16TH WORLD SCOUT MOOT
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WORLD SCOUT MOOT 2025

Final Report to the World Scout Committee

Final evaluation, impact and legacy report



ISSUED BY
Associação Moot 2025

PREPARED FOR
World Scout Committee

REPORT DATE
August 2026

FOREWORD

Message from the Executive Board of Moot Portugal 2025

A final report is both an account of what was delivered and a responsibility to pass learning forward.

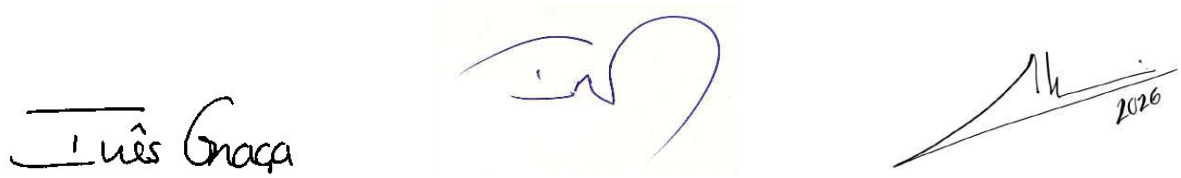
In July and August 2025, Portugal welcomed the 16th World Scout Moot. For ten days, young adults, volunteers, contingent teams, partners and communities came together around a shared ambition: to create an international Scout experience rooted in friendship, service, leadership and discovery.

We are proud of what the Moot achieved. Approximately 7,000 participants and volunteers took part across the event journey, with representation from all five WOSM Regions. The Paths model took the Moot beyond a single campsite and into more than 100 local communities across Portugal, while the Main Camp reunited participants for learning, celebration and global exchange.

The Moot also generated valuable organisational learning. Some systems performed particularly strongly, while others required adaptation during delivery. This report records those lessons alongside the achievements so that Moot Portugal 2025 can contribute directly to the continuous improvement of future World Scout Events.

We thank the World Scout Committee, the World Scout Bureau and World Scouting teams that accompanied the project; the Portuguese Scout Federation; participating National Scout Organizations; public authorities and municipalities; partners and suppliers; local communities; and, above all, the thousands of volunteers and young people whose commitment made the Moot possible.

We submit this report in the spirit in which the Moot itself was conceived: as a contribution to the learning, development and continuous improvement of the World Scout Movement.



The Executive Board of MOOT PORTUGAL 2025
August 2026

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01 Executive Summary

The 16th World Scout Moot was a successful World Scout Event: educationally meaningful, globally representative and distinctive in the scale of youth co-creation and community immersion it delivered across Portugal.

We delivered the 16th World Scout Moot in Portugal from 25 July to 3 August 2025 through a distinctive event journey combining the opening ceremony in Lisbon, 118 Paths distributed across mainland Portugal, the Azores and Madeira, a Main Camp at Buçaquinho/Ovar, and a closing day and ceremony in Porto. The role-based post-event count records 6,908 people, representing 105 NSOs and all five WOSM Regions.

The defining achievement was the educational Programme. The youth-led Paths model gave almost 500 Rovers direct responsibility for designing and leading experiences for their peers, while the Main Camp brought the distributed community together for learning, reflection, celebration and global exchange. A post-event survey of 1,077 valid responses from 80 contingents confirms the strength of the educational result:

98%
Interacting with Scouts from other cultures

89%
Better understanding of different cultural perspectives

76%
Inspiration for active citizenship

74%
Leadership opportunities

Participant-experience results were also positive across the event journey:



Programme evaluations from participants, both on Paths and Main Camp, as well as Path Leaders' performance, are a composite of 118 different Path experiences and 200+ Main Camp activities, which means that only a few of them received less positive evaluations.

Operational learning is concentrated in a relatively small set of cross-cutting systems – food service, information governance, Path readiness, programme scheduling, IST activation and urban-day logistics – rather than in the underlying Moot concept.

We therefore conclude that the Moot achieved its central purpose as a World Scout educational event. Moot Portugal 2025 demonstrated that youth co-creation, distributed immersion and multicultural team living can create strong educational and human value at global scale. The post-event evidence supports preserving the event concept and its strongest systems while improving the operational disciplines that made the experience less consistent in some phases.

GLOBAL SCALE

6,908 people:

- 5,362 participants including 478 Path Leaders,
- 869 IST,
- 243 CMT,
- 379 Moot Planning Team members
- 55 WOSM staff/volunteers.

105 NSOs from all five WOSM Regions.

EDUCATIONAL IMPACT

Post-event survey (1,077 responses from 80 contingents)

- 98% interacted with Scouts from other cultures;
- 89% reported better understanding of different cultural perspectives;
- 76% reported inspiration for active citizenship;
- 74% recognised leadership opportunities.

PROGRAMME & DELIVERY

118 Paths were delivered across Portugal.

Main Camp offered more than 200 repeating activities across six locations.

HOST & LEGACY VALUE

Municipalities, local Scout structures, public authorities, professional suppliers and partners enabled delivery across the country.

Finance reports a positive result of app. Eur 750,000.

Knowledge transfer to Taiwan 2029 is under way.

OVERALL CONCLUSION

The 16th World Scout Moot created strong Scout value and a distinctive youth-led programme legacy. Our overall assessment is very positive: the event achieved its educational purpose, connected 105 NSOs across all five WOSM Regions, and produced practical learning for future World Scout Events.

16TH WORLD SCOUT SCOUT MONDIAL PORTUGAL

Moot 2025

WORLD SCOUT MOOT 2025

Final Evaluation Snapshot for the World Scout Committee

Overall assessment:
A successful World Scout Event that delivered its educational purpose at global scale.

1. At a Glance

6,908	105	5	118
people	NSOs	WOSM Regions	Paths

200+	1,077	€750,000
Main Camp activities	survey responses	positive financial result

Role-based post-event count; approximately 7,000 participants and volunteers.

2. Educational Impact

97.8%	interacted with Scouts from other cultures
89.0%	reported better understanding of different cultural perspectives
75.8%	felt inspired toward active citizenship
74.4%	recognised leadership opportunities

3. Experience Scores (%)

5-point averages normalised to a 100% scale

Path Leaders	85.0%
Moot Planning Team	84.8%
Path Advisers	82.0%
Participant Paths	79.4%
HoC/CMT	79.4%
Main Camp	78.2%
IST	77.6%

4. What Worked Best

- Youth co-creation through the Path model
- Distributed immersion in communities across Portugal
- Strong intercultural learning and global friendship
- Positive safety, health, Safe from Harm and Local Support performance
- Main Camp location and Cortegaça opening as standout moments

5. Main Frictions Identified

1	Food & catering	328	(38.9%)
2	Programme, schedules & activities	324	(38.4%)
3	Path planning & support	253	(30.0%)
4	Communication, information & App	204	(24.2%)
5	Facilities, hygiene & comfort	188	(22.3%)

The main issues were concentrated in operational systems rather than in the Moot concept itself.

6. Transfer Priorities for Future Hosts

- Keep the concept; improve the operating system
- Earlier governance, legal setup and budget control
- One source of truth for information and documents
- Formal Path readiness and accreditation gates
- Stronger IST activation, staffing buffers and welfare controls
- Better integrated food, urban-day and schedule planning
- Embed sustainability into procurement, logistics and operations

Core message: preserve youth co-creation, distributed immersion and multicultural team living, while strengthening operational discipline for future World Scout Events.

02 The Moot in Numbers

The headline scale is approximately 7,000 participants and volunteers.

The 16th World Scout Moot combined a national distributed programme with a short, high-intensity Main Camp and major opening and closing ceremonies in Portugal's two largest cities and in Cortegaça.

Event journey

PHASE	LOCATION AND TIMING	PURPOSE
Arrival and opening ceremony	Lisbon, 25 July 2025	Launch the event, form the global community and dispatch multicultural groups to the Paths.
Paths / Portugal Deep Dive	Across mainland Portugal, the Azores and Madeira	Community immersion, exploration, service, team formation and experiential learning.
Main Camp	Mata do Buçaquinho, Cortegaça/Ovar, from 30 July	Reunite participants, share Path learning and deliver workshops, exhibitions, arenas, activities and cultural exchange.
Closing	Porto, 3 August 2025	Celebrate, reflect, call participants to action and hand the World Scout flag to Taiwan 2029.



Moot in numbers – event scale

MEASURE	
Total event population:	**6,908**
Participants inc. path leaders	**5,362**
International Service Team	**869**
Contingent Management Team	**243**
Path Leaders	**478**
Moot Planning Team	**379**
WOSM staff and volunteers	**55**
Representation	105 NSOs; all five WOSM Regions
Paths	**118**
Main Camp programme	More than 200 repeating activities across six locations over three days
Digital scale	Around 7,000 App downloads; more than 120,000 checkpoints

Scale evolution

Planning assumptions evolved materially during preparation. Early event documents used a baseline of approximately 5,000 participants and 1,000 IST, while a 2024 expansion business case considered capacity up to 9,000 people based on feedback expected attendance from the NSOs. The post-event role count of 6,908 therefore sits between the early baseline and the expanded planning ceiling.

We had the expectation of 7,500 people in total, assuming the registered participants, staff and CMT. Despite the significant efforts from the Portuguese Foreign Affairs Ministry, our Contingent Management support team and WOSM, there was a large number of visa refusals from the embassies, which heavily affected a few contingents and reduced the number of participants to the reported 6,908.

This evolution required repeated adjustment of site, transport, food, workforce, financial and risk assumptions. Our evaluation confirms that future scale changes should be managed through formal change control with explicit approval of revised capacity, cost, workforce, service and safety assumptions, as it was prepared before seeking WOSM approval.

DATA INTERPRETATION

For public communication we use "approximately 7,000 participants and volunteers". The role-based post-event count used throughout this report is 6,908 people, representing 105 NSOs and all five WOSM Regions.

03 Purpose, Scope and Evaluation Method

We have structured this report as an accountability, evaluation, learning and legacy document, aligned with WOSM hosting requirements and designed for later public release.

WOSM's Hosting Guidelines require us to conduct a detailed evaluation covering both organisational delivery and the personal educational impact of the Moot, and to provide indexed English-language documentation that future organisers can use.

Purpose of this report

This report is designed to perform four jobs simultaneously:

1. **Accountability:** show the World Scout Committee how we fulfilled the Hosting Guidelines, MoU, bid commitments, WOSM policies and national obligations.
2. **Evaluation:** assess the effectiveness, quality and impact of the event, not only the volume of activities delivered.
3. **Learning:** document what worked, what did not work, why, and what should be transferred to Taiwan 2029 and other future World Scout Events.
4. **Legacy:** identify the value created for young people, volunteers, Portuguese Scouting, local communities, partners and the wider Movement.

Evaluation lenses

LENS	CORE QUESTION	PRIMARY EVIDENCE
Compliance	Were WOSM, legal, contractual and policy obligations fulfilled?	Guidelines, MoUs, policies, permits, contracts, insurance, final accounts and closure records.
Delivery	Were the event systems safe, reliable, timely and fit for the delivered scale?	Operational logs, KPIs, incident data, transport and food records, supplier performance and readiness reviews.
Educational impact	Did participants develop, connect and act in ways consistent with the aims of the Moot?	Pre/post surveys, reflection tools, Path reports, qualitative interviews and follow-up evidence.
Experience	How did participants, IST, CMT, HoCs, teams, partners and communities experience the event?	Segmented surveys, complaints, compliments, focus groups, interviews and service data.
Legacy	What capabilities, partnerships, practices, assets and changes remained after the event?	Follow-up interviews, community outcomes, reusable documentation and host/future-host handover.

Evaluation sources

- Official WOSM and host post-event/public records.
- Internal planning, governance, policy and operational records.
- Area self-evaluations, Meeting #7 evaluation material and operational team reviews.
- Post-event survey: 1,077 valid responses from 80 contingents, including:
  - 668 Participants,
  - 147 IST,
  - 72 Moot Planning Team members,
  - 72 Path Leaders,
  - 62 Path Advisers,
  - 56 HoC/CMT respondents.
  - 844 qualitative improvement comments were also analysed.

Evaluation approach

The report combines official material, internal planning and operational records, area evaluations and the post-event survey.

The survey provides quantitative ratings by phase and role together with qualitative feedback, allowing organisational self-evaluation to be tested against the lived experience of Participants, IST, Path Leaders, Path Advisers, HoC/CMT and the Moot Planning Team.

WOSM commitments and compliance framework

We assess delivery against explicit requirements and documented outcomes, rather than treating the report as a retrospective collection of success stories.

