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1. INTRODUCTION AND REQUIREMENTS

1.1. Introduction

The annual Skål World Congress, which includes the General Assembly and Business sessions, provides a unique opportunity for Skål-leagues to meet other members from around the world, make new friends and renew and revitalise old friendships in an atmosphere where the power of friendship can actually be felt. It also presents the opportunity, in a very special way, to see parts of the world and special features not seen by the normal traveller. Pre and Post Congress Tours add opportunities to visit and experience new places.

The General Assembly of Club Delegates, which is the supreme body of Skål International, is the Association’s business session, which takes place during the Congress and deals with its affairs on a worldwide basis. It gives each and every member the opportunity to influence the Skål Movement. The Business sessions provide the possibility of “Doing Business among Friends”.

The Skål World Congress is held between the end of September and early November. Experience has proved that if the Congress is held in late October the attendance is high. It is important to check between September to December the dates of all major religious festivals; regional and significant national holidays to ensure the dates proposed for the congress do not conflict and thus possibly disenfranchise members.

The Skål World Congress is a 4-day /4-night event, preferably beginning on Thursday and officially ending with the President’s Gala on Sunday (see the suggested official programme under chapter 3 and at Annex 1). The Skål World Congress can be held in any place of the world, however in general destinations with direct international flight are preferred.

The full list of Skål World Congresses, year and place, since 1934 is available on www.skal.org

Sustainable congress practices: Skål International firmly believes in protecting the environment and following sustainable and responsible tourism practices. In putting your bid together, Skål International will take particular note of your efforts towards ensuring such practices. The Skål International “Green Congress Manual” is available at Skål website (click here for the link). Bidders should clearly outline in the bid document how they will implement sustainable practices as part of the Congress.

Past Congress When clubs/national committees formally advise they wish to bid for a Congress the Skål General Secretariat will send to the bidding parties post congress research documents of the four previous Congresses, for their perusal and the bidders should take the memberships feedback on these documents into consideration while composing their bids.

1.2. Requirements

Venues wishing to host a Skål World Congress must be able to provide the following facilities:

1. Full support of the Club and the National Committee (where appropriate); the Local, Regional and National Government and Tourist Authorities and the National Airline (where appropriate)
2. Necessary expertise and facilities to organise a major International Congress.
3. Ability to welcome and accommodate up to 800 participants (however, the recommended number of participants for Budgeting the Congress bid is 500)
4. Sufficient hotels of international standard in the deluxe and first class categories to accommodate the participants including an option of a three star hotel
5. Ability to accommodate all the participants in the same hall for the Opening Ceremony and in the same dining room for the President's Gala Dinner.
6. A conference room for the General Assembly for a maximum of 500 persons with class room style seating.
7. Reasonable transport access for all the participants who will be travelling internationally: maximum one hour from an international or major airport.
8. Focus on sustainability and the unique aspects of the destination.

1.3. Submission of a bid

1. The deadline for the submission of the bid to the Skål General Secretariat of Skål International is 31stMarch at least two years prior to the year in which the Congress is to be held.
2. The Skål General Secretariat of Skål International and congress director will review the bids received and pass those that are valid on to the Council.
3. The International Skål Councillors, will share these bids with their National / Area Committee and the Clubs of their area, and then shall vote electronically to select two of the bids until 31 July.
4. The two bids selected will then be presented to the General Assembly of delegates where the final voting shall take place. More than two bids can be presented to the General Assembly due to a tied vote.

The bid must include:
- A 5-minute video presentation (link to be provided)
- A presentation (power point or similar format) with the following:
  1. A presentation letter containing the Congress dates.
  2. A letter from the Authorities of the town or the Government specifying that they are aware of the candidature for the Congress and fully support it.
  3. A written letter by the official Authorities assuring that all members of Skål without discrimination of nationality, race, religion or sex will be permitted entry into the country and that in case of any discrimination, they will compensate for all the costs and damages that may occur, as defined under chapter 7.3.
  4. A written assurance that the flags of all nations represented in Skål will be presented together with the names of the countries concerned.
- A detailed budget (by utilizing the Excel document provided by the Skål General Secretariat of Skål International) with the Registration Fees proposed.

Important note: Congress Registration Fees declared in the bid document must be inclusive of any local, state or federal taxes,(eg VAT, GST, State sales taxes and local hotel levies etc) and are binding and cannot be increased.

2. RESPONSIBILITIES

To organize the Congress and General Assembly to the requirements of Skål International is the overall responsibility of the Hosting Club and the National Committee (where applies). Thus a contract shall be signed between Skål International and the Local Organising Committee (LOC) containing the duties, responsibilities and the liabilities of the parties.

The total financial responsibility of the Congress lies with the Host Club and LOC.

The general responsibilities of those involved are:
2.1. Congress director

1. Appointed by and represents Skål International and is responsible to the Executive Committee for following and supervising all aspects of the Congress from the awarding of the bid at the world congress to finalisation, including site inspections, the inspection of facilities and arrangements for the Congress. All Financial issues must first be approved by the Finance Director.
2. It is responsible on behalf of Skål International for the liaison between Skål International and the LOC, and is obliged to provide help and guidance as may be required.
3. Exercises overall control and supervision of the Congress and General Assembly while it is in progress. All instructions and requests to/from the LOC will pass through the Congress director.
4. Will finalise the accounts, on completion of the Congress and reconcile these with the LOC. Thus will arrange payments in consultation with the Skål Finance Director.

2.2. Local Organising Committee (LOC)

1. Submitting the bid according to the instructions and requirements of Skål International as detailed in this manual and the Congress director.
2. Managing the Congress in detail and in coordination with the Congress director, based on the submitted bid.
3. Following the financial aspects, including signing of contracts, while Skål International oversees the finances.
4. Securing involvement and assistance of local members (volunteers, Young Skål members, etc.) Arranging the pre and post tours Liaising with Skål International through the Congress director before, during and after the event.
5. Finalising and reconciling the accounts with the Congress and Finance Directors.
6. Organising safety and security matters, together, such as medical support plan, security procedures, training and competence, quality assurance systems.
7. Shall bear all financial claims and compensations arising from failure of services or from accidents during the Congress including legal fees

2.3. Professional Congress Organiser (PCO)

The LOC may consider it necessary to employ a PCO.

