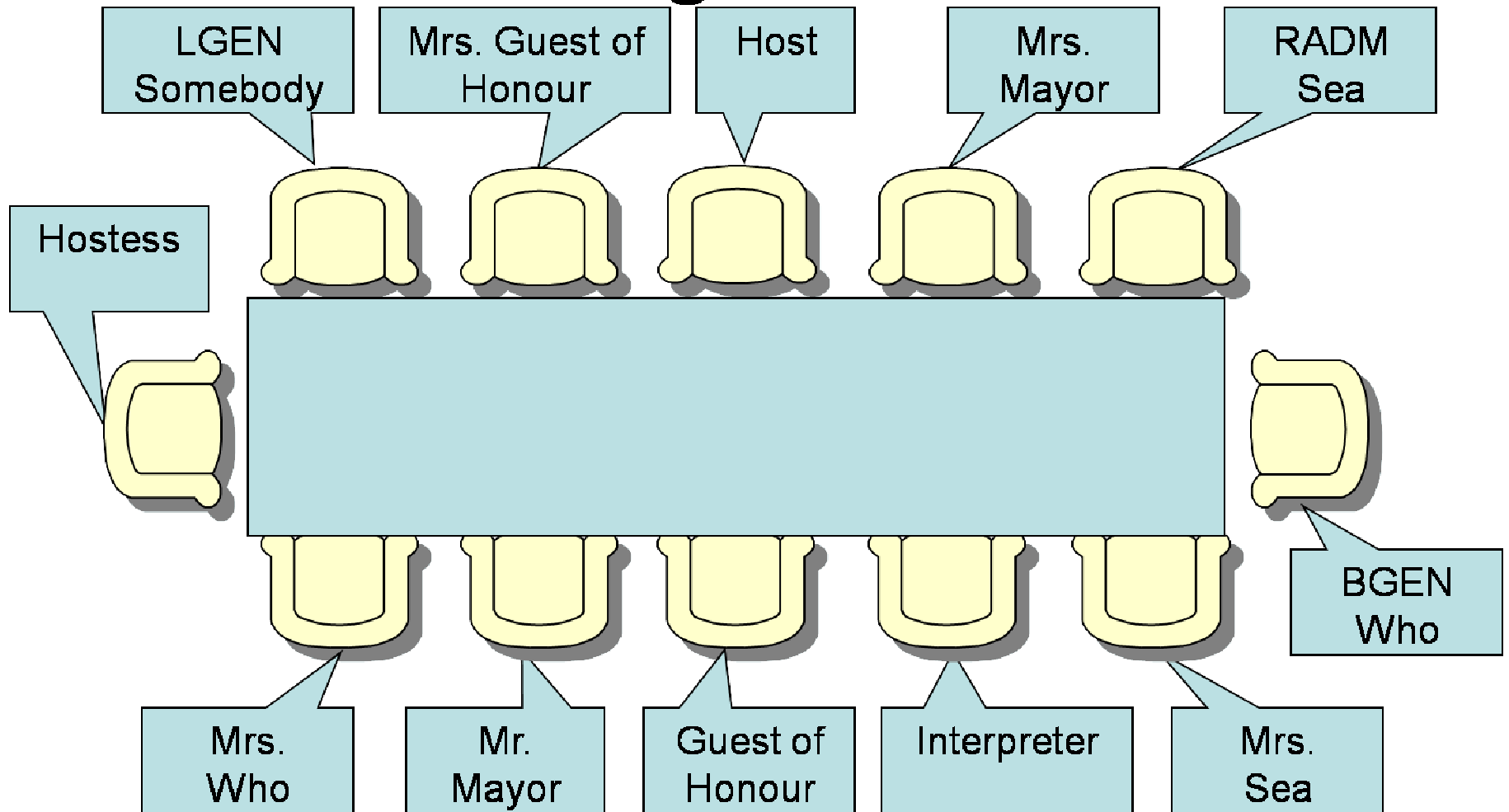
NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

SVK	Personal: Written:	His/Her Excellency "Doe" Your Excellency	Sir	N/A	Excellency Excellency	N/A
SVN	Personal: Written:	His/Her Excellency "Doe" Your Excellency	Sir	N/A	Excellency Excellency	N/A
ESP	Personal: Written:	His/Her Excellency "Doe" Your Excellency	Sir	Your Majesty Your Majesty	Excellency Excellency	N/A
TUR	Personal: Written:	Your Excellency "Doe" Your Excellency "Doe"	Sir	N/A	Excellency Excellency	N/A
GBR	Personal: Written:	Sir Dear Secretary of State	Sir Dear Air Chief Marshall	Your Majesty Your Majesty	Excellency Excellency	Sir Doe Dear Sir Doe
USA	Personal: Written:	The Honourable "Doe" The Honourable "Doe"	General "Doe" General "Doe"	N/A	The Honourable	N/A

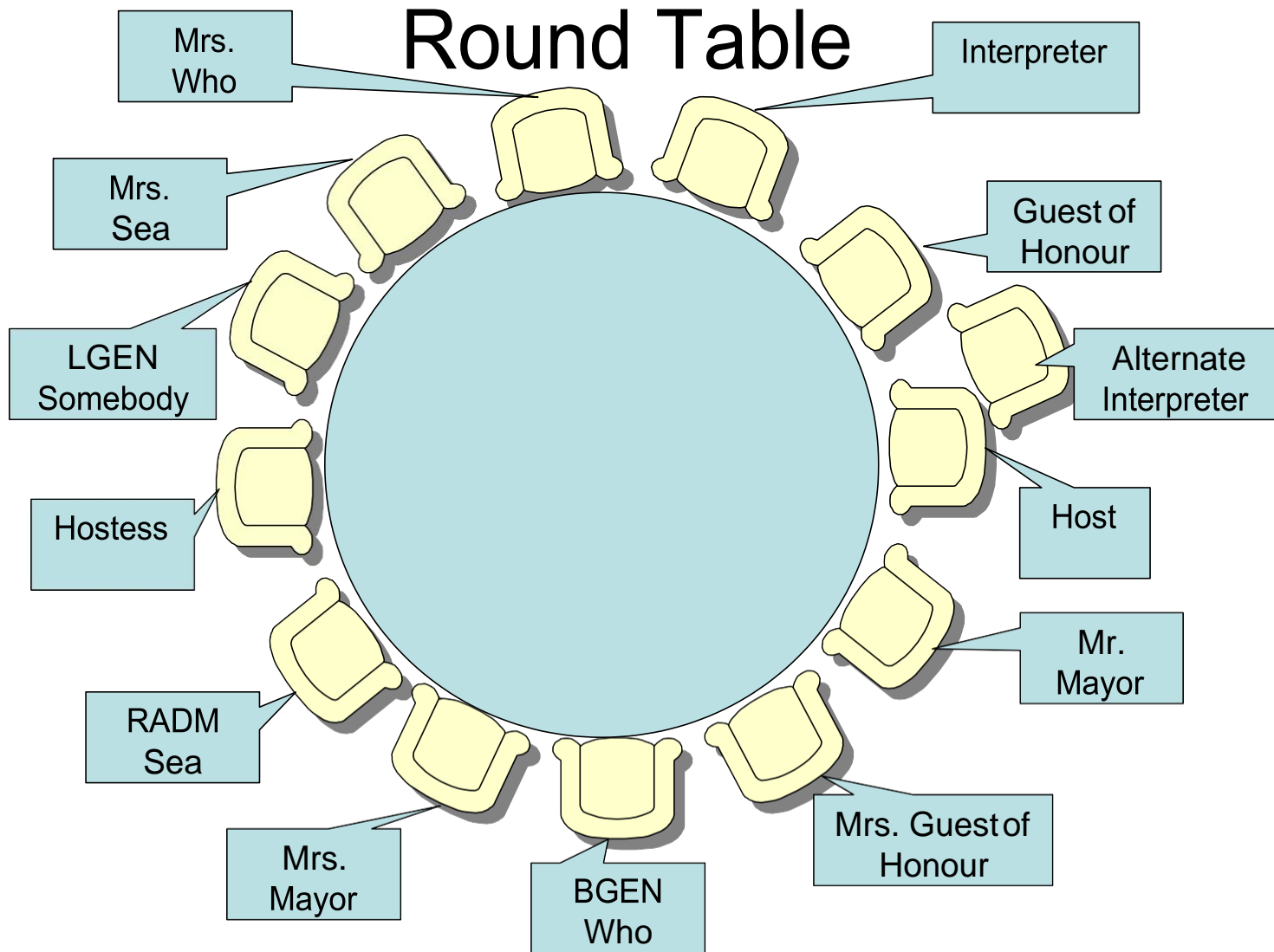
Rectangular Table



Rectangular Table



*If there is an Interpreter involved, always seat him/her next to the Guest of Honour, assuming this is the person needing the interpretation. Appendix 3-4





HQ, Supreme Allied Commander Transformation Visit Request Information Sheet

Please provide the information requested below to assist us in ensuring the success of your visit. Please send completed form, with appropriate biographies attached, to FAX: (757) 747-3839 or rsvpprotocol@act.nato.int

POC: _____ PHONE#: _____ FIRST / "Go By" /

LAST NAME: _____

ORGANIZATION: _____

SERVICE/RANK: _____

TITLE: _____

PHONE #: _____ FAX #: _____

SPOUSE: _____ DESIRED UNIFORM: _____

DIETARY RESTRICTIONS/PREFS: _____

CIRCLE APPLICABLE: SMOKER COFFEE DECAF TEA

GIFT EXCHANGE: NONE COMMAND PERSONAL VALUE

PRIORITIZED & DETAILED VISIT OBJECTIVES (IMPORTANT)

Requested Office Calls (purpose/objectives): _____

Briefs to be delivered by visitor: _____

Briefs requested from ACT/desired takeaways: _____

Proposed visit window (w/ alternate dates): _____

TRANSPORTATION INFO:

ARRIVAL LOCATION: _____

COMMERCIAL AIR: _____ MILAIR: _____ POV: _____

GROUND TRANSPORTATION REQ'D # IN PARTY: _____

ARRIVAL DATE/TIME: _____ FLIGHT #: _____

DEPARTURE DATE/TIME: _____ FLIGHT #: _____

ACCOMMODATIONS INFO: (Check if no assistance required)

CHECK-IN: _____ CHECK-OUT: _____

ROOM TYPE: _____ (SMOKING) (NON-SMOKING)

CREDIT CARD TYP: _____ #: _____ EXP: _____

Appendix 4-1

SAMPLE LESSONS LEARNED DOCUMENT

Date	Protocol Person	Lesson Learned
2/08/2009	Ms. Kracker	Always ensure the driver takes the keys to the vehicle if he is planning to exit the vehicle.
3/15/2009	Ms. Whartel	Always ensure you speak personally to any FOGO within your command who has been invited to a dinner to ascertain his acceptance or declination of the invitation.

SPOUSE PROGRAMME HOSTESS CHEAT SHEET

VENUE:

1. How long has it been here? _____

2. What kind of art/artefacts/displays do they have? _____

3. Do they have a gift shop? _____

4. What specific exhibits are we looking at today? _____

RESTAURANT:

1. What kind of food do they serve? _____

2. Is there a theme? _____

3. Are we ordering off the menu or is there a set menu? _____

SPOUSE PROGRAMME CHECKLIST

1. Consult Hostess regarding programme.
2. Make any reservations necessary (e.g. restaurant, museum tours).
3. Do a run-through of the entire programme, meeting any guides, picking up any brochures or pamphlets available at your venues for briefing the Hostess and inclusion in the Welcome Folder.
4. Make a Welcome Folder and name tags for any wives accompanying the spouse programme. Ensure the Hostess has any information you have given the guest.
5. Take all phone numbers with you.
6. Ensure you take ample gifts for docents, tour guides etc.
7. Ensure you remember umbrellas and the gift from your hostess to your guest spouse.

SPRING 2009 MULTIPLE FUTURES CONFERENCE - PROJECT MANDATE

Host: GEN Nathaniel Bent, SACT
OPR/Project Board Executive: BGEN Alexandro De Fuego, DACOS SCPI
OPR Project Officer/Manager: LTC Samuel White, SE&V Branch
Protocol Project Officer/Manager: MAJ Roberto Panino, ACT Protocol

Dates: 13 Mar – OR – 22 Apr 09
Location: Brussels, Belgium

Background: Delivering the Multiple Futures Project is a top priority for ACT. GEN Bent will deliver briefing to NAC on XX Mar 09.

Objectives/Outcomes:

1. Deliver a conference which.....
2. Discuss the topic of Multiple Futures in order to...
3. Receive Feedback from participants in regards to...
4. Adjust our approach...

Scope (What must be done):

1. Plenary Session(s)
2. Breakouts
3. Icebreaker
4. Coffee Breaks
5. Lunches
6. Evening Social
7. Cultural Events

Constraints:

1. Arrival by
2. Departure no earlier than
3. Budget

Business Case (Reasons): We must engage this audience on this topic because.....

Customers/Users:

Host: GEN Bent
Participants: Senior Mentors/Senior Concept Developers

Quality Expectations/Standards:

1. Hotel
2. Conference Room Set-Up
3. Socials/Meals
4. Administrative Documents
5. Read-Ahead
6. Welcome Package

Sample Conference Checklists
Pre-Site Survey Phase

Conduct Internet Research Task Group:

1. Search for four/five-star hotels that are within budget
2. Search for conference and social venues
3. Search for airport information (Civilian/Military, Layout)
4. Search for city maps

Make Contact with Host Nation (HN) via NLR Task Grouping:

5. Identify and discuss HN support with HN
6. Request advice on HN support (Transportation/Security/Admin Customs)
7. Request advice on Hotels/Conference Accommodations
8. Request appointments with HN (MODs Office)
9. Discuss NLR's Role and Level of Involvement

Make Contact with Hotels Task Grouping:

10. Conduct telephone surveys (specify suite/guest rooms, conference room and catering requirements)
11. Set up appointments for site visit(s)
12. Request hotels to block hotel rooms until after Site Survey

Discuss Findings with OPR:

13. Develop hotel options
14. Social Event Plan/Options
15. Develop Conference Venue Options
16. Set Site Survey date

Site Survey Trip Preparation Task Grouping:

17. Make appointments with hotels
18. Set aside mementos for HN support and hotel PR/appreciation
19. Confirm schedule/appointments
20. Coordinate arrival and transportation to meetings
21. Develop POC Phone Listing
22. Make hotel reservations
23. Do TAD orders
24. Book flights

SITE SURVEY PHASE

Meet with HN Contacts (MOD, Protocol, PAO, Security, and Transportation) Task Grouping:

1. Provide Details (Project Mandate, agenda, attendees, VIPs, social events)
2. Request HN security responsibilities (VIP personal security, vehicle escort, securing buildings)
3. Request transportation support (VIP sedans, vans/shuttles, luggage)
4. Request personnel support (English-speaking escorts, baggage handlers, photographers)
5. Request equipment (cell phones, computer, printers, copier etc.)
6. Request office supplies
7. Request military band at social event(s)
8. Discuss airport arrival/departure (VIP Lounge, check-in, customs, baggage, security)
9. Discuss social events (host, funding, showcase HN culture)

Meet with Hotels Task Grouping:

10. Tour guest rooms and conference facilities
11. Discuss conference requirements with Sales Manager (room number/size, A/V)
12. Discuss catering with Sales Manager (menus for ice-breaker/meals and coffee breaks)
13. Negotiate conference room cost (package including coffee breaks & lunch)
14. Discuss room requirements with Sales Manager (suites/personal security, standard rooms)
15. Discuss breakfast location & times (not additional cost; early breakfast on departure day)
16. Negotiate room rate with Sales Manager (include breakfast, internet, portorage, late check-out)
17. Discuss security requirements (dog sweeps, motorcades, securing conference areas)
18. Identify movement issues (bus/VIP drop-off/pick-up points, luggage storage for late check-outs)
19. Identify location for Delegate Assistance Centre (DAC) with no-cost wireless/PC connectivity
20. Identify locations for displays and signage
21. Identify Business Centre requirements (Internet for office space, use of business centre)

PLANNING PHASE

Initial Planning Meeting (OPR, Protocol, Security, PAO, Database Manager, NLR) Task Grouping:

1. Discuss attendees (host, VIPs, participants) and database management
2. Discuss agenda (breaks, lunch, social event, transportation) -
3. Discuss meeting room layout, function, and seating (conference, media, VIP, staff offices)
4. Discuss requirements for read-ahead material
5. Discuss handouts (welcome letter, content material, biographies, admin notes, invitations)
6. Discuss budget (conference fee? honorariums?, estimate security/ transportation costs)

Registration System Task Grouping:

7. Design conference website, review, and bring up on ACT homepage (coordinate wit PAO)
8. Set up registration system
9. Monitor registrations & transfer information to hotel, transportation, and social lists
10. Monitor cut off for hotel
11. Contact any invited participant who has not registered. Manage staff registrations (SACT, SCPI, Protocol, other)

Invitation Task Grouping:

12. Send "Hold the Date" announcement email to participants (copy to NLRs and FOGOs)
13. Draft and send out letters of invitation

Social Event Task Grouping:

14. Discuss/choose social venue(s)
15. Review/choose menu
16. Determine host(s) for event
17. Discuss/create invitation list for event
18. Draft seating chart for conference dinner
19. Review seating chart with OPR and Command Group
20. Finalize seating chart
21. Design invitations(s) for inclusion in welcome folders
22. Ensure timely submission of requisitions

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

Transportation Task Grouping:

23. Coordinate requirements w/HN
24. OPR to provide list for passage through VIP lounge to take up for coordination with HN
25. Coordinate baggage handling and requirement for baggage tags
26. Coordinate with airport liaison

Coordinate Visa Requirements

27. Coordinate visa requirements with attendees
28. Coordinate travel arrangements for partner attendees
29. Coordinate agenda for partner attendees

Escort Officer Coordinator Task Grouping:

30. Evaluate need for escort officers
31. Identify escort officers (Protocol & other)
32. Train escort officers – SOP – Refine and forward for printing - BH to review before printing
33. Provide movement agenda
34. Provide cell phones
35. Provide Phone Contact List

Welcome Package Assembly Task Grouping:

36. Welcome Letter – OPR drafts for SACT signature
37. Design and order welcome folder
38. Biographies (VVIPs) - collect -- OPR to provide list
39. Agenda – OPR Provides
40. Movements Schedule
41. Invitations to social events
42. Administrative Notes
43. Design Movement Agenda
44. Design Departure/Pick-Up Info Card

Conference Content Development (OPR) Task Grouping:

45. Agenda
46. Speakers
47. Presentations
48. Administration Brief
49. Content Read-ahead

Appendix 5-2

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

Administration Task Grouping:

50. Develop baggage tags
51. Develop name tents
52. Develop name badges
53. Assist in assembly of welcome packages
54. Produce writing pads with conference logo
55. Phone contact list/card
56. Signage – determine signage needed in hotel and conference location and on vehicles. Coordinate signage design with Graphics. Deliver signage to appropriate locations.

Conference Room Seating Task Grouping:

57. Draft seating chart
58. Discuss conference seating requirements with OPR
59. Present seating chart to Command Group for approval
60. Coordinate with Graphics for production of seating chart posters

Delegate Assistance Centre (DAC) Task Grouping:

61. Ensure clear understanding of location
62. Ensure understanding of electrical outlets and internet connections
63. Ensure understanding of baggage storage room
64. Ensure baggage tags are available
65. Obtain copy of hotel layout
66. Ensure refreshments to DAC coordinated
67. Prepare to answer possible questions

Prepare Supplies & Equipment Task Grouping:

68. Name Badge printer with hole puncher, clips, and badges
69. Writing pads and pens
70. Gifts and mementos for PR
71. Laptops, thumb drives, CDs, paper, card stock with all necessary computer files

Pre-Departure Task Grouping:

72. Pack luggage with equipment/supply items not mailed (badge machine, laptops, and extra badges)
73. Review everyone's local departure time, transportation plans, and HN arrival times and plans
74. Liaise with departing party to ensure baggage properly tagged prior to arrivals

Appendix 5-2

Pre-Execution Phase

Confirmation Task Grouping:

1. Review Hotel Plan and Coordinate with Hotel Rooms Manager
2. Review Transportation Plan & Coordinate with HN Transportation Lead and PSD Leads
3. Finalize Welcome Packages
4. Organize System for distributing Packages, attendee gifts, & content handouts
5. Establish Delegate Assistance Centre
6. Organize and secure Conference Gifts
7. Arrange Gift Drops to Rooms
8. Distribute Conference Seating Charts (VVIP and Posters)
9. Meet with Escort Officers
10. Finalize detailed movements plan; distribute/discuss with all
11. Confirm Transportation Support
12. Confirm Security Support
13. Confirm Photographer Support
14. Confirm VIP Lounge Service at Airports
15. Coordinate Luggage distribution upon arrival
16. Set up Staff offices
17. Meet with PAO on set-up of Media Room and execution plan

Execution Phase

Execution Phase Task Grouping:

1. Ensure all players have tasking orders for reference during Execution
2. Execute Airport Pick-up Plan (VIPs/Participants; Luggage)
3. Man Delegate Assistance Centre (non-VIP Welcome packages, info)
4. Execute Guest Room Plan
5. Execute Evening social event
6. Set up Conference Room according to Layout Plan (coordinate with hotel and A/V company)
7. Coordinate with Food & Beverage Manager to ensure lunch is execute successfully
8. Distribute & Collect Conference Survey
9. Execute Guest Room Check-out
10. Execute Airport Drop-off Plan (VIPs/Participants; Luggage)

