

ROVERWAY 2024

“NORTH of the Ordinary”



Final Report

A message from the directors

Roverway 2024, NORTH of the Ordinary, was an extraordinary event showcasing youth leadership and international collaboration. Hosted by the Guides and Scouts of Norway and the joint committee of WAGGGS and WOSM Europe, this event brought together young people from across Europe and beyond to engage in adventure, cultural exchange and personal growth. The decision to appoint a young and relatively inexperienced steering committee was a testament to the trust placed in youth leadership. Despite their age, the steering committee and planning team's commitment, passion and tireless work turned potential challenges into a successful, dynamic, and truly unforgettable experience.

The theme, "North of the Ordinary", reflected not only the geographical context of Norway's winding roads and beautiful landscapes but also the ambition to create a unique and inspiring event for Rovers.

In this report, we aim to share both the hard facts and the more nuanced learnings from the event. We will go into most aspects, from the logistical and practical considerations that ensured the running of the camp to the emotional and educational experiences that participants and leaders alike took home with them. Whether it's lessons learned in areas such as volunteer management, participant engagement or navigating unforeseen challenges, this document serves as a comprehensive reflection on what made Roverway 2024 a success, as well as what could be improved in the future.

Our goal is for the insights gained from Roverway 2024 to inform not only the next Roverway but also other international events, ensuring that future generations can build on our learnings. More than a summary, we hope this report can be a resource for future organisers, offering key recommendations and reflections to both elevate and simplify the planning of youth-led events in the scouting and guiding community.

We owe immense gratitude to the hundreds of volunteers, Path leaders, international service team and other partners who helped make Roverway 2024 possible. Their dedication, energy and willingness to solve challenges were at the heart of the event's success. To everyone who contributed, we say thank you! Your work, both seen and unseen, shaped the experience for thousands of young people and created memories that will last a lifetime.

As we close this project and look toward the future, we hope that memories, experiences and friendships made at Roverway 2024 continue to inspire young leaders across the globe. Until we meet again, let's be "North of the Ordinary" in everything we do!

Your directors:

Simmen Karoliussen & Jens Mårtensson



Executive Summary

The Roverway 2024 Evaluation Report aims to serve as a comprehensive reference for future organisers, participants and stakeholders. It offers a transparent overview of the event's successes, challenges and recommendations, encouraging readers to explore sections relevant to their roles. Those in more central positions are advised to read through the entire report for a complete understanding of the event's dynamics.

Roverway 2024 took place between 22 July and 2 August, with preparatory and deconstruction phase extending from 14 July to 10 August. The main camp was based in Hundvåg near the city of Stavanger, Norway, and featured activities across 92 different Paths at 56 locations, ranging from Trondheim to Kristiansand and even internationally in Denmark and Sweden.

The event was divided into two parts:

- Paths (July 22nd - 26th): Participants embarked on various Paths, engaging in activities that ranged from canoeing and hiking to discussions on sustainability, exploring Norway's nature, culture, and history.
- Main Camp (July 28th - August 2nd): After completing their Paths, all participants gathered at the main camp near Stavanger. The program included seven diverse modules focusing on cultural exchange, outdoor skills, water activities, and more. In total, 5,300 people attended Roverway 2024.

Roverway 2024 highlighted the importance of effective Path management, including ensuring adequate Paths, leaders and engaging programmes. Volunteer management, particularly for the International Service Team (IST), remains a critical area for improvement, with a focus on ensuring clear communication and support. Despite these challenges, Roverway 2024 succeeded in fostering friendships and cultural exchanges across borders, achieving its goal of creating an unforgettable experience for participants.

A major contributor to this success was the resilience and collaboration demonstrated by the Planning team, volunteers, contingent management team and participants. Together, they navigated obstacles and worked cohesively to create a truly "North of the Ordinary" event, proving the strength of teamwork and shared purpose.

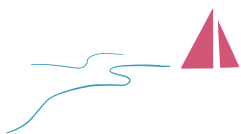
Recommendations for future hosts are encouraged to build on the event's strengths, paying particular attention to Path organisation and volunteer engagement. The success of Roverway 2024 demonstrates the potential for large-scale events to bring together young people from diverse backgrounds, creating lasting connections and promoting leadership, inclusion and well-being.

"NORTH of the Ordinary!" encapsulates the spirit of Roverway 2024 – a unique event crafted by Rovers for Rovers. With the dedication of countless volunteers, the resilience of the Planning team and the enthusiasm of participants, Roverway 2024 celebrated the international Guiding and Scouting spirit.

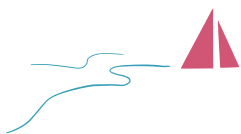


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Abbreviations

WAGGGS	World Association of Girl Guides and Girl Scouts
WOSM	World Organization of the Scout Movement
RWO	Roverway organisation
RW24	Roverway 2024
FH	Food House
FHO	Food House organisation
IC	International commissioner
The board	The board of the Guides and Scouts of Norway
NSO	National scout organisation
MO	Member organisation
NSA	National scout association
IST	International service team
HQ	Head quarters
HoC	Head of contingent
CMT	Contingent management team



NORTH OF THE ORDINARY

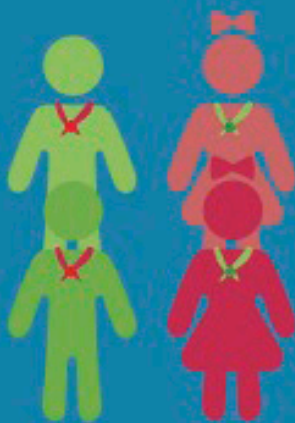
7th Roverway 



4122
Participants



280
PT



5369
Total



683
IST



156
CMT



127
WAGGGS/WOSM
facilitators

41 Countries



92 paths



56 locations

1.

Introduction



1.1 Foreword

Guides and Scouts of Norway

On behalf of the Guides and Scouts of Norway (Speiderne), we are enormously grateful for the event created by our members and fellow international Guides and Scouts. It truly was a success, and the ripple effects in the organisations and groups close to the campsite and Path sites are already visible. We are so proud of the Guides and Scouts on the Steering committee, the Planning team and the ISTs who put together the event and of course the Path leaders who made the experience possible for the participants.

This was the first really big event hosted by Speiderne, and it demanded some changes in how we collaborate and interact as NSAs in Norway. There were some hiccups and challenges, but we can genuinely say that the work we have laid down has been productive and cleared the path for future projects and collaborations.

Roverway 2024 was an event created by young people for young people. With a Steering committee with an average age of 24 at the start of Roverway, this really showcases the enormous drive and enthusiasm of the young people in our movement. We know that the learning curve was steep for many, but it also meant that a great number of rovers and young adults have acquired invaluable skills in terms of how to communicate with stakeholders, the emergency services and suppliers, how to delegate and the importance of delegating, working in a language that is not their mother tongue and dealing with different cultures.

Peer-Johan Ødegaard
Chair of Speiderne

Thor Andreas Moe Slinning
Deputy Chair of Speiderne



Europe Regional Committee of WAGGGS and European Regional Scout Committee of WOSM

Roverway is our biggest and most visible event in all categories and we, Europe Region WAGGGS and European Scout Region WOSM, are immensely proud of and thankful for the 2024 Roverway hosted by The Guides and Scouts of Norway. Thanks to the dedication of the Planning team, and especially the Steering committee, and the support and leadership of the Guides and Scouts of Norway, Roverway 2024 became a huge success and the biggest Roverway to date.

Planning an event such as Roverway is a daunting task, and it did not come without its set of challenges. But with strong dedication and a problem-solving mindset we overcame those challenges and delivered an unforgettable event for the participants, who truly experienced something north of the ordinary.

We especially dedicate our appreciation to the young and resourceful Planning team who from the beginning has shaped this event into something remarkable, and we appreciate the challenges each department faced to get there.

Signe Gertz Jensen

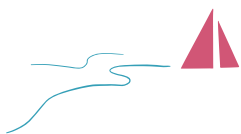
WAGGGS

Committee Member

Martin Seeman

WOSM

Committee Member



1.2 Why host Roverway

Hosting Roverway offers numerous valuable benefits. It provides a unique opportunity for the organisation to develop extensive international expertise, as the Steering committee and Planning team gain significant experience in event planning and execution. This type of large-scale event is rare, particularly for young people, and the skills they acquire – such as leadership, logistics, and collaboration – remain within the organisation, enhancing its capacity for future projects and ensuring sustained growth.

Moreover, hosting Roverway can inspire broader organisational uplift and potentially lead to membership growth. By keeping members engaged with new challenges, such as event planning, the organisation fosters continued involvement and development among its younger members.

Roverway also serves as a platform to involve the entire Member Organisation (MO) /National Scout Organisations (NSOs)), particularly through the educational Paths and mentoring opportunities. It offers a chance to showcase your MO's/NSO's unique approach to Guiding and Scouting, as well as your cultural diversity, on a global stage.

Additionally, the event allows participants from the host country to experience international Rovering close to home, while the media coverage often boosts the organisation's public image and helps build a positive reputation within both the national and international Guiding and Scouting communities.

Most significantly, Roverway opens up opportunities for creating friendships across borders, actively breaking down cultural barriers. It promotes understanding, mutual respect and peace, fostering a stronger global community. By facilitating these connections, Roverway contributes to tearing down cultural borders, increasing understanding across nations and helping to create a more peaceful world.

1.3 Educational Objectives and Themes of Roverway 2024

Roverway 2024 was designed to be an educational and empowering experience for young Rovers, guided by three core themes that aligned with the event's educational objectives. These objectives were to foster cultural exchange, promote resilience, encourage sustainability, develop leadership and build a sense of community.

The event's educational goals were:

Guiding and Scouting Culture: Roverway aimed to provide participants with the opportunity to learn about Guiding and Scouting culture in Norway as well as traditions from other countries. Through interactions on Paths and at the main camp, Rovers could share their own culture while learning about those of others, fostering a spirit of global friendship and understanding.

Physical and Mental Strength: Participants were encouraged to develop both physical and mental resilience through experiences in the Norwegian wilderness. Activities were designed to help Rovers test their limits safely, embracing a "learning by doing" approach. Whether on Paths or at the main camp, participants could grow by facing new challenges and building confidence.



Sustainability: Educating Rovers on sustainability was a key focus of the event. Participants learned about the Sustainable Development Goals (SDGs) and explored ways to reduce carbon emissions, both at Roverway 2024 and in their daily lives. The event followed sustainability guidelines set by WOSM and WAGGGS, aiming to model environmentally responsible behaviour.

Leadership: Leadership development was woven into the entire event, with an emphasis on collaboration, self-confidence and taking initiative. Participants had opportunities to engage in leadership-focused workshops and activities, fostering the skills needed to bring about positive change within their communities.

Community and Belonging: One of the central goals was to ensure that all participants felt part of a larger community. Roverway encouraged inclusivity, acceptance and mutual respect, creating an environment where participants could connect, be curious and support one another.

These educational objectives were reflected in three guiding themes that shaped the overall experience of Roverway 2024:

The Leaders of Tomorrow: “We will grow into the leaders of tomorrow one choice at a time.” The event provided a space where participants could build their skills and confidence, encouraging them to stand up for their beliefs, engage in meaningful discussions and grow as future leaders. By bringing together Rovers from different backgrounds, the event naturally fostered leadership development.

Physical and Mental Empowerment: Norway’s rugged natural environment offered unique opportunities for participants to discover resilience and strength. The experience of being in the far north, often a new challenge for many, helped participants grow physically and mentally. Additionally, Roverway sought to normalise conversations about mental health, promoting openness and reducing stigma within the community.

Inclusion: Embracing diversity was a core principle of Roverway 2024. The event united individuals from various backgrounds, cultures and identities, challenging discrimination and ensuring that everyone felt welcome. Participants were encouraged to foster a supportive environment free from exclusion, celebrating differences across borders, religions, genders and abilities.

Together, these themes and objectives formed the foundation of Roverway 2024, guiding participants on a journey of learning, growth and empowerment.

The bid process ran from autumn 2020 to the summer of 2021. The team consisted of 5 members, both NSAs were represented. The international commissioners (ICs) followed the creation of the



1.4 Bid process

bid, ensuring alignment with the board of Speidernes Fellesorganisasjon (now Speiderne). The bid committee had a mandate which reflected the work that lay ahead.

The ICs are responsible for committee follow-up and initiate a first meeting as soon as possible to start work on the bid. The committee is encouraged to consult with the international committees of both NSAs. The committee is asked to prepare a budget for making the best bid possible. Each NSA will cover expenses for their committee members to attend the start-up meeting. The Norwegian Guide and Scout Association is the secretariat for the bid committee.

The committee had a difficult time finding places to meet because of the ongoing pandemic and the restrictions that followed. This resulted in no physical meetings but numerous digital meetings. Because of this, the committee used a shared platform, so that everyone could work simultaneously and write freely in the working document. This was a great success, including when the time came for proofreading and editing.

Documents from past Roverways and other national camps and events were used to identify different ways of building the application to a satisfactory standard for when WAGGGS and WOSM came to choose whom to award the event to. It was also a way for the committee to plan what a Roverway event in Norway would and could entail. Because of the mandate given, this was a part of the bid process.

As mentioned, the mandate from Speiderne gave the bid committee considerable freedom to decide much of the content of the bid. The committee decided on the place, date, educational goals, key points of the programme and much more. It involved a great deal of work, which luckily resulted in a positive outcome from WAGGGS and WOSM. The call for Roverway was issued on 5 March, we submitted our bid on 30 June, and we were awarded the event 3 September, all in the year of 2021.

For future bidders for Roverway, or other events, driven by a small group of young, or not so young, volunteers, we have a few suggestions. Make sure that the mandate given is a reasonable one; it is difficult to plan the main framework of a big, international event such as this. If the mandate entails many of the same responsibilities as for this round, make sure that there are resources, especially from the office/offices of the NSA(s)/NSO. There should be follow-ups from both the boards and the office so that the work is adhering to the process timeline while ensuring that the workload isn't too great for the committee. There will always be a need for assistance with the financial proposals and during the final rounds of language and formulations. It is important that the bid committee has sufficient decision-making authority, but the committee needs to be supported to make sure that others are on the same page during the process.



2.

Event Details



2.1 What is Roverway

Roverway is an international jamboree for Rovers, owned and co-hosted by WAGGGS Europe and WOSM Europe and a host NSO/MO. It brings together young Guides and Scouts aged 16–22 from across Europe and beyond for a unique, empowering and multicultural experience. In 2024 the Guides and Scouts of Norway hosted Roverway 2024: NORTH of the Ordinary, which took place between 22 July and 1 August 2024.

Roverway 2024 gathered 5,300 people. The jamboree was structured into two parts:

Paths: During the first days of Roverway 2024, participants embarked on Paths: unique journeys that allowed them to explore Norway's nature, culture and history alongside fellow Rovers from different countries. Each Path was designed around a specific theme, offering diverse experiences ranging from outdoor adventures to cultural activities. This part of the event provided Rovers with opportunities to learn, grow and connect with others in a dynamic and adventurous setting.

Main camp: After five days on the Paths, all participants gathered for a joint jamboree near Stavanger, where the main camp was held. This was where the entire Roverway community came together to engage in a programme filled with activities, workshops and events that celebrated unity, learning and personal growth.

NORTH of the Ordinary

The theme for Roverway 2024, "NORTH of the Ordinary," reflected the spirit of the event. It symbolised not just the geographical setting in Norway's majestic landscapes but also the aim of creating an extraordinary experience in every regard – from programme activities and food delivery to campfires. By uniting 5,300 unique individuals to be empowered by one another and by nature, Roverway 2024 sought to forge a Path towards leadership, inclusivity and sustainable development.

2.2 Date and Location

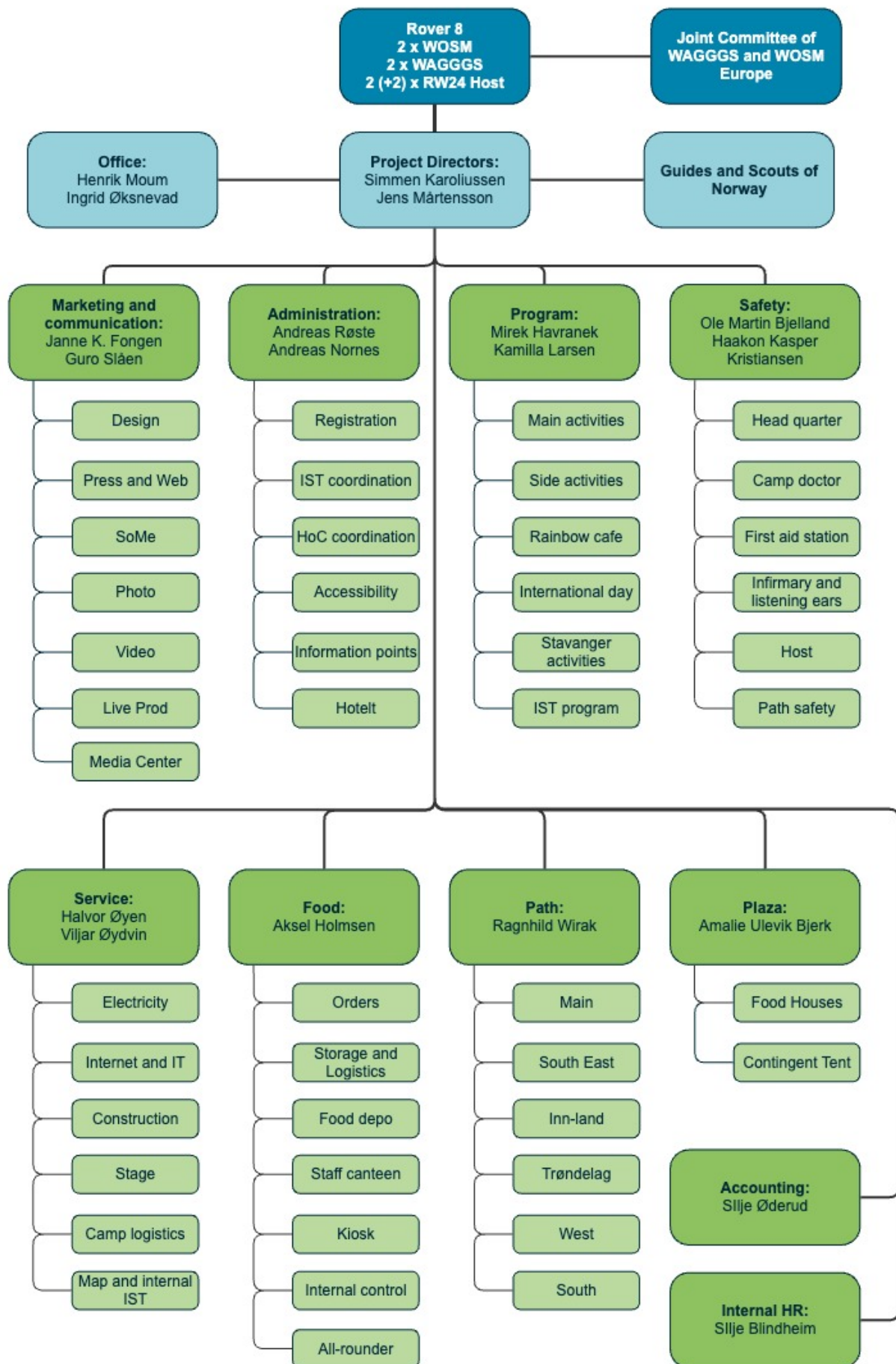
Roverway 2024 took place in Hundvåg, part of Stavanger municipality, located in the Rogaland region of Norway. The event ran from 22 July to 2 August, with additional preparation and deconstruction periods.

- Construction Week: 14 July - 21 July
- Path/IST week: 22nd July - 26th July
- Travel Day: 27 July (from Path locations to the main camp)
- Main Camp: 28 July - 2 August
- Deconstruction week: 3 August - 10 August

Roverway 2024 featured 92 different Paths at 56 different locations. These Paths extended from Trondheim in the north to Kristiansand in the south of Norway, with two international Paths held in Denmark and Sweden.



2.3 Organisational chart



2.4 Safety Measures and Protocols

See the overall risk analysis and contingency plan in the appendix.

2.5 Safeguarding, practicalities

During the planning, preparation and execution phases of Roverway 2024, several challenges emerged alongside successes that contributed to the event's overall effectiveness.

Planning Phase

The planning process encountered a few significant hurdles. One of the primary issues was a late start, which led to delays in organising critical elements. Stringent demands from WAGGGS and WOSM, set within an unfamiliar landscape, added pressure to the Planning team. Additionally, there were challenges related to an unclear management structure, resulting in unnecessary work for volunteers and inefficiencies in decision-making. The Planning team in the safety department also found themselves overwhelmed by numerous documents, which increased the perceived workload and added to the complexity of the tasks.

Despite these obstacles, certain aspects of the planning phase worked well. Regular meetings and consistent follow-up helped maintain momentum, providing an overview of tasks that still needed to be completed and ensuring that essential deadlines were met.

Pre Camp and Preparation at the Campsite

The preparation phase at the campsite was marked by various logistical and organisational challenges. The roles of key members in the safety department were overly broad, covering areas such as Listening Ear (LE), safeguarding and the infirmary, which led to inadequate follow-up of several tasks. Securing essential equipment, including electricity and seating for the LE tent, was difficult, and there were no chairs available in conversation rooms throughout the camp. Furthermore, the physical part of LE training was not well coordinated, leading to a need for on-the-spot adjustments. Coordination with WAGGGS and WOSM also presented difficulties, complicating overall management. Training for the LE staff occurred too late, which meant that cases arising during pre-camp had to be handled by key members in the safety department rather than trained IST members.

On a positive note, the International Service Team (IST) members demonstrated exceptional skill and self-motivation. They were adept at finding practical solutions to unexpected problems, ensuring that issues were resolved efficiently, even when direct management intervention was not possible.

Path

During the Path phase, communication posed a significant challenge. Following up on cases from the Paths required coordination between multiple departments, including the Path team, HQ and others, and this was not always seamless. Additionally, the Safeguarding team was not fully present or coordinated during this phase, which could have been problematic had there been any serious incidents. Administrative challenges also arose, such as the need to process paper forms that were not registered in Hubroo (our reporting system), resulting in additional work for key members in the safety department.



However, there were also successes. The Path leaders managed incidents effectively, maintaining calm and stability for the participants. Furthermore, technical systems were well-tested and functioned smoothly, which facilitated effective communication and reporting.

Main Camp

The main camp faced its own set of challenges. Communication between the Planning team and the IST was generally suboptimal, leading to some confusion. A further complication was that practical management was handed over to WAGGGS and WOSM, whose methods of operation differed from those of the initial Planning team. This shift in management style made it difficult for the original team to maintain oversight and clarity, resulting in a sense of disconnect from the overall concept.

Despite these issues, the IST remained a strong asset. Self-motivated and dedicated, they carried out their tasks effectively and supported the smooth running of the camp.

Safeguarding Team Structure and Recommendations

The event highlighted some key considerations for the structure of the safeguarding team. It became clear that the roles of Listening Ear (LE) and safeguarding would benefit from being separated in practice. While a unified management structure might still be beneficial, splitting these areas internally would prevent overlap and ensure that each function could be properly managed. Leaders of LE and the Safeguarding team should also avoid taking on additional departmental roles to maintain focus. Additionally, a dedicated crisis management team within the Safeguarding team, free from other major responsibilities, would allow for more effective handling of complex issues.

Conclusion

The planning and execution of safeguarding at Roverway 2024 revealed several areas for improvement, particularly in management structure, training coordination and communication. Nevertheless, the dedication and resourcefulness of the IST and other team members played a crucial role in overcoming these challenges. By addressing these lessons and implementing recommended changes, future events can build on the successes of Roverway 2024 to create even more effective and cohesive gatherings.

For more information about safeguarding, see the appendix.



3.

Roverway planning and preparations



3.1 Intro

The Roverway Steering committee began its work in early 2022. The committee was composed of the heads and deputy heads of each department, two employees from the Norwegian Guide and Scout Association office (joined October 2022) and the camp directors (director and deputy director). We held our first in-person meeting in the summer of 2022 and continued with monthly meetings until March 2024, when we transitioned to weekly meetings. Various Planning team members were brought into the Steering committee meetings if needed. The HoC coordinators were brought into all steering committee meetings from the start of 2024.

Throughout the planning period, there were changes in the Steering committee for various reasons. This created some inconsistency and lagging in the progression of the planning.

In total, we conducted some 40 digital meetings, each lasting between 1 and 3 hours. After transitioning to weekly meetings, we introduced breakout rooms to foster cross-departmental collaboration through smaller, focused discussions that didn't require everyone's participation. Additionally, the management team remained available for joining these discussions and being open for questions and guidance during the sessions.

Although digital meetings allowed for continuous communication, the in-person meetings played an essential role in strengthening the dynamics in the Steering committee. Face-to-face interactions created opportunities for engagement, better communication and the building of stronger relationships. These meetings helped facilitate more productive conversations and created a sense of unity that was harder to achieve in a digital setting.

Throughout the course of our work, we had nine in-person meetings (excluding those held during Roverway). These gatherings varied in scope, with some being exclusive to the Steering committee, while others included Heads of Contingents (HoC), Rover Representatives (RR) and other key members of the Planning team. It became evident that in-person meetings were generally more productive and facilitated more robust decision-making compared to digital meetings. However, the latter played a crucial role in maintaining cost efficiency and ensuring continuity in the planning process.

In retrospect, it is clear that the bulk of the work was concentrated in the final year leading up to Roverway, reflecting the natural momentum that builds as the event approaches. Earlier stages of the project were marked by challenges in maintaining consistent motivation, which resulted in a slower pace of progress. The balance between sustaining long-term engagement and managing logistical and financial constraints remains a key area for future reflection.

One area that we identified as needing improvement was the lack of a mentorship programme. Although the idea was discussed during the planning phase, it became clear closer to and after the event that mentors could have been beneficial, particularly for supporting young leaders. Looking to the Netherlands for best practices in mentorship for Roverway could serve as a valuable guide for future events. Implementing a mentorship structure from the beginning could have provided essential guidance, support and skills development for our younger, less experienced leaders. While having young leaders brought fresh perspectives and high motivation, it also meant that some lacked experience, especially of large international events. Mentorship could have helped bridge this gap, allowing young leaders to develop and without "older leaders" carrying over bad past planning practices. The enthusiasm and work ethic of the young leadership team were evident, and despite the lack of a formal mentorship programme, they rose to the occasion, delivering results that exceeded our expectations.



In forming our leadership teams, we ended up recruiting heads of departments with robust expertise in their respective fields in many instances. While this approach ensured technical know-how, it became apparent that having a leader duo where one person had field-specific knowledge and the other possessed strong administrative and managerial skills would have been advantageous. Such a balance could have facilitated better volunteer support, smoother internal coordination and more effective leadership overall. However, recruiting for this kind of balance was challenging, and finding suitable candidates with both sets of skills proved difficult.

Overall, the Steering committee was able to achieve results that went beyond our initial expectations. We are proud of the strong teamwork, adaptability and high level of engagement that defined our planning efforts. Despite the challenges faced, we delivered a successful event that showcased the dedication, creativity and resilience of everyone involved.

When	What
August 2022	Intro meeting with the Steering committee
January 2023	Steering committee weekend
April 2023	HoC/RR meeting and Rover 8
September 2023	Steering committee weekend
January 2024	Steering committee weekend
February 2024	HoC/RR meeting + Rover 8
April 2024	Planning team meeting + Steering committee
June 2024	Steering committee weekend
Juli/august	Roverway
September 2024	Steering committee evaluation weekend
October 2024	Rover 8 evaluation weekend



3.2 The Management

The management team was composed of two directors and two staff members responsible for overseeing the organisation's operations and making critical decisions that balanced both immediate actions and long-term strategic goals. The directors were recruited in March 2022, and the office staff were hired in October 2022, with the directors actively involved in the hiring process. Over the course of the project, one employee and the deputy director stepped down for personal reasons: the deputy director in April 2023 and the employee in September 2023. While their departures were understandable and their contributions greatly appreciated, the lack of a full management team was noticeable. A new deputy director was appointed and a new employee hired in September 2023. The team was grateful for the support and efforts of both the departing and incoming members.

Management meetings were held roughly every two weeks, providing regular opportunities to review progress, address challenges and align on strategic priorities. These regular touchpoints helped maintain clear communication and ensure that all members were informed of important developments.

While the management team had the ability to make certain decisions independently, major decisions were delegated to the appropriate bodies. Strategic decisions, especially those involving financial matters, were taken by the board of the Guides and Scouts of Norway, while questions involving more political aspects and significant strategic matters were overseen by Rover8 and the Guides and Scouts of Norway. As the hierarchy of organisations is rather flat in Norway and the management would like to anchor its decisions, the steering committee also played a role in guiding major decisions for the event.

The two employees primarily supported the directors but had the autonomy to make minor operational decisions without consulting them. This was possible due to a high level of trust within the team, which allowed for efficient handling of day-to-day matters. Major decisions, however, were always made by the directors in close dialogue with the employees, ensuring alignment and effective management across the organisation.

The direct lines of decision-making were not always clear, which led to some confusion. Uncertainty around who was responsible for making specific decisions created misunderstandings and hindered effective collaboration. Addressing this issue early in the planning process and ensuring that all parties have a clear understanding of decision-making protocols are crucial to smoother operations and improved team cohesion in future events.

One of the management team's critical responsibilities was to monitor department progress, not only by tracking performance against set goals but also by engaging directly with the departments. This personal follow-up was key to maintaining morale, ensuring that staff felt supported and addressing any issues promptly. While this approach was highly beneficial, it was also time-consuming, underlining the need for careful focus and balance to sustain personal engagement. In hindsight, even more time should have been dedicated to these personal follow-ups, as some steering committee members felt that they were not always supported in the best or most consistent way. This was often due to differing needs across the team, highlighting the importance of tailoring support to meet individual requirements.



In addition to day-to-day operational oversight, the management team was tasked with preparing reports for the board, organising meetings with the steering committee and coordinating with Rover8. These responsibilities required effective planning and preparation to keep all stakeholders informed and engaged.

Overall, having a dedicated management team was crucial to coordinating Roverway 2024. However, it may be beneficial to increase the size of the team for future events to provide a more comprehensive and holistic view, ensuring even better oversight and support across all aspects of the event.

3.3 Rover8 structure and collaboration

The Rover8 for Roverway 2024 consisted of the management team along with two representatives from WAGGGS and WOSM Europe – each organisation providing one committee member and one staff member. Although this group is typically known as Rover6, it was expanded to include the entire management team, with two members participating as observers. This structure facilitated more inclusive discussions and decision-making. While there was a voting structure in place (2 votes each for WAGGGS, WOSM and the host), the team never needed to use it. Instead, trust and close collaboration allowed the group to reach agreements through discussion rather than formal votes.

Meetings were a mix of digital and physical gatherings. The team held about 20 digital meetings, starting in February 2023, with sessions taking place about once a month. In addition, Rover8 convened a few days before the two physical Head of Contingent weekends to allow for discussions and better preparation.

Composition and cultural insights

The WAGGGS and WOSM committee members of Rover8 were appointed by their respective committees. It was advantageous that these members were Nordic, as it made it easier for the host and the committee members to be on the same page and understand each other's perspectives. Conversely, the employees from WAGGGS and WOSM were non-Nordic, which brought essential cultural insights to the group. Several points addressed due to this cultural difference may never have been addressed if we were more culturally homogeneous. The diversity allowed Rover8 to benefit from broader perspectives and effectively address the needs of a wider participant base. It is also necessary to mention that the different WAGGGS and WOSM employees had different degrees of authority, which made some decisions harder to take in the Rover8 without involving others.

Suggested improvements

Reflecting on the Rover8 experience, several suggestions were identified for future events:

- 1. Earlier initial meeting:** The first meeting took place after the project had already been in motion for more than six months. Starting earlier in the planning phase would allow for better alignment and clearer expectations from the start, setting a stronger foundation for the collaboration.
- 2. Budget for additional physical meetings:** The physical meetings during Roverway 2024 were scheduled just before the HoC meetings, which left limited room for discussing strategy and planning as the main focus shifted to preparations for the HoC. While it is still recommended to hold these meetings before HoC sessions, it would be beneficial to also include dedicated meetings solely for Rover8 to enable broader strategic discussions.



Additionally, Rover8 should be included in some of the physical and digital steering committee and planning team weekends to foster more integrated planning, oversight and, in particular, trust in the steering committee.

3. **Evaluation meeting:** Holding a physical evaluation meeting after the event is essential. This meeting should not only focus on assessing the event itself but also evaluate the cooperation and teamwork within the Rover8 group. Such a feedback loop is crucial in driving continuous improvement for future projects.
4. **Stress testing:** During the adjustment of the number of participants allowed to join Roverway, our collaboration was effectively put to the test under stressful conditions. Although this was not an intentional stress test, it proved valuable as it showed us how we handled pressure and highlighted areas for improvement. We recommend organising a planned stress test for Rover8 before any potential crises or challenging situations arise.



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4.

Path



4.1 Structure of the path

We had 92 different Paths at 56 different locations. The Paths were located in campsites, cabins and schools and in different kinds of terrain such as mountains, forest, urban and sea/coast.

The Paths were divided into eight regions (Trøndelag, Innlandet, Østlandet, Sørlandet, Sør-Vest, Vestlandet, Sweden, and Denmark). The Paths were also categorised according to various factors such as:

- Static (sleeping in the same place) or dynamic (moving)
- Level of physical activity (easy, moderate, challenging, very challenging)
- Terrain (urban, forest, mountainous and sea/coast)
- Sleeping arrangements (tent, indoors, shelter, boat)
- Accessibility (hearing, sight, movement, access to quiet room)

Additionally, the Paths involved a wide range of activities such as hiking, climbing, water activities, historical activities, politics and activism, cultural activities, creative activities, sport activities and sustainability.