PRIMARY OBLIGATIONS

The Hosting Guidelines define the Moot as an official WOSM educational event for young adults aged 18-25, organised by a Member Organisation under World Scout Committee supervision. The Guidelines cover participation, responsibilities, programme, human resources, site specifications, safety and healthcare, communications, commercial and brand matters, environmental management and protocol.

The WOSM-Host MoU framework adds oversight of the MoU, implementation of the Guidelines, delivery of bid commitments, adherence to WOSM policies, cooperation with Heads of Contingent, WOSM spaces and services, human resources and Safe from Harm support, financial obligations and final reporting.

APPROACH

We combine official records, team self-evaluation and role-based feedback, and report material differences between sources transparently.

04 Governance, Leadership and Project Management

The governance model provided a formal framework for delivery, but the final planning period required significant reinforcement of roles, legal arrangements, decision-making and cross-team coordination.

Governance and accountability

The governance model was formally defined, but internal evidence shows that authority, relationships, legal arrangements and decision-making required correction during the final planning period.

FORMAL MODEL

The internal MoU between the Portuguese Scout Federation ("the Federation") and the Moot leadership assigned operational responsibility to the Moot Team and approval, institutional support and oversight responsibilities to the Federation.

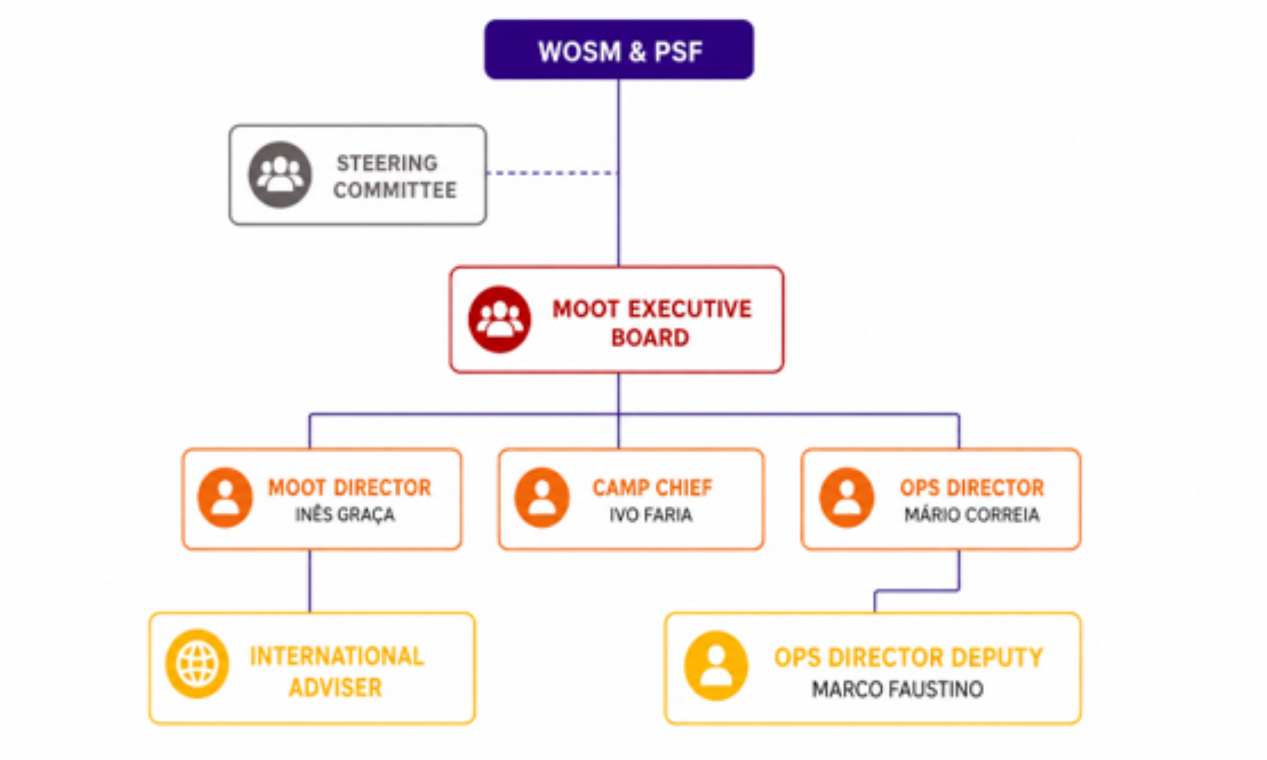
It established a Steering Committee with the Federation, WOSM and Executive Board representation, and a Moot Executive Board with voting and non-voting members.

Inês Graça, the Moot Director, held overall coordination of the management team through the whole duration of the project and supervised the heads of Programme, HR/IST and promotion/contingent support.

Mario Correia, the Operations Director, together with his deputy, **Marco Faustino**, supervised the main support and operational areas, including the direct report from the heads of finance and administration, communication and external relations, safety and healthcare, infrastructure, logistics and supplies, while liaising with project and risk management.

Ivo Faria, the Camp Chief had a non-executive follow-through and external representation role and acted as a day-to-day link to the Federation. During the event duration, he took the role of the head of the camp.

We also had the invaluable assistance of **Jacob Murray** and **Daiana Neil**, from the start of the project in 2021, as well as **Raul Molina**, from May 2024. The extraordinary journey we have been able to encompass, all the advice and hard work, the joy and the toughest moments we have experienced would not have been the same without them. We wish to acknowledge them in this report. Thank you!



ISSUES IDENTIFIED BEFORE THE EVENT

Relationship and liaison difficulties between Moot coordination and the Federation.

- Cultural, personal and operational differences affecting coordination.
- Delays in establishing a legal entity, bank account and invoicing capability.
- Delayed communication and task completion across interdependent areas.
- A fully dedicated liaison arrangement with the WOSM Events Team was only established approximately one year before the event, limiting continuity and clarity in earlier escalation and coordination.
- Need for structured governance meetings, clearer agendas, escalation rules, redistributed leadership tasks and conflict-resolution support.

ASSESSMENT

The formal structure was credible on paper, but the concerns tracker shows that governance effectiveness was a material risk. The distinction between advisory, oversight, approval and executive authority may not always have been operationally clear.

The legal entity delay also created direct consequences for contracts, procurement, cash management and accountability.

Governance changes were implemented in August 2024, and consequently, attendance and decisions of Steering and Executive meetings, closure of legal and banking issues, decision turnaround, relationship improvements with FEP and WOSM, and the final command model was reinforced thereafter.

The international adviser, appointed by WOSM, was never available despite the efforts to bring her onboard. We consider a requirement to make sure that these roles are fulfilled by people who actually have the motivation and the time to perform their responsibilities.

Moot Planning Team

The World Scout Moot 2025 was planned and delivered through a multidisciplinary Moot Planning Team, combining volunteer leadership with a small professional support structure and central governance.

The organisational model comprised the areas of Management; Programme, including Events, Paths, Main Camp and Sustainability; Logistics; Infrastructures; Administrative & Finance; Communication & External Relations; Promotion & Contingent Support; Volunteers; Safety & Healthcare; and Risk & Crisis Management, complemented by cross-cutting functions including Safe from Harm, the Solidarity Programme and Office/project support.

Overall coordination was provided through the Moot Director and the Moot Executive Board, within the governance framework established with the Portuguese Scout Federation and WOSM. The organisational chart below presents the structure through which responsibilities, specialist functions and operational delivery were distributed across the Moot Planning Team.



The Moot Planning Team recorded very strong scores on the post-event evaluation:



We will never be able to fully express our gratitude to all those who gave their time, energy, resilience and commitment to make the World Scout Moot 2025 possible. Their contribution went far beyond what can be captured in any report, and it will remain an essential part of the legacy of this Moot.

Governance recommendation

Future World Scout Events should establish, within twelve months of host appointment and no later than three years before the event, a single governance handbook containing the legal entity, decision rights, reserved matters, budget authority, escalation thresholds, meeting cadence, reporting calendar, risk ownership, WOSM contact model and conflict-resolution mechanism.

Organograms without decision rights are insufficient.

Planning, readiness and control

The planning process demonstrated ambition, commitment and adaptability across the organisation. However, evidence from late 2024 and early 2025 shows that several critical and interdependent workstreams (namely, logistics and finance) required accelerated recovery as the event approached.

We also note that an earlier and fully resourced PMO would have strengthened integrated planning, milestone tracking, dependency management and the timely escalation of delivery risks. This harmed the early identification of non-performing key team members which should have been replaced earlier by other members. Future World Scout Events should establish this function from the beginning of the project, supported by regular readiness reviews and objective criteria for assessing whether critical roles and workstreams have sufficient capacity, support and decision-making authority.

Where delivery requirements are not being met, the governance framework should provide a clear and timely process for agreeing corrective measures, reinforcing capacity, redistributing responsibilities or, when necessary, changing role assignments.

These decisions should be based on documented project needs and agreed governance responsibilities, irrespective of the organisational affiliation or institutional position of the individuals involved, taking into consideration the balance between the need to keep a good standing relationship between the forming associations and the delivery of the project.

PLANNING MECHANISMS

- Moot Management and Planning Team meetings.
- Regular Heads of Contingent calls organised by subject area.
- Work breakdown structure and milestone tracking.
- Risk and concerns registers with assigned owners and next actions.
- Regular reports to WOSM recording the status of the project, risks and mitigating measures.
- Site visits, supplier coordination and planned simulations.
- Specific business cases and scenarios work for a larger event capacity.

Material risk themes

THEME	WHAT THE POST-EVENT EVALUATION SHOWS	EFFECT OBSERVED	FUTURE TRANSFER PRIORITY
Governance	Governance improved after restructuring, with clearer roles and stronger PSF-Moot-WOSM routines. Legal setup and decision escalation were late. PMO appointment was very late.	Late decisions, interpersonal friction and dependency on a few individuals. No suitable replacement for non-performing team members. No track of delayed critical matters.	Incorporate an early legal entity, clear decision rights, a controlled decision log and periodic governance effectiveness reviews.
Finance	Finance was under-resourced and tax/legal definition and area budgets were late. The Finance evaluation reports a positive outcome of approximately Eur 750,000.	Reactive payments, weak visibility, card/cash problems and friction with operating teams.	Monthly budget-to-actual, cash-flow, commitments, WOSM charges and solidarity reporting from the early planning phase.
Programme	118 Paths and more than 200 Main Camp activities were delivered. Path and Main Camp teams demonstrated high adaptability.	Oversized activity offer (Main Camp), a few late Path changes, inconsistent support and App-related access problems (Main Camp).	Retain Path and activity close-out, attendance and participant-outcome tracking as standard programme-management tools.
Volunteers	Role evaluation reports unclear allocation, late job descriptions, long duty hours and under recognition.	IST shortages and no-shows increased workload and reduced service resilience.	Maintain one workforce roster covering role, training, duty hours, attendance, reallocation and welfare indicators.

THEME	WHAT THE POST-EVENT EVALUATION SHOWS	EFFECT OBSERVED	FUTURE TRANSFER PRIORITY
HoC	Significant number of HoCs appointed late. Frequent lack of relevant experience or guidance on roles.	Confusion regarding HoC mission, lacking extensive reactive clarification and support.	Retain structured HoC onboarding, engagement tracking, regional support and independent feedback channels.
Infrastructure	Professional suppliers enabled most of the project to be delivered. Toilets/showers were assessed positively.	Accessibility, charging, Wi-Fi, waste and dismantling/handover problems remained.	Use defect, uptime, accessibility, reinstatement and environmental controls as part of readiness and handover.
Safety and risk	Safety, security, field hospital and Safe from Harm structures operated well. 224 SfH cases were recorded and reported closed.	Path support from the hospital was inconsistent. Insufficient staffing and fatigue.	Maintain one anonymised incident/medical dashboard, regular exercises and clear risk-closure ownership.
Communication	HoC calls, newsletters, HoC Space, Slack, App and helpdesk were used.	Late/incomplete information, inconsistent cross-area flow and digital dependency affected trust and experience.	Maintain publishing timelines, analytics, response channels and HoC feedback within one controlled information architecture.

Risk-management principle

Material pre-event concerns should be followed through to closure using a structured record: original risk, owner, mitigation, implementation date, control test, event-period performance, incident linkage and residual lesson.

Key elements of the Programme offer, namely Paths and Main Camp activities, were subject to enhanced risk management and assessment, also made public and audited by independent external specialists who were supporting a large contingent insurance broker. This has provided us additional assurance for the smooth run of the Programme key features.

RECOMMENDATION

Future hosts should establish the legal entity, governance handbook, decision rights, budget authority, escalation thresholds and WOSM contact model no later than 1 year after appointment and at least 3 years before the event, and test them through regular assurance gates before event delivery.