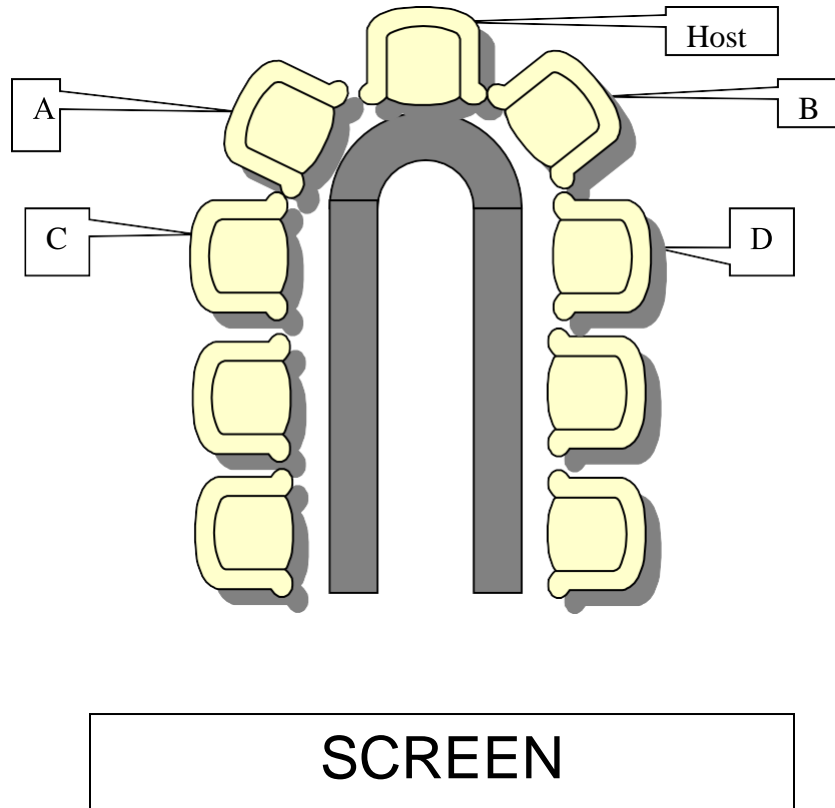
Wrap-Up Phase

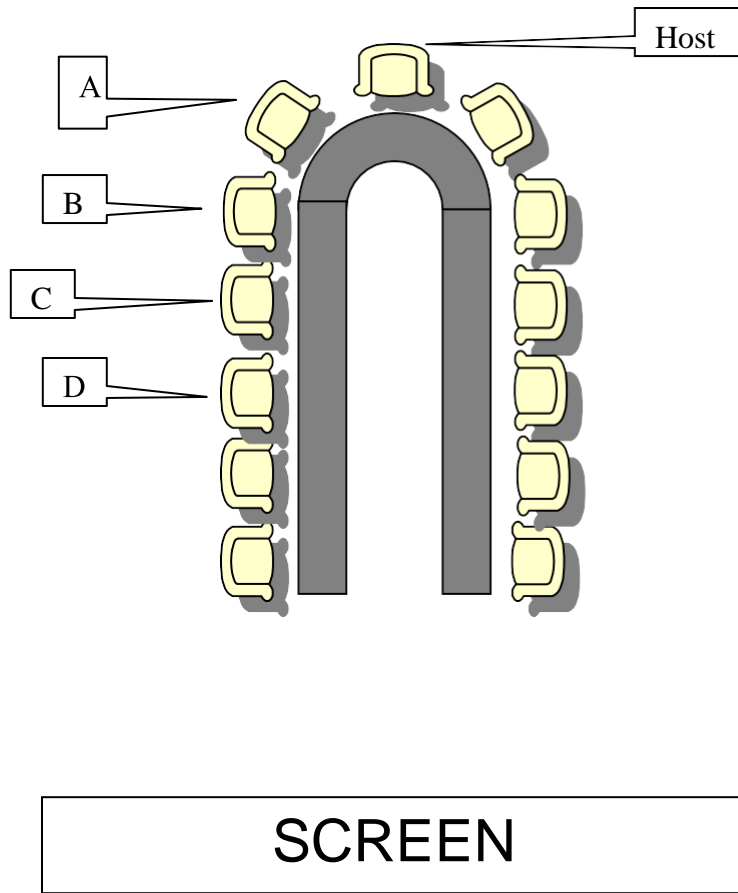
Wrap-up Phase Task Grouping:

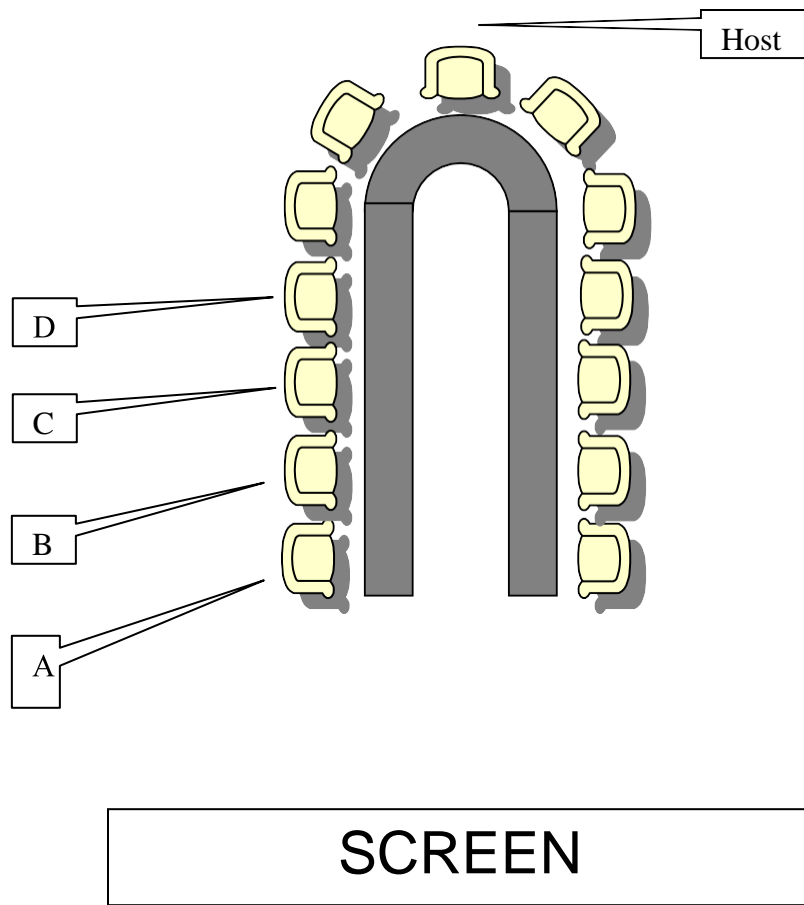
1. Clean-Up Conference Room & Staff Offices
2. Pack luggage and/or mail supplies & equipment home
3. Analyse Conference Survey Results
4. Discuss/Determine Venue for new year
5. Develop letters of appreciation

EXAMPLES OF CONFERENCE ROOM SEATING CONFIGURATIONS AND THEIR USES

1. U-SHAPED. Used for interactive events, at which the host wants people face to face. Accommodates visual media. Host normally sits in the middle, with the seniority of subsequent participants alternating right to left, right to left. If hosting representatives of the Nations, either begin the seating to the right of the Host, or at the end of the table.

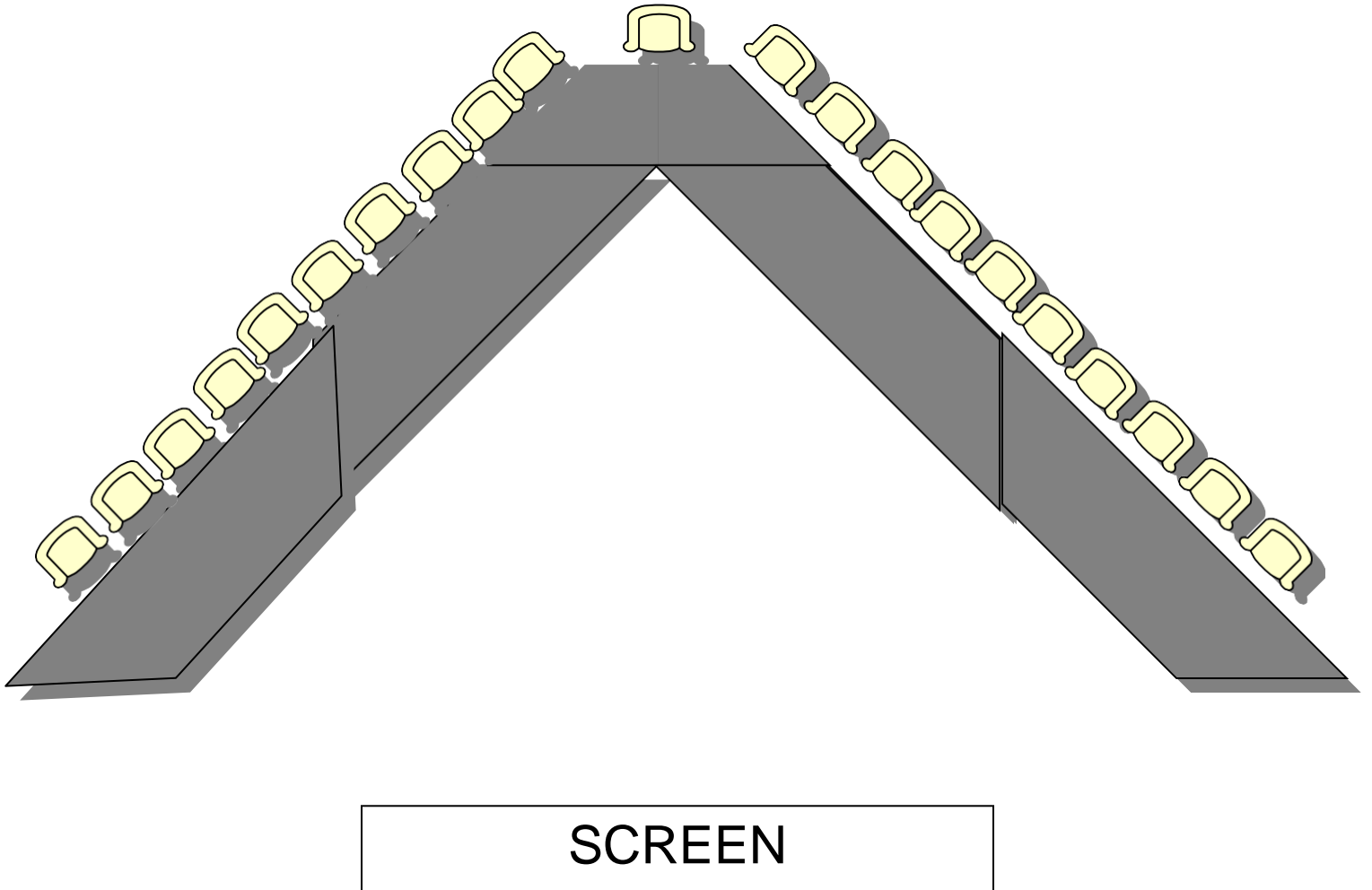






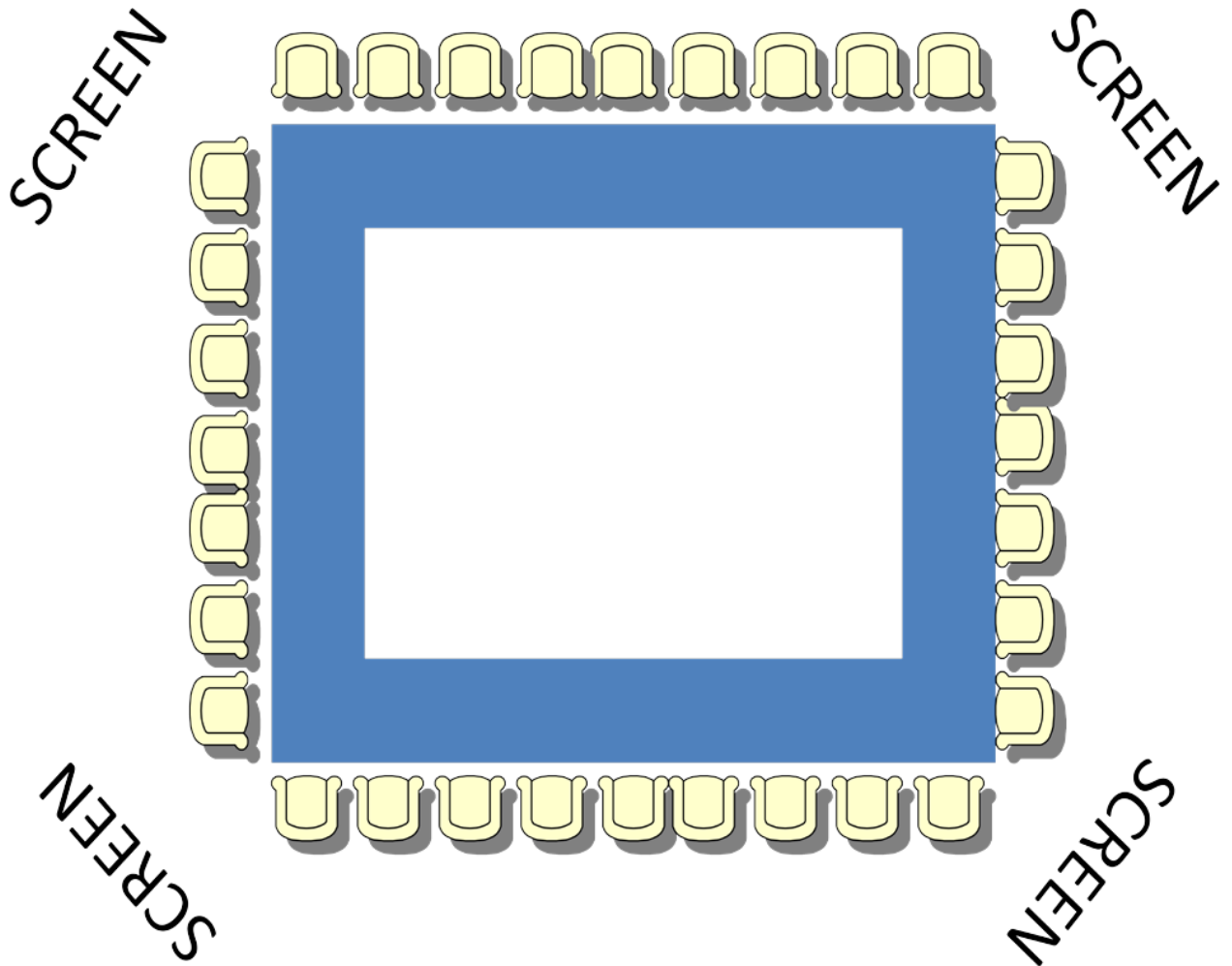
NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

2. "V" or Chevron Shaped. Used for interactive events at which the host wants people face to face. Accommodates visual media. Host normally sits at the end, with the seniority of subsequent participants alternating right to left, right to left. If hosting representatives of the Nations, either begin the seating to the right of the Host, or at the end of the table.

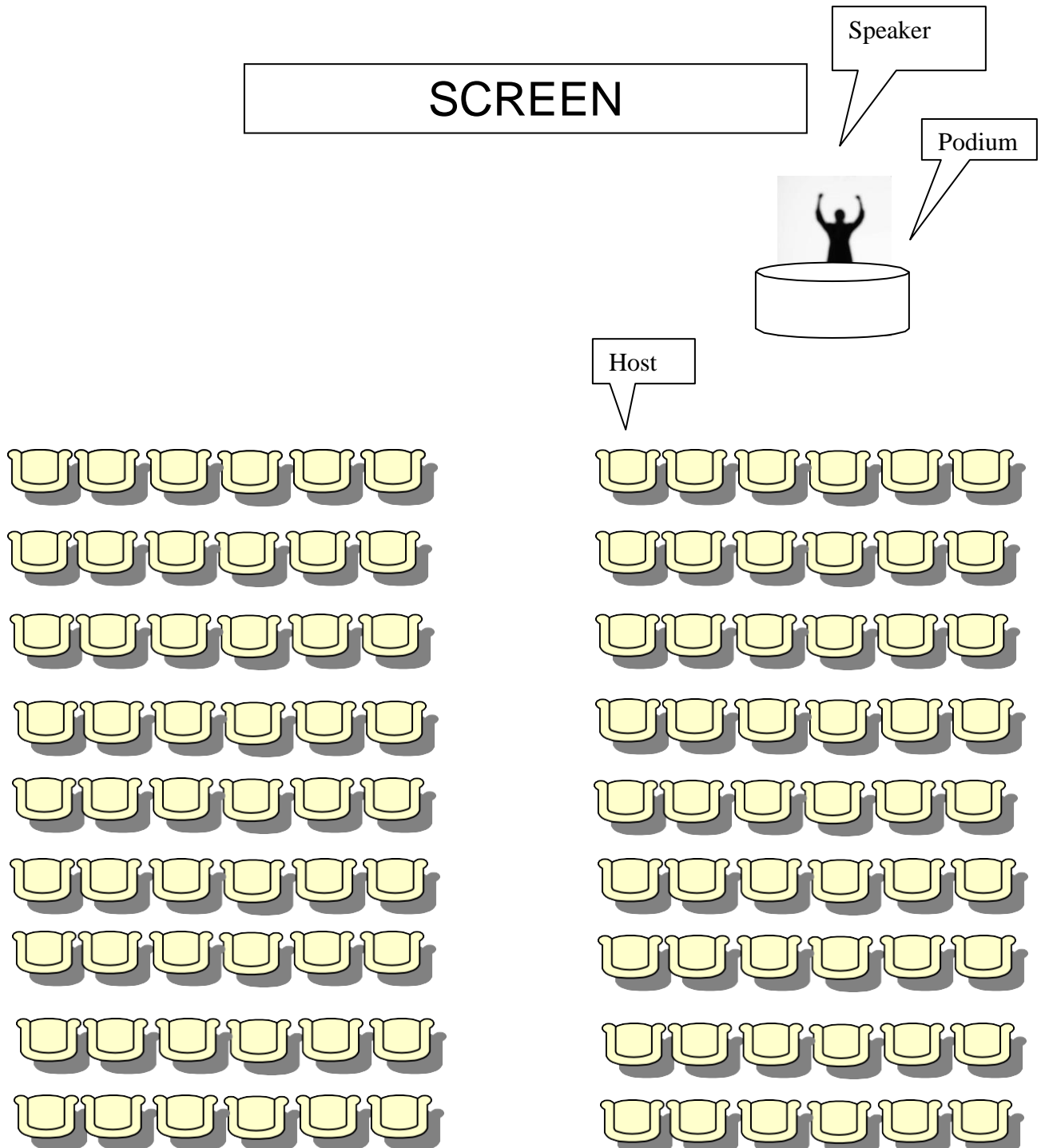


Appendix 5-3

3. Square Table. Used for interactive events at which the host wants people face to face. Accommodates visual media, provided there are multiple screens. Host normally sits in the middle, with the seniority of subsequent participants alternating right to left, right to left. If hosting National representatives, either begin the seating to the right of the Host, or at the end of the table.

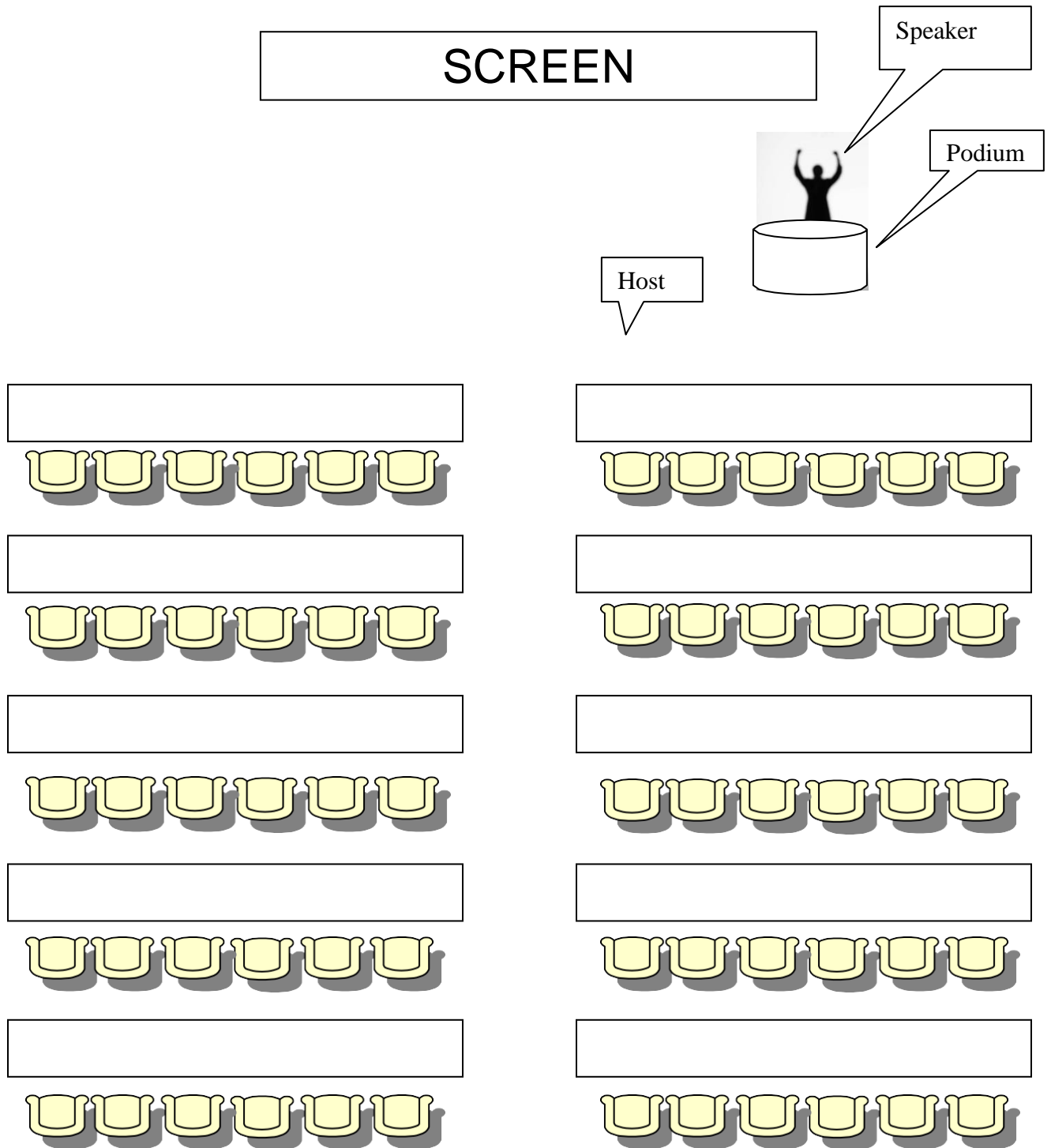


4. Theatre Style. Used for educational events, at which the host wants people to face a speaker. Provides maximum seating capacity for any room. Not user-friendly for note-taking. Accommodates visual media. Host normally sits on the innermost right front seat, with the seniority of subsequent participants going from right to left, right to left.



