



Simply Scouting
Simplement du Scoutisme

22nd World Scout Jamboree Sweden 2011
22^{ème} Jamboree Scout Mondial Suède 2011

Jamboree Report



Introduction

In 2011 Sweden had the great honour of hosting the 22nd World Scout Jamboree. Under the theme Simply Scouting we welcomed Scouts from all over the world for twelve days of Meetings, Nature and Solidarity. We want to extend a sincere thank you to everyone who took part, be it as a youth participant, unit leader, IST, CMT member or visitor.

When we started planning this event we perhaps hoped for, but could never have imagined that we would end up with over 40 000 participants. It is very inspiring that so many countries got involved and sent large Contingents to Sweden, giving even more young people the opportunity to meet across borders.

It is a very exciting and challenging task to host a World Scout Jamboree. Many years of preparation by thousands of volunteers were put into delivering this 12 day event, and we hope that everyone had a great time. Based on the evaluations we can see that participants left feeling inspired to further their involvement in their local and global communities as well as Scouting in general, which is something that each and everyone at the Jamboree helped make happen.

In this report we have attempted to present an overall view of the Jamboree. It is not possible to cover the entire event in one report, but we hope we can give some insight into the 22nd World Scout Jamboree, share our lessons learned and hopefully assist future Jamboree organisers.

Our aim was to give the participants an experience of a lifetime that lived on once they returned home. We have met this aim over and above our expectations. A World Scout Jamboree is an opportunity for young people from all across the world to come together and exchange ideas and opinions, learn and develop and most of all - have fun together. Because if it isn't fun, it isn't Scouting!

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1 Overview

1.1 Scouting

Scouting is a youth movement with more than 30 million members worldwide. The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, and to help build a better world where people are self-fulfilled as individuals and play a constructive role in society. Members are organised in National Scout Organisations (NSOs), which in turn are members of the World Organization of the Scout Movement (WOSM). WOSM has 161 NSOs as members and is an independent, non-profit organisation.

There are 70 000 Guides and Scouts in Sweden organised in five associations, all having both male and female members:

- The Swedish Guide and Scout Association.
- The Guide and Scout Organisation of the Swedish Covenant Youth.
- The Swedish YMCA-YWCA Guide and Scout Association.
- The Swedish Temperance Guide and Scout Association.
- The Salvation Army Guide and Scout Association.

The Swedish Scout associations work together through an umbrella organisation called the Swedish Guide and Scout Council, which was the organising body of the 22nd World Scout Jamboree.

1.2 The World Scout Jamboree

The World Scout Jamboree is an educational event aimed at 14-17 year olds that takes place every four years. It aims to bring together young people from all over the world and promote peace and intercultural understanding. The first World Scout Jamboree was held in 1920 in the UK and gathered together 8 000 participants from 34 countries. Since then a total of 22 World Scout Jamborees have taken place all over the world, and it has now grown into a youth event bringing together as many as 40 000 participants from up to 150 countries.

At the 2005 World Scout Conference in Tunisia, Sweden won the bid to host the 22nd World Scout Jamboree in 2011. The Swedish Scouts arranged two large national Jamborees prior to hosting the World Scout Jamboree; “Scout 2001” and “Jiingijamborii” in 2007, as well as a World Scout Moot in 1996, but this was the first time a World Scout Jamboree would take place in Sweden.

1.3 The 22nd World Scout Jamboree

The 22nd World Scout Jamboree took place between 27 July and 7 August 2011 on the Rinkaby fields outside the town of Kristianstad in southern Sweden. A total of 40 061 Scouts from 146 countries participated in the event.

Theme & key concepts

The theme for the 22nd World Scout Jamboree was Simply Scouting; Scouting in all its variety, from all across the world. An important part of this philosophy was that the Scout Method and our common Scout values were the foundation of every aspect of the Jamboree. The idea of Simply Scouting was illustrated through three key concepts; Meetings, Nature and Solidarity.

Meetings

The 22nd World Scout Jamboree was organised to encourage meetings: meetings across cultures, characters, interests, religions, countries, continents and more. Everything at the Jamboree took this into consideration; from module activities to subcamp life, from small camp fires to huge arena events. As well as the programme, the actual Jamboree site was designed to create meeting places and the Jamboree schedule included plenty of time for spontaneous meetings.

Nature

A World Scout Jamboree in Sweden meant being close to nature. Outdoor life is very accessible and an important part of Swedish culture and Scouting. The location of the Jamboree site allowed participants to live close to nature, and learn about environmental practices hands on. The 22nd World Scout Jamboree was the first ever eco-awarded Jamboree, having fulfilled certain requirements regarding the environment and sustainability. The programme and everyday life at the camp especially focused on giving young people tools to take action to protect their local environment.

Solidarity

The Jamboree was a platform for young people from all over the world to meet and recognise that they are all part of the same worldwide Movement. In Scouting all are equal, independent of any personal characteristics or background. The concept of Solidarity looked at how we treat other people, and included respect, equal rights and peace. These issues were explored in many of the Jamboree activities.

Logo

The logo for the 22nd World Scout Jamboree was approved by the World Scout Committee in 2007, and was an important part in conveying the theme and key concepts of the event. The pictograms represented the feelings and ideas behind the 22nd World Scout Jamboree and the WOSM emblem symbolised that the 22nd World Scout Jamboree was an event of the World Organization of the Scout Movement.



The theme and key concepts, as well as the logo with the clouds, were very successful when marketing and conveying the feeling of the event. National Contingents adopted these elements and made them their own, both creating their own slogans using the word “Simply...” and by designing their own pictograms.

Jamboree song

The Jamboree song “Changing the World” was released in spring 2011. The song was performed by singer Daniel Lemma and our very own Jamboree House Band.

Changing the world

D. Lemma, P. Klang

Verse 1:

When you give a minute
When you stop and think
It ain't too hard to find
The connecting link
People want the same things
We dream of a happy end
We're just caught in the same commotion
And time slips away

Bridge:

*You say you want to make some changes
Why don't you start by making friends?
You can take a stand
By shaking a hand
If it's a change in you
Then the world is changing too*

Chorus:

I'm changing the world today,
the world today
With a small step forward
and it's the simplest way,
we can start today
crossing lines and borders
And the change in you, means the world is changing too.
Won't you come, won't you come with me
To the World Scout Jamboree

Verse 2:

I've got a brother that I never met
I've got a sister that's not introduced to me yet
But we want the same things
We dream of a happy end
And maybe that stranger coming your way
is just waiting to be a friend

(Bridge)

(Chorus)

Won't you come, won't you come with me
To the World Scout Jamboree (x 3)
If it's a change in you
Then the world is changing too
I'm changing the world today,
the world today
With a small step forward
and it's the simplest way,
we can start today
crossing lines and borders

(Chorus)



2 Organisational issues

In order to plan and deliver an event such as the World Scout Jamboree, a large volunteer planning team was needed. The work stretched across many years so it was important to create a flexible organisation which would allow people to participate at different stages and to different degrees.

2.1 Pre-planning organisation

After successfully holding the first ever Swedish national Jamboree in 2001, the idea was born to host a World Scout Jamboree in Sweden. In 2003 the decision was made to apply to host the 22nd World Scout Jamboree, and a formal application was submitted in 2004. Representatives from the Swedish Scouts then visited all the WOSM Regional Conferences in 2004-2005 promoting the candidacy, culminating at the World Scout Conference in Tunisia in 2005 where Sweden won the bid.

In 2006 a pre-planning organisation was formed. As the national camp “Jiingjamborii” took place in 2007 it was not possible to have the ordinary Jamboree organisation in place until after that event. The role of this team was to establish an organisational structure, decide on theme and key concepts, and market the event. The pre-planning organisation was active until 2008, when it handed over to the Jamboree Executive Team.

2.2 Guidelines

The WOSM document “Guidelines and Basic Requirements for the organisation of a World Scout Jamboree” (2005) outlined the aims and requirements for hosting a World Scout Jamboree. These guidelines were later revised resulting in the document “WOSM Requirements for the hosting of the World Scout Jamboree” (2010). As the revision was done during the planning phase, both were used as guiding documents for this event, in agreement with the World Scout Bureau and the World Scout Committee.

In order to plan and deliver this event and to recruit the necessary volunteers for the Jamboree Planning Team, a number of key documents were established; “The Jamboree Idea”, “The Leadership Philosophy” and “The Jamboree Organisational Structure”. Later evaluations with the Planning Team have shown that it was a great help for them to have these documents already established when they took on their roles, as they then knew what was expected from them and what type of event they were being asked to deliver.

The Jamboree Idea

This document defined the aim of the event and its target audience. It was important for the World Scout Jamboree to have a positive impact on the participants, Swedish Scouting and the Scouting Movement as a whole. This is also where the theme Simply Scouting and the key concepts of Meetings, Nature and Solidarity were defined. The Jamboree Idea answered the questions “What?”, “Why?” and “For whom?”

Ultimately a World Scout Jamboree is all about the participants and their experience. The Jamboree Idea established that the goal was for the participants to be able to say the following when leaving the 22nd World Scout Jamboree:

- I’ve had the best two weeks of my life!
- I’m proud to be me and to be a Scout!
- I’ve learnt so much about myself, about other people and cultures from all over the world.
- I want to make a difference in the world today and I feel ready to take action.

The Leadership Philosophy

The Leadership Philosophy explained the approach to leadership in the Jamboree organisation and the project as a whole. The Jamboree had a shared leadership policy with two people in charge at almost all levels. It was a delegated leadership, aiming to have decisions taken as close to execution as possible. The Leadership Philosophy mainly answered the question “How?”.

Shared leadership was a great asset both when recruiting people for the Planning Team (people were more likely to accept a role if they could share the responsibility with someone else) and for the continuity of the planning (if one of two people sharing a role stepped down or had to take a break, less information was lost). Shared leadership is, however, quite a Swedish approach and there were some challenges in communicating the concept to an international planning team.

The delegated leadership model entrusted different levels in the organisation with a lot of power and responsibility, but was sometimes also perceived as a limitation when quick decisions affecting the entire organisation needed to be made.

The Jamboree Organisational Structure

In this document the different areas of the organisation and their areas of responsibility were established. Before deciding on a structure we looked at organisational structures of previous World Scout Jamborees and our national Jamborees, and then settled on a model that we thought would best enable us to deliver a successful Jamboree. Overall we think that the structure worked very well, although some departments might have benefitted from being divided as their areas of responsibility were quite large.

2.3 The Jamboree Executive Team

The Jamboree Executive Team (JET) was the highest governing body of the Jamboree organisation with overall responsibility for the project. The first eight members were appointed in 2008 and in 2010 a further three members joined the team. JET was headed up by a Chairman, Vice Chairman and an Executive Director. It was a non-operative board, meaning that the members were not themselves in charge of a specific area but should rather support and coach those who were. All members of JET were volunteers except the Executive Director and the Jamboree Office Manager who were employed by the Swedish Guide and Scout Council.



2.4 The Jamboree Planning Team

The Jamboree Planning Team (JPT) was made up of about 1 300 volunteers from 40 countries. Apart from everyone being - or becoming - active Scouts, it was also important to have a mix of nationalities, ages and genders in the Planning Team.

Recruitment was done through an open online application, through personal networks, by placing ads on the Jamboree website and by arranging workshops in neighbouring Nordic countries. We did not use a system of NSO nominations, but encouraged NSOs to promote the opportunity of signing up through the online application. This system meant that Scouts from all over the world could apply, and after approval from their NSO could be recruited to the JPT. There were some challenges with managing all the online applications that were submitted, but in general it was a system that we would recommend as it opens up the possibility of getting involved in the planning to a much wider audience. The majority of the JPT members were Swedish, but we did have members from all six Scout regions. The top five countries represented were Sweden, Denmark, the UK, Ireland and the Netherlands.

The working language for the organisation was English, even though a majority of the members were Swedish. This meant that information for the JPT and Jamboree documentation was written in English. The reason for this was:

- To encourage international participation in the JPT.
- To be able to easily hand over documentation to future Jamboree organisers.
- To enable engagement with international participants.
- To emphasise that we were planning a World Scout Jamboree rather than a Swedish Jamboree.

Even though English was not the first language for most JPT members, this approach worked very well.

JPT statistics:

Swedes	Internationals	Male	Female	Average age
77,9%	22,1%	54,9 %	45,1%	35/36

2.5 The JPT structure

The JPT was made up of 14 departments, which in turn were divided into sections and blocks. Most Heads of Department (two for each department) were recruited by the end of 2008. The Heads of Department in turn recruited members to their respective departments. Our aim was to have one male and one female head per department, which we succeeded with to a very large extent. To create a good supportive structure, all departments were assigned one JET and one Jamboree Office contact person.

In addition to the Heads of Department, there were three mandatory roles in all departments: a Financial Officer, a Communication Officer and an HR Officer. Many departments also had an IT Officer. In some cases these roles were duplicated at section and block level as well, to facilitate communication within and between departments. After evaluating the event it is clear that having these roles was helpful both for the departments and the project as a whole. We could perhaps even have included an additional role, Site Officer, as a lot of coordination was needed when it came to site-related issues.

All Heads of Department, JET members and Jamboree project managers (see below) gathered for 11 council meetings during the project. These weekend meetings were a way to meet and share information and were not a decision making forum. The meetings were much appreciated as they gave people from different parts of the Jamboree organisation the chance to meet and interact between departments. Some of the meetings were extended council meetings, where department teams and Heads of Section were also invited to take part. Having cross-departmental meetings helped create networks between the different areas of the organisation and a sense of common ownership of the Jamboree. The first council meeting was held in 2008 and the last at the end of 2011.

The departments and their areas of responsibility were as follows:

Administration: Give practical support to the Jamboree organisation in the areas of finances and budget, participation fees, sponsorship, procurement, the solidarity fund, insurance, and run the Jamboree Headquarters onsite. This team was also responsible for the registration system, as well as the Jamboree cash card.

Adult Resources & Services: Assist the JPT in recruiting and supporting members, IST experience, allocation, support and training and be in charge of the adult camping area including the staff restaurant.

Arena Events: Deliver three arena events with everyone gathered in front of the main stage. This department also organised the production of the Jamboree Song – “Changing the World” and coordinated all the stages onsite.

Camp in Camp: Run this unique activity where the participants left the main Jamboree site for 24 hours to experience a smaller camp surrounded by Swedish nature. They were also in charge of Hike in Camp, a day-hike in the local area.

Common Areas: Provide all the activities and services on the main square and in the town centres, making sure that there were lots of exciting activities, exhibitions, food houses and cafés. This included arranging swimming opportunities close to the site. The department was also in charge of the Cultural Festival Day, the Faith and Beliefs area and the World Scout Centre.

Communications: Run promotions and marketing of the Jamboree prior to the event and coordinate and facilitate information and communication within the JPT throughout the planning and delivery of the Jamboree. This also included press & media and translation & interpretation. They also coordinated production of printed material for the Jamboree and ran the onsite print-shop.

