

# **The World Federation of Science Journalists**



## **World Conference of Science Journalists (WCSJ) Organizers Manual**

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*Document prepared for the World Federation of Science Journalists by*

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## Foreword

The World Conference of Science Journalists is one of the main activities of the World Federation of Science Journalists. In fact, the Conference existed before the Federation since the first one was organized in 1992 in Tokyo while the Federation itself was created ten years later, during the third conference in Brazil.

As per the resolution at the 2013 Annual Meeting of the WFSJ, the conference model will be changing to bring it under the responsibility of the WFSJ by the 2017 conference. Member associations of science journalists still have to bid in order to obtain the right of co-organizing the World Conference (see M.O.U document for roles of the local organizing committee).

Though it is extremely challenging to host the World Conference of Science Journalists, it is extremely rewarding. It is a unique opportunity for the local association to raise its profile, recruit members, energize its directors and members, and even make money.

For most associations in the world, their conference is their main or one of their main sources of revenue.

If you are reading this Manual, if you are a member association, if you are thinking of bidding, this is the time to bid and to benefit from the exceptional wisdom distilled by Sarah Thackray who was directly involved in two very successful World Conferences of Science Journalists.

Bonne chance!

## **Section 1: The World Federation of Science Journalists' vision and objectives for WCSJ**

### **i) The World Federation's purpose and objective**

#### **Purpose**

The World Federation of Science Journalists (WFSJ) is a non-profit organization representing national, regional or international associations of science journalists and associate partners. The WFSJ seeks to further science journalism as a bridge between science, scientists and the public. It promotes the role of science journalists as key players in civil society and democracy. The Federation's goals are to improve the quality of science reporting, promote standards and support science and technology journalists worldwide.

#### **Objectives**

The Federation seeks to organize regular exchanges between its member associations and their individual members. It encourages the foundation of associations where there are none and networking opportunities for science journalists across the globe. The WFSJ maintains a website to share information about advances and trends in science journalism. Training and networking for science journalists, especially in the developing world, are key priorities. A major activity of the Federation is the periodic convening of the World Conference of Science Journalists (WCSJ). Previous conferences were held in Doha (2011), London (2009), Melbourne (2007), Montréal (2004), Brazil (2002), Budapest (1999), and Tokyo (1992). In 2013, the WCSJ is being held in Helsinki, Finland.

### **ii) WCSJ as one of the World Federation's core activities**

**The World Conference of Science Journalists (WCSJ) is one of the main activities of the World Federation of Science Journalists. It is expected that each World Conference of Science Journalists (WCSJ) will be designed to serve the professional development needs of science journalists. The clearer a bid shows benefits for science journalists and the more they are involved in designing and organizing the WCSJ, the more the bid stands a chance of becoming the winning bid.**

The paragraph above is the single most important paragraph of this manual. If you keep it in mind at all times and answer its expectations, you are on the right track.

The Board of the WFSJ selects the host country of the World Conference of Science Journalists (WCSJ). Board members review the bids, listen to the presentations by bidding associations and announce their decision regarding the next host at the previous WCSJ, two years before.

### **iii) WCSJ purpose and objectives**

The WCSJ's main purpose is to bring together science journalists and communicators from all over the world in one place for a conference every two years to learn from each other and share best practices across their discipline internationally. It also offers an excellent opportunity for the host association, and the country, to showcase its science expertise, facilities and science journalism profession to an international audience, through this unique platform.

Different to most conferences that science journalists attend, the primary objective of the WCSJ is to provide professional development opportunities, rather than offering scientific stories. The core focus of the conference is on the development of the science journalists' knowledge, skills and journalistic practices as well as on networking and sharing best practice with international peers.

With these key objectives in mind, the programme tends to reflect current international issues affecting the profession of science journalism including new technological advancements and approaches within the industry as well as looking at how internationally important science stories were reported and how the profession as a whole can learn from these.

While not its core focus it is recognised that as well as the training and development aspect, the WCSJ should provide some scientific content for the journalists to report on throughout the gathering. The scientific content and potential to obtain stories often helps journalists obtain funding from their employers to attend. These usually take place as fringe events such as pre conference workshops, post conference trips or lunches, breakfasts or press briefings threaded throughout the programme.

### **WCSJ Core Objectives:**

- To serve the professional development needs of science journalists
- To deliver an international conference for science journalists in such a way that they come together over several days to meet each other, learn more about their profession and share their own learning and ideas with others
- To create an environment and programme that will encourage networking amongst international attendees
- To create a programme that reflects international science journalism's current issues
- To raise the profile of science and science journalism in the host country
- To assist international journalists to attend through an open scholarship application process that supports those most deserving by covering their delegate fee, travel and accommodation.
- To offer some fringe sessions of scientific content in order for journalists to report on current scientific issues during the WCSJ

## **Section 2: The bidding process**

### **i) Benefits of hosting a WCSJ – why bid?**

For many of the past WCSJ host associations and conference directors, the experience of organizing and hosting a WCSJ is a very rewarding one. Not only can it bring a sense of achievement to the host association and its members, the conference director and committees, and science journalists from the host country, but it also has the potential to raise the international profile of the host country's developments in terms of both science & technology, and the science journalism profession as a whole.

If planned and executed successfully, the host association has the opportunity to develop new, and nurture existing relationships with supporters and sponsors of science journalism both in country, and internationally for mutual long term benefit.

Although it should not be the key driver for hosting a WCSJ, the host association could stand to raise a surplus of funds of which 30% would be invested back into the host association's activities and members for the future.

ii) For thoughts from a previous bidding team on their experience [visit the WFSJ website](#). Timings of process and key stages for bidding

Action	Timeline
Opportunity to attend a WCSJ organizers workshop at an earlier WCSJ conference (with panel of past organizers and open discussion forum)	Beginning with WCSJ2013 (i.e. approx. two years prior to submitting letter of intent to bid)
Decision is made by the association to bid therefore a letter of intent to bid and bid outline submitted to the World Federation in writing	At latest 6 months prior to the next WCSJ at which the bid will be presented
Feedback provided by the World Federation to potential bidder with feedback on conference proposal and any recommendations	At the latest 5 months before WCSJ. In fact, the WFSJ secretariat can be consulted and will be happy to make recommendations at any time!
Approaches made by bidding association to potential supporters and sponsors in country to gain commitment and support	2-3 months prior to WCSJ or before
Bids to be submitted by email and 7 hard copies mailed to WFSJ	6 weeks prior to WCSJ at which the bid will be presented
Presentation delivered to WFSJ Board and delegates at the Presentation of Bids session held at WCSJ	Usually during the pre-conference day of WCSJ
Announcement by Executive Board of successful association to host the next WCSJ	During the WCSJ

iii) Considerations to take before bidding

The key considerations when thinking about whether to bid to host a WCSJ are:

- Ensure that the host association as a whole is supportive of the idea. Buy in from the association's board, as well as its members, is crucial in making the WCSJ a success. Much of the programme development, logistics support, sponsorship negotiation, co-ordination of the local visits and other key elements rely on local in country support and commitment.
- Identify a possible lead bid team, conference director (ideally a science journalist) and key, well known science journalists who agree to be part of the various

conference committees. Ensure the committees have international representatives and not just in-country members.

- Determine whether the host association has available cash flow to support the set up costs for the conference. Available cash flow is of paramount importance when hosting a conference.
- Determine whether a separate company should be established by the host association to manage the conference if deemed appropriate and ensure the liabilities are understood by any individuals/associations involved as guarantors.
- Help identify potential partners and sponsors who will pledge their financial and in kind support in advance of winning to host the conference. It is advisable to secure some seed funding and potentially in kind venue pledges at the bidding stage.
- Identify host city within host country and any potential venues to be used and if possible, identify possible scientific trips, workshops and social events to be organised for delegates as part of the programme.
- If it is a joint bid being placed whereby two member associations are partnering to host the WCSJ, it should be ensured that both associations are in agreement on all of the above points including sharing the responsibility for the delivery, execution and financial liabilities of the WCSJ. Roles may be split across the host associations and primarily led by one or the other, however all aspects of the WCSJ planning and delivery should be jointly agreed

Once you have considered the above points, if you are still keen to host a WCSJ, see the next section 2, part iv) for full guidelines and requirements for bidding. Good luck!

#### **iv) Guidelines and key requirements for the WCSJ bid document**

1. Only member associations of the World Federation of Science Journalists (WFSJ) can bid to host the World Conference of Science Journalist. WFSJ is a federation of associations of science journalists, and the bidder has to be an association of science journalists. The bidding association can partner with another association of science journalists.

2. Once the association has decided that they intend to bid, a letter of intent to bid and bid outline form should be submitted to the World Federation in writing by deadline stated on website [www.wfsj.org](http://www.wfsj.org) (see timelines above in Section 2 ii).
3. Any association bidding for to host the WCSJ must send a formal proposal to the Executive Director ([info@wfsj.org](mailto:info@wfsj.org)) of the World Federation of Science Journalists (WFSJ) before the deadline stated on the WFSJ website [www.wfsj.org](http://www.wfsj.org) (see timelines above in Section 2 ii).
- The proposal has to be in English, printed and mailed in 7 copies (one for each member of the Board); an electronic version should also be sent to [info@wfsj.org](mailto:info@wfsj.org);

All the 2013 bids can be consulted online at: [Kenya, Korea and South Africa bid to host 2015 World Conference](#)

Each bidder will be given at least 10 minutes to present the highlights of their proposal on the first day of the next World Conference of Science Journalists (WCSJ). Short PowerPoint presentations are recommended. These presentations are open to all registered participants at the Conference and will include time to answer questions from the audience.