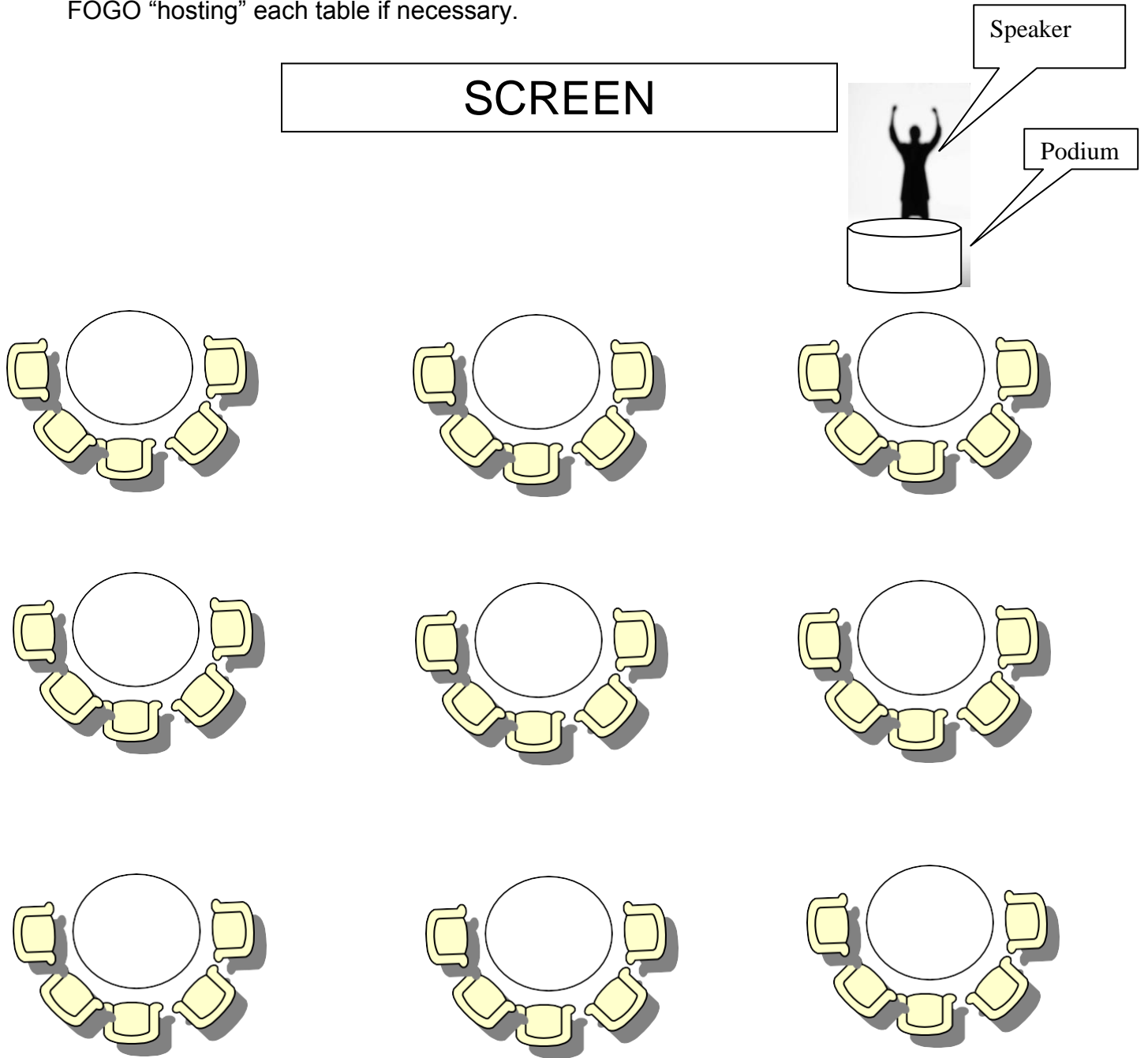
Appendix 5-3

5. Classroom Style. Used for educational events, at which the host wants people to be facing a speaker. Accommodates visual media. User-friendly for note-taking. Host normally sits on the innermost right front seat, with seniority of subsequent participants going from right to left, right to left.



Appendix 5-3

6. Cabaret Style. Used for different events. Accommodates visual media. User-friendly for note-taking. Host normally sits at the front seat, with a host command FOGO "hosting" each table if necessary.



SAMPLE EXERCISE TASK LIST

ACTION	RESPONSIBLE	DUE DATE	REMARKS
Develop Management Plan	Protocol	10-May	DONE
Determine Host	OPR/Protocol	10-May	DONE
Discuss Budget	OPR/Protocol	18-May	
Determine Attendee List	OPR/Protocol	18-May	
Identify Security Requirements	OPR/Protocol	18-May	
Determine Need for PAO Support	OPR	18-May	
Determine Escort Officer Requirements	OPR/Protocol	18-May	
Discuss Draft Exercise Specification	OPR	18-May	
Determine PAO Requirements	Protocol/PAO	18-May	
Survey Airport for VIP Lounge, and liaison	Protocol	29-May	
Coordinate Security Plan	Protocol/Host Nation	29-May	
Coordinate Escort Officer Tasking	Protocol/Host Nation	29-May	
Coordinate Photographer Support	Protocol/Host Nation	29-May	
Coordinate Mass VIP Transportation from airport	Protocol/Host Nation	29-May	
Coordinate Baggage Handler Plan	Protocol/Host Nation	29-May	
Coordinate Local Cell Phones	Protocol/Host Nation	29-May	
Coordinate Music for Social Events	Protocol/Host Nation	29-May	
Coordinate VVIP Transport from airport	Protocol	29-May	
Site Survey (if away from your Command)	OPR/Protocol	30-May	
Discuss Accommodations Contracts	Protocol	30-May	
Coordinate PAO Requirements	Protocol	30-May	
Block VIP/Standard Rooms	Protocol	30-May	
Discuss Baggage Storage	Protocol	30-May	
Reserve Meeting/Briefing Rooms	Protocol/OPR	30-May	
Arrange Meals	Protocol	30-May	
Coordinate Breaks/Breakfast/Lunch	Protocol	30-May	
Check availability of equipment support	Protocol	30-May	
Discuss Icebreaker Contracts	Protocol	31-May	
Coordinate Briefing Room Requirements	OPR/Protocol	31-May	
Coordinate Briefing Room Contracts	Protocol	31-May	
Discuss Dinner Contracts	Protocol	31-May	
Send Initial Email Announcement	OPR	31-May	
Survey AV capabilities for Meeting/Briefing Rooms	OPR/Protocol	31-May	
Investigate Signage Locations	Protocol/OPR	31-May	
Send Invitations to Attendees	OPR	15-Jun	
Develop Webpage	OPR/PAO	18-Jun	
Develop Logo	OPR/Graphics	18-Jun	

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

Open Online Registration	OPR/Protocol	1-Jul
Select Menus	Protocol	1-Jul
Send Invitations to Speakers	OPR	13-Jul
Discuss Welcome Packet Content	OPR/Protocol	17-Jul
Determine Invitation List to Icebreaker	OPR/Protocol	17-Jul
Develop Exercise Programme	OPR	1-Aug
Submit Rooming List	Protocol	1-Aug
Route Welcome Letter for Host Signature	OPR	1-Aug
Submit Rooming List	Protocol	15-Aug
Order Signage	Protocol	15-Aug
Accomplish Requisition for Icebreaker	Protocol	20-Aug
Accomplish Requisition for Dinner	Protocol	20-Aug
Accomplish Requisition for Exercise	OPR	20-Aug
Coordinate Timing of Breaks/Lunch	Protocol	1-Sep
Submit Rooming List	Protocol	1-Sep
Develop Admin Brief	Protocol	1-Sep
Print Name Tents	OPR/Graphics	8-Sep
Print Name Badges	OPR/Protocol	8-Sep
Mail Exercise Packages and Signs (if away from your Command)	Protocol/OPR	15-Sep
Submit Rooming List	Protocol	15-Sep
Determine Observer Groups	OPR/Protocol	22-Sep
Close Online Registration	OPR	30-Sep
Coordinate Real Security Requirements	Protocol/Host Nation	1-Oct
Make Seating Charts	OPR	1-Oct
Submit Rooming List	Protocol	1-Oct
Make Transportation Plan for VIPs	Protocol	1-Oct
Make Transportation Plan for PfPs	Protocol/PfP Coordinator	1-Oct
Submit Rooming List	Protocol	15-Oct
Arrange Baggage Storage	Protocol	18-Oct
Ensure Admin is set up with equipment	OPR/Protocol	19-Oct
Accomplish Baggage Handler Plans	Protocol/Host Nation	19-Oct
Room Configuration w/ Hotel and Security	Protocol	19-Oct
Submit Rooming List Changes	Protocol	20-Oct
Set Up DV/Visitors Assistance Centre	Protocol	21-Oct
Exercise Report	OPR	1-Nov

SAMPLE PROGRAMME FOR A DINING IN

1. A Dining-In is a very formal function for members of the Mess, giving officers a chance to meet socially. Dining-Ins can also be used as a venue for a farewell dinner for senior officers leaving the command.
 - a. The Mess President can be the senior officer of the command, or an elected member of the Mess. The Mess President will preside over the function and should be consulted often when planning the Dining-In. The Vice President will also serve official functions at the Dining-In and is addressed as “Mr. Vice or Madame Vice”, and may be the junior officer in the Mess, or an elected member of the Mess.
 - b. Honoured Guests. Honoured Guests are persons invited by the Command to attend the event, and their attendance is paid for by the Mess. They will arrive last, with the Official Party, and are seated at Table One with the Senior Officer and the Mess President (if those are not the same person).
 - c. Cocktails. There should be a cocktail hour before the dinner, which should be open bar. This gives members a chance to mingle before dinner, and for the Host to greet any Honoured Guests. Music is optional for this cocktail hour, and the type can depend on the space allotted, or the desires of the Host. If there is entertainment, it is best to have a military band, or part of a military band, and they should be in the same uniform as the Mess Members. They should begin to play about ten minutes prior to the arrival of the Mess Members.
 - d. Call to Dinner. There should be some form of call to dinner, an announcement, a bell ringing, or a bagpiper. Mess members should have already and their places on the seating chart, and should proceed to their assigned seat and stand behind it. A ten minute warning call and a five minute warning call to ensure members have the opportunity to finish their drinks and take care of personal business is appropriate.
 - e. Arrival of the Official Party. The Official Party arrives last, and proceeds to their assigned seats at Table One.
 - f. Sequence of Events. This is merely one of several possible scenarios. The Host, the Maitre D’, the Mess President, and the Protocol Officer should confer during planning stages to ensure that the sequence meets all requirements to fulfil the purpose of the Dining-In.

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- (1) The Mess President beats the gavel, and requests for Grace to be said. Normally the Vice says Grace, if there is no Chaplain present.
- (2) The Mess President beats the gavel and requests for all to be seated.
- (3) The first course is served with wine.
- (4) Main course is served, with whatever wine is appropriate for the food.
- (5) Salad course is served.
- (6) A lemon sorbet may be served to cleanse the palate.
- (7) At this point, the Mess will normally observe a ten minute intermission.
- (8) When the guests return to the table, it has been cleared of all dishes, save the coffee cup, a port glass and dessert plate with utensils. The port should be passed from left to right, member to member, as they charge their own glasses.
- (9) The Mess President beats the gavel three times and orders the Vice to propose a toast to the Head of State or Monarch of Host Nation, and the Heads of State here represented. The Vice makes a toast to the Head of State or Monarch of Host Nation, and the Heads of State here represented. All members repeat the toast and take a sip of port. Those who do not drink should at least raise the glass. A few bars of the Host Nation National anthem are played.
- (10) The Mess President beats the gavel three time and orders the Vice to propose a toast to the Alliance. The Vice makes a toast to the Alliance. All members repeat the toast and take a sip of port. Those who do not drink should at least raise the glass. A few bars of the NATO Anthem are played.
- (11) The Mess President beats the gavel three times and orders the Vice to propose a toast to the Comrades in Arms serving around the World. The Vice makes a toast to the Comrades in Arms serving around the World. All members repeat the toast and take a sip of port. Those who do not drink should at least raise the glass. A few bars of the combined four service songs should be played.

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

(12) The Mess President beats the gavel three times and orders the Vice to propose a toast to our Fallen Comrades. The Vice makes a toast to our Fallen Comrades. All members repeat the toast and take a sip of port. Those who do not drink should at least raise the glass. If there is a POW/MIA/Fallen Comrade Table, all should turn and face that table when they raise their glasses and repeat the toast. The first verse of Amazing Grace is played.

(13) The Mess President beats the gavel three times and asks the members to be seated, and dessert and coffee are enjoyed.

(14) The Mess President beats the gavel three times and then introduces the Host of the event.

(15) The Host of the event makes some remarks and introduces the Honoured Guest, if he is to speak. If there is some presentation of a gift, or a gift exchange involved, this is a good time to do it.

(16) The Official Party will be the first to leave, and this signals when it is acceptable for members to leave the table.

2. Some General Rules of Thumb.

- a. Seating is normally by rank, but can be by Nation, or work division, depending on the desires of the Host and Mess President.
- b. The dress should be Mess Dress for military members, and the equivalent of this is tuxedo or black tie for civilians.
- c. No member should leave the table during a time at which it is not authorized.
- d. The actions of the Official Party should be followed, they should be the first to eat, the first to leave.
- e. It is encouraged to recognize outstanding support staff performance at the end of the night.

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POW/MIA/Fallen Comrade/Missing Man Table

A small table may be placed in the Mess to honour Prisoners of War, those Missing in Action, or those Fallen. Below you will find some traditional elements that may be included. Be careful!

- a. The table is smaller than the others, symbolizing the frailty of one prisoner alone against their oppressors.
- b. The white tablecloth represents the purity of their response to their Nations' call to arms.
- c. The empty chair depicts an unknown face, representing no specific Soldier, Sailor, Airman or Marine, but all who are not with us.
- d. The table is round to show our concern for them is never-ending.
- e. A book of higher authority represents faith in a higher power and the pledge to our Nations.
- f. The black napkin stands for the emptiness these warriors have left in the hearts of their families and friends.
- g. The single red rose reminds us of their families and loved ones; and represents the love of our Nations, which inspired them to answer the Nations' call.
- h. The wine glass turned upside down reminds us that our distinguished comrades cannot be present to drink a toast with us, or join in the festivities.
- i. The slices of lemon on the bread plate remind us of their bitter fate.
- j. The salt upon the bread plate represents the tears of their families.
- k. The yellow candle and its yellow ribbon symbolize the everlasting hope for a joyous reunion with those yet unaccounted for.

It is possible to use one cover, or several. If several are used, it is suggested that joint, international headgear/covers are used.



SAMPLE NATO ACCESSION CEREMONY

MARCH 26, 2007 AT 1000

Narrator: LTC Name O'Man, Nation and Service

Presiding Officer (PO): Admiral Sir Name O'Guy, Nation and Service, Commander

Honoured Representative: AMB Somebody Important, Nation and Service

Honoured Representative: AMB Somebody Else Important, Nation and Service

0945 hrs

(Colour Detail and Colour Guard get into formation in front of the Band. Behind the Band, two representatives from each NATO Nation, a Flag Bearer and Hoister will fall in according to name of Nation by alphabet.).

0950 hrs

(Band Fanfare).

NARRATOR: "GOOD MORNING LADIES AND GENTLEMEN. WE ARE HONOURED BY YOUR PRESENCE AS WE PREPARE TO COMMEMORATE THE ACCESSIONS OF ALBANIA AND CROATIA INTO THE NORTH ATLANTIC TREATY ORGANIZATION."

"IN A FEW MOMENTS, HEAD OF NATO BODY ADMIRAL SIR NAME O'MAN, BRITISH ROYAL NAVY WILL ARRIVE WITH AMBASSADOR SOMEBODY IMPORTANT, HONOURED REPRESENTATIVE OF ALBANIA, AND AMBASSADOR SOMEBODY ELSE IMPORTANT, HONOURED REPRESENTATIVE OF CROATIA."

0955 hrs

NARRATOR: "AND NOW LADIES AND GENTLEMEN, THE (NAME OF LOCAL MILITARY BAND, UNDER THE DIRECTION OF ASSISTANT BAND DIRECTOR LIEUTENANT COMMANDER RALPH BARRETT AND DRUM MAJOR MUSICIAN FIRST CLASS MAX FRYAR WILL MARCH ON THE COLOUR DETAIL AND THE COLOUR GUARD."

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

(As the Colour Detail, the Colour Guard and the Band pass in review, the leaders of the two staff formations call their formations to attention as the Colour Guard approaches. The formation leader will render a salute as the Colour Guard passes. The Flag Bearers and Flag Hoisters from each Nation will stop when they are abreast of their flagpole, execute a facing movement and address the flagpole, one on each side. Once the Colour Guard has passed, the formation leader will return his formation to parade rest.

The Colour Detail (with representatives from the Accessing NATO Nations) marches into position, the Colour Guard takes its position and the band marches to its position).

1000 hrs

(Once the band is in concert formation and the Colour Guard and Colour Detail are in position, Narrator announces):

NARRATOR: "SOUND ATTENTION"

(Band plays second fanfare music as PO and GsOH take their designated positions.

"GOOD MORNING LADIES AND GENTLEMEN AND WELCOME TO THE NATO BODY HEADQUARTERS. SIR NAME O'GUY, NATIONAL SERVICE, WILL CELEBRATE THE ACCESSIONS OF ALBANIA AND CROATIA INTO THE NORTH ATLANTIC TREATY ORGANISATION."

"WE ARE PLEASED TO RECOGNIZE AMBASSADOR SOMEBODY IMPORTANT, REPRESENTING ALBANIA; AND AMBASSADOR SOMEBODY ELSE IMPORTANT, REPRESENTING CROATIA AND JOINING US IN OUR CELEBRATION THEIR NATIONS JOINING NATO."

(PAUSE)

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

(Colour detail leader commands, "Colour detail, centre, march" Colour detail leader will march the detail into position stopping the detail near the centre of the street. Colour detail leader will stop and centre on PO. Colour Guard will move at the same time from previous position to new position. Colour detail leader will give PO a sword salute. After PO returns the salute, the colour detail leader will say, "Request permission to proceed with the flag raising ceremony."

PO will give his permission to proceed with the ceremony. Colour detail leader will then command, "Flag bearers, post." Colour detail leader will move sharply to his right and the flag bearers will move in front of PO and GOH to receive the flags. The three inner flag bearers will be positioned such that one is directly in front of PO and the other is directly in front of GOH. Host Nation and Honoured Nation flags will be brought down and presented from two silver trays. PO will lift the first Honoured flag from the tray and present it to GOH, then PO will lift the second Honoured flag from the tray and present it to GOH. PO will then lift the Host Nation flag from its tray and hold it. PO and GOHs will present their respective flags simultaneously to the person directly in front of them. After the detail has the flags, colour detail leader gives the command, "Counter march." (Band will begin playing the emblem march until flag bearers are positioned at the appropriate flagpoles). Colour guard will reverse their formation and march and take position. Flag detail marches, proceeding to the appropriate flagpoles. Colour detail leader will stop and execute an about face so that he is facing the building.)

1005 hrs

(When bandmaster's hands are in the ready cue, Narrator announces:)

"LADIES AND GENTLEMEN, THE NATIONAL ANTHEMS OF ALBANIA, CROATIA."

1009 hrs

(Upon completion of the anthems, Narrator announces :)

"ADMIRAL O'GUY WILL NOW SAY A FEW WORDS AND PRESENT GIFTS TO OUR HONOURED REPRESENTATIVES AMBASSADOR SOMEBODY IMPORTANT AND AMBASSADOR SOMEBODY ELSE IMPORTANT."

(PO introduces GOHs, presents gifts and then steps to the side of the podium)

1014 hrs

(GOH 1 and 2 deliver their remarks from podium #1, and then stands next to PO).

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1024 hrs

(Upon completion of remarks, Narrator announces:)

“THE LOCAL MILITARY BAND WILL NOW PAY A TRIBUTE TO NATO BY PERFORMING THE NATO HYMN.

(Narrator announces:)

“THE LOCAL MILITARY BAND WILL NOW HONOUR ALL ALLIANCE NATIONS SERVICES BY PLAYING THE U.S. MILITARY SERVICE SONGS AS THEY PASS IN REVIEW.”

1029 hrs

(Marine colour leader and Colour Guard pass in review in front of the band. All Flag Bearers and Hoisters silently secures halyards and moves into position to march off behind the band.)

1028 hrs

(Upon completion of music, when the Colour Guard, the band and colour detail are marching off, Narrator announces:

“THIS CONCLUDES OUR CEREMONY. WE THANK ALL OF YOU FOR ATTENDING. PLEASE JOIN US IN THE STAFF MESS FOR A RECEPTION AND CAKE CUTTING.”

SAMPLE ONE SCRIPT FOR CHANGE OF COMMAND
(Also appropriate for Change of Responsibility Ceremonies)

1. The Band will play music 15 minutes prior to ceremony.
2. The Honour Guard takes standby position.
3. Ushers will seat special guests and distribute programs.
4. Ushers will escort standing personnel from holding area to fill in unoccupied seats.

NARRATOR: LADIES AND GENTLEMEN, WE WILL BEGIN SHORTLY. WE ASK IF YOU COULD, AT THIS TIME, TURN OFF ALL CELL PHONES AND ELECTRONIC COMMUNICATIONS DEVICES. (AS REQUIRED: IN ADDITION, AS THIS IS AN INDOOR CEREMONY, WE ADVISE THAT HAND SALUTES ARE NOT REQUIRED AT ANY TIME DURING THE CEREMONY). THANK YOU.

OUTGOING COMMANDER, PRESIDING OFFICER, INCOMING COMMANDER and their family members arrive at the foyer area. Family members are escorted to their seats.