2.4. General Secretariat of Skål International (GS)

The General Secretariat will help in the promotional activities of the world congress and pre/post tours and publish these on its websites, social media sites, Skål Magazine, e-Skål News and by other means. It also assists in loading the data into the congress website and takes care of the translation.
### 3. CONGRESS PROGRAMME AND PROCESS

The following table outlines the congress process and is subject to changes:

<table>
<thead>
<tr>
<th>DAY</th>
<th>EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-5</td>
<td>Arrival of Executive Committee, President of the ISC and partners (depending on flights)</td>
</tr>
</tbody>
</table>
| D-4   | Arrival of the Executive Committee, President of the ISC and partners (latest)  
Arrival of Skål General Secretariat staff  
Arrival of the International Skål Council Board members (VP’s and Secretary)  
Informal dinner with the Executive Committee and LOC |
| D-3   | Meeting of the Executive Committee  
Opening of Skål General Secretariat office  
Arrival of the Councillors and partners  
Get-together Party of the International Skål Council |
| D-2   | Meeting of the Executive Committee  
Meeting of the ISC in committees A and B  
Informal dinner of ISC  
Registration Area (from D-2 to D+2) |
| D-1   | Plenary Session of the International Skål Council  
Arrival of Congress participants  
Get-together Party  
Hospitality desks at Congress hotels (From D-1 to D+3) |
| D-day | Opening Ceremony  
Lunch  
B2B, Trade show and or Global Market Place  
Past President’s Meeting and Dinner  
Informal dinner |
| D+1   | General Assembly of delegates with lunch  
Optional full or half day excursions with lunch for non-delegates (charged extra)  
Optional evening event at discretion of LOC or dining out with discount vouchers (charged extra) |
| D+2   | Executive Committee Forum  
Travel Forum (Panel and/or Keynote Speakers)  
Young Skål Work Shop (will run after to the previously noted items)  
Lunch  
Meeting of the New Executive Committee (2hrs, informal setting)  
Optional afternoon excursions (charged extra) or at leisure  
President’s Gala Dinner |
| D+3   | Departure of Congress participants or optional excursions/tours  
Meeting of the New Executive Committee (full day) |
| D+4   | Departure of the Executive Committee |

### 3.1. Protocol and Dress code

During formal events the Protocol Manual (available at [www.skal.org](http://www.skal.org)) should be strictly followed. In case of different necessities due to the request of the host country or for other reasons, Skål International President will decide for the necessary changes and shall inform the Executive Committee and the Congress director accordingly. It is mandatory to dress in formal attire when Skål Regalia is worn.

In case of invitations, the timetable and availability of the Executive Committee and the Councillors should be taken into consideration. The LOC should get together with the Congress Director to make sure that all details of such invitations are properly taken care of as far as protocol is concerned. The Protocol Manual must be followed.
**Dress code:**

Get-together Party: smart casual  
Opening Ceremony: business attire or National dress and Skål regalia  
Past President’s Meeting and Dinner: business attire  
General Assembly: smart casual  
Business sessions (B2B, Educational Seminars, Executive Committee Forum, Travel Forum and Young Skål Work Shop): smart casual  
President’s Gala Dinner: Formal/black tie/national dress and Skål regalia  
Other activities: smart casual  
Excursions: comfortable

3.2. **Executive Committee (E.C.)**
Details and requirements for the E.C. are covered in the E.C. manual. The LOC will be provided with the requirements. All costs associated with the E.C. activities are payable by Skål International.

3.3. **International Skål Council (ISC)**
Details and requirements for the ISC are covered in the ISC manual. The LOC will be provided with the requirements and instructions for budgeting.

3.4. **Get-together Party on D-1**
Suggested timetable: 19.45 – 24.00 hrs. Cocktail and finger food in lieu of dinner is served for all participants. It can be a stand-up venue with a reasonable number of seats and tables (not less than 50%). Local performance and/or music are required. A microphone and PA system (lectern if necessary) will be required. Transport to and from should be available and several options for return to the hotels from 21.30 hrs onwards.

3.5. **Opening Ceremony on D-day**

**Venue**

This ceremony usually takes place in an auditorium, a theatre or a large ballroom, in theatre style, able to accommodate all the participants. Dais or stage for the head table.

**Flag Parade**

For the Opening Ceremony the calling of the roll and the introduction of the National flags will be organised under the responsibility of the Congress director and the LOC.

Care must be taken that flags do not touch the floor. All flags to be on the same level except Skål and Host Country flag.

The Skål General Secretariat will prepare an accurate, up-to-date alphabetical list of all the countries represented in Skål, according to the French alphabet and also corresponding lists in English and Spanish in the same order and will make sure all the flags of the participating countries, including the Skål International flag, are available for the parade.

The flag parade will commence with the flag of the President’s homeland then continue in alphabetical order with the flags of all the countries represented at the Congress and shall end with the flag of the host country and Skål International. All countries represented at the congress will be called.

It is mandatory that a pole for each flag and corresponding stands in which they can be displayed are provided by the LOC. The flag size is 200cm x 130cm and the pole lengths should be 250 cm. All the flags supplied by Skål. Lively, energetic music is required to give flag parade the appropriate ambiance.
Protocol

The introduction of Skål officials for the Opening Ceremony will be in the following ranking order:

- President of Skål International
- President of the local Club
- Vice Presidents (2) of Skål International by seniority
- Directors (3) of Skål International by seniority
- President of the International Skål Council
- President of the National Committee
- Senior Internal Auditor
- CEO
- Secretary General of Skål International

A list of participating Local Government Officials and their ranking order must be provided by the LOC minimum 24 hours in advance of D-3. The number of local government officials that will be seated at the head table shall be kept to a minimum - others, along with the Honorary and Past Presidents of Skål International, will be recognised by the Master of Ceremonies. The highest ranking official must sit to the right of the President of Skål International, the second to the left and others interspersed in their ranking order, one to the right and one to the left among Skål officers.