The Path Department consisted of about six members. We divided the various regions among ourselves, each partnering with a team member for collaboration. Our primary responsibilities included overseeing the planning process for the Path and creating essential tools for the Path Leaders. These tools ranged from programme templates and chat groups for participants and Path Leaders to financial resources.

To perform our duties effectively, we relied on information and templates from other departments, such as Safety for risk assessments and Food for budget-friendly menu suggestions. Unfortunately, many departments operated at a slower pace than the Path Leaders, which occasionally stalled our progress.

Before the path

Before Roverway our primary responsibilities included recruiting new Path Leaders, supporting existing ones with their planning, motivating them, and quality-checking their work.

However, our approach of dividing regions and having a single contact person per area proved ineffective in the long run. Looking back, it's clear that having just six people in the Path Department was insufficient. We would have benefited from smaller regions and more active involvement from additional team members in other departments.

During the Path

During the Path week we staffed an emergency phone line for Path Leaders needing assistance, investigated potential misconduct reported by Heads of Contingent (HoCs), and ensured everyone was accounted for each day. This turned out to be far more work than we had anticipated.

Most of the department members often worked 18-hour shifts, frequently skipping meals and sacrificing sleep to keep up with the relentless workload. We assisted Path Leaders with challenging participants, helped develop new plans and provided emotional support when needed. Unfortunately, we also faced a steady stream of complaints from HoCs. These ranged from participants not receiving food or being served dirty water to issues such as having to pay



for showers or accusations of rude behaviour from Path Leaders. Many of these complaints were unfounded or could have been resolved through direct communication between the Participants and Path Leaders.

The situation became increasingly challenging over the course of the week as the overwhelming demands on the Path Department mounted. It was also mentally taxing to repeatedly convey “bad news” to Path Leaders, informing them of complaints they were often unaware of.

The Path department worked well with the HoC coordinators. This was important for the information flow between the Path department and the HoCs. The HoC coordinators did an incredible job identifying which questions was for the Path department, which for the other departments and which questions they could answer themselves.

After the Path

Since Roverway was not over, most of the Path Department helped other departments in their work and engaged in problem-solving. We hosted a gathering of all Path leaders at the main camp (voluntary) where they could meet, evaluate and celebrate the success. After Roverway had ended, the tasks consisted of gathering evaluations, writing reports and helping out with financials.

4.2 Objectives of the path

The main objective was to provide participants with an authentic Norwegian experience they would never forget while also offering local scouts a unique opportunity to be part of a larger project. This involved creating an atmosphere where they could explore Norway’s stunning nature, culture and traditions.

We aimed to include activities such as traditional Norwegian games, hikes in scenic areas and opportunities to sample local cuisine. Through these experiences, participants gained deeper insights into Norwegian culture while also building friendships with local scouts.

At the same time, local scouts would play an active role in the project, sharing their knowledge and enthusiasm, contributing to the events and developing skills through collaboration. This partnership aimed to strengthen the bonds between participants and local scouts, creating lasting memories for everyone involved.

4.3 Location of the path

See point 4.1 for information about the regions. Some of the regions had multiple Paths, others just a few. We wanted to have Paths in all regions to showcase more of the country and different landscapes. The location of the main camp helped determine the available locations of the Paths, as in order to cut costs we wanted many Paths to be situated within an 8-hour drive of the main camp. Some of the locations were prebooked by the Path department during the planning, while others were booked by the Path leaders themselves. By booking the campsites beforehand, we were able to secure them early and therefore had an easier time planning Paths at the last minute.



4.4 The Path Leaders

Recruiting

The goal we first had was having Norwegian pathleaders on every path. This ended up being more difficult than expected due to several reasons.

The three main reasons which affected the ability to recruit path leaders within Norway was the following:

1. One of the NSAs was holding district/regional scout camps during the summer of Roverway 2024 but only one of those in the same week as the Paths. The other NSA was holding a few district camps, but those did also not coincide with the Paths.
2. The first joint national jamboree of the Guides and Scouts of Norway is in 2025, which means that many scouts and guides have been recruited for that event. And as they have limited capacity, they did not have the ability to join as Path leaders.
3. We communicated in Norway that Roverway is an event by Rovers for Rovers. This communication made it more difficult to recruit adults, since rover events in Norway normally have very few adults involved. For that reason, the adults did not feel that they had a place in Roverway.

After a while we started recruiting international Path leaders. This also resulted in some challenges, since some of the people who were interested did not understand their responsibilities or the role of the Path leader in general or they were not able to fulfil Roverway's expectations for Path leaders. For some of the international Path leaders the language and culture barrier were challenging and made it even more difficult.

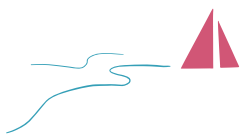
The goal was to have recruited enough Path leaders by December 2023. However, a number of Path leaders were recruited in the last month before the start of the Paths. The last Path leaders were recruited just before the start of the Paths. In addition to this, some ISTs were upgraded to Path leaders.

During May and June 2024, we received significant help from WAGGGS and WOSM to recruit a total of 23 and 41 international Path leaders, respectively.

In the end we had Path leaders on every Path. Not all the Paths had the number of Path leaders we wanted, but they had enough to be able to run the Paths.

We struggled to reach out to adult leaders in Norway because they did not see how they could help or what help was needed, or they were under the impression that because Roverway is an event for rovers by rovers, the rovers had to do it themselves. Even though we asked for help on a number of occasions, the adult leaders did not seem to realise how big the need for adult experience and presence was.

The event is dependent on the Paths. Without them the event will fail; they constitute half of the camp. Remember to allocate enough resources through the project to the Path department. **We cannot stress enough the importance of recruiting Path leaders.** If Roverway is to maintain the same format as in 2024, the need for Path leaders will always be a huge challenge. Our advice is to start recruiting Path leaders as soon the bid is approved. Also, you need to start early communications with WAGGGS and WOSM for them to recruit Path leaders in their channels. Note that with the WAGGGS and WOSM Paths you also need to start discussing the content of these Path so they will fit your Roverway.



The first half of the Paths are quite easy to recruit for as those are the most involved guides and scouts. The next 20 were also alright. But after that, recruitment became very difficult: the final 15 were only solved with a great deal of help from WOSM and WAGGGS and thanks to the flexibility of our volunteers.

Local contact person

When the Path department began to recruit international Path leaders, we had to establish a new role, that of the local contact person. The local contacts were scouts or non-scouts who could assist the international Path leaders with local knowledge regarding transportation, activities, equipment and food. Some of the local contacts ended up with a much bigger role than anticipated, but they were of great help to the Path leaders and the Path department.

4.5 Logistics of Paths

It was necessary, yet ambitious, to spread Paths all over the country. Norway is not an easy country to navigate. Distances are long, guide and scout groups are spread far apart in parts of the country, so equipment can be hard to borrow. But the large area involved also gave us many interesting opportunities for Paths in different areas and environments.

Getting to paths

All participants were expected to plan their own journey to the Path location or a designated entry point. With delays in allocation and late Path planning, contingents had challenges in booking their journeys. It was also discovered that several entry points were far from the actual Path location, necessitating extra bus transportation paid by the host. Most of the extra bus transportation was handled by our partner Busscharter. The cost of this was covered by the general transport budget.

On arrival day, representatives from the task force and Path department were stationed at the main entry points of Oslo Airport, Stavanger Airport and Oslo Central Station (train) to serve as a welcoming/troubleshooting committee. However, this presence was not communicated clearly to all HoCs or Path leaders, as we were primarily there to assist with any issues, not to act as an official welcome committee. Had we made our presence more widely known, we anticipate it would have resulted in increased traffic. Despite this, the assistance provided was appreciated by both HoCs and participants, and we recommend this approach for future hosts. However, these tasks should ideally be delegated to ISTs or other volunteers to allow the Path department to focus on HQ operations.

Getting to the start of the Path is part of the experience. Some participants found it challenging to get to the starting point of the Paths. Travel to the starting point was in many cases booked by the contingents, with bus transport organised by the host where there was no public transport available. Some of the challenges seemed to be due to a lack of communication between contingents and their participants.

Logistics during path.

Many of the original Paths had Norwegian Path leaders with their own cars for transportation of equipment, food and contingencies. For Paths with international Path leaders, the Path department rented cars so that each Path had 1–2 cars, depending on the size of the Path. There was approximately one car per 50 participants. This worked well, and all Paths must have access to one or more cars, both for logistical reasons and for safety. The cost of the additional rental cars was covered by the safety margin and general transport budget.



Cars were originally booked for the duration of the Path, but Path leaders were asked to arrive a day or two in advance. This led to additional work and costs as cars had to be rebooked according to the Path leaders' travel arrangements. For future events, we recommend that all Path leaders be on site at least one day before participants arrive, ideally two days.

Contingents were told they could arrive any time on 22 July. Quite a few participants wanted to arrive the day before due to travel arrangements and expected their requirements to be met. Some contingents also took "arrival all day" quite literally and scheduled their arrival for 01.00–05.00. Some informed us well in advance, some last minute. This led to some extra work as campsites weren't ready, or the Path entry point was far away from the actual campsite. The host organisation, and the Path department in particular, must be clear about possible arrival times, both to contingents and to their Path leaders.

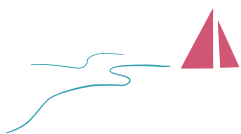
Travel from path to main camp

All travel from Path to main camp was organised by the host with the aid of our partner Busscharter. It was a big challenge to get everybody to Lundsneset on time without overwhelming those manning arrivals at the main camp. Due to distances, some Paths had to leave the day before and drive through the night. There were also some issues with departure times not being clearly communicated to Path leaders, which necessitated changes in the programme. This was especially important for dynamic Paths.

4.6 Programme of Paths

Originally, all Paths were supposed to plan their own programme, and Path leaders were tasked with tailoring a programme that fit the theme, geography and profile of their Path. During the spring of 2024 it became apparent that not all Path leaders were able to do this due to time constraints or lack of local knowledge. This is especially true, and understandable, of the international Path leaders. To aid in the programme planning, the task force created a complete programme suggestion for the week, with simple activities that required little or no preparation and equipment. This was intended as an inspiration and an idea bank for Path leaders to supplement their own programme. Feedback from Path leaders shows that this programme suggestion was helpful, but it should have been made well in advance to aid all Path leaders and not just work as a last minute back-up plan.

Roverway was marketed as being north of the ordinary, with Paths exploring the wilderness. While the original Paths delivered on this, the additional Paths that were created due to the exceptional demand were not. Static campsite and/or class room Paths were generally viewed as poor. Guides and Scouts want to be outside and have fun!



4.7 Coordination of Paths

Before the Path event, communication primarily took place through online meetings, emails and phone calls, and each Path received its own folder on Roverway's Google Drive. However, the sheer volume of information from various sources within Roverway probably overwhelmed many participants. We received several complaints about this, as it was difficult to navigate and locate previous documents.

During Path week we staffed the Path office to handle incoming calls, provide assistance to those in need and respond to emails. Overall, this system functioned well, but there was still an additional phone number directed to HQ. Much of the information that went to HQ should have been relayed to us, as it effectively created another layer of communication that complicated matters further.

To improve future communication, we should consider streamlining the flow of information and ensuring that all relevant updates are channelled directly to the Path office. This would help reduce confusion and make it easier for everyone to access the information they need.

4.8 Safety of paths

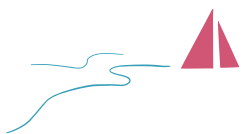
All Path leaders were tasked with creating their own risk assessments and contingency plans using guidelines and templates provided by the Safety team. Unfortunately, these tools arrived later than expected, forcing us to implement a workaround. These delays were partly due to a stream of new demands from specific contingents forcing Safety to rework the overall risk assessment several times.

As a result, we had to develop a comprehensive general risk assessment, as many contingents required this documentation before the final allocations could begin. This assessment covered a wide range of activities, including hikes with and without backpacks, excursions in forests and mountains, and activities near and on water.

This process involved significant effort and, unfortunately, it limited the ability of local leaders to identify and address their unique challenges and appropriate measures. By providing a one-size-fits-all risk analysis, we inadvertently stifled their creativity and critical thinking, which are essential for effective planning. It became clear that while the general assessment served its purpose, it would have been more beneficial to encourage local leaders to engage in the risk assessment process themselves, allowing them to tailor solutions to their specific contexts and concerns.

Some countries/contingents have very strict safety requirements, i.e. requiring activity leaders with specific certifications. Before the next Roverway it should be clarified to what extent the hosts are required to accommodate these specific requirements. This time, several of these requirements were communicated at the last minute, which caused a great deal of unexpected work. WAGGGS and WOSM must make clear to the host country as well as all contingents which rules are to be followed and what is expected when it comes to safety and regulations.

Instructional videos on life-saving first aid were produced and distributed to all Path Leaders. These videos covered essential techniques, including CPR, how to manage fractures, and other critical emergency procedures.



Before the beginning of the Paths, the Path department, with the task force, WOSM, WAGGGS and the safety department, had a meeting with the Path leaders to ensure everyone had up-to-date information regarding reporting during Path, contact points, evacuation, listening ears, safeguarding course and had a Q&A session.

For Roverway, two calling systems were established: the Path Hotline and the Camp Emergency Phone. The Path hotline was shared with the Path leaders only, while the Camp emergency was shared with everyone attending Roverway. During the Path participants called the Camp emergency number, and the communication with HQ and the Path department was not consistent. This was problematic because the Path department only had a clear overview of the Path Hotline, making it difficult to manage communications effectively.

We decided to create our own working document to effectively compile all our reports, notes and relevant information as we progressed through Path week. We were not made aware of Hubroo until a few days after it had started. Upon discovering it, we found it quite cumbersome and not user-friendly for our needs. Because of this, we felt it was more efficient to rely on our own system rather than Hubroo. This allowed us to stay organised and focused on the tasks at hand.

4.9 Paths Budget

All Paths were allocated a budget of NOK 950 per participant, and leaders were encouraged to seek local support for additional funding. They were also informed that more resources could be allocated later if Roverway had additional funds to distribute.

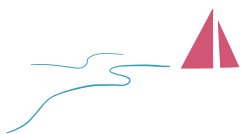
Overall, this approach worked well, but some Paths exceeded their budgets. In particular, Paths with international leaders faced challenges in understanding the Norwegian currency system or overspending on programme activities while allocating minimal funds for essential items like food.

To improve this process, we should have established clearer guidelines for financial planning from the outset. Providing menu suggestions and budget templates earlier in the planning stages would have helped Path leaders make more informed decisions. This would not only have ensured that budgets were adhered to but also promoted a balanced allocation of resources across all areas of the programme, particularly essential needs like meals. By implementing these improvements, we could improve financial literacy among leaders and enhance the overall experience for participants.

In terms of cash flow, the idea was to transfer 70% of the budget in advance, when the budget was approved, and the rest together with the claim form after the end of the Path. However, some Paths received a high number of invoices sent directly to the NSO. This led to Path leaders transferring money back.

If we had been better prepared, more costs could have been invoiced directly, and we would have had a better picture of what expenses Path leaders would need to pay for and how much they would need in advance. Because of the delay with planning/recruitment, many Path leaders also received money in advance without having a formal approved budget.

We do have a surplus for the whole project, but Pathwe could definitely have increased the budget for the Paths (we did in fact do so, but the increase could have been greater). We increased it once by approximately 8%, but it should have been raised by 15% compared to the original amount of NOK 950 per person.



To strengthen the budgeting process, both during the bid stage and throughout the project, it is essential to ensure a more thorough review and planning process. Given that the Paths represent half of the camp experience, they should be allocated a more substantial portion of the overall budget. Additionally, having individuals with in-depth experience of both Roverway and international event budgeting could provide insights and recommendations. Their expertise would help ensure that the financial allocations are well-balanced and reflect the actual needs of the project. This way, we can improve the distribution of resources and enhance the overall experience for all participants while also being mindful of the complexities of managing such a large-scale event.

4.10 Path Task Force

When it was realised that there were some things that could not be handled by the path department alone, the Guides and Scouts of Norway established a path task force. This was during a time where several new demands from HoCs and WAGGGS & WOSM were being made, and there was an urgent need to strengthen the path team.

The path task force was recruited at the end of May and started work in early June to help solve issues that could not be solved with just the path department. It consisted of four employees and one volunteer.

The main tasks for the task force were to find path leaders where there were few/none and to help all the paths with whatever needs they had. A great deal of time was spent identifying what resources were needed on the different paths, in particular where international path leaders were recruited. The task force also checked safeguarding/police certificates/endorsements for the path leaders. During the period the task force was working there were daily meetings to monitor progress.

While the task force was a great success in getting the paths in order before Roverway it should have been established earlier. A small, dedicated support team is a great tool to support a department or a project, but it does not in any way replace the effort of the permanent organisation. It should also be noted that establishing a full-time task force at short notice to partly assume the responsibilities of the path department is challenging both for the task force and for the path department. Some toes were tread on, and the cooperation was difficult for a while, but the joint team was eventually a strong one.

The task force was dissolved when the main camp started, and task force members moved to other roles within the Roverway organisation.

Staff not allocated to the project from both CAs/NSAs in Norway helped out and put in a great number of hours, as did staff members from WAGGGS and WOSM. The MO/NSO in Norway spent around 1,400 hours. The cost of this was covered by the project.



4.11 Path allocation

The participants did not choose the specific path they wanted, but they did choose their preferred terrain, physical activity level and what kind of activity they wanted to do. In the allocation process we were trying as best we could to give all the patrols a path that suited their wishes based on the information we received from the contingents. Not every participant or patrol was happy about the allocations, but it's hard to please everyone.

Different physical activity levels can mean different things from country to country. It should be made clear to participants what the different levels of physical activity entail, for example with pictures of relevant terrain.

The allocation process did not operate on a first come, first served basis but attempted to allocate the patrols to their selected priorities from the registration. Patrols with specific requirements or needs (i.e. accessibility, travel restrictions, facility requirements) were prioritised in the allocation process to make sure they were given appropriate paths.

Allocation was delayed due to the downscaling of the event, since several contingents had to restructure their patrols. The fact that not all paths were in place when allocation started was a big challenge. Since quite a few of the paths that were created at a later stage were static paths, this led to patrols who had originally wanted dynamic paths being allocated static paths.

4.12 Biggest learning points

Path team management

The path department must be bigger than it was in 2024. Paths constitutes half of Roverway in addition to being a complex and ambitious way of organising the event. The other departments should also have dedicated path liaisons to facilitate cross-department collaboration. Important examples include path and safety and path and food.

There were challenges in terms of internal collaboration within the path department. Communication and coordination were not as effective as they could have been, which impacted the department's overall efficiency. Improving this aspect will be essential to future success.

Path leaders

There should be some path leaders with local knowledge at all paths as this makes it easier to plan paths, get equipment and carry out the path. If there are foreign path leaders, more time should be allotted to onboarding and support as it is very challenging to plan a path in a foreign country.

There were a few gatherings for path leaders, and they were all held digitally. More in-person meetings would have been beneficial to building stronger connections and fostering collaboration among leaders.

Path locations

Having paths all over the country was exciting for the participants, but challenging logistically. The majority of path locations had to be accessible by car and have running water and electricity. If a facility lacked this, it needed to be taken into account when planning and marketing the path. Some contingents and some participants may have special needs, or legal restrictions prevent



them from using sites of varying standards. The standard of the path location must also be made clear to the allocated participants as scouts from various countries have differing expectations when it comes to facilities.

Timeline

We should have started working on the paths earlier. Supporting resources such as programme templates, menu suggestions etc. should be ready before recruiting to get all path leaders up and running.

Budgeting

The path specific budgets should have been higher. It was increased from NOK 950 to NOK 1,150 per participant, but some paths had to rent expensive campsites. The budget allowed for accommodation and transport during the path, food and on-site activities, but most paths needed additional funding for off-site activities. Paths hoping to apply for external funding and grants had to do so the autumn before the camp. The host organisation should also consider applying for one big grant to fund all paths. Many of the Norwegian path leaders applied for funding but most were unsuccessful.

Allocation

The allocation process is highly complex and requires significant resources, particularly when managing participant preferences and the overall complexity of the event. To handle this effectively, the administrative side of the process needs to be significantly expanded. Care should be taken when designing the sign-up form so that the path department has the information it needs to allocate efficiently. Manual management of allocations, especially when dealing with individual participant wishes and needs, requires an extreme amount of time and effort. Automating parts of the process, and streamlining support from the administrative department, would greatly improve efficiency.

Additionally, it's essential to clearly define the procedures for HoCs when requesting patrol or individual member changes. No travel changes should be made without written confirmation from the path department. Finally, it would also be helpful if a larger number of paths align with participants' preferences, such as offering more dynamic paths. This can make the allocation process smoother.

During registration some contingents did not register their patrols' preferences, or special needs, which meant that the path department was not able to take these into consideration. These contingents were therefore allocated to static and less physical challenging paths. This resulted in that the allocated path did not meet with the patrols wishes. This further complicated the allocation when we received the preference and special needs later, as we attempted to reallocate. This process was complicated, a bit messy and extremely time consuming.

Collaboration with other departments

Throughout Roverway, the Path department was required to coordinate with other departments, relying on their support in areas such as transportation (bus logistics), food (meal planning) and safety. However, in practice this collaboration did not work as smoothly as anticipated. Other departments faced their own challenges and, as a result, the Path department's needs were often not prioritised. For example, important tasks such as creating menus, meal calculations and programme suggestions – which would have greatly benefited Path leaders – were delayed or not started.



The lack of coordination and dedicated resources in other departments placed an additional burden on the Path department, which had to pick up the slack. In hindsight, the Path department believes that it would have been more efficient if certain responsibilities had been internalised within Path. For instance, having a dedicated food coordinator within the Path team would have allowed for closer collaboration with the Food department, ensuring tasks were completed on time and with a greater sense of ownership.

Additionally, other departments did not have the capacity to work closely with the Path department leading up to the event, nor was cross-department collaboration prioritised from the start. It's critical to emphasise the importance of collaboration with Path across the whole project. Departments should maintain a holistic view, understanding that their work is interconnected with the success of Path.

Safety

Collaboration between the Path department and Safety department was not as effective as it should have been. There were several contributing factors, including poor communication during the planning process and differing expectations and priorities. The Path department lacked sufficient knowledge of the main contingency plan and safety protocols, which resulted in Path staff developing their own risk assessment tools – a task that should have been managed by Safety.

The Path office was responsible for managing communication through the Path hotline, which faced challenges such as poor coverage and language barriers, making it difficult to relay critical information. While the hotline system was valuable, it frequently encountered technical issues that further complicated its effectiveness.

Regarding risk assessments and safeguarding, better communication with HQ, WAGGGS and WOSM could have led to smoother management of safeguarding issues, ensuring faster and clearer information flow. In general, collaboration with HQ regarding incidents on the paths was mixed. While injury management was handled well, HQ had limited control over what was happening on the paths, and better integration between HQ and Path could have improved the situation. Clearer guidelines on the role of Path at HQ would have helped manage expectations.

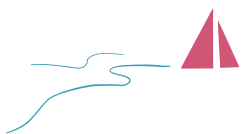
First aid videos were provided to the path leaders, and the inclusion of the safety department in meetings with the path leaders was very beneficial.

Transportation

The dissolution of the logistics department meant that many follow-up tasks were transferred to Path, as it became the main “consumer” of transportation resources. This added significantly to the department’s workload, and better logistical support would have alleviated some of these challenges.

Administration

The administration team implemented a daily check-in form for Path leaders to provide updates and ensure oversight of participants. However, many Path leaders either did not complete the form or had trouble filling it out correctly. This made it difficult to stay in control of all participants on the path, and this problem was also present at the departure from path, making it difficult to know whether all participants actually boarded the busses. The data collected from this check-in could also have been used more effectively. For most participants and path leaders the tool itself proved important in tracking Path leaders and participants.



Another administrative issue arose with food allergies. Due to changes in registration, the food allergy lists provided to Path leaders were sometimes incomplete or outdated, causing issues during the first few days of Path.

HoC Coordination

The coordinators were one of the stronger points of collaboration. They provided support and maintained a positive outlook, especially during participant allocation. Including HoC coordinators in some Path-related meetings with the HoCs helped align goals and improve communication.

Food

The Path department requested detailed food plans and equipment (e.g. gas burners), but these were not provided, leading to logistical issues and more work for the path department and task force.

Service

Helped out with organising vehicles for the paths.

MarCom

One of the better collaborations, with effective dissemination of information through newsletters and other media. MarCom also assisted with participant allocation and provided Path with design materials, greatly enhancing communication efforts.

Management

There were times when management's focus did not seem aligned with the urgency of Path-related tasks. The concerns raised by the Path department about its progress were not always taken as seriously, and communication methods varied, sometimes creating an unclear picture of expectations. However, the joint effort leading up to summer 2024 was highly appreciated and valued.

In conclusion, collaboration between departments became a bit better closer to camp. While there were successes in collaboration with certain departments, many issues stemmed from insufficient capacity, poor communication and a lack of dedicated liaisons between Path and other departments. Strengthening cross-departmental cooperation and ensuring clear communication from the outset would greatly enhance the effectiveness of Path during future Roverway events.

Resources and use of time

From time to time, all or parts of the path department felt overwhelmed or even burnt out by the tasks. This could have been different if there were more people in the department and fewer tasks for each person. It is important to be aware of the need for human resources and to have enough people so that everyone's workload is less exhausting.



5.

Main Camp



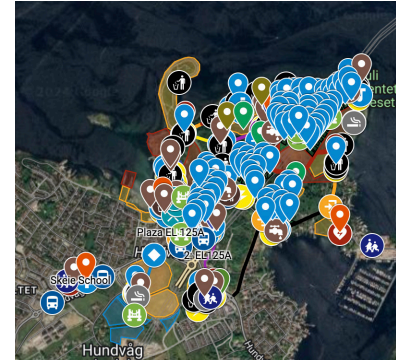
5.1 Infrastructure

Layout

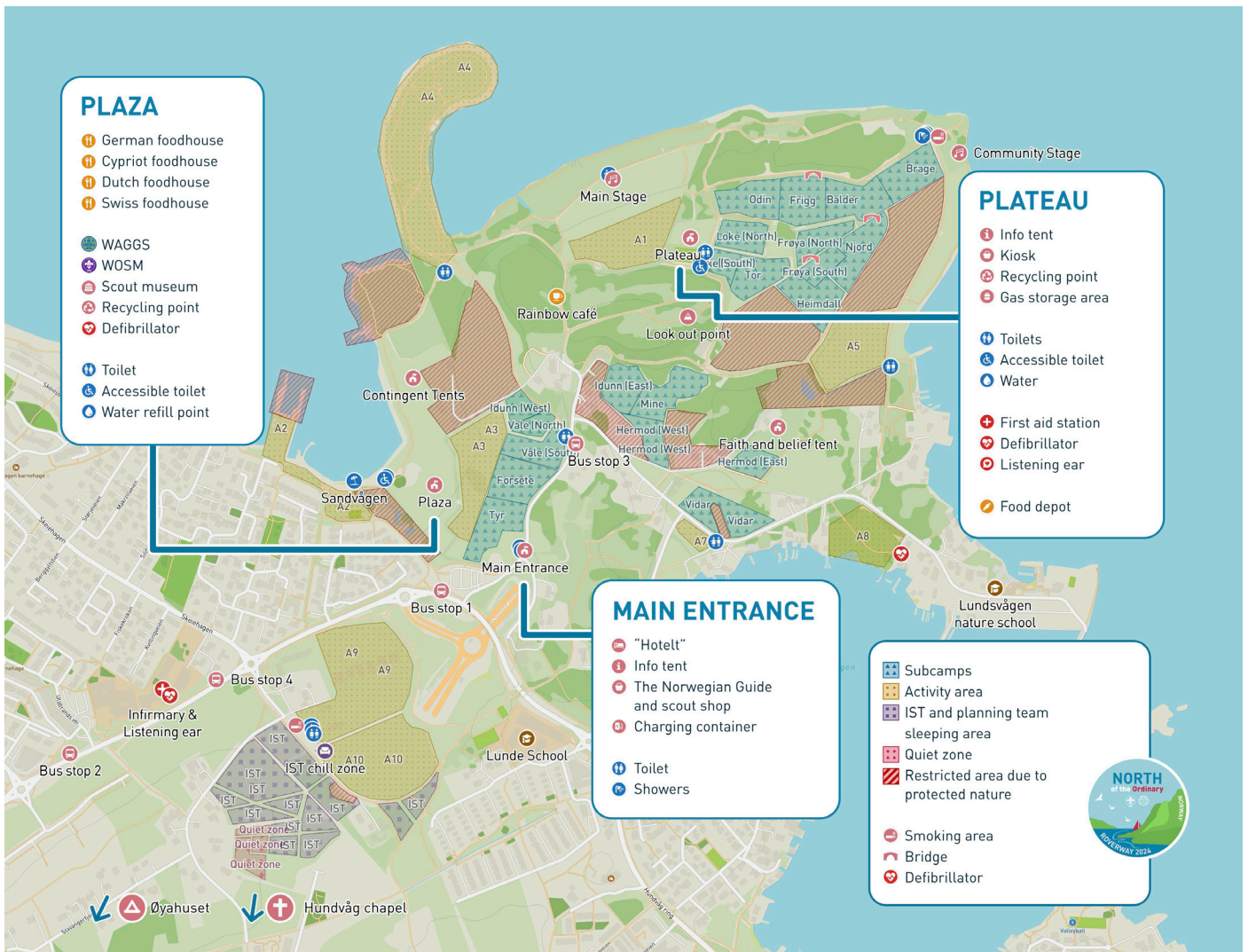
The main camp of Roverway was located at Lundsneset on Hundvåg island in Stavanger. A map of the campsite was made available on our website and through the Roverway app. Linked here is a more extensive map than the one provided for participants.

We divided the camp into distinct zones, including sleeping areas, IST (International Service Team) areas and activity zones. Additionally, there were marked points on the map for specific facilities as well as restricted zones for private property or other limitations.

Extensive map(Linked):



Map for participants that hung at info points



Map design by Guro Fuglestad



Sleeping areas

We estimated at 22 m² per person for sleeping area, including streets between campsites and a 1.5 m distance between tents. This was a slight overestimate due to some sloped areas being unsuitable for sleeping. Typically, Norwegian camps allocate 20–22m² per person, factoring in space for pioneering and woodcraft activities, which take up more room. For Roverway, we think 18–20m² per person would have been sufficient, including streets between campsites and a 1.5 m distance between tents.

Safety infrastructure

The camp was surrounded by water and situated on public land. While most participants appreciated the location, a few expressed concerns, and some Heads of Contingents (HoCs) were not entirely comfortable with the openness of the area. Norway is generally regarded as a safe and peaceful country where few people fence in their homes and there is a strong cultural respect for private property. These factors led us, as hosts, to perceive minimal risk associated with the venue.

Traffic: Vehicle movement was restricted to one-way traffic within the camp and only pre-approved vehicles were allowed.

Medical set-up: Two weeks before participants arrived a first aid trailer was stationed at the site, and one week before camp the infirmary, isolation ward and first aid tent were operational. We did not construct a full hospital on-site due to our proximity to the regional hospital, which was only a short distance away, and Norwegian regulations limiting what non-professional health and safety volunteers can handle.

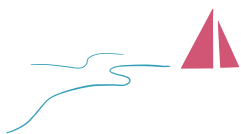
In Norwegian scouting and guiding culture there is a strong emphasis on self-reliance, whereby each group of guides and scouts is equipped with their own first aid kit and capable of handling minor injuries without external assistance. This mindset influenced our safety planning for the camp. The infirmary and first aid tents were never intended to serve as full medical facilities but rather as a support system to alleviate pressure on regional medical services.

Security: We did guard key areas such as the main stage during the night to protect property and equipment. We also conducted walk-arounds of the site 24/7, more can be read in the safety section.

Water and sanitation

- At the main campsite we had:
- 11 drinking water points
- 11 toilet points, in total 176 toilets
- 3 shower points, in total 60 showers
- 3 accessible toilet/shower units
- 30 waste collection points
- 2 smoking areas

Additional toilets, showers and drinking water facilities were available at the schools used during the event. While the overall number of toilets, showers and drinking water stations was sufficient for the camp, not all facilities were fully operational by the time the ISTs arrived due to delays with our vendor. For future events it is important to ensure that all facilities are ready for use by the ISTs upon their arrival. Additionally, we had designated two smoking areas, which proved to be insufficient. This can be explained by the low prevalence of smokers within Norwegian guiding and scouting, but in hindsight, more smoking areas should have been provided to accommodate the needs of international participants.



Infrastructure improvements

In collaboration with the municipality of Stavanger we made several infrastructure improvements on the site regarding **water, wastewater and power**: these upgrades enabled us to provide running water toilets, showers and power at key locations, including the Plaza, two stages and the food depot.

Food depot

The food depot consisted of 2 cooling containers and 2 large food depot tents (6x33m and 15x39m), centrally located in the camp. While slightly far to walk for some, the set-up worked well overall. These depots were equipped with flooring to maintain hygiene and manage food supplies effectively.

Power and internet

Power and internet were available at the kiosks and food houses. Larger power outlets were installed at both stages to support events and activities. We received a great deal of help from a team from the Netherlands regarding the internet at the campsite.

Buildings

- **Lunde school:** Served as the HQ for main operations, all departments had their offices here, staff canteen, and some food storage. The school hosted about 420 pupils daily.
- **Skeie school:** Housed the Head of Contingents (HoC), working rooms, infirmary and isolation ward, and storage for food houses. The school hosted about 240 pupils daily and had a gymnasium hall which we used for Food house storage.
- **Naturskolen:** Used for programme activities.
- **Austbø school:** Backup site for programme activities and emergencies (not utilised). The school hosted about 320 pupils daily.

Building maintenance was paid for post-event to meet standards, while daily cleaning during the event was handled by Roverway.