NARRATOR: DISTINGUISHED GUESTS, LADIES AND GENTLEMEN, GOOD AFTERNOON. WELCOME TO THE (ORGANIZATION) CHANGE OF COMMAND BETWEEN (OUTGOING COMMANDER), AND (INCOMING COMMANDER) PRESIDING OVER TODAY'S CEREMONY IS (PRESIDING OFFICER). MUSIC IS BEING PROVIDED BY THE BAND, LED BY (BANDMASTER). **(THROUGHOUT CEREMONY, NARRATION ECHOED IN LOCAL NATIVE LANGUAGE IF DESIRED).**

(BRIEF PAUSE)

THE MILITARY CHANGE OF COMMAND IS A TIME-HONOURED CEREMONY THAT FORMALIZES THE TRANSFER OF RESPONSIBILITY AND AUTHORITY OF COMMAND BETWEEN ONE COMMANDER AND ANOTHER. THROUGHOUT MILITARY HISTORY, DURING PEACE AND CONFLICT, THE COLOURS HAVE MARKED THE LOCATION OF THE COMMANDER AND SERVED AS A SYMBOL OF LEADERSHIP AND MORALE AND SOURCE OF GREAT PRIDE FOR THOSE IN THE UNIT. THIS TRADITION CONTINUES TODAY. AS THE COLOURS PASS FROM (OUTGOING COMMANDER) TO THE

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(PRESIDING OFFICER) AND THEN TO (INCOMING COMMANDER), THE SYMBOL OF MILITARY COMMAND IS EXCHANGED BETWEEN THE DEPARTING AND THE INCOMING (ORGANIZATION) COMMANDER.

(BRIEF PAUSE)

LADIES AND GENTLEMEN, PLEASE STAND FOR THE ARRIVAL OF THE OFFICIAL PARTY AND THE POSTING OF THE COLOURS.

The Band plays "Attention", followed by appropriate music if desired.

OUTGOING COMMANDER, PRESIDING OFFICER, and INCOMING COMMANDER approach the dais from stage right. OUTGOING COMMANDER will stand in front of the seat on the right, PRESIDING OFFICER in the centre and INCOMING COMMANDER on the left.

NARRATOR: POST THE COLOURS.

The Band plays appropriate marching music. From their standby position, the Honour Guard commander leads the Honour Guard into position down the left aisle of the room onto the stage, COMMAND Senior Non-Commissioned Officer (SNCO) will follow the honour guard and take his position opposite the ORGANIZATION flag centre stage. Once the Honour Guard has posted the colours the Band will play appropriate anthem as all stand at Attention. If indoors, no hand salutes will be rendered.

At the conclusion of music, Honour Guard commander will march the Honour Guard away from the dais. COMMAND SNCO posts stage right. OUTGOING COMMANDER, PRESIDING OFFICER, and INCOMING COMMANDER will take their seats.

NARRATOR: LADIES AND GENTLEMEN, PLEASE BE SEATED.

(PAUSE)

AT THIS TIME, A BOUQUET IS PRESENTED TO (SPOUSE OF OUTGOING COMMANDER) AS A TOKEN OF APPRECIATION FOR THE SUPPORT SHE HAS GIVEN TO THE (ORGANIZATION) COMMUNITY. RED ROSES, IN FULL BLOOM ARE PRESENTED TO SYMBOLIZE THE COLOUR OF THE HEART, FOR THE CARE AND CONCERN SHE GAVE US, AND THE BEAUTY AND FULFILMENT OF HER TIME HERE. WE ARE ALSO PRESENTING A BOUQUET TO (SPOUSE OF INCOMING

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COMMANDER) AS A SYMBOL OF FRIENDSHIP AND TO WELCOME HER TO THE (ORGANIZATION) COMMUNITY. SHE RECEIVES YELLOW ROSES, IN BUD, IN SYMBOL FOR A SIGN OF WELCOME AND ANTICIPATION OF THINGS TO COME.
(PAUSE AS PRESENTATION IS MADE)

Two soldiers with flowers will present flowers to SPOUSES. (If desired, SPOUSES will pose briefly with flowers for photo opportunity, and flower presenters will retrieve the bouquets to hold until the end of the ceremony.)

NARRATOR: LADIES AND GENTLEMEN, THE (PRESIDING OFFICER).

Remarks by PRESIDING OFFICER.

(IF APPLICABLE, MEDAL CEREMONY TAKES PLACE AT THIS TIME)

NARRATOR: LADIES AND GENTLEMEN, THE (OUTGOING COMMANDER).

Remarks by OUTGOING COMMANDER.

NARRATOR: LADIES AND GENTLEMEN, PLEASE RISE FOR THE CHANGE OF COMMAND.

PRESIDING OFFICER and OUTGOING AND INCOMING COMMANDERS stand and move to the centre of the stage, with PRESIDING OFFICER facing the audience and OUTGOING AND INCOMING COMMANDERS facing each other (with OUTGOING COMMANDER furthest from the chairs).

NARRATOR: EFFECTIVE (DATE), (OUTGOING COMMANDER) RELINQUISHES COMMAND, (ORGANIZATION), AND (INCOMING COMMANDER) ASSUMES COMMAND, (ORGANIZATION).

COMMAND SNCO will retrieve the Colours, faces about, and presents the Colours to OUTGOING COMMANDER.

OUTGOING COMMANDER presents the Colours to PRESIDING OFFICER.

PRESIDING OFFICER presents the Colours to INCOMING COMMANDER.

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INCOMING COMMANDER passes the Colours back to COMMAND SNCO, who then reposts the colours.

OUTGOING COMMANDER takes the seat previously used by INCOMING COMMANDER. INCOMING COMMANDER proceeds to podium. Presiding Officer will return to the centre seat.

NARRATOR: LADIES AND GENTLEMEN THE COMMANDER (ORGANIZATION), INCOMING COMMANDER.

Remarks by INCOMING COMMANDER.

At the conclusion of the remarks by INCOMING COMMANDER, PRESIDING OFFICER and OUTGOING COMMANDER will stand.

NARRATOR: (IF DESIRED) RETIRE THE COLOURS.

Honour Guard commander leads the Honour Guard to the stage. Honour Guard retrieves the colours, and Honour Guard Commander with COMMAND SNCO bringing up the rear.

NARRATOR: LADIES AND GENTLEMEN, PLEASE RISE FOR THE DEPARTURE OF THE OFFICIAL PARTY.

PRESIDING OFFICER, INCOMING COMMANDER, AND OUTGOING COMMANDER leave the stage, join their respective parties, and depart the venue.

Escort officers and ushers will position themselves to receive VIPs and direct traffic.

NARRATOR: LADIES AND GENTLEMEN, THIS CONCLUDES TODAY'S CHANGE OF COMMAND CEREMONY. ON BEHALF OF (ORGANIZATION), WE WISH YOU A PLEASANT DAY AND SAFE JOURNEY.

CEREMONY CONCLUDES.

SAMPLE TWO SCRIPT FOR CHANGE OF COMMAND

1. Formation of the command.

- The Honour Guard and detachments will form up in the Staging Area.
- The Band and personnel manning the salute guns will move to their ceremonial positions.
- The Band will play a pre-ceremonial medley.
- Ushers will distribute programmes and seat guests.
- Detachments and the Honour Guard will march onto the parade field by unit formation.
- Detachment commanders will sequentially halt their detachments, face them to the right and have them go to Parade Rest.
- The RSM will turn over the Honour Guard to the Honour Guard Commander, who will command it to go to Parade Rest.
- The staff will move into position.
- The Commander of the Troops (COT) will move into position.
- The COT will command: "STAFF, PARADE REST".
- The staff will go to Parade Rest.

2. Attention and Opening Announcement.

- Announcer will signal the Band to sound 'Attention'.
- The Band will sound "Attention".

Announcer: "DISTINGUISHED GUESTS, LADIES AND GENTLEMEN, GOOD MORNING. WELCOME TO THE (NAME OF COMMAND HERE) CHANGE OF COMMAND BETWEEN GENERAL OUTGOING AND GENERAL INCOMING. WE ARE HONOURED TO HAVE THE CHAIRMAN OF THE NATO COUNCIL AND SECRETARY GENERAL OF THE NORTH ATLANTIC TREATY ORGANISATION, _____

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PARTICIPATE IN TODAY'S CEREMONY. MARCHING IN TODAY'S CHANGE OF COMMAND CEREMONY ARE DETACHMENTS OF MILITARY PERSONNEL FROM HERE AT COMMAND NAME HERE. THESE SOLDIERS, SAILORS, AIRMEN AND MARINES REPRESENT THE INTERNATIONALITY AND SOLIDARITY OF COMMAND NAME HERE AND NATO. THE FLAGS ARE BEING CARRIED BY THE COMMAND NAME HERE INTERNATIONAL HONOUR GUARD. (THE GUNS ARE PROVIDED BY THE BATTERY PARACOMMANDO OF THE BELGIAN PARACOMMANDO BRIGADE.) MUSIC IS BEING PROVIDED BY THE BAND NAME HERE. THE STAFF IS FROM THE INTERNATIONAL HEADQUARTERS AND SUPPORT COMMAND. THE COMMANDER OF TROOPS IS COLONEL _____

3. Arrival of Reviewing Party and Honours.

- The reviewing party will arrive and stand at the main entrance of the Headquarters.
- Mrs Outgoing and Mrs Incoming will be escorted to their seats by Protocol.
- The COT will command: "STAFF, ATTENTION".
- The Staff will go to Attention.
- The COT will conduct an About Face to face the formation and command: "FORMATION, ATTENTION".
- The formation will go to Attention.
- The COT will face the reviewing stand.
- GEN Outgoing and GEN Incoming will mount the reviewing stand with GEN Outgoing on the left.
- The COT will conduct an About Face to face the formation and command: "FORMATION, PRESENT ARMS".
- On behalf of their formations, Detachment commanders will Present Arms.
- After the Detachment commanders are at Present Arms, the COT will conduct an About Face to face the reviewing stand.

Announcer: "LADIES AND GENTLEMEN, PLEASE RISE FOR HONOURS".

- The COT will command: "STAFF, PRESENT ARMS".
- Once the COT and staff are at Present Arms, the Band will play 'FANFARE'.
- GEN Outgoing and GEN Incoming will go to Present Arms on the first note of 'FANFARE'.
- On the first note of 'FANFARE', the salute guns will fire 17-gun salute (5 seconds between rounds).
- When Honours are complete, GEN Outgoing and GEN Incoming will go to Order Arms and remain standing.
- The COT will command: "STAFF, ORDER ARMS".
- The staff will go to Order Arms.

Announcer: "LADIES AND GENTLEMEN, PLEASE BE SEATED".

- The COT will conduct an About Face to face the formation and command: "FORMATION, ORDER ARMS".
- The Detachment commanders will go to Order Arms.
- After the formation is at Order Arms, the COT will conduct an About Face to face the reviewing stand. The staff and formation will remain at Attention.

4. Inspection phase.

- The COT will march to a position immediately in front of the reviewing stand and report to GEN OUTGOING: "SIR, THE FORMATION AND COLOURS ARE PREPARED FOR INSPECTION"
- GEN OUTGOING will return the salute.
- GEN OUTGOING and GEN INCOMING will step down from the reviewing stand.
- The COT will execute a half-right stop in front of GEN OUTGOING and then face toward the Band.
- GEN OUTGOING will execute a left face and then move to the COT's left.

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- GEN INCOMING will move to the COT's right.
- The Band will play designated music.
- The COT will command softly: "FORWARD, MARCH", to begin the front inspection.
- As the reviewing party passes to the right flank of the staff, the Staff Prompter will command softly: "STAFF, PARADE REST".
- The staff will go to Parade Rest.
- The inspection party will pass to the front of the Band, conduct a right wheel and proceed to the front of the formation.
- When the reviewing party is approximately six paces from the first detachment's right flank, the Detachment Commander will salute and hold the salute. The reviewing party will not return the salute.
- After the reviewing party has passed the detachment's left flank, the Detachment Commander will return to Order Arms. He will then command: "DETACHMENT, PARADE REST". He will remain facing the reviewing stand.
- The same procedure is followed for the other detachment on the Honour Guard's right flank.
- Upon approaching the SHAPE Honour Guard, the COT will command softly to the reviewing party: "PRESENT, ARMS".
- The reviewing party will salute while marching the length of the Honour Guard.
- Upon passing the last flag, the COT will command softly: "ORDER, ARMS".
- After the reviewing party passes the last flag, the RSM (who is in a position to see the entire Honour Guard) will command: "HONOUR GUARD, PARADE REST".
- The Honour Guard will go to Parade Rest.
- When the reviewing party is approximately six paces from the first detachment on the left flank of the Honour Guard, the Detachment Commander will salute and hold the salute. The reviewing party will not return the salute.
- After the reviewing party has passed the detachment's left flank, the Detachment Commander will return to Order Arms.

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- He will then command: "DETACHMENT, PARADE REST". He will remain facing the reviewing stand.

- The same procedure is followed for the other detachment on the Honour Guard's left flank.

- As the reviewing party approaches the right front corner of the detachment, the COT will command softly: "REVIEWING PARTY, HALT"

- The COT will step around to face GEN Outgoing, salute and say: "SIR, THIS CONCLUDES THE INSPECTION".

- GEN Incoming will return the salute.

- GEN Incoming and GEN Outgoing will return by the most direct route to the reviewing stand, remount it and face the formation.

- The COT will return by the most direct route to his position in front of the staff.

- When the reviewing party and the COT have returned to their positions, the Band will stop playing.

5. Presentations of the Colours and National Anthem.

- The COT will command: "STAFF, ATTENTION".

- The staff will come to Attention.

- The COT will conduct an About Face to face the formation and command: "FORMATION, ATTENTION".

- The formation will come to Attention.

- Once all detachments are at Attention, the COT will command: "COLOURS, POST".

- On the command of 'POST', the Staff Prompter will then command: "STAFF, FORWARD, MARCH".

- The staff will march 20 paces and halt on command from the Staff Prompter.

- The Staff Prompter will then command: "STAFF, LEFT, FACE".

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- The staff will face to the left.
- Simultaneously with the repositioning of the staff, the Honour Guard Commander will face to his right and march to a position to the right flank of the Honour Guard, halt and conduct an About Face to stand facing the reviewing stand.
- Once the staff has moved out of his line of march, the COT will march to a position in front of the Honour Guard, halt and conduct an About Face to face the reviewing stand.
- The COT will command: "COLOURS, FORWARD, MARCH".
- The Band will play during marching.
- The Announcer will signal the COT when the Honour Guard is on-line 20 paces in front of the reviewing stand.
- The COT will command the Honour Guard: "HONOUR GUARD, HALT". The Band will stop playing music.
- The COT will report: "SIR, THE COLOURS ARE PRESENT".
- GEN Outgoing will return the salute and direct: "PRESENT THE COMMAND".
- The COT will face to his right while marching and move to a position in front of the staff and face the formation.
- The COT will command to the formation: "FORMATION, PRESENT ARMS".
- The Detachment Commanders will salute.

Announcer: "LADIES AND GENTLEMEN, PLEASE STAND FOR THE PLAYING OF THE NATO HYMN , REPRESENTING ALL THE NATO NATIONS".

- After the Detachment Commanders are at Present Arms, the COT will conduct an About Face to face the reviewing stand and command: "STAFF, PRESENT ARMS".
- The staff and Honour Guard Commander will Present Arms.
- The Band will play the NATO Hymn.
- GEN Outgoing and GEN Incoming will go to Present Arms on the first note of the NATO Hymn.

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- At the conclusion of the National Anthem GEN Outgoing and GEN Incoming will go to Order Arms.

- The COT will command to the Staff: "STAFF, ORDER ARMS".

- The staff and Honour Guard Commander will go to Order Arms.

Announcer: "PLEASE, BE SEATED".

- GEN Incoming and GEN Outgoing will remain standing.

- The COT will face the formation and command: "FORMATION, ORDER ARMS".

- The Detachment Commanders will go to Order Arms.

- After the formation is at Order Arms, the COT will conduct an About Face to face the reviewing stand.

6. Change of Command.

- GEN Incoming and GEN Outgoing will dismount the reviewing stand and position themselves in front of the centre of the SHAPE Colours facing each other.

- The RSM will move from his position near the reviewing stand to a position directly in front of the Command Colours.

- The SECGEN will be escorted from his seat to a position facing the RSM.

- Announcer: "THE MILITARY CHANGE OF COMMAND CEREMONY FORMALIZES THE TRANSFER OF RESPONSIBILITY AND AUTHORITY BETWEEN ONE MILITARY COMMANDER AND ANOTHER. THROUGH MILITARY HISTORY THE COLOURS HAVE MARKED THE LOCATION OF THE COMMANDER AND SERVED AS A GREAT SOURCE OF GREAT PRIDE FOR THOSE IN THE UNIT. THIS TRADITION CONTINUES TODAY. AS THE COMMAND COLOURS PASS FROM THE REGIMENTAL SERGEANT MAJOR TO GENERAL OUTGOING, TO SECRETARY GENERAL _____ AND TO GENERAL INCOMING, THE SYMBOL OF MILITARY COMMAND FOR THE COMMAND IS EXCHANGED BETWEEN THE DEPARTING COMMANDER AND THE INCOMING COMMANDER.

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- The RSM will face about to the bearer of the Command Colours, take the Colours, face about and present the SHAPE Colours to GEN OUTGOING.

- GEN OUTGOING will present the Command Colours to the SECGEN.

- The SECGEN will pass the Colours to GEN INCOMING.

(Simultaneously) Announcer: "PURSUANT TO THE AUTHORITY INVESTED IN HIM BY THE DEFENCE PLANNING COMMITTEE OF THE NORTH ATLANTIC COUNCIL, GENERAL INCOMING ASSUMES COMMAND OF COMMAND NAME, EFFECTIVE _____ 20__".

- GEN Incoming will pass the Command Colours to the RSM, who will return them to the Command Colour bearer.

Announcer: "AT THIS TIME, FLOWERS ARE BEING PRESENTED TO MRS OUTGOING AND MRS INCOMING."

- Two soldiers will present flowers to Mrs Outgoing and Mrs Incoming.

- The RSM will move back to his original position.

- The SECGEN will be escorted to his seat.

- GEN Outgoing and GEN Incoming will return to the reviewing stand with GEN Incoming on the left and GEN Outgoing on the right.

7. Remarks.

- Once GEN Outgoing and GEN Incoming have returned to the reviewing stand the COT will conduct an About Face to the formation and command: "FORMATION, PARADE REST"

- The detachments will go to Parade Rest.

- The COT will conduct an About Face, to face the reviewing stand and command: "STAFF, PARADE REST".

- The staff will go to Parade Rest.

- GEN Incoming and GEN Outgoing will take their seats.

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- SECGEN will be escorted to the podium.

Announcer: "LADIES AND GENTLEMEN, SECRETARY GENERAL_____.

- Remarks by the SECGEN.
- At the conclusion of these remarks, SECGEN will be escorted to his seat.

Announcer: "LADIES AND GENTLEMEN, GENERAL OUTGOING.

- GEN Outgoing will dismount the reviewing stand and deliver his remarks.
- At the conclusion of his remarks , GEN Outgoing will remount the reviewing stand and take his seat on the right.

Announcer: "LADIES AND GENTLEMEN, GENERAL INCOMING.

- GEN Incoming will dismount the reviewing stand and deliver his remarks.
- At the conclusion of his remarks, GEN Incoming will remount the reviewing stand and remain standing.
- GEN OUTGOING will stand.

8. Return of the Colours to the on-line position.

- The COT will command: "STAFF, ATTENTION".
- The staff will come to Attention.
- The COT will conduct an About Face to face the formation and command: "FORMATION, ATTENTION".
- The formation will come to Attention.
- The Honour Guard Commander will post himself in front of the Honour Guard.
- On the Honour Guard commander's command the Honour Guard will conduct an About Face and then march to its original position on-line with the remainder of the formation. The Band will play music while the Honour Guard is repositioned.

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- The COT will march the staff to its original parade position, halt and have it conduct a Right Face.

- The Band will reposition to an area between the rear of the staff and Honour Guard.

- Once in position the bandmaster will have the Band conduct a Right Face.

9. Conclusion of the Ceremony.

- Once the Honour Guard, staff and Band are in position, the Announcer will signal the COT that all units have halted.

- The COT will salute GEN Incoming and report: "SIR, THIS CONCLUDES THE CEREMONY".

- GEN Incoming will return the salute.

Announcer: "LADIES AND GENTLEMEN, PLEASE STAND FOR THE DEPARTURE OF THE REVIEWING PARTY".

- The reviewing party will depart the reviewing stand.

- GEN Outgoing will join Mrs Outgoing and remain in the vicinity of the reviewing stand.

- SECGEN and GEN Incoming will join their wives and then move to board their sedans, which have been pre-positioned behind the reviewing stand.

- SECGEN, GEN Incoming and their wives depart the area.

Announcer: 'LADIES AND GENTLEMEN, THIS CONCLUDES THE CHANGE OF COMMAND FOR COMMAND NAME HERE. GENERAL AND MRS OUTGOING WILL BE AVAILABLE IN A FEW MOMENTS TO RECEIVE YOUR FINAL REGARDS AT AN AREA TO YOUR LEFT FRONT. FOR THOSE OF YOU WHO HAVE BEEN INVITED TO ATTEND THE RECEPTION IN HONOUR OF GENERAL AND MRS INCOMING AND HAVE YOUR CARS PARKED IN THIS AREA OR AT THE PRE-DETERMINED RECEPTION PLACE PLEASE AVAIL YOURSELVES OF THE BUS TRANSPORTATION PARKED TO YOUR LEFT FRONT. THE BUSES WILL BE AVAILABLE TO BRING THOSE, WHO PARKED IN THIS

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AREA, BACK AT THE END OF THE RECEPTION. MEMBERS OF THE PROTOCOL LIST ARE REQUESTED TO BOARD BUSES AT YOUR REAR AT THE CONCLUSION OF THE CEREMONY. PERSONNEL WHO UTILIZED THE PARK AND RIDE BUSES WILL BE ABLE TO BOARD THEM AT THE TEMPORARY BUS STOP AT YOUR RIGHT REAR. ON BEHALF OF THE COMMAND WE THANK YOU FOR ATTENDING THIS CHANGE OF COMMAND CEREMONY”.