4. The WCSJ has to be organized to meet the interest of science journalists and focus on science journalism; this is the key requirement! See full list of objectives stated in section 1, part iii) above. The World Federation of Science Journalists will also give priority to proposals that will move WCSJ to different regions of the world.
5. The association which plans to host the WCSJ has to make sure their bid includes the following elements:
  - Brief outline of the key features (sessions, plenaries, social activities, excursions, etc.) and themes of the planned conference;
  - Indications of support from potential financial partners. The most official, the strongest commitment and promises presented the better.
  - Outline of plans to make the Conference fee acceptable for journalists and journalism students;
  - Information on the location and facilities;

- The proposed date, within two years of the previous WCSJ, when the WCSJ would be held in the host country.
- Methods to assure a strong participation of science journalists from the developing world;
- Explanation of how the bidding association will facilitate the participation of science journalism students;
- Outline of potential grassroots events that will involve the community at large in the host city (workshops in schools, public events, community projects, etc.)
- Outline of a promotion strategy that will be developed in collaboration with WFSJ, including the development and implementation of a national media campaign.
- Commitment to support the attendance (travel, per diem, hotel and registration) for the 7 members of the WFSJ Executive Board;

#### **v) Support and advice available from WFSJ team**

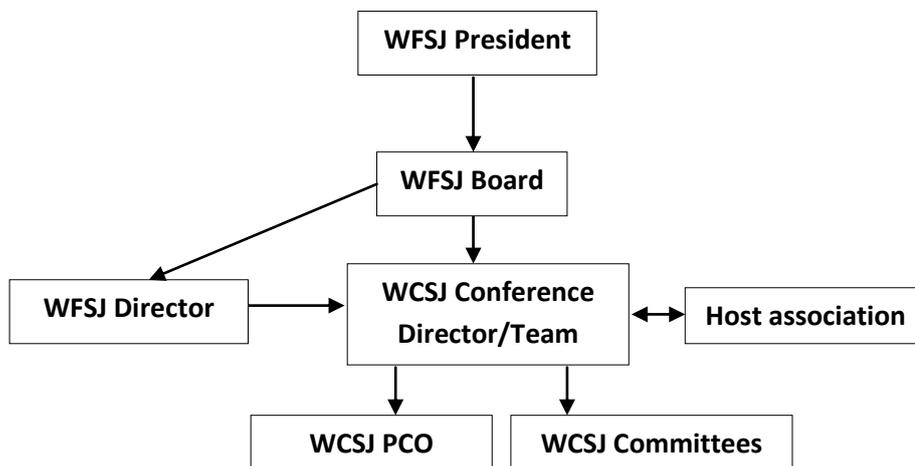
For additional support and advice when considering whether to bid for the WCSJ, there are various forms of support available:

- This comprehensive manual and appendices including feedback from past organizers, templates, guidance and reports from past WCSJs
- Contact details for past organizers which are posted on [www.wfsj.org](http://www.wfsj.org) website from whom further guidance can be sought.
- Opportunity to discuss ideas and plans further with WFSJ team
- Opportunity to attend a workshop at the WCSJ held every 2 years to meet past organizers and discuss plans face to face
- Preliminary feedback provided by WFSJ team following the intention to bid has been submitted together with the conference bid outline.

## Section 3: Contract terms between WFSJ and host association

### i) Definition of roles and responsibilities

**WCSJ organisation chart:**



#### **WFSJ President:**

The key role for the President in terms of the Conference is to make sure that there is a strong Conference team in place. The President supports the host association to appoint the Conference Director, assures that the WCSJ team and host association are on track, and leads the Board’s input into the control and monitoring of progress. The President can also help the WCSJ team to attract sponsors. The WFSJ President cannot be the Conference Director and cannot be on the payroll of the Conference in order to pre-empt any potential conflict of interest.

#### **WFSJ Board:**

The Board oversees all activities of the World Federation, including the World Conference. Key responsibilities of the Board include:

- Reviewing all bids to host the WCSJ
- Awarding the winning host association every two years with the next WCSJ
- Approval of the WCSJ logo and brand (incl. guidelines), budget draft and event strategy documents at the planning outset
- Reviewing the quarterly WCSJ report submitted and ensuring the planning is on track
- Liaising with the WCSJ Conference Director as and when additional information/assurances are required at any point during the planning stages. The

WCJS Conference Director should be the contact and the spokesperson for the Conference with the WFSJ Board and the WFSJ Director.

**WFSJ Executive Director and Team:**

The World Federation's Director and team are able to support the host association in terms of providing information on past WCSJs and will support on securing international sponsorship. The World Federation team will liaise with the host conference director regarding arrangements for Federation board activities at the WCSJ.

**WCSJ host association:**

The host association is financially co-responsible for the delivery of the WCSJ and for appointment of the WCSJ Director and will be involved in appointing the Professional Conference Organizers (PCO).

**WCSJ Conference Director and Committees:**

The Conference Director is the lead point of contact for the conference and directly responsible, alongside the host association and the WFSJ, for appointing and managing the Professional Conference Organizers (PCO). The Director will be the key point of contact for the host association, the World Federation's Executive Director and Board and will be the overall responsible person in charge of the delivery and execution of the WCSJ.

The Director will appoint and work with the various conferences committees to keep the conference planning (incl. website, programme and finances) on track. The appointed Chairman of each committee will work closely with the Director to ensure everything is on track and will support the Director in producing the quarterly update reports for the World Federation.

**WCSJ Professional Conference Organizers (PCO):**

An appointed PCO agency will report to the Conference Director and the WFSJ on everyday logistics and delivery of the conference.

**ii) Programme elements required**

- Plenary sessions with international keynote speakers invited
- Parallel sessions, workshops and debates offering professional development opportunities

- Science journalism focused sessions examining current issues faced by the profession
- Key sponsor-led lunch/breakfast/breakout sessions with a focus on science & technology advancements and developments.
- Pre-conference workshops available to international journalists if capacity permits - focus for these is on professional development opportunities
- Post conference trips to scientific locations of interest in the host country/city. These are generally sponsored.
- Press briefings and other fringe sessions that will showcase local and international scientific research and development
- WFSJ board meeting and AGM
- WFSJ session on how to bid and organize a successful World Conference of Science Journalists
- WCSJ bid presentations on day one
- Social events programme ideally using some external venues

### iii) Other required elements / spaces

- Exhibition hall where exhibitors and sponsors will have display stands
- Press briefing room
- Media centre with desktop PCs, wired internet point, business centre facilities, WiFi access
- Strong WiFi network in the main conference centre
- Bookable meeting rooms for delegates
- World Federation's board meeting room
- A dedicated space in the exhibition hall for the WFSJ to host its international partners and sponsors
- Speaker preview/preparation room
- Interpreting facilities/booths/translators; conference organizers should make a special effort to have as many sessions as possible offering simultaneous translation. We expect that host countries where English is not the main language will make sure that English is available for all sessions, but it would only be reciprocal for host countries where English is the main language to make an effort to offer some simultaneous translation.

- Scholarship application process, open to all journalists who are unable to fund their own delegate place, travel and accommodation, many of which will come from developing countries.

### **The networking element at the WCSJ:**

Note the importance that should be put on creating networking opportunities for delegates. Queries have been raised about the lack of opportunity to meet with key science journalists. More could be looked at to help facilitate networking. Ideas could include:

- Increase the number of the 'meet the editors' style sessions to include more two-way interaction/open discussion time so that delegates can get to know/meet the key journalists
- Survey the journalists who have attended in the past and ask them about the sort of events they would attend and who they primarily want to meet with. That would help WCSJ organizers to lay on appropriate events/sessions however their attendance would still not be guaranteed
- Make use of the various online 1:1 meeting technologies that are available (at a cost) whereby each registered delegate can upload a profile themselves to a website linked to the conference website and they could not only see who else will be attending the conference, but where they could also send meeting requests to people they'd like to meet with while at the conference. This could be built into the WCSJ website in the future as an additional feature.
- Offer a lunchtime workshop or session at the pre-conference day on successful networking and how to get the best from their time at WCSJ. Also it might be helpful to publish some tips for the website in advance helping them to understand how to get in front of people and make the most of the opportunity they have at a large scale event such as WCSJ.
- Produce a 'speaker engagement agreement' document to which all speakers who agree to speak at the conference and whose expenses are paid for by the conference would commit to. This document would outline the WCSJ requirement for them to attend the full day of sessions and social events for the days that they are paid to be there (delegate fee, flights and accommodation).

### **iv) Reporting structure**

The WCSJ conference director, working with the conference committees is responsible for adhering to the following reporting requirements.

**Conference set up phase** (within 3-6 months of the WCSJ being awarded):

The host association and the WFSJ/board will agree on the initial plans for the WCSJ before contracting with any suppliers or confirming any details. Documents to be submitted include:

- Proposed dates and venues
- Draft budget with outline expenditure and revenue cash flow forecast
- Outline programme timetable
- Proposed WCSJ branding and logo

**Conference planning phase** (6-24 months from WCSJ being awarded):

The Conference Director should produce quarterly status reports to be submitted to the Board via the WFSJ Director. The reports will be presented to the WFSJ board and any areas of concern will be flagged with the Conference Director. The quarterly report should include updates on budget, programme, sponsorship (incl. secured and pipeline, delegate bookings, speakers, venue, etc.)

The host association is also required to submit a financial report including cash flow status to the WFSJ quarterly throughout the planning phase.

**Conference close out phase** (max 6 months after conference date):

- A full interim final financial report should be submitted to the World Federation Board within 30 days of the conference dates.
- The final WCSJ report (including feedback from delegates, exhibitors etc) to be submitted to the World Federation within 3 months of conference date.
- The final financial report and accounts should be submitted to the World Federation Board within 3-6 months of the conference dates. The conference bank account should be closed out within 3/6 months of the conference date and any surplus shared out as per agreement.

## v) Brand development guidelines

The development of the brand and logo for each conference is the responsibility of the WFSJ and the WCSJ team. It should be created and submitted for approval to the World Federation's Board within 3-6 months of the bid being won.