Name tent cards for the head table are supplied by Skål General Secretariat. These name tent cards with the names and functions of Skål and local Government officials on both side of the tent card must be made up before the start of the Congress for use during the Opening Ceremony and the General Assembly. These should be preferably black on white so as to be clearly visible to the Congress participants.

Seating

Accompanying persons of Executive Committee and local dignitaries seated on the head table; Honorary and Past Presidents and Auditors of Skål International and their accompanying persons; other local dignities and their accompanying persons, will be seated in front two rows of the Auditorium. Space provision for the top table should also be made at these rows.

Order of speeches

- Master of Ceremonies introducing the head table
- Local Skål President or alternative speaker
- National Skål President where applicable
- Local Authorities
- President of Skål International

A Master of Ceremonies will handle the introduction, except the flag parade and the roll call which will be performed by Skål International.

Technical equipment

Large screens and projector, Wi-Fi, laptop for the Skål General Secretariat need to ensure compatible with system used and microphone on lectern.

Simultaneous translation

One way simultaneous translation (English to Spanish) is mandatory in order to keep the attention of the participants.
**Entertainment**

To add warmth and colour to the ceremony, arrangements should be made for:

- Band or orchestra to play National Anthem and Skål Anthem with the words being displayed on the screen
- Local musicians or dancers who can perform outside and at the foyer while delegates are arriving and/or departing, and inside (depending on individual conditions) before and/or after the ceremony
- Maximum time of entertainment on stage is 30 minutes

**Timetable**

The ceremony will start at 10.00 hrs and end at about 12.30 hrs and proceed as follows:

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.30 to 10.00 hrs</td>
<td>Entry of the Congress participants</td>
</tr>
<tr>
<td>10.00 to 10.05 hrs</td>
<td>Entry and introduction of Skål and local officials</td>
</tr>
<tr>
<td>10.05 to 10.07 hrs</td>
<td>Skål Anthem</td>
</tr>
<tr>
<td>10.07 to 10.15 hrs</td>
<td>National Anthem of the Host Country</td>
</tr>
<tr>
<td>10.15 to 10.40 hrs</td>
<td>Flag Parade in French, English and Spanish</td>
</tr>
<tr>
<td>10.40 to 11.15 hrs</td>
<td>Speeches (maximum 5 minutes each)</td>
</tr>
<tr>
<td>11.15 to 11.45 hrs</td>
<td>Presentation of the Skål Club of the Year Award and Sustainable Tourism Awards</td>
</tr>
<tr>
<td>11.45 to 12.15 hrs</td>
<td>Music and/or folklore</td>
</tr>
</tbody>
</table>

If the host city wishes to make a video presentation this may be done before the entry of the Skål and local dignitaries and the time schedule adjusted accordingly. Alternatively it could be made at the end of the Opening Ceremony. Transfer of the participants for lunch from 12.30 (if needed) Lunch 13.00 – 14.00hrs.

**3.6. B2B, Trade Event or Global Market Place on D-Day**


**Timetable:** 14.15- 17.00 hrs.

**Venue:** A hall capable of holding a maximum of 50 large tables at the headquarters hotel, or at the Congress Centre where the Opening Ceremony and following lunch may take place. Storage space should be available at the venue to facilitate those members who wish to send promotional material in advance of the Congress.

**Set up** (see layout in annex 3): Tables should be placed to provide sufficient space between them to allow ease of movement. Four chairs to be allocated for each table.

**Technical equipment:** Each table provided with an electrical point and Tent cards showing the name of the country or organisation should be provided by the LOC in accordance with the information provided by the Skål General Secretariat.

**Coffee station:** A self-service coffee station should be provided at a suitable place and should be replenished as necessary.

**3.7. Past President’s Meeting and Dinner on D-day**

**Timetable:** For the meeting 18.00 – 20.00 hrs; for the dinner from 20.00 – 23.00 hrs.

**Venue:** Headquarters hotel; for the meeting: a meeting room for approximately 15 persons; for the dinner: a spacey room for 25 persons.
**Set up and stationary:** For the meeting: block table with water, pens and notepads; no technical equipment; for the dinner: banquet style with a special menu.

**Cost:** A fixed subsidy of 50€/participating past president and partner is paid by Skål International and the rest is to be charged to the participants themselves.

### 3.8. General Assembly on D+1

**Timetable:** From 09.00 hrs to 18.00 hrs.

**Venue:** Conference hall, preferably at the headquarters hotel, to hold up to a maximum of 400 delegates and observers. A functional area off the conference hall should be available for the counting and scrutinising of ballots.

**Set up** (see layout on annex 3): A classroom style table set up for delegates and observers. There should be a head table for the Executive Committee, ISC President and CEO (eight persons), on stage or a raised dais, with sufficient space between the seats for files and laptops and a lectern (for presentations). A table is also required for the Internal Auditors and the Secretary General (three persons) on floor facing the audience. A desk for Credentials shall be provided in the registration area during registration and at the entrance to the conference hall on the day of the General Assembly. This desk will be staffed by the Skål General Secretariat.

**Stationery:** Pens, notepads and water. Name tent cards for the head table and the Auditors’ table to be provided by the Skål General Secretariat. With the introduction of an electronic voting system a laptop and the clickers will be supplied by Skål International.