Logistics: Arrange and coordinate the transportation of both people and material to and around the Jamboree. This included getting thousands of participants to and from the Jamboree site, transporting them to and from Camp in Camp/Hike in Camp, helping those who needed transport assistance onsite, goods delivery and warehousing and onsite goods distribution.

Module Activities: Run the five scheduled programme modules during the Jamboree, delivering a quality programme that was attractive to the target group, educational and interesting, and met all the aims for the Jamboree defined by WOSM and the Jamboree organisers. They also produced the Join-in-Jamboree material.

Participant Food: Ensure that the participants received what they needed to prepare good food. This meant producing a cook book and setting up participant food shops where the patrols picked up their food. This team was also in charge of ensuring that food hygiene regulations were followed.

Safety: Keep everyone safe at the Jamboree. The department was in charge of medical services, fire and rescue and the Emergency Control Centre (ECC) at the Jamboree. They were responsible for the Strolling Stewards and coordinated onsite risk management within all departments.

Sales: Distribute food for the cafés, shops and food houses, produce Jamboree merchandise and set up a Jamboree shop where everyone could buy 22nd World Scout Jamboree souvenirs and other items. They also ran a number of kiosks and the online shop.

Site Services: Design, plan and build all the infrastructure onsite, take care of it during the event and then make sure the site was returned to its original state after the Jamboree. This team was also in charge of coordinating all the tent-orders and designing the Jamboree map.

Subcamps & Contingent Support: Support the Contingent Management Teams before and during the Jamboree, including answering Contingent emails and phone enquiries. Manage the subcamps, subcamp centres and their services and activities, including recruitment of the subcamp leaders and teams. This team was also in charge of Home Hospitality.

Visitors: Welcome day visitors, contingent guests and special guests to the Jamboree. This team also coordinated indoor accommodation and supported the participating countries in arranging receptions.

In addition to the 14 departments there was also an Operational Support group whose role it was to support JET and the JPT with project management, IT coordination, sustainability, trouble shooting and evaluation.

Some departments should be up and running before the others, mainly because they are expected to deliver support to the rest of the organisation. For future organisers we would recommend for Communications, Adult Resources & Services, Administration and Operational Support to be in place before the other departments, to make it easier for them to carry out their responsibilities, which in turn will benefit the organisation as a whole.

2.6 Jamboree Office

A Jamboree Office was set up as an integrated part of the office of the Swedish Guide and Scout Council in Stockholm. For most of the planning period the Jamboree Office had 4-6 full-time employees, which increased to around 20 employees at its peak closer to the Jamboree. The Jamboree Office was first led by the Jamboree Executive Director, then later on by a Jamboree Office Manager (who also became a member of JET).

Four project managers worked to support the JPT, each supporting about four departments. Three project managers started in 2007, with a fourth joining the team in 2009. The role of the project managers was to have an overview of the entire project by working closely with each other and the departments. Having Jamboree Office staff supporting the volunteer JPT was crucial, both in order to manage things that needed to be done during office hours and to help coordinate the project as a whole.

The Jamboree Office hired specialists working in the fields of procurement, sponsorship, press & media and Safe from Harm (see p. 45). The areas of procurement and sponsorship required central coordination from someone with expertise and availability during office hours. A lot of money was both saved and raised by having staff support in these areas. Such a large project also added significantly to the workload of the Swedish Guide and Scout Council's finance department, which required additional resources. Several staff members employed in full time positions with the regular Scout office were also allocated to work part-time providing additional Jamboree related support.

Approximately 18 months before the event a project assistant was hired, and around six months before the event an additional five assistants joined the team. This was necessary to handle the increased workload: supporting the Contingents as well as the JPT.

In addition to the above mentioned staff, international Scouts were invited to work at the Jamboree Office through the European Voluntary Service programme. There were four rounds of volunteers with three volunteers in each round, staying between four to six months. The volunteers came from NSOs in the Czech Republic, France, Slovakia, the Netherlands, Spain and the UK. We were fortunate to also have an additional volunteer from France and one from the 23rd World Scout Jamboree Office in Japan during the last months before the Jamboree, sponsored by their respective National Scout Associations (NSAs). These volunteers were a great addition to the Jamboree Office, contributing language skills, an international perspective and additional human resources. We would encourage any future Jamboree organisers to find a solution that enables them to also have international volunteers at the office.

2.7 Advisory Board

In order to get international feedback and support, an Advisory Board consisting of nine people from different regions in the world with extensive World Scout Jamboree and/or Scouting experience was recruited. The Advisory Board held three meetings prior to the Jamboree where Planning Team members had the opportunity to present their different areas, ask questions and receive feedback. This was very beneficial for the JPT and the project as a whole, and we would recommend using a similar support function in the future.

2.8 WOSM

The Jamboree organisation had a very good working relationship with WOSM, both with the World Scout Committee (WSC) and the World Scout Bureau (WSB). On a regular basis JET members took part in WSC meetings giving progress reports, and WSC members also took part in Jamboree council meetings. In addition both the Secretary General and the Executive Director of Strategy and Education of WOSM took part in Jamboree council meetings on several occasions.

The Unit Manager for World Events made regular visits to the Jamboree Office and participated in council meetings. The World Scout Bureau assisted directly in some specific areas, e.g. communication with NSOs, the distributions of solidarity funds through the regional offices, and contact with non-governmental organisations (NGOs) for the Global Development Village (GDV).

Staff from the WSB were integrated into the JPT for the delivery of the Jamboree, most notably in areas such as Communications and the GDV. During the Jamboree there were daily meetings between the Jamboree management, the Swedish Guide and Scout Council and WOSM, keeping all parties regularly informed. These daily meetings were a very important aspect in maintaining a good relationship throughout the event.

2.9 Delivery organisation

The planning stage and delivery stage of the Jamboree required different things from the organisation, and everyone involved had to ensure that the organisation was prepared for this shift. The delivery stage asked for speedy decisions and around the clock leadership, while ensuring that everyone lasted throughout the camp and had a good Jamboree experience.

For the delivery of the Jamboree, JET was joined by seven additional members and became the Jamboree Management Team (JMT). It was a conscious decision to have quite a large JMT, in order for the members to be able to both run operations and be visible and available around the Jamboree site.

During the camp JMT was divided into three teams that worked on rotation, each team headed by one of the three Camp Chiefs (the Chairman, Vice Chairman and the Executive Director). This meant that the team that was on schedule had full responsibility for all operational aspects of the Jamboree. In the planning phase JET had been a collective decision making body, while during the delivery phase the Camp Chief on duty had the decision-making power. Two JMT members were in charge of liaising with Heads of Contingent and ran the daily Heads of Contingent meetings, two were in charge of liaising with the JPT and ran daily Jamboree council meetings and two were in charge of the Jamboree HQ/JMT HQ area (see below).

The Planning Team departments also adapted their structures for the delivery phase. For many it meant recruiting an additional Head of Department or relocating people within the department.

The primary goal was to manage the delivery of the Jamboree with Planning Team and International Service Team (IST) members, but a number of other roles were also needed. Examples of these were the builders who helped with the construction and deconstruction of the site, specialists who did jobs that required certain qualifications not found in the JPT or IST, and external organisations that provided activities and exhibitions. In order to clarify what each role entailed, and what the subsequent fee would be, a People Categories document was established. Unfortunately this was done quite late, which caused some difficulties. To assist with the organisation and planning it is important to set the people categories early on.

The heart of Jamboree operations onsite was the Jamboree Headquarters (HQ), where all departments had an office area. Next to the Jamboree HQ were meeting tents that could be used by the JPT. Adjacent to the Jamboree HQ was also the JMT HQ where the on-duty JMT could always be contacted.



3 Contingents

3.1 Participation

The World Scout Jamboree is a youth event and the following rules applied to all Contingents:

- Participants had to be aged between 14 and 17 years old on 27 July 2011 (i.e. born between 25 July 1993 and 27 July 1997).
- Participants were organised into units of 36 young people and 4 adult leaders. The unit was in turn organised into 4 patrols of 9 young people.
- Where Contingents did not have enough patrols to form a complete unit, they were joined with patrols from other countries.
- IST members had to be 18 or older at the start of the Jamboree (i.e. born on or before 24 July 1993).
- Where a country had several NSAs, they were registered as a single NSO Contingent.
- Members of the World Association of Girl Guides and Girl Scouts (WAGGGS) were allowed to participate in the Jamboree either as part of a Scout and Guide National Organisation (SAGNO) Contingent, or as part of the Contingent from the WOSM member in their country.
- The size of a Contingent was not allowed to be greater than 10% of the total expected number of participants (i.e. 4 000), except for the host country which was allowed up to 20% (i.e. 8 000).

All Contingents were led by a Head of Contingent, who in turn was supported by a Contingent Management Team (CMT) based on the size of the Contingent. All the details regarding NSO participation were found in a “Terms and Conditions” paper that was distributed in 2009.

In total 40 061 people participated in the 22nd World Scout Jamboree, divided as follows:

Contingents	JPT & Specialists	External organisations	Total
36 475	2 642	944	40 061

Of the 36 475 Contingent members, the distribution was as follows:

Scout Region	Participants	Unit leaders	CMT	IST	Guests	Total	%
African	340	48	31	129	5	553	1,52%
Arab	608	67	41	313	12	1041	2,85%
Asia-Pacific	2281	261	126	695	91	3454	9,47%
Eurasian	120	16	7	11	5	159	0,44%
European	19680	2253	573	4732	200	27438	75,22%
Interamerican	2686	310	138	693	3	3830	10,50%
Total	25715	2 955	916	6573	316	36475	100 %

It is positive to note that the gender distribution was relatively even, although the majority of attendees were male.

The overall gender distribution was as follows:

	Girls /Women	Boys/Men
Participants	42%	58%
Unit leaders	37%	63%
IST	40%	60%
CMT	32%	68%
Contingent guests	33%	67%
Overall	41%	59%



3.2 Operation One World

The UK hosts for the 21st World Scout Jamboree did a great job raising money for their solidarity fund Operation One World. As they passed on the torch to us, we kept the name Operation One World as we thought it embodied the spirit of the fund – welcoming participants from all over the world to the Jamboree.

The aim of a World Scout Jamboree solidarity fund is to raise money to help Scouts who would otherwise be unable to attend due to financial constraints. At the 22nd World Scout Jamboree, Operation One World covered participation fees, travel costs, camping equipment and visa costs for those taking part. The majority of funding recipients were participants, but some unit leaders, IST and CMT members also received support. Distribution of Operation One World funds was managed by the regional Scout offices of the World Scout Bureau, who decided on allocation in accordance with their local expertise.

The guidelines set by the World Scout Committee say that a sum equal to not less than 2,5% of the total amount paid in Jamboree fees should be allocated to the solidarity operation. Our aim was to raise significantly more than this sum. A lot of effort was put into fundraising for Operation One World, and contributions were made by Contingents and individuals; various companies and organisations (see page 115).



Operation One World for the 22nd World Scout Jamboree made it possible for 369 scouts from 86 countries to attend the Jamboree. The distribution was as follows:

Scout Region	Countries	Participants	Unit leaders	IST	CMT	Total
Africa	30	97	11	27	1	136
Arab	13	50	5	2	0	57
Asia-Pacific	14	60	3	0	2	65
Eurasia	7	21	3	2	4	30
Europe	6	18	0	2	0	20
Interamerica	16	49	6	4	2	61
Total	86	295	28	37	9	369

These figures also include bilateral cooperation between individual NSOs connected to Operation One World. As the Swedish Scouts are involved in the Amahoro-Amani project in the Great Lakes area in Africa, a special effort was also made to enable some of the project volunteers to take part as IST members.



3.3 Promotion and marketing

One aim for the 22nd World Scout Jamboree was to have as many Scouts as possible attend, from as many WOSM countries as possible. In order to achieve this, a lot of effort was put into marketing and promotions, and building good relationships with all NSOs. Representatives of the Jamboree Planning Team visited all the World and Regional Scout Conferences leading up to the World Scout Jamboree and a number of national and regional camps in different parts of the world. They also visited NSOs upon request. This allowed us to establish relationships with different NSOs early on and do follow-ups with them during the planning stage, ensuring that they received the necessary information and support needed to send a Contingent to the Jamboree.

One of the first initiatives for Jamboree promotion was a display at the 21st World Scout Jamboree 2007 in the UK. A large Swedish delegation took part and an exhibition stand, including an amusement ride made using pioneering techniques, was built that represented the theme of the 22nd World Scout Jamboree. Small give-away items were available, and papers and brochures outlining the key concepts. This was an opportunity not only to start marketing the event, but also learn from the UK organisers. The Swedish team were welcomed and received behind-the-scenes access and valuable information. The official handover from one Jamboree organiser to the next was done during the Closing Ceremony.

The World Scout Conference in Korea was the real promotional kick-off for the 22nd World Scout Jamboree. For the conference we produced an information kit containing Bulletin 1, the Design Guidelines (both a printed copy and on a CD), a Jamboree promotional film and other marketing material. Meetings were set up with NSOs to personally give them the information kit and also answer any questions they might have. This helped towards establishing communication and encouraging them to start planning for the Jamboree. It also provided us with an opportunity to gather some preliminary numbers and register a contact person from each NSO. We then attended all the regional conferences in 2009 and 2010 and another World Scout Conference in 2011. At the conferences we had a Jamboree display with information and promotional material, ran information sessions, made a presentation in plenary and scheduled one-on-one meetings with different NSOs.

Attending both World and Regional Scout Conferences was a way for us to promote the 22nd World Scout Jamboree and our theme of Simply Scouting, generate interest and learn about the expectations of NSOs. We found that this active approach of following up with all NSOs at the conferences was a very good way of creating a relationship with them. There were still countries that got started quite late, but at least it gave us the opportunity to speak about the Jamboree with a representative from each NSO. Attending international Scout camps proved to be a successful way of promoting the Jamboree and boosting participation figures, and also allowed the JPT to sample activities and learn about the needs and wishes of international participants. Although it cost money to send people to conferences and camps, our feeling is that it was an investment that paid off.

Key marketing events

<i>July-August 2007</i>	21st World Scout Jamboree, the UK
<i>July 2008</i>	World Scout Conference, Korea
<i>October 2009</i>	Asia-Pacific Regional Conference, Malaysia
<i>November 2009</i>	African Regional Conference, Ghana
<i>January 2010</i>	Arab Regional Conference, the Sudan
<i>July 2010</i>	European Regional Conference, Belgium
<i>August 2010</i>	Interamerican Regional Conference, Panama
<i>September 2010</i>	Eurasian Regional Conference, Georgia
<i>January 2011</i>	World Scout Conference, Brazil

3.4 Information channels and material

The main source of information about the Jamboree was our official website, available in English and French. It contained basic information about the event, with additional features being added closer to the Jamboree. The first website was set up in 2007, and it had two makeovers before the final layout was launched in spring 2011. Unfortunately there was not always the time needed to update the website, but it is important to prioritise the creation and maintenance of a good website with a “Frequently Asked Questions” section as this is often the first place people look for information. Interest in the website peaked around the time of the Jamboree, when friends and family back home could follow the event and watch some elements of the Jamboree live online. In total the website got over 4 million page views and close to 500 000 unique visitors.