05 Participation, Inclusion and International Representation

The Moot achieved broad international representation and created a strong platform for intercultural learning. Inclusion, accessibility and contingent support were meaningful design priorities, but delivery quality was not consistent across all participant needs.

Participation, representation and solidarity

Global reach was one of the event's clearest achievements. In this report, we distinguish reach, representation, equity and accessibility.

GLOBAL REACH

WOSM publicly reported around 7,500 Scouts and volunteers from 117 countries, making Moot Portugal 2025 the largest Moot to date. This level of participation demonstrates substantial global confidence and strong mobilisation by NSOs and contingents. These numbers include local support teams which are not accounted for as registered participants / staff. Some countries which were registered to experience the Moot did not join due to several reasons including lack of visas.

PARTICIPATION MODEL

The event was open to young adults aged 18-25, while IST and CMT members were aged 26 or older. Participation was organised through national contingents, with participants allocated into multinational small teams. The Path Planning Team model allowed young participants to co-design and lead a significant part of the event.

SOLIDARITY AND FEE DIFFERENTIATION

Terms and Conditions applied fee categories based on country income classification and provided free places for contingents in different categories. WOSM Guidelines require a solidarity operation and at least 2.5% of projected registration income to be allocated to solidarity. The planning material also described outreach to countries with lower historic participation.

Registration fees were kept below the fees charged in the previous Moots (Iceland 2017 and Ireland 2021). 8 years after Iceland this was a major effort in keeping the event as much as affordable as possible while balancing the financial risk for us.

REGISTRATION FEES

EUROS	PARTICIPANT	PATH LEADER	IST / CMT
Category A	225	75	175
Category B	470	145	370
Category C	720	220	570
Category D	980	305	780

This decision was set in place on top of ensuring a 70% discount for all Path Leaders which accounted for app. 10% of total participants, as a significant incentive for the call for young leaders to the role, as this was a strategic goal of the event. We have also managed to offer one or two seats for every NSO to make sure we got the most representation possible (another strategic goal) and finally the solidarity fund which also posed an additional effort in making it all possible without changing the fees.

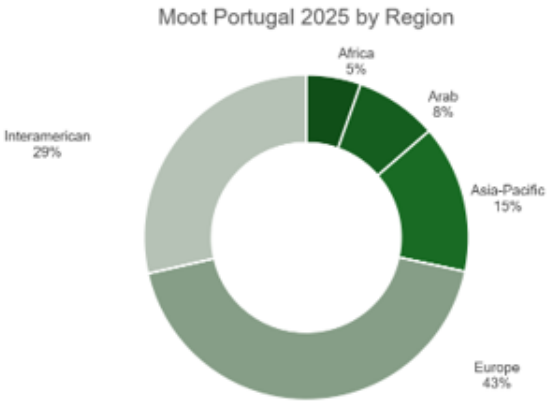
Participation results

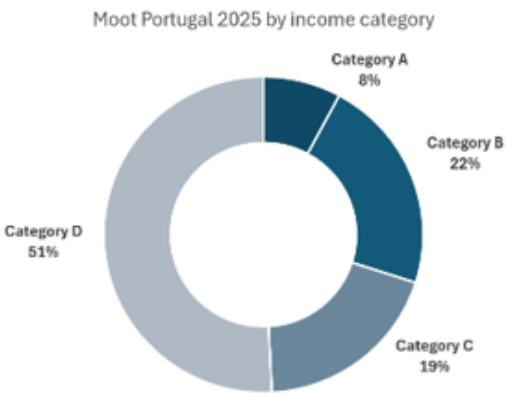
- The post-event count records 6,908 people, representing 105 NSOs and all five WOSM Regions.
- Visa support started late and created operational pressure; from the circa 1,430 visa requests issued, around 600 were denied by the consulates or embassies. This gap justifies the difference between the 6,908 actual participants and the 7,500 announced.
- Especially in the Main Camp area, which was sandy, accessibility measures were planned and installed, such as camp space closer to exit points and access to sanitary facilities, extra-high ratio of sanitary facilities adapted to these participants and staff (1 per 2), pathways in solid wood, amongst others. Internal evaluation records a few suboptimal wheelchair conditions during Paths and a few difficulties in the Main Camp (such as some workshops not close to the pathways and thus on the sand).
- Mixed-nationality Paths and strong intercultural outcomes were highly achieved, as the path formation did not allow for more than 5 participants from the same country and a structured algorithm was set up to ensure maximum diversity for each Path while ensuring at least 2 participants from the same country at any given Path.

Assessment

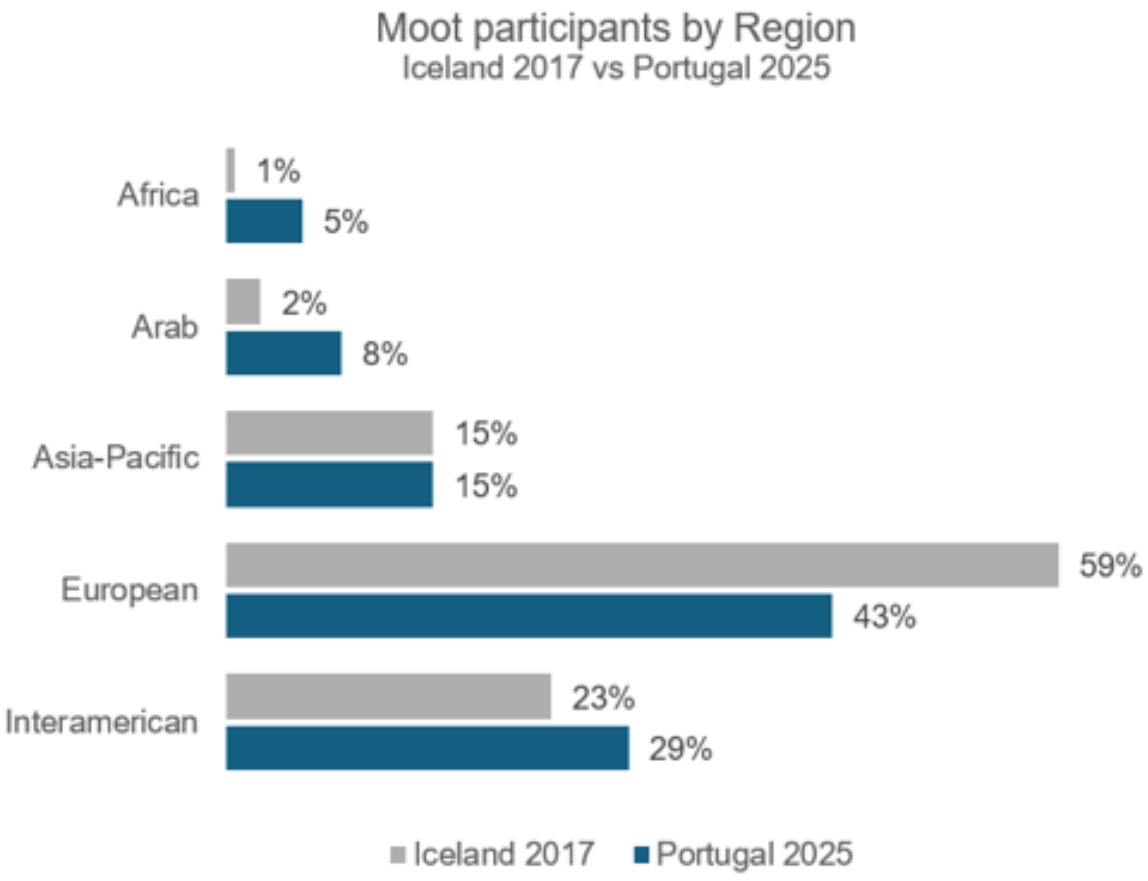
Strong global reach: the event brought together 105 NSOs from all five WOSM Regions and achieved substantial multicultural participation. The mixed-nationality Path model was deliberately designed to maximise diversity. Future hosts should continue to strengthen regional balance, visa access, disability inclusion and representation across teams and leadership roles.

Historically, the Moot drives interest from the Interamerica Region, especially South America. A stronger number of participants are also coming from Europe. Asia Pacific, Africa and Arab Regions are usually under-represented.

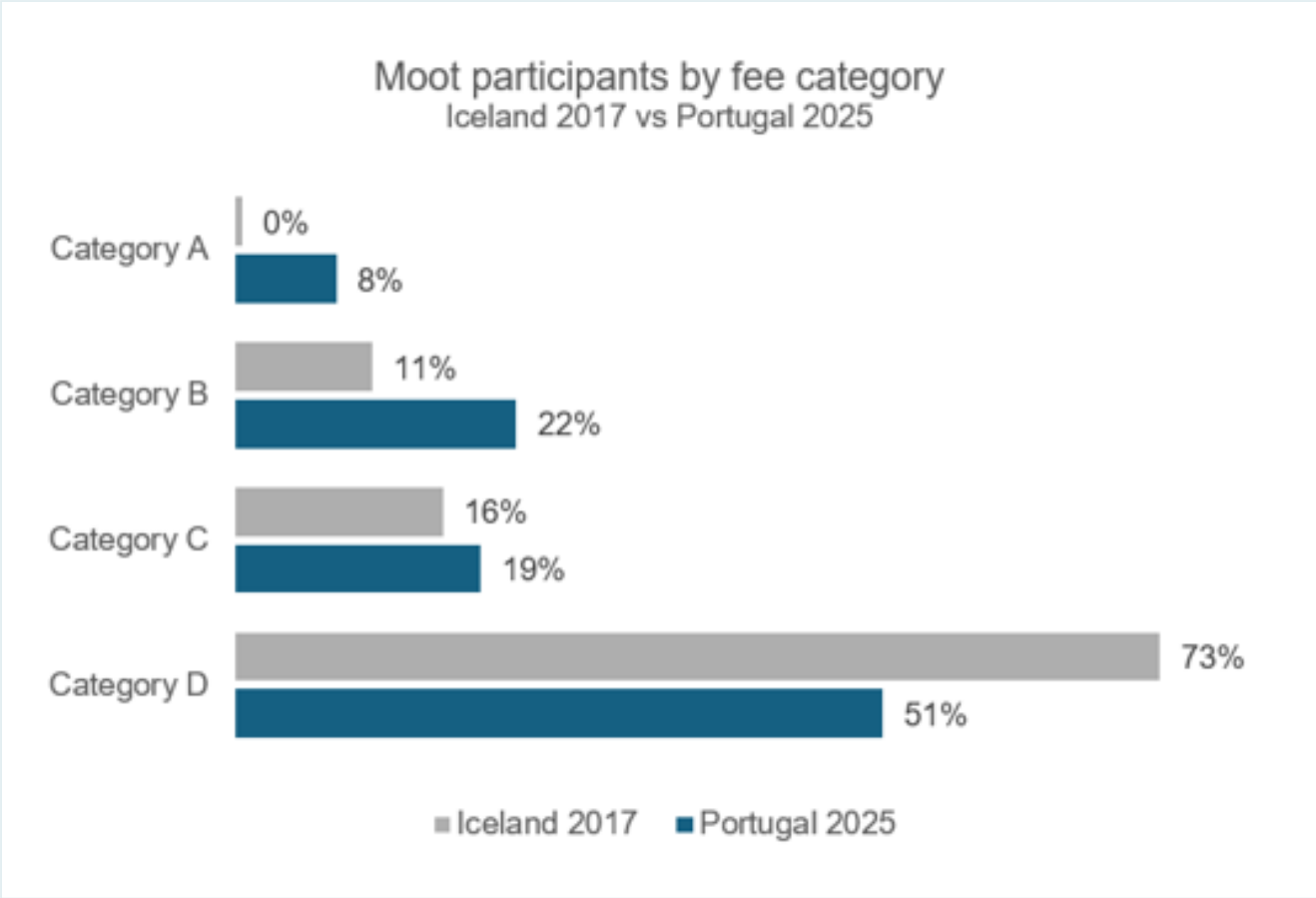




Comparing this data with the last Moot (Iceland 2017), the data shows that there was a noticeable evolution in the spread of participants towards the less represented Scout Regions, which demonstrates the effectiveness of the options we took:



This situation has, in turn, caused a higher degree of financial challenge, as the % of participants from higher fees categories reduced heavily:



Our budget, on which the fees were modelled, considered this strategic goal and its impact, as we assumed 55% of participants from fee category D, 20% from each category B a C and 7% for category A. Had we considered the Iceland % participation, the impact would be a higher income of around 800 thousand Euros, which would have directed us towards a set of lower fees which would now prove a financial problem, as we would end in a slight loss making result.