The WCSJ aims to serve the professional development needs of the international science journalism community. As a result, the WCSJ brand and logo should have an inspirational and creative edge to appeal to the international target market.

#### **Logo design guidelines:**

- The World Federation's logo 'WFSJ' should be incorporated into the WCSJ logo and this joint logo should appear in all materials, online and printed, to ensure that the conference brand becomes synonymous with the World Federation.
- The logo should include the host City and the dates of the conference
- The WFSJ logo should appear as part of the WCSJ logo, or alongside it, in black as the original logo appears.

#### **Look and feel of printed and online materials:**

- The WCSJ team should select and propose an agreed font typeface for the WCSJ to be used consistently throughout the conference materials, online etc. This typeface should be widely available across different software platforms to ensure it is not distorted across different user platforms.
- On all printed materials, it should be defined which logos should have prime position and then remain consistent throughout the production of materials. The prominent logos would usually be: WFSJ/WCSJ, the host association(s) and a main/overall sponsor.
- The positioning and prominence of all other sponsor logos should be defined and agreed upon up front as part of each sponsorship package and should be represented consistently.

#### **Brief guidelines for logo use externally:**

The WFSJ/WCSJ team/PCO should work together to come up with some basic guidelines for the use of the WCSJ logo by other organizations. *Note: These should be approved by the WFSJ before being issued externally.*

These would be issued to partners, sponsors, committee members and member associations and they would be requested to follow these guidelines when placing the logo on their websites and in promotional materials. These guidelines should include:

- The minimum size the logo should appear in and the colour variations possible i.e. reversing out the logo against a black or dark background or using the logo in mono colour rather than 4 colour

- The colour pantone for the logo.
- The font typeface to be used as standard in both World Federation, and in WCSJ materials and online.
- The need to place the Federation's WFSJ logo alongside the WCSJ logo at all times

If a standard WCSJ website platform is developed in the future to be adapted for each WCSJ, this will use an agreed typeface and design determined by the Federation that would then be carried across all WCSJ materials to ensure a professional and consistent look and feel. This will help to protect and strengthen both the Federation and the WCSJ's brand going forward.

## **vi) Financial terms and surplus share**

The WCSJ has always operated a self-funding conference model with the revenues generated by the conference (i.e. government funding, seed money, sponsorship and delegate fees) covering all expenditures related to the conference. Several of the past conferences have generated a surplus from the conference (see below for management of surplus).

### ***Pre-Start up phase:***

Prior to presenting a bid to host the WCSJ, bid teams should aim to secure commitment from a handful of donor organisations for the provision of seed monies. Once the bid has been won, this seed funding is paid to the host association and covers the cost of initial work on the conference.

### ***Start Up phase:***

Although in the past the seed money has usually been sufficient to cover direct start up costs for the conference (website, marketing materials, setting up banking and accounting procedures), it often takes several months from project commencement for the WCSJ team to raise additional sponsorship revenues. This may result in the conference directors being left unpaid for several months and it also makes the contracting (and payment) of a professional conference organising company a difficult task. This should be borne in mind when committing to any initial phase costs and the accuracy of a cash flow forecast is vitally important at this stage.

Starting with the 2017 WCSJ, there is an opportunity to work more closely in partnership with the WFSJ whereby the Federation would seek to secure initial sponsorships early on by

continuing relationships with the previous year's sponsors. This would assist the local contact point with cash flow for the conference. It should also alleviate some of the pressure on conference directors in the initial stages before the sponsorship revenues start to be received into the conference account.

### ***Government funding:***

As seen in Montreal, Melbourne, Doha and Helsinki, Governments put up significant funding towards the conference in order to attract hundreds of journalists from the international science journalists' community to their country to whom they could showcase their science and technology research, development and advancements with the aim to generate press coverage and to put their country's work on the 'science and technology map'. In these cases, the Government money can be as much as (or even more than) 50% of the total cost of the conference (in the case of Doha), thereby reducing the pressure on the commercial revenues required to cover the cost of the event.

This publicly-funded business model is certainly a model that should be considered and could be particularly relevant for developing world countries looking to bid for the WCSJ in the future. In the more established science countries, the Government may already feel that they have significant global profile for their science and technology and thereby be less inclined to donate a large sum to support the conference. However some of the individual government agencies/departments may still be keen to support and fund the conference albeit at a lower financial level (as was the case for WCSJ2009 in London).

### ***Allocation of Surplus:***

In the instance where a surplus is generated by the WCSJ, this will be 30-80 (host association-WFSJ).

The financial agreement and surplus allocation will form part of the formal delivery contract that is drawn up and signed jointly by WFSJ and the host association for each conference.

If the conference is being hosted jointly by two associations, in this instance the two hosting associations will be expected to split the profit due to the hosts i.e. 30% split between both host associations and the World Federation will maintain their 80% share.

## vii) Template of contract between WFSJ and host association

See Appendix 1.

## Section 4: Budget, revenues and sponsorship management

*Note that these areas can be managed by a PCO however an understanding of the processes by the WCSJ team is essential to ensure careful monitoring takes place.*

### i) Budget and cash flow structure and management

The creation of a budget and cash flow for the conference is one of the most important, yet can be the most challenging elements of organizing the WCSJ. Key considerations and top level pointers are as follows:

- The WCSJ should always strive for a surplus and achieve a breakeven budget at the very least meaning that total expenditure should not exceed total revenues achieved. As the WCSJ is a self-funding conference, a loss cannot be sustained by the host association or by WFSJ. If a surplus is achieved, this will be split post event as per the agreement (see section 3 vi).
- The budget should include ALL anticipated costs. This includes even the smallest of items as if several minor items are missed out, this could impact the overall feasibility of the budget, and ultimately, the conference itself.
- The budget should always be realistic and achievable and not a reflection of only the best case scenario. If the best case scenario is assumed i.e. keeping costs as low as possible and achieving the maximum revenues expected, the WCSJ team could quickly find themselves struggling to meet the expenditure demands, or worse still, falling into a loss making position.
- It is often wise to create several versions of the budget based on different levels of revenues to be able to continually review the budget feasibility. For example, if a sponsor is found for an additional evening drinks reception, which will cover the costs for that reception, one version of the budget can include both this sponsorship and the associated costs for the reception whereas the initial budget may not include these items.
- A carefully created and closely monitored cash flow is key to ensure that costs can be met when they are incurred. For instance, often, there is a venue deposit required up front, sometimes even upon signing the contract, which may well be many months before any revenues have been received. The WCSJ team and/or PCO, should find

out about all payment terms with suppliers before signing contracts and put these into the cash flow forecast. This will help to avoid unwelcome surprises further down the line.

- To ease pressure on cash flow, the WCSJ team/PCO should always negotiate terms of payment with the main suppliers. If possible, offer an initial, manageable deposit payment and then try and push the dates for any subsequent payments back as far as possible to allow more time to receive revenues expected.
- The WCSJ Director should ensure that there is a robust credit control process in place as this can be a very time consuming process (this is something that the PCO should carry out). The timely issuing and payment of invoices to sponsors is very helpful in easing pressure on the cash flow.
- It is not advisable to rely on the timely payment of sponsor or delegate invoices that are issued by the WCSJ. Often these invoices are paid late, outside of the payment terms stated so this should be allowed for in terms of cash flow management as it can have a significant impact.
- Crucially, the budget and cash flow should be a working document and will be continually revisited, revised and updated when necessary. It will be updated monthly with the actual costs/revenues in that month so that it shows the actual financial position and continues to re-forecast the future revenues/costs expected.
- Some WCSJs may receive revenue payments in currencies other than that of the host country. The WCSJ may need to be prepared to accept payments in USD and possibly Euros, as well as the local currency if different, especially from International sponsors. In the instance when payments are made in a different currency, there may be bank currency charges to take into account and these need to either be passed back to the sponsor, or absorbed into the expenditure of the conference. When needed, WFSJ can also open a special conference account to accept payments from conference sponsors.

If, working with a Professional Conference Organizer (PCO) provider, the bidding association should first analyse the potential revenues for the conference. Potential revenue sources can include seed funding, grants, sponsorships, delegate fees, exhibitors, advertising, and social event ticket sales. *See section 4 ii) and iii)* below for more information and guidance on setting up and managing sponsorships, setting delegate fees and managing other revenue streams.

The revenues should be anticipated in realistic terms, and not only to meet the expected expenditure of the conference. See more in sections 4 ii) and iii) about managing revenues.

Once the potential revenues have been scoped out, the expenditure part of the budget should be set up. This should include all anticipated costs associated with, and paid for by, the WCSJ account. The main areas of expenditure are usually for items such as venues and catering, speaker fees, travel and accommodation, audio visual and technical equipment, transport for delegates and scholarships (visas, travel and accommodation). If interpreting/translation services or booths are required, this can be very costly so accurate quotes early on in the budgeting process will be crucial.

It is vital to ensure that all possible costs are accounted for within the initial budget, even the smallest of items that are known about up front. This is help to ensure the budget does not fall into a loss making position.

## **ii) Securing sponsorship and management of sponsors**

### **Timings for approaching sponsors and drawing up sponsorship packs & agreement:**

It is wise to start conversations with potential supporters, funders and sponsors very early in the planning stages. Often, it can take several months of discussion and negotiation before a sponsor will officially sign up. Certainly meetings with known national organisations and supporters, and the key international sponsors who repeatedly support the WCSJ should be an important early focus.

The Conference Director, host association and the WFSJ will make the approaches to sponsors. Past organizers and conference directors have commented that it should be these people, within the science journalism community who already have established contacts and relationships, who should lead on sponsor meetings and negotiations. Passing this important role on to a third party outside of the science journalism community, or to the PCO could be damaging to the WCSJ reputation but also significantly impact the success of the sponsor negotiations.