Other facilities and tents

- **Øyahuset (Community House):** Used mainly for IST programme activities, though it was rather far from the campsite.
- **Stages:**
 - One large (capacity 6,000) and one small stage (capacity 2,000) were provided by Eventi.
- **Cooling containers:** Cooling containers were strategically placed at the food depot, next to the food houses, and at Lunde school for food storage. We had 5 x 20 feet containers, 2 x 10 feet containers and one cooling trailer.
- **Charging container:** Located at the guide and scout shop/info tent.
- **Materials containers (x2):** Placed at Lunde school, with the service department handling material distribution. These were 20 feet.

Tents

We had various tents of different sizes, including:

- **Listening Ears Tents:** For quiet reflection and listening sessions.
- **Speidermuseet:** Norwegian Scout Museum.
- **The Scout shop:** Both norwegian scout shops
- **Food Houses:** Some were provided, while others were brought their own tents.
- **Stands:** Featured upcoming large jamborees, Norwegian national jamborees and other



events.

- **WAGGGS Activity Tent:** Hosted activities related to the WAGGGS.
- **WOSM Activity Tent:** Focused on WOSM activities.
- **19 Contingent Tents:** For the contingents, used for meeting participants and hosting activities during International Day.
- **First Aid Tent:** Located near the food depot.
- **Information Tent:** Placed next to the camp portal and the scout shop.
- **Staff Canteen Extension:** A tent set up next to Lunde school to expand canteen capacity.
- **Contingent tents:** Tents that the contingents could rent.

Vehicles

- **Telehandler:** Used for material handling and heavy lifting.
- **Tractor:** Equipped with a trailer, fork and shovel for versatile use across the site.
- **Small Truck (35m²):** Used for transporting food and other materials and goods around the campsite.
- **Forklift (2.5t capacity):** For heavy lifting and moving equipment.
- **Service Car (Pickup):** Used by the service department for general duties.
- **Service Car:** Additional vehicle for service tasks.
- **Bogie Trailer:** Used for transporting materials in conjunction with the tractor.
- **ATV (6 wheels) with Trailer:** Two ATVs for mobility and transportation across rough terrain.
- **Van:** Used for small food deliveries and equipment.
- **Personal Cars:** Used by staff for transport during the event.

5.2 Internal communication

During the main camp, multiple communication channels were used to address different needs across departments, and each department leveraged different platforms.

Meetings

The day began with Rover8 management meetings, which included representatives from the Guides and Scouts of Norway and the European boards of WAGGGS and WOSM. Next, we held HoC meetings, led by the HoC coordinators, where management and relevant departments provided updates. All departments were expected to have representatives at these HoC meetings.

After the HoC meetings the admin department conducted subcamp leader and HQ meetings. Steering committee meetings took place in the evenings. While the timing of these meetings was generally acceptable, it did pose challenges as they often coincided with dinner, leaving little time for eating. Additional meetings were also needed after the steering committee meetings to address issues not relevant to all departments, which added to the time burden.

Subcamp leaders also held regular meetings within their subcamps to inform participants of relevant updates.

Communication channels

Discord was the primary communication platform for the planning team before and during the camp. Departments used this platform differently, both leading up to and during the event, probably due to varying levels of familiarity with it. Discord channels were updated daily with important information and changes, which worked adequately, though it required the planning team to be reliant on their phones. Some departments did use WhatsApp to communicate with



their ISTs during the camp, which added to the mix of communication methods. Key members of the steering and planning teams also used walkie-talkies to ensure they could be easily contacted while on site. The HQ had the ability to communicate across all channels using this system. While the walkie-talkie system worked well, the radio coverage across the site was not optimal, which occasionally caused issues.

All planning team members were also carrying their phones and were encouraged to leave them switched on and charged to be reachable if needed. Key personnel also had an additional sim card provided by RWO to be even more accessible.

The Roverway app was widely used and proved effective for keeping everyone updated on events and activities. More details about the app's use can be found in section "The Roverway App."

Email use

Email was not widely used for internal communications during the camp, though it was a primary communication tool in the lead-up to the event.

Reflection

The diversity of communication platforms highlights an inconsistency in our internal communication approach. Different stakeholders required different tools, and no single platform was perfect for all our needs. Having multiple channels did increase the likelihood that everyone received important information. However, this also created challenges in keeping information updated across all platforms, which is an area that could be improved upon in the future.

5.3 Logistics

Originally, the plan was to have a separate department for logistics, but due to resignations the whole department was disbanded. Responsibility of logistics was therefore divided between safety, path and administration. The main task was to organise participants travel from path to main camp, and from main camp to the airport or train station, but other responsibilities that would have benefitted from being under the control of the logistics team were mail and location of goods/shipping as this was handled ad-hoc during the main camp.

Norway can be a difficult country to navigate, and public transport is limited. For that reason, we initially planned to have "hubs" on a regional/sub-regional level for the first attendance of the participants and there have an opening ceremony. It subsequently became apparent that this was not realistic, and we decided to hold the attendance and openings at the paths. This made planning easier in terms of travelling, although it ruled out the "blue bag" option for participants to send parts of their luggage straight to main camp.

We opted for a single contract for all buses going from paths to the main camp. We gave them the necessary information, and they coordinated with subcontractors, drivers and others. We still had an overview of all the buses and times – and we had a fixed cost.

Departure logistics

Camp departure did run very smoothly, although the planning was done in a hurry during the last days of main camp. The buses were booked long beforehand, but information regarding times of departure was very hard to obtain from the contingents – something which made it difficult to plan exactly how many buses were needed and when. We offered two destinations for the buses: Sola



airport and Stavanger train station/bus station. One large contingent wanted to go on an excursion to Sola beach, so we organised for buses to take them there as well. Two thirds of the buses went to the airport. There were also some buses rented by the contingents for the entire trip back to their respective countries or for excursions before travelling home.

In total there were 92 bus departures between 3 am and 4 pm, and only one was delayed (but that of course had a ripple effect). The last bus left 30 minutes after schedule. We distributed the buses across seven bus stops, with four of them running non-stop. Most departures were 30 minutes or more apart, but in the busiest times some had 15-minutes between departures. We were worried about tired participants walking out in front of the buses or heavy goods vehicles in the middle of the night. We had issued strict instructions to all participants and staff, but still there were difficulties. However, no one got run over in the dead of night.

Due to the fact that ISTs also left the same day, there were difficulties finding people available to help out with departure. Half of the allocated ISTs did not show. It did not help that the buses started to leave at 3 am. We chose to divide departures into 3 shifts and had a minimum of 3 people on duty. Ideally, we would have had more, but we did manage.

The collaboration with the HoCs went more smoothly than we had anticipated. The departure organising group attended the last HoC meeting where they did inform the HoCs about how things would run. There were some changes made by the contingents, but most complied.

Learning points:

- Departure of 5,000 people needs earlier planning and dedicated ISTs.
- Make sure neighbours are aware of the departure times (we had a neighbour complain at 3.30 am).
- When you have a night departure: obtain contact information for all the drivers yourself, don't rely on the contact person from the bus company.

The main learnings in terms of passenger transport is to:

- Either have a welcoming ceremony with all participants like in the Netherlands or France.
- Have a dedicated logistics department responsible for travel, as travel from path to main camp in particular involves a great deal of work in addition to all other travel during the camp
- Make sure you receive information about the departure from contingents arranging their own transport.
- **Schedule the departure of ISTs two days later than the participants in order to have ISTs available for departure and for cleaning the campsite.**



5.4 Supply chain

Food

All goods from food suppliers arrived as expected, with some deviations in timing and quality. Timing-wise, there was a window to adhere to, which was agreed upon with the supplier. Occasionally, deliveries arrived much later than this. However, this did not create any problems, as we had planned for a buffer from when the food was delivered to when it was to move further along in the logistics chain.

In terms of quality, there were minor issues with quantities that did not match the packing lists as well as spoilt food. All of this was resolved through communication with the supplier or through their complaint procedures.

We required urgent food deliveries for unforeseen needs almost daily. This was resolved, almost effortlessly, with the supplier. If we needed something very quickly, it could be picked within two hours or so, after which we could drive to the supplier's warehouse to collect it ourselves. The only exception to this success story occurred when we were accused of trying to deceive/defraud the supplier after we had picked up goods ourselves, then discovered discrepancies, reported them, and were accused of reporting on false grounds. After all, we had picked it up ourselves, and they had surveillance footage of us. It was a misunderstanding that did not create any further problems.

Key account managers (KAMs) were indispensable in helping us with extraordinary needs, which are usually complicated somewhat by the companies' bureaucratic systems. Therefore, having a good relationship with the KAMs was very important. Our KAMs were even invited to visit, and we believe this was very beneficial to our relationship – both in terms of meeting them face to face and for their understanding of Roverway.

Other goods

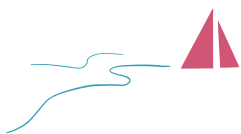
Some additional ordering was done by staff members, as they had access to a debit card. The challenge was to make sure that the department in charge could track the shipping/order to have a better overview of the chain. This is somewhat time-consuming, and it is important that those placing orders are get feedback when, if and how they will receive the goods.

Alcohol

The guides and scouts of Norway made the decision to make RW24 an alcohol-free event based on the fact that Guiding and Scouting in Norway has an anti-alcohol policy. This was clearly communicated to the HoCs and to participants. We believe that the participants complied with this, but we received some feedback from the stores that we should communicate better the restricted hours of alcohol sales in Norway since participants were frustrated at not being able to buy alcohol. This also shows that not all participants complied with our no-alcohol policy. However, we did not have any incidents with heavily intoxicated participants at Roverway 2024.

The Food Houses were able to sell non-alcoholic beers and mocktails, which turned out to be very popular.

Being non-alcoholic is a cultural concept for Norwegian Guiding and Scouting even though we know it is different in other cultures. Roverway is a platform where Guides and Scouts meet the host countries on their terms. Nonetheless, the RWO also complied with universal restrictions on clothing, for example, so people are aware of different cultures and religions. Maybe a discussion around whether alcohol should be a part of Roverway in the future would be an idea for the joint committee.



5.5 On-site programme

The on-site programme was divided into two main categories: main activities and side activities.

Main activities

These activities were open from 9.30 to 12.00 and from 14.00 to 16.30 on 4 out of 5 camp days. They were offered to all participants to create a feeling of having attended the same camp.

Participants were allocated main activities by subcamps according to a schedule looking like this:

1				
Sunday	Monday	Tuesday	Wednesday	Thursday
07.28	07.29	07.30	07.31	08.01
Stavanger 1	International day	Water	Networking	Sustainability
Stavanger 2		Free	Outdoor Skills	Culture

Two subcamps were allocated the same activity area/theme in each time slot, creating a capacity for the main activities of around 500 participants.

The subcamps were divided differently each day, so no subcamps were allocated together twice.

The main themes were:

1. Stavanger activities (off-site)
2. Water activities consisting of sailing, canoeing and activities on land related to water
3. Outdoor skills: scouting and guiding-inspired activities
4. Networking: where participants got to know each other through different activities
5. Sustainability: activities about impact and sustainability
6. Culture: where participants learned about Nordic culture through activities
7. Free time

Some of the main activities required participants to sign up in the app. This was mainly for safety reasons or because of limited capacity.

Side activities

These activities were drop-in and free for everyone. They were scheduled at different intervals and time slots and didn't necessarily fit within the themes of the main activities. These activities were a mix of sign-up and 'join if you want', i.e. everyone could attend.

Examples of activities include Irish dancing, movie night, quiz events, spiritual activities and much more. Capacity for these activities depended on the activity in question.

International day

International day was part of the main programme. Prior to the event, contingents had been asked to plan an activity of their own choosing. The activity had to show off guiding or scouting in their country.

The day started off with a small introduction on the main stage and continued with activities throughout the day and evening. On the day of international day participants were given a



'passport' in which they could collect stamps from all the contingents that had planned activities. If they collected a certain number of stamps, they would get the international day badge.

General information

Information about the programme was communicated through the app and through HoCs.

Learnings:

- We planned for a capacity of 500 but could have gone for a little less, as far fewer than 500 usually showed up for each session. Participants enjoyed free time as well.
- Free time was a great addition to the programme, as it allowed participants to explore camp and hang with friends as well.

5.6 Off-site programme

The off-site programme consisted of 10 activities in the city of Stavanger and free access to local museums. Two of the 10 activities were planned and facilitated by Roverway, the rest were attractions or activities such as climbing and minigolf partly facilitated by external parties (local businesses). The activities were not themed but were planned to give the participants the opportunity to explore the city.

The off-site programme had a total capacity of a thousand participants a day and included transportation to and from the city centre by bus. All activities were sign-up, and in order to get on the bus to Stavanger you had to sign up for an activity. This way we were able to check who left camp and who came back on the buses. This was done through the app.

The offsite programme and opportunity to check out the city were highly appreciated by the participants.

A day with the off-site programme:

The off-site programme schedule consisted of two sessions a day: one morning session and one afternoon session. One session was free-time to explore Stavanger and visit the free local museums, and the other session was one of the 10 activities in Stavanger.

The first bus left camp around at 08.00 and the last at 09.40. The first bus left Stavanger at 15.00 and the last at 16.40. Bus transport was pre-assigned in order to prevent any bottlenecks. One bus drove directly to one of the activities, as it was a bit further away from camp.

Learnings:

- Dealing with local companies was a long and difficult journey that could have benefited from either someone from the host country (preferably locally) making the deals or someone from the hosting NSO making the deals. But the opportunity to explore the city was much appreciated and a good addition to the programme.
- Buses to and from camp were a great addition and made planning easier. Pre-assigning buses to corresponding activities was another great addition to the logistics of these activities.
- A car and listening ear driving around between activities is needed with these types of activities.



5.7 IST Programme

The IST programme consisted mainly of 2 days dedicated exclusively to IST activities before main camp started. On these days various activities took place throughout the campsite along with the option to sign up for the day trip to a local attraction. Besides the two dedicated days, different activities were facilitated for ISTs during main camp, and a tent designated as a hang-out spot for ISTs was open all week. The IST programme was not clearly communicated, and several IST did feel that the IST programme was not adequate.

The day trip – Trip to the pulpit rock:
Capacity of 300 ISTs a day.
Duration: 7 hours

ISTs were brought to the pulpit rock by rented buses in the morning and back to campsite in the afternoon once the hike was over. They had to pack and bring their own lunches in the morning before leaving for the trip.

The hike was an activity in its own right, but the programme department had created a couple of activities that the ISTs could partake in along the hike. The hike was highly appreciated by the ISTs.

Some of the activities provided at camp were team-building activities, activities from different countries and the IST chill zone as a place to hang out.

Learnings:

- Start programme planning early
- Have an engaging programme for ISTs
- Have the IST chill zone a bit further away from sleeping areas
- Try to take IST schedules into account when planning for IST activities

5.8 Plaza

Contingent tent

Contingent tents were tents that could be brought by the contingents themselves (within certain dimensions incl. guy lines), or contingents could order it through the Roverway organisation (RWO). The Plaza team sourced tents in collaboration with Service. They wrote an information letter and created a registration form. This information, including the form, was sent out on 02.11.23. The tents were 3x6m and was delivered to the contingent ready to use. In practice, this meant that the rental company pitched the tents before the arrival of the participants. The hire fee was around NOK 4,000 and included the tent, 2 tables, 4 benches and a power outlet. The deadline for ordering was early May, and until mid-May contingents could order tables and benches if they were bringing their own tents.

All contingents that ordered contingent tents and/or equipment for the tents through the RWO received an email on 11.06.24 confirming and reminding them of their request and order. This way it was clear which equipment was provided by the RWO, and what they had to bring themselves if they wanted additional items.

While at camp, the contingents that did not bring their own contingent tent could choose which tent to use. This was done on a first come, first serve basis. For future events we would



recommend allocating the tents. The tents were pitched in two parallel lines, creating a “street”. The area was in the northern part of the Plaza grounds, away from the food houses. This way the contingent tents could be a lively or quiet place and didn’t have to take the rest of Plaza into consideration and vice versa. There were also bins and fire extinguishers on site for them to use.

The contingents were given information about when they needed to pack up. This deadline was set to before the closing campfire (ceremony), as the contingent tents were to be used for guides and scouts departing in the middle of the night. This should, in case of future events, be planned in advance and communicated to the HoCs as early as possible. However, this was not a problem, and the guides and scouts who needed a place to stay were provided with the space.

Having contingent tents at Plaza, or at the main camp in general, is recommended for any international event. In the future one could even encourage the participants to visit not just their own contingent but other contingents, too, so that the cultural exchange can go further than the programme and general camp activities.

Stands

Several events and organisations wanted to have a stand at Plaza during the main camp. The Plaza team did not issue any information or invitation to anyone in the planning process, but the interested parties contacted the organisation to make arrangements. At RW24 the groups represented were: Landsleir 2025 (the National Jamboree in Norway), World Scout MOOT 2025 in Portugal, Kandersteg International Scout Centre and World Scout Jamboree 2027 in Poland.

They were all assigned a stand (2x2m tent) at the main Plaza site. The tents were already pitched for them by the rental company upon arrival and included two tables and two benches. This was also done on a first come first, serve basis. The different events and organisations organised equipment and accessories themselves. The stands were open throughout the day based on their capacity. The RWO didn’t stipulate fixed opening times.

Since the location was right in the main Plaza area, the visibility of the stands was optimal. The guides and scouts manning the stands appeared to be happy with the location and facilities. The stands and the opportunity to inform scouts and guides of their event or organisation were of value to stand organisers, the RWO and participants alike. Stands at camp are highly recommended.

The Scout Museum

The National Scout Museum had a set-up in the middle of the Plaza area. Here everyone could come and explore the history of the scouting movement, especially in Norway. They had a selection of badges and t-shirts that the scouts and guides could buy. They had a stand with “La Freccia Rossa” Rovers who drove to the 4th WSM in Norway on their Vespas; they did so again to Roverway 2024, 75 years later. The goal of “La Freccia Rossa” was to bring attention to displaced unaccompanied children and young people in Europe. The RWO was delighted with the collaboration and their engagement and hope to see them again at future international events.

Scout shop

The Scout Shop was a big part of the camp, although it had to be sited away from the Plaza area due to size limitations. However, the shop remained the responsibility of the Plaza department. Since RW24 had its own collection of merchandise for purchase, the Scout Shop became a vital part of the main camp.

Demand for both merchandise and other products was much higher than anticipated. For future events there should be more stock, and some of it should be held back to prevent items from



selling out on the first day or first few days – especially for the benefit of ISTs, Planning team members and others who did not have the opportunity to visit the shop when it first opened. In stock were 700 caps, 324 knives, 575 sweaters, 2,200 t-shirts, 964 hoodies and 2,500 scarves (1,800 were pre-ordered). Everything sold out. The reason for the limited stock was that we did not want to have merch left after Roverway, we also had sustainability in mind, who needs 10 things with the Roverway logo on? We did achieve our goal of selling out, but we did underestimate the purchasing power of the participants and the demand. Another consideration is the pressure on the people and guides and scouts working in the shop. There was high demand, which made it difficult for staff and ISTs to maintain control in the shop. The queue for the Scout shop started at the beginning of main camp and was between 1 and 1.5 hours long.

Additionally, there was an issue with the combination of the internet and the payment systems. Because the internet was provided by the Dutch team (Telecom), the system registered transactions as if the payments were made in the Netherlands and not in Norway. This made the preferred payment method impossible, and a backup solution had to be used. This worked fine but was not ideal. The next host should be aware of this issue, as the Dutch Telecom team is great at managing the internet connection and are likely to do this again at other events.

As previously stated, the RWO created some merchandise (such as sweaters, t-shirts, caps etc.), which were ordered through and sold at the Scout Shop. There was an option to pre-order scarves to try to meet demand, but the calculations were wrong and there were still not enough scarves. After Roverway another opportunity to order scarves was made available to contingents. This resulted in 1,600 more orders being sent to the contingents. The shop also had print available on site, which made it possible to print more merchandise. The Scout Shop also did print on personal t-shirts, this can be considered as a low cost and more sustainable option.

In the future, it would be wise to make certain that the stipulations in regards to royalties and cooperation between the organisations are clear, reasonable and fair. This makes it easier in terms of planning, preparations, execution and the aftermath of the event. Since the merchandise is designed and owned by RW24, there has to be an unambiguous contract when the event is not the owner and executioner of the Scout Shop.

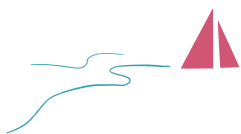
WAGGGS & WOSM tents

In preparation for Roverway 2024's main camp, the WOSM and WAGGGS teams worked collaboratively to create engaging and impactful activities that highlighted key areas of focus for the Scouting and Guiding movement. Together, they designed and delivered workshops centred around sustainability, nature and impact on the world while also putting up two separate tents to promote the movement's values and showcase their initiatives interactively. The planning involved close coordination across teams, recruitment of volunteers and ongoing collaboration with the programme department to ensure smooth execution.

By bringing together volunteers, staff and committee members, the teams created a dynamic environment that promoted growth, learning and meaningful conversations around global challenges and opportunities for Guides and Scouts to make a positive impact.

WOSM Tent

The WOSM tent (6x9 metres) was designed to showcase key initiatives of the WOSM European Region in an engaging and interactive format. The tent was divided into themed sections, allowing participants to explore various aspects of Scouting and regional/global initiatives. These sections included:



- WOSM Info Point
- Dialogue for Peace
- Youth Advocacy
- Safeguarding
- Mental Health and Wellbeing
- Scouts for SDGs
- Earth Tribe

At the centre of the tent, a campfire area was created for daily discussions on key topics such as WOSM strategy, youth advocacy and the future of Scouting. This interactive space allowed participants to engage with volunteers, learn more about WOSM's mission and participate in engaging conversations.

WOSM Workshops

Over the course of four days, WAGGGS and WOSM organised a total of 26 workshops, 11 of which were led by WOSM. These workshops covered important themes such as sustainability, leadership and youth empowerment, with topics including:

- Sustainability 101
- Innovation in Sustainability
- The Earth Tribe Initiatives
- Peace is in Our Promise
- Nurturing Minds: Practical Skills for Mental Health
- Empowering Ourselves
- Communication
- Youth Leadership
- Azimuth

Each workshop lasted one hour, with sessions scheduled in both morning and afternoon time slots. The workshops provided participants with opportunities to engage with critical issues such as sustainability, mental health, leadership and youth advocacy, equipping them with practical knowledge and skills. Participants registered for the workshops through the event app, ensuring easy access to the sessions of their choice.

WAGGGS tent

The WAGGGS tent (6x9 metres) contained a variety of hands-on activities, curated to showcase a range of WAGGGS global programmes including:

- Surf smart
- Free being me / Action on Body Confidence
- Olympia badge
- GLACC (Girl-led Action on Climate Change)
- Speak out for her world
- Red pride

WAGGGS also offered an opportunity each day to meet with a Committee member and hear more about WAGGGS governance. A different selection of activities was offered on International Day, themed around Stop the Violence and 16 days of activism. The most popular activities were those which involved an activity alongside discussion – e.g. red pride bracelets and Beijing principles duplo.

WAGGGS also had on offer a selection of free period products available to anyone (participants, ISTs etc.). This was well received, and several participants commented that they were very relieved to have found something available to them.



WAGGGS Workshops

WAGGGS facilitators ran 15 workshops in the shared space with WOSM. There was a special programme element, requested by the hosts of the “Free being me” programme. This was delivered as part of the “side activities” programme, organised by the hosts and supported by WAGGGS facilitators.

WAGGGS Workshops that took place in the Workshop space shared with WOSM:

- **Rubbish for the Future:** This hands-on workshop explores the concept of waste and how we can upcycle rubbish into useful items.
- **Price of Fashion:** In this workshop participants will gain insight into the true cost of the clothes they wear.
- **Painting Your Values:** A creative session where participants reflect on their personal values and what they stand for as Scouts or Guides.
- **D&D “Danger & Disasters”:** Modelled on a Dungeons & Dragons-style role-playing game, this workshop places participants in a disaster scenario, such as a flood.
- **Feel the Nature:** A soothing workshop designed to help participants reconnect with nature and manage stress.
- **Surf Smart:** Focusing on internet safety, this session teaches participants how to stay safe and make smart decisions online.
- **Survival 101:** An interactive workshop where participants face different survival scenarios and learn the best ways to respond.
- **Honey, I’m Home:** This workshop is a competitive, fun quest where participants, divided into small groups, navigate through different stations to learn about pollinators.
- **Crisis Game:** In this strategy-based game, participants must make crucial decisions in the face of two simultaneous crises: a flood and a pandemic.
- **All in One and One for All:** A series of games designed to make participants think about inclusivity in scouting or guiding groups.
- **Be Your Own Superhero:** This reflective workshop helps participants discover their own unique strengths or “superpowers.”
- **Impact Matters:** A workshop centred on peace education where participants play a game called “Conflict Werewolves” to explore themes of conflict resolution.
- **My Scouting and Guiding Experience:** A reflective workshop where participants create souvenir postcards based on their personal scouting and guiding experiences.
- **Menstrual Hygiene:** This session breaks down the taboos surrounding menstruation and educates participants on the environmental impact of different menstrual products.
- **Nurturing Minds:** Focused on mental well-being, this workshop teaches participants how to recognise mental health challenges and establish healthy boundaries.

WAGGGS facilitators were available to run workshops for ISTs before participants arrived.

Recommendations for future Roverways:

- Enhance collaboration with the programme department and WAGGGS/WOSM (more meetings, sharing expectations and aligning ideas about the activities).
- Define clear deadlines.
- Give more visibility to the activities organised by WOSM and WAGGGS (App and sign-up system, social media communication, more signs, clear programmes communicated in advance).
- Ensure there is the relevant equipment requested: electricity, materials etc.
- The time structure (and locations) did not enable materials to be as insightful and meaningful for the participants for the post-event state as it could have been.
- The allocations weren’t systematic but more of a walk-in nature. This didn’t enable deeper discussions.
- Treat the facilitators of WAGGGS and WOSM as ISTs – part of separate Contingents – as this created some logistics issues (e.g. visas, transfer from the campsite).
- Locate the WAGGGS and WOSM tents close to the activity areas allocated to WAGGGS and WOSM.



5.9 Food Houses



Photo: Robbert van der Gaag

Bid and planning

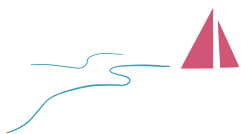
The call for bids to organise a food house was issued in May through the HoC newsletter and the website. The deadline was in the summer of 2023. We received 4 bids from countries attending RW24. They were Cyprus, Germany, the Netherlands and Switzerland. In the autumn, contact was established and the Food House organisation (FHO) could start planning their food houses.

Before camp

The planning process before camp involved a variety of time intervals. In the beginning we held roughly one meeting a month but closer to camp it more frequently: approximately once every two weeks and then once a week in the last month. During these meetings the FHOs could bring up topics and ask questions. After a while the FHOs were requested to submit their questions before the meeting in order for the Plaza team to pass them on to the relevant department. The Plaza team could clarify the questions during the meeting or in the minutes or via email later on. Attending these meetings we usually had one or both of the heads of Technical, and during the spring of 2024 we also had representatives from the Food and Safety department. It was great to have professionals, as in knowledgeable volunteers – especially from the technical department – attending, so that we could get answers to questions straight away.

During the camp

During camp, the main communication was done at the morning meetings. Every day at 08.30 we met for a relatively brief session to share the latest information from the RWO and discuss the challenges ahead. From here, the team delegated tasks and found a way to fix everything that needed to be done. It could be anything from finding equipment and tools to making sure that systems were working properly. At some of the morning meetings the internal controls team attended as well.



After camp

After camp the food houses had their deconstruction and packed up everything. The Food house area was one of the best cleaned spaces after everyone had left. The contingents, on the other hand, left a great deal of (working) equipment and rubbish behind. The area needed a bit of a clean-up afterwards as well, but this was due to a large amount of people using the area, not necessarily the Food House's operations. The Plaza team arranged for the rented equipment and other items needing protection from the elements to be collected, as the tent company started taking down the tents as soon as the camp had ended.

In the time after leaving the campsite and saying goodbye to all the scouts and guides in the different food houses, there has been little follow-up. This is partly due to a lack of time on the part of the department members but also a lack of finalisation of the accounting from the office. The food houses did not want to conduct an evaluation until the financial aspect of the food houses was settled.

Any documentation, minutes or evaluations conducted after this will be attached in an annex to this report.

Cooperation with other departments

During the whole process of getting the food houses up and running, the collaboration with other departments was crucial as the Plaza team's main task was the coordination between the departments and the FHOs. In almost every follow-up call with the FHOs, there was a representative from the technical department team, mainly the heads of the department. This made the planning of the service aspect of the FHs smooth. For future event planning where there are external contributors, this is a great way to find information and solutions quickly as the (heads of) departments have the best overview of progress and decisions within their departments. Insights from the food department regarding Plaza

It quickly became clear that Food Houses would procure food through the Food Department. A lack of clarification as to when and how Food Houses would receive an overview of prices for Norwegian food products put the collaboration on hold for far too long. Eventually, the misunderstanding was resolved, and Food Houses began submitting lists of the food items they were interested in. These lists were processed through our consulting firm, which returned them with prices. After that, the work gained momentum over the final six months. The lists were continuously adjusted, and suppliers were updated.

As the camp drew closer, the challenge was to set deadlines for Food Houses to update their lists. These deadlines needed to account for the fact that Food Houses required great flexibility and wanted to make changes as late as possible while also considering the fact that suppliers had their own deadlines. The ordering team also needed time to process and handle the orders. (Of course, draft orders were already in the supplier's system well in advance.) After some hesitation from Food Houses, the proposed deadlines were presented and set. To their satisfaction, we were strict at first but later eased the deadlines somewhat.

The orders eventually went through and were processed in a satisfactory manner. The ordering team maintained close and continuous contact with Food Houses, acting as their customer service. Together they found solutions to any issues, such as missing items, errors or surplus goods.

It is worth mentioning that establishing a controllable way to source food for all the Food Houses through our selected suppliers had its challenges. The suppliers viewed Roverway as one event, while we needed the food to be delivered clearly separated to each individual delivery point. This was resolved by having the suppliers present their technical solutions for establishing unique



customer accounts at all our necessary points, a process managed by the Food Department and our ordering team. The solution worked perfectly. However, the suppliers requested that we keep such accounts to a minimum, which forced us to prioritise, think about what could be combined, and find available delivery dates for certain accounts where we could fit in additional deliveries.

Regarding the logistics of the food, the plan was for food destined for the Food Houses to be delivered directly to them after being received at the school's reception centre. This worked in theory, but in practice two challenges emerged. The first issue was that the Food Houses were not prepared to provide staff for unloading on short notice. When deliveries did arrive unannounced, it was difficult to gather enough people to handle them. This was only problematic for time-sensitive refrigerated goods. The second issue was that the school was not suitable as a receiving centre, and some of the Food Houses' items were left outdoors, exposed to the weather in an inconvenient manner. Storing the food properly became difficult.

Insights from the safety department regarding Plaza

The safety department made it mandatory for the FH to order a safety kit. This way they had everything they needed in regard to the risk assessment. The FHO filled out a form, and the safety department delivered the equipment before the FHs opened. This included, but was not limited to, fire extinguishers, CO detectors and exit signs. This way, all the equipment was ordered through the same supplier and in the same batch, making it cheaper for everyone. The safety department also supplied fire extinguishers for the contingent tent street.

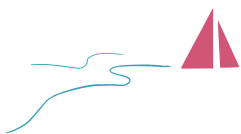
Practical solutions for next host

To sum up the experience, here are a few suggestions/possible solutions for the next host of RW or other international events.

During the planning process, the financial aspect of the food houses came to be more challenging than first expected. As Norway is not a part of the EU, there are strict import regulations. The FHOs could not bring as much equipment and food with them as they would have been able to in an EU member country. This, in combination with the high rental and food prices (relative to the rest of Europe), caused a great deal of worry at the Food houses. Moreover, previous organisations were able to assign budgets to the FHs to cover some of the costs of organising a FH. This was not possible for the RW24 organisation, resulting in all costs being passed on to the FHO. The solution became a contract stating that the RWO will take all financial risk, meaning that if there were to be a deficit after the event, the RWO would pay for it. If the FHs generated a profit, this would be shared 50/50 between the RWO and FHO.

Make sure that there are clear communication lines between the FHO and the RWO, i.e. between the team planning the food houses and the department responsible for them and other departments involved in the planning and execution of the Food Houses. During the camp, Google Drive was used as a workspace for everyone, and the Food House teams were given access to a shared folder containing information that the RWO deemed necessary and information that the FHO asked for and needed in terms of documentation, guidelines, ordering forms etc.

On an organisational level, we recommend making the heads of each FHO part of the planning team and of the RWO internally rather than being seen as guests or external parties joining the camp with their own programme and mission. The contract will be added in an annex, as will the papers submitted to the board describing the situation.



Takeaways from the project

From a general point of view, please be aware that the Food Houses as a concept are an important part of the cultural exchange and programme during international events as there is no other evening programme except the FHs. This was something that was not made clear within the RWO this time around. As it is an established part of RW in particular, and other events in general, the FHO needs to be given space and take up space in the organisation.

It is important for the Plaza and Service department to realise that a major part of the Plaza is the Service department and that much of their organisation is dedicated to the Plaza. During the build-up phase of RW24, at least one of the department members of Plaza had to be nearly constantly present at Plaza to coordinate the physical construction of the tents and the infrastructure for the FHs.

From a departmental perspective, the feeling was that the Food Houses were not taken into consideration or prioritised in a correct manner until late spring 2024. This made it difficult for the members involved, and it made the process much more chaotic than necessary. Luckily, in the end everything worked out and the FHs were a great success. Yet the experience during the planning process still partially overshadowed the success.

A special thanks to all the Food Houses for joining RW24 and making Plaza as good as can be. Cyprus, Germany, Switzerland and the Netherlands: thank you – and good luck for the next time. Roverway would not have been the same success without you!