**Technical equipment:** Audiovisual facilities to be pre-arranged and installed: projector, screen and monitor on floor. Microphones, either standing in the aisles (minimum four) or mobile, must be available for the delegates. In the latter case, staff for roving microphones should be provided. One microphone per two persons on the head table, one microphone for the lectern and one microphone for the Auditors’ table must be provided. A laptop on lectern is required for presentations. Also, sufficient electrical points to plug in the laptops of the Executive Committee and the General Secretariat staff and the Auditors and free Wi-Fi for the use of all the participants should be available.

**Simultaneous translation and recording:** Verification of all details concerning simultaneous translation is absolutely essential:

- Public address system
- Individual headphones (one per person)
- Two interpreter booths

Expert interpreters in English and Spanish are mandatory. Briefing on Skål terminology is essential in both languages.

The meeting is to be **recorded** and the recording to be given to the Secretary General before the Congress ends. LOC is responsible for securing the recording and submitting it to the Skål Secretariat. Secretarial services are provided by the Skål General Secretariat staff.

**Coffee breaks:** Two coffee breaks at 10.30 hrs and 15.00 hrs for all attendees are expected, but a coffee station through the meeting to be provided.

**Lunch:** Informal working type luncheon in a dining room near the meeting room to be served at 13.00 hrs for all attendees.
**Future Congress venues:** The city organising a future Congress must have the possibility of making their presentation during the General Assembly. This must be coordinated by the Congress Director. The equipment necessary for the presentation must be advised to the LOC and Skål General Secretariat by the city wishing to make the presentation. The cost of hire of such equipment will be paid by the requesting city.

3.9. Executive Committee Forum, Travel Forum (Panel and/or Keynote speakers) and Young Skål Work Shop on D+2

**Timetable**

EC Forum: 09.00 – 11.00 hrs
Travel Forum: 11.15 – 12.30 hrs
YS Workshop: 14.00 – 17.00 hrs

**Venue**

EC and Travel Forums: Same meeting room with a capacity of approximately 200 persons at the headquarters hotel to be used.

YS Workshop: A meeting room for approximately 40 persons.

**Set up**

EC Forum: Theatre style seating in U shape (i.e. panel style) for the Executive Committee members.
Travel Forum: Theatre style seating with a lectern
YS Workshop: Round tables and chairs for max. 40pax.

**Technical equipment:** Wi-Fi, screen, projector and microphones as required to be provided.
YS Workshop will be provided with flip charts and pens.

**Speakers:** Panel and/or Keynote speakers at Travel Forum.

**Coffee break:** At 11.00 hrs for all attendees.

**Lunch:** At 13.00 hrs for all Congress participants.

The facilities and other requirements may vary according to the programmes of the meetings.

3.10. President’s Gala Dinner on D+2

A banqueting room to hold the total number attending the Congress plus invited guests must be available. VIP tables to be available for Executive Committee members, Honorary and Past Presidents and other guests. Cocktails are to be served on arrival. The arrangements should provide for wines and beverages during the meal to be included in the cost. When necessary, a separate room for formalities may be required with theatre style seating for all participants. Seating for dinner will be at pre-reserved tables, coordinated by the Skål General Secretariat. Music, dancing and entertainment during/after dinner must be offered. YS members should be available to assist with seating.

**Programme and timetable**

19.00 – 19.30hrs: Arrival of Congress participants and cocktails in the foyer or equivalent area.
19.30 – 20.15 hrs: Formalities
19.30 hrs: Master of Ceremonies introduces the EC Members and Local Dignities in the order of Skål Protocol and also acknowledges the Honorary and Past Presidents

19.35 – 20.05hrs: Skål toast by the President of Skål International, followed by other formalities: delivery of certificates (Membership, Order of Merit and Membre D'Honneur) gifts and plaques; he/she then makes his/her farewell speech and hands over the Presidential Chain to the Incoming President

20.05 – 20.20hrs: Incoming President's speech, hands over the gold Past Presidents Chain to the immediate Past President and introduces the new Executive Committee and their portfolios; delivers the pins to the newly elected EC members

20.20 – 01.00hrs: Dinner

Dancing, music and entertainment starts as the dinner is served. Bar(s) open and facilities for a cash bar made available if needed.

Venue: A large ballroom, preferably at the headquarters hotel, that can accommodate the total number of the Congress participants plus the guests invited by Skål International.

Set up and Protocol

Banquet seating should be at round tables for ten persons; only eight when ten not possible. All tables should be numbered (see layout in annex 4).

VIP tables for Executive Committee members, Honorary and Past Presidents and local guests of honour (EC may choose to spread and sit at different tables). Congress Director should attend and check the Protocol formalities few hours before the Gala starts. The Gala Menu shall be printed in English and Spanish and placed on the tables.

Seating plans with table numbers and names should also be provided at the entrances to the ballroom.

Formalities: A raised platform capable of holding 15 persons (standing) with a lectern and microphone are to be provided for the formal ceremonies. A small side table should be provided on which to place certificates, gifts, etc. The LOC is to arrange for their security and delivery to the function. A separate room for formalities may be required in a theatre style seating for all participants.

Simultaneous translation: simultaneous translation from English to and Spanish only is required for the formalities.

FVF raffle – Rules and regulations in different countries must be complied with

4. HOTELS AND MEALS

4.1. Hotels

Selection of the hotels:

- Deluxe or First Class hotels are preferred. Three (3) star hotels must also be offered.
- Approximately one third of the participants require single rooms. The exact number of single, double and twin rooms will be determined during the registration.
- The approved room rates should be valid for the six days before and six days after the Congress.
- Reservations for additional nights outside the Congress package should be made and paid for by the participants directly to the hotels.
• Copies of all the contracts made by the LOC with the participating hotels must be submitted to the Skål General Secretariat and should contain information on guaranteed allotments and deadlines for reservation as well as the rates.
• Headquarters hotel: amongst the selected hotels of the higher category, the Congress Director, in coordination with the LOC, will choose a hotel where the main functions shall take place and where the Executive Committee will be accommodated.
• Standard(double rooms are required for all members of the Executive Committee. A complimentary upgrade to a Suite or a deluxe room is left at the discretion of the hotel and should be offered by seniority at the EC (President, Senior Vice President, Junior VP, Directors).
• WIFI should be supplied in all hotels (or at least main two hotels and at reduced rates in the others) and must be in the meeting rooms at all times as part of the package.