As initially considered, this is one of the most critical variables when defining the assumptions for the budget model. We started our first model version with 65% of expected attendance for category D and started adjusting this critical assumption from 2023 onwards.

Contingent and HoC support

Regular HoC communication was a major coordination mechanism. Monthly meetings were held to address subject-specific areas. Additionally region-based meetings were held and one-to-one sessions were organised on a request basis.

A comprehensive set of clarification documents should be prepared on the role of the HoC mission, as a significant number of HoC were appointed at a very late stage and on many occasions did not have nor the experience nor the guidance on their roles.

COMMUNICATION MODEL

We scheduled monthly thematic calls covering registration and finance, volunteers, infrastructure, Paths and sustainability, Main Camp and ceremonies, transport, safety and healthcare, risk and crisis management, food, Safe from Harm and final readiness. A Padlet was planned for questions before

meetings, and an online HoC space served as a repository. These meetings were a very good practice which should be maintained.

STRENGTHS

- Predictable cadence and subject ownership.
- Opportunity for contingent questions and shared clarification.
- Repository model that reduced dependence on individual email exchanges.
- Direct connection between operational areas and HoCs.

RESULTS AND LESSONS

- The Contingent Support Team operated with about nine active members against an internal estimate of 12-15 required.
- Monthly HoC calls, newsletters, HOC Space, Padlet, contingent tents, on-site support and a 24-hour Help Desk provided a useful service backbone.
- The team reported strong proximity and responsiveness to HoCs, especially during arrivals, departures, urgent participant needs and crises.
- Performance was constrained by late or incomplete information from other areas, late visa-process activation, unclear boundaries, under-staffed arrival points and fatigue among key individuals.
- In Portugal, visas are issued by each embassy abroad in the country of the participant. Although the Foreign Affairs Ministry in Portugal has oversight on all the embassies spread throughout the world, the decision on whether to issue a visa is ultimately a local decision in the country of the issue of the visa.
- Despite all the best efforts and personal involvement from key Government officials, there has been a large number of visa requests which have been turned down; the justifications provided were the late entry of the documents, contingent-limits in place by the embassy for the issuance of visas for any sort of trip abroad, people with a red flag at the embassy, amongst others.
- We have sent complete lists of visa requests for the Foreign Affairs Ministry to enable them to assist us in a more personalised control on the issue of visas, as well as updated information whenever a set of visas was refused to seek help. All definitive refusals were considered for the return of registration fees, regardless of whether they occurred at a later stage when all expenses had been already committed.
- HoC/CMT feedback was positive overall:



The principal lesson is therefore to preserve strong on-event support while making pre-event information earlier, more stable and more predictable.

Internal documents also noted limited feedback from some NSOs, unclear participant numbers from the NSOs expectations and the need for stronger toolkits and outreach.

Recommendation

Future events should maintain a single source of truth with version-controlled operational circulars, decision logs and a clear hierarchy between bulletins, Terms and Conditions, FAQs, meeting slides, app notices and emergency instructions.

Develop a clear HoC guidance package defining the mission, responsibilities and expected role of Heads of Contingent. This should be shared early and supported by structured onboarding, particularly as many HoCs are appointed late and may have limited previous experience or guidance.

When starting the preparation of the event, early contacts with the Government should be undertaken to agree on the areas where the Official Entities can help (visas, health, security, border control, youth, environment, transports are the key areas).

Accessibility and inclusion

Wheelchair access, dietary provision, cultural and religious respect, and a diverse international environment were planned and delivered through a vast number of initiatives. We felt, especially during the Paths, that these needs were not always attended, as the participants spread throughout a large number of venues posed significant limitations in some situations, especially on those more remote and where the engagement of the participants into the co-creation of the Path was more fragile.

RELEVANT DESIGN COMMITMENTS

- Accessible site paths and adapted facilities.
- Support for participants with special needs.

- Dietary and religious meal provision.
- Respect for cultures, religions and dress in the Code of Conduct.
- Multilingual information and Safe from Harm training.
- Diversity considerations in IST allocation.

ACCESSIBILITY AND INCLUSION FINDINGS

- Accessibility paths and wheelchair-support infrastructure were included in the design, but internal evaluation records that access was not consistently effective in the Paths and in Lisbon.
- Participant medical, mobility and dietary data arrived late and were insufficiently validated, limiting the ability to allocate people safely to Paths and services.
- Safe from Harm identified a few special-needs cases as requiring more resources, clearer referral pathways and earlier HoC guidance.
- Health reported that Path allocations could not always be reviewed against medical conditions because data arrived too late and the team was not ready to process such large volumes of information at a later stage, which heavily limited the ability of the Paths team to properly allocate the participants with specific needs or restrictions.
- Around 50 participants were identified as requiring mobility, sensory, personal-assistance, dietary, nEurodiversity, mental-health or other inclusion support.
- Accessibility was planned and implemented through adapted facilities, paths and participant-support measures, although the experience was not equally consistent across all locations, especially during the Paths, despite the request to Path Leaders to identify if their Path was eligible for these special requirements.
- Future events should define measurable accessibility standards and test paths, services and information with users who have different access needs.

RECOMMENDATION

Accessibility should be designed as a cross-event standard with named owners and measurable requirements. Future WOSM guidance should define minimum and aspirational standards and require user testing for the Main Camp and a double check for the Paths.

RECOMMENDATION

WOSM and future hosts should define minimum accessibility standards across programme, transport, digital systems, facilities and participant support, supported by early testing with users who have different access needs.

These standards may include alternative programme activities, but limited to an acceptable minimum.

06 Educational Programme and Participant Experience – Paths, Main Camp and Ceremonies

The educational concept was the defining strength of Moot Portugal 2025. The combination of youth-led Paths, local immersion and a shared Main Camp created a distinctive model for learning, friendship and global Scout identity.

Educational concept and outcomes

The Programme was the core purpose of the Moot and the primary measure of its success. Governance, workforce, infrastructure, logistics, digital systems and finance were enabling functions whose value was ultimately determined by how well they supported the participant experience. The educational concept was coherent, recognisably Scout and strongly aligned with WOSM aims.

THEME AND EDUCATIONAL INTENT

The theme, **Engage**, was designed to move young adults from passive attendance toward active participation, meaningful connection and responsibility. Planning documents linked the theme to leadership, civic responsibility, environmental stewardship, cultural appreciation, personal growth and global citizenship.

ALIGNMENT WITH WOSM AIMS

- Personal development through challenge, reflection and new responsibility.
- Multinational teamwork and intercultural understanding.
- Active citizenship, community engagement and service.
- Leadership practice and participant ownership.
- Environmental awareness and action.
- Peace, friendship and goodwill across cultures and beliefs.

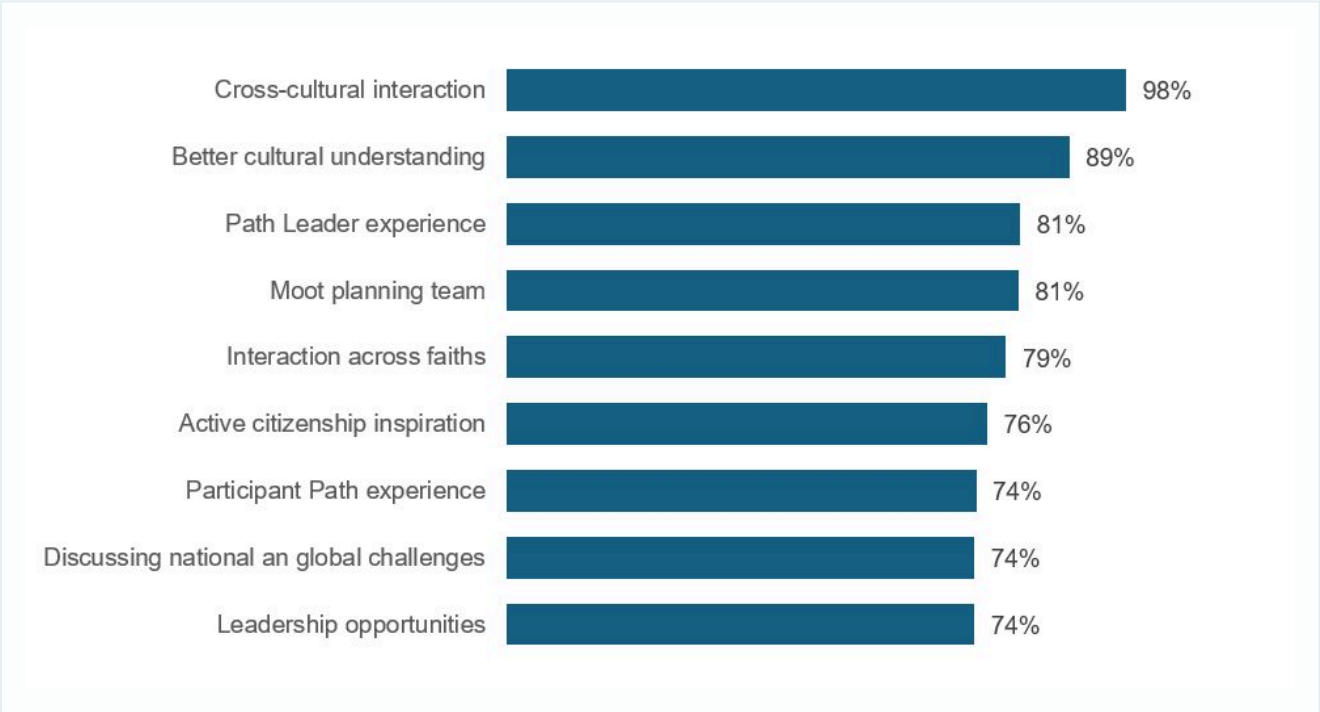
LEARNING ENVIRONMENTS DELIVERED IN THE MAIN CAMP

The program included workshops, games, exhibitions, campfires, first-aid learning, discussions on the future of Scouting and refugees, cultural performances, adventure activities, museums, planetarium visits, yoga and meditation. The Main Camp included a World Scouting SDGs Tent, the Energize Arena for faith, beliefs and reflection, and the IN'Gage Arena for partners, ideas and collaboration.

EDUCATIONAL OUTCOME

- The area evaluation concludes that the educational objectives were largely achieved, with the strongest results in community engagement, intercultural understanding and global identity/belonging.
- The Paths delivered 118 community-based experiences and were designed and led with significant Rover involvement, creating a practical youth-leadership and project-learning environment for Rovers from all 5 world scout regions.

- This was only possible through a very strong planning team of more than 80 volunteers who supported, supervised, assessed and reported on the planning and implementation of 120 paths (2 were cancelled in the last month due to lack of conditions against the requirements set by us).
- We had almost 500 path leaders, 118 mixed teams of participants from different countries and different scout regions, cultures, religion, age and gender. They have worked together for more than 6 months to deliver the 118 path experiences, built by them. This was a massive planning task, as we managed more than 1.200 applications, swaps, and withdraws from path leaders.
- We have completed a two-round comprehensive assessment for each Path, covering more than 25 parameters for each assessment, making sure that all the Paths would have to comply at least with a 75% score before making it to completion preparation for full compliance.
- We have also assisted in the completion of the risk assessments and risk mitigation measures for every and each of those Paths, making these assessments public and audited from some key contingents (the largest of which hired external risk auditors to review the documents. No significant issues were identified and all the paths were approved from the auditor in a risk standpoint).
- In the post-event survey (1,077 respondents from 80 contingents):



The evidence therefore supports exceptionally strong intercultural contact and understanding, alongside positive leadership and active-citizenship outcomes. The future opportunity is to convert these experiences into more structured reflection and post-Moot action.

Post-event evaluation headline results

INTENDED OUTCOME	RESULT	ASSESSMENT
Leadership	478 Path Leaders co-created and led 118 Paths; 74.4% of survey respondents recognised opportunities to develop leadership.	Strong youth ownership, project learning and practical leadership responsibility were delivered at scale.
Intercultural competence	97.8% interacted with Scouts from other cultures and 89.0% reported better understanding of different cultural perspectives.	The clearest quantified educational outcome of the Moot and a major strength of the multinational team model.
Active citizenship	75.8% reported inspiration for active citizenship; 118 community-based Path experiences engaged municipalities, NGOs, local Scout structures and community organisations.	Strong host-community engagement and positive citizenship learning across Portugal.
Personal growth	Challenge, shared living, leadership, reflection and new responsibility created meaningful personal-development opportunities; operational pressure reduced consistency for some participants.	Meaningful personal-development value with clear lessons on protecting time and space for reflection.
Environmental action	Paths and Main Camp included SDG, sustainability, refill, recycling, conservation and environmental content.	Environmental responsibility was visible both educationally and operationally.
Belonging to World Scouting	The survey records exceptionally broad intercultural contact, reinforced by multinational Paths, the Main Camp reunion and shared World Scout moments.	Strong sense of international Scout identity, friendship and belonging, supported by survey, area evaluation and participant testimony.