5.10 External guests

External guests and what that detain on an international event, is unusual for Norwegian jamborees, and as such there was some uncertainty in the organisation around how to manage these. A guest coordinator was recruited in late autumn 2023 who subsequently recruited a deputy guest coordinator. Responsibility for external guests was split between the guest coordinators (contingent guests), the management team (guest to Roverway) and the board of the Guides and Scouts of Norway. This structure turned out to be unclear and led to some uncertainty as to who was responsible for some guests who did not naturally fall under one of the groupings.

In the end, 22 external guests from several contingents plus WAGGGS and WOSM were registered to stay at the main camp. Of these, 18 guests checked into the event. Several guests also stayed outside the campsite and participated in events at the main camp during the day. The guest coordinator was forced to drop out from the event, and the deputy guest coordinator had to step up to the role.

External guests and others who were invited by the Guides and Scouts of Norway attended a reception organised by the Guides and Scouts of Norway and the St. Georgs guilds of Norway. The directors of Roverway did also attend.



5.11 Ceremonies (Campfires)

During Roverway we held three ceremonies: the IST opening campfire, the opening campfire and the closing campfire. We decided to change the “ceremony” name to “campfire” to reflect the type of event we wanted to host. The IST campfire took place on 23 July on the Community Stage, the opening campfire on 27 July and the closing campfire on 1 August, both on the Main Stage. All the campfires lasted approximately 1 hour and 15 minutes. On the main stage we had two screens with both English and French subtitles. The script was written beforehand and added to a subtitling programme.

Our vision was to give the audience the sense of a typical Norwegian campfire, instead of long ceremonies with dragged out speeches and little engagement from the crowd. We did this by including games, skits, songs and of course many rounds of the RW camp song “NORTH of the Ordinary”. Both campfires concluded with short reflections on being different, being part of something bigger, and how we can start making a difference.

The Roverway band was contracted to write the Roverway song and perform at the campfires as well as during some of the programme (Concert & International Day). The band members were young people and not scouts, but familiar with scouting. During their time at RW they stayed at Hotelt. For songs, we used a good mix of calmer and more uptempo songs, but the main thing was that the message conveyed by the lyrics was something we could approve of.

During the campfires we had some “external” collaborators other than the hosts: ISTs, RoverReps, participants and representatives from WOSM & WAGGGS. The WOSM & WAGGGS representatives’ short speeches were combined to prevent repetition and represent this joint event.

The opening campfire can be watched here: <https://www.youtube.com/watch?v=xE07jDhtxhc>
The closing campfire can be watched here: <https://www.youtube.com/watch?v=5KkpVD6Aqig>



Photo: Robbert van der Gaag



5.12 Relationship with authorities

The relationship with the authorities, particularly the municipality of Stavanger, was a crucial aspect of planning and executing Roverway 2024. Early on, dialogues were established with local stakeholders, and a decision was made to continue collaboration with Stavanger municipality, which helped find the campsite and implement infrastructure upgrades. However, the experience revealed both successes and challenges that impacted the event's preparation and execution. While these insights are especially relevant to future events in Norway, some lessons may be applicable elsewhere.

Collaboration with Stavanger municipality

There was strong collaboration with the municipality right from the start. The Park and Nature Department played a vital role, facilitating infrastructure upgrades and providing financial support that were essential to the event's success. Without their involvement, the campsite would not have been feasible. They were proactive in advocating for the event both politically and internally, and their clear communication made them an excellent partner.

Despite this support, collaboration with other departments in the municipality was less effective. There were notable issues with internal communication between departments, which sometimes resulted in delays and misunderstandings. The Property Department in particular posed challenges, and the process of coordinating building use was slow and unclear. Overall cooperation between Stavanger and the Rogaland county authorities also appeared disjointed, leading to additional difficulties for the event organisers.

Challenges in communication and processes

Communication issues were a recurring theme. Although the event team provided timely updates and detailed plans, information was not always relayed to relevant parties within the municipality. In some cases, Stavanger municipality contacted suppliers directly, bypassing the Roverway organisation, and there were issues with agreements for school buildings, which were not fully disclosed to the principals. This lack of coordination caused unnecessary complications and strained relationships.

The municipality's application processes were also problematic. The requirements and timelines were not up-to-date, leading to double work and confusion. Forms sometimes asked for irrelevant information, and coordination with other departments, such as fire and police, could have been clearer. There were also unexpected last-minute changes, including uncertainty over completing essential road infrastructure, which posed a serious risk to the event just a month before it began.

Coordination with emergency services

Communication with emergency services, including the legevakt (medical centre), AMK (emergency medical communication centre) and the fire department was established late but functioned effectively once in place. However, there were challenges. The camp doctor reported that participants often went directly to the emergency care or called emergency medical services for minor issues that could have been managed on site. This was partly due to underestimating cultural differences and the need for clearer communication to participants about the camp's health services.



Emergency medical services had its own difficulties, including differences in maps used by their teams and the camp, which led to challenges when collecting patients. There were also issues with ambulance access on site, as emergency vehicles sometimes needed to use sirens to navigate the camp. Additionally, the lack of an evacuation plan from the municipality was a significant oversight, creating risks that should be avoided for future events.

Insights from final meeting with Stavanger

Feedback from the final meeting with Stavanger municipality highlighted key takeaways. The event was generally well received, and the location at Lundsneset proved ideal for the camp. The Park and Nature Department's support was instrumental, and Stavanger welcomed the possibility of future events at this site. There were, however, acknowledged communication shortcomings between departments, with recommendations for improved interdepartmental cooperation.

Stavanger's emergency services also provided reflections. Although the local out-of-hours medical centre, the emergency medical communication centre and ambulance services were not initially staffed up for Roverway, the event organisers had their own camp doctor and first-aiders. However, the strain on local services was evident, suggesting a need for better participant preparation and clearer guidelines on when to seek outside medical help. The event also revealed cultural differences in how minor health issues were managed, underlining the need for thorough information-sharing.

Other local authority Interactions

The event also had interactions with the neighbouring municipality of Sola, which visited the site to review preparedness for large outdoor gatherings. While there was no direct collaboration, Sola's interest was appreciated, and it demonstrated a wider awareness of the event's scope.

Recommendations for future events

Future organisers should aim for clearer communication lines from the outset, ensuring that responsibilities, especially regarding interactions with local departments, are clearly defined. Application processes within the municipality should be updated to avoid unnecessary delays, and there must be consistency in how communication is handled, preventing information from bypassing the central event team. Early and consistent coordination with emergency services is essential, as is the need for a robust and clear evacuation plan. Addressing cultural differences and expectations can also alleviate pressure on local authorities, ensuring smoother cooperation.

In conclusion, while there were challenges, particularly around communication and process clarity, the collaboration with authorities provided critical support for Roverway 2024. Future events can build on these experiences by refining coordination efforts and ensuring that all stakeholders are well prepared and informed.



5.13 Reduction in participant numbers and contingent sizes for Roverway

Due to the considerable interest from NSOs all over Europe, we exceeded the numbers we and all previous hosts have marketed the event with.

We received estimates from the contingents in September 2023, but through unofficial channels later in the autumn we learnt that the different contingents either had the numbers they expected or they had increased. This is very rare as it is usually the other way around. The host was reassured multiple times by WAGGGS and WOSM that there would not be a case of oversubscription as contingents always overestimate their numbers. As we received this information and when larger contingents in particular wanted to send many more scouts and guides, we performed new estimates and realised that we needed to take action in order to make sure that all partners in the project were on board as this was a very critical decision we needed to plan for. We first held a meeting with the guides and Scouts of Norway, then a Rover8 meeting. Then we had an HoC meeting in order to describe the situation and to receive the latest numbers. After receiving better and updated numbers we made the decision within Rover8 to decrease the numbers of some contingents. In order to make sure the decision affected the contingents in a fair manner, we decided to protect the contingents which were below the average.

There were two critical areas which made this the right decision. Firstly, there was the available capacity in terms of the size of the campsite in order to meet the requirements of area per participant. Secondly, there was the issue of the low number of paths confirmed at this point in time. In hindsight this was the main problem as the host recruited the final few paths less than 1 month before the camp.

We therefore encourage all future hosts of larger events to perform a calculation of the campsite, facilities available and a realistic number of paths in order to allow a maximum number of participants and to set a cap in order to avoid the hard decision we had to make.

We used the following criteria in order to decide on a threshold.

All contingents who had over 12 patrols* (96 participants) needed to reduce their number of participants.

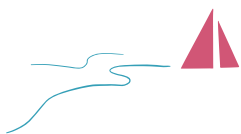
This was the prompt we used for contingents who had over 12 patrols:

- Contingents with more than 12 full patrols (or 96 youth participants) WILL have to reduce their participants by up to 40%** except if this reduction falls below 96, in which case the number of participants will be set to 96.

We are truly sorry and apologise to the Scouts and Guides from the contingents which were affected by this decision.

Communication of the reduction of participants

At this time, we did not have a crisis communications plan in place. This leads to messy communication, internal disagreements and a huge extra work load. The MarCom department was not updated before the contingents on the situation, and were not involved with communication of the message without them having to really push for being involved. WOSM took over much of the communication strategy for this message, which the Roverway communications team did not completely agree with.



This worked well:

- + An official letter was sent to Heads of Contingents in which they were informed that RW will not publish any social media communication about this until a given deadline to ensure that the HoCs had time to communicate this to their participants. HoCs really appreciated this.
- + Volunteers stepped in to answer questions from HoCs during the Christmas break.

This worked less well:

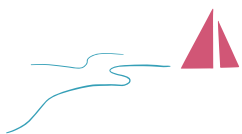
- HoCs were not clearly informed in the HoC meeting of the reduction of participants. It seemed that only 'top of the head' solutions were mentioned to the HoCs. The MarCom department was not involved in the communication of this message. WAGGGS & WOSM were not present at this HoC meeting.
- WOSM decided how the communication around the social media presence should be; they did not want to share the reasons for why, nor answer questions from participants in the comments. This created numerous negative comments (which could have been clarified), and gave the event a bad reputation. The MarCom department was never asked for our thoughts on the matter and were very much sidelined. That was a good learning experience, as we then understood how clear the division of roles in the Crisis Communications team needed to be.
- As different contingents handled this matter differently, participants received the news at different times. As not all participants or parents understand the organisation of the event, we received a great deal of negative feedback for not telling participants whether or not they could come, because they did not understand that the issue was being dealt with by the contingents.
- The importance of involving MarCom in this process was overlooked by Rover8, which is surprising given that it would have been evident during camp that MarCom's involvement was crucial in similar situations. Poor internal communication and a lack of coordination resulted in suboptimal messaging.

5.14 Weather conditions

Throughout our communications with the Heads of Contingents, participants, and ISTs, we consistently emphasised the importance of adequate equipment, as the area where the main camp was located is known for its rainy and windy conditions. While this equipment was essential for some of the Paths, the weather during the main camp was exceptionally good, which meant that fewer resources were needed for weather-related issues.

We provided one table and a smaller tarp for each troop during the main camp, but it is important to note that this would not have been sufficient if the weather conditions had been worse, as they offered limited cover and no seating. Additionally, as Roverway 2024 was the first event to use this campsite, the drainage of the site had not been fully tested, which might have necessitated temporary solutions in case of heavy rain. Fortunately, the good weather helped us avoid these potential challenges.

However, it was a different story on some of the Paths, where heavy rain affected activities and even led us to consider cancelling certain Paths. While the temperatures were generally mild and not too cold, we had emphasised that participants should bring enough warm clothing, and evaluations did not indicate that people were unprepared or cold. Nevertheless, we recommend setting clear expectations about the weather, both on the Paths and at the main camp, as



participants may not be familiar with the wilderness conditions of the host country. For instance, the necessity of woollen socks may vary greatly across cultures and countries, and what is considered adequate in one place may not be the same in another.



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6.

Department specific Report



6.1 Accounting

The support team function consisted of one person. The task was to help other departments with budgets and to act as a controller function. Even though the volunteer is a professional accountant, the responsibilities were a bit unclear, and the daily follow-up was done by the office.

We created financial guidelines, and while we refer to accounting in the guidelines, in reality it was handled by the office. During the main camp, the department worked extensively in the accounting system to pay all invoices.

Keep: a designated volunteer function for budgeting and following up on other departments.

Improve: make the roles and responsibilities a bit clearer. Figure out what tasks should be solved by volunteers and which by staff members / the office. The accounting department could also help the other departments in terms of budgeting and follow-up of budgets during the planning.

6.2 Internal HR

The HR department for Roverway consisted of a single individual responsible for overseeing key personnel support functions. This role included providing emotional support, managing burnout prevention, and facilitating meetings between various teams when needed to ensure better cooperation. HR played a part in ensuring the well-being of volunteers and staff throughout the event's planning and execution phases.

During the planning and execution of Roverway, HR played a crucial role in supporting both the Steering Committee (SC) and Planning Team (PT). As a full member of the SC, HR helped build trust with department heads and the management. This integration gave HR valuable insight into key challenges, enabling close follow-up and making HR a trusted sparring partner for the leadership team. One of the department's key responsibilities was to act as a listening ear and provide support to individuals and teams, escalating cases to management when necessary.

The HR office became an important space for staff to relax and recharge. Regular check-ins with department heads ensured that self-care, such as proper rest and meals, was prioritised. However, managing multiple cases at once proved to be time-consuming and demanding, often requiring more resources than anticipated.

In preparation for the event, HR organised several sessions focusing on burnout prevention, particularly during the SC and HoC weekends. These sessions provided SC members with a platform for sharing frustrations, which allowed HR to relay important feedback to management. Additionally, HR handled onboarding and offboarding for PT members, provided coaching to department leaders, and supported decision-making processes. The department also assisted with administrative tasks such as creating onboarding materials for IST coordinators and managing recruitment response sheets to streamline the onboarding process for all departments.

For future events, clearer communication lines and more defined roles between departments would be crucial to reducing unnecessary stress. Ensuring that volunteers feel secure in their roles is key, but some ambiguity in responsibilities contributed to confusion and increased workload. Establishing clearer chains of command and role distribution would help volunteers feel more confident and reduce their stress levels. Tighter role definitions and communication could also prevent burnout by allowing volunteers to focus on their specific tasks without having to handle overlapping responsibilities.



6.3 Marketing and communications

Being a part of the Marketing & Communications (MarCom) department for Roverway was fun, challenging and a really rewarding experience. As MarCom is one of the few departments with a heavy workload from very early on and also has tasks to perform after the event. We are happy we managed to build a team where people had fun in the planning process and became good friends. We are still in close contact after the event, and we hope all future MarCom departments for Roverway get the same memorable experience. *We wish you the best of luck!*

Organisation of MarCom

The Marketing & communications department consisted of 50 members. The department was led by two heads of department and was divided into 6 teams: **Social Media, Photo, Video, Press & Websites, Design & Live Productions.**

All teams had a team leader. Sub-teams (such as text or translation) each had a manager.

Should there be any specific questions for the team leaders and managers, feel free to contact us and we will help you find the contact information.



Heads of department

Head of Marketing & Communications:

Janne Fongen

Deputy Head of Marketing & Communications:

Guro Slåen

Main responsibilities & tasks:

- Lead the MarCom department & be a part of the Steering Committee
- Point of contact for most cross-department work
- Recruitment & follow-up of team members
- Budget
- Lead monthly team leader & manager meetings
- Help write newsletter & proofread all official documents from Roverway
- Promotion of events: holding presentations, organise stands & booths
- IST coordination
- Plan & execute department gatherings



- Crisis communication
- External media
- Following up MarCom representatives in HQ during the event
- Collaboration with WAGGGS & WOSM
- Create & execute our communication strategy

Dos & don'ts for next heads of MarCom

- ★ Hold weekly work sessions with a theme
- ★ Prioritise building a good team
- ★ Prioritise organising the department well – it makes your life easier
- ✗ Have a separate person for recruitment

Video team

Team leader: Sebastian Fitjar

Film crew manager: Franck van Velzen

Members (including TL & manager): 8 members

Main responsibilities & tasks:

Document the happenings during paths and main camp

Publish recaps for each day of camp

Create promotional videos prior to camp

Support the Social media team in creating short form video content

Deliver camera operators for the ceremonies

Dos & don'ts for next team leader

- ★ Deliver camera operators for ceremonies
- ★ Focus on recruitment early and go international
- ★ Get information about programme as early as possible
- ★ Organise social meetings with the team before camp
- ✗ Try to reduce number of meetings during camp, limit to once a day.

Design team

Team leader: Vilde Sjømæling Snekkestad

Members (including TL): 4 members

This was the team in the entire RW planning organisation with the highest workload at the beginning. It is important to recruit these people early in the planning process, as events need a graphic profile to be able to promote them effectively.

Main responsibilities & tasks:

- In charge of: merch, branding, badges, signs, templates (presentations, documents, signs)
- The merch for RW24 included: t-shirts, a hoodie, a college sweater, cap, bucket hat
- Design team members also worked on: the map design together with the map co-ordinator in the Service team
- Was the contact point for suppliers for production of merchandise and print

Dos & don'ts for next team leader

- ★ Obtain production deadlines early, and create a good timeline for when designs should be



ready for production

- ★ Have merchandise that can be used in a non-guide and scouting context
- ★ Focus on recruitment early and go international
- ★ Create a good content plan for before, during and after RW
- ✗ Don't forget to take some time for yourself during the event.

Social media team

Team leader: Jeanette Groenendijk

Members (including TL): 2 members

Team leader was recruited one year before the event. Up until that point, the head of department was responsible for social media.

Main responsibilities & tasks:

- In charge of social media posts and answering DMs
- Close collab with WAGGGS & WOSM content creators during camp to streamline communication

Dos & don'ts for next team leader

- ★ Create a good content plan for before, during and after RW
- ★ Make sure your posts are relevant during the timeline of Roverway
- ★ Maintain good communication with WAGGGS & WOSM
- ✗ Participants want to know as much as possible, so if there is something new (like new paths, new merch, etc.), share it. This is hard for other departments to understand, and MarCom does sometimes need to 'push' the other departments to share the little information they have.
- ✗ Don't try to resolve DMs that you don't know the answer to. Always say that you will seek out the information or that they have to email a specific department.

Photo team

Team leader: Emese Tarnok

Members (including TL): 8 members

Team leader was recruited in December 2023 (8 months before the event). All team members were recruited after this point. The reason for this was that heads of department believed it was important that Planning Team members are set clear tasks even in the planning phase to ensure good integration into the team. Team members without specific duties are very difficult to follow up on. We believed that the timing for recruitment of the photo TL was good. We used other people with photo skills in the department for photo work on events etc. until December 2024.

Main responsibilities & tasks:

- Take pictures during camp and on preparation weekends
- Metatag pictures to make them usable for later events

Dos & don'ts for next team leader

- ★ Advertise the open photo team positions right from the beginning, because it takes time to find the right people
- ★ State clearly on the application form what kind of software they need to have (e.g. lightroom classic) and make it clear whether the organisation pays for their software or not



- ★ Prioritise growth mindset and group dynamics, because when the vibe is good in the team, you can achieve more
- ★ Create a workflow that suits everyone, and don't be afraid to plan it again if it doesn't work out
- ★ Start to plan in advance what server to use during the event, and prepare your team members for how to use it
- ✗ Don't think that you know everything, and don't be afraid to ask help from your team members. You don't have to be the most experienced one, you're just taking responsibility for connecting the team with the department.
- ✗ Don't try to work with too many people, sometimes less is more.
- ✗ Don't forget to take some time for yourself during the event. You are allowed to have fun, and it boosts your energy.

Live productions team

Team leader: Trond Anders Nordby (from January 2024)

Tomas Isbjørn Liberg Foshaugen was the team leader of this team until December 2023. The Live Productions team consisted of two sub teams: **Live Productions & Ceremonies**.

Sub-team: live productions

Manager (& team leader for the whole team): Trond Anders Nordby

Members (including TL): 6 members

Main responsibilities & tasks:

Obtaining and comparing quotations for stage equipment

Communication with stage supplier

Manning technical roles at the two stages for ceremonies and programme activities

Dos & don'ts for next manager

- ★ Consider using volunteers for technical roles. It was a great learning opportunity for most involved. Note that this needs more preparation and a much bigger team.
- ★ Collaborate with the video team for multicam operators.
- ★ Communicate your goals and ambitions to your technical supplier to help them understand your plans.
- ✗ Don't think that you can do everything yourself. Delegate responsibilities as well as tasks.

Sub-team: Ceremonies (Campfires)

Manager: Karina Straume

Members (including manager): 5 members

Main responsibilities & tasks:

- Hosting the opening and closing ceremonies (at RW24 we called them campfires) as well as the IST opening ceremony.
- Responsible for the camp song and camp band.
- The camp band consisted of 1 band leader and 5 band members.

Dos & don'ts for next manager

- ★ Starting early with preparations
- ★ Have deadlines for EVERYTHING (sub-deadlines for song/recording, rough draft of the



ceremony segments, guestlist, songs, manuscripts for subtitling etc.)

- ★ Have a team of people you know and who work well together (especially the hosts)
- ★ Hold a physical gathering early (we did it in early February) to talk about ideas/visions/ message/form for the ceremonies, and make a draft of the segments and the “flow” by the end of this weekend
- ★ Camp song: if you want it to be used and listened to, use professional musicians who know each other (etc. through one band member) and know scouting/the format it will be used in
- ★ Camp band: the band (or at least the band leader) needs to know what scouting is and what a ceremony/campfire is, at least in our case where we went for something different than the original “ceremonies”
- ★ Have good time and make sure you uphold deadlines
- ✗ Don't underestimate the time it takes to create a GOOD script. It takes a lot of work, trying and failing :)
- ✗ WOSM and WAGGGS will want to be on stage at some point, they might not tell you beforehand
- ✗ The stage was delayed due to various technical issues, so the band did not get much rehearsal time, be aware it might happen

Press & websites team

Team leader: Laura Alzmetzer (from February 2024).

Deborah Ognøy was the team leader of this team until January 2024. The Press & web team consisted of four sub teams: **Translation, Podcast, Text & Web/app.**

The leader of the team was responsible for recruitment, following up on team members & managers, and coordinating publications between the teams, as all of the sub-teams were involved before anything got published.

Sub-team: Translation

Manager: Annick Tremblay

Members (including manager): 3

Main responsibilities & tasks:

- Provided translation to French from English
- Before the event:
 - In charge of translating into French the official documents of Roverway, forms, registration information, the website and invitations to meetings; writing & translating minutes of HoC meetings, newspaper articles, safeguarding training and event adverts. They also offered ad hoc support with questions submitted in French to the management or HoC coordinating team.
- During the event:
 - Collaborated on signage on the campsite.
 - Translated texts of the opening and closing ceremonies and subtitles, videos and some newspaper articles.
 - Wrote minutes from daily HoC meetings and provided direct translation to the French-speaking HoC teams.
 - Created the “Merde alors” capsules in French for the Toilet talks.
 - Helped translate documents from Norwegian into English for activities or HoC teams.
 - Translated WAGGGS activity sheets into French, German, Spanish.



Dos & don'ts for next manager

- ★ Very experienced team.
- ★ Ensured consistency of message as they see texts from different sources.
- ★ Translation process can help clarify the English message before publication.
- ★ Culturally diverse team is useful in case of requests for other languages to support HoCs or Programme needs.
- ★ During quieter periods, team members can help with proofreading the English documents.
- ★✗ AI translation tools are helpful but not always quicker and often need a more attentive review.
- ✗ As we were doing subtitles in French, we decided to also add English subtitles for the ceremonies so that everyone could understand the content of the evening, which was appreciated by many.
- ✗ There were no clear guidelines on what must be translated and what would be nice to have translated. This resulted in delayed publication.
- ✗ Before the event, it is difficult for the team members to plan their volunteer time as the team can only work when the documents are ready.
- ✗ Good communication with other teams (not just MarCom) is essential so that their documents can be translated before the event (Programme, Safety, Food).
- ✗ It is usually quicker to duplicate the document and translate directly as it is not always clear what the final format will be, some text can go with images etc...
- ✗ Make sure you get a glossary from WOSM/WAGGGS to ensure good terminology and save time. But you still have to make decisions that work for your event. We kept Contingent in French when the recommendation was Délégation.
- ✗ Lots of work for a very small readership. The positive feedback from HoC teams kept us going. Make sure you show this team lots of love.

As the translation team had limited capacity in terms of translation, some documents were only available in English with the comment "If you would like a translation of this document, please contact the translation team", which therefore made it possible for them to focus on the most important documents first.

Sub-team: Podcast

Manager: Laura Alzmeter

Members (including manager): 2

Main responsibilities & tasks:

- Worked on Roverpodden, the official podcast of Roverway whose content was not focused only on Roverway (to empathise with the guides and scouts who couldn't make it). It was divided into different parts involving discussions on getting prepared for Roverway but also touching on general guiding and scouting topics to include everyone. Guests were Rover Representatives, planning team members and participants. The participants were also able to participate through the Q&A launched on Instagram Stories, they could send us questions that we could use to ask the guests what the audience wants to know. We have 4 episodes before Roverway and posting once a month, 3 during Roverway, and 3 after Roverway.

Do's & Don'ts for next Manager

- ★ Be diverse and inclusive in your choice of topics and interviewees.
- ★ Create a safe space in the recording phase to make it a fun process rather than an interview process.



- ★ Don't prepare scripts and read them. Have some guidelines for the recording process, but be spontaneous. Sometimes the conversations lead you to deeper content. Be yourself.
- ★ Record a pilot episode to listen to yourself and check the dynamics.
- ★ Create sections in your episode so that listeners don't get bored.
- ★ Involve the audience, it boosts the energy of the podcast.

Sub-team: Text

Manager: Sophie Spickenbom

Members (including manager): 5

Main responsibilities & tasks:

- Before the event:
 - Delivering content for the website as well as articles for Roverposten, the official Roverway newspaper. Articles were translated into French by the translations team in advance and uploaded by the web team, which required close cooperation between the three teams.
 - Helping to proofread other text for RW (websites, newsletters, participant handbook).
 - Creation of the **Roverway language guide**.
- During the event:
 - During Roverway, we focused on Roverposten. We wrote a total of 29 articles during the event on topics concerning paths, ISTs, individual camp experiences, the ceremonies and much more. During RW, our articles could be accessed both on the website and through the app, and printed versions were placed in public spaces across the campsite.
 - Another focus was the **"Toilet Talks"**, short stories posted in all the toilets on the campsite. Toilet Talks included a shortened version of one of our articles, a short French section, a fun fact about camp and a photo. They were updated every two days.

Dos & don'ts for next manager

- ★ Toilet Talks was a big success. Feedback was very positive, and people said they enjoyed going to the toilet more and spent more time there.
- ★ Articles could be accessed in many different ways (app, website, physical, Toilet Talks)
- ★ Close cooperation within the team, we always made sure we had at least one person proofreading before publishing articles and that the language aligned with the language guide. Cooperation within the team is important.
- ★ We had a session with everyone involved on how to give and receive feedback in a good way. This was very important for our work.
- ★✗ Having a language guide was really helpful and important in ensuring that we write certain things in the same way. Other departments would also have benefited from using a language guide.
- ✗ During the camp, we were a big team and were able to capture the event from many different angles. This enabled us to make space for people's personal interest when it came to their articles.
- ✗ At the same time, the team at camp was a little too big. The five PT members from before camp were joined by three people with web deisinger competence who did not have as much coding to do during camp. In addition, we had four ISTs. While it was nice to be a big team, it sometimes felt like we were producing too much content and had to find ways to keep everyone busy, when at the same time other teams were struggling with too few people.
- ✗ The text team went operational quite late (Jan 2024). It would be optimal to have them



recruited earlier and help with general writing for the newsletter etc.

- ✗ Creating the newspapers and Toilet Talks during camp required close cooperation with the design team, who put our text into a nice layout. This meant that we were very dependent on each other, and if one side did not manage to finish on time, our work days would turn into very late nights

Sub-team: Web/App

Manager: Matt Tudge

Members (including manager): 5

Main responsibilities & tasks:

- Designing and maintaining website
- Creating the RW app (see more about this below)
- Close collab with the MarCom text team

Dos & don'ts for next manager

- ★ Strong brand and style guidance made it easier to design and format the website.
- ★ Plenty of quality content was produced by other teams within the department, making the website easy to populate and keep up to date.
- ★ Having a few website administrators and upskilling members of the text team to allow them to manage articles themselves allowed the workload to be spread and reduced the wait time for website updates.
- ✗ Limited work for the web team during the actual event, it would have been beneficial to plan their role during the event sooner to allow them to integrate with the relevant teams before arriving at the event.
- ✗ Website and app not integrated so lots of duplication for content administration.
- ✗ Choice of technology (WordPress) made it difficult to manage the website in multiple languages.

The Roverway app

In January 2024 the Steering Committee compiled a list of requirements for a mobile application, the main focus being to provide a communication method to all, or specific groups of, attendees of the event and give easily accessible and accurate information to everyone. A small team consisting of a project manager and an app developer took on the task of evaluating those requirements and producing an app with a view to reviewing progress after a couple of months to determine whether it was likely that an app could be built to meet those requirements in the time available, acknowledging that having a poor-quality app could be more detrimental than useful to the success of the event. Through the early development process it was decided that good progress was being made and that the project should go ahead as a key part of the event.

The majority of the problems encountered during early development were caused by the difficult data model provided by the registration system. It would have been much easier to align the structure of that data with the requirements of the app at the start of the overall project when designing the registration process from a higher level architectural perspective.

Throughout the development process a number of the additional requirements we identified were changed and new requirements were adopted. This was partly the result of a disconnect between the requirement-gathering process, which was completed by the Steering Committee, and the team taking on the work who were not involved at the time. The biggest contributor to this, however, was a reluctance to rely on an app that hadn't yet been developed. None of the people



involved had done this before, and no proof of concept had been produced. Once development was underway and it was clear that this concept could work, it became much easier for the departments to see how they could make good use of this potential.

The cost of the app was kept to a minimum by taking advantage of services providing discounts and grants for non-profit organisations. Most beneficial was Microsoft's non-profit grant to cover the cost of DNS and server hosting.

The app turned out to be crucial to the smooth running of the event, providing important information and supporting programme, safety and staff management, with 95% of event attendees logging in to the app at least once before the event finished.

Other responsibilities

We tried to keep most tasks within one team to make organisation easy. However, a few projects and tasks required cross-team work or were tasks that fell outside the scope of the set teams we had.

Path patrol

We had three cars with one photographer, two videographers and a socials/text team member each. Their tasks were to travel around, visit as many paths as possible and create good content. The path patrol was a cross-team task. However, we had one path patrol manager. The respective starting points for each car were Oslo, Bergen and Stavanger. The path patrol gave us the opportunity to capture amazing content. We believe the patrol is absolutely crucial, as paths are one of the things that make Roverway so unique.

Crisis communication

There is a need for a crisis communications plan during big events like Roverway. The plan was designed to provide a clear framework and guidelines for effective communication in the event of a crisis or emergency. The goal was to ensure timely, accurate and consistent communication to all relevant stakeholders, including participants, staff, volunteers, parents, partners and the media.

During a crisis, the Roverway 2024 Crisis Communications Team (CCT) would act as a key source of information for the camp as well as for the media. The CCT had four members who each represented their organisation: WAGGGS, WOSM, the Guides & Scouts of Norway, and Roverway 2024. The CCT had a wider support team as well.

As the plan had to build on the levels of crisis outlined in the Contingency plan for Roverway, we had to wait until the Contingency plan for RW was approved by all parties before we could start work on the Crisis Comms plan. As there are so many parties involved, this process took quite some time. The contingency plan for Roverway was approved a few months before the event.

All parties were involved in creating the Roverway Crisis Communications plan. This was important to ensure agreement between all parties and increase the chance of successful implementation if needed.

Roverway gave its spokespersons the required training in advance. We also held our own course with an expert in the field in advance. We also created a few draft responses. During RW24, the CCT had a CCT update meeting every day to ensure everyone was up to date on current topics.



It would have been helpful to have a Crisis Communications plan in place when the number of participants was reduced.

During one of the online HoC meetings we informed the HoCs of how crisis communication was going to work at Roverway; where they would get information and how we work. During one of the path leader meetings we also informed them about the communication protocol during a crisis.

Overall, we are extremely happy with the work done in the Crisis Communications team, and we are happy that there was no great need for the plan during RW.

MarCom role at HQ during Roverway

MarCom had a representative at HQ from 08.00 to 20.00 every day during RW. Each of them was scheduled to do 4-hour shifts. This was important in order to determine what was happening at camp in the event of media enquiries, to be able to prepare statements for any potential situation, and to help resolve issues at camp by communicating with participants (e.g. through the RW app).

There were clear guidelines for which decisions and communication the representatives at HQ were able to undertake by themselves and when they needed to contact others for proofreading or head of department for approval.

English was intended to be the working language at HQ. However, in reality Norwegian became the language, making it impossible for English speakers to do a good job. Halfway through the camp we had to change our people to ensure that everyone present from MarCom understood Norwegian. The language was then changed back to English as there were more international people involved, and therefore the internationals were able to participate again

External press

The Head of MarCom and one employee were the press contacts for Roverway. Before Roverway we sent an email to the local press where there would be a path in their region. We also encouraged path leaders to contact the press themselves. We also got some good local press coverage locally in Stavanger.

Contingents and NSOs did the media handling in their respective countries, and we helped the Media CMTs in this respect by providing pictures and help if needed.

Minutes of HoC meetings

MarCom helped out with writing minutes in the planning process and during Roverway. This was mostly because Roverway did not have anyone assigned to this task, and the management team already had much to do. We suggest that the HoC coordination team has their own person for writing minutes next time, as this would make the process more efficient.

Scarf & badge distribution

We did not have a clear plan for scarf distribution prior to arriving at camp. The scarves were stored in the Speider-Sport container, which made it difficult to access them in time for the start of activities. Additionally, we underestimated the number of Planning Team (PT) scarves needed, resulting in some PT members receiving IST scarves instead.



The distribution of PT scarves was handled by the MarCom office, while IST and CMT scarves were packaged for each contingent and distributed during the Heads of Contingents (HoC) meeting, leaving it to the contingents to distribute them to the ISTs.