- Announcer will signal the COT for final dismissal.
- The COT will conduct an About Face, salute and command: DETACHMENT COMMANDERS, TAKE CHARGE OF YOUR UNITS”.
- The Detachment Commanders will return the salute.
- The Band will play a musical medley while personnel are departing the area.
- The Protocol List will board buses and depart the area en route to the Pre-Determined Reception Area.
- All detachments and the Honour Guard will be sequentially marched off the parade field to their left under control of their Detachment Commanders/NCOs.
- The COT will face the staff to the left, march it an appropriate distance, halt it and then dismiss it.
- Personnel manning the salute guns will be dismissed from their current position.
- Detail personnel will bring forth stands and ropes with a table to establish the area to enable GEN and Mrs Outgoing to bid their final farewells to well-wishers.
- GEN and Mrs Outgoing will be escorted to an area to the left front of the reviewing stand to permit them to bid final farewells.
- The Announcer will signal the Band to cease playing.
- The Band will be marched from the parade field for final dismissal.

SAMPLE THREE SCRIPT FOR CHANGE OF COMMAND (INDOOR)
SEQUENCE OF EVENTS

1. Introduction.

- The Band will play a pre-ceremony medley from a pre-determined location that will not interfere with the flow of personnel during the ceremony, or obstruct the view of the audience or military personnel assigned to the Command.

- Ushers will distribute programmes and seat guests.

- SECGEN, GEN OUTGOING, GEN INCOMING and their wives arrive at the Designated Ceremony foyer area.

- Mrs Outgoing and Mrs Incoming will be escorted to their seats.

- Announcer will signal to the Band to sound 'ATTENTION'.

- The Band will play 'ATTENTION'.

Announcer: "DISTINGUISHED GUESTS, LADIES AND GENTLEMEN, GOOD MORNING. WELCOME TO THE NAME OF COMMAND HERE CHANGE OF COMMAND BETWEEN GENERAL OUTGOING AND GENERAL INCOMING. WE ARE HONOURED TO HAVE THE CHAIRMAN OF THE NATO COUNCIL AND SECRETARY GENERAL OF THE NORTH ATLANTIC TREATY ORGANISATION PARTICIPATE IN TODAY'S CEREMONY. MUSIC IS BEING PROVIDED BY THE NAME OF BAND, LED BY _____ . **(PAUSE)** LADIES AND GENTLEMEN, PLEASE STAND FOR THE ARRIVAL OF THE REVIEWING PARTY AND REMAIN STANDING FOR THE PLAYING OF HONOURS.

2. Honours.

- SECGEN, GEN Outgoing and GEN Incoming will enter the Designated Ceremony area and walk down the aisle toward the stage.

- GEN Outgoing and GEN Incoming will mount the stage and remain standing with GEN Outgoing on the right.

- SECGEN will be shown to his seat.

- The Band will play 'FANFARE' as all stand to Attention. No hand salutes are rendered.

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- On the first note of the 'FANFARE' the salute guns will fire 17-gun salute (5 second interval).

3. Change of Command.

- GEN Outgoing and GEN Incoming will remain standing.

- SECGEN will be escorted from his seat to a position on the stage.

- From behind the curtain, stage right, the RSM will move to the centre of the stage and position himself to retrieve the Colours.

- GEN Outgoing and GEN Incoming will move to a position in front of the Colours. SECGEN will face the RSM.

(Simultaneously) Announcer: "PLEASE BE SEATED. **(Pause)** THE MILITARY CHANGE OF COMMAND CEREMONY FORMALIZES THE TRANSFER OF RESPONSIBILITY AND AUTHORITY BETWEEN ONE MILITARY COMMANDER AND ANOTHER. THROUGH MILITARY HISTORY THE COLOURS HAVE MARKED THE LOCATION OF THE COMMANDER AND SERVED AS A SOURCE OF GREAT PRIDE FOR THOSE IN THE UNIT. THIS TRADITION CONTINUES TODAY. AS THE COLOURS PASS FROM THE REGIMENTAL SERGEANT MAJOR TO GENERAL OUTGOING, TO SECRETARY GENERAL, AND TO GENERAL INCOMING, THE SYMBOL OF MILITARY COMMAND YOUR COMMAND IS EXCHANGED BETWEEN THE DEPARTING COMMANDER".

- The RSM will retrieve the Colours, face about and present the Colours to GEN Outgoing.

- GEN Outgoing will present The Colours to the SECGEN.

- SECGEN will pass the SHAPE Colours to GEN Incoming.

(Simultaneously) Announcer: "WITH THE CONSENT OF THE NATO MEMBER NATIONS AND APPROVAL OF THE NATO DEFENCE PLANNING COMMITTEE, GENERAL _____, NATION AND SERVICE, IS APPOINTED COMMANDER OF YOUR COMMAND EFFECTIVE _____20_.

- GEN Incoming will pass the Colours to the RSM, who will then return them to the Colours stand.

- The RSM will depart the stage.

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4. Remarks.

- The SECGEN will move straight to the podium.
- GEN Outgoing will take his seat on the right, GEN Incoming on the left.

Announcer: "LADIES AND GENTLEMEN, SECRETARY GENERAL _____."

- Remarks by SECGEN.
- At the conclusion of his remarks SECGEN will be escorted to his seat.

Announcer: "LADIES AND GENTLEMEN, GENERAL OUTGOING

- Remarks by GEN Outgoing.
- At the conclusion of his remarks GEN Outgoing will return to and take his seat.

Announcer: "LADIES AND GENTLEMEN, GENERAL INCOMING."

- Remarks by GEN Incoming.
- At the conclusion of his remarks GEN Incoming will return to his seat but remain standing.
- GEN Outgoing will stand.

5. National Anthem.

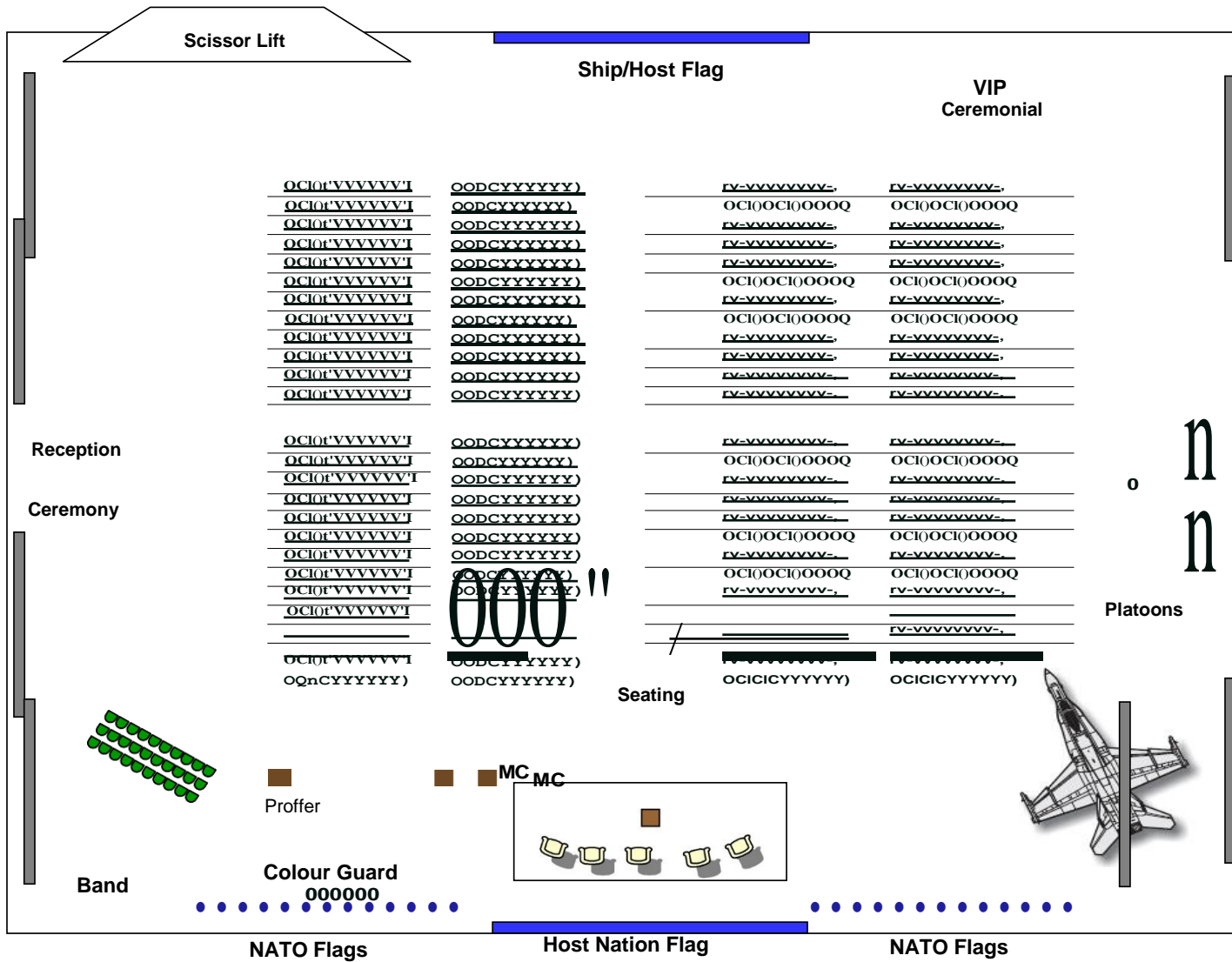
Announcer: "LADIES AND GENTLEMEN, PLEASE STAND FOR THE PLAYING OF THE NATO HYMN, REPRESENTING ALL THE NATO NATIONS".

- All stand at Attention. No hand salutes are rendered.
- The Band will play the NATO HYMN.

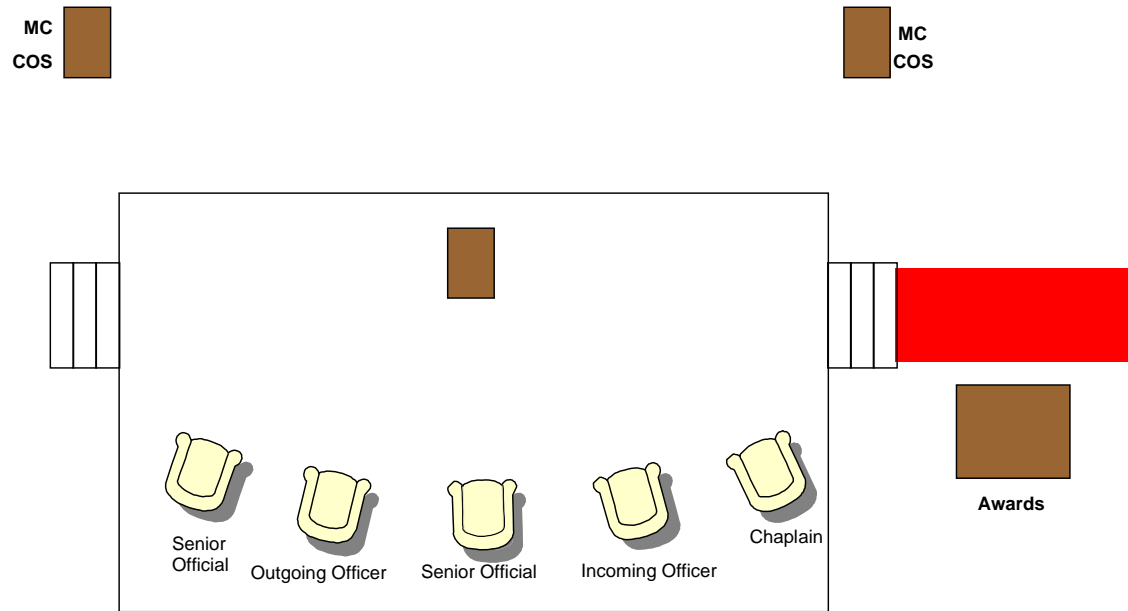
6. Conclusion of the Ceremony.

Announcer: "LADIES AND GENTLEMEN, THIS CONCLUDES THE CHANGE OF COMMAND FOR ALLIED COMMAND EUROPE. GENERAL AND MRS OUTGOING WILL BE AVAILABLE IN A FEW MOMENTS ON THE STAGE TO RECEIVE YOUR FINAL REGARDS. FOR THOSE OF YOU WHO HAVE BEEN INVITED TO ATTEND THE RECEPTION IN HONOUR OF GENERAL AND MRS INCOMING AND HAVE YOUR CARS PARKED IN THIS AREA OR AT THE SHAPE OFFICERS' CLUB, PLEASE AVAIL YOURSELVES OF THE BUS TRANSPORTATION PARKED OUTSIDE THE RIGHT FRONT ENTRANCE. THE BUSES WILL BE AVAILABLE TO BRING THOSE, WHO PARKED IN THIS AREA, BACK AT THE END OF THE RECEPTION. MEMBERS OF THE PROTOCOL LIST ARE REQUESTED TO BOARD BUSES AT THE MAIN ENTRANCE WAY TO THE DESIGNATED RECEPTION PLACE AT THE CONCLUSION OF THE CEREMONY. ON BEHALF OF THE COMMAND WE THANK YOU FOR ATTENDING THIS CHANGE OF COMMAND CEREMONY. PLEASE REMAIN STANDING FOR THE DEPARTURE OF THE REVIEWING PARTY".

- The Band will play a post-ceremony musical medley.
- GEN Incoming will depart the stage.
- GEN Incoming will join up with Mrs Incoming and then with SECGEN move outside to board their sedans.
- GEN and Mrs Outgoing will move to an area on the stage to bid farewells to well-wishers.
- Detail personnel will bring forth a table and other equipment to the vicinity of GEN and Mrs Outgoing.
- The Protocol List will depart the cinema once the reviewing party has departed.
- At an appropriate time, the Announcer will signal the Band to stop playing music.



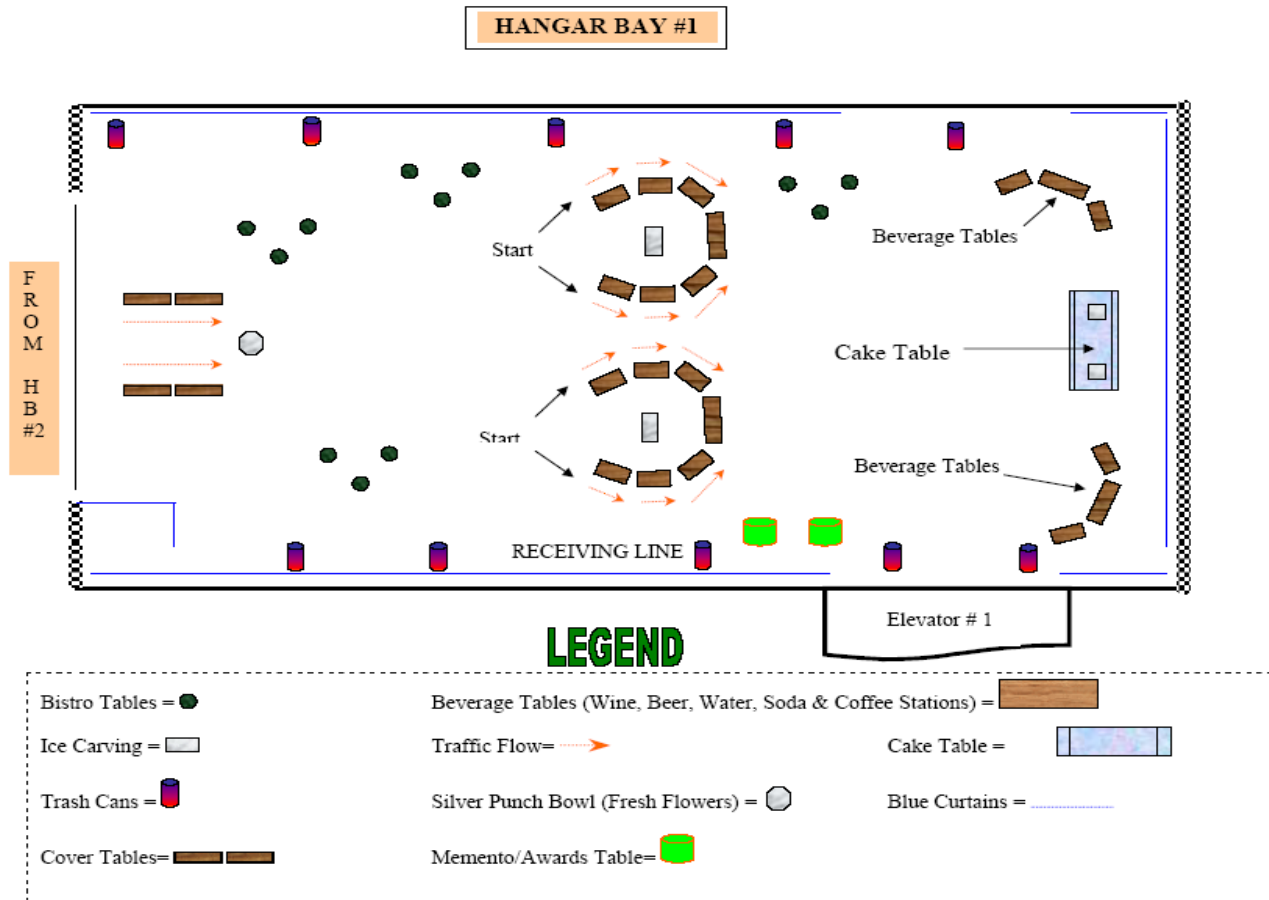
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Reception Area



NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

Suggested Timeline and Preparation Checklist For a National Day Flag Raising			
Timeline <i>(Time from date of event)</i>	Action or Event Item	Responsible Person or Group	Comments
8 weeks	Contact Military band and inform them of the upcoming Flag Raising.	Protocol Officer	Background information on bands and contact information kept on file in the Newcomers folder.
7 weeks	Contact the National Liaison Officer and get information on who will be the most Honoured Guest and if office calls are required. Request sheet music for the tribute song and if available a biography of the most Honoured Guest.	Protocol Officer	<ul style="list-style-type: none"> - Once receiving the music notes for the tribute song pass this over to the Military Band (No later than two weeks prior to the ceremony). - The biography of the most Honoured Guest will be attached to the Visit Instruction. - Schedule the office calls as soon as the name(s) and objectives are known.
6 weeks	Have Graphics make invitations for the Flag Raising Ceremony.	Graphics/Protocol Officer	<p>Prior to having invitations made ask the Nation Liaison Officer how many extra invitations they will require. Protocol has a standard mailing list in the database but with Flag Raising ceremonies the National Liaison Representative will often invite extra people from his Nation who are not on the list.</p> <p>Have one invitation printed and proof read it, if it's correct, have Graphics print all the invitations.</p>
4 weeks	Have invitations mailed out.	Protocol Officer/Protocol Admin	Protocol Admin will ensure that the envelopes are stuffed and labelled with address labels.
4 weeks	Inform the Mess about the upcoming Flag Raising ceremony.	Protocol Officer	The Mess will arrange the FOGO pre-reception and reception following the Flag Raising ceremony.

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

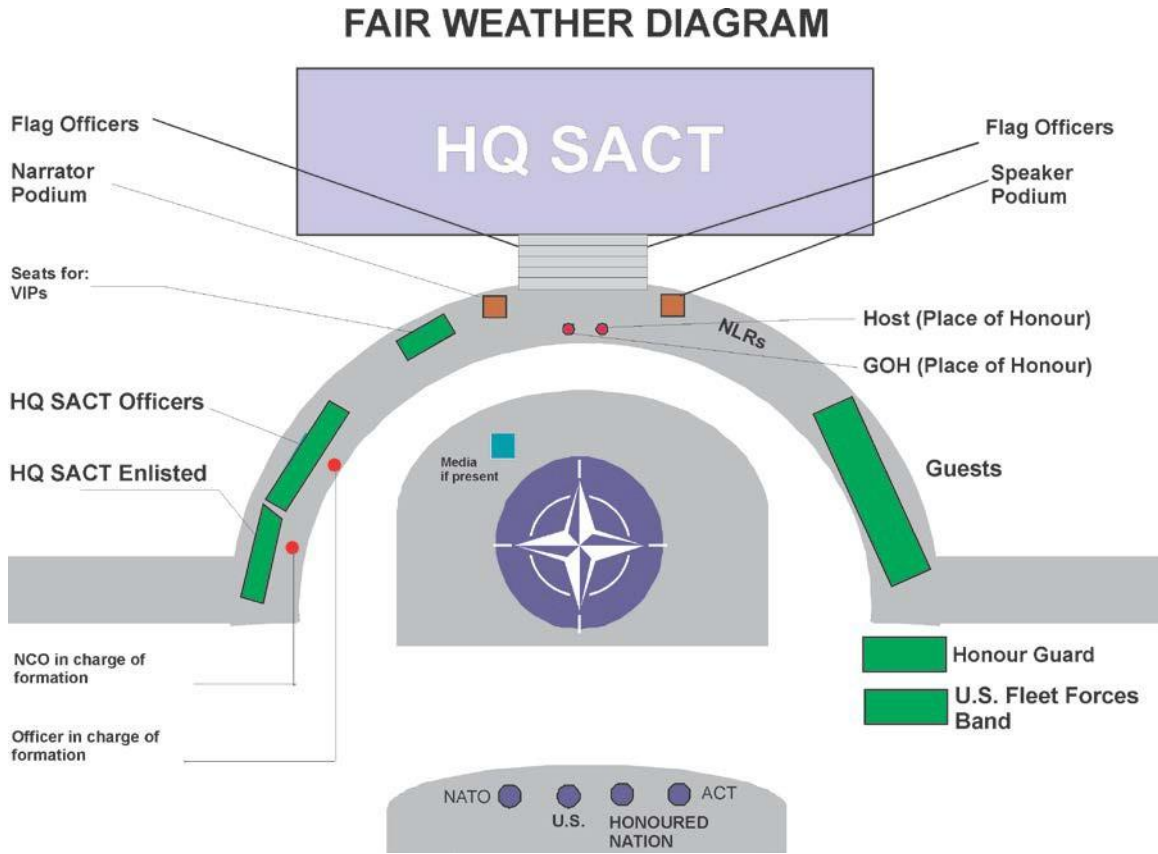
3 weeks	Confirm who the Host of the ceremony will be.	Protocol Officer	Coordinate with Commander's, Deputy Commander's and COS's Office. If none are available the acting COS will host.
3 weeks	Inform the Senior Enlisted Advisor of the upcoming Flag Raising.	Protocol Officer	The Senior Enlisted Advisor will assemble a colour guard detail for the ceremony and be responsible for the coordination and rehearsal of the colour guard.
2-3 weeks	Provide information such as name of the most Honoured Guest, name of the tribute song, name of the Host to the Public Affairs Office.	Protocol Officer	With this information the Public Information Office will put together a script for the Flag Raising Ceremony.
2 weeks	Identify the Master of Ceremony.	Public Information Officer	The Master of Ceremony will be an officer from your HQ.
2 weeks	Inform Photography of the upcoming Flag Raising ceremony	Protocol Officer	Photography will be responsible for the overall photographic coverage of the Flag Raising ceremony and the reception following the ceremony.
1 week	Request a list of names that the National liaison Officer has invited and pass this list on to Security.	Protocol Officer	Security will assure base access for these invitees.
1 week	Assure that the mess has made all necessary arrangements.	Protocol Officer	
1 week	Prepare Event Instruction notice.	Protocol Officer	Once prepared, have it routed through the Protocol office and head of Protocol. Once approved, Protocol Admin will route the Event Instruction to the HQ Director of Management for final approval.