RECOMMENDATION

Future Moots should adopt a common WOSM educational evaluation instrument before registration opens, combining a baseline, end-of-event survey and six-month follow-up so that educational impact can be tracked consistently over time.

The Paths model

The Paths were the signature innovation and the principal mechanism for youth ownership, community immersion and team formation. They were also the event's most distributed and assurance-intensive element.

DESIGN

Participants travelled in international groups to Paths across Portugal. The planned themes were Society and Politics, Culture and Arts, Nature and Adventure, and Life and Spirituality. Path Planning Teams of young participants designed proposals, while Path Leaders and advisers supported delivery.

The model sought to let participants help build the event rather than consume a pre-packaged programme, a feature which we still strongly believe should be the driving force of any scout event, independently of being a local, district, national or international event.

DELIVERED SCALE

Official sources reported 118 Paths across 21 regions of mainland Portugal, the Azores and Madeira, involving approximately 5,200 young adults. This is strong evidence that the distributed concept was delivered at scale.

STRENGTHS OF THE MODEL

- High youth involvement and ownership.
- Deep exposure to local culture, communities and geography.
- Rapid formation of multinational teams through shared practical tasks.
- Space for different educational themes and levels of physical challenge.
- National reach and engagement beyond the Main Camp municipality.

STRUCTURAL RISKS

- Variation in accommodation, sanitation, transport, food and programme quality.
- Control by the central organisation is only possible with the strong planning team, structured in levels of supervision to make sure all the Paths are dully supported and covered.
- Different emergency-service access and communications coverage.
- Dependence on Path Leaders, local supporters and accurate participant information.
- Complex baggage, dietary, accessibility and medical arrangements.
- Need for consistent safeguarding and reporting across many locations.

DELIVERED RESULTS AND QUALITY

- The final delivered portfolio was 118 Paths. The number moved during planning from 100 to 150, then 120 and finally 118, creating rework and instability.
- Daily Reports and the incident/ticket alert tools were useful for identifying recurring concerns and paths needing intervention.
- Local Support Teams were critical and, according to the area evaluation, some Paths would not have happened without them.
- Path planning team members, comprising 6 Path Blocks, each of them containing 15-25 paths and a set of 6 pairs of supervisors who supported the creation, design, assessment of readiness and risk for more than 18 months of 4 to 5 paths each, visiting all sites twice and also during the Path duration, were the stepstone where all this was possible.
- The Block supervisors were also 6 pairs of coordinators which made it possible for the supervisors to make sure consistency and readiness was maintained, while reporting on a weekly basis before the Moot and daily during the event to the Paths coordinator, also a pair a volunteers, supported by risk

management, logistics and transports volunteers and in close contact with the Board through the Head of Programme they reported to. In total, 80 volunteers made this bet a huge success with room for improvement.

- All Paths had 2 Path Advisers who were ISTs allocated to each Path to make sure the Path Leaders had the necessary support at all times, liaising with the Path Local Support (scouts from local groups who were invited to assist the Paths and tend to the daily needs eg food, accommodation, transport planning and local contacts with the community responsibles or institutions). The Advisers also served as the Safe from Harm agents for the Paths, after successful training for that role.
- The post-event survey rated the participant Path experience at 3.97/5 overall (74%). Participants rated safety 4.47/5 (87%), health 4.37/5 (84%) and Local Support Teams 4.32/5 (83%), making these clear strengths of the distributed model.
- Path ratings:



- This perception gap points to consistency of participant experience, information and expectations rather than weakness in the underlying Path concept. Food in Paths was planned by the Path Leaders who were, in general, teams of 3-4 participants with mixed nationalities. We would expect that the choice of menus would be more aligned with the preferences of the rest of the group, which appears not to be the case.
- Path Leaders were the strongest-scoring role group overall at 4.25/5 (81%), with around 80% favourable responses. This reinforces the value of the youth-led co-creation model while supporting stronger readiness gates, adviser preparation, service standards and real-time participant feedback across all Paths.

DIMENSION	RESULT AND LEARNING
Delivery	118 Paths were delivered across 21 regions of mainland Portugal, the Azores and Madeira, involving approximately 5,200 young adults.
Safety	Daily Reports and ticket-alert tools provided operational visibility and supported intervention across a highly distributed programme.
Quality	Path Leader feedback recognised high cultural value while identifying communication, resource and workload lessons that should inform future delivery.
Education	Youth-led design and community immersion created practical leadership, collaboration, project-management and intercultural learning.
Legacy	Municipal and community partnerships enabled delivery, reduced costs and created a strong foundation for future local and international cooperation.

LESSON LEARNED

Participant-led distributed programming proved educationally powerful and positively evaluated. Future hosts should preserve the co-creation model while strengthening the operating system around it: stabilise the number of Paths earlier, apply standard readiness gates for programme, food, facilities, transport, accessibility, risk, emergency arrangements and communication, involve advisers and technical teams sooner, and create real-time participant-to-Path Leader/Adviser feedback loops.

This is only possible with the interaction of a very strong, motivated and committed planning team, supported and in close contact with the Board, and assisted by Local Scout Groups as well as a permanent presence of the ISTs acting as Path Advisers.



Paths across Portugal

Main Camp and ceremonies

The Main Camp compressed a large range of educational, cultural, partner and social experiences into four days, creating energy and visibility but also intense operational demand.

MAIN CAMP PURPOSE

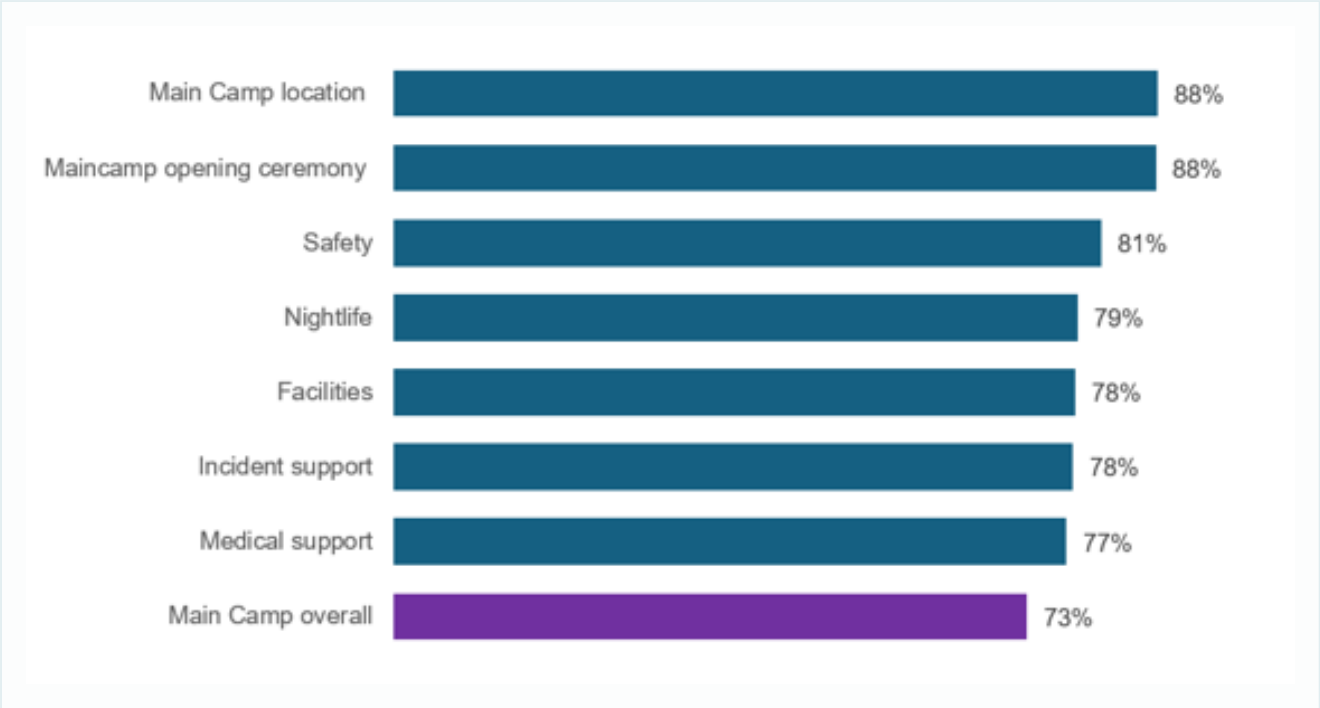
The Main Camp reunited the distributed Paths, enabled participants to reflect and share, and created the global gathering experience associated with a World Scout Event. WOSM reporting described a vibrant programme of workshops, games, exhibitions, campfires, cultural performances, adventure activities and reflective spaces.

PROGRAMME FOOTPRINT

The Main Camp delivered a very broad programme, with more than 200 repeating activities across six locations over three days. Most activities were delivered. The area team considered the portfolio oversized and suggested reducing the number of simultaneous offers by approximately 30% in future events.

MAIN CAMP RESULTS AND LEARNING

- The participant survey adds important nuance to the programme-design lesson: programme, schedules and activities appeared in 324 of 844 improvement comments (38.4%). The comments point to pacing, transitions, timetable clarity and consistency of activity quality. The strategic lesson is therefore to rebalance and prioritise the programme – fewer competing activities, clearer journey mapping, realistic travel buffers and stronger Plan B logic – rather than reduce the educational ambition.
- Main camp activities involved more than 120 volunteers in the planning team, plus a large number of IST. The visa denials severely affected the conditions to run some workshops.
- In addition, running 200 workshops a day in six different locations is a major challenge, requiring the Moot app to be functioning at full capacity to allow the participants to choose and book their activities.
- We noticed the the natural tiresome and the appeal for the night activities (even when closed at 11pm) made it difficult for the participants to gain the motivation to show up at the required time for attending the workshops, taking the trains / buses for the offsite offers, which led to a less positive experience for the participants and some level of demotivation for the staff and planning team.
- Internal operational feedback rated the canteen, toilets/showers, cleaning and security presence positively. The food team reported that even at peak load no participant waited more than about seven minutes from queue entry to receiving a complete meal.
- Post-event survey results confirm Main Camp as the second strongest event phase, with an overall score of 3.91/5 (73%), very close to the Paths overall rating (74%).
- The Main Camp post-event evaluation highlights:



- Communication was the clearest Main Camp weakness at 3.21/5 (55%), with 42.7% favourable and 28.9% unfavourable ratings.
- Vegetarian Day scored 3.27/5 (57%) and overall food 3.65/5 (66%) with 60.0% favourable responses. These results show that catering and information remained weaker subsystems even during the strongest phase, without constituting an overall negative Main Camp experience. The option which was followed by us was to get the participants a flavour of our mediterranean cuisine, which is fish/meat balanced. That being said, participant feedback shows that menu design, cultural variety and consistency across phases did not fully meet expectations."
- The combined operational and participant evidence supports a focused improvement strategy: preserve the Main Camp site, safety environment, facilities and major shared moments; strengthen information governance, food-service to include some international options, programme capacity management, connectivity/charging resilience and participant flow.
- The breadth of activity created energy and choice, while also creating capacity and flow pressure. Future Main Camp design should use clearer demand planning, capacity management and activity prioritisation.
- Accessibility, inclusion and ease of navigation were uneven across the Main Camp and should be strengthened through user-centred route design, signage, accessible facilities and clearer participant information.
- The four-day Main Camp concentrated setup, programme, logistics and volunteer demand into a short period, increasing fatigue and reinforcing the need for stronger shift planning, role protection and workforce buffers, which were a consequence of a staff shortage caused by a significant no-show from allocated IST due to visa denials from the embassies which was not a situation we were expecting to get at such a large scale given the overall tone of Foreign Affairs Ministry (no assurance was provided as the decision on the issuance of the visa is a local prerogative from the embassy of the participant's country - not a central decision from Portugal).

- Survey ratings distinguish between the ceremony moments. The Cortegaça Main Camp opening was a standout at 4.50/5 (87.6% favourable). The Lisbon opening scored 3.48/5 (62%) and the Porto closing 3.62/5 (66%); both remained positive shared moments but were less strongly rated. Together, the ceremonies structured the event journey from arrival, through reunion, to reflection and the handover to Taiwan 2029.