To avoid mistakes, it's crucial to collaborate with the administration team and ensure that both PT members and ISTs receive their scarves during check-in upon arrival at camp. Proper planning will streamline this process and prevent delays.

Media Centre

The Media Centre was a classroom in the MarCom Office open between 10.00 and 16.00 for Media CMT and other CMT members. The Media Centre provided a space to work, desks and chairs, Wi-Fi and the possibility of charging smaller devices.

It was important to boost collaboration between MarCom & media CMTs, and we believed this collaboration would have been very important during a crisis.

Having someone dedicated to coordinating CMTs and MarCom staff significantly improved communication, ensuring that requests were handled in an orderly fashion and that CMTs and other staff members knew exactly where to direct their questions. This helped streamline the process and reduced confusion.

However, many staff members, ISTs, CMTs and even participants frequently came to the Media Centre with questions unrelated to MarCom which should have been directed to the info tent instead. While this prevented the rest of the MarCom office from being overwhelmed, it meant that the Media Centre handled inquiries it wasn't designed for.

Additionally, the role of managing the Media Centre could sometimes feel lonely and uneventful, as it wasn't used as much as initially anticipated. To make this role more engaging and productive, it could be combined with other administrative tasks. Moreover, the Media Centre wasn't well advertised to the Media CMTs, and information about its function was shared too late, resulting in limited use by contingents. Proper communication and promotion of the centre earlier on would probably improve its effectiveness.

Missing roles

Looking back, it would have been beneficial to have people with responsibility for the following tasks:

Stands/booths: we did not have a dedicated person responsible for all in-person promotion at different events. This took up much time for the heads of department. We suggest having a nominated person dedicated to this role during the first year of planning.

Path communication: the path department needs help in reaching out to potential path leaders and in streamlining communication around paths. Even after 1.5 years of planning, many leaders in Norway had yet not heard about Roverway (or did not care about joining), as they thought Roverway is only for Rovers. This is not the case. We need a large number of adult path leaders to make it happen, and helping people understand this is a communications job. And a big job at that. We suggest having a dedicated person in the MarCom department to help the path team with their communications: everything from newsletters to leaders in the host country, attending workshops and national events for path leader recruitment, and helping the path team write newsletters.



Procurement manager: MarCom received a large volume of orders, everything from merch and banners to signs. Having one person coordinating this is crucial. This task can be handled by someone who also has other tasks and responsibilities, as it is not a very big job – but a very important one.

Meetings & gatherings

Online meetings

Department heads have held weekly online meetings since October 2022. Monthly team leader meetings were introduced in April 2023. From October 2023 managers of the various sub-teams were also invited to these meetings, which then became team leader & manager meetings. Starting in August 2023, we began hosting weekly work sessions lasting 1.5 hours. These online sessions were open to the entire department. Each session featured a main theme or workshop lasting 30–45 minutes followed by time to work on individual Roverway tasks, address any questions and socialise. Typically, 8–12 members attended, and these sessions played a significant role in building team spirit.

Teams also held their own meetings as needed, with the frequency depending on the tasks and timelines they were working on. Generally, teams met every one to two months, with meetings becoming more frequent as the event approached.

Physical meetings

- **February 2023:** The first MarCom gathering was held in Norway with approximately 15 members in attendance.
- **August 2023:** A team leader meeting took place in Eastern Norway.
- **February 2024:** Another MarCom gathering was held in Norway, this time with around 40 participants.
- **April 2024:** A joint planning team meeting was organised for the entire planning team.

Focus points for the different periods – timeline

Summer/autumn 2022: Building a presence and recruitment

During this period we focused on recruiting Norwegian team members and building our presence on social media. We ensured that Heads of Contingents (HoCs) had the necessary information and promotional materials (e.g. flyers, woggles and information) to promote the event in their respective countries. A promotional video was created, and we attended numerous events, primarily Norwegian but also international. Our strategy was to provide HoCs with the tools they needed to raise awareness about RW24 within their National Scout Organisations (NSOs) while ensuring our websites and social media attracted interest. Attending the European Guide & Scout Conference proved crucial for HoC recruitment. Additionally, we launched our first website.

Spring/summer 2023: Setting goals and expanding efforts

The season began with a MarCom gathering where we set departmental goals, developed a department structure and recruited team leaders. We presented the campsite, produced another promotional video and created a formal graphic plan. A promotional package for HoCs was also developed. A key focus was conducting workshops at various Norwegian events, many of them centred on paths and finding path leaders. We also finalised stage orders.

Autumn/Winter 2023: Recruitment

In August we held a team leader gathering to establish a timeline and began recruiting international volunteers; a time-intensive but rewarding process. To streamline efforts, we



recommend assigning a dedicated recruitment person to manage administrative tasks, with department heads only joining interviews as needed. Similarly, onboarding new team members proved time-consuming and could benefit from dedicated support. This period also saw our website transition from Google Sites to WordPress. We started running weekly work sessions, conducted a department survey with positive feedback, and started planning a department gathering for February 2024.

January–March 2024: Path patrol, physical gathering, ordering merchandise

We kicked off this period by planning the path patrol and holding a physical MarCom gathering. We finalised the communication strategy and language guide for Roverway, designed and ordered merchandise, scarves and badges – although the design process could have started earlier. We also set guidelines for the app and began development. Collaborating closely with the WOSM communications team worked well, as WAGGGS only had a volunteer social media team. Most department members were recruited by March, and we began work on the camp song and launched the first episode of Roverpodden (podcast).

March 2024–onward: Crisis comms, app work, camp song

From March leading up to the camp we developed a Crisis Communications Plan in collaboration with WAGGGS, WOSM and the Guides & Scouts of Norway. Although finalised just weeks before the camp, it would have been ideal to complete it sooner. Additionally, we created an external press plan, finished the camp song and its accompanying music video, and created campsite signage. The IST allocations and team work shifts were organised, and we hosted an IST onboarding meeting at the beginning of June. A significant amount of work went into finalising the app.

Collaboration with WAGGGS & WOSM communications teams

It is important to work closely with WAGGGS & WOSM before, during and after the event. WOSM had a communications manager who had the capacity to help and give advice if needed. WAGGGS had a volunteer communication team that mainly did social media. As capacity between the organisations varied greatly, MarCom mainly collaborated with WOSM but tried to always keep WAGGGS in the loop.

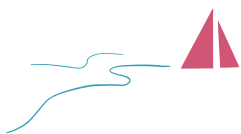
During Roverway we held daily content creation meetings between the WAGGGS comms team (physical at camp), WOSM (digital) and the MarCom Team (office, physical) to discuss and streamline communication.

Collaboration around Crisis communication worked well, even though WAGGGS was again somewhat less in the loop because of capacity.

MarCom office

We had two classrooms and several smaller rooms to allocate to our members. The Press & Web team and the Design Team sat together in one classroom, and the Photo, Video and socials team occupied the other classroom. The Live Productions team used a smaller group room.

The office spaces were also a social spot. This was something we initially tried to avoid, but it made the office spaces a warm and welcoming place to work. One tip is to agree on some “rules” for how you want the working environment to be.



Other thoughts

Newsletters

The management was responsible for sending out newsletters, but next time this should be a job for the MarCom department in collaboration with HoC coordination & management.

Photo consent

Photo consent was asked for in the initial registration.

The colour of the lanyards handed out at check-in indicated whether someone had given photo consent. Black lanyards meant the person agreed to have photos taken, while bright red lanyards indicated they did not want to be photographed or recorded. At check-in, anyone who did not give photo consent was reminded to wear the red lanyard so our team could easily identify and avoid taking pictures or videos of them.

One problem was that we had quite a few contingents where a large number of participants had said no, while during RW this turned out to be incorrect. One reason for this was the wording in the registration:

Question: Photo and video consent?

“Yes” will indicate that you give consent for photos or videos of you at Roverway to be used by WAGGS Europe or WOSM Europe, or their member organisations, in print or on digital media. It is mandatory for all contingents to request photo and video consent from their participants.

The answer can be changed after the registration deadline and until the start of the event

Possible answer options: Yes or No

Next time, please include the option for the HoCs to fill out that they lack that information. This gives us the opportunity to ask the contingents or persons in case we have a good picture of them. However, a “no” forces us to delete the picture.

Best tips for next heads of department

Team organisation

Spend time on good team organisation. Use your time to write good job advertisements, and be clear about how much time and energy the position requires. Don't be afraid to recruit internationally, as there are lots of great volunteers.

Online work culture

Never underestimate a good online work culture. Create weekly meeting venues for your members to meet and work, but most importantly, be social! Create channels for your members to chat, get to know each other and create memes. This was crucial to allowing our members to work much more efficiently when they first met.

Things take time

Remember that for every person a task has to go through, it can take several days. A “simple” task could take some time, and the deadlines should reflect that. That's why planning ahead is really beneficial.



6.4 Administration

The administration department was set up to serve the other departments with information and technical solutions, ranging from answering questions and gathering information for the contingents to handling the registration and phone system. The administration department consisted of 15 persons, including the department heads.

The administration department was set up with a head and deputy head as well as five “under-departments” with their own team leaders. The teams were IST coordination, HoC coordination, Accessibility, Infotent/subcamp leaders and Registration. The administration department also acted as the main point of contact for the Hotel, which was organised by an external party. Childcare was also placed under the administration department for organisational reasons but was mostly handled by other departments.

The administration department had a very broad mandate, and as such had a very loose set-up whereby the different teams were given a great deal of independence and responsibility. The department heads acted as contact points for the teams, supporting the different team leaders to varying degrees and helping out where needed. The department heads also provided technical support to the other departments when needed and organised the phone system (except the camp emergency phone number). This hands-on approach was made possible by our very capable team leads, who did a great job managing their responsibilities and providing services to the other departments when needed.

Recommendations for the next host

Clarify the role of the admin team early on, especially what the admin team is not responsible for. Do not use the admin team as a “catch all” team for tasks with an unclear owner.

HoC coordination

The HoC coordination role was conceived as the communication nexus between the event’s organisation and the contingents. The idea of centralising the communication through an HoC coordination team, both for outgoing and incoming information, simplifies the general workload and relieves all departments since the HoC coordinators will filter incoming questions and requests and only forward necessary messages to the correct person. This task is therefore a cross-department one and instantly plays a cross-departmental-verification role. Based on Roverway’s experience, HoC coordination does not require a large team but it can/should be a department in its own right, in order to properly perform its role, the HoC coordinators must attend steering committee meetings and be informed of all the latest updates, decisions and developments.

The HoC coordination team started to operate approximately one year before the event, and by the end of 2023 it was handling most of the incoming and outgoing communication with the HoCs beyond the newsletters. Until late 2023 the office was mainly responding to emails from the contingents and other parties interested in Roverway. During the final run-up to Roverway, given the need for quicker official communication than what the newsletters were offering, these were mostly replaced by “HoC updates” issued by the HoC coordinators roughly every two weeks.

Throughout the planning process, various challenges and missed deadlines required the HoC coordinating team to step in more actively than originally intended. Leveraging their experience and oversight across several departments, the HoC coordinators took on additional tasks and made decisions that went beyond their usual responsibilities both before and during the event.



Examples of this included drafting the participants' handbook, assisting with path allocation, facilitating decision-making during Steering Committee (SC) meetings, monitoring progress across departments, initiating the creation of a task force, and directly communicating with WOSM during critical moments.

These interventions were necessary to navigate the complex situations that arose and to keep the event on track. It is worth considering how the outcomes might have differed without these decisive actions, as they played a key role in ensuring the success of Roverway 2024. However, it is important to recognise that this level of involvement by the HoC team was not ideal from a structural standpoint. For future events, it would be beneficial to establish clearer roles and responsibilities to avoid the need for such extensive interventions, ensuring that each department can operate independently and effectively within its defined scope.

There is a consensus in the planning team that HoC coordination should be an independent department for future events. It should also be represented on the steering committee as it is vital to the communication flow.

IST coordination

ISTs are not a well known concept in Norwegian Guiding and Scouting outside international events, and the set-up of the IST coordination team was something that took some time to work out. A Head of IST coordination was recruited in the summer of 2023, and they subsequently recruited an international team to oversee IST coordination. The allocation of ISTs ended up taking more time than first thought due to delays in the registration process, with several contingents registering the information needed for the allocation considerably later than the deadline. This meant that the team got started later than what would have been preferred, but the first draft of the allocation was still done within a reasonable time of the event. This was then shared with the contingents. As the contingents provided a great deal of feedback on the allocation, the allocation had to be re-done several times, which meant that most departments did not have their final lists of IST until a few weeks before the event. Additionally, with this being slightly unfamiliar territory, it was difficult to calculate how many ISTs each department needed. An overview is added in the appendix of this report.

During the event, the IST coordinators main work consisted of coordinating ISTs, involving everything from mediation between departments and ISTs to making sure that enough ISTs were available to unload the Ice cream truck when it arrived. A considerable amount of time was spent moving around ISTs who were unhappy or not able to fulfil their role, and the IST coordinators also ended up as the camp's makeshift check-in desk during the build-up, a role that should have been allocated to someone else beforehand but had been forgotten.

As some ISTs and CMTs reported having spare time on their hands, a "job market" was set up in the Roverway app where small jobs that needed sorting were listed. ISTs and CMTs could contact the coordinators to make themselves available for such jobs.

There were also several IST complaints of excessive workloads and an unsustainable work schedule. This is something the IST coordination team should work closely with all departments on. Furthermore, it's also important to note that the IST coordination team should be present early and late for the duration of the camp because some ISTs arrive before the start of camp, and some stay after the camp is over. The length of time the ISTs can and should be present at the campsite and/or Path should also be established early and be clearly stated and communicated with the ISTs.



Recommendations for the next host

- Recruit the IST team early and have them weigh in on the IST registration process
- Make certain that the IST coordinators have the time to do their job, not other jobs that fall on them
- Clarify to the departments what the IST coordinators' role is and what the departments' responsibilities for their own ISTs are.
- Make the ISTs start camp 2 days before and stay behind 2 days longer than the rest to ensure sufficient ISTs for the construction and deconstruction of the camp.
- Have an IST party after the camp.

Accessibility

The Accessibility Team played a crucial role in ensuring that Roverway 2024 was an inclusive and accessible event for all participants, addressing a wide range of needs both before and during the camp.

Pre-camp preparations

The team's work began well before the camp started, with brainstorming sessions to identify various accessibility needs and potential solutions. This included considerations such as accessible toilets, pathways and programme elements. The team compiled a comprehensive list of participants with special needs, arranged power supplies for medical equipment and organised appropriate sleeping accommodation. To facilitate contact, the team printed business cards for easy identification and communication. Other preparations included adding subtitles for the Opening and Closing Ceremonies, enhancing the accessibility of the RW24 app and installing flooring in food houses to improve mobility. They also assessed the accessibility of the campsite for wheelchair users, provided earplugs for anyone who requested them and discussed the idea of silent rooms, ultimately deciding they were unnecessary due to the ample size of the campsite.

Actions during the camp

For the duration of the event, the team continued to ensure accessibility by checking the placement of accessible toilets and adjusting their locations where necessary. They installed additional accessible facilities, including a toilet on the IST sleeping grounds, and reassessed seating arrangements for wheelchair users at ceremony stages. The team verified public transport accessibility and collaborated closely with the Programme Team to ensure that events were accessible. They made an effort to personally introduce themselves to IST members and participants with accessibility needs and maintained visibility by engaging with other departments and attending HoC meetings.

A key part of their work involved collaboration with the Service Department. This cooperation was highly effective, as the Service Department actively implemented changes based on the Accessibility Team's recommendations, ensuring the needs of participants were met efficiently. To facilitate navigation, non-accessible pathways were marked on the app's map, and the team worked to make high-traffic areas such as food houses and tents as accessible as possible. Additionally, the Accessibility Team served as the main point of contact for accessibility-related inquiries and issues, addressing needs related to mobility, food restrictions and medical equipment. They ensured stages were accessible, provided ramps where needed and arranged for additional medical equipment as required.

Successful strategies

Several strategies contributed to the success of the Accessibility Team's efforts. Arriving early allowed them to address and solve potential problems before participants arrived. The team also ensured that promised facilities, such as sleeping arrangements and accessible toilets, were



checked and adjusted as needed. Building strong connections with other departments, particularly the Service Department, helped maintain visibility and facilitated smoother collaboration. Installing ramps and making sure wheelchair seating at stages was properly organised were also key achievements. Access to comprehensive information from all departments was crucial in enabling the team to act effectively.

Areas for improvement

Reflecting on their experience, the team identified several areas where future events could improve accessibility management. One recommendation was to introduce a ticketing system for accessibility requests, replacing direct calls to streamline communication. Clarifying the team's role to all key stakeholders (Steering, HoC, CMT) would help manage expectations and responsibilities. Establishing shift schedules for team members and setting up a separate office for handling sensitive information would also improve efficiency. Additionally, participant registration should be clearer and more user-friendly to ensure accurate data collection, making it easier to search for and address specific needs.

The team suggested better communication protocols, emphasising that if participants do not disclose their special needs in advance, they cannot expect those needs to be met on site. Pre-buying items such as earplugs was deemed unnecessary as there was little demand. They also recommended setting boundaries, advising the team to only handle tasks within their defined responsibilities and direct participants to contact their HoC or use a ticketing system rather than approach the Accessibility Team directly. For future events, the team suggested procuring more wheelchairs and crutches on site and ensuring reliable contacts for additional equipment if needed. The Food Department, rather than the Accessibility Team, should take charge of dietary needs to avoid overlapping responsibilities. Lastly, checking in with departments a month before the event would ensure that requested preparations were actually completed.

Conclusion

The Accessibility Team's main responsibilities need to be addressed well before the camp begins. Gathering information early and establishing connections with other departments were key factors in the team's effectiveness. Regular site checks helped ensure that the campsite remained accessible, and consistent communication, especially with the Service Department, was crucial. The team also advised setting boundaries, using more efficient communication methods and maintaining a sense of enjoyment in their work. Future events can build on these insights to improve accessibility and create a more inclusive environment for all participants.

Hotelt

Hotelt (or Hotel-tent in English) was a camp hotel for guests attending Roverway during the main camp (from 26 July to 2 August). It was organised by the St George's Guild of Norway.

The Hotelt consisted of 16 tents, with two cabins and a small common area between the rooms. Each room had a camping bed, a water basin and a can of water. Guests were required to bring their own sleeping bag and mat, though some borrowed equipment from Roverway due to lost luggage or other issues.

During the day Hotelt provided waffles, coffee and tea not only to its resident guests but also to members of the planning team, offering them a much-needed break. The staff also created a welcoming space where guests, the planning team and the steering committee could sit down, relax and enjoy some quiet time. Additionally, Hotelt staff provided valuable mentoring and



guidance, helping to support both the planning team and the steering committee as they navigated their responsibilities during the event.

This was a greatly appreciated offer for both volunteers on the project and for guest visiting Roverway.

Childcare

At the request of WAGGGS and WOSM it was decided to provide childcare for children of ISTs, Planning team members and CMTs aged 5 to 11. The steering committee was very divided on the decision to offer Childcare. It is not a familiar concept within Norwegian Guiding/Scouting. Based on the use of this service (both now and previously), take care to make the best decisions in terms of what to offer. Childcare was placed under the admin department but was mostly handled by the management team. Six children were registered for childcare, which was significantly fewer than expected, and a minimal childcare operation was set up with one planning team member and two ISTs. The original planning team member had to withdraw from the event for personal reasons, and recruiting a new planning team member to run childcare turned out to be difficult. A new person was finally recruited a few weeks before the event and set up a fun and educational programme for the children participating. At the most, only four children showed up to childcare. Due to a personal crisis back home, the planning team member responsible for childcare had to leave the event early, and the last few days an even more minimal childcare service was run by facilitators from WAGGGS for two children.

Subcamp leaders

In the first week of July we focused on clarifying the subcamp leader role, determining how many we needed, their responsibilities, and recruiting ISTs for the role. These leaders should have been recruited earlier and included in the planning team. It quickly became clear to us during this period that this is a vital role, as it is a direct link of communication between the Planning Team and each subcamp. It also made it possible for us to get feedback directly from participants instead of going through HOCs.

The IST coordinators helped recruit 7 ISTs, who were grouped across subcamps 1–5, 6–9, and 10–16. We onboarded them with digital sessions and a presentation before Roverway started, and they performed exceptionally.

During the main camp, subcamp meetings were held daily from 11.30 to 12.30 at the admin department's office, with all department heads, the info tent and subcamp leaders present. Departments shared essential information, while subcamp leaders raised questions and provided feedback. They fostered a sense of community within subcamps, maintaining communication through WhatsApp groups with troop leaders (a scout from each path) to share information and collect feedback. We did get feedback from some participants to the effect that we should have created a patrol system so that more people from each troop could participate to ensure democracy and flow of information to all participants in each troop.

We should have equipped them better with banners, tables, chairs, laptops, power and whiteboards. In hindsight, we should also have communicated more clearly to participants how to select a troop leader and informed HOCs earlier about the subcamp leader role to ensure smoother collaboration.



6.5 Programme

The department

The programme department consisted of two heads of department and 29 planning team members. During camp two more were added to the team as deputy team leaders to fill the gaps in the planning team. Besides this, a handful of ISTs were asked before camp to help plan smaller activities.

Roughly 200 ISTs were under the programme department during main camp. These ISTs were given free time before and after participants arrived or allocated to other departments when needed.

As the two previous Heads of departments resigned in late spring 2023, the new Heads of department were onboarded 8 months before camp started. Most of the team members were added 6–7 months before camp, and all activities were therefore planned within 6 months of (and up until) arrival day.

Recruiting more Norwegian volunteers was trickier than expected, and the two heads were recruited from abroad.

Department structure

Initially 4 large teams with sub-teams allocated were set up, but due to the tight timeline and too few volunteers, this set-up was too ambitious. Several smaller teams were therefore created: one team for each main activity, one for side activities and one for IST activities. These teams all reported back to either the head or deputy head of the department.

Tasks were split equally between head and deputy head of department.

IST contact before camp:

ISTs were contacted and welcomed to the programme department a couple of weeks before camp. A questionnaire was sent to all ISTs allocated to the programme department to request information about their previous scouting experience, what they would like to work with at camp and to establish what roles they would be interested in.

Meetings:

One planning team weekend in February 2024.

Monthly department meetings up until camp and often more frequent.

Meetings in each team between the department meetings.

During camp:

07.50–08.20: Head of department + team leader meeting

- Agenda:
 - What happened yesterday
 - What will happen today
 - Day-specific information
 - Information from SC meetings the department needed to know

08.30–09.00: Team leaders and IST-meeting

- Agenda:
 - Team leaders informing IST leaders and ISTs of what will happen that day



Key learnings:

- There needs to be a team assigned to ordering materials in order to structure it well. This could be within the programme department or in coordination with the Accounting department.
- A plan for how to downscale activities should have been in place before camp. While we planned for having 500 people attend a theme, actual attendance was usually lower. ISTs could have been utilised better by having a clear downscaling procedure.



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6.6 Safety

Department set-up

The department consisted of Head, Deputy Head, and 11 department members. The following roles were given to members of the department:

- Camp doctor
- Infirmary
- Listening ear and safeguarding
- First Aid station
- HQ (Operations and emergency response centre)
- Hosts
- Path support

Camp doctor evaluation

What challenges/problems arose during the planning phase?

During the planning phase, there were difficulties in arranging early meetings with the municipality's out-of-hours service. The main camp programme was unclear, making it difficult to assess likely injuries and health concerns. Similarly, the plans for different paths were not



clearly defined, which made it hard to predict the condition of participants on arrival. While it was expected that participants would be tired, the scope was uncertain. Additionally, key facilities such as the first aid centre and rest room, along with logistical elements like driving directions, were finalised late in the process, which hindered further planning efforts.

The time of year posed another challenge, as public holidays made it difficult to recruit doctors and health professionals. The recruitment process for international staff was also unclear. There was confusion as names were announced for planning purposes but not for actual camp duties, and attempts to contact potential recruits often went unanswered. Additionally, participants who registered as staff had their membership fees waived due to staffing shortages. There were also challenges in understanding authorisation requirements for participants from outside the Nordic region, which made it more difficult to recruit healthcare professionals, given the significant number of international staff.

What worked well in the planning process?

Despite these challenges, the planning process succeeded in establishing a clear, shared understanding of which tasks were under health services' remit and which were not. The organisation of planning meetings and the distribution of minutes worked well, ensuring that communication was effective. Good leadership from the manager and deputy manager contributed to this and, overall, the communication within the Safety team was strong.

What challenges/problems arose during the labour hire/preparation at the campsite?

During preparation at the campsite, there was significant demand on the hospital/rest centre from the start. This disrupted the expected flow of care, with some patients skipping the first aid centre entirely. Minor issues that should have been managed independently by scouts within their contingents were often directed to the infirmary, possibly because of its accessibility. There were also complications due to changes in the use of buildings, such as showers being reassigned, which affected infection control planning.

The same areas and buildings were often used for multiple purposes, leading to congestion and confusion. Delays in setting up HVAC systems also impacted infection control measures. Participants who arrived earlier sometimes found it difficult to return to their path due to health concerns. Coordination of staffing and logistics was further complicated by unclarified rules regarding age and gender composition, exacerbating issues with the placement of patients. Additionally, the location of the infirmary proved unsuitable, as patients crowded narrow corridors, and the available examination rooms were large and few, rather than smaller and more numerous. Expectations about the level of health services that would be available at the camp were not clearly communicated, creating further difficulties.

What worked well during the labour hire/preparation at the campsite?

Despite the challenges, the issues that arose during the preparation phase were effectively addressed and resolved.

What challenges/problems arose during the main camp? Many of the earlier issues persisted into the main camp. One of the biggest challenges was the disruption of the established patient flow from the first aid centre to the infirmary and then to the rest room. Participants often contacted emergency services for minor issues that could have been managed at the first aid centre or even within their contingents. There were also participants arriving from the paths with health conditions that should have been addressed earlier or could have been prevented through better participation.

Fatigue was anticipated following the paths, but there was a noticeable increase in participants reporting musculoskeletal issues, particularly among those with underlying chronic conditions



who had signed up for what was believed to be a “simple” path but ended up being something much more taxing. Many of the initial injuries observed after participants arrived at camp could probably be attributed to the paths being more physically challenging than anticipated.

What worked well during the main camp?

During the main camp, there were no instances where patients were at risk of serious health consequences due to shortcomings on the part of the Safety team. While not everything went as smoothly as desired, serious situations were managed effectively. It was also notable that there were few cases related to mental health, substance abuse or violence, which might suggest that the required e-courses, security measures and rules were effective. The first aiders at the camp did focus on minor health concerns.

What are the most important things the next organiser should take on board?

For future organisers it is important that activities, particularly at the start of the camp, take into consideration the participants’ existing health conditions, such as known knee problems. It would be beneficial to make contingents and participants more accountable for managing health needs. If this is not feasible, there should be clear guidelines on the extent of services available at the camp and from local healthcare providers, enabling participants and contingents to better assess whether it is appropriate for them to participate or whether adaptations might be necessary.

Cultural differences did not pose a major issue overall, but there were instances where national legislation, local norms or legal requirements from contingents led to more formal handling of minor health issues, resulting in more frequent consultations with doctors than may have been necessary. It was occasionally observed that some scouts lacked the expected level of self-care skills and that in many cases contingents struggled to address these issues internally.

First Aid station

What challenges or problems arose during the planning phase?

It was difficult to find a deputy leader (NK). The NK was recruited a month prior to the event. Although the workload was manageable before this, it is always beneficial to have two people who can share responsibilities and discuss plans. During the camp the need for an NK became more apparent. One of the challenges was that many plans and clarifications had already been made before the NK joined, which required them to catch up and familiarise themselves with the details. Another issue was related to equipment clarification.

What went well during the planning process?

The meetings had good structure, there were competent leaders, and deadlines were clear. The physical meetings held in the spring also contributed positively.

What challenges or problems arose during the pre-camp preparation?

There were challenges with clarifying expectations, such as when and what tasks were to be completed. Additionally, there was uncertainty about where personnel should be stationed (in tents versus the infirmary). There were also issues related to personnel changes and the use of an app for coordination.

What went well during the pre-camp preparation?

The courses ensured that everyone was on the same level, and the equipment and location were mostly in place with the most important items available. Any gaps and errors were clarified before the participants arrived.



What challenges or problems arose during the main camp?

There were issues with role clarification, particularly between the infirmary and the first aid station, as well as within the teams. A cultural clash arose, particularly regarding the expectations for sharing information with leaders. Communication was another challenge, as ensuring that everyone was on the same network became difficult when coverage was limited.

What went well during the main camp?

There was a good number of staff, allowing for training on the go. The team had a well-balanced mix of experience. The first aid tent leader effectively dispatched both vehicles and teams. Overall, the camp had strong camaraderie; although the workload was high, the strong team spirit motivated people to make an extra effort, and they enjoyed being there.

What was the scope of the sub-department? Are there tasks that should be removed or added?

The infirmary and first aid station should be co-located. The role of shift leader should be made a separate task. It would also be beneficial to have a versatile “all-rounder” person to assist with various tasks.

What are the most important things the next organiser should take into account?

Having a first aid station, with first aiders, that is able to manage minor injuries and make good assessment closer to camp is crucial to not having an overflowed infirmary. The purpose of the infirmary is to have a higher competence and being able to do a bit more with healthcare workers and camp doctor. The placement on the outline of camp is crucial to make it more quiet and calm - so resting rooms can be in close proximity to the infirmary.

Infirmary

Challenges during the planning phase

During the planning phase, new and unfamiliar responsibilities were suddenly added to our role. Initially we were responsible for the Rest Centre, but we were later also given responsibility for Listening Ear and safeguarding. Maintaining communication and cooperation with partners such as WAGGGS and WOSM was challenging at times, as it often took a long time to get responses from them. Additionally, it was difficult to keep track of the expertise of our staff. The campsite itself was hard to navigate and manage, something which remained a constant issue throughout the camp.

Challenges during labour camp and preparation at the campsite

We were forced to open the rest room two or three days ahead of schedule, which meant we were behind schedule for quite some time. There were not enough people to help with rigging, and handling rigging along with patient care and setting up systems was overwhelming for just two individuals. High work pressure on managers led to poor follow-up of our ISTs, impacting overall preparation.

Successes during labour camp and preparation at the campsite

Despite the challenges, collaboration and communication within the Safety team worked well. Deliveries of ordered equipment arrived on time, which was crucial. Although we lost some staff, most of them were successfully replaced.

Challenges during the main camp

During the main camp we experienced the loss of personnel in key positions such as drivers and shift managers. This put considerable pressure on the remaining shift managers and drivers, leading to multiple shifts running without a permanent driver. Consequently, this increased the



workload for managers and affected HQ, beds and reception. The staff who left were either not replaced or were substituted with less competent personnel. Additionally, vehicles were not being used as planned, and there was a lack of clarity around who controlled them, which posed challenges for those managing transport to and from the emergency room.

There was also confusion regarding when patients should be referred to the infirmary or to the first aid tent, resulting in increased workload pressure on the infirmary nurses. Communication with the Food team and the process of collecting food were problematic, as messages were often mixed and information varied. Routines seemed to change daily. Ensuring a doctor's visit for all patients was difficult because it was unclear when the camp doctor was present. Initially, it was planned that he would be available for most of the day, but his hours varied, making it hard to keep track. There was a general agreement that the camp doctor had a lot to deal with since he was working alone.

Another issue was the lack of clarity around the Rest Centre's services and capacity. For example, many participants mistakenly thought that we rented out crutches, and there was an expectation that we operated as a pharmacy. Technical staff were unwilling to clean infectious showers due to a lack of protective equipment, and the Rest Centre did not have the capacity to manage this on its own, resulting in patients in isolation having to wait several days to shower. Running an isolation centre with proper infection control was difficult due to staffing shortages, and there was uncertainty as to when a patient should be sent to isolation.

Successes during the main camp

Despite these issues, collaboration and communication within the Safety team remained strong. Cooperation between the manager and NK worked well, and patient treatment was effective and satisfactory under the circumstances. When the need arose, we found good solutions for hiring additional staff, and those brought in from the Red Cross and Medicrew Sanitet had valuable expertise. It was also beneficial to have an extra camp doctor on site.

Scope of the infirmary

The infirmary's tasks were substantial, and having clearer guidelines around work responsibilities would help in utilising staff more effectively. The role of the infirmary is manageable as long as there is sufficient staffing and the right equipment. The integration of transport to and from the casualty clinic within the Rest Centre should be maintained in future operations.

Recommendations for future organisers

Future organisers should ensure that sufficient staffing is ensured early on to support operations, particularly for key roles such as drivers and shift managers. It is essential to provide thorough training for these specific roles and to ensure adequate breaks between shifts to prevent burnout and maintain preparedness. A template for patient overviews should be prepared before the camp begins. Ideally, this should include one for management containing comprehensive patient information and another for therapists with only the necessary details. Additionally, it is important to make sure that individuals who are not authorised as healthcare professionals in Norway but have agreed to work as such are strictly classified as medics.

Listening ear and safeguarding

The full report on listening ears and safeguarding has been added as an appendix. Here are comments from other departments.



Path department

During path week the path department spent a significant amount of time manually registering participants for the 'Safeguarding' course. This inefficiency could have been avoided with more effective integration between the registration system and the course platform and wasn't really a problem for the path department to solve.

Marketing and communications

There was a requirement from WAGGGS & WOSM to translate the safeguarding course. This was only communicated a few weeks prior to the event. When getting this message, we were certain that the WAGGGS & WOSM translation teams would help out with this, as they did with creating the course. To our surprise, neither WAGGGS nor WOSM supported our translation team (MarCom department) with this at all. The course was completed a few weeks before the event, and neither the Safety department nor WAGGGS or WOSM had planned for any translation time. This resulted in two volunteers spending more than 100 working hours each on translation for something most people knew was "political" and not really about people doing the French course. This is not sustainable volunteer management. A total of **89 participants completed** the French safeguarding course. They were from France and Monaco plus one participant from Switzerland and one from China. We truly hope that the next host team will either get help with translation from the WAGGGS & WOSM translation teams, have enough time to translate, or not need to translate it at all.