In order to promote the event a number of printed and display materials were produced, including brochures and flyers, giveaways (pins, badges, bag tags, sporks etc.), banners and rollups. This material was used at conferences, camps and meetings with external partners and was a good way to generate interest for the Jamboree. A Design Guidelines CD was distributed to all NSOs, containing photos, the Jamboree logo, fonts and templates. This helped NSOs to produce their own on-brand marketing material tailor-made for their target groups.

A social media campaign was also initiated, covering Facebook (with the 22nd World Scout Jamboree page gaining almost 60 000 fans), Twitter (almost 9 000 followers), YouTube (almost 500 000 views) and Bambuser (almost 200 000 views). Using social media was a great way of generating a buzz about the Jamboree. Followers could exchange ideas, communicate with each other and share their plans and excitement prior to, during and after the event. With Facebook and Twitter there is, however, a need for a moderator from the organisers who can answer questions and refer participants to their NSOs to ensure that they get the correct information through the right channels. Social media is a fast and interactive way of communicating with people who are interested in the event, and was a great tool for us when marketing the Jamboree.

The theme Simply Scouting and the key concepts Meetings, Nature and Solidarity were used to convey what the 22nd World Scout Jamboree was all about, and were great tools when promoting the Jamboree. A special thank you to all Contingents who made them their own; resulting in creative Contingent logos and slogans.

With a World Scout Jamboree it is important to differentiate between general information that applies to and can be distributed freely to all participants and the general public, and Contingent specific information. As organisers of a World Scout Jamboree it is important not to make public any information that may differ between Contingents. Information relating to fees and transportation arrangements (for example), which may differ from one NSO to another, should be communicated between the organisers and Contingent Management Teams, but not made available on the main public Jamboree website.



3.5 Pre-event support to Contingents

All NSOs were asked to appoint one Head of Contingent (HoC). If a HoC could not be appointed, a Contact Person could be nominated. Once a HoC had been appointed, all communication went through them. They were then responsible for disseminating Jamboree information to all members of their NSO.

There were a number of different tools developed to support Contingents in their planning and to provide them with the necessary information to prepare their participants.

Jamboree Bulletins and Circulars

The WOSM guidelines required at least five official information bulletins to be distributed to NSOs prior to the Jamboree. A series of six bulletins and five circulars were distributed between 2008 and 2011. The circulars were shorter information letters that were sent out when information had to reach the Contingents in between bulletins. The content of the bulletins was intended to give practical information to the Contingents, to assist them in their planning. The bulletins and circulars were our main information channel to NSOs, and were distributed both in printed (together with the WOSM newsletter ScoutPak) and electronic format (through the Contingent Extranet). All requests for information from NSOs were made through bulletins, generally by including a form to be completed as an appendix. These appendices were later on also turned into electronic forms on the Contingent Extranet. The bulletins and circulars were produced in both English and French and the regional Scout Offices translated some into Spanish and Arabic as well.

Contingent Extranet

The Contingent Extranet was a password-protected area on our website where Heads of Contingent could find electronic copies of materials that had been distributed (bulletins and circulars, the Design Guidelines etc.) as well as additional information. The Contingent Extranet allowed us to spread information faster, and was increasingly used the closer we got to the Jamboree. However, as not all Heads of Contingent could easily access the Internet, the bulletins were still the main source of information. Closer to the Jamboree, information updates to the Contingent Extranet were also summarised in an electronic newsletter. As printed materials have a very long production and distribution time, we foresee that having a Contingent Extranet and electronic newsletters will become even more important in the future.

Visa Guidelines

A Visa Guidelines document was produced for Contingents whose members needed a visa (entry permit) in order to enter Sweden and attend the Jamboree. Invitation letters were sent out upon request after Contingents had finalised registration and payment. We received very good support from the Swedish Foreign Ministry in communicating with the embassies and other countries involved in issuing Schengen visas. As the visa process can be quite lengthy it is important for Contingents to collect the necessary information from their participants well in advance, and ensure their Jamboree registration and payment are completed.

Heads of Contingent meetings

Three Heads of Contingent meetings were held prior to the Jamboree (in 2009, 2010 and 2011). These meetings gave us both the chance to provide information directly to the Contingents, and to try to answer any questions they might have. The first two meetings took place next to the Jamboree site in Rinkaby, while the third one took place in the nearby city of Malmö. All three meetings included a visit to the Jamboree site. The cost ranged between 1 200 and 3 000 SEK. All meals, return tickets from Copenhagen airport and accommodation were included in the fee. Some representatives from the Regional Offices were sponsored to attend, in order to ensure that they could provide up to date information to the NSOs in their region. Participation increased the closer it got to the Jamboree, probably due to the fact that Contingents were further along in their planning, so more Contingent Management Teams were interested, and those who could not afford to send representatives to three different preparatory meeting prioritised the meetings closer to the Jamboree. Notes and presentations from the meetings were also uploaded on the Contingent Extranet.

Meeting	Number of participants	Number of countries
HoC 1 – 2009	59	25
HoC 2 – 2010	103	36
HoC 3 – 2011	147	52

Other CMT communications

Most communication with the CMT was done via email. A special email address was set up for this purpose to manage Contingent enquiries as efficiently as possible, managed by the Contingent Support Section with support from the Jamboree Office. It was very useful to have a single point of contact for NSOs, whose questions were then forwarded to the person or group responsible in the JPT.

Information to Contingents was provided as follows:

Date	Months before	Communication
July 2008	36	World Scout Conference, Korea: Bulletin 1 + infokit
January 2009	30	Circular 1
June 2009	25	Bulletin 2
September 2009	22	Heads of Contingent visit 1
December 2009	19	Bulletin 3 + Registration Manual
January 2010	18	Circular 2
May 2010	14	Bulletin 4
June 2010	13	Heads of Contingent visit 2
September 2010	10	Circular 3
November 2010	8	Bulletin 5 + Safe from Harm CD
January 2011	6	Circular 4
March 2011	4	Bulletin 6
April 2011	3	Heads of Contingent visit 3
May 2011	2	Circular 5

3.6 Registration

A Jamboree Registration Manual was sent out together with Bulletin 3 in December 2009, containing information about how to register for the Jamboree. Contingents were asked to collect the necessary information from their members and enter it in the online registration system. There were three ways in which Contingents could submit their information:

- Typing their information directly into the Jamboree system
- Using a computer programme downloaded from the Jamboree organisers, into which Contingents could directly enter their participants' information, and which would then upload the information into the Jamboree system, called an "NSO Application".
- Through XML import.

Our original plan was for most large Contingents to use the second option, but unfortunately there were some delays in delivering the system and we did not communicate the cost of using the system early enough. Ultimately it was only used by two countries.

The excel sheet and instructions were made available on the Contingent Extranet and individual logins to the registration system were emailed out to all Heads of Contingents. Contingents were asked to register before 31 January 2011, and to add travel group information by 30 April 2011. The system remained open, however, and additional registrations were made up until the Jamboree.

3.7 Onsite support to Contingents

During the Jamboree, the Contingent Support Section worked closely with Heads of Contingent and their Contingent Management Teams to support them in their work. Our Contingent Support Section was a very international team, which turned out to be very helpful when interacting with the different Contingents. The team was based in the CMT Service Centre, which was located in the World Scout Centre area. The CMT Service Centre contained a service desk, computers with Internet access, phones, printers and photocopiers. Each Contingent also had a post box for internal and external mail. The centre also contained a lounge area where CMT members could relax.

A daily briefing was held in the Heads of Contingent meeting tent, located next to the CMT Service Centre. The meetings were led by two Jamboree Management Team members, and were both an opportunity for the Jamboree organisation to convey information and for Heads of Contingent to ask questions. If a question could not be answered at the meeting, an answer was prepared for the following day. Notes from the meetings were distributed later the same day and uploaded onto the Contingent Extranet.

All Contingents were provided with a tent or space in a tent in the World Scout Centre, based on the size of their Contingent. The tents were equipped with tables, chairs, lighting and power sockets. This is where they could have their Contingent HQ, present Scouting in their country and interact with their Contingent members. If Contingents wanted extra tent space they could purchase it for a fee.

Contingents were welcome to host receptions at the Jamboree, to which they could invite guests from other NSOs, from the Jamboree organisers, or other guests who were important to that Contingent. They could choose from a number of menu options, provided by a professional caterer. All Heads of Contingent and one participant from each Contingent were also invited to a Heads of Contingent reception, hosted by the Jamboree organisers together with the municipality of Kristianstad and the Skåne Regional Council. This event was also attended by His Majesty the King and Her Majesty the Queen of Sweden. In total 51 receptions took place during the Jamboree.



3.8 International Service Team

The International Service Team (IST) is a key part of every World Scout Jamboree as this is the group of volunteers who support and deliver the programme, services and facilities to ensure that the participants have a great experience.

IST recruitment and numbers

Recruitment of IST was a key part of the Jamboree promotions. IST information was in all the brochures and printed materials distributed about the Jamboree, there was information for ISTs on the website from the very first launch, and specific materials were produced for this target group.

Planning for IST roles and estimation of the number of ISTs needed to deliver the Jamboree was a challenging area. Over the preparations for the Jamboree, the estimated numbers of ISTs who would attend was changed, which meant that JPT departments needed to change their staff allocation plans and in some cases even change their plans for what they would be able to deliver. In total about 6 500 IST members took part in the 22nd World Scout Jamboree, which was less than had been anticipated during most of the planning.

Ensuring that IST members are motivated to fulfil their allocated roles has been a challenge at every World Scout Jamboree. Their contribution is essential for the running of the Jamboree, and it is of course important that they enjoy themselves in the process. In an attempt to both enhance their experience and inspire pride in their work, we decided to organise the IST members into international patrols with between 6 and 8 IST in each patrol. This way they had a group they belonged to throughout the Jamboree, got a daily international exchange, and could encourage their patrol members to work hard. The patrols were also encouraged to take part in the IST Experience together, which was an activity programme designed especially for the IST. Special focus was also placed on leadership from the JPT, to make the IST members feel welcome and needed.

IST role allocation

We chose not to have an IST job catalogue that listed specific roles or areas where IST would work, but instead the IST members were asked to describe their experience and indicate their areas of interest when registering for the Jamboree. IST who apply for a position from a job catalogue can become disappointed if they are not assigned to that particular role and can become demotivated. By asking them in more general terms to indicate areas of interest, our aim was to find a suitable placement for everyone. The Contingents could also pre-allocate a limited number of ISTs to certain roles, such as food house staff, media support and activities run by the Contingents themselves.

Our aim was to communicate general IST placement information to the Contingents who had registered on time by June 2011, but unfortunately we were unable to meet this goal. Specific role allocation was communicated to the IST when they arrived at the Jamboree. Unfortunately there were great problems both with the allocation process and information, which caused both confusion and frustration among the Contingents and IST. This also had a negative effect on the number of IST showing up to their roles. We are very sorry about this, as IST allocation and support had been identified by both the previous World Scout Jamboree organisers and ourselves as a challenging but important area. Integrated systems for IST applications, allocation and communication need to be established early in the planning, as so many other elements of the Jamboree preparations depend upon these systems. HR support must be given to all Jamboree departments in order to create reasonable staff allocation plans and schedules for the expected numbers of IST, and these must be able to handle changes in IST attendance numbers. For this reason, it is important that Contingents register their IST on time, so that the Jamboree organisers have an accurate estimation of IST numbers to work with.

IST training

IST members were to arrive onsite on 25 July - two days before the participants - in order to be introduced to their tasks. Before arriving at the Jamboree, all IST had to complete an online Safe from Harm training course. The IST training took place on 26 July and it consisted of two parts:

1. General introduction

This was a four-hour training course covering four different areas:

- Enjoy friendship – team building and getting to know your patrol.
- Enjoy culture – intercultural understanding and learning about diversity.
- Enjoy Spring – learn about what is available in the adult camping area (called Spring).
- Enjoy IST Experience Programme – find out what activities were available specifically for IST.

The aim of the general introduction was to give the IST an idea of what to expect, and for them to get to know their patrols and each other. The feedback we received about IST training was very positive.

2. Specific job training

The IST members also got job-specific training, depending on their role. This training was provided by the team they were allocated to. There were some challenges with this training as not all IST turned up, in some cases due to problems with IST allocation and communication regarding location of the training. It must be easy for IST members to find out what they should be doing and where, as this will set the tone for their entire Jamboree experience. It is also important for Contingent Management Teams to ensure that IST are onsite in time, and to stress the importance of attending the training.

IST programme

The main role of the IST members was to create a good Jamboree experience for the participants, but in order to have a fulfilling Jamboree experience themselves, they were also offered activities especially designed for them: the IST Experience Programme. They could choose between four different modular themes;

- Our World.
- Personal Development.
- Spiritual Experience.
- New Skills.

The IST programme received very good feedback and was almost fully booked throughout the Jamboree. Upon completing the IST training and a set number of programme activities, IST members received an IST Experience Badge.

IST communication

Many Contingents assigned one person to be in charge of their IST members, and during the Jamboree these were invited to regular briefings. As there were many questions surrounding IST allocation, there was a need both from the Jamboree organisation and the Contingents to exchange information. All official information still went through the daily Heads of Contingent meetings as not all Contingents could send a representative to both meetings. It was, however, beneficial to have this direct line of communication surrounding IST issues. It was also a good support function for IST to have a person in the CMT to whom they could turn with questions both before and during the Jamboree. We would recommend for this to become an established Contingent role for future Jamborees.

There was an IST help desk in the adult camping area where IST members could go for direct support onsite. IST members who went the extra mile (e.g. taking on a shift in the staff dining hall or cleaning toilets; areas that were understaffed) were recognised as the true Jamboree Heroes they were, receiving a special button. Some Contingents also volunteered to organise teams that could help out where needed.

IST allocation and support continue to be areas for development for future World Scout Jamborees. We would recommend keeping the concept of international IST patrols and having both specific and general job training. What needs to be developed is IST allocation, and also making sure that IST members show up to work and that the work is evenly distributed. IST were expected to be on schedule 6-8 hours every day, but the distribution of hours depended on the type of tasks. Unfortunately some IST ended up working longer hours than planned to compensate for lack of staff. This must be taken into consideration when deciding on all activities, i.e. will we have enough IST to run this activity? We also see that there was an imbalance between IST expectations and the work that needed to be done. It is important that all IST both work and have free time to discover other parts of the Jamboree for themselves. We chose not to penalise IST members who did not show up to work, but there is a need for a system to identify and report back to the CMT so they can follow up with their IST members.