CEREMONIES

The opening ceremony in Lisbon launched the ten-day journey. A Main Camp opening moment marked the reunion in Cortegaça. The closing ceremony in Porto brought together participants, national leaders, WOSM and international guests, and transferred the World Scout flag to the host of the 2029 Moot.

Daily nightlife activities, contests, a disco and many other offers were available at the Main Camp to make all participants and staff feel welcomed, tended and loved.

Ceremonies and entertainment were viewed positively, especially short interactive formats, the Moot Song and Band, Karaoke, Silent Disco, Moot Got Talent and International Night.

RECOMMENDATION

Retain the distributed Path model and pair it with a formal accreditation framework covering educational quality, logistics, risk, accessibility, participant needs, local partnerships and structured post-Path reflection.



07 Volunteers and Workforce

The event depended on substantial volunteer commitment. Many IST and planning-team members demonstrated resilience, adaptability and strong team spirit, while role-based feedback identified important lessons in workforce planning, allocation, supervision, rest and recognition.

The delivered workforce included 869 IST and 379 Moot Planning Team members, supported by WOSM staff/volunteers, local Scout structures and local staff. Their contribution was fundamental to programme delivery, participant services, logistics, infrastructure, safety, communications and the Main Camp experience.

Planned workforce approach

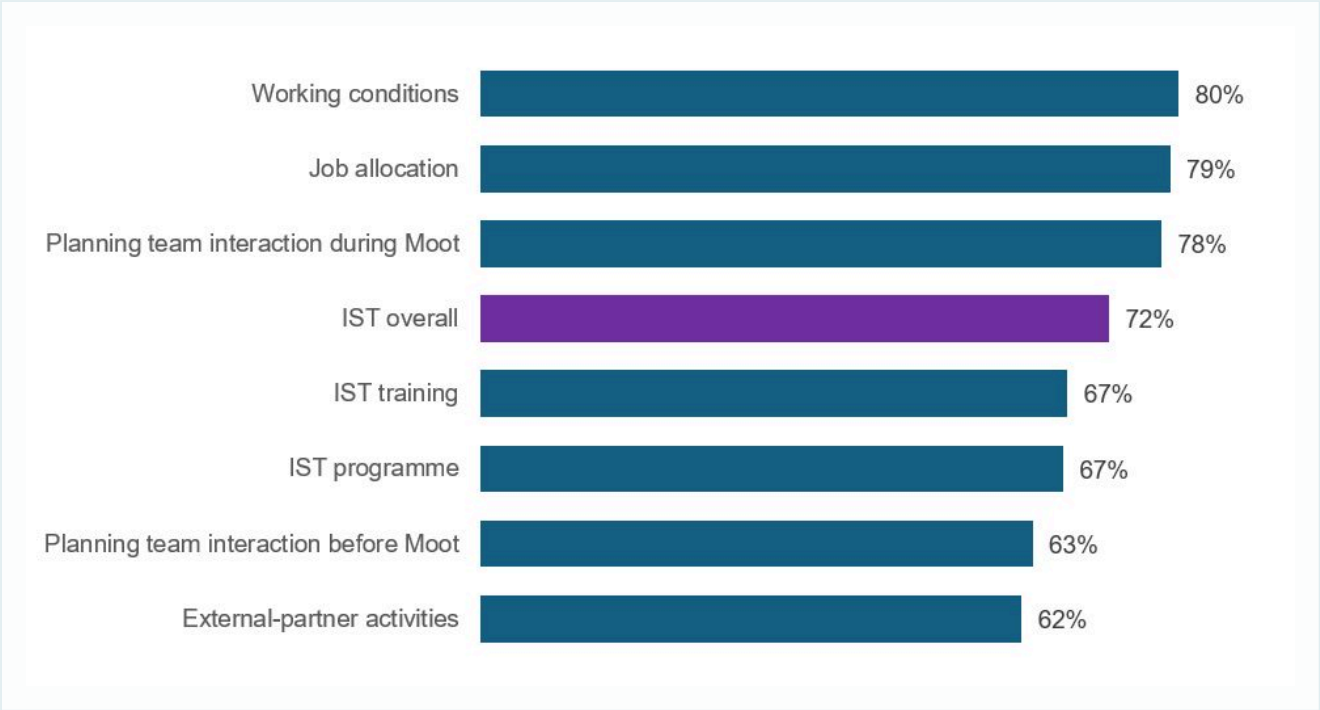
The volunteer model required IST members to register through national contingents, use individual email accounts and select three preferred jobs. Allocation rules considered preference, expertise, relevance to day-to-day work, diversity and first-come-first-served tie-breaking. Some job allocations limited the share from one country to support diversity.

PRE-EVENT CONCERNS

- Delayed IST registration and allocation.
- Teams not fully prepared to integrate IST members.
- Low engagement of international volunteers in some operational teams.
- Risk of demotivation, poor fit and operational gaps.
- Need for general and role-specific training and clear reallocation rules.
- Visa denials reduced the IST count dramatically from 1,148 to 869 people (279 less people, 25% of the total registered ISTs).

WORKFORCE RESULTS

- The records amount to 869 IST from the 1.148 registered. Their contribution was essential to programme delivery, participant services, logistics, infrastructure, safety, communications and the Main Camp experience.
- IST feedback:



- This pattern indicates that execution was stronger than pre-event activation. Future improvement should therefore focus on earlier manager contact, role-specific training, clearer shifts and expectations, welfare, onboarding, operational communication and debrief.
- The post-event results therefore support a targeted improvement model rather than a redesign of the IST concept: preserve the strong on-event working relationships and job allocation, while strengthening preparation, training, manager contact and welfare before arrival.
- The visa situation should have been flagged earlier and we did not have a plan B to replace a shortfall of nearly 300 IST at the last 3 weeks to the event. This posed significant pressure on the affected areas and on the volunteers who had to fill the gap with longer shifts.
- Operational area reports confirm no-shows and shortages: Food had 75 IST assigned but 10 did not appear; Lisbon transport planned 30 people and had 12; several teams reported that absent IST increased workload and reduced service resilience.
- Main Camp reported that planned IST numbers were not achieved, commitment was uneven, many IST were excellent, and some IST programme offers conflicted with work assignments.
- Area presentations repeatedly praised committed IST and local staff for maintaining activities, food service, infrastructure and live operations, while also recording no-shows, late deployment, weak briefing, fatigue and insufficient shift capacity.

MEASURE	RESULT AND LESSON
Applicants, accepted, attended and no-shows	869 IST attended. Their service formed the operational backbone of the event and enabled delivery across programme and support functions.
Allocation by job, country, age, gender and expertise	Late allocation and live reallocation created pressure in several areas; future events should complete skills-based allocation earlier and include staffing buffers.
Training completion	Training scored 3.69/5 and pre-event Planning Team engagement 3.53/5. Future events should tie role-specific preparation to confirmed roles, supervisors and earlier manager contact.
Vacancy and reallocation rate	Several areas experienced shortages and reallocations. Workforce planning should include critical-role backups and receiving-team readiness.
Average and maximum duty hours	Operational evaluations identified fatigue and shift pressure. Future events should track duty hours, shift length and protected rest as formal workforce controls.
Accommodation, food and rest satisfaction	IST working conditions scored 4.20/5 overall. Welfare standards for rest, food, accommodation, support and connectivity should nevertheless be designed and monitored explicitly.
Supervisor and IST feedback	Job allocation scored 4.16/5 and Planning Team interaction/follow-up during the event 4.12/5. Preserve these strengths while improving pre-event activation, support and recognition.
Retention and legacy	The IST experience created new international working relationships and volunteer capability. Future hosts should actively connect the event experience with future service and leadership opportunities.

LESSON LEARNED

Volunteer allocation is an operational system and an educational experience. Future hosts should complete the role catalogue, workforce demand model, allocation and receiving-team preparation much earlier, and establish enforceable welfare standards for rest, food, accommodation, support and recognition.

RECOMMENDATION

Future World Scout Events should treat volunteer welfare as an operational standard: role clarity, demand planning, training completion, earlier engagement, shift length, rest, accommodation, food, supervision, support and recognition should be monitored as formal performance measures.



IST and volunteer service

08 Safe from Harm, Health, Safety, Security and Risk

Safeguarding, healthcare, security and risk management were supported by dedicated structures and reporting channels.

Safe from Harm and wellbeing

The safeguarding framework was visible and multi-channel.

DOCUMENTED FRAMEWORK

- A detailed Code of Conduct covering respect, behaviour, access, prohibited activities, substance rules and safeguarding responsibilities.
- Mandatory Safe from Harm learning, including event-specific training.
- Reporting through the Moot app, emergency line, Listening Ears and organising team.
- Duty to report potentially harmful or abusive situations.
- Commitments against harassment, bullying, discrimination, abuse and harm.
- Wellbeing and listening support within the event structure.

PRE-EVENT CONCERN

Delays in Safe from Harm implementation and prioritised training modules and weekly progress review.

SAFE FROM HARM RESULTS

- The planned structure was four co-leads, eight MPT volunteer members and twelve IST Listening Ears. Five MPT members and eight Listening Ears attended, leaving the function under capacity.
- The team recorded 36 Listening Ear encounters, of which 13 required flagging.
- A total of 224 cases was reported through EQS or manual entry, and the area evaluation states that all cases were closed.
- Reported outcomes included two mediated cases and six cases resulting in verbal or written warning.
- Cases were classified across severe, moderate, mild, noted and out-of-scope categories. The Safe from Harm function used EQS platform, manual reporting, mediation, warnings and Listening Ears as part of its response framework.
- EQS platform, anonymous reporting and visible Listening Ears were assessed very positively.
- The team nevertheless reported insufficient capacity, inconsistent event-wide coverage, fatigue and unclear authority/escalation lines.
- The internal Safe from Harm evaluation reports that participants generally felt safe and listened to, while role-based participant and CMT feedback also identified moments where support or follow-up felt inconsistent. The combined learning is to retain visible reporting and Listening Ear mechanisms while strengthening capacity, authority and event-wide consistency.

MEASURE	RESULT AND LESSONS
Training	A mandatory Safe from Harm framework was documented and implemented across the event, supported by visible reporting and listening mechanisms.
Reports	224 cases were reported through EQS or manual entry; 55 were classified as out of scope.
Response	All cases were reported closed through the Safe from Harm process.
Outcomes	Two mediations and six verbal or written warnings were reported, alongside other case-management responses.
Listening and wellbeing	36 Listening Ear encounters were recorded, with 13 flagged. Eight Listening Ears attended against 12 planned.
Learning	Future events need clearer authority, larger capacity, better access/inclusion policy and stronger integration with Health, Mental Health, Paths and Operations.

REPORTING SAFEGUARD

This public report contains aggregated data and system learning only. Personal medical, safeguarding, disciplinary and legal case records remain outside this report and should be retained and governed under the applicable policies and law. No individual should be identifiable through small-number combinations, nationality, Path or role.

Health, safety, security and crisis management

The planning phase reflected a strong effort to establish multi-agency safety, health and crisis-management systems, with core services delivered through an integrated Safety, Security and Health structure supported by national and local authorities.

PLANNED ARRANGEMENTS

- Coordination with national security, civil protection, fire and health authorities.
- On-site medical capability and links to several hospitals at different distances.
- Risk assessments and mitigation by area.
- Crisis Management Plan intended to operate as a single point of coordination.
- Scenarios including widespread illness, death of a participant and Safe from Harm incidents.
- Planned tabletop and operational exercises.
- Operations-room functions and escalation mechanisms.

SAFETY, HEALTHCARE AND SECURITY RESULTS

- The event operated an integrated Safety, Security and Health structure, including a Field Hospital, infirmaries, triage, pharmacy support, mental-health response and visible security presence.

- Health and security teams reported strong commitment, multidisciplinary working and effective response capacity during Main Camp.
- Main weaknesses occurred upstream and across the Paths: late participant health data, late coordination with Portuguese health authorities, insufficient Health & Safety presence, contradictory hospital-case instructions and weak integration between Health, Mental Health, Safe from Harm and Listening Ears.
- Security managed access and crowd flows effectively but was stretched by frequent changes, last-minute tasks and missing planned infrastructure such as the requested camp security fence, which was achieved by a mix of fencing for key areas of risk and some video cameras covering the remaining perimeter.