HQ (operations and emergency response centre)

The HQ served as the central coordination point for all resources, including personnel and equipment managed by the camp's emergency department. It was intended to function as an operational office and an emergency coordination facility, ensuring smooth communication and task delegation. All information and inquiries related to operations and emergency preparedness were directed to HQ, where tasks were then assigned to the appropriate departments. Representatives from Speidernes Beredskap (the Norwegian Guides and Scouts search and rescue response unit), services, communication and administration were always present at HQ to provide support.

HQ was designed to operate like a central operations hub, handling normal camp operations without disruptions such as food delivery or logistical issues (e.g. blocked toilets). It also maintained contact with various departments, coordinating daily tasks and ensuring effective responses to ongoing activities.

One of the key responsibilities of HQ was to record all patients leaving the camp (e.g. for hospital care) and ensure that troops were promptly notified when family members of injured scouts were informed. HQ also managed contact with external public services related to any incidents, facilitating seamless communication between camp resources and outside services. Additionally, it ensured that all emergency protocols were followed.

HQ operated 24 hours a day during the time the ISTs were at camp, maintaining a minimum staffing level that included the emergency response manager and a log keeper at all times. This ensured continuous coverage and an ability to respond swiftly to any emerging situation.

Challenges and areas for improvement

Despite its critical role, HQ did not work entirely as planned. Maintaining a comprehensive overview of the event proved difficult, and there was not always a clear understanding across departments of how HQ should operate and what its scope of responsibilities should be. The original concept was solid, but in practice it became evident that clearer structures and better communication were needed.



One of the main recommendations is the need for a dedicated **operations centre**. To function effectively, HQ should be supported by regular drills to prepare for various scenarios, and all departments should be integrated into the planning process early on. Effective collaboration between departments, especially in managing international elements, is crucial to maintaining a smooth operation. However, **communication lines changed throughout the camp**, which created confusion and challenges, underscoring the importance of consistent, clear protocols from the start.

A particular challenge was staffing HQ with individuals who had both the necessary experience and familiarity with the event. Recruiting enough qualified, experienced personnel proved difficult, and many young staff members, though enthusiastic, found it difficult to deal with the demands, especially during long 8-hour shifts. To address this, future events should focus on **recruiting experienced staff** and ensure they have a good understanding of the event's logistics and needs. It may also help to have a designated coordinator in each department who can act as a liaison with HQ, streamlining communication and problem-solving.

There were also structural challenges: while HQ managed tasks effectively when departments funnelled information through it, issues arose when this process was bypassed. Without input from all departments, it was difficult to resolve problems effectively, leading to gaps in oversight. Ensuring that **all departments are consistently involved** and communicating directly with HQ are essential to a smooth operation.

Hubroo, the management tool used for participant interactions, worked well in terms of receiving and organising issues, but it lacked a direct way of confirming to participants that their problems had been resolved. Improving this feedback loop would enhance overall efficiency and participant satisfaction.

What worked well

Several aspects of HQ operations were successful. The presence of **effective management tools** allowed for efficient information-sharing and task management. Official communication, especially with external services such as the legevakt (medical centre) and AMK (emergency medical communication centre), was handled smoothly, and the MarCom (Marketing and Communications) team ensured clear, consistent updates.

When communication and task delegation went through HQ, there was a strong sense of control, and decisions were made efficiently. Problems were generally resolved at an appropriate level, ensuring that serious issues were escalated when needed while everyday tasks were handled promptly. However, maintaining control was more challenging when tasks did not go through the centralised hub, highlighting the importance of consistent communication.

The **programme team's collaboration** with HQ was particularly effective, and the structure allowed for better planning and integration of activities. Additionally, support from WAGGGS and WOSM was invaluable, especially for managing communication with international participants and contingents, helping to bridge language barriers and coordinate across cultures.

Recommendations for future events

To enhance the effectiveness of HQ, future organisers should consider:

- Establishing a dedicated **operations centre** for smoother day-to-day management, separate from a crisis management facility.
- Including all departments early in the planning process and conducting regular **drills** to ensure preparedness.



- Maintaining consistent communication lines and clear protocols throughout the event.
- Creating a **ticketing system** for handling participant and department requests, reducing reliance on direct calls.
- Recruiting more experienced staff who are familiar with the event's logistics and can handle complex tasks efficiently.
- Ensuring **departmental liaisons** who can coordinate directly with HQ, facilitating better problem-solving and communication.
- Improving feedback systems in management tools like Hubroo to confirm when issues have been resolved.
- Focusing on **staff well-being**, especially during long shifts, as fatigue led to challenges in communication and coordination.

Conclusion

HQ played an essential role in the overall management of Roverway 2024, acting as the heart of communication and emergency coordination. While the concept was effective, there were practical challenges that limited its full potential. Addressing these issues for future events, such as refining the operational structure, enhancing recruitment efforts and ensuring clear communication protocols, could improve the efficiency of HQ, ensuring it better serves both crisis and operational needs.

Hosts

What challenges/problems arose during the planning phase?

Waiting: Our work often depended on how far others had progressed in their planning. As a result, our workload often came in waves, where we had some incredibly busy weeks and other weeks with nothing to do. It would probably have been more optimal to have a slightly smoother flow of work.

Allocation of ISTs: The many changes of ISTs was one of our biggest challenges. A big part of our job is to create rosters and allocate people to the various shifts, and there's a huge amount of work to be done and many factors to be taken into account. When we get new people with new requirements and needs in and out of the lists all the time, it creates a great deal of extra work for us. Of course, we understand the work behind the distribution of ISTs and that it must have been at least as challenging for them, too, but the situation became quite confusing for us.

Additional tasks: We were assigned a number of tasks that perhaps shouldn't really have been hosted. It went smoothly, but it would have been better if other agencies could have taken care of this. For example, bus logistics.

Expansion of patrol areas: Expectations and demands for security at the camp gradually increased without an increase in the number of hosts, including guarding the stage, the main entrance and the island house.

What worked well in the planning process?

Co-operation: Co-operation worked very well, and we have agreed on most things. We have had the same visions for how we wanted our programme to be and how the ISTs should be looked after. The workload was also distributed smoothly between us. It helped that there were two of us from the start, as it's easier to be two about things (e.g. distributing the workload, discussing solutions, attending meetings etc.)

Meetings: We've also benefitted greatly from having regular internal meetings with the rest of the emergency response organisation. This helped to create a comprehensive picture of both the



camp and the work and role of the emergency response organisation, something which made our understanding of our own role clearer. The meetings have also provided an opportunity to ask questions of other agencies, to collaborate more easily, to help find solutions to challenges and to get help to solve our own challenges. They also contributed to seeing situations from other perspectives and to being critical of our own work. They also created a great sense of unity in the emergency services, which was very important both before and during the camp.

Co-operation with other departments: Co-operation with other agencies worked well. For example, the pulpit, canoe, bus logistics, stage etc. We had a couple of email conversations and digital meetings about the realisation of various events where we clarified various distinctions and roles in situations.

What challenges/problems arose during the labour hire/preparation at the campsite?

Duty lists: As mentioned above, we had some challenges with the IST lists being updated so often. We never felt that we were completely ready for the camp as we got new ones and lost others continuously up until the start of the camp. The rosters had to be updated again and new emails had to be sent, and we spent a significant amount of time on this. We never really got the feeling of being completely ready for the start of the camp.

App: Entering all the shifts into the app took an incredible amount of time in the beginning.

Equipment: We should have had a separate equipment room for hosts from the start, as the room we found during the work camp ended up serving as an office for everyone in safety, thus not being prioritised as a host room. In the end this meant that shifts often had to be moved out into the corridor.

What worked well during the labour hire/preparation at the campsite?

Cooperation and division of labour worked very well. We managed to complete most of the necessary preparations that were not beyond our control before the ISTs arrived at the camp and were largely on schedule with what needed to be done. We also held a number of meetings with the other agencies to make final plans and to get briefed before the camp started. We also contributed to helping the other sub-agencies in safety to set up when we no longer had much to do.

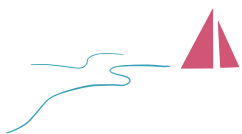
What challenges/problems arose during the path?

Start-up of security: The first challenge that arose was when we had to start security earlier than we had planned due to water problems and requirements for security in general in the camp earlier than expected.

Communication with IST: One of the first challenges was to keep track of who had been added to the WhatsApp group – and could therefore be contacted. Not everyone read the messages, so they didn't get the important information we sent them. Much of the information was also sent via email, but afterwards we were left with the impression that it ended up in many people's junk mail and that not everyone received the information there either.

Attendance at shifts: We also experienced challenges with attendance at shifts. This could be due to a number of reasons: some were on path even though they were told not to be on path, some hadn't received the information we sent them and others just didn't turn up. On some shifts, for example, only 3 out of 8 people turned up. This improved over the course of the camp, but it was still not optimal.

Rosters: Due to poor attendance, an earlier start than expected and the fact that we lost track of which ISTers had actually arrived at the camp, there was a bit of chaos with rosters. Before the



main camp, we didn't need full staffing, so we had to use different rosters than those prepared for the main camp. When the overview of who we had available was a little unclear and not everyone got the information we sent to them, this became a very difficult puzzle to solve, and it took quite some time to get it right. It created confusion both for us and for the hosts.

Lending of equipment: This may not have been a direct challenge, but I still think it's worth mentioning. We were given responsibility for managing the lending of equipment from open-air warehouses, which resulted in a lot of unnecessary traffic in and out of the office at Skeie. This also took up time and interrupted the work we were doing. For another time, it would probably have been better if the administration took care of this job.

Courses: Should have had more courses in e.g. first aid. Some missed out on courses due to security etc. Should also have had more scenarios/exercises/training.

What worked well during path?

Courses: The training and information meetings went quite well. It seems that the participants got the information they needed, and there was room to ask questions. Among other things, there was a fire course given by the fire brigade and an intro meeting that the ISTs found very useful.

Security: Although the logistics didn't always run smoothly, the shifts themselves worked well. The routines worked as we hoped they would, and we think it was good for the hosts to get off to a soft start. There wasn't much going on in the camp, and they handled the incidents that arose very well.

Preikestolen: The trips to Preikestolen went very well. Everything went as planned, and everyone made it both up and down. They received much praise along the way from both scouts and other tourists.

Planning of events: The dress rehearsal for the ceremonies went well. Meetings with other agencies also went well.

What challenges/problems arose during the main camp?

Attendance: Generally poor attendance among ISTs. This meant that we had to have full staffing on every shift to ensure that at least someone turned up. This meant that those who always turned up never got any time off because we couldn't risk having even poorer attendance.

Schedule: People were exhausted after the 6 hours on, 12 hours off schedule. Many resigned in recent days as a result of this. I think perhaps some did not sleep/rest between their shifts, especially if they were on duty from 02.00 to 08.00 and then from 20.00 to 02.00 again. This may have been the reason why some became exhausted.

Programme: We were told about two big stage shows the day before they were due to happen, and we had to scramble to change plans and organise security. Not optimal for either us or our hosts. Luckily, we were assigned additional people to help out during the shows, but only a few of those we were promised turned up. We were also told that we had to provide two boats instead of one for the canoeing activities, but we were already struggling to find one person to drive one of the boats, so it was a challenge to find another person to drive the other. Programme also preferred to have a permanent person from us with them, which meant that we had to change our rosters even more. They also wanted to borrow some first aid equipment, vests, communications etc. This is something they should have ordered in advance of the camp so that something could have



been set aside for them without affecting our amount of equipment. In general, we received poor information in advance about events where there could be large gatherings of people (including film night, karaoke night etc.).

Shift managers: We experienced challenges with having enough shift leaders for all our shifts. We ended up covering some of the shifts on the day ourselves, and we had some of the hosts act as shift leaders and some outsiders who were brought in to be shift leaders. Still, not all the shifts were covered, and we ended up finding someone who could take the job just before the shift started. It really should have been clarified more in advance, but unfortunately we weren't able to do this.

Distance between camp and Skeie school: The shifts took much longer than planned, as we had shifts far away from the camp, and it took time to get to the patrol area and relieve the previous hosts. In the end, the hosts' shifts lasted longer than they should have. We eventually moved the meeting point to the centre of the camp and let the hosts leave when their shift was over instead of waiting for the next roving team to come and relieve them. This worked much better.

Equipment control: We lost control of some equipment, such as the number of vests, communications and first aid kits that were handed in and out between each shift. The routines for checking in and checking out this equipment should have been better. There should also have been better routines for replenishing first aid kits after each shift.

Shift changes: The routines for shift changes were not entirely optimal. Since we had to take some of the shifts in the corridor, there was some haste and people were only sent out of the door once they had been given equipment and a patrol area. We should have had routines that ensured better sharing of information between new and old shifts, i.e. that they talked about what had happened during the shift and whether there was anything the new team should take into account or bear in mind during their shift.

Follow-up of shift managers: We should be better at following up with shift managers. Listen to them about how the shift was, what happened and if there's anything they felt they needed to bring up/talk about.

Larger events: We should have had many more hosts at the biggest events. The ones we had worked fine, but if something bigger were to happen, there might not have been enough people to control the large crowds. We should also have had better control over where the hosts were located in the area.

Hosts from path: We should have gathered everyone who came from path to inform them of the host role and gone through how things worked etc.

Debrief: As all the hosts returned from their shifts at slightly different times, it was difficult to have proper debriefs and to pass on information about the day/events to those starting their shifts.

What worked well during the main camp?

Patrol areas: The roaming areas worked well and were a decent size. The maps we used were also clear and gave everyone an understanding of where they were in relation to each other.

Rotating shifts: Having a couple of additional roaming teams walking around without a specific roaming area was really good. It gave us someone to rely on if there were areas that needed extra assistance or when hosts needed to be relieved to go and eat.



Larger events: The handling generally worked well. Improved after evaluation of the first events.

Bus handling: Both arrival and departure worked well. The routing of buses, unloading of luggage, conveyor belts etc. went as well as could be expected.

Shift manager scheme: Having a shift manager as a link between hosts, HQ and the first aid centre worked very well.

Shift teams: Having everyone divided into fixed teams that rotated shifts worked well. There was a great sense of unity within the group, and it ensured that no one worked double shifts or had too short a gap between their shifts.

Communication: Keeping most of the communication with the hosts on WhatsApp was initially very straightforward. We could send messages collectively to everyone, and they could send us private messages if they needed to. They could also ask questions and help each other in the group chat we had. The only thing that could have been done differently for another time is to perhaps have two WhatsApp groups: one where everyone can write, ask questions and reply to each other and another where only we can send messages. That way, there's a greater chance of everyone receiving all the important messages and that they won't "drown" in all the other messages.

What was the scope of the sub-centre? Are there any tasks that should be removed/added?

The scope has actually been very good. Most of the tasks have been relevant to the host role, and it's been natural for us to have something to do with it. For us, the workload has been fine, despite the fact that the workload has come in waves.

Bus logistics: Could benefit from being taken out of the host role and passed to an agency that has more to do with logistics.

Assistance with activities/areas: We could have done without using our hosts to assist with activities, areas, queues etc. Especially when we were already understaffed> It was especially challenging to have to send some of the few we had away on other things. Instead, the programme could, for example, have assigned some of its own ISTers to take on the role of our hosts at the activities, and then they could have received relevant training from us.

Information to ISTs and participants: It's good to know that the information we give to our hosts about how to ensure safety at the camp matches the information everyone else receives. For example, this could have helped to prevent misunderstandings about tent spacing.

Equipment: I've mentioned this before, but being responsible for lending equipment is something that can be moved out of hosting (even if it wasn't actually part of hosting).

What are the most important things the next organiser should take on board?

Duty roster: It might be good to reconsider the 6 hours on, 12 hours off schedule as many of our hosts disliked this greatly and became exhausted.

Togetherness: Even though a lot should be done inside the office, it's important to be able to go out into the camp and get to know all the hosts. It helps those of you who will be leading them to know who you are leading, and it helps them to get a sense of who they are actually being led by. It's easier to both lead and be led by people you have a relationship with :)



Path: It's important to bring together those who come from Path so that they don't feel overlooked or left out. Giving them the training they've been told they're going to get and just general information about how everything works and what's happened so far helps a lot with how comfortable they feel in the role rather than just being thrown into the job without any information.

Courses: Feel free to include exercises, scenarios etc. when training your hosts.

Lack of people: Having too few team members placed a heavy burden on those in the planning team who were present. The high workloads took a toll on several members of the Safety department. Recognising this, the camp doctor had conversations with key team members before the end of the camp to ensure they were not completely exhausted. These check-ins were both necessary and beneficial, helping to support their well-being during the demanding event.

6.7 Service

Department set-up and planning phase

The department consisted of a Head, Deputy Head and 9 department members. The following roles were given to members of the department:

- Map design & IST organisation
- Infrastructure
- Electricity
- Internet
- Waste management
- Water and sewage
- Stage

During the main camp each department member was responsible for one team of ISTs of varying sizes. More of this set-up will be described further down in the report.

The planning started with the department head working mostly alone on communication with the municipality about the campsite. In the autumn a year before the start of camp other people in the department became involved. The reason for this is changing workload of the service department. In the first period most of the work involved finding a suitable place to host the camp. When getting closer to the camp there was more and more work. This is because much of the work was based on the work of other departments.

This means that the service department's need for volunteers evolves. It starts off slow and then gets greater and greater as camp draws closer, peaking during rigging/derigging and main camp. For that reason we had several department members who did little to no work before camp. The greatest demand was for competent workers and leaders during camp.

We chose to prioritise people we knew we could cooperate with and who had some practical experience of relevant fields such as electricity, plumbing, internet etc. This made our department very small, which was fine in the planning phase but occasionally tricky during camp. We are left with the feeling that having a team that works well together is more important than having a lot of resources. If the team hadn't been good friends and worked so well together, there would have been a lot more head-butting when things inevitably got stressful and busy.



The fact that the work in the service department is mostly based on the work of other departments also posed a challenge in the last few months before camp. Since many departments were behind schedule as we got closer to camp, we could not spread out the work like we wanted to but instead had to go into overdrive in the months leading up to camp. There were also a number of people who, close to camp, wanted to change decisions and/or orders that had already been made several months earlier.

This meant that we had to choose between standing firm in our decisions or being flexible. Our choices varied slightly from situation to situation, but most of the time we chose to be flexible. What helped in this respect was having flexible providers. Sometimes it is better to pay a bit more if it means you can be flexible during camp. Things never go entirely according to plan. This was particularly evident when it came to how many tents, tables and floors that other departments decided were needed when arriving at camp. Thankfully, our provider had no problem delivering more at short notice.

IST organisation

Each department member had an IST team of varying sizes. We aimed to match team leaders with IST members who shared similar traits. Additionally, we distributed IST members with different driving licences to ensure that each team had someone who could drive a lorry.

During pre-camp, we had eight teams. One team leader arrived later and replaced another, allowing us to assign a team leader to the office team.

Pre-camp

During pre-camp, team leaders responsible for specific areas were often too busy with their own tasks to be present with their teams. This left several teams without leadership, making it difficult to initiate complex, long-term tasks. The absence of team leaders also hindered the selection of suitable IST members as work leaders, since team leaders didn't spend enough time with their teams to be able to assess them.

A potential solution could involve assigning certain planning team members to focus solely on their professional tasks without overseeing ISTs. This would require more staff to ensure every team has a dedicated leader.

We organised our tasks using a spreadsheet, categorised by difficulty, so teams without leaders could take on manageable tasks. Once completed, they returned to the office for new tasks. This required more staff to oversee IST availability, and by the end of pre-camp, six IST members were working in two shifts at the office. This solution enabled us to keep track of all our tasks.

Since this office structure for tasks was not planned in advance, we spent a few days to make it work. Initially, it was hard to find enough tasks for all ISTs, leaving some demotivated, especially with poor communication from their busy team leaders.

Main camp

During the main camp, the eight teams were split into two shifts. Two teams were assigned to cleaning toilets, one to collecting rubbish, and one served as a taskforce handling arising tasks from the task list.



We used Hubroo to receive tickets with complaints and notifications. We received so many complaints about dirty toilets that we couldn't address them all immediately. While most issues were resolved within hours by the cleaning team, we prioritised areas with multiple complaints. A better solution would be to consolidate all toilet complaints on a map to identify serious issues more quickly.

Tickets with attached images were helpful, as they allowed the taskforce to quickly address the reported issues. The images gave us an impression of the severity of the issue.

Communication

We initially used Discord to communicate with the ISTs, but many were unfamiliar with the platform and struggled with notifications. We switched to WhatsApp, which worked much better and should have been used from the start.

During camp

It had been decided that in the rigging phase the service department would be responsible for everything happening on site. However, we quickly realised that the few department members on site had more than enough to do welcoming providers and organising rigging to be able to take on much more. This meant no one was welcoming and organising ISTs. Thankfully, we received help from other departments. But this taught us how important it is to have a functioning office/task centre to organise the ISTs. We did manage to have an office/task center at the main camp.

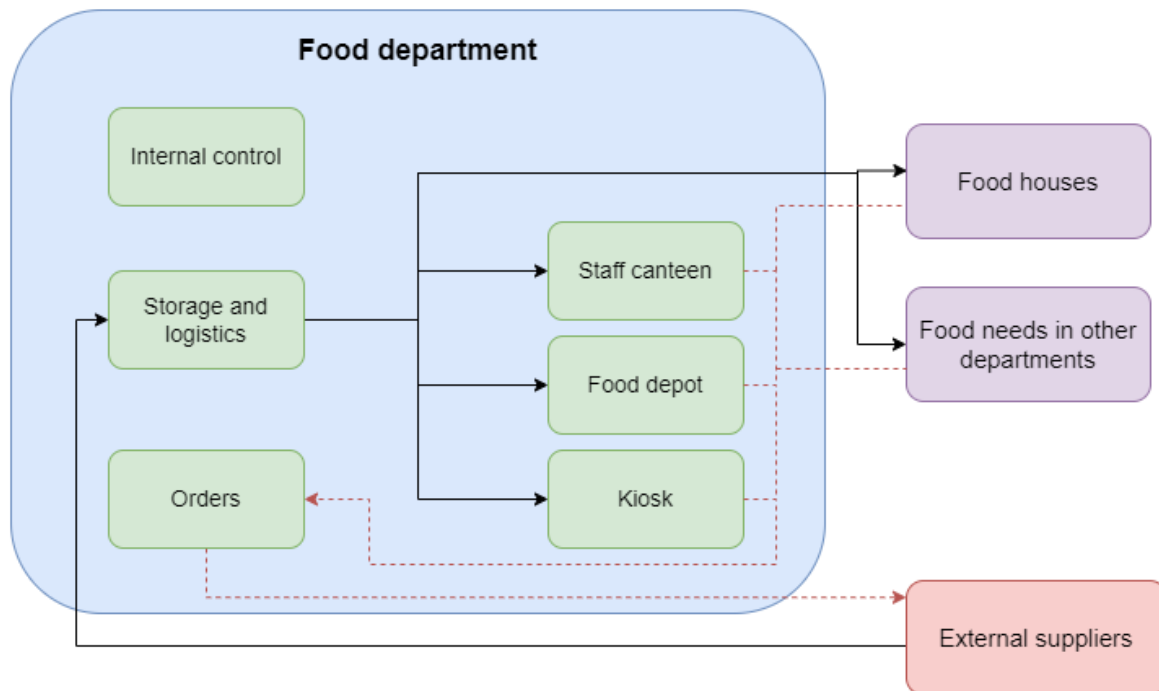
The fact that most department members were so hands on and getting involved also had other side effects. One being that it was hard to keep an overview of what had been done and what still needed doing during the day. We had meetings every night to obtain an overview, but it was difficult to keep track during the daytime. This was solved with the creation of the service office. Thankfully, one of our department members was good with forms and summaries and made a great office leader.

So if you take away one thing from this it should be to have an office/task centre from day one of camp and make sure you have competent people to lead it. It made our lives much easier and was, I think, the biggest reason the service department managed to run smoothly during camp.

We also had some issues with managing expectations.



6.8 The Food department

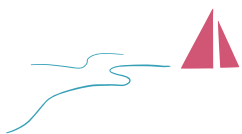


The image shows a structural overview of the chain for the Food Department's functions. It illustrates which entities coordinate with whom and who ensures delivery to whom. This was completed in January 2024, which was very late, in line with much of the other planning by the Food Department.

The Food department has been a great success, but many of the department's challenges stem from this: we started too late. There are several reasons for this. Throughout the process, the department leadership has lacked a clear task description. Additionally, the budget was never clear to us, which put the enthusiasm for finalising meal plans on hold. Further, in communication, the food department and the management agreed that the Food department should handle meals for all physical planning meetings, including steering committee and HoC weekends. This killed motivation and was also very difficult to discuss. The point was that meal planning and organising the cooking would be good practice, which is true, but the lack of volunteers made the head of the food department actually making the food. We strongly advise to have enough volunteers at planning team and HoC meetings to ensure that the food department have time to plan for Roverway.

One challenge, which is also addressed under "Food Houses," was the establishment of a precedent for who and how internal entities should source food through the department. No one in the planning process had used the order portals before, nor did they know how the suppliers' systems worked and how to connect them to us in the best possible way. This should have been explored earlier. For a long time it was communicated that food ordering would be restricted to very few people until we understood how it could be managed while still maintaining oversight. In the end, no one beyond the Food Houses actually ordered through the Food department.

Other entities (for example some programme teams) that needed food had their needs met by collecting already purchased supplies either from the staff canteen, storage or food depot. Additional needs were covered by local grocery stores, with whom the Food department established an excellent partnership. By agreement with the store manager, we were able to



make purchases on Roverway's account, with all expenses consolidated into a single invoice after the event. We created a list of names that were pre-approved for shopping, provided it to the grocery store, and from there we could simply pick any items we needed, state that they were for Roverway, and show our Roverway ID card. A brilliant solution. In total, we made purchases worth around 2,000 euros on account.

It's also worth mentioning that the collaboration with local stores was incredibly useful when we faced a shortage of storage space for food. After a few phone calls, we were able to drive over and place our sous vide dinner supplies on pallets in the stores' refrigerated warehouses, completely free of charge, on condition that we collected them at an agreed time.

The lack of adequate, sufficient and essential equipment/vehicles/facilities impacted the final stages of Roverway planning as well as the event itself. As a result of Food's hesitancy to make clear its requirements for vehicles, we ended up with the following: one forklift truck during the main week, one van and one truck for the duration of the entire event. This was insufficient. We should definitely have had an additional van and extended the rental period for the forklift. We also had too few pallet jacks and had to rent additional ones during Roverway to meet the demand. There must also be a more definite recruitment process to ensure that we actually have required enough qualified drivers for the vehicles. Food had too few truck and forklift drivers.

Regarding facilities, the school premises seemed adequate during planning. Classrooms were designated for storing dry goods, and two refrigerated containers were planned for perishable items. However, this proved problematic, although no one was concerned until the event began. The issues included insufficient indoor space at the school, with rooms and corridors that were vulnerable to damage from pallet jacks and pallets. Additionally, the two refrigerated containers were too small. In other words, we had far too little storage space for food. As a result, dozens of pallets of soft drinks were left outdoors throughout the entire event. They were damaged by the weather, and we did not receive full credit upon returning the goods due to this damage. The lack of refrigeration capacity created major logistical challenges, leading to the need for storage at local grocery stores, as previously mentioned.

There were also significant challenges with loading and unloading the refrigerated containers. The ramps were homemade and very steep. Inside the containers, the floors had ridges that caused the pallet jacks to get stuck.

As with many other departments, equipment for Food was delayed, which caused the expected problems. Measuring instruments for internal controls, protective equipment for hands-on workers and other essential items were delayed, creating unfortunate situations. In hindsight, Food believes that all equipment should have been purchased well in advance, stored in a container and ensured to arrive at the camp early.

Food also faced some of the greatest HSE risks during Roverway, and at times we felt that these were not taken seriously enough. At the food depot there were steep slopes where all pallets had to be wheeled down. Low-quality plastic flooring was installed in these areas which sometimes gave way. As a result, several people were required to hold onto the pallets during each delivery. They did not have adequate protective equipment, and there was an unnecessary risk of foot injuries.

Participants quickly discovered that the loading area for the truck at the food depot could be used as a thoroughfare. This created dangerous situations with participants wandering through during loading and unloading. Every staff member did their best to direct, stop and give strict warnings to participants, but it was ineffective. We attempted to put up homemade barriers, but with limited



materials available for that, it was not enough to deter people. Early on we notified HQ that there was a serious safety risk and that measures needed to be implemented by them to establish better physical barriers, but this was not addressed. The Food department will emphasise the importance of securing any area that may potentially be used as a loading zone for future Roverway events. We can be proud that this was carried out successfully at the storage facility at Lunde school.

The Food department struggled with being given inadequate data due to GDPR regulations. Examples of this include anonymous allergy lists which, after much effort, turned out not to include the planning team. Food had no way of knowing this since the list was anonymous. Additionally, the response options for sorting allergy and dietary data in the registration process were poorly designed for the Food departments use, and this should have been handled differently.

Food waste was reasonable but could have been less. This happens, and it is difficult to estimate accurately. However, it must be emphasised that it was not sustainable or adequacy in terms of experience that the Head of Department should finalise all drafts of the large orders without follow-up or double-checking with anyone else. The orders were based on calculations made by our consulting firm, but these calculations were not very reliable. As a result, we ran out of some smaller food groups along the way while over-purchasing others.

As for the excess food, we were able to donate it to a local food bank and a local farmer. However, the items that were in short supply we had to rush order from suppliers.

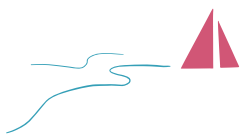
At a lower level, there was poor communication between participants around where to dispose of surplus food. This led to a significant amount ending up in general waste, which resulted in complaints from the waste transport provider.

IST coordination was a major difficulty for the Food department, creating enormous unnecessary problems in the final stages of planning. A simple and avoidable mistake resulted in many Food House staff being allocated to Food. It was difficult to sort these out, further the amount of IST allocated to Food was uncertain until closely up to the camp. We also set a minimum number of staff, which we had calculated, but that requirement was not met. It took an incredible amount of time and effort to negotiate for more, and it created a negative atmosphere when we had to explain why we needed more staff from other departments.

Additionally, the Food department should be proactive in recognising that an incredibly high number of exceptions from participants regarding allergies and diets will be requested during the event. This was not communicated in a good way to the staff canteen, and it was difficult to meet these expectations. It should be announced that all exceptions must be arranged in advance and that the department leadership must approve them in coordination with the staff canteen. It is not feasible for multiple institutions to collect food on their own terms.

The food department started the recruitment process of planning team members late, which created problems. The planning team should have been involved earlier to support the Head of department. Additionally, it was a difficult situation for the Head of department not to have a deputy.

For Food, it was problematic that there was poor to no radio coverage in the camp area, especially where the Food depot was located. This made communication between the office at Lunde school and the depot very troublesome. Brief messages and simple questions had to be answered by phone. At most, the head of department and the head of the food depot had 30–40 phone calls a day.



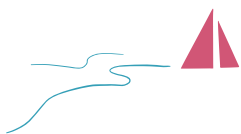
Plaza

The Plaza department is a small department within the organisation. Its main focus was coordination of the Plaza (main square), which included Food houses, Contingent tents, stands, the Scout Shop, the Scout museum and the two tents of WOSM and WAGGGS. This meant they had close contact with the Service department, the Food department, the Safety department and the Management. The Plaza team consisted of 3 people, of which two were on board early during the preparation phase. The department made some adjustments along the way. During the course of the last year before camp, the head of department had to step down, and there was a long period when the department did not have a formal head. The deputy head functioned as head because the role had to be filled one way or another during spring 2024.

The majority of the communication between planning team members within the department took place online, mostly through email and video chat (Google Meet). The planning team members didn't have much communication outside the regular meetings with the different Food house organisations (FHOs). After these meetings the Plaza team evaluated, planned and discussed their timeline going forward and divided tasks and follow-ups. During autumn 2023–spring 2024 we had meetings with the FHOs approximately once every 1 to 1.5 months, but from May 2024 we had almost weekly meetings. We took into consideration the need for information and information processes and adhered to the needs we identified and heard about from the teams.

During buildup and main camp we had daily morning meetings with the FHOs to share information and discuss actions and worries they shared. These meetings were moved down to the main site once the food houses opened, and we had nice breakfast meetings. Halfway through the operational days of the food houses we had an evaluation meeting after opening hours with all the ISTs from the food house teams. Around 80 members joined and shared their thoughts, concerns and experiences. It was also a lovely arena in which to meet all of the ISTs who were running the FHs. Highly recommended to have a relaxed moment with them to get to know them, and they you, outside the stressful business hours.

The Plaza department members had meetings and check-ins, within their team and with the FHOs, on the remaining days at the campsite. One of the department members served as first contact for the contingent tents and the scout shop, while the other two took responsibility for the FHs and the overall overview of the department's operations. These two department members naturally divided their tasks into the more operational on-site part (focus on services) and the more behind-the-scenes cross-departmental issues (focus on food), something which worked very well in practice. Especially during the build-up phase, before the participants arrived, the workload was considerable, and the members had to work very long days. Once the main issues were resolved, there was time to enjoy the camp and the Plaza and to go on pleasure check-ins with the FHs and taste their great foods.



7.

Budget and resources



7. Budget and resources

Budgeting for a large international event is very difficult at almost every stage of planning. During the first stage before registration the income side of the budget is difficult to estimate, and at the same time the expenses do change. Most costs are either variable or increase in intervals, which makes it very important to have contracts which allow changes during the planning process.

The use of different currencies in Roverway (NOK) and the food houses (CHF/EURO) will impact the budget. Make sure you take this into account when planning. We solved most of these issues with requiring all payments should be made in NOK, but this will again affect the budget of the contingents.