3.9 Behaviour and responsibility

Safe from Harm

It was important that everyone had a safe and fun Jamboree experience, free from any form of abuse. One action we took to achieve this was to require that all IST and JPT members complete an online Safe from Harm course before taking part in the Jamboree. All other adults were encouraged to take the course as well. The course was made available online in November 2010 and a DVD containing the course was also distributed to all NSOs with Bulletin 5.

We are happy to report that almost 12 500 people completed the course, and all but 200 did it before arriving at the Jamboree. This is well above the number of people who were required to do so in order to participate in the Jamboree, which is very positive. Any IST and JPT members who had not completed the course in advance were required to do so upon arrival. Adults could also participate in Safe from Harm workshops onsite as part of the programme, to learn more about these issues. About 200 people participated in one of the 18 workshops that took place.

In addition to the online course and workshops, the conference ‘Keeping Children Safe from Harm – taking action together’ was held onsite on 1 August 2011. Over 250 people attended, representing 53 countries and 78 NGOS (including NSOs), and guests included HM Queen Silvia, leading NSO representatives and heads of child and youth organisations. The conference programme included a plenary session with key speeches, followed by a series of 11 parallel workshops presenting examples of policies, procedures and practices from within and outside of Scouting.

We are happy to note that there were very few reported incidents of abuse at the Jamboree, but the goal was of course to have a Jamboree completely free from any form of abuse. Out of the reported incidents, all were between youth participants – none involved an adult and a youth. We would recommend future organisers to also make a version of the Safe from Harm course aimed at participants, so that they can learn more about the subject. We would also recommend that the course is made mandatory for all adults taking part in the Jamboree, not just IST and JPT members.

We would like to express our sincere thanks to the Contingents for stressing the importance of these issues and for helping make the Safe from Harm programme a success. The course, as well as the conference, was a cooperation between the Jamboree organisers and WOSM. More information and a WOSM tool kit on Safe from Harm for NSO use is available on the website www.scout.org/safefromharm.

Code of Conduct

In order for everyone to have a safe Jamboree experience, a number of rules were established in two Codes of Conduct; one for participants and one for adults. The Codes of Conduct were communicated in advance to the Contingents, and were also included in the handbooks in order for everyone to have them easily available.

The policy within Swedish Scouting is not to serve any alcoholic beverages at Scouting events where children under the age of 18 are present, and this was also the case for the 22nd World Scout Jamboree. This meant that no alcohol was allowed during the Jamboree, including the adult camping area and at receptions. We are happy to report that we had very few incidents relating to alcohol onsite, and that the participants respected the rule. In general it was a very calm Jamboree, which we believe in part was due to the lack of alcohol onsite.

Shared responsibility

It is important to note that it is a shared responsibility between Contingents and Jamboree organisers to make the event as safe as possible. The Jamboree organisers are responsible for the overall safety and making sure that the necessary support functions are in place, while it is the responsibility of the Contingents to make sure that their IST, unit leaders and participants follow the rules. The Contingents did a great job communicating the Codes of Conduct to their members, and in particular the no-alcohol policy and the Safe from Harm programme. This was key in making them a success.



22nd World Jamboree
Sweden 2011
South African Contingent
Bakensberg Troop

Albert Kork
30754666 South Africa



4 Operations

4.1 Key dates

The key operational dates of the 22nd World Scout Jamboree were as follows:

15 June	Build period begins
20 July	JPT arrival
25 July	IST arrival
26 July	IST training, Swedish Contingent arrival, IST Opening Show
27 July	Participant arrival
28 July	Opening Ceremony, day visitors onsite
29 July	Programme starts, day visitors onsite
30 July	Programme day, Lighthouse Celebration, day visitors onsite
31 July	Programme day, Camp in Camp/Hike in Camp, day visitors onsite
1 August	Programme day, Camp in Camp/Hike in Camp, day visitors onsite
2 August	Programme day, Camp in Camp/Hike in Camp, day visitors onsite
3 August	Programme day, day visitors onsite
4 August	Cultural Festival Day, Camp in Camp host visit, Mid Event Main Arena
5 August	Programme day, day visitors onsite
6 August	Closing Ceremony, day visitors onsite
7 August	Participant departure, IST Closing Show
8 August	IST departure
9 September	Take down period ends

4.2 Site

The Jamboree site was located on the Rinkaby fields, about 10 km outside the town of Kristianstad in southern Sweden. For the 12 days that the Jamboree lasted it was the fourth largest town in southern Sweden, even larger than the neighbouring town of Kristianstad!

There were many different reasons why this site was selected for the Jamboree:

- We were familiar with the site as it had been used for the national Jamborees in 2001 and 2007. This also meant that some infrastructure was already in place.
- It was located close to Copenhagen International Airport, and easy to get to by train or bus.
- It was a large field that could fit a large number of participants. The size of the campsite was approximately 2 x 2 km.
- It was a grass field with forested areas which allowed for a close to nature experience, reflecting one of the key concepts - Nature.
- The soil was sand based, which meant that in case of rain the water would drain quickly and the ground would not get muddy.
- The local municipality and the regional authorities were very supportive; providing financial support, promoting cooperation from local support services (eg hospitals, police and fire brigade), and helping us to obtain materials and equipment needed for the event.

The Rinkaby fields are a military training site. Close by there is an airfield which we used for check-in and guest parking, and military barracks which were used as indoor accommodation.

When planning the national Jamboree that took place in 2007 we knew that this site would be used for the World Scout Jamboree as well. It was not possible to have an additional international rehearsal in the way that the UK had EuroJam in 2005 to prepare for their 2007 Jamboree, but having the national Jamboree in 2007 gave us the opportunity to get even more familiar with the site.

Construction and deconstruction

We knew that a considerable amount of work would be required to prepare the site for the Jamboree. This was taken into account when preparing the site for the national Jamboree in 2007. However, the major work for this event started in the autumn of 2010, and continued right up until the Jamboree.

The only infrastructure that was left from the 2001 national Jamboree was one well. For the 2007 Jamboree an additional well was drilled, as well as water pipes connecting the two wells. Underground ducting to be used for telecommunications and electrical cables was also installed.

In the autumn of 2010, sewage pipes and telecommunications and electrical cables were installed and an additional three wells were drilled. Work on the field continued more or less throughout the winter of 2010-2011, with only short breaks due to weather conditions.



The construction of the Jamboree site was done by both volunteers and hired professionals. The first volunteers arrived on site mid-June 2011, with the last ones leaving at the beginning of September (almost 3 months in total). It is important to recognize that both the construction and deconstruction of the site takes a lot of time and effort. We had a challenge finding enough volunteer builders for these tasks, which of course meant more work for the ones who had signed up. However they still managed to deliver everything in time for the Jamboree. This impressive volunteer effort also saved the organisation a lot of money.

About 43 500 m² of tentage was set up for the Jamboree. The amount of tentage needed for a Jamboree is usually more than one supplier can provide, and in our case it meant booking up tents all over Europe well in advance.

Constuction and deconstruction timetable:

End of May 2011

About 2 months before the arrival of participants:
Pre-building on the site begins.

15 June 2011

42 days before the arrival of participants:
Build period begins – the first JPT member onsite.

9 September 2011

33 days after the departure of participants:
Build period ends – the last JPT member leaves the site.

Beginning of October

About 2 months after the departure of the participants:
The site was restored and returned to the owners.



Site layout

When designing the layout of the camp many aspects were taken into consideration:

- The layout should encourage Meetings - one of our key concepts.
- The natural flow of people should be taken into consideration to minimize the walking distance for participants.
- The amount of traffic onsite should be kept to a minimum for the safety of participants.
- There should be an open and welcoming atmosphere, with no fences or checkpoints onsite.

The theme for the Jamboree site was the four seasons, and this was reflected in the names and activities of the towns, subcamps and the main square.

The site comprised the following main elements:

Towns - The Jamboree site was divided into four towns; Winter, Summer and Autumn for participants and unit leaders, and Spring for IST and other adults. The three participant towns were located around the main square, while Spring was a bit further away.

Subcamps - Each participant town was in turn divided into six subcamps, making a total of 18 subcamps. One subcamp accommodated between 1 400 and 2 200 people. The subcamps were named after different geographical locations in Sweden, associated with the season of the town. Two subcamps shared one subcamp centre.

Unit Areas – Every subcamp was made up of between 30 and 50 unit areas, depending on placement and geography of the site. Every unit area was approximately 20 x 38 metres. Swedish fire safety regulations require that tents be placed with several metres clearance between them, so it was sometimes a challenge for units to fit within this area.

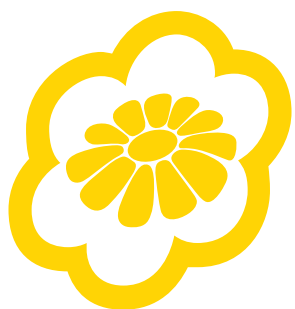
Four Seasons Square – The main square of the Jamboree site was called Four Seasons Square, and was the heart of the site. Here there were exhibitions, activities, the Jamboree Shop and other facilities.

Time Avenue – This was the main avenue of the Jamboree, lined with the country flags of all NSOs. Along Time Avenue you could find the World Scout Centre, food houses, exhibitions and activities.

The World Scout Centre – This was where all NSOs could have an HQ and an exhibition and/or activities relating to their country.

Main Arena - The main arena was where all the large arena events took place. It was located in a natural amphitheatre, making it possible to gather tens of thousands of people in front of the stage.

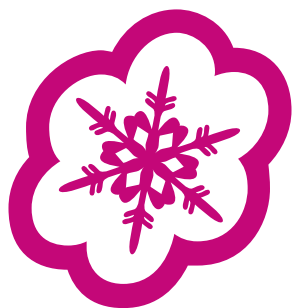
Activity Areas – Three of the five module activity areas were located near the edge of the site, while the other two were close to Four Seasons Square. The larger spontaneous activity areas were all close to the Time Avenue/Four Seasons Square area.



Summer



Autumn



Winter



Spring

After much consideration, it was decided not to place any fencing around the perimeter of the Jamboree site. There was no identified security risk that would be significantly decreased by a physical barrier, it would be very expensive to build, and it would be a major impact on the Jamboree atmosphere and the participants' access to nature. There were, however, checkpoints on all roads leading to the site to ensure that only authorized vehicles entered the area, and that all people passing the checkpoints had Jamboree identification.



4.3 Check-in

The main Check-in Centre was located on an airfield 3 kilometres from the Jamboree site. This is where the participants, unit leaders and CMT members checked in. IST members had a two-step check in, with the first part taking place at the airfield and the second at the IST information centre in the adult camping area.

All participants were divided into travel groups by their Contingent when registering. Each travel group was checked in by their travel group leader, who received a Jamboree ID, lanyard and scarf for each member of their group. If the details were correct only the travel group leader needed to disembark the bus.

Once the travel group had been checked-in, the bus continued on to the Jamboree site where they were met by Swedish participants and IST members who assisted them with their luggage and showed them to their subcamp.

4.4 Identification

It was important to be able to identify people at the Jamboree and everyone was therefore requested to keep their Jamboree scarf and Jamboree ID with them at all times. The colour of the lanyard holding their Jamboree ID also indicated their subcamp and town:



All day visitors had to wear a bracelet (different colour for every day) and special guests wore Jamboree ID cards.

4.5 Printed resources

A number of different printed resources were produced for the Jamboree.

Handbooks: There were two different types of handbooks, one for participants and one for adults. The handbooks contained information about the programme, facilities, support functions and schedule of the Jamboree. Instead of producing separate handbooks for the different functions (unit leaders, IST or CMT members) we chose to have one combined book for adults, including sections with the relevant information for each specific group. All unit leaders also received a copy of the participant handbook in order to have the same information as their participants.

Cook Book: In the cook book the participants could choose between a wide range of recipes, learn about how the participant food shops worked and about food safety. Both special dietary and cultural needs were taken into account when deciding on recipes, and there were also climate smart options to reduce environmental impact. The cook book received a lot of positive feedback and a somewhat revised version (in Swedish) for everyday Scouting is now being sold in the Swedish Scoutshop.

Reflection booklet: In the reflection booklet participants could find quotes from different religions, authors and thinkers coupled with a daily reflection question. The idea was to inspire them to take a moment and write down their personal thoughts for that day.

Map: A fold out map of the Jamboree site was handed out to everyone at the Jamboree. This was not a detailed map, rather an overview of the campsite and the different areas.

All the above material was distributed in the subcamps, and not at check-in. The IST received their handbook in the adult camping area.

4.6 Languages

The official languages of a World Scout Jamboree are English and French. But in order to reach as many participants as possible we decided to translate certain key documents into Arabic, Russian and Spanish as well. These are some examples of what was available in all five languages:

- The Safe from Harm material.
- The handbooks.
- The cook book.
- The reflection booklet.
- The menu for the staff restaurant in the adult camping area.
- The minutes from the daily Heads of Contingent meetings.
- Important signs on the camp site.
- “Simply News”, the newsletter for adults.
- Some articles in “Hej Jam!”, the Jamboree magazine.

It is worth noting that translations into Spanish were widely used and appreciated, e.g. almost the same number of people completed the Safe from Harm online course in Spanish as in French. Translating into more languages requires more time and resources, but if possible we would recommend it as it makes it easier for more people to make use of the information. The majority of all translations were done by volunteers, while some were done by hired translators. An interpretation service was also available at the Jamboree.

4.7 Subcamps

The subcamps were home to the participants during the Jamboree, and were where they lived together with their unit. This was where they slept, prepared their meals and spent time with friends. All units were assigned a unit area, and there were a mix of nationalities in each subcamp to ensure that participants could meet and interact with Scouts from other countries during their free time. The subcamp centres offered a number of different services, as well as free time activities, such as:

- An information centre and notice boards.
- A subcamp headquarters.
- Spontaneous activities.
- Stages and evening programme activities.
- Corner store with café.
- Lost and found.
- Listening Ears.

In every subcamp centre there was a subcamp team, headed by two subcamp leaders. Their role was to run the subcamp centre and support the people living in the two subcamps sharing their centre. Our aim was to have an even mix of Swedish and international subcamp leaders, but unfortunately there were some challenges with the recruiting of Swedish leaders which led to an overall late recruitment of subcamp leaders. We would recommend recruiting them well in advance in order to give them the necessary time to prepare for their role.

A daily unit leader meeting was held in each subcamp centre. These meetings were led by members of the subcamp team and took place at 10.00. Only one out of the four unit leaders in each unit was expected to attend, making it easier for the leaders to both participate and support their units. In addition to this, information managers made daily visits to every unit. This ensured that all units had necessary support and information, and worked to complement the other support services. Both of these support functions received very good feedback from the Contingents.