NOTES:
• Deluxe only if the hotels are listed in the International Hotel Directory, otherwise use the term First Class
• The rate of breakfast and all applicable taxes/service charges must be included in the price of the room.
• A map of the city indicating the locations of the different congress hotels should be provided for the examination of the Congress Director

4.2. Meals

• It is desirable that meals, other than formal occasions where the whole Congress is catered for in one place, should be taken in various hotels and restaurants at the choice of the individual (e.g. meal vouchers accepted at a selection of restaurants)

NOTE: Not applicable for the lunches of D-3 and D-2 (EC meetings and ISC committee meetings), D-1 (ISC Plenary Session), D+1 (General Assembly) and D+2 (EC and Travel Forums and YS Work Shop). All these lunches should be short and available at or very close to the site where the meetings take place.
• Either an open buffet or a special "Skål menu" should be available upon presentation of a voucher. The monetary value of the voucher should be mentioned so that the participant wishing any supplementary dish and/or beverage should know what he/she will be billed for. Casual meals and/or optional evening events should be handled with a voucher system as noted above.
• The menus should always include a three course meal (starter, main course and dessert); a choice of wine, beer or soft drinks plus mineral water and coffee or tea.
• It is preferable to have different menus during the Congress.

5. STAFF, TRANSFERS AND EXCURSIONS

5.1. Staff

The staff for meet and greet (where applicable), transfers, registrations area and hospitality desks must be arranged by the LOC). Staff at all points should receive adequate briefing on their duties. Staff should, where possible, be multilingual

5.2. Transfers and transportation

The LOC will monitor the situation constantly, as any modification to the Congress programme may entail some changes in the timing of transportation. The means of transportation will be "exclusively" Skål: special coaches, trains, etc. The use of public transportation should be encouraged when it is safe and possible (please see the “Green Congress Manual” for more details).
Unless the venues are close to each other (walking distance: maximum 10 minutes) the LOC will organise the transfers. No walking transfer will be foreseen in places where it could rain or freeze or when the Congress participants attend an event in formal dress.

Transfers to be organised during the Congress whenever necessary:

- Shuttle service between hotels and registration area on D-2 and D-1
- In the morning from each hotel to the venue
- At noon from the venue to the restaurant for lunch and vice versa
- In the evening from the venue to the hotels, from the hotels to the evening function or restaurant and back to the hotels
- Wherever necessary, transportation for EC and ISC meetings should also be provided

Skål bulletin boards must be placed in the lobby of each hotel showing the events of the day and transport departure times.

**Coaches:** Comfortable, modern coaches with air conditioning should be used. All coaches must have clear indication of the language and destination.

**Airport transfers:** Before and after the Congress, transfers from and to the airport will be paid by the attendee, but the LOC will negotiate special rates and provide booking information to the registered attendees.

**Shuttle:** If the town centre (shopping centre) is far from most hotels, the LOC may organise a complimentary coach shuttle during the free times between the hotels and the shopping centre (provided that the cost is covered by the related shopping centre).

### 5.3. Excursions

As far as possible, the LOC will choose typical places to show to the participants. It should be ensured that the excursions are not of excessive length and the arrival time back to the last hotel should be minimum one hour before the evening function starts.

**Timetable**

- D+1: full day excursions with lunch for non-delegates (optional at own cost)
- D+2: half day excursions (optional at own cost) or at leisure for all participants
- Optional excursions are to be paid as extras by the participants; advance booking for these excursions should be available on the website and, subject to availability, they could also be booked during the Congress.

**Guides:** Guides must be provided to assist passengers and the language clearly indicated on all coaches.

### 6. SKÅL GENERAL SECRETARIAT OFFICE AND REGISTRATION

#### 6.1. Skål General Secretariat office

The Skål General Secretariat staff arrives on D-3. The General Secretariat office, to be used by the staff should be available from D-2 until D+3.

**Location:** A 40-50 m2 room with an adjacent store room at the headquarters hotel

**Set up, facilities and equipment**

- Internet: free Wi-Fi
- Multipurpose printer, scanner and photocopier
• Mobile phones or radios
• Pens, notepads, etc.
• Coffee station

6.2. Registration Area

It should be open from D-2 to D+2 and manned by multilingual staff. Use of Young Skål is highly recommended when possible.

**Location:** At the headquarters hotel.

**Set up, equipment and staff**

• Several desks for registration, credentials, excursions, dine around, post tours and departures and flight information with the necessary office equipment
• Staff to man the counters on D-2 and D-1, the main days of registration

**Important note:** Hospitality desks should be provided in all Congress Hotels from D-1 to D+3

7. FINANCIAL ARRANGEMENTS

7.1. General principles

• Skål International will have full and final governance and oversight over all matters
• The Host club and LOC are fully responsible on financial viability and possible profit/loss.
• All documentation on the bidding process and related documents will be expressed in Euros. Any profit or loss against the local currency will be to the account of the Local/Hosting Skål Club
• Shared responsibility of promotion by LOC/Skål International
• Policy of transparency in accounting
• Detailed budget with breakeven of costs and revenue by LOC (It is mandatory to use at least the Budget Excel form which is provided by the Skål General Secretariat)
• Pre agreed schedule for financial commitments
• Cash flow management by the Host Club
• **Important note:** Congress Registration Fees declared in the bid document must be inclusive of any local, state or federal taxes, (e.g. VAT, GST, State sales taxes and local hotel levies etc) and are binding and cannot be increased.