The participation fee for Roverway was split into groups A-E, with extra categories for IST and CMT, Path Leaders*, the Planning Team, and the Steering Committee. Each country was assigned a group based on its gross national product (GNP), as shown in the table below. For categories A and B, we ran at a loss on operational costs. Category C was the break-even point, while categories D and E brought in a surplus. This fee structure is common in international events to support inclusivity, allowing participants from different economic backgrounds to take part fully.

Roverway decided that the contingents which are not part of the European scout region or the Europe Region of WAGGGS had to pay the highest fee, group E. This is because Roverway is a European event, and others are therefore considered guests.

The budget for Roverway 2024 was originally based on the bid proposal, which was quite tight due to the bid team's inexperience in budget planning, inflation, unbudgeted costs. This created challenges throughout the planning process. One of the main issues was the budget allocated to Path, which was set at a very low level. This limited the options and forced teams to choose between paying for essentials such as campsites or organising small activities, but not both. Although the budget for Path was eventually increased to NOK 1,150 per participant, it was a late adjustment that offered some relief but did not fully resolve the issue. The restricted budget also made it difficult to recruit experienced guide and scout leaders as Path leaders, leading to further complications in Path planning due to a larger number of less experienced leaders.

Three things which significantly impacted results:

- Return of goods/food – we made a good deal with the supplier and could return much of the food. On the one hand this might mean that we ordered too much of some foods, but it allowed us to return it and get a refund.
- Cashback – after negotiation in late 2023, we realised that we will get a cashback from many of our suppliers. The numbers can be found in the appendix.
- Interest rates – the bank interest rate was around 4.6%, which resulted in Roverway benefiting by around €40,000.

Any potential tax refund from the government will be paid to the NSO in 2026. It is therefore not included in the budget for the project. This is due to the timeline but also because tax refunds are not regulated by law.



Category	Countries	Fee
A	Albania, Bosnia-Herzegovina, Bulgaria, Romania, North Macedonia, Montenegro, Serbia, Armenia, Azerbaijan, Ukraine, Belarus, Georgia	NOK 3,850
B	Croatia, Cyprus, Greece, Lithuania, Latvia, Slovakia, Hungary, Malta, Turkey, Poland	NOK 4,950
C	Austria, Czech Republic, Estonia, Italy, Portugal, Slovenia, Spain, San Marino, Israel, Ireland	NOK 6,050
D	Belgium, Finland, France, Germany, Netherlands, Sweden, UK	NOK 7,150
E	Denmark, Liechtenstein, Luxembourg, Monaco, Norway, Switzerland	NOK 8,250

Role	Fee
IST and CMT	NOK 4,950
Path leaders*	NOK 5,525
Planning Team	NOK 2,750
Steering Committee (SC)	NOK 800

*Path leaders who were participants at main camp

Invoicing

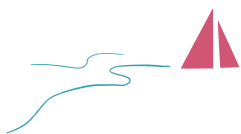
Due to bank fees, we wanted to have as few instalments as possible. For the payments in January 2024 and May 2024, there was an additional charge of NOK 200 on each invoice to the contingents due to bank fees.

After discussing it with HoCs, we decided to have three rounds of invoicing: January, May and September 2024. All payments were made in NOK.

Main learnings:

- Track expenses carefully and make sure you always know how much you spend on things.
- Currency exchanges and banking fees: understand them well enough to make sure they are included in the budget.
- Make sure the budget in the Bid and in the planning is realistic
- Make sure that path has a sufficient budget in order to make it easy for path leaders to plan an exciting path and at the same time keep their budget in the black. Remember Path is half the camp
- Make it clear what kind of changes/revisions/adjustments each party (in the MoU) need to be involved in.

The full budget report is included in the appendix.



7.1 Communication and promotion



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International participant & IST recruitment

We had the philosophy that it is Roverway's responsibility, together with WAGGGS & WOSM, to make sure that NSOs and MOs have contingents. It is then the responsibility of the contingents to recruit the participants & ISTs themselves.

However, the goal was to be visible on social media and put good information out there so that when a scout in a country is asked to participate in Roverway and looks up the event online, they will want to join.

MarCom helped the contingents with recruitment by giving them good flyers, PowerPoints, having a clear graphic profile and giving them the information they needed to recruit their own participants.

We were present at the European Guide & Scout Conference 2022 and at the Academy 2022 and 2023. Similarly, smaller events such as the Nordic event "Go Global" were informally used to recruit more volunteers.

We believe that this philosophy helped us to recruit for the biggest Roverway ever.

In Norway

We tried to actively communicate within Norway that Roverway was an event hosted by "all" scouts in Norway, and not only the Rovers (as the name suggests). The reason for this is that you need adult leaders to run paths and help with experience as there are not enough young rovers in Norway to do this.

This turned out to be difficult, as one of the key elements in Roverway was young leadership and "by rovers for rovers". We suggest that future hosts have a clear plan for how to deal with this.



We hoped that older members and leaders would be more active in a mentoring role – but that process was slow. It was also difficult to recruit path leaders from the NSA’s adult leaders, as they were often under the impression that it was for Rovers.

We attended national events and regional meetings in both NSAs and provided information in newsletters, in the NSA’s social media channels, on websites and in membership papers. The physical meetings were most rewarding. There should be one dedicated person for ‘internal’ communication in the host country.

Physical promotional material:

- 10,000 Woggles
- 5,000 Flyers
- 3 rollups
- 100 T-shirts for people on stands
- Digital folder with posters, flyers, t-shirt design

7.2 HoC meetings

Throughout the planning and preparation phases, several meetings were held, both digitally and physically. We had digital meetings in October 2022, February 2023, September 2023, December 2023, April 2024 and June 2024 as well as two physical meetings in April 2023 and February 2024.

The meetings generally worked well, usually consisting of updates and Q&A sessions. It was important to have WAGGS and WOSM representatives present, as their involvement was crucial to effective coordination. Having representatives from each department attend was also beneficial, ensuring that information was well communicated across the organisation. The physical meetings were particularly valuable, as they helped us grasp the scale of Roverway and provided insight into cultural differences which we might not have fully appreciated otherwise. The gatherings were also enjoyable. For instance, we organised an international evening. However, we should make more time for contingents to share best practices and get to know each other. Overall, the meetings contributed positively to our preparations.

Daily meetings at Roverway

The daily HoC meetings during international events of this kind are one of the key elements to their function: they are the main moment to share information with the contingents and to collect information from them and, if done correctly, put contingents on the same page regarding the event, the issues, the solutions being implemented, and what is expected from them. In this regard, HoC meetings were quite successful, despite a couple of them becoming more heated than what the organisation would have wanted. This has been the case with most similar international events before, though.

After a particularly heated meeting, Rover8 took the role of previewing, correcting and approving the slides and topics to be presented in the upcoming HoC meeting. In the opinion of the HoC coordinators, this additional control and input are somewhere between useful and mandatory when such delicate information is being shared. Nevertheless, its implementation was cumbersome, feedback arrived too late (minutes before the meetings started), and often the decisions and motivations were not clear nor transparent. Also, the effort put in by the HoC coordinators to maintain a coherent graphic profile in the slides being used was severely hindered by the crude edits made and the lack of time to correct them.



7.3 Rover representatives

During the planning phase the contingents were able to recruit Rover representatives (RoverReps) from their respective contingents. We are not sure for which Roverway edition this was introduced, but we do know that it happened in both 2016 and 2018 as well. The concept is very valuable to an event for Rovers, as the rover representatives are the internal focus group in the concept development of different topics.

In connection with the digital and physical HoC meetings we also invited the rover representatives in order to get feedback on our thoughts, mainly on topics regarding the programme and marketing and communication department. As we did not have a contingent support/international relations department – which it would have been logical to include them in – there were no dedicated departments which had responsibility for them during planning and operations. As a result of this, we did not have anything exclusive for the rover representatives during the main camp as we would have liked since they also put in work during the planning phase.

Recommendation:

- Keep the RoverReps as a concept.
- Assign ownership to one department.
- Have “something” exclusive for RoverReps during main camp.

7.4 Volunteer coordination and management system

Definition:

Volunteer coordination is the process of organising many aspects of volunteering. It can include recruitment, communication, scheduling and supervision. The goals of volunteer coordination are to ensure that the organisation has enough volunteers for the project and that all volunteers receive appropriate training.

Volunteer coordination for Roverway 2024 involved multiple aspects such as recruitment, communication, onboarding and supervision of the volunteer workforce. This process was mainly left to the department heads and the HR department. Initially, we lacked a streamlined system for volunteer management, which created inefficiencies in the project. We explored various volunteer management systems, including professional event and planning tools, but ultimately did not invest in one. In hindsight, this was a missed opportunity, as such a tool would have provided the necessary structure for effective volunteer management.

Throughout the project, we also lacked a clear timeline with milestones and a consistent onboarding process. We had a list of people who expressed interest in volunteering through a sign-up form, but delays in using this list led to slow recruitment and poor communication with potential volunteers. Many individuals who had shown an interest were not contacted until late in the planning process, which impacted the overall efficiency of onboarding and keeping the volunteers involved. In some departments, recruitment took up to 50% of the department heads' time from November 2023 to February 2024.

We also faced challenges with the number of volunteers we had. Not enough people were involved early on in the process, which led to several key personnel experiencing burnout or even leaving the project due to the overwhelming workload. A larger team would have helped with this issue,



but just adding more people wouldn't have been enough without a proper system for onboarding and keeping the volunteers engaged.

Moreover, we only held one planning team weekend, where we provided basic training. In contrast, the Netherlands hosted multiple planning weekends with relevant training courses such as volunteer management, budgeting, meeting structures and role management. Holding some of these workshops for our team, such as courses on volunteer engagement, first aid and managing dual roles (as both department heads and steering committee members), would have significantly improved our processes.

Lastly, the number of in-person meetings was limited due to Norway's geographic challenges and budget constraints. This made it harder to coordinate regular face-to-face sessions, something which affected our ability to stay aligned and engaged as a team.

Despite the challenges, we implemented some practices that proved to be beneficial:

Recruitment Form: While its use was delayed, the recruitment form was an effective tool for gathering interest from potential international volunteers. A more proactive approach to managing this list would yield better results for future events.

Volunteer Engagement: Once onboarded, volunteers expressed satisfaction with the communication and engagement within their teams. Departments that actively maintained close contact with their volunteers reported higher levels of productivity and morale.

Several areas require improvement to enhance future volunteer coordination:

Dedicated Recruitment and Onboarding Personnel: Each department should have a designated HR or administrative person to handle recruitment and onboarding. This would relieve department heads of the heavy workload of managing volunteer recruitment, allowing them to focus more on their core responsibilities.

International Volunteer Recruitment: Early in the planning process, we did not recruit international volunteers. Engaging international scouts and guides earlier in the process, with a dedicated team to handle international recruitment, could have helped us create a more international team and better handle cultural differences.

Investment in Management Tools: We should have invested in a professional event management tool early in the process. The absence of such a tool left us without a structured way to track volunteer progress, manage communication and assess resource allocation. For future events, investing in a robust system would help streamline these processes and improve coordination.

Consistent Onboarding Process: A standardised onboarding process should be established and implemented from the beginning of the project. This includes creating a clear timeline with milestones to ensure that volunteers are brought on board in a timely manner, minimising delays and maximising engagement. It is also important to plan when different volunteers are needed, as not all roles are required simultaneously. To support this process, onboarding documents should be prepared, including a comprehensive folder of information for new recruits. This folder should contain introductions to key personnel, clear guidelines on file management, and details on communication channels. Additionally, onboarding sessions can help familiarise volunteers with these aspects, ensuring that they understand how to navigate the event's structure and whom to contact for specific needs.



Expectation Management: We attempted to use a tool for setting volunteer expectations, but it was not sufficiently customised for our needs, and follow-up on these expectations was inconsistent. Creating a tool tailored specifically to the needs of Roverway should be a priority for the next hosts.

While the volunteer coordination for Roverway 2024 faced challenges, particularly in the areas of recruitment and onboarding, the experience highlighted key areas for improvement. The introduction of dedicated HR support, better tools and a more consistent process will help future events streamline volunteer management and ensure a smoother planning process.



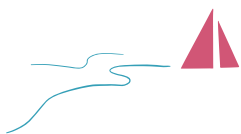
Planning team weekend in April at campsite

© Robert van der Gaag



Opening campfire

© Liam Kilsby Steele



8.

Registration



8. Registration

The registration was set up using Min.speiding, the registration system of the Norwegian Guide and Scout association. Min.speiding was chosen after considering the registration systems of both of the two Norwegian NSAs and looking into how much work would be required to implement a completely new system. As min.speiding and its capabilities and limitations were well known to the people responsible for the registration, the choice was made to use this system.

Registration for Roverway was set up in two parts. Planning team members registered through an individual form after being recruited and given a role within the organisation. This form collected basic personal and medical information along with information about the member's assigned department and day of arrival and departure.

Everyone who was not part of the planning team registered through their contingents, who then filled in a group registration form. This collected the same information as the form for the planning team members but also information specific to the role of the person being registered, for example patrol for participants and special skills and requests in the case of ISTs.

A registration manual was created for the contingents detailing how each question on the registration form should be answered. This manual was available digitally and was updated as and when the registration was updated. At some point in the registration process the manual was partially forgotten, and a few minor changes in the registration system were not reflected in the manual. This does not seem to have affected the registration process, but it could have been avoided if a registration team had been in use and someone on that team had been responsible for updating the manual.

The registration form was produced by a key planning team member in collaboration with the management team. While this worked great initially, the registration process was hampered by the planning team member abruptly withdrawing from Roverway during the initial stages of contingent registration. This meant that the deputy department head had to take over this position on the fly together with a paid staff member from one of the NSAs and the management team. While this worked out, in hindsight it would have been better to recruit a whole team to work on registration from the beginning rather than just a single planning team member, as the effect of one team member withdrawing would have been significantly easier to handle.

While preparing the registration process some questions were raised about what medical information we should and could store. These questions were answered by contacting the local municipal medical officer. As these rules might differ from host country to host country, it is advisable to have this checked out before designing the registration process.

The registration process in itself took longer than expected due to the downsizing, and several contingents were also quite late completing their registration even after having their deadline pushed back. Several contingents also continued to make major changes to their registration or waited to fill in important data such as dietary needs until a few months before the event, which meant that several other departments did not get the info they needed when they needed it. It is important to set a clear deadline for registration and to follow up on contingents early if they are not completing the registration in a timely manner.

Finally, as the event drew nearer it became clear that there were shortcomings in the quality of the data provided by the contingents. This included things such as wrong dates of birth (meaning the participant could not log into the app), missing dietary information and missing phone numbers



all the way up to missing medical information such as wheelchair users or the need for electricity to run medical equipment in the tent. While it is impossible to safeguard completely against these kinds of problems, it might be a good idea to issue reminders to the contingents periodically to check their registered data and make certain that it is correct. It is also important to make certain that the questions on the registration form are as clear as possible.

Recommendations for the next host

- Decide what registration system to use early, and make certain that the system is easy to use for contingents, including the possibility to do bulk uploads of information
- Have the registration process handled by a team, with each contingent assigned a designated team member for follow-up
- Make certain that host country regulations on storing medical information is well known before designing the registration process
- Have a clear deadline for when registration should be completed, and communicate this clearly
- Use clear and easy to understand questions on the registration form, and create a registration manual with detailed instructions on how to fill in each question and an FAQ
- If you have the capacity, take time to go through the registrations for each contingent to identify potential “oddities” that might indicate errors in the registration



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9.

Survey results



9. Survey results

The survey was distributed on 3 August 3 2024 through the Roverway app and via email to all participants, ISTs, CMTs and planning team members. A total of 1,594 responses were received, including 1,194 from participants, 267 from ISTs, 27 from CMTs and 106 from planning team members. Most of the evaluation questions used a 1–10 scale, where 1 indicated a negative response and 10 a positive one. Of all respondents, 75% were in the age group 16–22, and the gender distribution was 41% female, 55% male and 4% other.

9.1 Participant feedback

Roverway 2024 brought together scouts from across Europe and the world in a memorable and unique setting in Norway, providing participants with both positive and challenging experiences. This summary reflects the feedback received, including the event's highlights, areas for improvement and suggestions for future Roverways.

Path participant feedback

The general experience of the path was positive, with the majority of participants giving it high ratings. Travel and safety were especially well-received, while the timeliness of information and programme expectations received more mixed feedback. Contact with leaders was moderately positive, and interactions with the group were generally favourable. The transportation from the path to the main camp was highly appreciated.

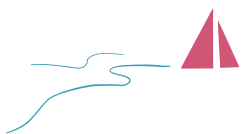
Category	Average Score	Scores 1-3 (Poor)	Scores 4-6 (Average)	Scores 7-10 (Good)
Overall Experience of the Path	8	~10%	~20%	~70%
Travels to the Path	8-9	~5%	~20%	~75%
Timeliness of Information Received	7-8	~15%	~25%	~60%
Transport from Path to Main Camp	9	~5%	~15%	~80%
Path Meeting Expectations (Program/Culture)	7	~20%	~25%	~55%
Contact with Path Leaders	6-7	~10%	~15%	~75%
Contact with Contingent during the Path	8-9	~7%	~25%	~68%
Safety on the Path	8-9	~5%	~10%	~85%

Summary of other feedback at path

Food and hygiene

People have different expectations in terms of food at camp and primitive camp life and what facilities this covers in guide and scouting Europe. This is a challenge for international path leaders and international participants. We could include "hygiene at path" in the path leader handbook and participants' handbook to manage the different expectations.

Several participants felt that we did not have nutritious food and would like more fruit and vegetables. The Norwegian open-faced sandwich did not go down well with all participants. Our food budget was relatively low and, understandably, fruit and vegetables were phased out due to the limited budget. With good planning, communication and budgeting, both these problems could be mitigated. But we understand this was a challenge.



Dietary needs can be harder to address at Paths than at main camp. The knowledge of the path leaders regarding diets and food requirements will affect the food available at the paths. Additionally, some of the paths in our case were remote, so it would have been difficult to address the food situation if this was not well communicated beforehand. There were several problems regarding dietary requirements on the paths, most of which were due to bad communication, incorrect data registration or last-minute changes to the data registered. We had no strict limits for what dietary requirements we should accommodate. Having this in place would make planning easier

Ideas for the next host:

- Add “Hygiene at path” and “Food at path” to handbooks.
- Increase food budget on the paths.
- Have a list of what diets you can accommodate at Path and main camp.

Activity and programme design

At this Roverway we distinguish between dynamic and static paths. There was much greater interest in the dynamic paths, and we were unable to meet demand, resulting in several participants not getting as active a path as they desired.

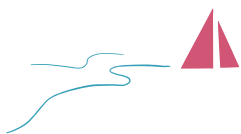
The static paths also encountered some problems. Some of these paths were based in classrooms or planned as workshops. Participants felt that these paths were boring and did not align with Roverway’s marketing prior to the event. This could be addressed by incorporating the workshops and similar activities in nature, or by using the local area better – provided you decide to run workshops at all. However, this would require local knowledge and may be challenging if a path is planned solely by international path leaders. Furthermore, few people wanted to go on these paths, and some participants felt that these paths were created just to fill the gap in the number of paths available to participants. The same applies to paths where multiple paths were combined.

Furthermore, some of the static paths were more accessible than the dynamic paths. It’s easier to address accessibility issues at static paths. However, static paths are not always what patrols with accessibility requirements want. Attempts should be made to improve accessibility at dynamic paths as well.

Programmes and activities changed along some of the paths. It’s important to be adaptable and open to change but also to communicate these changes to the participants. Some participants felt there were too many, and others too few, planned activities. In hindsight, it could have been beneficial to involve the participants more in the decision-making both during and before the paths in collaboration with the path leaders. This would have increased involvement and understanding from the participants about the limitations and challenges faced in the planning processes. However, this requires good leadership skills on the part of the path leaders.

Ideas for the next host:

- Increase the number of dynamic paths.
- Make static paths more engaging with outdoor activities.
- Use local expertise in path planning.
- Improve accessibility on dynamic paths.
- Communicate programme changes clearly.
- Involve participants in the planning of the paths.



Adult patrol leaders (APLs)

Some contingents required adult patrol leaders to accompany their patrol on the path. The agreement with these contingents was that the adult patrol leaders should be part of the path leader team and serve as International Service Team (IST) members. Due to a shortage of path leaders, the adult patrol leaders played an important role in assisting with various aspects of the paths. However, some participants found it difficult to have adult patrol leaders on the path, and some of the adult patrol leaders were not properly integrated into the path leadership. A written agreement was made with each contingent requiring APLs. For logistical reasons such as fees and bud planning, APLs were considered participants.

Ideas for the next host:

- Make a decision at the start of planning whether to allow APLs
- If allowed, use them well, and inform path leaders of their role and how they can use them
- Have written agreements with contingents using APLs

Information and communication lines

The information about paths given to the participants was late and did not come when promised. The struggle to gather all the information from the paths caused delays. The late information did affect the participants in terms of packing, programme and entry point. This was because we were not able to acquire all the information from path leaders, late planning of some paths, and a lack of path leaders.

Some of the problems can also be attributed to the information flow from Roverway to the participants. We relied heavily on the contingents, and we believe that in some cases it would be wise to provide information directly to the participants to improve communication flow. It worked quite well close to the event to have WhatsApp groups created by us for the path leaders and participants on each path. We have received feedback that this was useful and that good information was shared here.

At the path, the communication flow and lines need to be clear. It should be easy for the participants to go to the path leader and raise their concerns or issues. However, we found that many participants went straight to their HoC, escalating the issues to a higher level than necessary and making us expend more resources and time on the issues than necessary.

Early and clear communication with path leaders and participants will ensure that they receive the information they need on time, and it will make it easier to go to the path leader with issues than to their HoCs.

Ideas for the next host:

- Ensure complete information is gathered from path leaders early.
- Provide direct communication to participants, not just through contingents.
- Continue using WhatsApp groups for effective communication.
- Clarify communication channels at paths to avoid unnecessary escalation.
- Ensure path leaders receive and disseminate information promptly.
- Facilitate direct issue resolution with path leaders.

Path leaders

The success of the Paths heavily depends on the path leaders. Overall, the participants are very happy with their path leaders, but they did notice differences in the leadership skills of the path leaders. On paths with less active programmes, a significant contributor to their success is the



path leaders. However, it is difficult to thoroughly assess all path leaders beforehand and ensure that everyone possesses the necessary leadership and people skills to lead a successful path.

In the future it would be beneficial for the path leaders to get to know each other better, and a team-building activity before the paths would have been helpful. During the team-building activity, the Path programme could have been tested and improved before the participants arrived. However, for logistical reasons, this would have been expensive in Norway.

Path allocation

To give all participants their most desired path is impossible. Roverway 2024 attempted to give everyone a path close to their preferences, but we need to note that in the evaluation, several participants did not feel their choices regarding paths were heard. Roverway 2024 had some paths that were very adventurous and some that were not as adventurous, and the gap between the two is highlighted when participants wanting an adventurous path get a less adventurous one.

Furthermore, as Roverway did not cover the travel to paths, different paths would also mean differences in travel cost. The ones in the Oslo city centre would be cheaper than the ones in a forest in Trondheim. This should also be taken into account when allocating paths if Roverway doesn't cover travel costs.

Ending remarks from participants' feedback

One of the most important parts about Roverway is the paths. At the paths you get to meet many people from different cultures and really get to know them. The length of the path can be discussed; several participants stated that the path could have been one or two days longer, others could not wait to get to the main campsite. However, the importance of meeting new people and making new friends on paths is highlighted several times and is a key takeaway from the evaluation. At Roverway 2024 we had some bigger paths. At these paths it was harder to get to know people as there were bigger groups from their own country, and participants ended up hanging out with them instead of the others. Some participants mentioned that due to their own MO/NSO regulations, there were several activities they could not attend. We do not have any recommendations, but it is important to be aware of this.



Main camp participant feedback

Category	Average Score	Scores 1-3 (Poor)	Scores 4-6 (Average)	Scores 7-10 (Good)
Overall Experience of the Program	7	10%	45%	45%
Attendance to Program Activities		None 1%	Some Sessions 39%	Most Sessions 52%
Experience at International Day	8	2%	35%	63%
Enough to do on Camp	7	8%	25%	67%
Stavanger Activities	7.5	5%	20%	75%
Program Information in App	8	4%	20%	76%
Venue of the Main Camp	8	2%	15%	83%
Cleanliness of Campsite/Sanitary Facilities	7	3%	20%	77%
Availability of Water Stations	7	5%	30%	65%
Availability of Charging Stations	4	35%	45%	20%
Breakfast and Lunch	5	35%	40%	25%
Dinner	7	10%	35%	55%
Use of Cooking Equipment	7.5	5%	25%	70%
Allergies Needs Met	8	15%	20%	65%
Foodhouses Adding to International Experience	8.5	3%	25%	72%
Visited Contingent Tents	6	25%	35%	40%
Used Plaza Stands for Information	3	50%	25%	25%
Atmosphere at Plaza	7.5	3%	40%	37%
Safety on Main Camp	8	3%	12%	85%
Contact with Camp Emergency Phone	5	18%	40%	42%
Visited First Aid Tent	5	30%	30%	40%
Contact with Listening Ears	7	10%	35%	55%
International Presence at Event	8.5	0%	10%	90%
Information Before Roverway	6.5	10%	35%	55%
Information During Roverway	7	5%	25%	70%
Safeguarding Course	5	20%	35%	45%
Marketing Before Event	7	5%	30%	65%
App Functionality	8	5%	20%	75%
App Notifications	7	10%	25%	65%
Merchandise	7	10%	30%	60%
Newspaper and Podcast	6.5	12%	35%	53%
Opening and Closing Campfire	7	15%	30%	55%
Check-in Process	8	5%	15%	80%
Information Tent Experience	8	5%	20%	75%
Overall Roverway Experience	9	1.5%	10%	88.5%



Summary of other feedback regarding the app (392 answers)

- **Phone Dependency:** Around 60–70 participants mentioned being overly reliant on their phones or preferred not to use them during the camp. On the positive side, about 20–30 participants appreciated the convenience of using the app for organising their day, despite phone dependency.
- **Battery and Charging Problems:** About 50–60 responses highlighted issues with battery drainage and inadequate or unsafe charging stations. However, 10–15 participants acknowledged that the app was still useful, even though it consumed a lot of battery.
- **Technical Issues:** Around 80–100 participants noted problems such as crashes, slowdowns and the app being unable to handle many users at once. Despite this, 30–40 people mentioned the app as a great idea overall, appreciating its functionality when it worked well.
- **Activity Sign-Up Confusion:** Roughly 100–120 responses mentioned difficulties with the sign-up process, missed notifications or activities being booked up quickly. On the other hand, about 20–30 participants felt the activity booking system was a good concept and allowed flexibility in choosing what to do.
- **Navigation and Information:** Approximately 40–50 participants focused on navigation issues, scattered information or confusing design changes. However, 50–60 participants praised the app's map feature and found it helpful for getting around the camp, with many noting it as the best camp app they had used.

Summary of other feedback. 420 participants took their time to write more extensive feedback. This is a summary of that.

Positive highlights:

Atmosphere and Friendships (mentioned 25 times):

A major success of Roverway 2024 was the sense of community and the opportunity for participants to meet scouts from all over the world. Many attendees formed deep friendships and appreciated the inclusive, welcoming environment.

"The friendships I've made were the best thing at Roverway!"

"Overall, an amazing camp and I loved it all. Very well run with an enthusiastic and happy team."

Beautiful location (mentioned 15 times):

Norway's stunning landscape provided a breathtaking backdrop for the event. Participants appreciated the opportunity to experience Norway's natural beauty.

"The campsite was amazing and with a beautiful view!"

Helpful path leaders and engaged teams (mentioned 12 times):

Many participants praised their path leaders and the Roverway team for their hard work and dedication, particularly in creating a welcoming and positive environment.

"Our path leaders were super nice and supportive, and did absolutely their best."

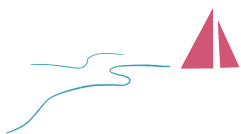
Digital tools and app (mentioned 10 times):

The Roverway app was well received for its usefulness in navigating the camp, providing important updates and facilitating activity sign-ups.

"The app was amazing and the idea of the listening ears was great."

Service and inclusivity (mentioned 7 times):

Spaces like the Rainbow Café were highlighted as positive, inclusive areas where participants could relax and connect with others.



“The Rainbow Café was a great place to relax and socialise.”

Workshops and activities (mentioned 8 times):

Certain activities, particularly those focused on survival skills and cultural exchanges, were praised for their educational value and engagement.

“The survival skills activities were really fun and engaging.”

Constructive criticism and areas for improvement

Food and nutrition (mentioned 40 times):

An area for improvement could be the food, especially the repetitive nature of breakfast and lunch (mostly bread-based) and the lack of variety, which left some participants hungry or dissatisfied. There were also concerns about insufficient food for those with dietary needs (vegetarian, vegan, lactose-intolerant) and a general lack of protein in vegetarian meals.

Waste management and sustainability (mentioned 18 times):

Participants pointed out the disconnect between the camp’s messaging around sustainability and its actual practices. There was excessive food waste, lack of cooling facilities for perishable items and insufficient recycling options.

Activity variety and accessibility (mentioned 22 times):

Some participants expressed frustration with the lack of variety in activities and the difficulty of securing spots on popular ones such as sailing or climbing. There was also feedback that some activities were too basic or felt more suitable for younger scouts.

Logistics and communication (mentioned 30 times):

Communication, particularly during the arrival process and regarding activity bookings, was seen as a challenge. Some participants reported that important information was either not shared in a timely manner or was buried in the app. This caused confusion, particularly around arrival, meal times and activity sign-ups.

Charging stations and digital dependency (mentioned 20 times):

With so much reliance on the app, participants felt that the lack of charging facilities was a significant oversight. There were not enough charging points, and this caused frustration, especially as the app drained phone batteries quickly.

Safety and first aid (mentioned 15 times):

Some participants raised concerns about safety and first aid provision, particularly during minor emergencies. The response time for medical help was often slow, and there were issues with the accessibility of first aid services.

Programme and ceremonies (mentioned 16 times):

Some thought the opening and closing ceremonies were underwhelming and more suited to a younger audience, with some participants expressing disappointment that they lacked the celebration and joy expected from such large-scale events.

Path planning and execution (mentioned 17 times):

Some paths were criticised for being poorly organised, with a lack of engaging activities, unclear instructions and insufficient support for path leaders.

Suggestions for future events:

Improve food options and sustainability:



Offer more varied meals to mitigate the cultural differences in food. Integrate sustainability into every aspect of the event by reducing food waste and promoting recycling.

Better activity planning and accessibility:

Ensure that activities are accessible to all participants, with a wider range of options that challenge participants. Additionally, improve the sign-up process so that popular activities are more accessible.

Strengthen communication:

Provide clearer, more centralised communication through both physical and digital channels. Make sure all essential information is easily accessible, especially during arrivals and for activity bookings.

9.2 IST feedback

We received 267 answers from the ISTs at Roverway. They appreciated the strong sense of community, friendships and the beauty of the campsite but expressed concerns about workload, communication and logistical issues. Key areas for improvement include better shift management, earlier communication, more international inclusion, improved infrastructure and stronger safety measures.

	Average Score	Scores 1-3 (Poor)	Scores 4-6 (Average)	Scores 7-10 (Good)
Sustainable workload during Roverway	6.0	15%	35%	50%
Time to rest when off work	6.5	10%	30%	60%
Clear and easy-to-follow instructions	6.0	12%	40%	48%
Meaningful tasks	6.5	8%	25%	67%
IST on-site program rating	7.0	10%	45%	45%
Pulpit Rock trip rating	8.0	5%	20%	75%
Program information on the app	8.0	5%	20%	75%
Staff canteen experience	7.0	10%	35%	55%
Venue of the Main Camp	8.0	3%	15%	82%
Cleanliness of campsite and sanitary facilities	7.0	3%	25%	77%
Availability of water stations	7.0	5%	30%	65%
Availability of charging stations	5.0	30%	45%	25%
Breakfast and lunch rating	5.0	35%	40%	25%
Dinner rating	6.5	10%	35%	55%
Allergy needs met	8.0	8%	20%	65%
Foodhouses added to international experience	8.0	5%	25%	70%
Participation in Foodhouses events and activities	6.5	20%	35%	45%
Visited Contingent Tents (other than own)	6.0	25%	25%	50%
Use of Plaza stands for info on events and opportunities	4.5	30%	30%	40%
Atmosphere at Plaza	7.0	5%	25%	70%
Safety on the Main Camp	8.0	3%	12%	85%



Contact with Camp Emergency phone	5.0	18%	40%	42%
Help received at First Aid Tent	6.0	15%	30%	55%
Experience with Listening Ears	8.5	0%	10%	90%
International presence at the event	6.0	10%	35%	55%
Information before Roverway	7.0	5%	25%	70%
Information during Roverway	6.0	20%	35%	45%
Safeguarding course feedback	7.0	5%	30%	65%
Marketing of Roverway prior to the event	8.0	5%	20%	75%
App functionality	7.0	10%	25%	65%
App notifications	6.0	12%	35%	53%
Merchandise rating	6.5	15%	35%	50%
Newspaper and podcast rating	7.0	20%	30%	50%
Opening and Closing Campfire rating	7.5	3%	15%	82%
Check-in process experience	8.0	5%	20%	75%
Experience at the Information Tent	8.5	5%	20%	75%
Overall experience of Roverway	9.0	1%	10%	89%

Grouped feedback summary from IST volunteers at Roverway 2024

Positive feedback

Community and Friendships (mentioned frequently):

Many IST members found the event to be a wonderful opportunity to forge new international friendships, which was often cited as the highlight of their experience.

Staff Canteen and Food houses (mentioned several times):

While some improvements were suggested, many ISTs appreciated the availability of warm meals and fresh vegetables. The Food houses were also praised for fostering a communal atmosphere.

The beauty of the Norwegian campsite was frequently highlighted. Despite challenges with infrastructure at the start of the camp, the site itself was often described as visually stunning.