RISK MANAGEMENT

- The direct Risk Management presentation reports an international team, completion of 118 Path risk assessments, more than 5,000 reports processed across teams, daily WhatsApp/telephone reporting channels and regular discussions with HoCs/CMTs.
- The Risk Management team reports two serious incidents outside Safe from Harm: one disappearance and one case concerning participant safety and integrity. These cases reinforced the importance of clear reporting, escalation, participant data and cross-functional coordination.
- The team identified improvement needs in risk liaison coverage, information distribution, standardisation, additional languages, early action on known critical issues, Safe from Harm integration, participant and non-participant data, waste management, accessibility, Wi-Fi/charging and clearer HoC rules.
- The absence of an event sundown/phase-out risk plan and explicitly advises against starting another event immediately after the Moot closed. The following event was initially set to start a week after the close of the Moot, giving more time for the swap and still enabling the upside regarding the sustainability effect of reusing the existing setup facilities to save energy, dismantling and rebuilding the same infra-structure and obvious financial savings. The change on the following event start date caused pressure on the campsite transition plan. No major issues were identified.

For the Moot 2025 organisation, the creation of a dedicated Risk Management structure represented a new approach and an important organisational learning. Beyond the systematic risk assessment of the Paths, the team developed a broader Risk and Crisis Management Plan and established an incident management team that supported the event throughout its delivery. This structure provided a central point for receiving, assessing and escalating incidents, helped operational teams address issues before they developed into more serious situations, and supported decision-making across the event. Its contribution demonstrated the value of having a dedicated risk and incident-management function integrated into the overall event structure. This was considered a significant added value for Moot 2025 and is strongly recommended as a model to be retained and further strengthened in future World Scout Events.

DOMAIN	RESULT
Medical	Field Hospital, infirmaries, triage and medication circuit operated.
Public health	Public-health capability was included
Security	Visible access/crowd-control presence assessed positively.
Fire and weather	Fire and environmental conditions were planned.
Operations room	Incident/ticket tools existed.
Exercises	Planning referenced simulations and authority coordination;

RESPONSIBLE CONCLUSION

Core safety, health and security services functioned and contributed materially to event continuity. The principal lessons concern Path coverage, participant-data quality, fatigue management and escalation between Health, Mental Health, Safe from Harm, Risk and Operations.

RECOMMENDATION

WOSM should standardise an event-wide incident taxonomy and require one controlled, anonymised dashboard linking safeguarding, medical, safety, security, crisis and operational incidents while preserving privacy and legal protections.

09 Infrastructure, Logistics and Event Operations

The physical event system required a complex combination of site infrastructure, utilities, food, transport, supplies, local partners, suppliers and live operational coordination. Delivery was achieved, but several services experienced pressure and user-experience gaps.

Site, infrastructure and regulatory compliance

The Main Camp used a forest and dune environment with significant regulatory constraints. The capacity case was ambitious, and environmental permissions shaped how the site could be prepared and restored.

CAPACITY CONCEPT

Six participant areas of approximately 1,250 people each, with around 15,000 square metres per subcamp. Scale-up of toilets, showers, temporary buildings, utilities, programme areas and support services. The sandy, shaded terrain was considered suitable for camping, with accessibility works planned.

UTILITIES AND FACILITIES

- Temporary and public water, sanitation, gas and electricity interfaces.
- Portable toilets and showers with planned cleaning schedules.
- Tents and containers for programme, contingent, coordination and service functions.
- Medical, crisis and meeting spaces in nearby facilities.
- Telecommunications and network systems.
- Waste handling and restoration obligations.

ENVIRONMENTAL AND LAND-USE CONDITIONS

The ICNF – a Portuguese government agency responsible for managing nature conservation, forests, and wildlife – authorisation imposed detailed conditions, including exclusion of sensitive areas, limits on vegetation cutting and ground disturbance, restrictions on vehicle movement, preservation of native vegetation, daily waste management, prohibition of fire and smoking near forest areas, compliance with rural fire rules, removal of event traces and restoration of roads and surfaces.

INFRASTRUCTURE RESULTS AND LESSONS

- The infrastructure project was largely delivered, supported by accredited professional suppliers who became operational partners and often provided support beyond contract requirements.
- Toilets/showers and the cleaning plan positively
- Accessibility performance: wheelchair routes and access to some facilities were not consistently effective, despite installed equipment.

- Wi-Fi, electricity and charging capacity did not fully match operational needs. Improvised charging and misuse of critical power points created service and potential safety problems.
- Waste management and dismantling were major weaknesses. A field left with substantial food, waste and materials after participant departure.

LESSON LEARNED

Site capacity is the combined capacity of land, access, utilities, sanitation, emergency routes, regulatory permissions, setup time, suppliers and operating teams. Future scale approvals should be gated by evidence from all of these systems, where possible.

An international event is both the coming together of thousands of participants from all around the world with their richness from diverse cultures, as much as a learning environment for building a common approach and development of new skills and awareness, as well as space for acknowledging the need for commitment and understanding for each other's context. In this sense, we need to incorporate these factors when making decisions on whether to hire external providers for services we would expect the participants to fulfil (e.g. waste management).

Transport and participant movements

Transport was a defining operational challenge because the event connected Lisbon, more than one hundred distributed Paths, a few of them in the islands, the Main Camp and Porto.

PLANNED MOVEMENT CHAIN

1. International arrival and movement to Lisbon.
2. Movement from the opening ceremony to Path destinations by metro, rail, bus and, for island Paths, airplane.
3. Movement from Paths to the Main Camp on 30 July.
4. Daily local programme movements from Main Camp.
5. Movement from Main Camp to Porto for the final day and closing ceremony.

PLANNING PRINCIPLES

The business case prioritised rail for sustainability and used buses as a supplement or fallback. It planned to break mass movements into smaller groups, coordinate with transport providers and authorities, and use staggered movement for ceremonies and local activities.

Taking public transport was also aimed to provide to the participants an experience of living as much as possible the same as the local communities population in general.

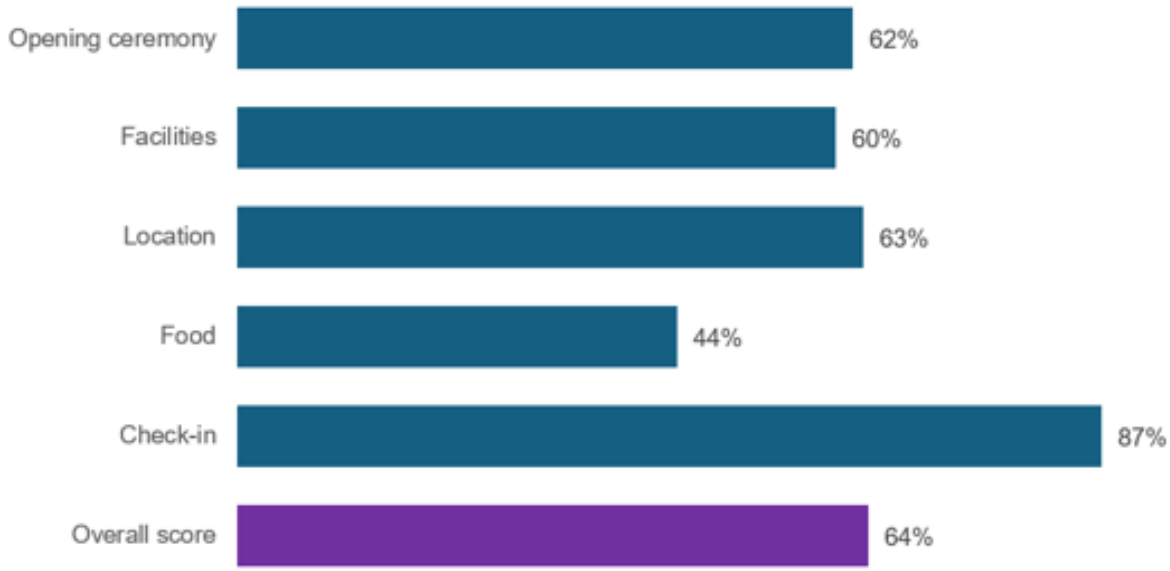
TRANSPORT RESULTS

- The transport team used dedicated leads for bus, train and air movements, coordinated closely with providers and used a time-wheel model for staggered bus arrivals.
- Schedules were largely respected and major centrally controlled movements were generally successful.

- Lisbon operational staffing was materially below plan: 30 people were expected and 12 were available.
- Porto luggage access and collection also required tighter time windows and crowd control.

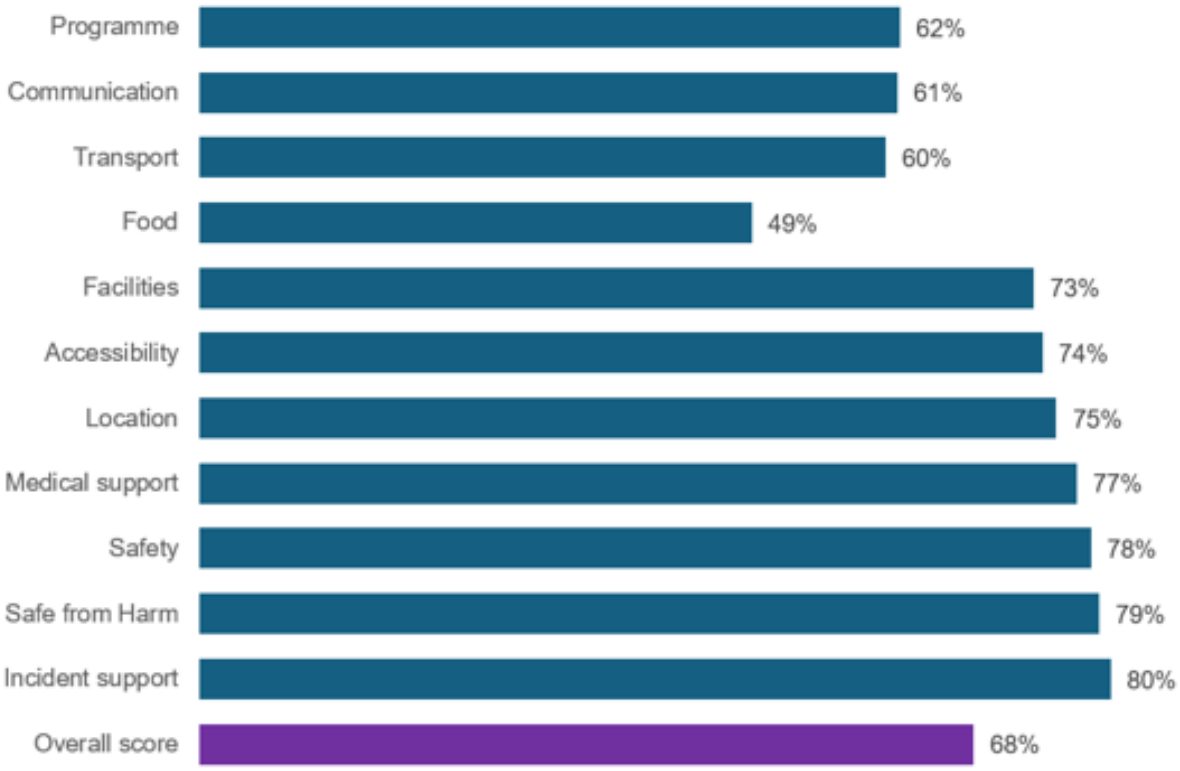
Urban-day participant experience – Lisbon and Porto

Lisbon scores in the post-event evaluation:



Check-in was an internal benchmark, with 88.7% favourable and only 3.0% unfavourable responses. Food was the principal weakness, with 41.1% unfavourable and 28.2% favourable ratings, especially the distribution of the packed lunches for the departure to Paths, due to a mixover in the content of each Path crate, which delayed the process.

Porto scores:



Future urban days should therefore be designed as integrated participant journeys across food, mobility, luggage, information, programme and capacity.

MEASURE	RESULT
Passenger movements	Major flows were delivered
Punctuality	schedules were almost respected
Disruption	Post-closing bus operations and some airport movements were problematic;
Safety	No consolidated transport-incident, injury or near-miss..
Accessibility	Reduced-mobility transport was identified as a weakness;
Baggage	Porto storage facility was useful, but access/collection flows caused pressure.

Food, supplies and service logistics

Food operations had to serve a large, culturally diverse population while managing allergies, dietary requirements, food safety, distribution speed and waste.

PLANNED MAIN CAMP VOLUME

The event factsheet described 22,500 meals per day and listed 8 planned dietary volumes, including halal, kosher, lactose-free, gluten-free, nut-free, vegan and vegetarian meals. There was a recovery plan for unopened food trays with ReFood.