7.2. Calculation of the Congress costs

7.2.1. Congress Registration Fee

The Congress Registration Fee should be calculated to include the following:

• Hotel accommodation: 4 night’s bed and breakfasts (except for Congress Only, Executive Committee members and the Council President)
• Free Wi-Fi internet connection during all meetings and in the hotel rooms
• Transfers: from D-1 to D+2 between Congress hotels and different events, to the extent required and shuttle service between Congress hotels and registration area on D-2 and D-1.
• Meals: lunch each day and dinner on D-day (casual dinner) and D+2 (President’s Gala), as well as the Get-together Party D-1. Dinner/ special evening on D+1 will be treated as an optional at own cost purchase activity.
• Formal events: as per programme.
• All arrangements and costs for the meetings and events of the Get-together Party, Opening Ceremony, B2B, Educational Seminars, Past President’s Meeting and Dinner
(see 3.7), General Assembly, EC Forum, Travel Forum, YS Work Shop and President’s Gala Dinner as set out in this manual.

- Programmes, stationary and other Congress material: including Congress badges for all those attending.
- Gratuities: as required.
- Registration area, other desks and trilingual staff.
- PCO fee (if employed).
- 5% per participant based on the total registration Fee to be paid to Skål International.
- Cost of site inspection visits: maximum 2 for maximum 2 persons.
- 25% discount for Young Skål participants, off the Congress only registration fee.
- Also to be covered are any local insurance for third party cover, legal liability, etc., which may be necessary. It is the responsibility of the LOC to ascertain the local regulations and provide the respective insurance coverage accordingly.
- An event insurance is strongly recommended and the cost to be borne by the LOC.
- Nearby medical facilities for accident or sudden sickness must be provided throughout the Congress, covering 24 hours at all hotels and major events.

Congress Registration Fee should not be above EUR 1,500 for double, EUR 1,100 for single and EUR 600 for Congress Only. When necessary these upper rates can be changed by Skål International Executive Committee.

- Early bird discount with a cut-off date may be considered

All expenses concerning the meetings of the Executive Committee shall not be included in the Congress Registration Fee as they are paid by Skål International against their respective budgets. The costs of the International council will be divided by those members attending less the meeting costs which will be paid by Skål international against the ISC budget.

### 7.2.2. Congress Only Registration Fee

The Congress Only registration fee will include the following:

- Get-together Party
- Opening Ceremony, lunch and B2B/Educational Seminars
- General Assembly
- EC Forum, Travel Forum and Young Skål Work Shop (for YS members only)
- Transfers only from the Congress hotels to the venues and back
- Meals and other costs as stated in 7.2.1.

### 7.3. Payment of the Congress Registration Fee

The Congress Registration Fees are paid in advance, by the participants, to the LOC. These fees may be collected by Skål International on behalf of the LOC as long as an agreement is reached and signed by both parties.

If Skål International receives the congress registration fees, the funds collected will be sent to the LOC according to the following payment schedule:

- 25% of the fees received less the Skål International administration fee: six weeks before D-Day
- 50% of the fees received less the Skål International administration fee: three weeks before D-day
- The remaining 25% of the fees less the Skål International administration fee will be paid at the end of the Congress (D+3), provided that there are no outstanding financial issues, no cancellation or inability to attend the Congress is due to discrimination and that agreement on the amount to be paid is reached. If discrimination is determined,
10% of the remaining amount will be retained by Skål International to cover the possible, associated costs and until such time as a final decision is reached.

Skål International shall bear no responsibility whatsoever for any loss and shall have no claim on any profit from the Congress.

The Skål International administration fee cannot be waived and is not refundable.

7.4. Congress Registration Fee for local participants

A maximum of five named members of the Local Organising Committee who have worked for the Congress from the beginning may not pay a registration fee. Other local or National members may receive a discounted rate not more than 25% at the discretion of the LOC. However, this discount may not be included in the Congress Registration Fee calculation as a cost and the administration fee of Skål International shall be charged on full registration fee. The individual rates of the functions and meals included in the Congress package should also be announced, especially for the local Skål members who may want to participate only to some of these functions and meals, because of time constraint.

8. ORGANISATION OF THE CONGRESS

8.1. Before the Congress

8.1.1. Budgeting and budget follow-up

For budgeting purposes an Excel spread sheet can be downloaded from the “Members Only” area of www.skal.org. This is the official budgeting document which must be used and submitted to Skål International.

8.1.2. Marketing

• Responsibility of the LOC with the assistance of the Skål General Secretariat
• Should start just after the close of the previous Congress
• Examples of marketing: newsletters, www.skal.org, www.youngskalnow.org, a Congress webpage, Skål Magazine (printed and electric versions), Skål and Young Skål Social media sites; Facebook, LinkedIn, Twitter and Instagram

8.1.3. Site inspections

• First site inspection before the reconfirmation of the site by the General Assembly
• Second site inspection to happen six months before the actual congress.
• All costs incurred e.g. inspection trip and Congress management programme used (e.g. LYYTI) to be clearly stated as a cost to the club bidding and all costs associated to be paid for by the club.

8.1.4. Duties of the Skål General Secretariat

The Skål General Secretariat will:

• Provide the LOC with the necessary information to assist with their duties
• Market the World Congress in all media used by Skål International
• Coordinate the organisation of the meetings of Executive Committee and International Skål Council in conjunction with the World Congress together with the Board of the Council and the LOC
• Act as a point of contact between the LOC and membership

The Skål General Secretariat will provide a service to deal with Skål and related matters from D-3 to D+3. The office will be open during hours set and the location and opening hours should be clearly published in the Congress Programme.
The LOC must ensure that the accommodation is confirmed to each hotel and that advice is given to the hotels concerning cancellations, changes of names, dates of arrival and departure, etc.

Any change in the hotel allocation, caused by unexpected circumstances, must be advised to the participants before they leave home.