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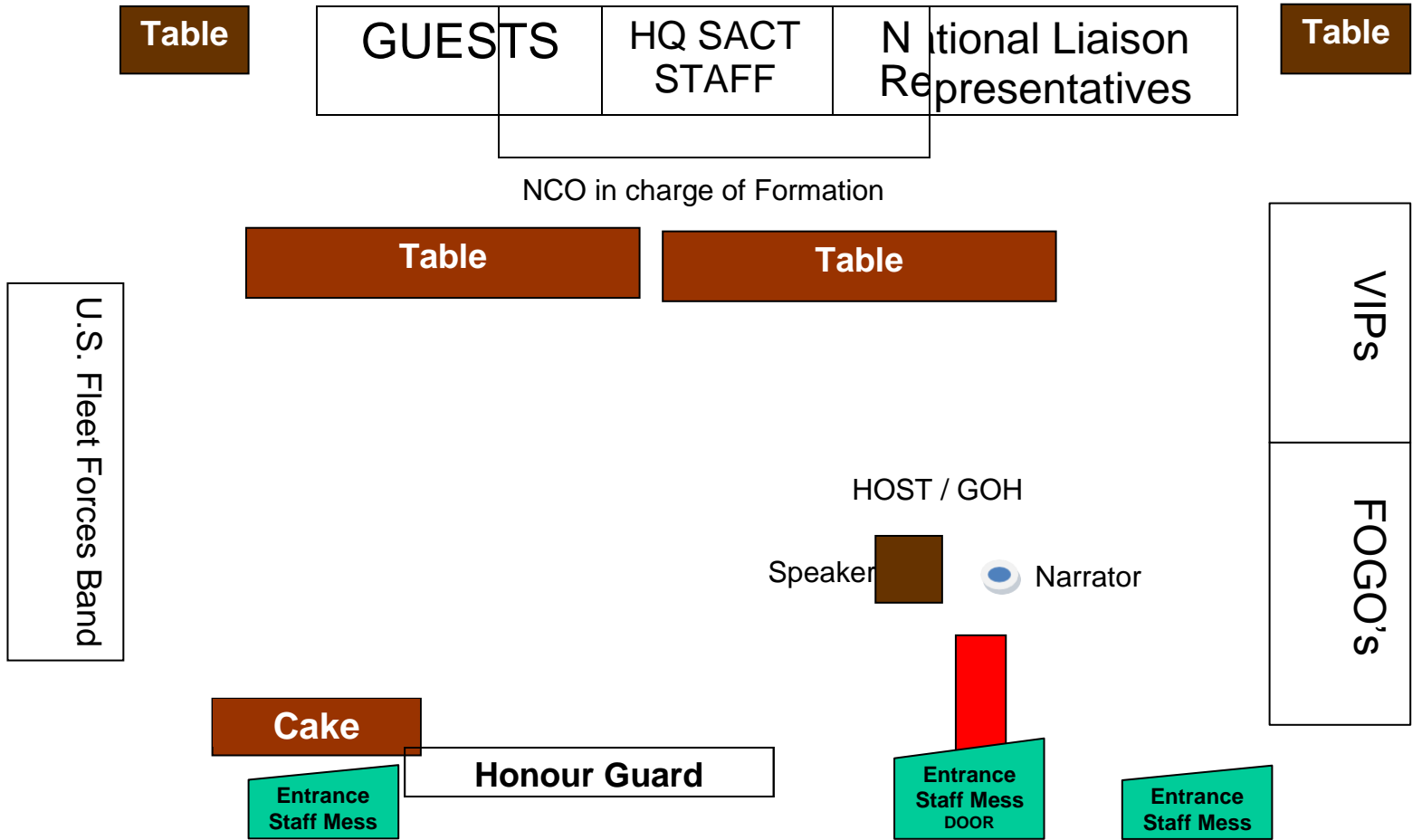
NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

1 week	Issue Event Instruction notice.	Protocol Admin	Once approved Protocol Admin will route the Event Instruction to all users via email.
1 day	Colour Guard will conduct its first rehearsal.	Senior Enlisted Advisor	
1 week	Prepare flag stand.	Protocol Admin	The Flag stand is a gift which is presented to the Most Honoured Guest. All NATO flags are on the flag stand, including a plaque to commemorate the occasion. Graphics should make the plaque. Assure the plaque wording is correct before finalizing it. Proofread the plaque upon receipt.
Day of event	Colour Guard will conduct there 2 nd and final rehearsal prior to the ceremony.	Senior Enlisted Advisor/ Protocol Officer	
Day of event	Have podium, sound system setup and red carpet laid out.	Protocol Admin	
Day of event	“Standard” National flags are lowered and replaced by holiday flags. The holiday flags for the Honoured Nation and the Host Nation are kept separate for use in the ceremony.	Security	
Day of event	Escort the most Honoured Guest and Host of the Ceremony.	Head of Protocol/ Protocol Officer	The Most Honoured Guest will be escorted to the FOGO pre-reception, after the pre-reception escorted together with the host to the ceremony and after the ceremony to the reception in the mess.

Appendix 8-4



INCLEMENT WEATHER DIAGRAM



SAMPLE FLAG RAISING CEREMONY

FLAG PLAZA CEREMONY
NATIONAL FLAG RAISING CEREMONY
MARCH 26, 2007 AT 1000

Narrator: LTC Name O'Man, U.S. Nation and Service,
Presiding Officer (PO): Admiral Sir Name O'Guy, Nation and Service, Deputy
Commander
Honoured Representative: LGEN Somebody Important, Nation and Service
Interesting Facts: COL Representing H. Nation, Nation and Service, Billet Title

0945 hrs

(Marine Corps Colour Detail and Colour Guard get into formation in front of the Atlantic Fleet Band).

0950 hrs

(Band Fanfare).

(Narrator announces:)

“GOOD MORNING LADIES AND GENTLEMEN. WE ARE HONoured BY YOUR PRESENCE AS WE PREPARE TO COMMEMORATE THE NATIONAL DAY OF _____.”

“IN A FEW MOMENTS DEPUTY SUPREME ALLIED COMMANDER TRANSFORMATION ADMIRAL SIR NAME O'MAN, BRITISH ROYAL NAVY WILL ARRIVE WITH THE _____ HONoured REPRESENTATIVE LIEUTENANT GENERAL SOMEBODY IMPORTANT, DIRECTOR OF THE TRANSFORMATION CENTRE AT THE NATIONAL DEFENCE GENERAL STAFF.”

“NOW COLONEL REPRESENTATION NATION, THE _____ NATIONAL LIAISON REPRESENTATIVE TO SUPREME ALLIED COMMANDER TRANSFORMATION WOULD LIKE TO PRESENT SOME INTERESTING FACTS ABOUT HIS COUNTRY AND TODAY'S NATIONAL DAY.”

(NLR or other officer delivers facts).

0955 hrs

“AND NOW LADIES AND GENTLEMEN, THE UNITED STATES FLEET FORCES BAND, UNDER THE DIRECTION OF ASSISTANT BAND DIRECTOR LIEUTENANT COMMANDER RALPH BARRETT AND DRUM MAJOR MUSICIAN FIRST CLASS MAX FRYAR WILL MARCH ON THE U.S. MARINE CORPS COLOUR DETAIL AND THE ALLIED COMMAND TRANSFORMATION COLOUR GUARD.”

(As the Colour Detail, the Colour Guard and the Atlantic Fleet Band pass through the horseshoe, the leaders of the two staff formations call their formations to attention as the Colour Guard approaches. The formation leader will render a salute as the Colour Guard passes. Once the Colour Guard has passed, the formation leader will return his formation to parade rest.

(At the top of the horseshoe, the Colour Detail marches to the centre of the NATO star, the Colour Guard takes its position at the top of the NATO star and the band marches to its position).

1000 hrs

(Once the band is in concert formation and the Colour Guard and Colour Detail are in position, Narrator announces:)

“SOUND ATTENTION”

(CLF plays second fanfare music as PO and GOH descend down the stairs in front of your Headquarters and take their designated positions on the sidewalk).

“GOOD MORNING LADIES AND GENTLEMEN AND WELCOME TO THE ALLIED COMMAND TRANSFORMATION HEADQUARTERS. ACT STAFF AND DEPUTY SUPREME ALLIED COMMANDER TRANSFORMATION SIR NAME O’GUY, NATIONAL SERVICE, WILL CELEBRATE THE NATIONAL DAY OF _____.”

“WE ARE PLEASED TO RECOGNIZE LIEUTENANT GENERAL SOMEBODY IMPORTANT, DIRECTOR OF THE TRANSFORMATION CENTRE AT THE NATIONAL DEFENCE GENERAL STAFF.”

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“PLEASE JOIN US IN HONOURING _____ AND THE UNITED STATES IN THE RAISING OF THEIR FLAGS.”

(PAUSE)

(Marine colour detail leader commands, “Colour detail, centre, march” Colour detail leader will march the detail into position stopping the detail near the centre of the street. Colour detail leader will stop and centre on PO. Colour Guard will move at the same time from the top of the NATO star to the edge of the centre plaza, but will not cross into the street. Colour detail leader will give PO a sword salute. After PO returns the salute, the colour detail leader will say, “Request permission to proceed with the flag raising ceremony.”

PO will give his permission to proceed with the ceremony. Colour detail leader will then command, “Flag bearers, post.” Colour detail leader will move sharply to his right and the flag bearers will move in front of PO and GOH to receive the flags. The two inner flag bearers will be positioned such that one is directly in front of PO and the other is directly in front of GOH. Host Nation and Honoured Nation flags will be brought down and presented from two silver trays. PO will lift the Honoured flag from the tray and present it to GOH. PO will then lift the Host Nation flag from its tray and hold it. PO and GOH will present their respective flags simultaneously to the person directly in front of them. After the detail has the flags, colour detail leader gives the command, “Counter march.” (US Fleet Forces Band will begin playing the emblem march until flag bearers are positioned at the appropriate flagpoles). Colour guard will reverse their formation and march through the centre of the star and take position. Flag detail marches across the NATO star and proceeds to the appropriate flagpoles. Colour detail leader will stop in the middle of the star and execute an about face so that he is facing the building.)

1005 hrs

(When bandmaster’s hands are in the ready cue, Narrator announces:)

“LADIES AND GENTLEMEN, THE NATIONAL ANTHEMS OF THE HOST NATION AND _____.”

1009 hrs

(Upon completion of the anthems, Narrator announces :)

“ADMIRAL O’GUY WILL NOW SAY A FEW WORDS AND PRESENT A GIFT TO OUR HONOURED REPRESENTATIVE LIEUTENANT GENERAL SOMEBODY IMPORTANT.”

(PO introduces GOH, presents gift and then steps to the side of the podium)

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1014 hrs

(GOH delivers his remarks from podium #1, and then stands next to PO).

1019 hrs

(Upon completion of remarks, Narrator announces:)

“LADIES AND GENTLEMEN, MS. ELIZABETH MAYO FROM THE HAMPTON ROADS COUNCIL OF THE NAVY LEAGUE WILL NOW PRESENT A GIFT TO OUR HONOURED REPRESENTATIVE.”

(Narrator steps away from podium. Navy League representative comes to the narrator’s podium, makes brief remarks and presents Navy League gift. (Protocol representative will take both gifts to the lobby. Official party returns to their original positions).

1021 hrs

(Upon completion of the gift exchanges, Narrator announces:)

“THE UNITED STATES FLEET FORCES BAND WILL NOW PAY A TRIBUTE TO _____ BY PERFORMING _____, A TRIBUTE SONG FROM THE NATION OF _____.”

(Narrator announces 😊)

“THE UNITED STATES FLEET FORCES BAND WILL NOW HONOUR ALL ALLIANCE NATIONS SERVICES BY PLAYING THE U.S. MILITARY SERVICE SONGS AS THEY PASS IN REVIEW.”

1024 hrs

(Marine colour leader and Colour Guard pass in review in front of the band. Colour detail silently secures halyards and moves into position to march off behind the band.)

1028 hrs

(Upon completion of music, when the Marine, colour guard, the band and colour detail are marching off, Narrator announces

“THIS CONCLUDES OUR FLAG RAISING CEREMONY. WE THANK ALL OF YOU FOR ATTENDING. PLEASE JOIN US IN THE STAFF MESS FOR A RECEPTION AND CAKE CUTTING.”

SAMPLE OUTDOOR WELCOMING CEREMONY

1. H-15 Min
 - a. The Honour Guard will be formed up in the designated location.
 - b. The band will form up at their designated location.
2. H-10 Min
 - a. The Honour Guard will march in formation to their position in front of the location where the DV is arriving, halt and face to the right towards the building entrance.
 - b. The RSM will turn the formation over to the Honour Guard Commander, who will then command it to go to Parade Rest.
 - c. After the Honour Guard is in position, the Band will play a pre-ceremony music medley.
3. H-8 Min. The Senior Staff and interested parties will be escorted into position by Protocol.
4. H-Hour
 - a. The Dignitary will arrive at the entrance of the Headquarters Building.
 - b. The Band will stop playing music.
 - c. The Honour Guard Commander will bring the Honour Guard and the Band to Attention.
 - d. The Dignitary will be met by the Host of the Visit, and then escorted by him past the interested parties to a position in front of the building facing the Honour Guard.
 - e. The interested parties and other military personnel will salute as the Dignitary and Host pass.
5. H+1 Min
 - a. The Honour Guard Commander will direct, 'SOUND OFF'
 - b. The Band will play 'FANFARE'

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NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

- c. On the first note of the music without command all military personnel will go to Present Arms. Civilian attendees will render the appropriate courtesy.
6. H+2 Min
 - a. At the conclusion of 'FANFARE' without command all military personnel will go to Order Arms.
 - b. When all are at Order Arms, the Honour Guard Commander will advance, halt, salute the Dignitary and say: "SIR, THE HONOUR GUARD IS ON PARADE FOR YOUR INSPECTION".
 - c. The Dignitary will return the salute.
7. H+3 Min
 - a. The Dignitary will face to his left while marching. The Honour Guard Commander will face to his right while marching and as they step off, the Band will start playing the designated music.
 - b. With the Dignitary to his left the Honour Guard Commander will escort him on a FRONT ONLY walking inspection of the Band and Honour Guard.
 - c. As the Dignitary approaches his National Colours, he will halt, face to his left and acknowledge his National Colours. The Honour Guard Commander will halt, facing the Honour Guard.
 - d. After a momentary pause the Dignitary will face to his right and continue the inspection of the Honour Guard.
 - e. The Honour Guard Commander will escort the Dignitary.
8. H+4 Min
 - a. When the Dignitary has completed his inspection at the right front corner of the Honour Guard, he will return by the most direct route to his original position beside your Commander.
 - b. The Honour Guard Commander will march part of the way with the Dignitary and then return to his position in front of the Honour Guard.
9. H+5 Min
 - a. Once the Dignitary and the Honour Guard Commander have returned to their positions, the Band will play the Dignitary's National Anthem followed by the NATO Hymn. Without command

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all military personnel will go to Present Arms on the first note of the national anthem. Civilian personnel will render the appropriate courtesy.

10. H+6 Min
 - a. At the conclusion of the NATO Hymn, without commands all participants will go to Order Arms.
 - b. The Honour Guard Commander will salute the Dignitary and say: "SIR, THIS CONCLUDES THE CEREMONY". The Dignitary returns the salute.
11. H+7 Min
 - a. Your Commander will then escort the Dignitary and introduce him to the Senior Staff, positioned adjacent to the left flank of the Honour Guard.
 - b. The Senior Staff will salute and shake hands with the Dignitary. The Honour Guard and Band will remain at Attention.
12. H+8 Min
 - a. Your Commander will then escort the Dignitary and introduce him to the interested parties, positioned adjacent to the left flank of the Senior Staff.
 - b. The interested parties will salute and shake hands with the Dignitary. The Honour Guard and Band will remain at Attention.
13. H + 9 Min
 - a. When your Commander has completed introductions to the Senior Staff he will escort the Dignitary into the main entrance of the Headquarters Building.
 - b. Once the Dignitary and your Commander have entered the building, the Band will stop playing music, the Senior Staff and the interested parties will enter the building.
14. H+10 Min
 - a. Once the officials and SHAPE dignitaries have departed the ceremony area, the Honour Guard Commander will conduct an About Face, dismiss the Band and direct the RSM to take charge of the Honour Guard for dismissal sequence.
15. H+11 Min. The RSM will order the Honour Guard to face to its right and marches it back to the origination point for dismissal. The Band will be dismissed in its present position.

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SAMPLE INDOOR WELCOMING CEREMONY

1. H-15 Min
 - a. The Honour Guard will be formed up in the hallway of your Headquarters Building.
 - b. The band will form up in the lobby.
2. H-10 Min
 - a. The Honour Guard will march in formation to their position in the lobby, halt and face to the entrance of building.
 - b. The RSM will turn the formation over to the Honour Guard Commander, who will then command it to go to Parade Rest.
3. H-8 Min. The Senior Staff, and interested parties will be escorted into position by Protocol.
4. H-Hour
 - a. The Dignitary will arrive at the main entrance of building.
 - b. The Honour Guard Commander will bring the Honour Guard and the Band to Attention.
 - c. The Dignitary will be met by your Commander and then escorted by him into the Headquarters building to a position in the lobby facing the Honour Guard.
5. H+1 Min
 - a. The Honour Guard Commander will direct, 'SOUND OFF.'
 - b. The Band will play FANFARE.
 - c. On the first note of the music without command all military personnel will go present arms. Civilian attendees will render the appropriate courtesy.
6. H+2 Min
 - a. At the conclusion of 'FANFARE' without command all military personnel will go to Order Arms.

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- b. When all are at Order Arms, the Honour Guard Commander will advance, halt, salute the Dignitary and say: "SIR, THE COMMANDER'S HONOUR GUARD IS ON PARADE FOR YOUR INSPECTION".
 - c. The Dignitary will return the salute.
7. H+3 Min
 - a. The Dignitary will face to his left while marching. The Honour Guard Commander will face to his right while marching and as they step off, the Band will start playing the designated music.
 - b. With the Dignitary to his left the Honour Guard Commander will escort him on a FRONT ONLY walking inspection of the Honour Guard and Band.
 - c. As the Dignitary approaches his National Colours, he will halt, face to his left and acknowledge his National Colours. The Honour Guard Commander will halt, facing the Honour Guard.
 - d. After a momentary pause the Dignitary will face to his right and continue the inspection of the Honour Guard. The Honour Guard Commander will escort the Dignitary.
8. H+4 Min
 - a. When the Dignitary has completed his inspection at the right front corner of the Band he will return by the most direct route to his original position beside your Commander.
 - b. The Honour Guard Commander will march part of the way with the Dignitary and then return to his position in front of the Honour Guard.
9. H+5 Min. Once the Dignitary and the Honour Guard Commander have returned to their positions, the Band will play the Dignitary's National Anthem followed by the NATO Hymn. Without command all military personnel will go to Present Arms on the first note of the national anthem. Civilian personnel will render the appropriate courtesy.
10. H+6 Min
 - a. At the conclusion of the NATO Hymn, without commands all participants will go to Order Arms.
 - b. The Honour Guard Commander will salute the Dignitary and say: "SIR, THIS CONCLUDES THE CEREMONY". The Dignitary returns the salute.

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11. H+7 Min
 - a. Your Commander will then escort the Dignitary and introduce him to the Senior Staff, positioned adjacent to the right flank of the Honour Guard.
 - b. The Senior Staff will salute and shake hands with the Dignitary.
 - c. The Honour Guard and Band will remain at Attention.
12. H+8 Min
 - a. Your Commander will then escort the Dignitary and introduce him to the interested parties, positioned adjacent to the left flank of the Senior Staff.
 - b. The interested parties will salute and shake hands with the Dignitary.
 - c. The Honour Guard and Band will remain at Attention.
13. H + 9 Min
 - a. When your Commander has completed introductions to the interested parties he will escort the Dignitary down out of the lobby, into the building proper.
 - b. Once the Dignitary and your Commander have entered the corridor, the Band will stop playing music and the Senior Staff and interested parties will depart the lobby area.
14. H + 10 Min. Once the officials and dignitaries have departed the ceremony area, the Honour Guard Commander will conduct an About Face, dismiss the Band and direct the RSM to take charge of the Honour Guard for dismissal sequence.
15. H+11 Min. The RSM will order the Honour Guard to march back into the hallway of the building for dismissal. The Band will be dismissed in its present position.

Appendix 8-8

SAMPLE OUTDOOR FAREWELL CEREMONY

1. H-15 Min
 - a. The Honour Guard will be formed up in the designated location.
 - b. The band will form up adjacent to your Headquarters building.
2. H-10 Min
 - a. The Honour Guard will march in formation to their position in front of your Headquarters building, halt and face to the right towards the entrance.
 - b. The RSM will turn the formation over to the Honour Guard Commander, who will then command it to go to Parade Rest.
 - c. After the Honour Guard is in position, the Band will play a pre-ceremony music medley.
3. H-8 Min. The Senior Staff and interested parties will be escorted by Protocol into position. The position of the Senior Staff is perpendicular to the left of the Honour Guard. The interested parties will be positioned parallel to the Headquarters building.
4. H-Hour
 - a. Your Commander will escort the Dignitary into the lobby at the entrance of your Headquarters building.
 - b. The Band will stop playing music.
 - c. The Honour Guard Commander will bring the Honour Guard and the Band to Attention.
 - d. Your Commander will escort the Dignitary to a position in front of the Headquarters building, facing the Honour Guard.
5. H+1 Min
 - a. The Honour Guard Commander will direct, 'SOUND OFF'
 - b. The Band will play 'FANFARE'
 - c. On the first note of the music without command all military personnel will go to Present Arms. Civilian attendees will render the appropriate courtesy.