Although some sponsors and funders will have specific ideas about what they would like to receive in terms of benefits for their support, it is extremely useful to have some sort of professionally-developed brochure containing possible sponsorship packages, with costs specified. This can often start the conversations with possible sponsors.

Key considerations when developing the sponsorship pack/agreements:

- The document should be a template and starting point for discussions with potential sponsors and benefits can always be tweaked to suit an individual organisation's needs.
- Be sure not to undervalue benefits offered. For example, most sponsors want to 'get in front of' the journalists, so a speaking opportunity at a social function, or in a session is of great value to many organisations and sometimes more so than general branding/profile.
- In order to price the various packages on offer, it should firstly be ensured that all the direct costs associated with delivering that package are known and included in the budget. Once all direct costs are known, the 'value' of each benefit to a sponsor should be calculated. Once a package price has been reached based on the value of the package to the potential sponsor, it is possible to work out the profit margin possible from that package. This will result in surplus for the budget.
- It is often possible to add in additional benefits which are of value to the sponsor but that do not have any cost impact on the budget. For example, logos on Web pages or items that will be printed anyway, mentions in blogs or social media, access to delegate lists, etc.
- Although packages can be customised to suit an individual organization, make sure that all sponsors of the same level have the same or comparable packages and benefits. Sponsors may talk and it could create an awkward situation if two 'gold' sponsors for instance are receiving very different/unbalanced packages. All packages and values should be openly justifiable if questioned.
- Be aware of when it is no longer worth following up with a potential sponsor. Not all discussions with potential sponsors will convert to sponsors. Try and avoid wasting time on endless meetings/follow ups with unlikely leads, or for very small value packages.
- When a package is agreed on with a sponsor, ensure that the sponsor signs and returns the sponsor agreement form (scanned and emailed, posted or faxed) with a contact name and email, date and purchase order number provided for invoicing purposes. This will then become a contract between the WCSJ and the sponsoring organisation.

### **Invoicing of sponsors:**

Once a signed sponsorship agreement is received, the sponsor should be issued an invoice for the agreed amount. It is wise to issue the invoice immediately upon receiving the signed

agreement as this will ensure the revenue is received promptly. This is something the PCO will usually handle. The secured sponsorship can then be recorded in the budget and cash flow under the month it is agreed however note that the payment is unlikely to be received in that same month.

Most sponsoring organisations will pay by invoice via an electronic bank transfer. Ensure that the invoice includes the international bank details of the WCSJ account so that international payments can be made into the account. Some sponsors may pay by credit card (if that facility is available), or by cheque. It is not recommended to accept cash payments for large sums but if this does happen, a receipt should always be issued.

Cancellation terms (and the refund policy if applicable) should be included in the sponsorship terms and conditions when agreement is signed.

#### **Handling of in kind or non-commercial sponsorships:**

There may be organisations who are seed funders or who offer a grant to the WCSJ and do not necessarily expect, or want, any profile in return. In fact, in some cases of government department funding, the funder does not want any visibility at the WCSJ. In these instances, the organization should be consulted up front to discuss what they expect in return, if anything and an agreement should be drawn up so that both parties understand what the arrangement is. If they do wish to receive any benefits, ensure that the level of package agreed with them falls in line with other sponsor packages and benefits offered.

#### **Profile and benefits for sponsors:**

Once the agreement has been signed and the sponsor is on board, the benefits they will receive should be recorded on a sponsor spreadsheet/matrix so that all sponsors' benefits are listed and easily compared and tracked. This helps to ensure that none of the promised benefits are missed.

There should be a process of acknowledgement for all new sponsors such as issuing a note via social media, website, blog or e-newsletters to announce their support and thank the organization.

#### **Management of sponsor relationship:**

Maintain contact with the key point of contact at the sponsoring organization throughout the planning stages to ensure they become WCSJ ambassadors and are updated with WCSJ news and developments in the lead up to the event. If they become an ambassador this will help to attract other sponsors as well as delegates and general profile raising. It would be

detrimental to the conference if once a sponsor is signed up they never receive any communication from the WCSJ team as this will leave them feeling undervalued and may affect their opinion of the conference.

A sponsor ambassador kit could be developed to help the sponsor to support the WCSJ marketing effort. This could include provide sponsors with items to help them promote the event such as logos for their website and email footers, copies of electronic flyers to be uploaded to their website or sent to their contacts, mentions in e-newsletters or sponsor ambassador pin badges.

The sponsor could be invited to write a piece for WCSJ newsletters/website/blog as to their involvement and support of WCSJ which would again help show their support of the conference and help to attract others.

The key is to make time to talk to and communicate with the sponsors to make sure they are happy with their involvement and are receiving all benefits as expected in the lead up.

#### **Onsite sponsor management:**

In preparation for the event taking place, the sponsor should receive communication, often from the PCO, to explain and clarify how their benefits will be delivered onsite and who will be their point of contact in the WCSJ team at the event itself. It is wise to anticipate any questions a sponsor may have beforehand and provide a clear information pack to avoid disgruntled sponsors onsite making difficult demands. Part of the sponsor information for the event should be around the exhibition arrangements if they have a stand space, and clarify access for their staff and delegates to the conference areas/social events as often this can vary according to their package.

### **iii) Other revenue streams**

#### **Delegates:**

Delegate revenues are often difficult to forecast. Firstly, it is important to set the delegate fees appropriately. This can be done by looking at previous delegate fees for WCSJ conferences as well as comparing these with other national and international conferences that attract similar audiences. The unique position that the WCSJ holds is that it is probably one of the only conferences that journalists actually pay to attend as most of the time, they are invited to report from a conference and attendance is free of charge.

When setting fees, there should be a fee structure that allows a lower fee for journalists to attend in order to attract them, as they are the principle target market. Usually there will then be another few categories for those from government-funded bodies, and those from commercial organizations are usually expected to pay the highest fee.

To encourage delegates to book early, there will usually be an early bird fee that will only be available up to a few months before the conference, after which the fee will increase. There will probably also be a discount (in terms of cost per day) for those who attend the full conference vs. those who choose to attend only one day.

In order to ensure that even the lowest fee level is sufficient, it is important to work out the actual costs to the WCSJ budget of that delegate attending (i.e. catering, bag, printed materials, % of venue costs, social events) and ensure that this lowest fee level will actually cover the direct costs of attendance and give a small surplus back into the budget. The higher level fees should return a healthy surplus and help to allow the lower fees to be offered. It may be that some of the lower fee levels are capped at a maximum number in order to ensure that the whole venue is not filled with the lowest paying as this may impact on the overall cash flow and budget feasibility (something to look at when setting budgets – *See section 4 i) above*).

Delegate bookings can be opened up to one year ahead of the event and definitely within six months of the conference taking place. As soon as the venue and dates are set and the fees are agreed, taking delegate bookings (and payments) will ease the cash flow.

Delegates will usually be able to book online and requesting payment upon booking by credit card is the easiest way to ensure that monies are received promptly. Invoicing delegates may be required in some cases but consider the impact on resources and time if this is offered as the invoicing and credit control can be costly (again, this is something the PCO will do).

*For more on delegate bookings, go to section 5 iv) below.*

### **Exhibitors:**

As well as sponsors who should be given priority over exhibition stands, it may be decided to sell exhibition spaces as standalone packages if space allows. This is a useful source of additional income.

An exhibitor pack should be drawn up with details of costs for an exhibition space and the items that are included as part of that package. As with all the fees and costs set, the direct

costs of the package offered should be more than covered by the price set. It is important to include the cost of the exhibition stand staff attending (for catering purposes etc.) even if they are not considered full delegates in terms of conference access.

*See section 5 viii) for more information on exhibitors and information provided.*

**Advertisers:**

Some organizations may want to place an advert in the conference programme that is given to all delegates, or have some presence online via the WCSJ website rather than take a full sponsorship or exhibitor package. This is something that can be offered although not usually promoted until later in the planning stages when the available space in the printed documents is known. It is always worth first pushing the organization towards a sponsorship package of a higher value and offering the advert as a final option should their budget not allow them to commit to any other type of sponsorship.

Advertising space is of value to the organization but does not often add much cost to the budget for the printing of the conference programme as it is an item that will need to be published in any case and a couple of additional pages do not often impact on the cost enormously however it is wise to check this before selling too many advert spaces.

## Section 5: Logistics guidelines and recommendations

This section aims to highlight some key considerations and guidelines in terms of the practical organization of the WCSJ. Note that these are just recommendations to provide an example and may vary with each WCSJ.

### i) Key timings for planning stages

This table provides an example of the key planning phases for the conference. Working with or without a PCO, a full production schedule and timelines should be produced for the WCSJ.