8.1.5. Duties of the LOC

- To ensure the information on Congress and pre and post tours are compiled and distributed to all Clubs using, as appropriate, the resources of Skål International to contact the national or local press representatives (including the tourist press) and other media representatives of radio and television.
- To prepare the Congress portfolio (documentation). Each Congress participant is to receive a Congress portfolio at the time of registration.

The portfolio shall contain the following:

**Programme:** A printed programme of the Congress in, English or Spanish depending on the language indicated on the registration form. This needs to be in the form of a souvenir booklet (ideally in a size to fit in the name badge cover) since the Congress participants would like to carry the programme with them at all times. The programme should outline in detail the events from D-1 to D+2 and to include all details of locations, timings, departures, etc. Use of sustainable practises is highly recommended.

**Tickets:** Invitations and/or admission tickets for special events. If necessary a book of vouchers for meals, etc. should be considered.

**Badges:** Name badges in appropriate design in legible letters with:

- First name (capital letters, large font)
- Family name
- Office in Club (President, Secretary or Treasurer)
- Club (capital letters)
- Company
- Country

For Skål International officials, including Honorary and Past Presidents, badges should be marked “Skål International” and name of office without the name of the Club. They should have ribbons in different colours or be colour coded:

- Executive Committee of Skål International - Gold
- Honorary Presidents of Skål International - Gold
- President of the International Skål Council - Gold and Red
- Auditors of Skål International - Gold
- Past Presidents of Skål International – Silver
- International Skål Council - Red
- Skål General Secretariat staff - Purple
- LOC members, PCO and assistants - Green
- Delegates – Dark Blue (to be issued by the Credentials desk)
- Observers to the General Assembly – Light blue (to be issued by the Credentials desk)

NOTE: For members attending a Congress for the first time a green dot should be placed on the name badge. Congress participants should be notified that the green dot indicates a "first time attendee" with a view to making them feel especially welcome.

**List of Participants:** Available in electric format (e.g. PDF file) List of all persons attending the Congress, in alphabetical order of:
- Country
- Name of Club
- Family name and full first name
- Office in Club: President, Secretary or Treasurer
- Position and company details

**Other literature and material:** Some gifts; pennant of the local Club; brochures; a city map showing the Congress hotels and locations of other Congress venues; etc.

The Local Organising Committee or Skål Club may consider a reduction in the Congress Registration Fee for the attendance of the Press, both National and Local. This should be done at no cost to Skål International and local sponsorship should be used.

**Brochure of pre and post tours:** These tours will be selected and handled by the LOC. The pre tours should be from 3 to 5 days, the last day being the day of arrival (D-1) to the Congress town. The post tours should be from 3 to 5 days starting on the day of departure of all Congress participants (D+3).

**8.2. During the Congress**

**8.2.1. Meeting the Congress participants upon arrival**

- Welcoming all the participants at a welcome desk on the days of arrival (at their first arrival points: airport, train station etc.)
- Contacting the immigration and customs authorities to facilitate the entry of the participants
- Liaison, where it may be appropriate, with the security agencies in the country to ensure the safety and well-being of Congress participants

**8.2.2. Organising the Registration Area and Desks (with trilingual staff)**

The Congress Registration Area, located at the headquarters hotel, desks and other facilities required being open from D-2 until D+2, providing the following services for Congress participants:

**Registration desk:** The LOC staff will be responsible for:

- Registrations on arrival and delivery of Congress portfolios
- Answers to enquiries concerning the Congress
- Information concerning events in the Congress Programme and administration of Skål notice boards in each hotel where Congress participants are accommodated
- Information concerning communications, shopping, transportation, flights, etc.

The opening and closing hours should be clearly published.

**Credentials desk:** The LOC is only involved in the physical arrangements for this desk. This desk may also be at the office of the Skål General Secretariat. It shall be manned by the Skål General Secretariat staff and will operate from D-2 to D+1. On D+1 it shall be placed at the entrance to meeting room where the General Assembly will take place. The opening and closing hours should be clearly published.

**Excursions desk:** The LOC staff will assist the Congress participants and make the reservations for excursions. (Optional and paid extra).

**Special evening desk:** The LOC staff will assist the Congress participants and arrange the reservations for the Special evening event or restaurants used for the Dine around (dining out), if applicable.
**Post tour desk:** The LOC staff will assist and deliver the post tour documents to the Congress participants where applicable and shall make reservations for the still available tours.

**Departure desk:** The LOC staff will assist the Congress participants with their departure transfers, pick-up times, flight bookings and confirmations, etc.

**Hospitality desks at hotels:** At each hotel the LOC staff will help the participants in all possible situations:

- Booking or confirmation of flights
- Medical assistance
- General information about shopping, public transport, leisure, etc.
- Registration to the optional sightseeing trips and possibly to the post tours
- Advising changes to the programme
- Although the Congress has ended, it is essential that there are people to assist the participants at the hotels on D+3 for departures
- The use of Young Skål members is highly recommended when possible

### 8.2.3. Leisure (optional)

- Free time for shopping or personal activities.
- Bookings for international shows (if available)
- Talent Night/Show (with pre-registration)

### 8.2.4. Press

Publicity for the Congress both internally and externally is an essential ingredient for the success of any Congress. The LOC, in coordination with the Congress Director, is in charge of publicity.

- To look for opportunities to gain publicity for the Skål movement as a result of the Congress both in the host country and worldwide liaising, as necessary, with Skål leagues from other countries
- To organise a press conference, together with the Executive Committee
- To help the press representatives to get documentation on the Skål Movement and the Congress events
- To make arrangements and appointments for any press interviews that may be requested
- To provide any necessary, daily information to participants perhaps by means of a daily "Congress Bulletin" distributed to the individual’s hotel rooms
- To publish, as necessary, daily reports about the Congress for the use of the local media
- Have a dedicated photographer to take photographs of the main events (including the arrival of the Executive Committee and International Skål Councillors and meetings, as appropriate, etc.) and ensure that any necessary photographs and information are made available to the press etc. including the Skål Magazine
- To make arrangements and advise all concerned when and where the photographs can be bought. Rates for the same to be reasonable and fair.