4.8 Unit equipment

All units were provided with a dining shelter, table and benches. In addition to this all patrols were given a kit containing a gas cooker and a range of kitchen equipment. In total 175 000 items were divided into 3 200 patrol kits and 800 unit kits. There were pioneering poles which the units could use for constructions on their unit areas. Camping gas was also included in the fee and empty bottles could be exchanged for full ones at specific points at the edge of the campsite.

Buying, assembling and distributing the kits was quite a logistical challenge. The quantity of equipment meant that a significant amount of space and volunteer time was needed to sort the items and put the kits together. The kits were then distributed to the unit areas. The majority of the items were either sold, re-used or re-cycled after the Jamboree.

4.9 The adult camping area

All IST, CMT and JPT members –almost 10 000 people in total- lived in the adult camping area Spring. Unlike the participant towns, Spring was not divided into subcamps, but Contingents and Teams were assigned scattered sites in order to create as international a mix as possible.

In Spring, adults could enjoy cafés and the Italian food house, a relaxation centre with an adjoining hammock area, exercise equipment, a Finnish sauna and other activities. There was also a stage for music and other performances. One of the cafés was kept open until 6 in the morning, as a late-night activity. The night-time café was widely appreciated, but it is of course important to think about the placement of such a café as not to disturb participants who want to sleep.

As many of the JPT members had children who were too young to attend as participants, childcare was available for children aged 3-10 and adventure patrols for those aged 11-13. Having some form of childcare or activities is common at Swedish Scouting events, and was a prerequisite for many JPT members to be able to attend. This service was also available for CMT members if their child spoke English (or Swedish).



4.10 Infrastructure and facilities

Water

Tap water in Sweden is safe to drink, which of course included the Jamboree. Water at the Jamboree site was drawn from the underground aquifer with purpose built wells. In accordance with Swedish law, water tests were done each day to ensure the quality of the water. All water posts were also disinfected four times a day. There were 83 water posts where people could get water on the Jamboree site, each with six taps. In total about 20 km of water pipes were installed for the Jamboree. The average demand for water during the Jamboree turned out to be 48.7 litres per head per day, very close to our estimate of 50 litres per head per day.

Showers and toilets

There were approximately 900 water toilets and 400 dry privies onsite. Some of the water toilets could also be turned into squat toilets, and urinals were also available. There were separate toilets for males and females, and additional disabled access toilets. In the disabled access toilets there were also shower possibilities.

Five shower blocks were placed in the participant living areas, containing a total of 240 showers. There were separate showers for males and females, and for participants and adults. In the adult camping area there were three shower blocks, containing 144 showers divided between males and females.

An issue that was raised at many Heads of Contingent meetings was that the toilets and showers needed to be cleaned more often. The hygiene team is one team that is hard to recruit, and this was one of the teams that were understaffed, so even though they worked very hard they could not always keep up with the demand. IST and JPT members who worked in the subcamps were asked to help out with the cleaning, and cleaning equipment was placed in the hygiene facilities so that anyone living in the subcamp could help out. One way of solving this problem could be to make participants responsible for cleaning their own hygiene facilities, on a roster. The Contingents may be able to assist with facilities in the adult camping area, leaving only those facilities in common areas for a designated hygiene team.

Waste water/foul water

The municipality of Kristianstad dug a 3 km long pipe connecting the Jamboree site with the nearby village of Rinkaby, and also re-built the sludge receiving station at the sewage treatment works in Kristianstad. About 50% of the water that was used at the Jamboree (from water toilets and the staff restaurant) was pumped through the waste system, while the remainder (from showers and the unit areas) was filtered through the ground.

Recycling and waste management

Participants were asked to sort their waste in their unit areas, and then deposit it at the recycling stations located next to the participant food shops. Sorting equipment was distributed in the patrol kits, and we are happy to note that the participants did a very good job sorting their waste and making sure that as much as possible was recycled. This was also helped by having staff at the recycling stations to assist the participants. The principle of sorting waste was applied to the campsite as a whole, which meant that there were no general bins for mixed rubbish. This was sometimes viewed as an inconvenience as participants had to walk for a bit to find a rubbish station, but in the long run it helped the Jamboree to recycle as much as possible.

Electricity

All electricity used onsite was generated by wind power. This was not the cheapest option, but was part of our aim for the Jamboree to be as green as possible. Only trained electrical professionals were permitted to install and maintain electrical equipment.

Contingent material

Contingents could send material to the Jamboree, which was then delivered to specific areas on site by the logistics team if labelled correctly. There was also an allocated area onsite for containers, where Contingents could keep and access their material during the Jamboree.

4.11 Crisis management

A crisis management plan was developed for the Jamboree to handle any potential crises that might occur. It established what constituted a crisis situation, and what steps the organisation should take in the event of a crisis. Part of the crisis management plan was crisis prevention, and making sure that the organisation had the necessary resources to handle unexpected events. The Jamboree Management Team also took part in a crisis exercise prior to the Jamboree.

We were fortunate enough not to have any major incidents take place during the Jamboree. Something that did affect the event, however, was the terrorist attack that took place in Norway days before the arrival of participants, where a large number of young people were tragically killed at a political youth camp. This generated quite a few questions from media and some Contingents regarding the safety of the Jamboree, but after consulting the relevant authorities it was established that there was no increased risk towards the Jamboree or the participants.



4.12 Health and welfare

There were a number of different support functions in place to make sure everyone had a safe Jamboree. A lot of time was spent on preventive risk management and also making sure we had the channels needed for medical support. We also had a very good dialogue with and support from the medical and emergency services in Kristianstad.

First aid kits

A first aid kit was included in the patrol kit, so that unit leaders could take care of minor injuries themselves. Subcamp staff were also provided with a first aid kit in order to be able to assist.

Mobile resources

There were around 100 Strolling Stewards and First Aiders around the site both night and day, to make sure it was safe for everyone. Security Stewards were manning all gates and available to be dispatched when needed. Stewards and First Aiders all wore high-visibility clothing to make them easily recognisable by everyone at the Jamboree. In addition to the First Aiders there were ambulance personnel on bikes and ambulance vehicles onsite.

Pharmacy

There was a pharmacy at the Jamboree where the participants could purchase over the counter medication, as well as prescription drugs. A prescription could only be obtained by visiting the Medical Centre (see below).

Health Centres

There were three Health Centres onsite, two for participants and unit leaders and one for adults living in Spring (all open 08.00-24.00). The Health Centre in Spring also welcomed participants when the night-time module activity Dream was being run, and was then open until 03.00. The Health Centres were manned by trained doctors and nurses and provided basic health care, cold-storage for medicine and support to First Aiders for medical assessments and treatments.

Medical Centre

There was one Medical Centre onsite, which was open twenty four hours a day. The Medical Centre provided more extensive health care with specialist physicians and nurses, and was open to individuals who needed to stay for short-term observation. The Medical Centre included:

- Medical treatment area
- Dental treatment area
- Rest and recovery area
- X-Ray area
- Transport coordination area

Kristianstad Central Hospital

The Jamboree organisation had a very good relationship with Kristianstad Central Hospital. Upon referral from the Medical Centre participants could be sent to the hospital for further treatment. A total of 124 people from the Jamboree site visited Kristianstad Central Hospital during the Jamboree.

Listening Ears & Child Protection Officers

Listening Ears were people who were available if anyone at the Jamboree needed someone to talk to, in addition to the adults in their Contingent. Listening Ears were available for everyone at the Jamboree, both participants and adults.

Members of the Listening Ears team were from different countries covering a wide number of languages. This turned out to be a great asset, as they could speak to the participants in their own language and did not need to involve interpreters. Listening Ears were available in subcamp centres as well as in the adult camping area.

The Listening Ears were supported by Child Protection Officers (CPOs), who were trained professionals. Many highly qualified individuals were recruited as Listening Ears and Child Protection Officers, so ultimately they ended up having quite similar roles although it was the CPOs who were the link between the Jamboree organisation and authorities.



AMBULANSSJUKVÅRDEN
Landsfinget i Kalmar Län

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Medical

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4.13 Safety

Police

The Swedish Police had a hub next to the Medical Centre which was manned between 08.00-24.00. Here participants could report lost property, thefts and other crimes. The Police also had 24 hour a day service to the camp management.

Fire

A lot of work was put into prevention and fire regulations. A Fire Protection Plan was distributed to the Contingents informing them of fire regulations and how to prevent accidents from happening, and how to respond if anything were to occur.

Swedish fire regulations required all tents (both larger and individual tents) to be placed at a certain distance from each other to prevent a potential fire from spreading. All unit areas were also equipped with fire blankets and water buckets. There were no full time fire fighters onsite, but in every town there was a patrol of Strolling Stewards with a cart with fire extinguishers and fire blankets ready to assist. An Executive Fire Officer was in charge of coordinating work onsite. The cooperation with Kristianstad Fire and Rescue worked very well, and there were only three minor fire incidents during the Jamboree.

Emergency Control Centre

The Emergency Control Centre (ECC) coordinated all emergency support for the Jamboree. All Jamboree ID cards contained the telephone number for the ECC so that participants could easily seek assistance. The ECC was located close to the Jamboree Headquarters, as well as the Medical Centre and the Police hub. The ECC dispatched emergency support as and when required. The number and type of incidents that occurred were very close to what had been estimated and planned for prior to the Jamboree.

4.14 Food

Participant food

A key to having happy participants is to make sure they have good food. The goal was for food preparation to be seen as equally important, fun and educational as any other activity at the Jamboree.

We chose to have a supermarket concept, where participants could choose between a range of ingredients. The process of finding a supplier began in mid-2009, and six major Swedish suppliers were asked to send quotations. At the beginning of 2010 it was decided to go with ICA, one of northern Europe's leading retail companies. JPT members worked very closely with ICA staff throughout the planning, and ICA also had staff on the Jamboree site itself.

The participant food shops were set up similar to ordinary supermarkets, with one shop in each participant town (3 in total). The shops were open twice a day, 07.00-13.00 and 16.00-20.00. Each patrol was given a card containing a certain amount of points, and they could then choose what to buy for each daily meal. To facilitate planning, the menu was based on a daily base ingredient (meat, fish or poultry). There were no limitations on daily consumption, but all patrols managed to keep their consumption at a good level. The "buy what you need" concept resulted in a low amount of waste and high food safety. There was also a food inspiration area outside every shop where participants could ask questions, try out different foods and pick up food for those with special requirements, e.g. halal or kosher. Information about special dietary needs was gathered through the registration system, in order to make an estimation of what was needed.

The feedback from the participants and leaders shows that this was a very successful concept, and that things worked very smoothly during the Jamboree. One key factor behind this success was the trialling of the concept at a camp during the summer of 2010, which gave us the opportunity to review and improve the process before the Jamboree.

Staff restaurant

All adults, other than unit leaders, had their meals in the staff restaurant in the adult camping area. The restaurant was made up of two dining halls with the combined size of 10 000 m², serving three meals a day (breakfast, lunch and dinner) for approximately 10 000 people. Both dining halls shared one kitchen, with a separate kitchen to cater for special food and dietary requirements. There was a standard menu at every meal, except for those who had registered special dietary needs in advance. Food was picked up at one of the 24 service points. Once people had finished their meals, they were expected to sort their rubbish at a sorting station when leaving the restaurant. Pre-ordered packed lunches were available for IST or JPT members who had tasks which made it difficult getting to the restaurant during meal times. The opening hours were:

- Breakfast: 05.30-09.00
- Lunch: 11.00-14.00
- Dinner: 17.00-22.00

It was quite an operation making sure that this number of people got three meals a day. Unfortunately the restaurant was understaffed, leading to IST members assigned to the restaurant working very long shifts. We want to extend a sincere thank you to everyone who worked so hard there and to those who offered to take on extra shifts in the staff restaurant.

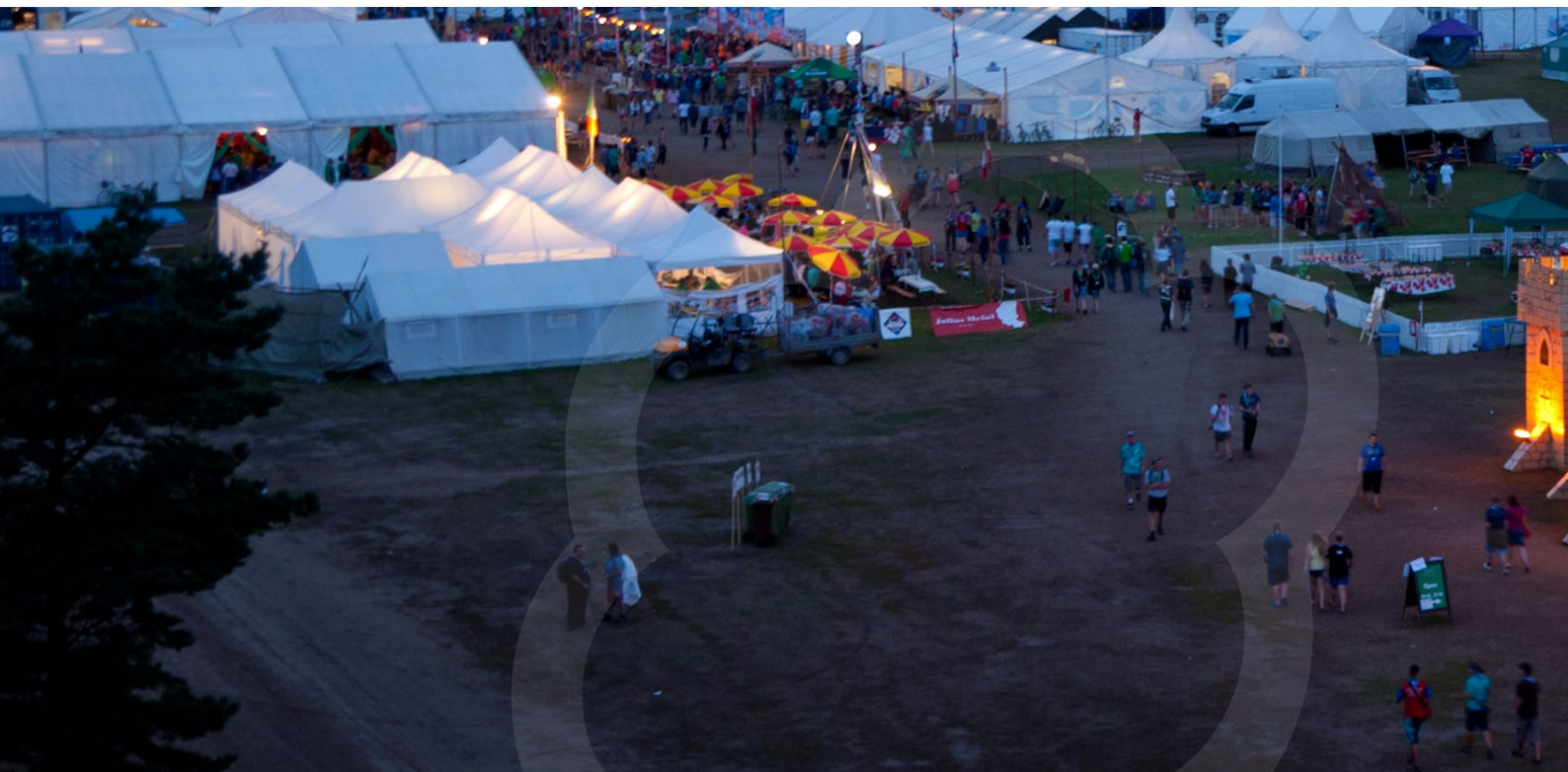
We were happy to note that there were hardly any queues, which saved a lot of time. Some feedback suggested that there was not enough variety in the food, but overall adult food seems to have worked well.