#### Example Outline Production Schedule:

Time Schedule	Tasks for PCO	Tasks for WCSJ
<b>Phase 1 Strategy</b>	<p><b>Budget Management</b></p> <ul style="list-style-type: none"> <li>◆ Prepare outline budget and agree costs</li> <li>◆ Identify stand costs/sponsor packages/delegate fees</li> <li>◆ Set up accounting system</li> </ul> <p><b>Data Management</b></p> <ul style="list-style-type: none"> <li>◆ Prepare database for delegate bookings</li> </ul> <p><b>Marketing/Advertising PR</b></p> <ul style="list-style-type: none"> <li>◆ Identify delegate target market</li> <li>◆ Strategic plan of action (objectives, goals, timescales, media, stories, personnel etc)</li> <li>◆ Discuss &amp; approve marketing plans with committee</li> <li>◆ Prepare database for mailing</li> <li>◆ Mail out invites</li> </ul> <p><b>Exhibition</b></p> <ul style="list-style-type: none"> <li>◆ Obtain contacts from WCSJ Identify opportunities for exhibitors and for sponsorship</li> <li>◆ Research for other contacts</li> <li>◆ Strategic plan of action (objectives, goals, timescales, target market, deals, personnel)</li> <li>◆ Compile exhibitor pack</li> <li>◆ Prepare exhibition floor plan</li> </ul> <p><b>Print &amp; Design Management</b></p> <ul style="list-style-type: none"> <li>◆ Design conference identity – letterhead, flyer etc</li> <li>◆ Print all necessary marketing materials</li> </ul>	<p><b>Budget Management</b></p> <ul style="list-style-type: none"> <li>◆ Agree costs</li> </ul> <p><b>Data Management</b></p> <ul style="list-style-type: none"> <li>◆ Pass over all Databases for marketing</li> </ul> <p><b>Marketing/Advertising PR</b></p> <ul style="list-style-type: none"> <li>◆ Approve marketing plan</li> </ul> <p><b>Exhibition</b></p> <ul style="list-style-type: none"> <li>◆ Agree strategic plan of action</li> <li>◆ Pass on any contacts for potential exhibitors and sponsors</li> </ul> <p><b>Print &amp; Design Management</b></p> <ul style="list-style-type: none"> <li>◆ Approve all design</li> </ul>

	<ul style="list-style-type: none"> <li>◆ Prepare content for booking form</li> <li>◆ Obtain branding, logos and any images for application to website, email template and name badges</li> </ul> <p><b>Website Management</b></p> <ul style="list-style-type: none"> <li>◆ Plan and design website</li> <li>◆ Write content for website</li> <li>◆ Test and set up website, and e-mail address to go live (information point).</li> <li>◆ Design on-line booking forms and reservations</li> <li>◆ Set up link to main WCSJ</li> </ul> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>◆ Research suitable hotels, accommodation and rates</li> <li>◆ Reserve accommodation for delegates and speakers</li> </ul> <p><b>Venue &amp; Social Management</b></p> <ul style="list-style-type: none"> <li>◆ Carry out site visits of all venues, initial one to be with WCSJ to discuss their exact requirements</li> <li>◆ Obtain all menus and prices</li> <li>◆ Confirm all venues and sign contracts</li> </ul> <p><b>Programme</b></p> <ul style="list-style-type: none"> <li>◆ Obtain outline programme</li> </ul>	<p><b>Website Management</b></p> <ul style="list-style-type: none"> <li>◆ Prepare text for website</li> <li>◆ Approve website</li> <li>◆ Set up link from main WCSJ website to conference website</li> </ul> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <p><b>Venue &amp; Social Management</b></p> <ul style="list-style-type: none"> <li>◆ Carry out initial site visit of all venues with PCO to discuss exact requirements</li> </ul> <p><b>Programme</b></p> <ul style="list-style-type: none"> <li>◆ Assemble programme committee</li> <li>◆ Prepare outline programme</li> </ul>
<b>Time Schedule</b>	<b>Tasks for PCO</b>	<b>Tasks for WCSJ</b>
<p><b>Phase 2</b></p> <p><b>Design &amp; Information</b></p>	<p><b>Marketing/Advertising PR</b></p> <ul style="list-style-type: none"> <li>◆ Continue marketing plan</li> <li>◆ Send out any newsletters for e-marketing</li> </ul> <p><b>Exhibition</b></p> <ul style="list-style-type: none"> <li>◆ Liaise with exhibitors to ensure level of communication is kept at all times</li> <li>◆ Update WCSJ</li> </ul> <p><b>Data Management</b></p> <ul style="list-style-type: none"> <li>◆ Registration database prepared</li> <li>◆ Compile delegate confirmation packs</li> <li>◆ Prepare online booking form</li> </ul> <p><b>Website Management</b></p> <ul style="list-style-type: none"> <li>◆ Update and maintain</li> <li>◆ Map with all hotels and conference venues</li> <li>◆ Analysis of web stats</li> <li>◆ Send web stat analyses to WCSJ</li> </ul>	<p><b>Marketing/Advertising PR</b></p> <ul style="list-style-type: none"> <li>◆ Approve any press releases or adverts</li> </ul> <p><b>Exhibition</b></p> <ul style="list-style-type: none"> <li>◆ Update from PCO</li> </ul> <p><b>Data Management</b></p> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <p><b>Website Management</b></p> <ul style="list-style-type: none"> <li>◆ Send any text updates to PCO</li> </ul>

	<p>marketing team</p> <p><b>Budget Management</b></p> <ul style="list-style-type: none"> <li>◆ Updates to committee</li> </ul> <p><b>Print &amp; Design Management</b></p> <ul style="list-style-type: none"> <li>◆ As required</li> </ul> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>◆ Updates if required</li> </ul> <p><b>Venue &amp; Social Management</b></p> <ul style="list-style-type: none"> <li>◆ Site Visits</li> <li>◆ Obtain quotes and evaluate contracts for exhibition equipment (i.e. electrics, shell scheme and fascias) if required</li> <li>◆ Set up procedures and booking forms for furniture, electrics and shell scheme if required</li> </ul> <p><b>Programme</b></p> <ul style="list-style-type: none"> <li>◆ Obtain any updates from WCSJ</li> </ul>	<p><b>Budget Management</b></p> <ul style="list-style-type: none"> <li>◆ Updates with PCO</li> <li>◆ Pay any invoices due</li> </ul> <p><b>Print &amp; Design Management</b></p> <ul style="list-style-type: none"> <li>◆ Approve any print &amp; design</li> </ul> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <p><b>Venue &amp; Social Management</b></p> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <p><b>Programme</b></p> <ul style="list-style-type: none"> <li>◆ Confirm all keynote speakers</li> <li>◆ Send any updates to PCO</li> </ul>
<b>Time Schedule</b>	<b>Tasks for PCO</b>	<b>Tasks for WCSJ</b>
<p><b>Phase 3</b></p> <p><b>Bookings</b></p>	<p><b>Marketing/Advertising PR</b></p> <ul style="list-style-type: none"> <li>◆ Continue marketing plan</li> <li>◆ Send out any newsletters or e-newsletters</li> </ul> <p><b>Exhibition</b></p> <ul style="list-style-type: none"> <li>◆ Finalise exhibition</li> <li>◆ Send set-up info packs for exhibitors</li> </ul> <p><b>Data Management</b></p> <ul style="list-style-type: none"> <li>◆ Collating delegate bookings</li> <li>◆ Sending delegate confirmations</li> </ul> <p><b>Website Management</b></p> <ul style="list-style-type: none"> <li>◆ Make any updates to website</li> </ul> <p><b>Budget Management</b></p> <ul style="list-style-type: none"> <li>◆ Updates to committee</li> </ul> <p><b>Print &amp; Design Management</b></p> <ul style="list-style-type: none"> <li>◆ Begin layout of handbook, contents, bios, general info, adverts, floor plans, acknowledgements</li> <li>◆ Order &amp; print conference bags</li> </ul> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>◆ Updates on delegate reservations to hotels</li> </ul>	<p><b>Marketing/Advertising PR</b></p> <ul style="list-style-type: none"> <li>◆ Approve any press articles or adverts</li> </ul> <p><b>Exhibition</b></p> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <p><b>Data Management</b></p> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <p><b>Website Management</b></p> <ul style="list-style-type: none"> <li>◆ Send any updates to PCO</li> </ul> <p><b>Budget Management</b></p> <ul style="list-style-type: none"> <li>◆ Pay any invoices due</li> </ul> <p><b>Print &amp; Design Management</b></p> <ul style="list-style-type: none"> <li>◆ Approve any design for printing</li> </ul> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul>

	<b>Venue &amp; Social Management</b> <ul style="list-style-type: none"> <li>◆ Finalise any entertainment</li> </ul> <b>Programme</b> <ul style="list-style-type: none"> <li>◆ Write speakers information pack with travel and accommodation requirements</li> <li>◆ Obtain all keynote speakers details, biog, A/V, requirements</li> <li>◆ Collate all speaker's details for handbook</li> </ul>	<b>Venue &amp; Social Management</b> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <b>Programme</b> <ul style="list-style-type: none"> <li>◆ Finalise Programme</li> <li>◆ Update PCO with any changes</li> </ul>
<b>Time Schedule</b>	<b>Tasks for PCO</b>	<b>Tasks for WCSJ</b>
<b>Phase 4</b>  <b>Final Preparation</b>	<b>Marketing/Advertising PR</b> <ul style="list-style-type: none"> <li>◆ Final push on marketing</li> </ul> <b>Exhibition</b> <ul style="list-style-type: none"> <li>◆ Final preparation with suppliers</li> <li>◆ Check all exhibitors are prepared</li> <li>◆ Arrange for delivery of all exhibitor material for insertion into conference bags</li> </ul> <b>Data Management</b> <ul style="list-style-type: none"> <li>◆ Final details emailed to all delegates</li> </ul> <b>Website Management</b> <ul style="list-style-type: none"> <li>◆ Final updates if required</li> </ul> <b>Budget Management</b> <ul style="list-style-type: none"> <li>◆ Updates to committee</li> </ul> <b>Print &amp; Design Management</b> <ul style="list-style-type: none"> <li>◆ Obtain all approvals</li> <li>◆ Prepare &amp; print all signage</li> <li>◆ Design staging graphic boards/gobos and send to AV company</li> </ul> <b>Accommodation</b> <ul style="list-style-type: none"> <li>◆ Final rooming lists to hotels</li> </ul> <b>Venue &amp; Social Management</b> <ul style="list-style-type: none"> <li>◆ Final numbers to conference venue</li> <li>◆ Final site visit and briefing</li> <li>◆ Final briefing with suppliers (AV, catering etc)</li> <li>◆ Onsite set up</li> <li>◆ Onsite staff briefing</li> <li>◆ Final update with committee</li> </ul> <b>Programme</b> <ul style="list-style-type: none"> <li>◆ Final details mailed to all speakers</li> </ul>	<b>Marketing/Advertising PR</b> <ul style="list-style-type: none"> <li>◆ Approve any press releases or adverts</li> </ul> <b>Exhibition</b> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <b>Data Management</b> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <b>Website Management</b> <ul style="list-style-type: none"> <li>◆ Send any final updates</li> </ul> <b>Budget Management</b> <ul style="list-style-type: none"> <li>◆ Final check on all budgets</li> <li>◆ Pay any invoices due</li> </ul> <b>Print &amp; Design Management</b> <ul style="list-style-type: none"> <li>◆ Sign off all printing</li> </ul> <b>Accommodation</b> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul> <b>Venue &amp; Social Management</b> <ul style="list-style-type: none"> <li>◆ Final update with PCO</li> </ul> <b>Programme</b> <ul style="list-style-type: none"> <li>◆ No action required</li> </ul>

## ii) Professional Conference Organizer (PCO), supplier and venue selection, contract negotiation and management

### **PCO:**

The first step is to produce a tender document outlining what services are required from the PCO. At this stage, the full details of the conference may not be known but the document should include as much detail as possible in order to receive the most accurate quote/proposals from the PCOs.