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6. H+2 Min
 - a. At the conclusion of 'FANFARE' without command all military personnel will go to Order Arms.
 - b. When all are at Order Arms, the Honour Guard Commander will advance, halt, salute the Dignitary and say: "SIR, THE COMMANDER'S HONOUR GUARD IS ON PARADE FOR YOUR INSPECTION".
 - c. The Dignitary will return the salute.
7. H+3 Min
 - a. The Dignitary will face to his left while marching. The Honour Guard Commander will face to his right while marching and as they step off, the Band will start playing the designated music.
 - b. With the Dignitary to his left the Honour Guard Commander will escort him on a FRONT ONLY walking inspection of the Band and Honour Guard.
 - c. As the Dignitary approaches his National Colours, he will halt, face to his left and acknowledge his National Colours. The Honour Guard Commander will halt, facing the Honour Guard.
 - d. After a momentary pause the Dignitary will face to his right and continue the inspection of the Honour Guard.
 - e. The Honour Guard Commander will escort the Dignitary.
 - f. When the Dignitary has completed his inspection at the right front corner of the Honour Guard he will return by the most direct route to his original position beside your Commander.
 - g. The Honour Guard Commander will march part of the way with the Dignitary and then return to his position in front of the Honour Guard.
9. H+5 Min. Once the Dignitary and the Honour Guard Commander have returned to their positions, the Band will play the Dignitary's National Anthem followed by the NATO Hymn. Without command all military personnel will go to Present Arms on the first note of the national anthem. Civilian personnel will render the appropriate courtesy.
10. H+6 Min
 - a. At the conclusion of the NATO Hymn, without commands all participants will go to Order Arms.

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- b. The Honour Guard Commander will salute the Dignitary and say: "SIR, THIS CONCLUDES THE CEREMONY". The Dignitary returns the salute.
11. H+7 Min
- a. Your Commander will then escort the Dignitary to the Senior Staff, positioned adjacent to the left flank of the Honour Guard.
 - b. The Senior Staff will salute and shake hands with the Dignitary.
 - c. The Honour Guard and Band will remain at Attention.
 - d. The Band will continue playing at a much lower level.
12. H+8 Min
- a. Your Commander will then escort the Dignitary to the interested parties positioned adjacent to the left flank of the Senior Staff parallel to building.
 - b. The interested parties will salute and shake hands with the Dignitary.
 - c. The Honour Guard and Band will remain at Attention.
 - d. The Band will continue playing at a much lower level.
13. H + 9 Min
- a. When the Dignitary has completed his farewells to the interested parties, your Commander will escort the Dignitary to his sedan, which will be appropriately positioned.
 - b. The other military personnel will salute as the Dignitary and your Commander pass.
 - c. As the Dignitary begins to enter his sedan the Band will play the designated music.
14. H+10 Min. Once the officials and dignitaries have departed the ceremony area, the Honour Guard Commander will conduct an About Face, dismiss the Band and direct the RSM to take charge of the Honour Guard for dismissal sequence.
15. H+11 Min. The RSM will order the Honour Guard to face to its right and marches it back to the origination point for dismissal. The Band will be dismissed in its present position.

Appendix 8-9

SAMPLE INDOOR FAREWELL CEREMONY

1. H-15 Min
 - a. The Honour Guard will be formed up in the hallway of your Headquarters building.
 - b. The band will form up in the lobby of your Headquarters building.
2. H-10 Min
 - a. The Honour Guard will march in formation to their position in the lobby of your Headquarters building, halt and face towards the entrance.
 - b. The RSM will turn the formation over to the Honour Guard Commander, who will then command it to go to Parade Rest.
3. H-8 Min. The Senior Staff will be escorted by Protocol into appropriate position. Interested parties will be to the left flank of the Senior Staff.
4. H-Hour
 - a. The Honour Guard Commander will be signalled that the Dignitary and your Commander are nearing the appropriate position and will bring then the Honour Guard and the Band to Attention.
 - b. The Dignitary will be escorted by your Commander to a position in the lobby facing the Honour Guard.
5. H+1 Min
 - a. The Honour Guard Commander will direct, 'SOUND OFF'
 - b. The Band will play 'FANFARE'
 - c. On the first note of the music without command all military personnel will go to Present Arms. Civilian attendees will render the appropriate courtesy.
6. H+2 Min
 - a. At the conclusion of 'FANFARE' without command all military personnel will go to Order Arms.

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- b. When all are at Order Arms, the Honour Guard Commander will advance, halt, salute the Dignitary and say: "SIR, THE COMMANDER'S HONOUR GUARD IS ON PARADE FOR YOUR INSPECTION".
 - c. The Dignitary will return the salute.
7. H+3 Min
- a. The Dignitary will face to his left while marching. The Honour Guard Commander will face to his right while marching and as they step off, the Band will start playing the designated music.
 - b. With the Dignitary to his left the Honour Guard Commander will escort him on a FRONT ONLY walking inspection of the Honour Guard and Band.
 - c. As the Dignitary approaches his National Colours, he will halt, face to his left and acknowledge his National Colours. The Honour Guard Commander will halt, facing the Honour Guard.
 - d. After a momentary pause the Dignitary will face to his right and continue the inspection of the Honour Guard.
 - e. The Honour Guard Commander will escort the Dignitary.
8. H+4 Min
- a. When the Dignitary has completed his inspection at the right front corner of the Band he will return by the most direct route to his original position beside your Commander.
 - b. The Honour Guard Commander will march part of the way with the Dignitary and then return to his position in front of the Honour Guard.
9. H+5 Min. Once the Dignitary and the Honour Guard Commander have returned to their positions, the Band will play the Dignitary's National Anthem followed by the NATO Hymn. Without command all military personnel will go to Present Arms on the first note of the national anthem. Civilian personnel will render the appropriate courtesy.
10. H+6 Min
- a. At the conclusion of the NATO Hymn, without commands all participants will go to Order Arms.

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- b. The Honour Guard Commander will salute the Dignitary and say: "SIR, THIS CONCLUDES THE CEREMONY".
 - c. The Dignitary returns the salute.
11. H+7 Min
- a. Your Commander will then escort the Dignitary to the Senior Staff and to the interested parties for final farewells.
 - b. The Senior Staff and interested parties will salute and shake hands with the Dignitary.
 - c. The Honour Guard and Band will remain at Attention.
12. H+8 Min
- a. When the Dignitary has completed his farewells to all of the Senior Staff and to the interested parties, your Commander will escort him out the entrance of building to his sedan, which will be positioned appropriately.
 - b. The other military personnel will salute as the Dignitary and your Commander pass.
 - c. As the Dignitary begins to enter his sedan, the Band will play the designated music.
13. H+9 Min. Once the officials and SHAPE dignitaries have departed the ceremony area, the Honour Guard Commander will conduct an About Face, dismiss the Band and direct the RSM to take charge of the Honour Guard for dismissal sequence.
14. H+10 Min. The RSM will order the Honour Guard to march back to the point of origination for dismissal. The Band will be dismissed in its present position.

Appendix 8-10

SAMPLE CHRISTMAS TREE LIGHTING CEREMONY

1. H-30 Min. The Mayor of Headquarters' Host City escorted by Protocol arrives at your Commander's office for an office call.
2. H-10 Min.
 - a. Guests and spectators assemble at the ceremony area.
 - b. The Band plays a pre-ceremony medley.
3. H-5 Min. The Mayor of Headquarters' Host City and your Commander escorted by Protocol to the ceremony area.
4. H-2 Min
 - a. The Band stops playing music.
 - b. Introduction of the Representatives of Headquarters' Host City to your Commander by the Mayor.
5. H-Hour
 - a. Introductory remarks by a designated Narrator.
 - b. Invocation by the chaplain, followed by translation, if desired. The choir sings a song.
 - c. Remarks by your Commander, followed by translation, if desired.
 - d. Presentation of gift by your Commander to the Mayor of Headquarters' Host City.
 - e. Remarks by the Mayor, followed by translation, if desired.
 - f. Presentation of gift by the Mayor to your Commander.
 - g. The choir sings a song.
6. H+15 Min
 - a. The Mayor and your Commander switch on the lights of the Christmas Tree and the Star.

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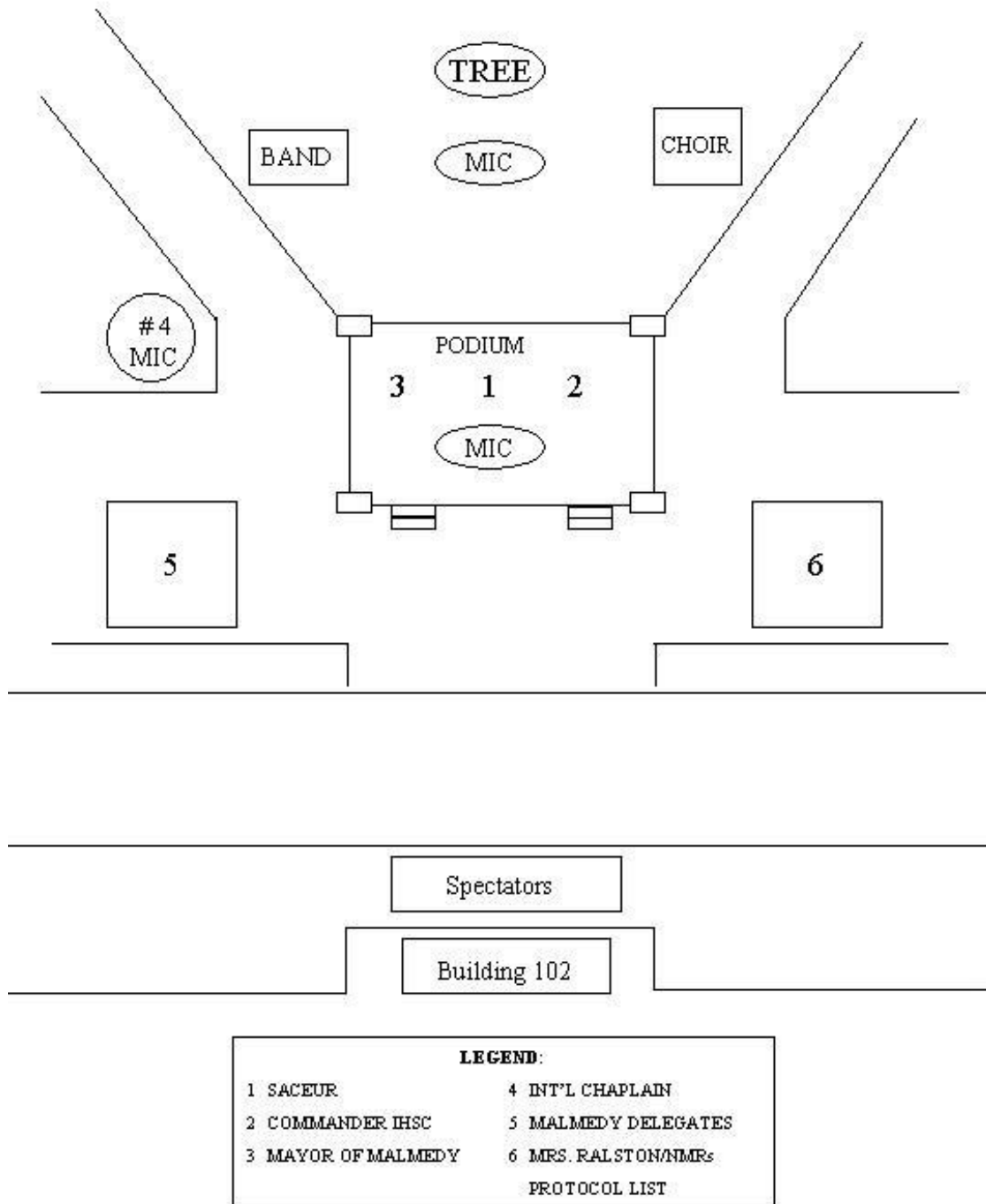
- b. The Band begins to play.
 - c. The choir sings a song.
7. H+22 Min. After completion of the ceremony your Commander, the Headquarters Host City Representatives and all attendees proceed to the Staff Mess/HQ Cafeteria for a Community Christmas Reception.

Note: - In the event of inclement weather, the ceremony will be conducted in the lobby of your Headquarters building.

- The sequence of events will remain the same.
- Your Commander and the Mayor will face the public during the remarks, but will face the tree for lighting.

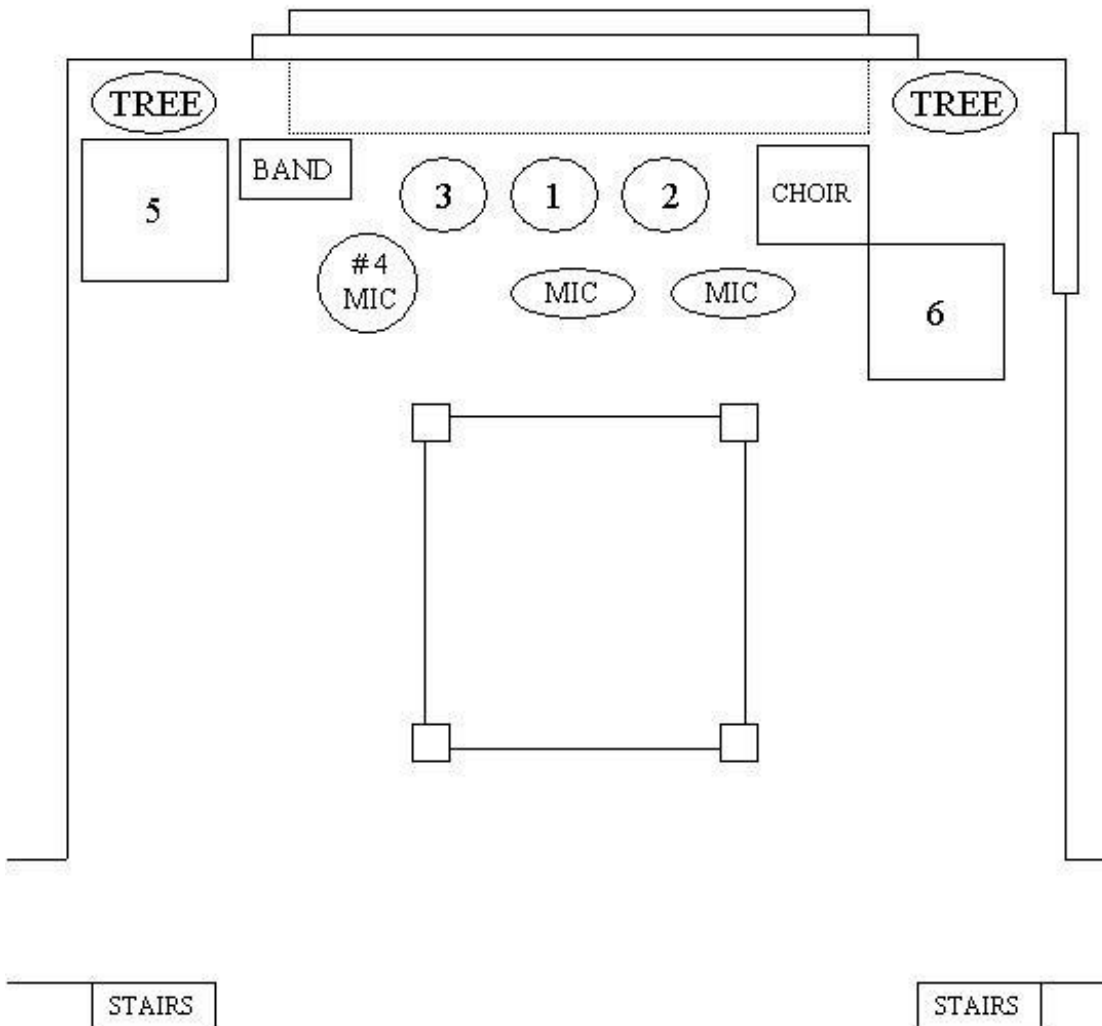
Appendix 8-11

Christmas Tree Lighting
OUTDOOR CEREMONY



NOTE: The above graphic depicts a Christmas Tree Lighting Ceremony at SHAPE, which can be modified to conform to your Headquarters

Christmas Tree Lighting
INDOOR CEREMONY



LEGEND:	
1 SACEUR	4 INT'L CHAPLAIN
2 COMMANDER IHSC	5 MALMEDY DELEGATES
3 MAYOR OF MALMEDY	6 MRS. RALSTON/NMRs
	PROTOCOL LIST

NOTE: The above graphic depicts a Christmas Tree Lighting Ceremony at SHAPE, which can be modified to conform to your Headquarters.

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

Guidelines for Dealing with Reigning Monarchs, and Royal Families

	Belgium	Canada	Denmark	Luxembourg	Spain	Netherlands	Norway	United Kingdom
Thank you Letters	Sent to the High Marshal of the Court	Sent to the Lord Steward of the Royal Household	Sent to Her Majesty, The Queen's Military Household.				Sent to the Lord Steward of the Royal Palace	Sent to the Lord Steward of the Royal Household
Invitations	An invitation from any member of the Royal Family should be considered as an order.	An invitation from the Queen should be considered a command. The reply must read "have the honour to obey Her majesty's command to ..." An invitation from another member can be considered an invitation. Be sure to take your invitation and your presentation card with you. Security is strict to these events,	An invitation from the Queen should be considered a command. The reply must read "have the honour to obey Her majesty's command to ..." An invitation from another member can be considered an invitation. Be sure to take your invitation and your presentation card with you. Security is strict to these				An invitation from the King should be considered a command. The reply must read "have the honour to obey His majesty's command to ..." An invitation from any other member can be considered an invitation. Be sure to take your invitation and your presentation card with you. Security is strict to these	An invitation from the Queen should be considered a command. The reply must read "have the honour to obey Her majesty's command to ..." An invitation from any other member can be considered an invitation. Be sure to take your invitation and your presentation

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		the invitation card gives you access to the event and the presentation card ensures that you are properly announced.	events, the invitation card gives you access to the event and the presentation card ensures that you are properly announced.				events, the invitation card gives you access to the event and the presentation card ensures that you are properly announced.	card with you. Security is strict to these events, the invitation card gives you access to the event and the presentation card ensures that you are properly announced.
Addressing the Reigning Royal Monarch	On the first instance of meeting, the King should be addressed as "Your Majesty", thereafter, he can be addressed as "Sire".	On the first instance of meeting, the Queen should be addressed as "Your Majesty". Thereafter, she can be addressed as "Ma'am".	In the first instance of meeting the Queen, she should be addressed as "Your majesty". Thereafter it is correct to use the title and say "Queen" The title could be followed by the name of the royalty. In Denmark, only the Queen is addressed as "Your Majesty".				On the first instance of meeting, the King should be addressed as "Your Majesty". Thereafter, he can be addressed as "The King".	On the first instance of meeting, the Queen should be addressed as "Your Majesty", thereafter, she can be addressed as "Ma'am".
Addressing	The Queen	Wives	In the first				The King and	Wives

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<p>the Royal Family who are not Reigning Royal Monarchs</p>	<p>and Princesses can be addressed as “Your Royal Highness”, or “Ma’am”; the Princes are addressed as “Your Royal Highness”, or “Monseigneur”</p>	<p>automatically assume their husband’s status, and should be addressed as “Your Royal Highness”; men, unless they have sufficient position in their own right are not addressed as “Your Royal Highness”; and are not bowed or curtsied to.</p>	<p>instance of meeting members of the Danish Royal Family, he/she should be addressed as “Your Royal Highness”, depending on the position of the royalty. Thereafter it is correct to use the title and say “Prince Consort/Crown Prince/Prince/Princess.” The title could be followed by the name of the royalty.</p>				<p>Queen are “Your Majesties”, while the Crown Prince and his wife are “Your Royal Highness”. All can be bowed or curtsied to. If you are outside and covered, a standard military salute is appropriate.</p>	<p>automatically assume their husband’s status, and should be addressed as “Your Royal Highness”; men, unless they have sufficient position in their own right are not addressed as “Your Royal Highness”; and are not bowed or curtsied to.</p>
<p>Being Presented</p>	<p>On being presented and when taking leave, the Belgian Royal Family is not bowed or curtsied to.</p>	<p>On being presented and taking leave, men should bow and women should curtsey. A bow should come from the neck and a</p>	<p>On being presented and taking leave, men and women in military coat should bow, and women in civilian attire should curtsey.</p>				<p>On being presented and taking leave, men should bow and women should curtsey. A bow should come from the</p>	<p>On being presented and taking leave, men should bow and women should curtsey. A bow should come from the</p>

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

		<p>curtsey should be a brief bob with the weight on the front foot. Do not offer to shake hands. If a royal hand is offered to you, take it lightly and briefly.</p>	<p>A bow should come from the waist down to an angle of approximately 45 degrees. The curtsey should be a brief bob with the weight on the front foot. Normally a handshake will be exchanged during presentation. The main rule is to follow the royals, e.g. if a royal hand is offered to you, take it lightly and briefly.</p>				<p>neck and a curtsey should be a brief bob with the weight on the front foot. Do not offer to shake hands. If a royal hand is offered to you, take it lightly and briefly.</p>	<p>neck and a curtsey should be a brief bob with the weight on the front foot. Do not offer to shake hands. If a royal hand is offered to you, take it lightly and briefly.</p>
Attire at Royal Banquets		<p>At a royal or state occasion, dress is at its most formal. Men should wear white tie or full dress uniform with full</p>	<p>At a royal or state occasion, dress is at its most formal. Invitations will normally state the required attire. As a rule of thumb, men should</p>				<p>At a royal or state occasion, dress is at its most formal. Men should wear white tie or full dress uniform with full</p>	<p>At a royal or state occasion, dress is at its most formal. Men should wear white tie or full dress uniform with full</p>