Cafés, kiosks and food houses

Drinks, snacks or meals were available at a number of catering outlets. There were cafés and kiosks in subcamps and towns which both participants and guests could visit.

The international food houses were a very important part of the Jamboree. In total there were 13 different food houses, and with their different profiles and creative decorations they played a key role both in creating an international atmosphere and providing additional food outlets. Most food houses were from European countries, but there was also a Japanese Food House (representing the next World Scout Jamboree host country) and a Ramadan Food House (reflecting that Ramadan took place during the Jamboree). One person from each food house organising team was also part of the JPT. The Italian food house was placed in the adult camping area, while the remainder were located on or around Time Avenue. The food houses were very popular, and appreciated by both participants and visitors.

There were quite a few challenges in the planning and coordination of food houses and the concept changed along the way, which caused some inconvenience for the food house organisers. To assist both food house organisers and the Jamboree organisers, it is good to settle on a concept and financial structure early on in the planning. Food houses are a vital part of a World Scout Jamboree and we would encourage future hosts to maintain this tradition.



The following food houses were found at the Jamboree:

- Wiener Kaffeehaus (Austria)
- Czech Lion (the Czech Republic)
- The Ugly Duckling (Denmark)
- Holland House (the Netherlands)
- Café de Paris (France)
- Csárda (Hungary)
- An Crann (Ireland)
- Italian Food House (Italy)
- Japanese Tea House (Japan)
- Princely Hunting Snuggery (Liechtenstein)
- Ramadan Food House (the Arab Region)
- Swiss Scout Chalet (Switzerland)
- The Castle (the UK)



4.15 Services

Money

All prices at the Jamboree were set in Swedish Krona (SEK). Our aim was to have a cash-free site, as far as was possible, to increase personal safety and reduce the amount of cash transactions. Those who had international credit/debit cards were encouraged to use them, but that was of course not the case for everyone. To give everyone a cash-free option, we created a system that allowed the Jamboree ID card to be used as a cash card. The card could be charged either online or onsite.

There were some concerns from the Contingents regarding this solution; some worried it would mean that no cash would be accepted onsite, that there might be errors with the charging or that losing your ID meant losing all your money. This was not the case, but we should have been clearer in our information to Contingents early on in order for them to inform their participants about how this would work. Ultimately we believe that the idea of limiting cash onsite and providing a cash-card option was a very good one and could be used at future Jamborees.

If participants still had money on their Jamboree ID/cash card at the end of the camp and had charged it online, the money was returned to them. If the card had been charged using cash onsite it was not possible to return it, and this money has been added to the Operation One World Fund for the 23rd World Scout Jamboree in Japan.

Internet and telephones

In the town centres there were Internet cafés with Internet connected computers that participants could use free of charge. If they had their own smartphone or laptop, they could also connect to the free wireless network in the surf zones, located in the town and subcamp centres. Payphones were available in the town centres. Phone cards for the payphones and prepaid cards for mobile phones could be bought from the cafés.

The Jamboree got good support from the existing mobile network operators who all increased the capacity of their networks to meet the demand of a temporary city of 40 000 people.

Charging of electrical items

There was no electricity supply to the unit areas. Electrical equipment could, for a fee, be charged at stations in the town centres. There were also charging stations where participants could charge their equipment by riding bicycles to generate electricity.

Certain specially allocated unit sites had electricity connected, for supplying medical and special needs equipment such as electric wheelchairs and sleep apnea machines.

Post

Post was delivered to the CMT Service Centre, for Contingent Management Teams to pass on to their participants and unit leaders, and to the adult camping area for other adults. Stamps could be purchased in kiosks and there was also a post office on the main square. All outgoing mail was stamped with a special 22nd World Scout Jamboree post mark.

Jamboree Shop

There was a Jamboree shop by the main square, offering a selection of items including a wide range of Jamboree products, official World Scout merchandise, outdoor equipment and novelty Swedish items. It was a large walk-in shop (1900 m²) where people themselves could pick out the items they wanted to purchase. Before and after the Jamboree there was also an online shop where anyone was welcome to buy Jamboree products or donate money to Operation One World.

At the end of the Jamboree, Contingents were invited to purchase unit kit equipment and other used Jamboree materials in the Jamboree shop.

4.16 Transport

Arrivals and departures

Contingents could arrive at the following entry points:

- The Jamboree site
- Copenhagen International Airport
- Malmö Airport
- Kristianstad Railway Station
- Kristianstad Airport
- Åhus Harbour

The closest international airport was located in Copenhagen, Denmark. The coach transfer from Copenhagen to the Jamboree site took about 2 hours. Transport between any one of these listed entry points and the Jamboree site was included in the Jamboree fee.

Transport on arrival and departure days went very well. We had an excellent cooperation with Copenhagen International Airport and Jamboree coaches were also given their own lane during peak times on the Öresund Bridge between Denmark and Sweden, which helped improve transfers between Copenhagen and the Jamboree site. The Swedish Contingent arrived one day earlier, which both reduced the number of participants arriving on one day and helped to welcome the international participants on arrival day.





General transport

In total the transport team provided 301 000 passenger transfers. This included:

- Arrival and departure day for the Swedish Contingent – transport between pick up/drop off points around Sweden and the Jamboree site (7 000 passenger transfers).
- Arrival and departure days for IST members - transport between entry points and the Jamboree site (12 000 passenger transfers).
- Arrival and departure day for participants – transport between entry points and the Jamboree site. This also included transport to/from Home Hospitality (52 000 passenger transfers).
- Camp in Camp – four days of transfers between the Jamboree site and the Camp in Camp sites (54 000 passenger transfers).
- Hike in Camp – four days of transfers between the Jamboree site and the Hike in Camp drop off/pick up locations (16 000 passenger transfers).
- Cultural Festival Day – transport of Camp in Camp hosts to and from the Jamboree site (21 000 passenger transfers).
- Special needs – onsite transport for individuals with mobility assistance requirements (2 000 passenger transfers)
- Shuttle bus for adults – transport between the Jamboree site and Kristianstad (20 000 passenger transfers).
- Shuttle bus for day visitors – transport between the Welcome Centre and the Jamboree site (32 000 passenger transfers).
- Beach buses - transport between the Jamboree site and a nearby beach (60 000 passenger transfers)
- IST/Planning Team – transport between the Jamboree site and Rinkaby läger/the indoor accommodation area (20 000 passenger transfers)
- Other – VIP and extra transport onsite (5 000 passenger transfers).

In order to create a pleasant and safe environment, the onsite traffic was restricted as much as possible. This meant that during the daytime only bicycles, buggies and essential service vehicles were allowed onsite. It was not possible to completely separate people and traffic, but by having

a service road surrounding the site and taking into account transport needs when designing the site, we achieved this goal to a large extent. As the high volume of traffic put extra strain on the roads around the campsite, reinforcement and maintenance was necessary. Approximately 800 tonnes of gravel was used to enforce and repair roads for the Jamboree.



4.17 Sustainability

Sustainability was an important focus for the Jamboree, both when planning, during and after the camp. A sustainability policy was developed as a guiding document for the Jamboree organisation. The policy stated that the World Scout Jamboree would use the most suitable environmental practices to minimise its negative impact on the environment and that the Jamboree would give new knowledge, inspiration and enthusiasm regarding sustainable development to all its participants.

As part of the sustainability focus, the Jamboree received an Eco Award from the Keep Sweden Tidy Foundation. This meant that the Jamboree fulfilled certain requirements regarding the environment and sustainability, in particular our efforts to minimise the usage of natural resources at all stages of the Jamboree. Keep Sweden Tidy strives to create public awareness on sustainable development by promoting recycling and combatting litter.

Evaluation has shown that we reached our aim in many areas, e.g. minimising food waste by having the participant food shop concept, having well-functioning recycling stations, using only eco-labelled coffee and milk, turning all the food waste and sewage into biogas and by having a clear focus on sustainability issues in many of the programme activities. There were still areas for improvement, however; we could e.g. have decreased the amount of packaging used at the Jamboree and re-used or re-cycled more of the material purchased for the Jamboree.

An event of this size with participants travelling from all over the world will of course have an environmental impact, but our job as organisers was to try to make that impact as small as possible and use the Jamboree as a learning tool. Evaluations show that 75% of the Contingents considered the environment when planning their travel and participation, and that 76% of the participants learned more about and were inspired to do more for the environment by participating in the Jamboree. Sustainability is of course an important part of Scouting and we hope that future Jamboree organisers will continue and develop this work.



5 Programme

5.1 Programme development & educational objectives

The programme for the 22nd World Scout Jamboree was based on the WOSM guidelines and the Jamboree Idea, as well as experiences from previous national and World Scout Jamborees. The goal was for the participants to experience modern and well-planned activities that would be both fun and educational at the same time.

We chose not to have a specific programme department, as we considered everything at the Jamboree to be programme – from taking part in a scheduled activity to preparing food together in the patrol. Everything was part of the Jamboree programme experience.

The activities were designed to help the participants develop physically, intellectually, emotionally, socially and spiritually. Reflecting the Simply Scouting philosophy, the Scout Method was fundamental when planning and running the activities.

5.2 Jamboree schedule

	Wed 27/7	Thu 28/7	Fri 29/7	Sat 30/7	Sun 31/7	Mon 1/8	Tue 2/8	Wed 3/8	Thu 4/8	Fri 5/8	Sat 6/8	Sun 7/8	
08.00					Camp in Camp departure/ Hike in Camp	Camp in Camp departure/ Hike in Camp	Camp in Camp departure/ Hike in Camp						
09.00													
10.00	Arrival day	Free time activities	Module Activities	Module Activities	Module Activities	Module Activities	Module Activities	Module Activities	Free time	Module Activities	Free time activities	Departure day	
11.00									Cultural Festival Day				
12.00													
13.00													
14.00													
15.00			Free time activities	Free time	Free time activities	Camp in Camp return	Camp in Camp return	Camp in Camp return					
16.00				Lighthouse Celebration		Free time activities	Free time activities	Free time activities					
17.00				Free time activities									
18.00													
19.00													
20.00										Mid Event			
21.00			Opening Ceremony										Closing Ceremony
22.00													
23.00		Module Activities	Module Activities	Module Activities		Module Activities	Module Activities		Module Activities				

5.3 Daily timetable

The daily timetable for the Jamboree was carefully designed to ensure that the participants could get as much as possible out of their Jamboree experience. Spontaneous and free time activities were just as important as scheduled modules. Sufficient time was allocated so that all the participants could take care of their camp life (managing their unit sites, food preparation etc) and still get out and take part in different activities, see the exhibitions, meet other Scouts, and have a full international experience.

Below is an example of a typical day at the Jamboree:

07.00-09.00	Get up, have breakfast, make lunch and prepare daypack.
09.00-10.00	Head to a module activity.
10.00-15.00	Module activity + packed lunch.
15.00-22.00	Free time activities + dinner.
22.00-23.00	Return to unit area, or departure for those attending the night-time module activity Dream.
23.00	Quiet time, or module activity for those attending Dream.

5.4 Scheduled activities

During the course of the Jamboree, participants took part in five module activities as well as Camp in Camp or Hike in Camp. Each subcamp was allocated to a certain activity at a certain time. Below is an example of what a Jamboree timetable for a subcamp could look like:

July 27	Arrival day
July 28	Opening Ceremony
July 29	GDV + Dream
July 30	Unscheduled day
July 31	Camp in Camp departure/Hike in Camp
August 1	Camp in Camp return
August 2	Earth
August 3	Quest
August 4	Cultural Festival Day
August 5	People
August 6	Closing Ceremony
August 7	Departure Day

All but one activity (Camp in Camp/Hike in Camp) were onsite activities. There were a number of reasons why we chose to have mainly onsite activities:

- The Jamboree site allowed us to have activities onsite; there was enough space and surrounding nature - a setting that could be used.
- Reducing transport limited the environmental impact.
- It saved both time and money as the participants did not have to be transported to and from activities, but could walk instead.
- It facilitated planning for the logistics team.

Each module activity welcomed between 3 000 and 7 000 participants every day. All module activities took place between 10.00 and 15.00 (except Dream which took place between 23.00 and 02.00) with participants bringing a packed lunch to the activity. Each module had its own focus and profile. Throughout the week the participants gathered wooden beads, one for each module and one for Camp in Camp/Hike in Camp, ending up with six colourful beads on a bracelet at the end of the Jamboree.

Dream

The Dream module aimed to encourage spiritual reflection, as well as provide the participants with a truly spectacular and thrilling experience. This module was a night-time activity and drew on elements of nature, wonder and fantasy, challenging the participants to think about how they perceive the world around them and the impact of choices they make in life. It was an experiential, sensory-based activity that exploited the fact that it was based in a forest at night with an atmosphere created by glowing lanterns, fog and night time sounds.



Quest

Quest challenged the patrol both physically and intellectually and encouraged the patrol members to work together towards a common goal. This module aimed to promote a better understanding of group dynamics and cooperation, and help the participants develop their communication and problem-solving skills. Quest involved four activity “worlds”, together forming their Quest; Viking, Cave, Conquest and Medieval.

Activities included obstacle courses and a series of challenges and treks. Quest started with an Opening Show and ended with a Closing Show, tying the different parts together. If a patrol finished one of the “worlds” early, they could go to the Terminal – an activity area offering a number of activities or just a chance to meet up and interact with other patrols.

Earth

The Earth module aimed to provide participants with the knowledge, inspiration and tools to deal with global environmental challenges as well as local environmental issues. This module encouraged participants to develop scientific and entrepreneurial skills through experiments and activities so that they would become empowered to put words into action upon their return home. The activities were practical, educational, fun, creative and challenging and focus was on understanding energy, its uses and renewable energy sources such as solar, wind, wave, hybrid etc. The Earth module was made up of four parts; Soil, Water, Wind and Oxygen.