The next step is then to review all the proposals received and select a few to invite to interview to present more about what they can offer and how they would approach the management of the WCSJ.

After interviews, there may be some further questions to clarify with the preferred provider before confirming them as the chosen supplier. A point to note is the importance of meeting the point of contact at the PCO before their contract is confirmed as it is so often about the relationship with key suppliers that will define the success of the conference and certainly the experience of planning it.

Once the PCO has been contracted, it would be wise to discuss budgets and timescales with them early on. Ideally, the PCO would charge just a nominal monthly fee when they start the work on WCSJ with the larger fees to be paid later on in the planning process when more work will be done by them. This will help balance the cash flow.

A key point of contact should be allocated from the PCO side and this person will be the main liaison point for the Conference Director. It is recommendable to agree on a reporting structure with the PCO from the outset so that the Conference Director is aware of the frequency of reports they will receive and what information these reports will contain. Timelines and budgets are usually the most important areas to keep on top of from the outset. The main point of contact at the PCO is likely to attend all the WCSJ planning/committee meetings as required to ensure that they are in the loop and understand the next steps and agreed actions.

### **Venue:**

Selecting a venue may be more straightforward for some WCSJs than others. In some cases, there will be a pre-selected venue based on an in kind partner arrangement for example with a University. Whatever the situation with the venue, it is still important to draw

up a scoping document to outline the key requirements in terms of space, equipment and availability requirements. Some venues will charge extra for evening hours, WiFi access or equipment which should be taken into account in the budget as this can add significant costs. The most important thing is to ensure that the chosen venue has sufficient space available and will suit the needs of the conference programme and delegates. Refer to section 3 ii) and iii) for more on spaces required.

The PCO will generally lead on the management of the venue but the Conference Director should always have a good knowledge of what is needed by the WCSJ, what the venue can offer and the services they can provide. Also, refer to section 4 i) for more on financial management of venues and suppliers.

### **Suppliers:**

It may be that some key suppliers such as audio visual or catering providers are invited to submit proposals for the WCSJ. These will very likely to be managed by the PCO but it is recommendable for the Conference Director to understand the process and requirements being proposed. Usually with the catering suppliers, they will offer a menu tasting session so that the PCO and the conference director can select the menus for the event.

### **iii) Programme structure**

The core WCSJ usually runs over 5 days. Day one will be the pre-conference workshop day, days 2-4 the main conference days and day 5 the post-conference trips day.

One key characteristic that has made the World Conference of Science Journalists such a success is that all sessions are 'produced'.

This approach is totally different from the standard approach used in learned societies where professors submit an abstract, professors with more or less related abstracts are invited to speak one after the other or on panels more or less structured.

WCSJ sessions are organized by one producer because the Program Committee accepts only proposals for the production of whole sessions, not proposals for individual presentations of papers. A production session proposal needs to include the theme and the list of speakers with an outline of how they will contribute to inform the audience on this specific issue.

Thanks to this approach, each session demonstrates offers a much in depth and satisfying presentation of the issues on the minds of science journalists.

#### **a) Plenary sessions**

Generally 1.5 hours each x 4 or 5 including Opening and Closing plenaries.

#### **b) Parallel sessions**

Generally 4-6 sets over the duration of 6 concurrent sessions. Up to 1.5 hour each.

##### **Notes:**

Can be invited speakers or through call for proposals process. Be careful when programming the rooms for these.

#### **c) Breakfasts & Lunches**

Generally 1 hour max to take place within the 1.5 hour window.

##### **Notes:**

To encourage people to attend these sponsored events, ensure that breakfast/lunch can either be served inside the room, or taken in and tables to sit at to eat during session. Wise to offer an additional item as a bonus and that is not available with the main buffet lunch such as a glass of wine, some chocolates or a dessert. However the cost of this additional item should be included in the direct costs of the sponsorship package to WCSJ unless the sponsor is providing the item themselves. Note that sometimes venue caterers will not allow catering from outside to be brought into the venue.

Turnaround between previous and subsequent sessions can be tight at these times. Very strong chairmanship of all sessions around this time is required to ensure they start/finish on time to allow room turnaround and delegate flow.

#### **d) Press briefings**

Generally these should be no more than 30mins each. Many are pre-programmed but there may be some that are required last minute.

##### **Notes:**

Ensure these are advertised clearly on the website and any new ones could also be advertised onsite through flyers on the door and distributed to delegates each day

It's not a good idea to programme press briefings to clash with plenary sessions

#### **e) Trips and workshops**

Generally there is a pre-conference workshop day before the main conference begins. Trips are usually the day after the close of the conference although can also be arranged during the main programme as parallel session options.

##### **Notes:**

Workshops and trips are usually sponsored sessions to ensure that all costs are covered separately to the WCSJ core budget.

It is advisable that any social/tourism tours for delegates are not programmed during the main conference programme as this detracts from attendance at the main sessions. However tourism tours could be laid on during the conference days as part of a partner programme for non delegates.

Scientific trips should aim to showcase the host country's science and technology advancements. Travel times should be kept to a minimum where possible.

Workshops should provide professional development opportunities primarily for journalists. They could be opened to non-journalist delegates if spaces allow.

#### **f) Social events**

Usually receptions or dinners in the evenings lasting between 2-4 hours.

##### **Notes:**

Ensure events that are laid on are of interest to the delegates and are relevant to science & technology and science journalists. Keep talks from sponsors short as delegates are likely to prefer to network/drink/eat rather than stand and listen to long speeches.

### **iv) Delegate bookings, visas, travel and accommodation**

This is an area that can be managed by the PCO however below are some notes about the parts of the process the host conference director should be aware of:

#### **Setting delegate fees and categories:**

The WCSJ should set various fee levels and categories to ensure that the conference attracts its key audiences. Journalists should be attracted through a lower fee level which is especially important as journalists are not usually charged to attend conferences, they are

instead usually invited free of charge to report on the content. A Government/charity rate may be set, as well as a full commercial delegate fee. Early bird fees are usually available to encourage early bookings with the fees increasing a couple of months before the conference takes place.

It is also sometimes possible to find sponsors who will subsidize registration fees for students in science journalism or in science communication and journalists. Also, a local association could even find an acceptable sponsor to subsidize the registration fee of local journalists and find cheap transportation and lodging deals.

It is often usual to organisations if they are able to make group bookings online using a group co-ordinator and paying on one company credit card, rather than asking each delegate to have a separate booking. This should be considered when thinking about online booking system providers.

*Refer to section 4 iii) for more details on managing and setting delegate fees.*

#### **Timings for opening (and closing) delegate bookings:**

Delegate bookings should be taken online through a booking system set up to take payments by credit card ideally. This will ensure instant collection of fees. If invoices are requested, these can be issued at the discretion of the PCO/WCSJ team but issuing of invoices should be kept to a minimum to ease pressure on credit control.

Payments by cash are generally not recommended unless the delegate can clearly justify their reason for the request.

Delegate bookings can be opened as soon as the venue, date and website have been developed. Bookings should definitely be opened more than 6 months prior to the WCSJ taking place as collecting revenues early will help to ease cash flow. For example, 6+ to 3 months prior could be the early bird rate offer and less than 2 months prior it would then revert to full price fees.

It may be that bookings need to be closed before the conference takes place; which had to be done for a couple of conferences! Usually, it is worth taking bookings to as late a stage as possible if there are still spaces available to sell as this will increase the overall revenues as well as adding to the experience for all attendees.

It may be that certain categories of delegate places need to close earlier than others if the full allocation of places for that category has been reached.

Bookings could continue to be taken onsite if payment facilities such as by credit card or cash are available onsite. A robust system would need to be operated in this instance to ensure all bookings and monies taken are accounted for properly.

**Advice on handling fraudulent bookings:**

The WCSJ team should be aware of fraudulent bookings through the online system. Often these fraudulent bookings are made by delegates in developing nations who are solely looking for a visa to the host country. They often book using the highest paying fee type and will either request an invoice, or their credit card details will not match their name and address details. Procedures should be in place to look out, and block these bookings as early as possible. It is certainly not wise to offer to write any visa invitation letters for those people who cannot clearly determine their need, or produce a letter from their organisation requesting this.

If these fraudulent bookings are not noticed until later in the planning stages, the income generated from these bookings may have been included in the cash flow and budgets. Consequently, when the fraudulent booking is spotted, and the credit card company claim the money back from the WCSJ, in the worst case it could negatively impact the cash flow for the conference in the short term if these monies have already been committed/spent.

**Cancellation terms and refunds:**

The delegate booking form online, or printed, should always state the cancellation and refund policies at time of booking. Delegates should be asked to agree to these terms and conditions. These policies can be written up by the WCSJ team and host association however usually for example, there would be a full refund given, minus a small admin charge if cancelled a more than 6 months prior, 50% refund 3-6 months prior and no refund less than 3 months prior. Replacement delegate names could be accepted at any time.