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

		<p>decorations. Ladies should wear long dresses, which should, if sleeveless be worn with long gloves. Tiaras and other jewels should be worn. While it is not normally accepted practice to tell ladies how to dress, an unconventional or avant-garde dress is not appropriate at a royal banquet.</p>	<p>wear white tie or full dress uniform with full decorations. Ladies should wear long dresses. Tiaras and other jewels may be worn. Wearing an unconventional or avant-garde dress is not appropriate at a royal banquet.</p>				<p>decorations. Ladies should wear long dresses, which should, if sleeveless be worn with long gloves. Tiaras and other jewels should be worn. While it is not normally accepted practice to tell ladies how to dress, an unconventional or avant-garde dress is not appropriate at a royal banquet.</p>	<p>decorations. Ladies should wear long dresses, which should, if sleeveless be worn with long gloves. Tiaras and other jewels should be worn. While it is not normally accepted practice to tell ladies how to dress, an unconventional or avant-garde dress is not appropriate at a royal banquet.</p>
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Precedence of Flags - English Language

1	NATO
2	Host Nation (if so requested by the Host Nation)
3	Albania
4	Belgium
5	Bulgaria
6	Canada
7	Croatia
8	Czech Republic
9	Denmark
10	Estonia
11	France
12	Germany
13	Greece
14	Hungary
15	Iceland
16	Italy
17	Latvia
18	Lithuania
19	Luxembourg
20	Montenegro
21	Netherlands
22	North Macedonia (until full membership placed #32)
23	Norway
24	Poland
25	Portugal
26	Romania
27	Slovakia
28	Slovenia
29	Spain
30	Turkey
31	United Kingdom
32	United States
A	Armenia
B	Austria
C	Azerbaijan
D	Belarus
E	Bosnia and Herzegovina
F	Finland
G	Georgia
H	Ireland
I	Kazakhstan
J	Kyrgyzstan
K	Malta
L	Moldova

Appendix 9-2

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

M	Russia
N	Serbia
O	Sweden
P	Switzerland
Q	Tajikistan
R	Turkmenistan
S	Ukraine
T	Uzbekistan

Precedence of Flags – French Language

1	OTAN
2	pays hôte (si demandé par le pays hôte)
3	Albanie
4	Allemagne
5	Belgique
6	Bulgarie
7	Canada
8	Croatie
9	Danemark
10	Espagne
11	Estonie
12	Etats-Unis
13	France
14	Grèce
15	Hongrie
16	Islande
17	Italie
18	Lettonie
19	Lituanie
20	Luxembourg
21	Macédoine du Nord
22	Monténégro
23	Norvège
24	Pays-Bas
25	Pologne
26	Portugal
27	République tchèque
28	Roumanie
29	Royaume-Uni
30	Slovaquie
31	Slovénie
32	Turquie
A	Arménie
B	Autriche
C	Azerbaïdjan

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

D	Biélorussie
E	Bosnie Herzégovine
F	Finlande
G	Géorgie
H	Irlande
I	Kazakhstan
J	Malte
K	Moldavie
L	Ouzbékistan
M	République kirghize
N	Russie
O	Serbie
P	Suède
Q	Suisse
R	Tadjikistan
S	Turkménistan
T	Ukraine

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

List of Acronyms Used in NATO Protocol

ACO	Allied Command Operations
ACT	Allied Command Transformation
ADC	Aide de Camp
ASG	Assistant Secretary General
BIO	Biography
CHOD	Chief of Defence
CMC	Chairman of the Military Committee
COM	Commander
COS	Chief of Staff
CPT	Core Planning Team
CV	Curriculum Vitae
DCOM	Deputy Commander
DCOS	Deputy Chief of Staff
DIREVAL	Director of Evaluation
DPO	Director of the Private Office of the Secretary General
DSG	Deputy Secretary General
DV	Distinguished Visitor
EA	Executive Assistant
EAPC	Euro-Atlantic Partnership Council
EXDIR	Exercise Director
EXPEC	Exercise Specifications
EXPLAN	Exercise Plan
FOGO	Flag or General Officer
HN	Host Nation
HOD	Head of Delegation
HOS	Head of State
HQ SACT	Headquarters, Supreme Allied Commander Transformation
IMS	International Military Staff
IS	International Staff
MA	Military Assistant
MC	Military Committee
MILREP	Military Representative
MOD	Minister of Defence
NLR	National Liaison Representative
NMR	National Military Representative
OCE	Officer Conducting the Exercise
ODE	Officer Directing the Exercise
OPR	Office of Primary Responsibility
OSE	Officer Scheduling the Exercise
PAO	Public Affairs Officer
PERMREP	Permanent Representative
PfP	Partnership for Peace
PIO	Public Information Officer

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

PPO	Protocol Project Officer
PR	Public Relations
RLS	Real Life Support
SACEUR	Supreme Allied Commander Europe
SACT	Supreme Allied Commander Transformation
SC	Strategic Commander
SECGEN	Secretary General
SG	Secretary General
SHAPE	Supreme Headquarters, Allied Powers Europe
VIP	Very Important Person
VOB	Visitor Observer Bureau

Appendix 9-4

Score

The NATO Hymn

A. Reichling, 1989

♩ = 72

Piccolo

Bb Clarinet 1

Bb Clarinet 2 & 3

Alto Sax

Tenor Sax

Bb Cornet 1

Bb Cornet 2

Bb Trumpet 1 & 2

F Horn 1 & 2

Trombone 1

Trombone 2

Trombone 3

Euphonium

Tuba

Percussion
(snare drum)

Appendix 9-5

The image displays a page of a musical score for "The NATO Hymn, p. 2". The score is arranged in a grand staff format with multiple staves. From top to bottom, the staves are labeled as follows: Voc. (Vocal), B.C. 1 (Bass Clarinet 1), B.C. 2 & 3 (Bass Clarinet 2 & 3), A.S. (Alto Saxophone), T.S. (Tenor Saxophone), B.C. 1 (Bass Clarinet 1), B.C. 2 (Bass Clarinet 2), B.Tbn. 1 & 2 (Baritone Trumpet 1 & 2), Hrn. 1 & 2 (Horn 1 & 2), Tbn. 1 (Trumpet 1), Tbn. 2 (Trumpet 2), Tbn. 3 (Trumpet 3), Euph. (Euphonium), Tuba, and Perc. (Percussion). The music is written in a key signature of one flat (B-flat major) and a 4/4 time signature. The tempo and dynamics markings are "mf" (mezzo-forte). The score shows the instrumental accompaniment for the second page of the hymn, with various melodic lines and harmonic support.

The NATO Hymn, p. 2

The NATO Hymn, p. 3

The NATO Hymn

A. Reichling, 1989

Tuba

$\text{♩} = 72$

f

6 *mf*

11 *mf*

16 *ff*

1. 2.

The NATO Hymn

Alto Sax

A. Reichling, 1989

$\text{♩} = 72$

f

mf

mf

ff

1. 2.

The NATO Hymn

A. Reichling, 1989

Trombone 3

$\text{♩} = 72$

f

6

4

13

mf

17

ff

1. 2.

The NATO Hymn

A. Reichling, 1989

Trombone 2

$\text{♩} = 72$

f

6

13

mf

17

ff

1. 2.

Trombone 2

The NATO Hymn

A. Reichling, 1989

$\text{♩} = 72$

f

6

4

13

mf

17

ff

1.

2.

The NATO Hymn

A. Reichling, 1989

Trombone 2

$\text{♩} = 72$

f

6

4

13

mf

17

ff

1. 2.

The NATO Hymn

A. Reichling, 1989

Trombone 1

$\text{♩} = 72$

f

6

13

mf

17

ff

1. 2.

The NATO Hymn

Tenor Sax A. Reichling, 1989

$\text{♩} = 72$

f

7 *mf*

12 *mf*

17 *ff*

1. 2.

Piccolo

The NATO Hymn

A. Reichling, 1989

$\text{♩} = 72$

The musical score is written for Piccolo in 4/4 time, with a tempo of quarter note = 72. The key signature has three flats (B-flat, E-flat, A-flat). The score consists of four staves of music. The first staff (measures 1-4) begins with a forte (*f*) dynamic. The second staff (measures 5-12) continues the melody. The third staff (measures 13-16) starts with a mezzo-forte (*mf*) dynamic and ends with a hairpin crescendo. The fourth staff (measures 17-18) begins with a fortissimo (*ff*) dynamic and includes first and second endings. The piece concludes with a double bar line.

F Horns 1 & 2

The NATO Hymn

A. Reichling, 1989

$\text{♩} = 72$

1. 2.

Euphonium The NATO Hymn A. Reichling, 1989

$\text{♩} = 72$

f

6 *mf*

11 *mf*

16 *ff*

1. 2.

The NATO Hymn A. Reichling, 1989

Bb Trumpets 1 & 2

$\text{♩} = 72$

5

9 ⁴

mf

17 *ff*

1. 2.

Bb Cornet 2

The NATO Hymn

A. Reichling, 1989

$\text{♩} = 72$

f

6 *mf*

11 *mf*

16 *ff*

1. 2.

Bb Cornet 1

The NATO Hymn

A. Reichling, 1989

$\text{♩} = 72$

f

mf

mf

ff

1. 2.

Bb Clarinets 2 & 3

The NATO Hymn

A. Reichling, 1989

$\text{♩} = 72$

f

mf

mf

ff

1. 2.

Bb Clarinet 1

The NATO Hymn

A. Reichling, 1989

$\text{♩} = 72$

f

mf

mf

ff

1. 2.

The NATO Hymn

A. Reichling

♩ = 72

Percussion

7

16

f

mf

mf

ff

2.

NATO FLAGS

ALBANIA



Pantone

- Red 485
- Black

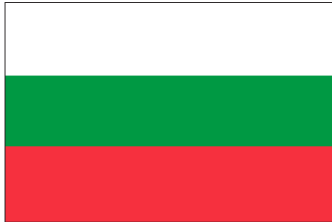
BELGIUM



Pantone

- Black
- Yellow 115
- Red 032

BULGARIA



Pantone

- White
- Green 347
- Red 032

CANADA



Pantone

- White
- Red 032

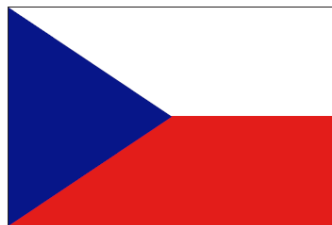
CROATIA



Pantone

- Red 186
- Cyan (100/0/0/0)
- White
- Yellow 108
- Reflex Blue
- Black

CZECH REPUBLIC

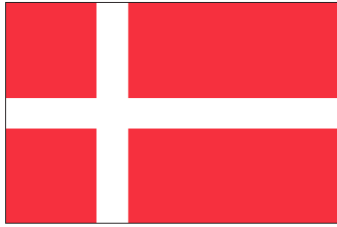


Pantone

- Reflex Blue
- White
- Red 485


NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

DENMARK



Pantone

 Red 032

 White

ESTONIA



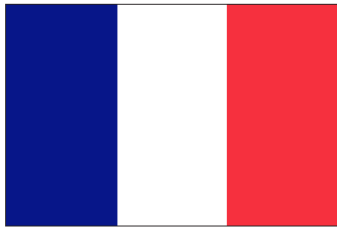
Pantone

 Blue 285


 Black


 White

FRANCE



Pantone

 Reflex Blue

 White

 Red 032

GERMANY



Pantone

 Black

 Red 485


 Yellow 7405

GREECE



Pantone

 Blue 286

 White


HUNGARY



Pantone

 Red 186

 White

 Green 348

Appendix 9-6


ICELAND



Pantone

- Blue 287
- Red 199
- White

ITALY



Pantone

- Green 355
- White
- Red 485


LATVIA



Pantone

- Red 201
- White


LITHUANIA



Pantone

- Yellow 1235
- Green 349
- Red 180


LUXEMBOURG



Pantone

- Red 032
- White
- Blue 299

MONTENEGRO



Pantone

- Yellow 130
- Red 485
- Red 201
- Blue 287
- Gold 117
- Green 335

NETHERLANDS



Pantone

Red 185

White

Blue 293

NORWAY



Pantone

Red 200

White

Blue 281

POLAND



Pantone

Red 1795

White

PORTUGAL



Pantone

Red 186

Green 363

Blue 300

Yellow 122

Black

White

ROMANIA



Pantone

Blue 280

Yellow 116

Red 186

SLOVAKIA



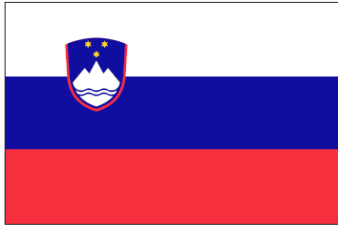
Pantone

White

Blue 286

Red 186

SLOVENIA



Pantone

- White
- Blue 072
- Red 032
- Yellow 115

SPAIN



Pantone

- Red 186
- Blue 2935
- Green 3415
- Yellow 116
- Purpura 218
- Granada 1345
- Black
- White
- Yellow/Gold 117

TURKEY



Pantone

- Red 186
- White

UNITED KINGDOM



Pantone

- Blue 280
- Red 186
- White

UNITED STATES



Pantone

- Blue 282
- Red 193
- White

NATO



Pantone

- Blue 280
- White

EAPC FLAGS

ARMENIA



Pantone

-  Red 485
-  Blue 286
-  Yellow/Orange 151

AUSTRIA







Pantone

-  Red 186
-  White

AZERBAIJAN






Pantone

-  Blue 313
-  Red 185
-  Green 3405
-  White

BELARUS



Pantone

-  Red 1795
-  Green 370
-  White

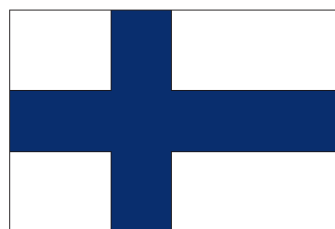
BOSNIA & HERZEGOVINA



Pantone

-  Reflex Blue
-  Yellow 116
-  White

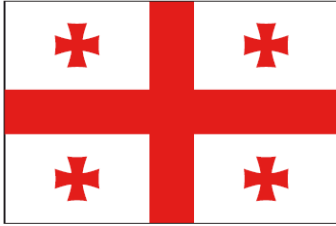
FINLAND



Pantone

-  Blue 294
-  White

GEORGIA

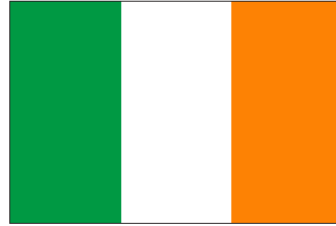


Pantone

Red 485

White

IRELAND



Pantone

Green 347

Orange 151

White

KAZAKHSTAN



Pantone

Blue 3125

Yellow 102

THE KYRGYZ REPUBLIC

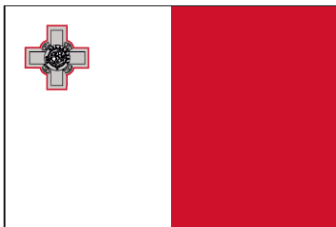


Pantone

Red 186

Yellow

MALTA



Pantone

Red 186

White

Grey 420

Black

THE REPUBLIC OF MOLDOVA



Pantone

Blue 293

Green 3415

Yellow 109

Brown 4645

Red 186

Black

NORTH MACEDONIA



Pantone

- Red 485
- Yellow 108

RUSSIA



Pantone

- Blue 286
- Red 199
- White

SERBIA



Pantone

- Blue 286
- Red 199
- Yellow 123
- White
- Black

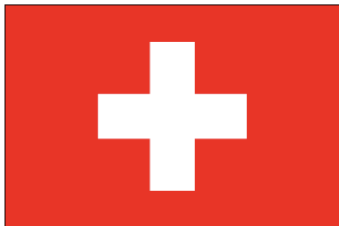
SWEDEN



Pantone

- Blue 301
- Yellow 116

SWITZERLAND



Pantone

- Red 485
- White

TAJKIKISTAN



Pantone

- Red 192
- Yellow 116
- Green 348
- White

TURKMENISTAN



Pantone

- Green 361
- Red 186
- Yellow 136
- White
- Black

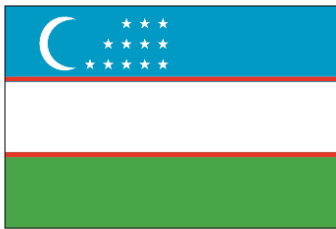
UKRAINE



Pantone

- Blue 2935
- Yellow 012

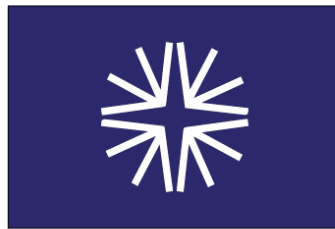
UZBEKISTAN



Pantone

- Blue 313
- Green 362
- Red 485
- White

EAPC



Pantone

- Blue 280
- White

ICI FLAGS

BAHRAIN



Pantone

■ Red 186

□ White

KUWAIT



Pantone

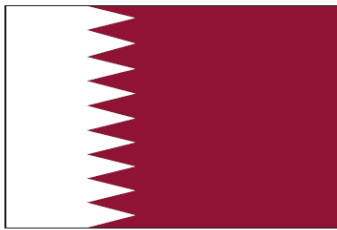
■ Green 348

□ White

■ Red 186

■ Black

QATAR



Pantone

■ Red 1955

□ White

UNITED ARAB EMIRATES



Pantone

■ Green 347

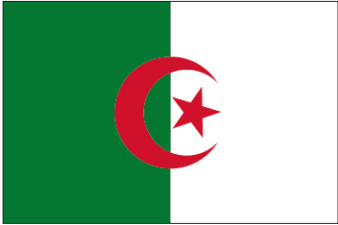
□ White

■ Red 485

■ Black

MD FLAGS

ALGERIA



Pantone

- Red 186
- Green 356
- White

EGYPT



Pantone

- Red 186
- White
- Yellow/Gold 116
- Black


ISRAEL



Pantone

- Blue 293
- White


JORDAN



Pantone

- Red 032
- White
- Green 347
- Black

MAURITANIA



Pantone

- Red 186
- Green 354
- Yellow 012

MOROCCO



Pantone


- Red 186
- Green 349
- Black

TUNISIA



Pantone

 Red 186




 White

INTERNATIONAL ORGANIZATIONS' FLAGS

AFRICAN UNION





Pantone

-  Green 356
-  Yellow 7562
-  White

EU











Pantone

-  Reflex Blue
-  Yellow

GCC



Pantone

-  Green 348
-  Red 185
-  Black
-  Gold 7558
-  Bordeaux 7421
-  White
-  Yellow 108
-  Blue 7461

ICRC






Pantone

-  Red 186
-  Black
-  White

NPA





Pantone

-  Blue 280
-  Black
-  White

ONU



Pantone

-  Blue 279
-  White

NON-SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC

OSCE

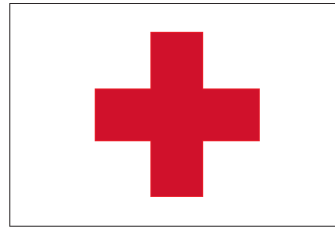


Pantone

■ Blue 294

□ White

RED CROSS



Pantone

■ Red 186

□ White

OTHER NATIONS' FLAGS

AFGHANISTAN



Pantone

- Red 485
- Green 348
- Black
- White

AUSTRALIA



Pantone

- Red 185
- Blue 280
- White

CHINA



Pantone

- Red 186
- Yellow 108

COLOMBIA



Pantone

- Yellow 116
- Blue 287
- Red 186

DJIBOUTI



Pantone

- Red 485
- Blue 298
- Green 360
- White

EL SALVADOR



Pantone


- Red 186
- Blue 7687
- Green 340
- Yellow 116
- Black
- White

INDONESIA



Pantone

 Red 485

 White


IRAQ



Pantone

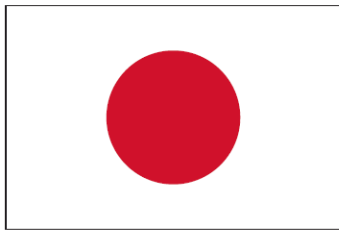
 Red 186

 White

 Green 347


 Black

JAPAN



Pantone

 Red 186

 White


LIBYA



Pantone

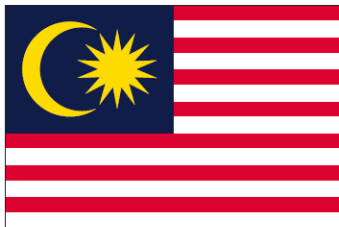
 Red 485

 White

 Green 348

 Black


MALAYSIA



Pantone

 Red 199

 White

 Blue 2768

 Yellow 108

MONGOLIA



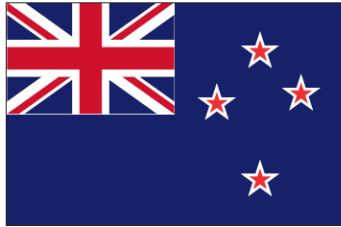
Pantone

 Red 1795

 Blue 2945

 Yellow 108

NEW ZEALAND



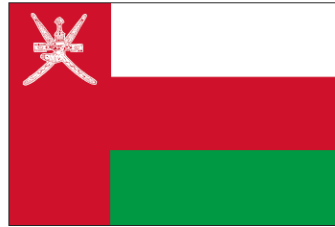
Pantone

Red 186

Blue 280

White

OMAN



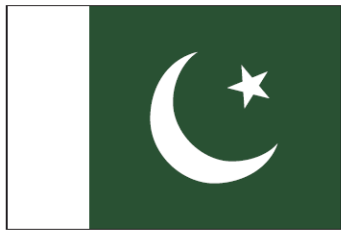
Pantone

Red 186

Green 347

White

PAKISTAN



Pantone

Green 350

White

SAUDI ARABIA



Pantone

Green 3415

White

SEYCHELLES



Pantone

Blue 294

Yellow 122

Red 1795

Green 356

White

SINGAPORE



Pantone

Red 032

White

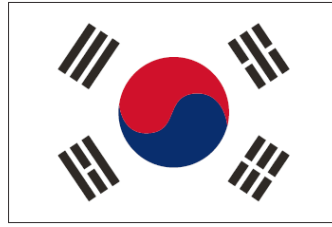
SOUTH AFRICA



Pantone

- Blue 286
- Yellow/orange 137
- Red 186
- Black
- Green 356
- White

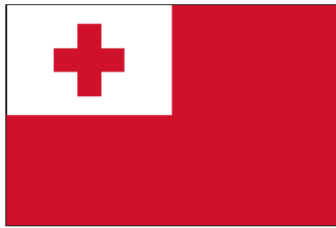
SOUTH KOREA



Pantone

- Blue 294
- White
- Red 186
- Black

TONGA



Pantone

- Red 186
- White