People

Everyone belongs to a variety of different groups, including cultural, ethnic and social. The People module aimed to encourage participants to explore their own values in relation to their membership of these groups, to understand what they have in common with others and what makes them unique. This module was a unique opportunity to explore cultures from all around the world.

The People module had three different parts, and in each of the parts the participant did activities that in different ways addressed the subjects of culture and identity: the Crafts Village, the Garden of Reflection and the City Core. There was also a stage where the participants gathered and got an opportunity to feel the power of acting and moving together as a large crowd, and interacting with the people on stage.

The Global Development Village

The Global Development Village (GDV) is a recurring World Scout Jamboree activity aimed to increase the participants' awareness of global issues, from an environmental and social perspective. By participating in GDV activities run by both international organisations and NSOs, the participants gained hands-on experience and tools for global and local change.

The GDV was divided into six separate but interlinked blocks:

- Peace
- Health
- Human Rights
- Environment and Sustainability
- Entrepreneurship
- Information and Communication Technologies

Types of activities were:

- Workshops
- Interactive stands
- Special events
- Information points

About 50 external partners ran activities in the GDV, but unfortunately some larger non-government organisations that were invited did not participate. It is important that relationships with these organisations are maintained by WOSM between Jamborees and that invitations are sent well in advance of the event, in order for them to be able to budget for participation at the Jamboree.

The turnout rate for the module activities exceeded all expectations with over 95% of participants who were scheduled taking part, and the module activities received very positive feedback from both participants and leaders. We were also delighted to note that participation did not decrease as the Jamboree went on, which has been the case in the past, but remained high throughout the event.

Camp in Camp & Hike in Camp

Camp in Camp (or Hike in Camp) was the only off-site activity. For Camp in Camp the participants left the Jamboree site for 24 hours for a small, close to nature camp experience. Due to the high number of participants at the Jamboree, we were unfortunately unable to provide Camp in Camp for all. Therefore an additional activity, Hike in Camp, was arranged as an alternative. Hike in Camp was a one day hiking activity in the local area. About 2/3 of the participants took part in Camp in Camp, and 1/3 in Hike in Camp.

For Camp in Camp over 100 smaller camps were set up, 1 to 2 hours by bus from the Jamboree campsite. Each camp was hosted by a Scout group (maximum 200 people), welcoming between 50 and 200 Jamboree participants a day depending on size. Scout groups from all over Sweden as well as from Norway, Denmark and Finland were Camp in Camp hosts. In total over 8 000 Scouts were involved as Camp in Camp hosts, welcoming Scouts from all over the world. This (like Home Hospitality) was a great way to involve even more Scouts in the Jamboree and the host groups have given very positive feedback about their experience. As a thank you for their great contribution, all Camp in Camp hosts were invited to visit the Jamboree for the Cultural Festival Day.

Camp in Camp was one of the major selling points for the 22nd World Scout Jamboree, and we were happy to see how popular this activity was among the participants. It was anticipated that some Scouts would chose to remain at the main campsite, but this turned out not to be the case. Evaluations among both participants and Heads of Contingent have shown that Camp in Camp was one of the highlights of the Jamboree.

5.5 Ceremonies

During the Jamboree there were four major main stage events gathering everyone in front of the main stage. Three of the events were inspired by the Jamboree key concepts - Meetings, Nature and Solidarity - while the fourth was an interreligious ceremony; the Lighthouse Celebration. There were also opening and closing shows for IST and JPT members.

IST Opening Show & IST Closing Show

In order to welcome all IST members, inspire them to help give the participants the best experience ever and to thank them for a job well done, an IST Opening and an IST Closing Show were arranged. The IST Opening Show took place on 26 July 2011 and the IST Closing on 7 August 2011. The shows included:

- The Jamboree Song.
- Video clips from the Jamboree and interviews with IST members.
- Dance performances and live music.
- Speeches by the Camp Chiefs, the Vice Chairman of the World Scout Committee John May and WOSM Secretary General Luc Panissod.

Meetings – the Opening Ceremony

The Opening Ceremony took place in the evening of 28 July 2011. Although it was raining during the day, the weather cleared up just as the ceremony began which contributed to the already excited atmosphere. The ceremony included:

- A flag parade with flags from all the WOSM member countries.
- A symbolic handing over of the WOSM flag by UK Scout Chief Bear Grylls on behalf of the 21st World Scout Jamboree organisers to the 22nd World Scout Jamboree organisers.
- Short animations introducing Sweden, mixed with live music and dance performances.
- The renewal of the Scout Promise.
- Inauguration speech by the Camp Chiefs and the Chairman of the World Scout Committee Simon Rhee.
- The Jamboree Song.



The Lighthouse Celebration

On 30 July 2011 everyone was welcome to gather for the Lighthouse Celebration; an interreligious ceremony where participants could learn more about the denominations represented at the Jamboree. The Lighthouse Celebration contained:

- Messages from different denominations officially represented at the Jamboree, presented by young Scouts.
- Music performed by a youth choir.
- A speech by bishop Antje Jackelén.
- Video clips depicting various religious practices.

Nature – the Mid Event

On 4 August 2011 the 8 000 Camp in Camp hosts were invited to take part in the Cultural Festival Day. The day culminated with all 48 000 people onsite gathering in the main arena for the evening ceremony which included:

- Skydivers landing next to the main arena, holding 22nd World Scout Jamboree flags.
- Film clips from Camp in Camp sites.
- Film clips presenting nature from different parts of Sweden.
- Dirt bikers performing stunts.
- Live music performances by the artists Timbuktu, Simone Moreno, Hoffmaestro & Kraa and the Jamboree House Band.

Solidarity – the Closing Ceremony

The Closing Ceremony took place on 6 August 2011 and marked the end of a 12 day adventure. This was a chance for the participants to look back on their experience and say good bye to each other. It included:

- Video flashbacks from the Jamboree.
- Live music performances by the artists Daniel Lemma, Sanna Nielsen, Kate Ryan, Europe and the Jamboree House Band.
- Speeches by the Camp Chiefs and the WOSM Secretary General Luc Panissod.
- Handing over of the WOSM flag to the hosts for the 23rd World Scout Jamboree Japan, and speech by their Jamboree Chairman Mari Nakano.
- Renewal of the Scout Promise.
- Speech by His Majesty the King of Sweden.
- Closing fireworks accompanied by music.

As not everyone at the Jamboree understood English or French, the general approach for all arena events was to keep speeches to a minimum and to use options other than spoken language to interact with the audience as much as possible. A lot of focus was put on video or animation clips, live music performances and dance. The arena events received very good feedback.

The shows were between one and two hours long, with all except the Lighthouse Celebration being evening activities starting between 20.30 and 21.00. The participants in each town were allocated arrival slots, and were led from their subcamps at designated times, in order to ensure safe entry to the arena area. It was a greater challenge at the end of the shows, as over 40 000 people wanted to head back to their sites at the same time. It is important to have clear information at the end of the shows in order to have a smooth exit from the arena.

Many Contingents had already packed up their unit areas before the Closing Show, as they had late night or early morning departures. For future organisers it may be worth considering arranging an activity or an area where they can get together as they wait for departure.





5.6 Spontaneous activities

Outside of the scheduled programme, participants could enjoy a wide range of spontaneous activities in the common areas: the subcamp centres, town centres, on and around the main square and the main avenue. Many of the spontaneous activities were organised by Contingents, making the selection very international. Participants could also contribute with performances on the town stages. In the World Scout Centre everyone could visit the NSO exhibitions and learn more about the participating countries. IST members, visitors and other adults were welcome to take part in the spontaneous activities, but participants had first priority. IST and other adults could also enjoy a number of activities in the adult camping area.

The subcamp and town centres gave the participants the opportunity to take part in both small and large scale activities during their free time. Many of the activities reflected the theme (season) of the town. Some examples of the activities were:

- A planetarium.
- Bouldering walls.
- Synthetic ice skating.
- Arts and crafts.
- Sports and board games.
- Cafés.

Around Four Seasons Square and Time Avenue there were a wide range of activities available, such as:

- The food houses.
- The World Scout Centre.
- The Global Development Village.
- The Scout Museum.
- The Media Centre.
- Radio Scouting.
- An amusement park made using pioneering techniques.

Jamboree Forum

The Jamboree Forum was an activity designed to encourage discussion on global issues such as the role of young people in society, world citizenship, climate change, human rights and political and democratic processes. About 100 participants attended one of the five discussion sessions.

In addition to the discussion sessions, 1-2 participants from each Contingent were also invited to take part in a UN simulation which was held off site in the parliamentary hall in Kristianstad. The activity resulted in a report with the conclusions of the meeting. 80 participants from 68 countries took part in the activity.

Jamboree Friendship Award

The Friendship Award is an activity run at every World Scout Jamboree, and this Jamboree was no exception. This activity challenged participants to take part in a wide range of activities designed to encourage meetings. At the end of the challenge they received the Friendship Award pin.

In order to get the pin the participants had to:

- Form an international patrol with 4-8 members from at least three countries.
- Complete a number of activities within 24 hours.

A total of 7 800 participants in 1 324 patrols completed the Friendship Award.

5.7 Cultural Festival Day

On 4 August 2011 the participants had the opportunity to experience food, dance and other activities from all over the world. During this day there were no module activities; focus was on sharing your own culture and that of others. World Scout Jamborees are about the meeting of people and cultures, and this day the Jamboree site was even more vibrant as people wore colourful national costumes and performed dances and music.

This was also the day when the 8 000 Camp in Camp hosts visited the Jamboree, and got to experience both the Jamboree site and this special festival. The evening ended with an arena event when all 48 000 persons onsite gathered in front of the main stage.



5.8 Faith & Beliefs

The Faith and Beliefs programme is a recurring and important part of the World Scout Jamboree. This is an opportunity for the participants to develop spiritually by learning more about their own and other people's religious beliefs. The programme aimed to:

- Help Jamboree participants develop a greater understanding of their own faith or religious group.
- Provide opportunities for participants to increase their understanding of other faiths and cultures through participation in religious services, activities and exchanges.

The Faith and Beliefs area was situated at the heart of the Jamboree site, close to Four Seasons Square. There were 11 faith communities formally represented at the Jamboree: Bahá'í, Buddhist, Catholic, Christian Orthodox, Latter Day Saints, Hindu, Jewish, Muslim, Protestant, Sikhs and Won-Buddhist.

In the Faith and Beliefs area you could find:

Fyren (the lighthouse): the main reception area, a place for reflection and a starting point for discovering the different denominations and one's own faith.

Denomination activity tents: areas where the 11 denominations could have a display as well as activities.

In addition to Fyren and the denomination activity tents there was a Jewish synagogue, a Muslim mosque and a Faith and Beliefs Chapel for use by all denominations. In the town centres there were also Prisma Quiet Tents; a quiet place for both participants and adults to rest, think or pray during the busy days of the Jamboree.

The Muslim holy month of Ramadan started during the Jamboree, and was an opportunity for everyone at the Jamboree to share this important time of the Muslim year. There were a number of special events organised to celebrate Ramadan, including special prayer services, meals, and a Ramadan service at the Faith and Beliefs Stage.

The Faith and Beliefs team worked with the different faith communities to develop their involvement at the Jamboree. In particular, the WOSM faith networks and the interreligious forum played an important part in the preparation of the Faith and Beliefs aspects of the programme.

5.9 Home Hospitality

Contingents were offered the opportunity to apply for a place on the Jamboree Home Hospitality programme (HoHo). This included a stay of four days and three nights either before or after the Jamboree.

The HoHo programme was popular, and it was a challenge finding places for all those who applied. In order to find places for as many Scouts as possible, NSOs in Sweden's neighbouring countries Finland, Norway and Denmark were asked to assist. They opened their doors for many guests and we are very grateful for their help. A total of 3 300 Scouts from 16 countries took part in the Home Hospitality programme, 2 000 before and 1 300 after the Jamboree.

The fee for the HoHo programme was 650 SEK per participant, which included transport one way (i.e. from HoHo location to the Jamboree, or from the Jamboree to the HoHo location). In retrospect this fee was too low, especially considering the transport costs.

It is important that information (including confirmation) about Home Hospitality placements is available to Contingents well in advance of the Jamboree. An assessment needs to be made of how much Home Hospitality can be provided and where, in order to be able to give Contingents preliminary confirmation about their placements very early in the Jamboree planning. This is because Home Hospitality logistics and pricing information are significant elements in the budget and planning of the Contingents.

The Home Hospitality experience received very good feedback both from the participants and the host groups, and is an activity that encourages further exchange between Scout groups from different parts of the world.

5.10 Visitors

Day visitors

More than 30 000 day visitors came to the 22nd World Scout Jamboree to experience the Jamboree for a day. The visitors were predominantly from Sweden (71%), but also from neighboring European countries and many other parts of the world (29%). The international day visitors were predominantly from Denmark, the UK, Germany, the Netherlands and the US.

The Jamboree was open to day visitors every day except arrival day, departure day and Cultural Festival Day (eight days in total). The price was 150 SEK for adults, 75 SEK for children aged 7-17 and free for those 6 years or younger. Visitors were encouraged to buy tickets in advance online, but they could also be purchased on arrival. A majority of the tickets (over 20 000) were purchased online.

Day visitors checked in at the Welcome (check-in) Centre next to the Jamboree site, here they received a 22nd World Scout Jamboree bag containing a day visitor's magazine with information about the Jamboree and what they could experience onsite, a badge and a visitors bracelet. They were then transported to the Jamboree site by shuttle buses. Day visitors were welcome to move around all the Jamboree site, but could only enter unit areas if invited by someone who lived there. They could also take part in guided tours of the Jamboree site, which were given in many different languages but mainly in English.

Day visitors could park their cars or coaches in a visitors' carpark located by the Welcome Centre. Skånetrafiken, responsible for the regional public transport, also arranged for a special Jamboree bus stop with extra buses trafficking this line to make it easier for those visiting the Jamboree. Day visitors were not permitted to stay overnight on the Jamboree site and there was no Jamboree guest camping area. They were welcome to book accommodation in nearby Kristianstad or the surrounding area.

The day visitor survey shows that the guests were very happy with their stay and got a good impression of Scouting and the World Scout Jamboree.

Contingent guests

Contingents were welcome to invite guests from their NSO to the Jamboree. These guests had to be registered in advance in the Jamboree registration system and could stay onsite for up to three days. The guests were the responsibility of the Contingent during their visit. They could eat in the staff restaurant and could participate in spontaneous activities. About 300 contingent guests visited the Jamboree. The fee for contingent guests was 800 SEK per day.

Special guests

The special guest programme was designed to elevate the profile of Scouting by inviting a number of high profile individuals to visit the Jamboree. Contingents could nominate special guests, and the guest list was then decided on and invitations sent out by the Jamboree Executive Team. Very few Contingents chose to nominate guests, therefore most of those invited were nominated by the host country. Approximately 1 500 special guests visited the Jamboree. We coordinated as closely as possible with Contingents, so that special guests could meet participants from their country and see their activities. Guests included the King and Queen of Sweden, Prime Ministers from Sweden, Norway, Denmark and Finland and ambassadors from many different countries.