The online booking system chosen for taking bookings should be consulted to ensure there is no admin charge applied for any cancelled bookings and if there is, this cost should also be passed on to the cancelling delegate/organisation.

**Co-ordinating travel, accommodation and visas for delegates:**

A PCO will usually offer to assist delegates with travel and accommodation arrangements. This may be through a local travel agent in the host country, or directly through their own office. A selection of hotels/accommodation should be sourced to offer to delegates and their credit card number will be required in order to reserve accommodation or book travel.

Visas will be issued by the host country's Government departments however the PCO will usually be required to issue a delegate who needs a visa to enter the country with a letter of invitation to the conference. Be careful who these are issued to. Of course for speakers and scholars it is easier to issue these letters as they have been invited but with general delegates more care and precaution should be taken.

Note that often visas can take weeks, or even months, to be issued so early action in this area is crucial to ensure that delegates are not stopped from travelling. In the case of speakers and/or scholars, this could result in wasted cost for the WCSJ as they may have received financial support from the conference in terms of travel and accommodation.

## **v) Speaker management**

Speaker management is a substantial area for the WCSJ as there are generally into the hundreds of speakers involved in the conference programme. The PCO can manage the liaison and details directly with the speakers, it will be the programme committee and conference director who will come up with the invited, or chosen speakers for each session.

Some WCSJs in the past have also invited key journalists to act as session producer on particular topics and then invite a panel of speakers to participate in that session. Other WCSJs have opened up a call for proposals for anyone to submit a session proposal. The entries are then reviewed by the programme committee and sessions chosen.

Some key areas of speaker management to be aware of include:

- Define the budget available for speakers (travel and accommodation) in advance and ensure this is not exceeded
- Some speakers will not need any financial support to attend as their own organisation will assist them. This should be determined early in the speaker selection process as it will have an impact on the funds available for other speakers/sessions.
- Close liaison with the programme committee to select or invite speakers and/or session producers
- Provision of latest programme updates and speaker contact details to PCO so that speakers can be contacted to make arrangements for the conference
- The PCO will then confirm the session date and time with speaker and request bio and photo for the website
- The PCO will assist with booking accommodation and flights

- The PCO could request that a speaker engagement is signed up to by each speaker invited to ensure their participation in the conference so that they do not just arrive and leave for their session.
- The PCO, or website team, will be responsible for uploading session and speaker details online to ensure it is always up to date.
- The PCO will handle onsite speaker management and will send out details prior to the conference about submitting their presentations and checking it onsite in a speaker preview area.

#### **vi) Venue management including catering, audio visual and equipment**

The chosen PCO should manage the venue logistics and relationship directly. However, it is wise for the conference director to have some understanding of the specific requirements for the WCSJ that can be passed on through the PCO to the venue. It is also helpful for the venue to understand who the client is so it is worth forming a relationship directly with them.

#### **Rooms required for the main conference:**

- 1 x plenary room to comfortably seat the maximum numbers (up to 1000 at least) – this room can also be used as one of the parallel session rooms
- Parallel session rooms to fit numbers expected that can also be used for lunch and breakfast sessions
- Exhibition hall large enough for stands and catering for all delegates
- 1 x speaker preview /preparation room
- 1 x media centre
- 1 x press briefing room
- Meeting rooms for World Federation, Organizers, general meeting rooms that are bookable

Refer to section 3 ii) and iii) for all requirements and section 5 i) for budget implications

#### **Catering for main conference:**

Generally the WCSJ will need to provide a buffet lunch for all delegates, which is usually served around the exhibition stand areas to encourage people to visit the stands.

Breakfasts and evening receptions will also require catering which will generally be covered by the sponsorships received for these various fringe events.

The venue caterers should offer a menu tasting session to ensure that the client is happy with the food that will be served to delegates. It should be ensured that there is a choice and that special diets can be catered for.

#### **Audio Visual, equipment and WiFi access:**

Often the venue will have some equipment included in the conference room set ups and may be included in the room hire price. It is wise to consult with the venue early on to establish what equipment and AV is included and what the cost of additional equipment is.

Note that for the WCSJ conference, the wifi requirements are substantially higher than for the majority of conferences of its size. This is due to the nature of the delegates being journalists and often uploading large files to websites or sending large attachments back to their offices.

Additional wifi capacity may be needed at the venue and this could be an additional cost so do ensure that this is costed out early on in the planning stages once the venue(s) have been chosen.

#### **Interpreting/translation facilities:**

Since WFSJ is an international organization and the World Conference aims at attracting participation of journalists from all countries, cultures and languages, maximum effort should be made to provide simultaneous translation. Wherever the conference is taking place, as much interpreting and translation services should be provided. Whilst the official language of the World Federation is English and it is required that all conference's sessions be available in English, it is important to facilitate the participation of attendees who do not speak English by providing interpretation headsets. Note: a good model is the 2004 Montréal Conference where all sessions were accessible in English and French and one stream also offered English, French and Spanish. Translation booths and headsets should be a familiar fixture of all World Conferences of Science Journalists!

#### **vii) Scholarships process**

Scholarships have become a core part of what the WCSJ offers to the science journalism community. Many funders/sponsors will be willing to financially support journalists to attend the conference from developing countries, or those journalists who are unable to cover the costs of attending themselves.

The scholarship process can be lengthy and time consuming as all applications need to be individually reviewed on their own merit to assess whether they should be offered support.

**Planning considerations should include:**

- Application process and advertising the opportunity – online usually works best and applicants are asked to submit examples of their work and a reference from their employer or client. The opportunity can be advertised through partners, sponsors, supporters and the WCSJ blog, website, newsletters and through social media channels.
- Reviewing process – consider who will collate applications and how the reviewing process will work. This can be hugely time consuming as in the past there have been hundreds of applications received. Perhaps a panel of reviewers will be recruited and each reviewer asked to look at and score a number of applications.
- Informing successful and unsuccessful candidates – how will this be managed? The PCO should be able to help co-ordinate this but it may involve an additional fee. It is wise to inform those who haven't been successful to avoid a large number of emails chasing a response.
- Booking travel, accommodation and visa - The PCO will handle the travel requirements but will often need to liaise with specialist travel agents to fly people from their countries. In terms of accommodation, the scholars are usually offered a centrally located accommodation together that will provide them with their own room, facilities and breakfast. Visa letters should be issued to all selected scholars as early as possible to ensure that they can travel for the conference.

**Onsite considerations:**

- Meeting at airports – transport may need to be arranged from the airport to the accommodation. Also, someone may be required to do meet and greet at the airport.
- Paying per diems – part of the support offered to scholars may be the payment of a small per diem allowance to help them buy food and refreshments outside of the conference. Be aware of cash flow required for this purpose and a secure location where the monies can be issued to scholars.
- Involvement in workshops, trips and fringe events – scholars should be asked to select which events they will attend to ensure that they get maximum benefit from their time at the WCSJ. Networking opportunities should also be offered to this group to ensure they meet other journalist peers whilst they are in country.

### viii) Exhibition & sponsorship

The exhibition and sponsorship of WCSJ can form a huge percentage of the overall revenues of the conference. For this reason, sponsors, other funders and exhibitors should be well looked after.

With regards to exhibitors, a floor plan of available space for exhibition stands should be drawn up early on with an exhibitor information pack.

Refer to section 4 ii) for more on sponsorship and 4 iii) for exhibitors.

### ix) Website structure and management

The website should follow the approved WFSJ brand and look & feel for that WCSJ and should always have the WFSJ logo incorporated into the brand/website as per agreement in section 3 v).

#### **Elements to include in the website:**

- Dates and venue
- Welcome from conference director and/or WFSJ president
- Programme timetable and session and speaker details
- Information on delegate fees and online delegate booking
- Information on sponsorship and exhibition with a pack to download
- Sponsor and exhibition pages to promote those signed up
- Information on accommodation, travel and visas
- Social events or tourism information
- Pre-conference workshop details and booking
- Post-conference trips details and booking
- Scholarship application process, deadlines and form
- Latest news page/blog
- Social media feeds

Of crucial importance in terms of the website is easy navigation, update to date and full information and easy and efficient delegate booking. Working with the PCO or website team, terms of use and management should be agreed on up front to ensure that information is current and updates are made regularly.

## **x) Marketing, PR (online and offline) and press & media management**

Marketing of the conference is one of the most important elements and should be started as soon as the bid is won to host the conference.

### **Marketing opportunities to consider:**

- Use the website to tell target audience about the latest updates and news about the conference.
- Gather a database of contacts to receive a regular e-newsletter issued by WCSJ
- Promote the WCSJ at other related events that committee members/conference directors/WFSJ attend in the run up to the WCSJ – distribute flyers, print banners, pin badges, hold press briefings etc.
- Leveraging marketing support from WFSJ member associations, host association members, sponsors, members, speakers, exhibitors, delegates and WCSJ committees – for example asking them to promote the event using the logo and links on their websites, writing their own blogs and pieces about WCSJ on their websites, promoting the event through social media conversations.
- PR and media partners – set up formal partnerships with news websites and media outlets in the science journalism arena which will outline the in kind support they may offer the WCSJ in exchange for various benefits including free access to the event itself
- Issue press releases to various PR and media outlets in the run up and onsite during the event
- Use social media channels and recognise the importance of up to date WCSJ twitter/blog even from the early stages to generate a buzz/community.
- Management of press room/media centre onsite and handling requests for free 'journalist' places – something that is difficult given the target audience are mostly journalists at this conference but it may generate more coverage of the conference. Previous conferences have either offered none, or only to accompanying photographers or local press in the case of Doha.

## **xi) Recommended materials to be printed and distributed at the WCSJ**

While there is certainly some key information that should probably still be distributed to delegates in hard copy format, there is certainly more and more information that could be shared electronically with delegates, either by email, through the conference website, through an online media centre (with resources available to download).