General Success of the Event (mentioned occasionally):

Despite the hurdles, several IST members acknowledged the success of the event and the hard work put in by the planning team.

Constructive feedback

Workload and Burnout (mentioned very frequently):

A recurring issue for many ISTs was the unsustainable workload. Long shifts with minimal breaks led to burnout, especially for those on the safety and host teams.

Shift Coordination and Management (mentioned frequently):

ISTs consistently expressed frustration over shift allocation and last-minute changes, which caused confusion and stress. There were also complaints of unequal task distribution.

Communication Issues (mentioned frequently):

Communication from the planning team was often seen as lacking, particularly before the participants arrived. The use of multiple communication platforms added to the confusion.



Logistics and Planning (mentioned frequently):

Some ISTs felt that the event was under-prepared, with logistical issues such as the late set-up of essential infrastructure (toilets, showers and activity supplies) negatively impacting their experience. However, this was due to the supplier and out of the hands of Roverway.

Inclusion of International Volunteers (mentioned multiple times):

Some international IST members felt excluded due to language barriers and a lack of integration into the planning process, with many non-Norwegian ISTs feeling isolated in their roles.

Food Variety and Dietary Concerns (mentioned frequently):

While warm meals were appreciated, ISTs found the food repetitive, with bread served at almost every meal.

Environmental Impact and Waste (mentioned several times):

Several ISTs raised concerns about the event's environmental footprint, particularly the excessive use of disposable items and a lack of recycling facilities.

Safeguarding and Safety Concerns (mentioned occasionally):

Safety and safeguarding were recurring concerns, with several ISTs noting that the open nature of the site posed risks.

Ceremonies and Programme (mentioned several times):

The opening and closing ceremonies were generally seen as lacklustre, with ISTs expressing disappointment over the energy and organisation of these important events. Furthermore, there was little programming for the ISTs.

Key areas for improvement:

Workload Distribution:

ISTs recommended better shift management to prevent burnout and ensure fair task allocation.

Advanced Communication:

Early and consistent communication about roles and shifts would allow IST members to prepare better, reducing stress and confusion.

International Inclusion:

Greater efforts should be made to integrate international volunteers and address language barriers in key planning processes from the start of the event.

Improved Infrastructure:

Logistics, such as the set-up of toilets, showers and activity supplies, need to be in place before ISTs arrive.

Dietary Accommodations:

Food variety needs improvement, and dietary requirements must be better handled to ensure everyone's needs are met.

Environmental Sustainability:

ISTs emphasised the need for more sustainable practices, such as better recycling options and reducing disposable waste. And if you conduct an analysis of the sustainability of your choices, this should be published.



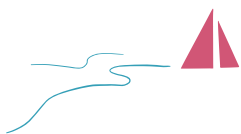
Stronger Safeguarding:

Enhanced safety measures and better safeguarding policies are necessary to protect both ISTs and participants.

9.3 CMT feedback

The following table provides a summary of key metrics evaluated by CMTs, including scores on their experience, collaboration, planning and event management aspects. Feedback from open-ended responses further highlights both strengths and areas that could benefit from improvements, ensuring that future events build on this foundation. We received 27 answers.

	Average Score	Scores 1-3 (Poor)	Scores 4-6 (Average)	Scores 7-10 (Good)
Experience in your role	6.0	20%	20%	60%
Collaboration with Host Country	5.2	20%	40%	40%
Planning arrival and departure	7.0	0%	40%	60%
Physical HoC meetings before Roverway	6.8	0%	40%	60%
Preference for physical HoC gatherings	6.2	0%	80%	20%
Physical HoC meetings at Roverway	8.2	0%	20%	80%
International presence at event	8.4	0%	20%	80%
Communication during Paths	4.8	40%	20%	40%
Participant safety at Path	3.4	60%	20%	20%
Path content	4.0	60%	40%	0%
Information before Roverway	2.8	80%	20%	0%
Information during Roverway	5.0	20%	60%	20%
Safeguarding course feedback	3.6	60%	20%	20%
Marketing before event	5.6	20%	40%	40%
Marketing at event	6.6	20%	0%	80%
App functionality	8.0	0%	40%	60%
App notifications	6.8	20%	20%	60%
Merchandise feedback	5.6	40%	0%	60%
Newspaper and podcast feedback	5.4	20%	60%	20%
Opening and Closing Campfire	5.8	20%	20%	60%
Check-in process	6.4	20%	20%	60%
Main Camp venue	7.0	20%	0%	80%
Cleanliness of campsite and facilities	6.8	20%	20%	60%
Availability of water stations	5.2	20%	40%	40%
Breakfast and lunch quality	5.4	20%	40%	40%
Dinner quality	7.8	0%	20%	80%



Dinner quality	7.8	0%	20%	80%
Allergy needs met	6.2	40%	0%	60%
Charging station availability	3.8	60%	40%	0%
Foodhouses' international experience	7.8	0%	40%	60%
Plaza information stands	5.2	40%	20%	40%
Atmosphere at Plaza	8.0	0%	0%	100%
Safety at Main Camp	5.4	40%	20%	40%
Contact with Camp Emergency phone	5.2	20%	40%	40%
First Aid Tent assistance	4.0	40%	60%	0%
Listening Ears experience	6.0	20%	40%	40%
Overall Roverway experience	6.4	20%	20%	60%

Based on the feedback gathered from open-ended questions, several key themes emerged regarding both the positives and areas for improvement across different aspects of the Roverway event.

Positives:

1. HoC Meetings Prior to Roverway:

- Meetings were generally well organised and effective, with some praising the inclusion of RoverReps and clear communication.
- The format and accessibility of the meetings were appreciated, especially for smaller contingents where budget considerations were a factor.

2. HoC Meetings at Roverway:

- The meetings were efficient and offered useful updates, with appreciation for actions taken to address concerns.
- Some CMTs noted that more directive leadership helped save time.

3. App Use:

- The app was seen as a great tool for distributing information and was particularly helpful for real-time updates during the event.
- The map and regular updates were highlighted as strengths.

4. Overall Event Experience:

- CMTs enjoyed the venue, effective programme schedule and well-executed main camp logistics, especially the check-in and sanitation facilities.
- The event's adaptability in addressing concerns and improving conditions was appreciated, with acknowledgment of efforts to solve issues during camp.

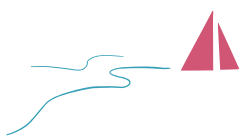
Constructive Feedback:

1. HoC Meetings Prior to Roverway:

- Feedback suggested a need for clearer, more consistent information, with better cultural sensitivity and explicit communication to avoid misunderstandings.
- More social activities and clearer agendas with advance questions were suggested to improve engagement.

2. HoC Meetings at Roverway:

- Participants recommended a focus on relevant issues, with a system to address



individual concerns outside the main meetings.

- More structured and time-efficient meetings were requested, with less emphasis on issues that could be resolved by CMTs independently.

3. App Usage:

- The app had technical issues, including crashes and battery drain. Users suggested pre-event set-up to ensure information was consistently available and correct.
- There was feedback about too much reliance on the app, with a need for backup plans in case of technical failures.

4. Overall Event Experience:

- The feedback highlighted issues with pre-event planning, particularly around communication and logistical arrangements (e.g. transport and accessibility).
- Some concerns were raised about information distribution, dietary needs, accessibility for participants with reduced mobility, and the effectiveness of certain programmes.
- There were suggestions to improve transparency, cultural activities and quieter spaces for neurodiverse members, alongside better coordination between different teams to avoid last-minute changes.

9.4 Planning team feedback

The following table summarises key metrics evaluated by Planning Team members, reflecting their experiences with workload management, role clarity, event logistics and general support. Alongside the scores, open-ended responses provide further insights into what worked well and areas that could benefit from improvements during future events. We received 106 responses.

	Average Score	Scores 1-3 (Poor)	Scores 4-6 (Average)	Scores 7-10 (Good)
Sustainable workload during Roverway	5,4	18%	45%	36%
Recommend role to others	7,1	18%	18%	64%
Clear understanding of role when recruited	5,6	36%	9%	55%
Time and opportunity to rest	5,8	27%	9%	64%
Instructions easy to follow	5,4	27%	27%	45%
Meaningful tasks	5,5	36%	18%	45%
Staff canteen experience	5,0	27%	45%	27%
Main Camp venue	6,1	18%	27%	55%
International presence of event	7,2	18%	18%	64%
Merchandise feedback	5,9	18%	36%	45%
Cleanliness of campsite and facilities	6,3	18%	9%	73%
Breakfast and lunch quality	4,6	36%	36%	27%
Dinner quality	5,0	27%	45%	27%
Allergy needs met	5,0	18%	64%	18%
Opening and Closing Campfire experience	5,9	36%	9%	55%



Foodhouses' contribution to international experience	5,8	27%	27%	45%
Camp Emergency phone contact	5,8	18%	45%	36%
First Aid Tent assistance	5,3	27%	36%	36%
Safety on main camp	7,1	18%	9%	73%
Listening Ears experience	4,9	27%	55%	18%
Trust in department leadership	5,9	36%	9%	55%
Information before Roverway	4,4	36%	45%	18%
Information during Roverway	5,1	36%	27%	36%
Safeguarding course feedback	4,2	45%	27%	27%
Marketing before event	6,3	18%	27%	55%
Marketing at event	5,5	18%	36%	45%
App functionality	5,8	27%	27%	45%
App notifications	6,5	18%	36%	45%
Overall feeling towards Roverway	6,0	27%	27%	45%

Summary of planning team evaluation feedback

Based on the feedback gathered from open-ended questions, several key themes emerged regarding the app, workload, support and overall experiences. The feedback has been used to highlight both strengths and areas for improvement, which can guide future event planning.

Positives:

1. App Feedback:

- The app was generally seen as a great tool for communication, with practical features that enhanced the experience. Users appreciated the real-time updates, functionality and accessibility of the map.
- Some respondents praised the app's stability and ease of use, especially for navigating the camp and accessing information.

2. Workload & IST Coordination:

- Many praised the organisation and team spirit, especially noting that ISTs brought new perspectives and were valuable additions to the teams. Specific roles such as Path Leaders and staff members found the IST support helpful.
- Participants highlighted the international camaraderie and the spirit of collaboration, despite challenges. Some teams managed to adapt and enjoy the experience, making the event memorable.

3. General Event Feedback:

- The main camp venue was appreciated for its beauty and functionality, and many reported having a positive overall experience. The planning team valued the opportunity to meet people from different countries and cultures.
- The hard work of the planning team was emphasised, and there was praise for the efforts to adapt to unexpected issues, creating an inclusive atmosphere.



Constructive Feedback:

1. App Feedback:

- Some found the app overwhelming, with too much information condensed in notifications. There were suggestions to improve features such as search functionality, map zoom and better categorisation of staff and participant information.
- Issues with delayed updates, battery drain and inconsistency in information were reported. A need for more reliable notifications and pre-event testing was highlighted alongside concerns over reliance on mobile devices.

2. Workload & Planning:

- There was a recurring concern about heavy workloads and lack of support in various roles. Some found the workload much higher than expected, leading to stress and exhaustion. Clearer communication and pre-event training were recommended to address this.
- Feedback indicated a need for better planning and organisation, especially around task distribution and coordination between departments. Some felt their contributions were underutilised, leading to periods of inactivity.

3. Support & Communication:

- The planning team noted a lack of consistent information, with some feeling left out of important updates. Several respondents felt that communication before and during the event was unclear and sometimes contradictory.
- Suggestions included having mentors, clearer leadership and better integration of international teams. Many emphasised that timely, accurate information would help reduce stress and improve the overall experience.



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9.5 Roverway Testimonials:

What Guides & Scouts Learned and Took Home

Text: Francisca Dias, Laura Alzmetzer, Markus Fagerholt and Sophia Auer
Edit: Sophie Spickenbom, Janne Fongen

Roverway was an amazing opportunity to get to know Rovers from all over the planet. Guiding and Scouting is a movement where people can connect and where young leaders can learn to be who they want to be and to stand up for themselves. Everyone has a different story, and that is what makes Guiding and Scouting so interesting.

One month after the end of Roverway we are looking back at the role Roverway played in different Guide and Scouts' lives. We asked three people about their story, each representing a different position in this camp.

Amy, 18, Maltese Scout (Participant)

Amy, an 18-year-old Scout from Malta, was a Participant in Roverway 2024, where she embarked on Path TR03 in the historic town of Røros. From a young age, Amy was inspired by older Guides and Scouts in her group who shared their exciting Roverway experiences. Eager to create her own memories, she anticipated this event with great enthusiasm.

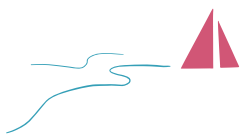
The highlight of Amy's Roverway adventure was the deep sense of integration with the diverse group of Participants. Through shared activities like dancing and playing games, she formed meaningful connections and gained insights into various cultures. This camaraderie significantly enhanced her Roverway experience.

Reflecting on her journey, Amy realised the profound impact Scouting had on her personal development. It bolstered her leadership skills and self-confidence, providing a strong sense of community and belonging. She believes that Guiding and Scouting imparts essential values and skills to youths, equipping them for adult life and fostering a supportive community environment.

In Amy's view, what sets Guiding and Scouting apart from other associations is its unique ability to cultivate lifelong values and a sense of belonging. Through her experiences at Roverway 2024, Amy has seen firsthand how Guiding and Scouting can transform individuals and communities, making it a vital force for positive change



Photo: Jure Pučnik



Paula, 23, German Scout (IST)

Paula is a 23-year-old Scout from Germany who has been working as an IST at Roverway! For the first half of Roverway she helped a team of Path Leaders and other IST put a Path together, and now she's working in the Administration Department as well as being one of the Sub-Camp Leaders responsible for all the Southern Sub-Camps! She says her main purpose is "to give the Participants a good experience and help them with whatever they need and whatever they want to know".

Paula was assigned to her tasks, but she knew that she would end up doing this kind of work, as when she was asked to fill in a form with what she would like to do, she said she was very willing to take responsibilities.

She shared that the most important thing she's worked on every single day is communication. Most of her days are spent talking to many, many people as in order to be aware of everything that's going on, "we always need to be in a very good flow of communication".

Paula shared that she discovered that there are a lot of very different working traditions in the different Guide and Scout associations and in different nations. She's seen that when all of those are brought together, usually a great solution is found. She's really happy about working together with many people and for this opportunity to learn from each other.

For Paula, the calm moment she shared with all the ISTs and Path Leaders one evening while on Path, where they had the time to sit down, rewind a bit and really enjoy themselves on the Path is a memory she holds close to her heart.

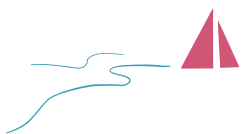


Photo: Jure Pučnik

"Guiding and Scouting is what brings people from very different cultures and very different backgrounds together and with their very different opinions and faiths and beliefs, but in the end we're sharing a very similar spirit, so you always get along with the vast majority of people you meet even though you don't know each other. There's one common sense or one common feeling in the Guiding and Scouting family".

Guiding and Scouting helped Paula be a better person as it helped her understand how people differ from one another. It also helped her truly value the time spent with people who are different from you. She is of the opinion that Guiding and Scouting makes her community better "in a way that brings people together, so it's a very connecting structure, truly helps people to learn more about each other".

"I just want to say that I'm really happy to be at Roverway and I think it's a very wonderful experience that brings young people from all over Europe together."



Laura, 31, Hungarian Scout (Planning Team)

This is Laura, a 31-year-old Hungarian Scout. She was the Team Leader for Press and Website, in the Marketing and Communications Department. It has always been her dream to attend an international Guide and Scout event like Roverway. However, it wasn't really accessible due to many reasons, including financial capacities.

She read about volunteering for Roverway in an advertisement from "Scoutisme Français". Afterwards, Laura started looking into ways to be part of the team. The Marketing and Communication Department needed more translators which fitted her profile as she speaks both English and French fluently. That's how she made it to Roverway!

After some time, Laura got asked to lead because of her expertise and this is how she became the Team Lead for the Press and Web Team, and part of an amazing family. Together with another Planning Team member, she was also the host for the Roverway Podcast. The "Roverpodden", which is the official podcast of Roverway 2024, was raising awareness on several topics that are important for the growth of Guides and Scouts all over the world. That is the foundation to make this community a better place.

Working with people can be challenging sometimes, but with time, a great team will form. The Planning Team has worked together for over two years, growing constantly. They met twice physically and virtually every week, which has built a strong base to their work. With communication and determination, the team was able to plan and organise something magical that the Guides and Scouts participating at the event will always remember.

When thinking of the Roverway experience, a lot of memories come to mind, but what stands out the most for Laura, is the people who she met along the way.

Guiding and Scouting not only teaches young leaders to stand up for themselves and that working together can go a long way. They also learn to push through ups and downs and that teamwork makes the dream work.

Laura truly believes that being a Guide or a Scout connects the world and encourages international friendship. Connecting through this worldwide organisation comes with a better understanding of cultures, people and traditions.



Photo: Jasmijn Commeren



10.

Outcome and Impact



10 Outcomes and impact

Achievement of objectives

From the initial bid to the event's conclusion, Roverway 2024 was driven by five main objectives:

Guiding and Scouting culture: Our goal was to provide participants with opportunities to learn about guiding and scouting culture in Norway and share traditions from other countries. This objective was partially met. Highlights included International Day, where contingents showcased their scouting culture through activities, fostering a vibrant exchange of traditions. However, some paths and activities did not fully integrate cultural exchange, suggesting that a more comprehensive approach could strengthen future programmes.

Physical and mental strength: We aimed to foster both physical and mental strength through the participants' experiences in the Norwegian wilderness. While participants successfully tested their physical limits through dynamic paths and activities, the mental strengthening aspect was less developed. Future events could benefit from more opportunities for structured reflection and resilience-building, enhancing the overall experience.

Sustainability: Roverway 2024 took significant steps towards sustainability, particularly through the Earth Tribe project, which emphasised reducing carbon emissions and promoting environmental awareness. However, sustainability could have been more deeply integrated across all aspects of the event. Collaborating with Stavanger municipality to improve infrastructure was a lasting contribution, but embedding the Sustainable Development Goals (SDGs) into every activity would better align with our commitment to sustainability.

Leadership: Leadership development at Roverway 2024 was intentionally informal, aligning with the principles of Norwegian guiding and scouting. Rather than structured training, participants were encouraged to build self-confidence, resilience and independence through their experiences within the patrol system. This approach worked well, fostering leadership organically as participants navigated challenges, collaborated and managed responsibilities on their own. Workshops hosted by WAGGGS and WOSM at the main camp provided additional opportunities for leadership growth, but the core aim was to help young adults (aged 16–22) increase their belief in themselves and their abilities. While challenging to measure, the informal framework allowed participants to grow and adapt, strengthening their leadership skills in a supportive environment.

Community and belonging: One key objective was to create a sense of community, making participants feel part of something bigger. This was successfully achieved, particularly through International Day, which united participants from various cultures. Feedback highlighted the strong sense of belonging, inclusion and the formation of new friendships across borders, fulfilling our goal of fostering unity and connection.

Overall, Roverway 2024 largely met its objectives, notably in promoting community, testing physical limits and laying a foundation for sustainability through lasting infrastructure improvements. Future events could see further enhancement by integrating mental challenges, embedding the SDGs more comprehensively and offering more structured leadership training. Despite the challenges, participants felt part of something meaningful, with many citing the connections and experiences as highlights of their Roverway journey.

This balanced approach to cultural exchange, personal growth and leadership development made Roverway 2024 a unique and inclusive event, setting a solid foundation for future versions of Roverway.



10.1 Community engagement

While not an explicit goal, Roverway 2024 naturally extended its reach beyond the direct participants, engaging the broader community in unexpected and positive ways. This organic interaction fostered connections with local municipalities, businesses and the public, creating opportunities for cultural exchange and local involvement.

For many Paths, we rented schools and other local venues, and most of the municipalities were very supportive, offering reasonable prices and being easy to communicate with. Some Paths even attracted significant media attention, further highlighting the event.

An example of this spontaneous local engagement came after Roverway had started, when local newspapers in Stavanger featured the event. Following this coverage, several museums generously offered free admission to all scouts wearing a guide or scout scarf, fostering a welcoming atmosphere for participants.

The support from the Stavanger municipality was highly appreciated. While navigating the bureaucratic processes could be challenging, the municipality regarded us as a professional organisation, which helped facilitate smoother cooperation.

Although we don't have exact statistics, it was evident that many locals visited the camp. They explored the food houses, sampled foreign cuisines, enjoyed ice cream in the sun, attended the ceremonies and experienced the camp's vibrant atmosphere.

Overall, the positive media coverage helped raise awareness about the guides and scouts, encouraging community interaction and support, even if it wasn't something we had actively planned.

10.2 Long-term impact on the Guides and Scouts of Norway

As previously mentioned, Roverway 2024 was the first major event hosted by Speiderne. Throughout the planning and execution process, we developed a significant framework for how to collaborate as a Member Organisation/National Scout Organisation (MO/NSO) on future events. Additionally, the experience highlighted the need for structural changes within the Guides and Scouts of Norway –changes that have now been implemented and which would probably not have been achieved without the impetus of Roverway. This stands as the most significant long-term impact for us as an MO/NSO.

Safeguarding has always been a priority within the respective CAs/NSAs, but Roverway provided a new perspective with the introduction of the safeguarding course. Additionally, the concept of Listening Ears, which proved successful during the event, will continue to be part of our approach and is already integrated into our plans for the National Jamboree in 2025.

We are also seeing significant international interest in attending the National Jamboree in 2025! Many MOs/NSAs have expressed an interest in attending, and individuals have applied for roles in the Planning Team. We are grateful for this, and we hope that this will continue in the future as well.

We hope that Roverway will inspire more Norwegian participation in international events, including



courses, camps, jamborees and visits to the World Centres. However, it is still too early to see the full extent of this impact.

One of the key benefits from Roverway 2024 has been the creation of a strong pool of capable young rovers and leaders who have gained valuable experience in planning large events. We are optimistic that this will serve as an asset for future jamborees and other gatherings. Moreover, we hope that these young leaders will emphasise the importance of handovers, mentoring and sharing their skills with others to ensure continuity and growth in our organisation.

The most important task ahead of us is ensuring sustainable volunteering. It is a fact that many volunteers (and employees) experienced fatigue after Roverway, with some on the verge of burnout. We need to address how we can better support and care for our volunteers, providing them with the necessary resources to carry out their roles effectively, without risking their well-being.

Looking forward, we anticipate membership growth, and we hope that the positive experiences from Roverway will encourage rovers and leaders to maintain their involvement within the CAs/ NSAs.

Finally, Roverway 2024 concluded with a financial surplus, which will significantly contribute to enhancing guiding and scouting activities in Norway. This is mainly due to the unused safety margin and good deals and agreements.



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11.

Key Recommendations



11 Key recommendations and improvements for future hosts of Roverway

- Use a project management tool! Make room for it in your budget. It is so worth it.
- Get the board and the whole NSO/MO to understand what and how big Roverway is and what impact it has on the organisation.
- Establish good contact with the previous host organisation in order to take knowledge and inspiration from them in other ways than the report.
- Make sure you understand the different cultural aspects of planning a camp, as this is something we have had problems with.
- Contact previous contact person from WAGGGS/WOSM to get their perspective.
- Make sure that you have an established and effective check-in/follow-up process for the whole organisation, it does take time to do check-in.
- If you have a young steering committee, have mentors with more experience, technical knowledge and wider networks.
- Physical meetings are better than digital ones. Make room in your budget for several physical meetings within Rover8, the steering committee, planning team, CMTs and RoverReps.
- Have a clear onboarding process, designate HR or administrative personnel for each department or involve a coordination department to handle recruitment and onboarding, easing the workload for department heads.
- Set clear guidelines and use consistent communication. Evaluate this several times during the planning process.
- Plan for potential key role withdrawals by having co-leaders or deputies who are well prepared to take over responsibilities.
- Take care of your ISTs. Create an engaging programme, and have enough ISTs so they are able to participate in this programme and remember that you need them prior and after the participants arrival. Add at least 2 days prior and after the camp starts/ends to the IST camp.
- Maintain close collaboration with the food houses, they bring a lot to every event they attend!



11.1 Potential withdrawals in key roles

Working with volunteers, there is always the risk that their own life needs to be prioritised, and in order to handle these situations there are several things a host can do. Firstly, making sure that there are several persons with similar responsibilities in the form of a co-leadership model with head and deputy/two co-heads in vital positions. This will make the transition period less stressful as there are two persons who have a good understanding of the issues at hand.

There is also the issue of having the right persons in the right position. E.g. if a person would like more or less responsibility, then there could be a challenge in terms of changing roles in the later stages.

There will most probably be people withdrawing from the project. In Roverway 2024 we had 7 key members of the planning committee withdraw from their roles for different reasons. Furthermore, the handover from previous to new key members has been poor or non-existent, and some roles were never filled after the key member stepped down. We encourage you to ensure that all individuals interested in joining the project have a clear understanding of their role from the start. Reflecting on feedback from the steering committee, some members mentioned they might have reconsidered their involvement had they fully understood the scope of the commitment beforehand. Similarly, when appointing a duo, it's important to ensure that they can collaborate effectively. We had a few instances where close collaboration was crucial, but the pairing didn't work as well as needed.



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12.

Acknowledgements



12.1 Participants

To all the participants of Roverway 2024, we want to extend our deepest gratitude. You are the heart and soul of this event, and it would not have been the same without your energy, enthusiasm and spirit of adventure. You came from different corners of the world, bringing your cultures, experiences and unique perspectives, creating a vibrant and diverse community at Lundsneset and across the many Paths in Norway.

Thank you for embracing the challenges, stepping out of your comfort zones and being open to learning, sharing and connecting with others. Your participation made Roverway more than just an event – it became a celebration of friendship, resilience and the guiding and scouting spirit. We hope you carry with you unforgettable memories, newfound friendships and the knowledge that you are part of a global community that believes in making a difference.

Roverway is not just about the paths we walk but the connections we build and the moments we share. Thank you for being part of this journey and for bringing your passion, curiosity and joy. We look forward to seeing where your guiding and scouting journey takes you next, and we hope the experiences you had at Roverway will inspire you for years to come.

12.2 Volunteers and staff

When we look back on such a success, there are many who deserve recognition. To start at the very beginning, the board of the Guides and Scouts of Norway would like to thank the bidding committee. You laid the foundation for what was to come and helped us convince Europe that Norway was the right host for Roverway 2024.

The Guides and Scouts of Norway would then like to extend a big thank you to the Steering committee for their dedication, perseverance and tireless efforts in making Roverway 2024 a memorable experience for thousands of Rovers. Some days during the long planning phase have been smooth sailing, while on other days you've had to fight for each of your responsibilities. But you've stuck together through thick and thin, and as a team you've truly accomplished impressive work.

We would then like to thank the management for standing up for the Roverway organisation, at times in challenging meetings with both internal and external stakeholders. You have consistently maintained an unwavering belief in the project and in your approach to leading it toward success. You stood up for the Steering Committee and defended decisions that many found difficult and perhaps not everyone agreed with. Your leadership has been crucial to the fantastic outcome we can now look back on.

A big thank you also goes to Rover8. Some decisions have been difficult, while others have been easier. It has been a strength for Roverway that Rover8 was composed of people with experience from similar projects who were brave enough to disagree yet skilled at standing together and working for the benefit of the organisation, the volunteers and the participants.

Thank you to everyone who made up the Planning team, Path leaders and ISTs and CMTs at Roverway. An event of this magnitude certainly doesn't run itself, and we are incredibly grateful that so many chose to spend their summer working long days and giving their all to ensure that the participants had a once-in-a-lifetime experience at Lundsneset and at the Paths in Norway.



Last but not least, thank you to the European committees of WAGGGS and WOSM for entrusting us with the responsibility of hosting Roverway 2024 and for believing in us throughout the planning and execution of the event. We have learned a lot as an organisation through meetings and discussions with you, something which has made us stronger and even better equipped to organise future events.

12.3 Sponsors and donors

We would like to extend our sincere gratitude to all the donors who supported Roverway. Without your financial contributions, this event would not have been possible. Your generosity was crucial in enabling us to enhance the quality of the event and ensure an enriching experience for all participants.

The following organisations provided essential financial support to Roverway:

- **Erasmus in collaboration with WOSM: €32,000**
- **Leadership Training Fund: €25,000**
- **LNU: NOK 75,000**
- **Statskogmillionen: NOK 5,000 (funds allocated for first aid equipment)**

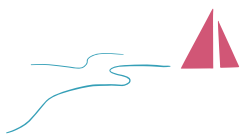
In addition to financial aid, we received invaluable support in the form of time, effort and expertise from several organisations. Their dedication played a vital role in the success of the project and we, the planning team, would like to express our heartfelt thanks to:

- The Dutch Internet Team
- Hundvåg bydelsutvalg (Hundvåg district committee)
- The Norwegian chapter of the International Scout and Guide Fellowship
- The Norwegian Guide and Scout Museum
- The Norwegian Scout Association
- The Regional Guide and Scout districts of Rogaland and Vesterlen
- Speidernes beredskapsgruppe (The Norwegian Scouts' emergency response team)
- The World Association of Girl Guides and Girl Scouts (WAGGGS)
- The World Organization of the Scout Movement (WOSM)
- The YWCA-YMCA Guides and Scouts of Norway

Your commitment and support helped make Roverway a memorable and impactful event, and for that, we are deeply grateful.

12.4 Companies and partners

We would like to extend our sincere gratitude to the following companies for their invaluable collaboration and support during Roverway 2024. Your contributions, whether through products, services or logistical assistance played a crucial role in making this event a success. Thank you to Ahlsell, Asko, Biltema, Coca Cola, Danpro, Eventi, Fjordland, Frilager, Kai Hansen, Kasse og Butikkdata AS, Lyse, NorEngros, Norrøna Storkjøkken, Norsk gjenvinning, OSV Sivertsen, PS selskapsutleie, Renta, Sinus Elektro, Speiderbutikken, Speidersport, Stavanger Seilsportsenter, and Tine. Your dedication and support were essential, and we are deeply appreciative of your partnership.



Conclusion



13. Conclusion

Roverway 2024 proved to be a remarkable and successful event, bringing together young Rovers from around the world for a unique experience of leadership, cultural exchange and personal growth. The event showcased the capacity of youth leadership and demonstrated the importance of collaboration across various teams, both locally and internationally. The lessons learned, particularly in managing large-scale events, highlight the importance of early and consistent communication, thorough planning and volunteer support.

Moving forward, it is crucial for future hosts to build on the foundations established by Roverway 2024. Key areas such as volunteer recruitment, international engagement and sustainability should be prioritised to ensure the continued success of the event. While the challenges faced, including workload pressures and communication issues, were significant, they provided valuable insights for refining processes and improving coordination in the future.

The long-term impact of Roverway 2024 will continue to unfold, especially within the Guides and Scouts of Norway where the event has already inspired structural changes and future engagement in both national and international activities. As we look toward the next edition of Roverway, the spirit of collaboration, resilience and inclusivity will serve as guiding principles for creating another unforgettable experience for and of Scouts and Guides.

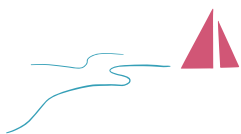
13.1 Final thoughts

Creating a successful event for Rovers by Rovers is no easy feat. As the adventure of Roverway gradually comes to an end, it's important to acknowledge that it wasn't just the Rovers who made this camp possible. We want to express our deepest gratitude to everyone who, in one way or another, contributed to making this event a lasting showcase of what we can achieve when we work together.

There's a saying that "old guides and scouts never die; they just smell like it." While some of us may have carried that scent by the end of Roverway, much of it has (hopefully) been washed away. But when it returns, as we gradually grow older, we will be ready to offer a helping (and perhaps slightly smelly) hand to the young guides and scouts who want to take on a "totally bananas" project like Roverway. We look forward to sharing our experiences, celebrating the victories and failures of young people and supporting them as they grow. By doing so, we hope to ensure that empowerment, friendship and sense of belonging continue to thrive within the guiding and scouting community – especially among Rovers.

One of the most remarkable things about Roverway was the resilience of young people. It was empowering to see how young people can flourish when given the space to grow. The steering committee is grateful for the opportunity and trust placed in us by WAGGGS, WOSM, Speiderne i Norge, the participants, ISTs and CMTs. Thank you for allowing us to fail, learn, stumble and ultimately thrive. Thank you for guiding us through hardships and standing by our side.

The lessons we learn in guiding and scouting stay with us for life. We can only hope that Roverway was a meaningful part of the guiding and scouting journey for many. Together, as a global community, we have the power to stand united and change the world. Whether we managed to do so or not, we sincerely hope that we touched the lives of the 5,500 young and not-so-young guides and scouts in a positive way. We hope they bring home the friendships, memories and lessons from



Roverway, share them, and continue their journey in guiding and scouting.

To you, who managed to read to the end of this report, we hope you can use some of our experiences, and that you will reach out. We are rooting for you and believe in you!

ROVER! ROVER! ROVER!

The steering committee for Roverway 2024



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14.

Appendix



14. Appendix

The documents in the appendix are not publicly accessible. For access to relevant appendices, please contact the WAGGGS or WOSM European office directly. Please also mark that not all appendices are ready by the publication of this report.

- 14.1 *List of participating contingents*
- 14.2 *Budget report*
- 14.3 *Number of ISTs and departmental evaluations*
- 14.4 *Food house evaluation and contracts*
- 14.5 *Attendance at the Roverway reception*
- 14.6 *Overall risk analysis for both main camp and path*
- 14.7 *Contingency plan for main camp and path*
- 14.8 *Planning team roles and recommendations for staffing numbers*
- 14.9 *Media coverage and photographs*
- 14.10 *Additional information for the Guides and Scouts of Norway*
- 14.11 *Collaboration details with WAGGGS and WOSM*
- 14.12 *Contact information for the 2024 Steering Committee*
- 14.13 *Sensitive information*