The World Baden-Powell Fellowship (BP Fellows) held their 62nd international gathering in southern Sweden at the same time as the Jamboree, including several opportunities to visit the Jamboree site and participate in special Jamboree activities. The BP Fellows are an international fellowship whose members contribute to Scouting through the World Scout Foundation. Around 100 members participated in the event, including the Honorary Chairman, His Majesty the King of Sweden.

5.11 Media and Public Relations

A World Scout Jamboree is a great opportunity to promote Scouting, and to train Scouts and leaders in media skills.

Media production was based in the Media Centre, located by the main square. Apart from being the HQ for all media activity it was also a place for participants to visit and learn more about media and press. Contingents were invited to pre-allocate IST to work specifically with media support for their Contingent and were encouraged to nominate a Media Contact Person to be in charge of media issues relating to their country. The Media Contact Person could take part in different workshops and received support e.g. in writing press releases.

External media coverage

There was great interest from both Swedish and international media, resulting in approximately 2 500 articles in Sweden and almost 1 000 worldwide. The biggest newspapers and TV news programmes in Sweden covered the event, as well as radio shows. Examples of international media that reported from the Jamboree are the BBC, Le Monde, Financial Times and Al Jazeera.

Almost 300 journalists visited the Jamboree, of which more than 100 represented international media. All journalists had to be accredited through the registration system and were then welcomed at the gate by someone from the media team.

Jamboree media

There were many different ways in which participants could keep up to date with what was happening at the Jamboree:

Hej Jam! – The Jamboree magazine of which six issues were produced. ‘Hej Jam!’ chronicled what was going on at the Jamboree and featured articles and interviews in several languages. In addition to the printed copies distributed onsite, electronic versions were also available on the website.

Jam N – A 30 minute TV show which aired eight episodes depicting Jamboree life. The show included interviews, motivational stories, entertainment and images of the Jamboree life as well as a daily weather update and lots of surprise elements.

Jamboree Radio 94,5 MHz – The Jamboree Radio broadcast live for 11 days, between 7.00 and 22.00. The main languages were English and French, but some interviews were also held in other languages. In addition to the 40 000 participants onsite, the radio also reached 10 000 external listeners. On Bambuser the radio had over 200 000 views.

Young Spokespersons and Young Correspondents

A World Scout Jamboree is also a good opportunity for participants to learn more about how to convey what Scouting is all about. Almost 270 participants from 40 countries took on the role of being a Young Correspondent. Their task was to establish contact with different media in their home countries prior to the Jamboree. At the Jamboree they received training in how to work as journalists, and how to provide media back home with information about the Jamboree. 80 participants from 28 countries also learned how to represent Scouting and speak with media as Young Spokespersons for the Jamboree.



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6 Finances

6.1 Background

The Jamboree participation fee was set in Swedish Krona (SEK). Although Jamboree fees have previously been set in major currencies, our fee was set in the local currency in order to avoid the risk of and consequential increase in fees to cover any possible currency fluctuations. If we had charged the fee in the closest major currency, Euros, we would have been forced to raise the fees above what was charged, in order to include insurance against a drop in the value of the Krona against the Euro. The Jamboree budget was also set in SEK. The budget included all costs and revenues related to the Jamboree: before, during and after the event.

As there is a substantial financial risk for a relatively small NSO to host a World Scout Jamboree, the Jamboree organisation needed to budget in a way that would ensure that the fee was as low as possible while at the same time making sure that hosting the event would not have a negative impact on Scouting in Sweden. The budget for the 22nd World Scout Jamboree was ten times that of the annual budget of the Swedish Guide and Scout Council, and even an unforeseen cost of only a few percent of the budget could have a tremendous impact. Having sound finances would also encourage other NSOs to apply to host a World Scout Jamboree in the future. Throughout the project a safety margin of 10 million SEK was upheld.

When we started planning the event the estimated number of participants was 30 000, with a fallback plan for 25 000. Although we had a calculated maximum of 40 000 participants, we did not initially believe that we would reach that figure and the JPT was asked to plan and budget according to 30 000 participants.

At the beginning of 2011 we adjusted the expected figures to 34 000, then later on to 38 000 and then eventually we ended up with over 40 000 participants. This of course affected the budget and planning process, as we had to scale up with every new estimate.

6.2 Fees

In order to encourage more Scouts from every country to participate, and to demonstrate World Scouting's solidarity, the Jamboree fees are discounted by category of country according to criteria set by WOSM. There were four fee categories (A, B, C and D) based on the Gross National Income (GNI) per capita of each country (the same criteria as for membership fees to WOSM). Category A paid 25%, category B paid 50%, category C paid 75 % and category D paid 100%. The fee category table used for the Jamboree was the one decided at the World Scout Conference in 2008.

In 2007 the World Scout Committee agreed that the fee for a category D country should be set at 6 500 SEK. The fee was the same for participants, unit leaders, IST and Contingent Management Team members. This was a change from the previous World Scout Jamboree, where the fee for IST had been 80% of the full fee with an additional 10 % reduction for IST members aged 18-25. There were some concerns that having the same fee for IST as for other participants would reduce the number of IST, but we don't believe that this had a significant effect.

It is always a challenge to calculate how many participants there will be from each fee category, but having the figures from previous World Scout Jamborees was a great help when making an estimate. Having the same fee for participants, unit leaders, IST and CMT members also facilitated the overall budgeting. When calculating income from participation fees the general rule was to expect 80% of the category D fee per participant. It is also worth noting that some NSOs paid their fees very late and even in some cases paid onsite. Not paying in advance further complicates the estimation of participation numbers.

As the UK organisers noted in their WSJ 2007 report there will always be some feedback saying that the fees for the World Scout Jamboree were too high. But we can only agree with their conclusion that with the scale, complexity and uncertainty of an event like a World Scout Jamboree and the fact that this Jamboree was held in a quite expensive country, a relatively high fee was inevitable.

The Jamboree fee:

Fee categories	% of base fee	Fee
Category A	25%	1 625 SEK
Category B	50%	3 250 SEK
Category C	75%	4 875 SEK
Category D	100%	6 500 SEK

In order to encourage early payment of Jamboree fees, a discount system was developed as follows:

Deposit received	Discount on deposit	Full payment received	Discount on rest of full payment
Before 31 March 2010	10%	Before 30 Sep 2010	5%
1 April 2010 to 30 Sep 2010	5%	1 Oct 2010 to 31 Jan 2011	0%

Originally the deadline for getting a 10% discount on the deposit was 31 December 2009, but this was extended as the registration system was delayed.

The deposit was set at:

Fee categories	Deposit
Category A	325 SEK
Category B	650 SEK
Category C	975 SEK
Category D	1300 SEK

The final payment had to be received before 1 February 2011, or an additional 5% was charged.

6.3 Financial result

The gross income for the 22nd World Scout Jamboree was as follows:

Item	SEK	% of total income
Category A fees	1 134 000	0,40 %
Category B fees	4 468 000	1,40 %
Category C fees	14 417 000	4,60 %
Category D fees	198 265 000	63,80 %
Other attendees (exhibitors, day visitors, external org. etc)	9 921 000	3,20 %
Sales	47 641 000	15,30 %
External funding	32 790 000	10,50 %
Other income	2 342 000	0,80 %
Total income	310 978 000	

The gross expenditure for the 22nd World Scout Jamboree was as follows:

Item	SEK	% of total income
Contingent and IST support	19 109 000	6,10 %
Programme and Ceremonies	42 297 000	13,60 %
Transport	14 209 000	4,60 %
Infrastructure	43 583 000	14,00 %
Planning, Organisation and Finance	78 131 000	25,10 %
Food	49 707 000	16,00 %
Visitors	7 228 000	2,30 %
Communication	9 639 000	3,10 %
Sales	35 029 000	11,30 %
Total expenditure	298 932 000	

The difference between income and expenditure produced a net surplus of 12 046 000 SEK. This means that the 10 million SEK safety margin for unexpected costs at the Jamboree remained intact. The surplus will be used to develop Swedish and international Scouting, and for the Operation One World fund for the 23rd World Scout Jamboree.

6.4 External funding and sponsorship

From the very beginning we worked actively to secure external funding and sponsorship. In total we raised 45 million SEK, of which about 33 million was in cash and the remainder was in goods and services negotiated on top of existing agreements.

We received government funding at both national, regional and local level. We are very grateful that the Swedish government, the Skåne Regional Council and the municipality of Kristianstad all supported the event (the two latter as Main Partners). In addition to this, 53 companies chose to support the event. One of these was the bank Sparbanken 1826, whose support was vital for the Jamboree, especially during the early stages of the planning.

There were seven different sponsorship levels:

Type of partner	Amount	Number of partners
Main Partner	1 000 000 SEK	7
Jamboree Partner	500 000 SEK	8
Diamond Sponsor	100 000 SEK	14
Gold Sponsor	50 000 SEK	9
Silver Sponsor	25 000 SEK	7
Bronze Sponsor	10 000 SEK	7
Iron Sponsor	5 000 SEK	3

Raising this money meant that we were able to deliver an even better Jamboree, and we want to thank all the sponsors for contributing so generously. It was important, however, that the event did not feel commercial in a way that would negatively affect the participants' Jamboree experience. At the same time we of course wanted to offer our sponsors the best possible exposure. We achieved this balance by encouraging external partners to run activities in addition to exhibitions, giving them exposure in handbooks and other printed materials and placing banners in appropriate locations on the campsite.

The concept of having main partners was very successful and a positive experience. It is something that Swedish Scouting had worked with on a smaller scale before the Jamboree and has continued developing after the event.

6.5 Operation One World

At the beginning of the project we received 25 000 GBP from The Scout Association (UK) from Operation One World for the 21st World Scout Jamboree.

In total about 6, 5 million SEK was raised for Operation One World, out of which 500 000 SEK will be handed over to Japan and the 23rd World Scout Jamboree. The 6,5 million SEK are included in the overall total of 45 million SEK external funding raised for the Jamboree.

6.6 Food Houses

The food house budgets were initially intended to be included in the overall Jamboree budget. This turned out to be quite difficult, however, so ultimately the food house organisers could choose between two options; owning their own budgets or being included in the Jamboree budget. The first option meant taking all the costs relating to their food house (including paying a fee to the Jamboree organisers for water, sewage and garbage) but keeping any potential surplus. The second option meant being a part of the Jamboree budget, including any potential surplus.

Almost all food houses chose to own their own budgets. We believe that this is the most practical option for future food house and Jamboree organisers as well, but also offering the option of being included in the Jamboree budget allows for NSOs who are unable to take the financial risk to participate with a food house as well.



7 Evaluations and effects

A number of evaluations were undertaken before, during and after the Jamboree. The aim of the Jamboree, as stated in the Jamboree Idea, was to have a positive impact on the participants, Swedish Scouting and Scouting worldwide.

The following evaluations were conducted:

Participants: During the Jamboree 3 700 participants, IST and leaders were interviewed about their Jamboree experience. They were asked a number of questions and to rate their experience between -10 and +10, resulting in a daily “Wow-index”. An overwhelming majority gave very positive feedback about the event, resulting in an average Wow-index of 7,55 with 96% answering that they were happy or very happy with their Jamboree experience. In addition, 93% answered that the Jamboree had inspired them to continue their Scouting commitment.

Jamboree Planning Team: Three surveys were conducted in order to evaluate the experience of the JPT; two during the planning stage and one after the Jamboree. 1 out of 4 members did not have a current active role within Scouting before getting involved in the JPT, showing that a World Scout Jamboree can also be a way of re-activating former Scouts or recruiting new members to the movement. A clear majority of the JPT had a very positive experience and 77% said they would be willing to do it again if asked!

Heads of Contingent: After the Jamboree an online survey was sent out to all Heads of Contingent, of which 58 countries gave their feedback. The Jamboree received very positive feedback overall, and the two major points that stood out among Heads of Contingent were Camp in Camp and participant food, two areas that they felt were a particular success at the Jamboree. An area with room for improvement was the IST process.

Visitors: With over 30 000 day visitors coming to the Jamboree, we were keen to see how they experienced the event and Scouting as a whole. The evaluation showed that 2/3 of the day visitors who had no previous Scouting connection got an improved impression of Scouting after visiting the World Scout Jamboree.

Swedish society: We also wanted to know how the Swedish public viewed Scouting and the Jamboree. Of those asked 72% would consider letting their children join the Scout Movement, and 1 out of 5 would consider joining themselves. 6 out of 10 knew that the World Scout Jamboree had taken place.

Inhabitants in Kristianstad: 8 out of 10 inhabitants in Kristianstad felt that events like the World Scout Jamboree are positive for the local community. Kristianstad really embraced its role as a city for Scouting, flying the WOSM flag in front of town hall from the time Sweden was elected host country in 2005, leading up to and during the Jamboree.

An independent evaluation conducted by the municipality of Kristianstad and the Skåne Regional Council (the province in which the Jamboree took place) showed that the additional visitors generated by the World Scout Jamboree spent 245 million SEK, out of which more than 90 million SEK was spent in the local area. These numbers do not include the Contingents who visited the area before or after the Jamboree. This shows that hosting a World Scout Jamboree also has a positive economic impact on the host area.





8 Acknowledgements

It is not possible to list everyone who contributed to the 22nd World Scout Jamboree, but we would yet again like to extend a sincere thank you to everyone who took part. A special thank you to the Contingents and to the members of the JPT, who together made the Jamboree a success.

His Majesty the King of Sweden has been a great advocate for Scouting for many years, and showed great commitment to and support for the 22nd World Scout Jamboree throughout the years leading up to and at the event itself. We would like to express our sincere appreciation for this great support.

We would also like to take this opportunity to thank The Scout Association (UK) for giving our team complete access at the 21st World Scout Jamboree and giving us the opportunity to learn by observing, interviewing and shadowing members of their team. This open approach and willingness to pass on lessons learned was an immense help when planning the 22nd World Scout Jamboree. We hope to continue this tradition by having a similar relationship with The Scout Association of Japan, the hosts for the 23rd World Scout Jamboree. We have been privileged enough to get a sneak peak of what will be on offer and encourage all NSOs to send a Contingent to the 23rd World Scout Jamboree in 2015 as it will be an amazing event.

Last but not least we would like to thank World Scouting for giving us the opportunity to host a World Scout Jamboree. It was a privilege to welcome Scouts from all over the world.

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as of June 2011.

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WOSM

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Anne Whiteford, Executive Director, Strategy and Education

Thank you!

We would like to thank all of our sponsors and partners, listed on the following page, for helping make the 22nd World Scout Jamboree a great success.

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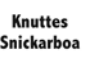
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