

The main task of the FISU staff members appointed to the protocol is to help the Organising Committee and ensure that all the procedures are in accordance with the FISU Regulations and Guidelines of the FISU Protocol.

As regards the Organising Committee, the staff in this functional area must have appropriate experience, as well as excellent cultural and language skills, in order to be able to arrange all protocol-related duties and activities. Communication between the protocol function and other functions must be well coordinated in order to ensure good organisation.



36. PUBLICATIONS

36.1. GENERAL OVERVIEW

In order to promote the event, as well as to provide information to different client groups, various publications need to be produced before, during and after the Summer Universiade. In general, the publications can be divided into the following categories:

- promotional materials;
- internal working documents;
- practical manuals for participants;
- official reports.

The management of promotional materials is connected with the marketing and communication strategy, while internal working documents are considered for internal workforce training and knowledge management. Typically the development of these publications depends on the Organising Committee plan, thus varies from one to another.

Meanwhile, FISU has its minimum requirements over practical manuals and operational reports. In the following texts, we will focus mainly on the management and requirements on these two categories.

36.2. PLANNING AND MANAGEMENT

The key responsibilities of the publication functional area include:

- definition and scope of the Summer Universiade publication requirements and delivery platforms;
- facilitating graphic design, print production;
- providing editorial services and coordinate photographic services;
- ensuring the consistent use of terminology and work closely with languages services in defining translation policies and procedures.

36.2.1. Planning

The planning of publications is done in collaboration with all relevant functional areas. The Organising Committee needs to evaluate carefully its demand on different publications in terms of quantity, target group, timelines, method of delivery and languages, etc. The lists of publications are collected from functional areas, and then reviewed by the publication function in order to avoid overlaps or gaps.

36.2.1. General Content Control

It is typically for the majority of publications to include some general contents, such as the competition schedule, introduction on FISU, the Summer Universiade, the Organising Committee, etc. The publications function needs to control these general contents to make sure they are up to date, and stay the same in all publications.

36.2.2. Graphic Design

In collaboration with the branding management functional area, all the publications should be dressed with the unified Universiade look. This refers to not only the cover look, but also the font, the size, the space, the way of using the logos and the branding, as well as all graphic design elements.

36.2.3. Language Control

Language control must be conducted to ensure the language quality of the publications and also the use of Universiade terminologies. This control can be conducted either by having a language control team within the publication function, or in collaboration with the language services team, which typically serves as part of the international relations function.

36.3. PRACTICAL MANUALS

36.3.1. Functional Area Publications

The Organising Committee must publish and distribute a variety of documents and other communications to invited countries, the FISU Family and other participants. These publications must be written at least in the official languages of FISU (English and French) and, as per regulations, must include:

- accreditation guidance for delegation and media;
- Athletes' Village guidance and map;
- daily sports bulletin;
- daily newspaper;
- doping control guidance;
- media guidance for broadcasting and press;
- medical care guidance;
- sport programme;
- Summer Universiade regulations;
- technical handbooks for each sport;
- transportation manuals;
- venue information guide.

The preparation of these publications should be led by the relevant functional area in close collaboration with the publication function. The content, timelines, quantities and other requirements of the above mentioned publications vary depending on the actual need, and should be carefully reviewed with FISU. Except for the daily sports bulletin and the daily newspaper, all publications should be presented for FISU approval before publishing.

FISU has prepared a more detailed list of required and recommended publications for the Organising Committees, and is ready to provide it upon request.

36.3.2. Heads of Delegation Manuals

Among all manuals, the 'Heads of Delegation Manual' is one of the most complicated as it includes information from almost all functional areas, and needs to be published in two versions.

To understand from the name, the Heads of Delegation Manual is a practical manual for the heads of delegation to gather all information concerning the Summer Universiade, from general introduction on the event, to instructions on accreditation, entries, finance and information on services such as accommodation, food and beverages, transportation, etc. It needs to be released in two versions: a spring version and a summer version.

The spring version of this manual is prepared for the Heads of Delegation Meeting, which typically takes place three to four months prior to the Summer Universiade, while the summer version should be available upon the arrival of delegations in the Athletes' Village. Both versions are with similar structure, but the summer version contains more detailed and updated information as the event is approaching by the time of publishing.

The manual should be available in both English and French, and the template is prescribed by FISU. The Organising Committee shall present the English version for FISU approval before publishing.

36.4. OFFICIAL REPORTS

Various reports, internal and external are needed to be prepared and issued during the life of the Summer Universiade, in order to ensure information is distributed consistently and progressively. While other relevant functional areas are in charge of compiling and drafting the reports, the publication function should provide its full support in publishing them.