- Programme handbook (see previous versions as examples for content to be included <http://wcsj2013.org/timetable/> )
- Quick programme fold out
- Delegate lists (or electronic and available on media centre desktops)
- Press briefings daily update sheets
- Signage onsite with programme overview and clear directional and room signage

**Future developments to consider:**

A WCSJ application for smart phones and computers can be developed for the conference. This would contain the conference programme timetable, session synopsis and speaker bios, latest news and blogs. It could also be used to send delegates messages about room/session changes or newly added sessions and also house a message board for delegates to use whilst onsite at the conference.

## Section 6: Appendices

### i) Memorandum of understanding between WFSJ and the host association

Memorandum of understanding

Between

██████████ *Science Journalists Association*

And



**World Federation of Science Journalists**

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### **Mission Statement**

The World Federation of Science Journalists (WFSJ) is a not-for-profit, non-governmental organisation, representing science journalists' associations globally. The Federation encourages strong, critical coverage of issues in science and technology, environment, health and medicine, agriculture and related fields.

### **Conference background**

WFSJ is committed to organizing a global conference that strengthens the global world community of people involved in science journalism. Therefore the WFSJ organizes a biennial conference (every 2 years in odd years) in collaboration with a host national member association with similar goals.

The conference is a significant part of the WFSJ activities and is becoming more complex to organize to meet the needs of the **global scientific journalist community**. Financing, program development and global inclusion are key challenges.

### **Purpose of this document**

This document will form the agreement about roles and responsibilities between our organizations.

## **Local organizing committee**

The [REDACTED] *Science Journalists Association* will form a Local Organizing Committee (LOC) made up of key leaders from your national community. Its role is to manage the hosts' roles and to be the communications channel for the [REDACTED] *Science Journalists Association*.

## **Role of the LOC**

- Work to create a congress plan which will include:
  - Detailed budget
  - Clear and concise work plan (tasks, dates, who is responsible and approvals required)
  - Develop program theme and outline
    - A global theme that exemplifies the WFSJ mission
    - The outline/grid should be easy for participants from around the world to understand and participate in
    - A track may be developed to focus on national and regional issues and speakers may use languages other than English
  - Clarify common expectations and how to measure the outcomes
- Organize an opening ceremony within the budget and cultural event guidelines
- Secure national funding within the sponsorship program guidelines and as per agreed budget from;
  - Industry
  - government
  - non-governmental sources
- Participate in the development of the program content, in particular a national and regional stream
- Seek national funding to support the attendance of Science Journalists from developing countries to benefit from the Conference and the educational opportunities
- Recruit and coordinate on-site volunteers to help with hosting the Conference
- Assist delegates to obtain entry visa to attend the conference.
- Promote the conference in [REDACTED] collaboration with WFSJ including the development and implementation of a national media campaign.
- Encourage/organise grassroots events that will involve the community at large in the host city (workshops in schools, public events, community projects, etc.)

## **Roles of the WFSJ**

- Share 30% of net surplus with the [REDACTED] *Science Journalists Association* after all conference organizing costs are accounted for and audits are completed, within six month of the conference completion

- Manage registration, program (papers, posters, speakers, etc.) and international sponsorship (with national sponsorship by the LOC)
- Develop conference session grid outline (i.e. plenary – number and timing, workshops – number and timing, lunchtime symposium – number and timing, etc.)
- Manage all supplier and funder contracts related to the Conference
- Manage all marketing and communications related to the conference, including Conference logo, Conference branding, Conference website, social media, etc.

### **Collaborative roles**

Since the WFSJ shares financial responsibility WFSJ, will always have co-decision role to:

- Determine major suppliers:
  - Venues; convention center, social, etc.
  - Hotels; room block and any ancillary meetings
  - Audio Visual
  - Food and Beverage
  - Off-site venues for social, cultural and/or networking activities
  - Ground transportation suppliers
  - Pre and post tours and visits
- Determining registration fees

### **General stipulations**

#### 1. Professional Conference Organizers

An outside agency can be contracted to organize its Conference. Should the [REDACTED] *Science Journalists Association* be approached by a PCO, DMC or other agency they should inform the WFSJ and refer the agency to the WFSJ.

Any prior formal or informal agreement(s) with third parties will not be the responsibility of the WFSJ and will not be honoured by the WFSJ.

#### 2. Structure and committees

**Local Organizing Committee (LOC)**, this will be made up of a maximum of 15 people, a maximum of 12 will be from the host organisation and three will be named by the WFSJ.

The role of the LOC will be as specified earlier in this MOU.

The LOC will also be the sounding board for items related to the development of the Conference.

**Program committee (PC)**, comprised of 9 people, four representing the host organization and the remainder named by the WFSJ.

The role will be to develop a global program using the WFSJ program grid that will reflect the interests of the global scientific journalist community. The program will be submitted to the Board of Directors 9 months prior to the scheduled dates of the Conference.

3. General Assembly and Board of Directors Meeting

The Conference planning will include a half day general assembly and one or two board meetings (pre and post) for the purposes of costs and organizing it shall be included in the Conference budget.

4. Complimentary registration and travel support

The WFSJ will provide 20 complimentary registrations to the LOC to be distributed as appropriate Board of Directors, LOC members, etc.). In addition there will be a special national registration rate to encourage local participation this will be managed in such a way as to have at least 55 to 60% of the attendees come from outside [REDACTED].

A special student rate will be offered to delegates from [REDACTED] but will be limited to 10% of the Conference attendees.

A travel subsidy program will be set up to assist delegates to attend who are from developing countries and who will make the best use of the educational and networking opportunities. Often funding can be sourced from the host country's government or companies with an interest in Science Journalism.

5. Language of communication at congress

The language of communication for the purposes of organizing will be English. Marketing may be in a variety of languages in order to attract more delegates.

The language of the conference will be English for all presentations and whenever possible the Conference will provide some simultaneous interpretation and potentially some symposiums with local language TBD.

6. Financial

All funds (registration, international and national sponsorship, grants, government subsidies, etc.) will be deposited in one bank account (conference only) controlled by the WFSJ. All obligations (expenditures) will be valid (paid or reimbursed) only if approved by the WFSJ, one or two WFSJ people will be identified to approve revenues and expenditures.

Regular financial reports (quarterly initially and then monthly – six months prior to conference) will be made available to the LOC.

Within six months of the Conference completion WFSJ will provide an audited report to the LOC and the [REDACTED] *Science Journalists Association*.

The budget shall be agreed upon by the LOC and will include a surplus (revenues exceed expenses) by at least 20%

WFSJ shall provide a grant of 30% of the conference surplus to the [REDACTED] *Science Journalists Association*. after all accounts have been settled and the audit has been performed. This grant shall be used to enhance educational activities, skills development and organizational capacity building for the benefit of countries with developing economies.

Any expense claims must be made within 30 days of the expenditure and if not approved by WFSJ prior will be refused.

7. Legal responsibility and insurance

WFSJ will have co-responsibility for all liabilities related to the Conference. All activities must be the responsibility of the WFSJ.

LOC will ensure adequate insurance coverage in the event of general liabilities, theft and damage, and possibly event cancellation – limited reimbursement.

8. Management

LOC will develop a project plan with various outcomes and milestones which will be shared with the WFSJ.

WFSJ will have sufficient resources to manager the Conference to ensure it is well coordinated and provides the attendees with a positive experience.

9. Confidentiality of congress dates, financial information and data

All information related to the Conference dates and location will be kept confidential until WFSJ has officially released the information to the public, this is ensure that the WFSJ and LOC can negotiate contracts with all suppliers in particular Conference centers, hotels and other local suppliers.

All information regarding delegates, sponsors, sources of income, financial information, etc. shall be considered confidential and cannot be released or shared without the explicit written consent of the WFSJ.

10. Termination of agreement

This agreement can be terminated with cause (illegal activities such as misappropriation of funds, theft, fraud, cancelation of conference, etc.) with a 30 day notice by either party.

11. Resolution of disputes

In the case of a breach of any of the parts of this agreement the party will send a letter outlining the concern and the actions that must be taken to rectify the situation. Should the situation not be rectified with 15 days of the receipt of the letter WFSJ shall relocate or cancel the Conference and the host organization will not receive any portion of the profit, all previously approved expenditures will be paid by WFSJ.

In the case of an unresolvable dispute a joint meeting of the executive committee of LOC and executive committee of WFSJ Board of Directors will be organized within 15 days of the receipt of the letter to try to resolve the dispute.

Final decision is made by WFSJ Board of Directors in case of impasse in previous steps.

12. Official notices

Add addresses and contact details for official notices

This Memorandum of Understanding has been entered into willingly by both parties and is signed by duly authorized representatives of both parties on

\_\_\_\_\_ at \_\_\_\_\_.

By WFSJ

By 

\_\_\_\_\_

## ii) Feedback and recommendations – previous conference organisers

See on the WFSJ web site Lessons during the process of bidding for the World Conference of Science Journalists:

<http://www.wfsj.org/conferences/page.php?id=228>

## iii) Reports and budgets from previous conferences

See on the WFSJ web site

WCSJ 2013 Helsinki Final Conference Report

[http://www.wfsj.org/files/WCSJ2013\\_Final\\_Report.pdf](http://www.wfsj.org/files/WCSJ2013_Final_Report.pdf)

WCSJ 2011 Doha Final Conference Report

<http://www.wfsj.org/conferences/page.php?id=221>

## iv) Examples of printed materials from previous conference

See documents like Programme Handbook and Quick Programme for previous conferences on the WCSJ 2013 website:

<http://wcsj2013.org/programme-outline-and-themes/>

## v) Examples of bids for previous conferences

See three bid documents for the 2013 WCSJ on the WFSJ web site:

<http://www.wfsj.org/news/news.php?id=315>

See three bid documents for the 2011 WCSJ on the WFSJ web site:

<http://www.wfsj.org/news/news.php?id=172>