### 8.3. After the Congress

- Finalisation of accounts
- Compiling a Congress report that will highlight the key challenges and success points throughout the congress. The aim of this report is to learn from one another and to improve the congress experience from one year to the next.
- Congress survey is to be prepared and sent out by Skål International General Secretariat
## ANNEX 1

**CONGRESS PROGRAMME (Official)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D-1</strong></td>
<td>All day</td>
<td>Congress participants arrive</td>
</tr>
<tr>
<td></td>
<td>19.45-24.00 hrs</td>
<td>Get-together Party</td>
</tr>
<tr>
<td><strong>D-Day</strong></td>
<td>07.00 hrs</td>
<td>Breakfast</td>
</tr>
<tr>
<td></td>
<td>10.00-13.00 hrs</td>
<td>Opening Ceremony</td>
</tr>
<tr>
<td></td>
<td>13.00 hrs</td>
<td>Lunch</td>
</tr>
<tr>
<td></td>
<td>14.30-17.00 hrs</td>
<td>B2B and Elective Educational Seminars</td>
</tr>
<tr>
<td></td>
<td>20.00 hrs</td>
<td>Casual dinner and local entertainment/talent show</td>
</tr>
<tr>
<td><strong>D+1</strong></td>
<td>07.00 hrs</td>
<td>Breakfast</td>
</tr>
<tr>
<td></td>
<td>09.00-18.00 hrs</td>
<td>General Assembly for delegates and observers</td>
</tr>
<tr>
<td></td>
<td>10.30 hrs</td>
<td>Morning coffee break</td>
</tr>
<tr>
<td></td>
<td>13.00 hrs</td>
<td>Lunch</td>
</tr>
<tr>
<td></td>
<td>16.00 hrs</td>
<td>Afternoon coffee break</td>
</tr>
<tr>
<td></td>
<td>09.00 hrs</td>
<td>Optional (at own cost) full or half day excursions with lunch for</td>
</tr>
<tr>
<td></td>
<td></td>
<td>non-delegates <em>(if half day, afternoon at leisure)</em></td>
</tr>
<tr>
<td></td>
<td>20.00 hrs</td>
<td>Optional (at own cost) evening event or dining out with discount</td>
</tr>
<tr>
<td></td>
<td></td>
<td>vouchers</td>
</tr>
<tr>
<td><strong>D+2</strong></td>
<td>07.00 hrs</td>
<td>Breakfast</td>
</tr>
<tr>
<td></td>
<td>09.00-11.00 hrs</td>
<td>Executive Committee Forum</td>
</tr>
<tr>
<td></td>
<td>11.15-12.30 hrs</td>
<td>Travel Forum (Panel and/or Keynote Speakers)</td>
</tr>
<tr>
<td></td>
<td>11.00 hrs</td>
<td>Coffee break</td>
</tr>
<tr>
<td></td>
<td>13.00 hrs</td>
<td>Lunch</td>
</tr>
<tr>
<td></td>
<td>14.00 – 17.00 hrs</td>
<td>Young Skål Work Shop</td>
</tr>
<tr>
<td></td>
<td>14.30-17.30 hrs</td>
<td>Optional (at own cost) half day excursions or at leisure</td>
</tr>
<tr>
<td></td>
<td>19.00-01.00 hrs</td>
<td>President’s Gala Dinner</td>
</tr>
<tr>
<td><strong>D+3</strong></td>
<td>07.00 hrs</td>
<td>Breakfast</td>
</tr>
<tr>
<td></td>
<td>09.00 hrs</td>
<td>Optional (at own cost) excursions and post tours</td>
</tr>
</tbody>
</table>

**NOTE:** While traditionally Congresses have started on a Sunday and finished on the following Friday, we are now recommending the Congress begin on a Thursday and conclude with the President’s Gala Dinner on Sunday evening.

**NOTE:** The Executive Committee and International Skål Council meetings and social events and the Past President’s Meeting and Dinner are not shown on the official Congress Programme as these events are not addressed to the general congress participant.
ANNEX

LAYOUT OF THE ROOM FOR THE

1 ELECTRIC SOCKET PER TABLE:
ANNEX
LAYOUT OF THE ROOM FOR THE GENERAL ASSEMBLY

EXECUTIVE COMMITTEE

DIRECTOR      DIRECTOR      VP      PRESIDENT      SG      VP      DIRECTOR      ISC-PRESIDENT

8 PERSONS
( RAISED )

LECTERN/F

INTERNAL AUDITORS

2 PERSONS

NOTE:
FRONT ROW OF AUDITORIUM TO BE RESERVED FOR HONORARY
AND PAST-PRESIDENTS OF ŠKÁL INTERNATIONAL

STANDING MICROPHONES

DELEGATES & OBSERVERS - 350 SEATS
(CLASSROOM STYLE)

STANDING MICROPHONES

NOTES
TRANSlator BOOTH & SCREEnS:
LOCATION TO BE DETERMINED BY PHYSICAL LAYOUT OF THE MEETING ROOM
MICROPHONES ☯ | ELECTRIC SOCKETS ☐
HEAD TABLE: 1 OF EACH PER PERSON (8 UNITS) | AUDITORS TABLE: 1 MICROPHONE + 2 ELEC
LECTERN: 1 MICROPHONE + 1 ELECTRIC SOCKET | FLOOR: FOUR STANDING MICROPHONES
ANNEX 4

ANNEX
LAYOUT OF THE ROOM FOR THE PRESIDENT’S GALA

NOTES
TABLES OF TEN PERSONS
V.I.P. RESERVED FOR EXECUTIVE COMMITTEE, HONORARY & PAS LOCAL PRESIDENTS & OTHER DIGNITARIES.
DISPLAY AND NUMBERING OF TABLES TO BE DETERMINED BY THE SHAP