36.4.1. Progress Reports

The Organising Committee shall keep FISU fully informed in relation to the preparations for and the organisation and staging of the Summer Universiade. Without limitation to this general obligation, the Organising Committee shall provide FISU with detailed written reports on a quarterly basis (or more frequently in the period leading up to the Universiade as directed by FISU) regarding the implementation of the Master Plan as well as the operation and management of all functional areas and ensure that each such report shall include an executive summary for submission to the FISU Executive Committee.

The progress report booklets must be prepared in the FISU official languages (English and French). The template of the progress reports is prescribed by FISU.

The Organising Committee must send a representative to any meeting of the FISU Executive Committee, which FISU requires such representative to attend to provide a report on the progress of the organisation of the Summer Universiade and to provide such information as may be reasonably required by FISU.

36.4.2. Final Reports

At the Executive Committee meeting following the Summer Universiade, the Organising Committee shall present its final report on its organisation, including financial balance sheets, marketing and television, functional areas operation, as well as statistics (participants, spectators, volunteers, staff, media, climate, etc.).

Within six months after the closing of the Summer Universiade, the Organising Committee shall provide FISU with a detailed, accurate, full and complete post-Universiade report and transfer of knowledge doc-

ument addressing all functional areas in a form to be prescribed by FISU. This post-Universiade report should be accompanied with an official result book and an official Universiade film.

The final report booklet must be prepared in the FISU official languages (English and French). The template of the final report is prescribed by FISU.

In addition, for a period of at least ten years after the closing of the Summer Universiade, the NUSF and the Host City shall collect data on the legacy and impact of the Universiade and shall provide written reports thereon to FISU at least once per year.

Please refer to the FISU Regulations regarding the final report that the OC has to present to the Executive Committee.

36.5. DISTRIBUTION

While people understand the importance of planning and producing publications, the distribution part can sometimes be underestimated. However, without a proper distribution, the publications can hardly play their roles in the event organisation.

All publications mentioned in this chapter should be published in both soft copy and hard copy. The soft copies should be available either by direct download or by log-in accounts of relevant client groups onto the Universiade official website. The distribution of the hard copies must be carefully considered due to the production cost. Depending on the planning and budget, the following locations should be considered as priorities: welcome package for client groups, main information centre, information centres at venues, information points of relevant functional areas, receptions at the residential buildings.

36.6. FISU ARCHIVING

The Organising Committee must provide at least three copies of each publication issued during the preparation and operation of the Universiade for the FISU archives, and additional copies are welcome for Universiade promotional purposes. All documents must be provided in one of the official languages of FISU (English and French).

These documents are crucial to enable FISU to assist the next Organising Committee in promoting the Universiade (via the FISU website, press releases, FISU magazine, etc.).

37. RISK MANAGEMENT

37.1. GENERAL OVERVIEW

It is important to notice all risks when organising a mega event, which may include athletes' injury, terrorism attracted by the strong presence of the media, the risks brought about by a crowd that is often compact, or else the very basic risks due to an incredible number of buses or cars necessary for the transport of the different stakeholders.

Therefore, the Organising Committee needs to plan well in advance in order to protect the Summer Universiade against all risks, so-called "risk management".

The philosophy of risk management refers to globally reducing the cost of risk, both in terms of reduction of the number of incidents/accidents, and the global amount of insurance premiums or deductibles payable by the event organisers.

Reducing the global cost of the risk is also putting everything in place so that the event goes through to the end, avoiding where possible all the risks that could have an impact on human life, on the finances of the Organising Committee and on the timing required for the event can take place.

The Organising Committee must have proper insurance covering the preparation period of the Universiade. Certificates of insurance for the Summer Universiade must be presented to the FISU Executive Committee for approval at the latest six months before the Universiade.

Please refer to the FISU Regulations regarding the non-responsibility of FISU for any claim for loss, injury or damage arising from the holding of the Universiade.

Please refer to the FISU Regulations regarding the insurance that the OC has to contract.

37.2. RISK MANAGEMENT FRAMEWORK

A set of components should be planned to provide foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.

A detailed risk management plan should be prepared for the duration of the planning and operational phases of the Universiade, and should detail how risks are to be identified, who is responsible for managing the risks and how the risks are to be reported and monitored.

37.3. RISK ANALYSIS

A risk analysis should be undertaken in order to determine the nature of the risks and the level of risks.

The risk analysis should provide the basis for a detailed risk evaluation and decisions about risk treatment e.g. accept the risk, transfer the risk (by an insurance contract) or reduce the risk by implementing risk mitigation measures.

Based on the outcome of the risk analysis, the Organising Committee should prepare the risk register system, which details nature of the risk, owner of the risk, risk impact, risk likelihood, overall risk score, existing risk control measures and risk improvement requirements.