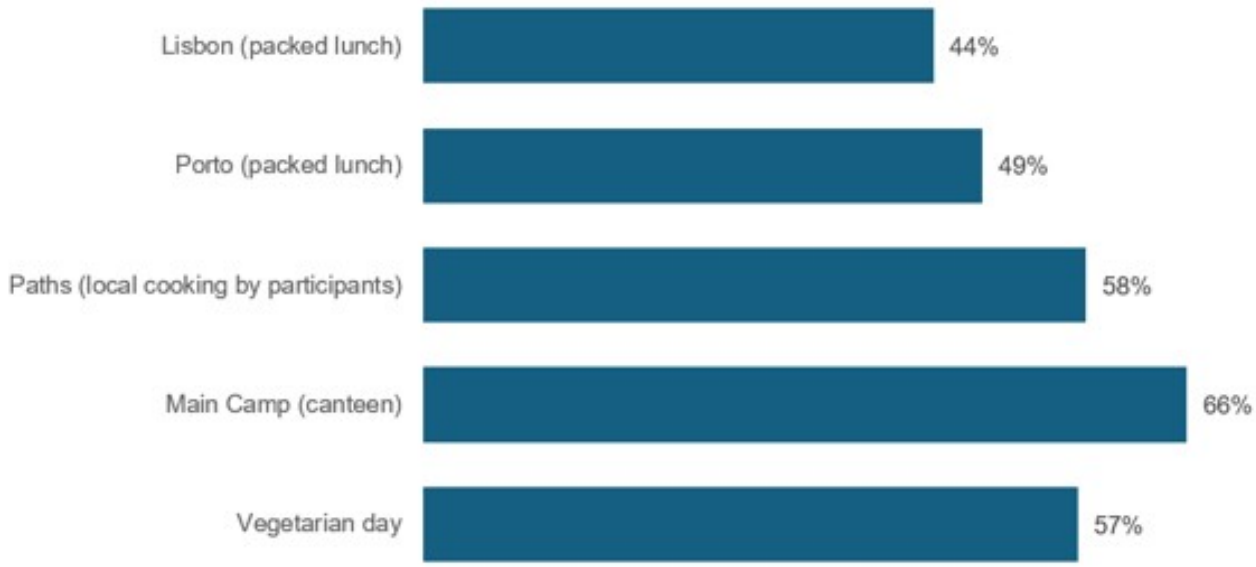
PRE-EVENT RISK

Leadership transition and incomplete food-logistics processes, with a need to finalise vendor arrangements.

FOOD-SERVICE RESULTS

- The canteen-only distribution model was an important operational decision and reduced the need for a supermarket-style participant food system and the integration of kitchens for each Path, which also heavily reduced the risk of a forest fire.
- The food team reports service through 18 stations and a peak queue-to-meal time of no more than about seven minutes, even when approximately 7,000 people were present.
- Seventy-five IST were assigned to Food, but ten did not appear. Teams were reorganised during the event as attendance and availability changed.
- Technical meal sheets supported ingredient and allergy control.
- Waste, participant behaviour in common areas, insufficient cleaning support and limited alternative social space around the canteen created additional challenges.

Post-event feedback confirms food as the clearest cross-phase service priority:



Food and catering was also the most frequent theme in the 844 improvement comments, with 328 mentions (38.9%).

The operational lesson is to pair throughput and food-safety controls with participant satisfaction, dietary availability, queue design, contingency stock and one accountable service owner for each phase.

RECOMMENDATION

Future hosts should manage critical participant services through paired measures: technical throughput and user experience. A service can be operationally available and still fail expectations for access, communication, inclusion, waiting time or quality.



10 Digital Systems, Registration and Information Management

The Digital Team delivered more than the technical platforms supporting the event. In addition to registration, participant data, allocation, accreditation, communications and the event App, the team led the end-to-end design of the check-in and checkpoint processes used across the event journey. Technical performance was generally strong, while user experience, information governance and dependency on connectivity require further learning.

Digital systems supported registration, individual data, Path and IST allocation, accreditation, communication and incident reporting. Delays in nominal registration show that digital readiness was a critical dependency.

Although check-in, accreditation and movement control required close coordination with Operations, Security, Transport and Contingent Support, the Digital Team translated these operational requirements into the working process: defining participant flows, validation rules, scanning points, exception handling, data visibility and the tools needed for live monitoring. This combined process-design and technology role was a significant contributor to the performance achieved at Lisbon check-in and during major participant movements.

DOCUMENTED FUNCTIONS

- Contingent-level registration and payment.
- Nominal participant data and personal email requirements.
- Path and IST job choices and allocation.
- Event app access and communication.
- Safe from Harm and emergency reporting.
- Accreditation, identification and access control.

RISKS IDENTIFIED

- Delayed nominal registration launch.
- Dependencies between data collection, Path allocation and IST allocation.
- GDPR, data security and access-control requirements.
- Connectivity constraints at distributed Paths and a temporary Main Camp.

DIGITAL PERFORMANCE

- The solution reused the Roverway 2024 base and ran on GDPR-compliant Azure infrastructure.
- IT reports 100% uptime during the event and no reported leaks of sensitive data.
- Around 7,000 App downloads were recorded. Fewer than 50 Android users were reported affected by minor device/OS issues.

- The check-in process was strong: the longest stated queue involved about 300 people and was processed in around 30 minutes.
- More than 120,000 individual checkpoints were processed, with minimal queues during major movements.
- More than Eur 200,000 was processed across four shops through integrated payment, stock and invoicing tools.
- The main weakness was not core platform uptime but operational resilience: insufficient Wi-Fi and charging, late scope changes, user adoption problems and inadequate analog fallback for critical information and activity selection.

The survey confirms that this was an information-governance issue as much as a technology issue. Main Camp communication scored 3.21/5 (55%) and Porto communication 3.45/5 (61%), while communication, information and the App appeared in 204 of 844 improvement comments (24.2%).

Future design should establish one source of truth, named update owners, audience-specific channels, push-notification rules and reliable offline fallback.

AREA	RESULT
Registration	Check-in performed well;
App	Around 7,000 downloads; fewer than 50 Android users affected by minor issues.
Data protection	Azure/GDPR foundation and no reported sensitive-data leak.
Allocation	Digital systems supported allocation
Connectivity	Wi-Fi and charging were insufficient and affected participant experience and operational dependency.
Support	Helpdesk operated across processes;

DOCUMENTATION LESSON

Digital systems were an operational success, but the event also demonstrated that stable software is not the same as a resilient digital service. Future events should keep the reusable platform approach while applying an "analog first, digital second" model, protecting core scope, testing more devices and guaranteeing Wi-Fi, charging and manual fallback before participants arrive.

Roverway 2024 feedback had already provided the insight for the need of more non-tech materials to address digital fatigue, which would add to the argument of operational resilience.

Registration and data collection was released with a significant amount of delay, which caused constraints on the timely data gathering process alongside the expected delay on the information filling from the contingents. The key constraints were the late analysis and release of measures regarding health conditions, dietary preferences and needs, participants and staff allocation.

We were also not able to release the app for the participants choose their Main Camp activities in time which caused disruption in the offers, transport delays and demotivation on other teams

RECOMMENDATION

Create one version-controlled information architecture across registration, allocation, website, App, HoC communications and operational dashboards, with offline fallbacks for critical participant information and services.

11 Sustainability and Environmental Management

Sustainability was visible in both programme and operations through refill, recycling, food recovery, public-transport choices, environmental education and the reuse of Main Camp infrastructure for the following district Scout event.

Sustainability was both an educational theme and an operational commitment. Ecoevent recognition, visible recycling/refill systems, food recovery and strict ICNF conditions gave the event a strong environmental framework, while operational waste management generated important lessons for future events.

All the Moot infra-structure was reused for the following event, a district scout camp which hosted 5,000 plus scouts from Porto. This was a planned outcome for the Moot, the reuse of all the facilities built for another event, reducing the need for additional contracting and dismantling, setup and final dismantling.

The Moot Board decided, from the start, to use, as much as possible, public transportation, reducing the fuel impact of additional means of transport contracted for the event. Namely for the transport of participants and staff from Lisbon to the Paths or the Main Camp, from the paths to the Main Camp, to offsite Main Camp activities and from the Main Camp to Porto (the exit point), we have used the train infra-structure.

This option has caused the need to start the transport shifts earlier in the day, to take longer time and risk delays or cancellations from public transport systems (strikes, etc). This has caused a lesser evaluation from the participants and staff regarding transport, but we assess it as acceptable and still an option to go in the future.

MEASURES PUBLICLY REPORTED

- Ecoevent classification by ERSUC.
- Priority for public transport.
- Ten water refill stations.
- Recycling points and an on-site ecocentre.
- Separation of plastic, paper, cardboard, general waste, food waste, used oil, batteries, e-waste and wood.
- Recovery of unopened food trays for local solidarity organisations (8,300 meals, totalling 2.8 tons, donated to 20 institutions).
- Participant and volunteer engagement in waste separation.

ENVIRONMENTAL COMPLIANCE

The forest authorisation established strict conditions on vegetation, fire prevention, access, waste, pollutant control, noise and post-event restoration. Compliance with these conditions is a central part of the sustainability assessment, not a separate administrative matter. The evaluation records no significant compliance issues in this area.

ENVIRONMENTAL RESULTS

- The Sustainability team was diverse, committed and resilient, but reported that it was not sufficiently integrated into logistics, infrastructure, procurement, food, transport decisions.
- Paths and Main Camp included SDG and environmental content, and local partnerships contributed to community and conservation-related activities.
- Operational waste management was a major weakness. Internal evaluations describe inadequate bins/collection arrangements, low participant engagement with recycling and a poor post-event site condition.
- The only quantified results possible for food waste report 2.8 tons of food donated to 20 institutions.
- Despite the difficulties, which were heavily supported by the Ovar municipality, the camp was fully functional and fit for the following event which started 2 days after the Moot ended.
- Future events must embed sustainability as a governance and procurement criterion, not only as a programme area.

MEASURE	RESULT
Waste	Segregation and collection systems were visible, while post-event clearance highlighted the need for stronger operational discipline and participant engagement.
Food	Food recovery enabled the donation of 8,300 meals, totalling 2.8 tons, to 20 institutions; food-service waste and participant behaviour remain important learning points.
Energy	Energy systems supported delivery, while charging capacity was insufficient at peak demand.
Transport	The deliberate use of public transport reduced reliance on dedicated road transport, although journey time and reliability affected user experience.
Biodiversity	ICNF conditions guided site protection and restoration, and no significant biodiversity shortfalls were reported.
Participant outcomes	SDG content, refill stations, recycling and visible environmental measures reinforced sustainability awareness throughout the Moot.

ASSESSMENT

Environmental awareness was highly visible in the programme. The strongest future opportunity is to embed sustainability earlier into procurement, logistics, transport, food, waste and infrastructure decisions so that educational messaging and operational practice reinforce each other.

RECOMMENDATION

Future hosts should define environmental baselines and KPIs before procurement begins, including waste, water, energy, transport, food, biodiversity and site reinstatement.

12 Communications, External Relations, Partnerships and Protocol

Communications and external engagement gave the Moot national and international visibility and supported institutional relations, receptions and partnerships. Internal information flow and approval routes were less consistent and created avoidable pressure.

Communication and media

The event achieved significant international visibility, but pre-event evidence identified information delays and weak channel governance.

COMMUNICATION OUTPUTS

- Official bulletins.
- Website, FAQ, social channels and HoC repository.
- Press releases and media factsheets.
- On-site press centres and WOSM coverage.
- App and emergency communications.

PUBLIC NARRATIVE

The coverage emphasised global friendship, leadership, sustainability, faith and beliefs, the SDGs, youth action and unity. The closing messaging positioned the Moot as a response to division and as a call for participants to turn their learning into action.

COMMUNICATION PERFORMANCE

- The organisation used bulletins, newsletters, monthly HoC calls, topic meetings, Slack, HOC Space, Padlet, website, App, email and on-site help points.
- The Contingent Support evaluation says these channels were valuable, but information from other areas often arrived late or incomplete, causing missed deadlines and repeated explanations to HoCs.
- For 27 July to 9 August, the team reported more than 4.3 million Instagram views, engagement four times above average and 65% Facebook growth since January.
- Strong IST teamwork, successful receptions, high global social-media engagement and the accommodation of several strategic institutional presences.
- Its main challenges were late information from upper levels, unclear approval processes, requests bypassing official channels, duplicated work from unapproved direct tasks, and difficulty aligning the WOSM communication strategy with the event strategy. During the event, the WOSM team provided close on-site support, particularly in the management of social media activities.
- The team recommended clearer role ownership, approval and request workflows, earlier international representation, more pre-event resolution of dependencies and explicit mental-health safeguards for team members.

- We did not hire any professional external media expertise, with the contacts and reach to official mass media coverage such as broadcasting television, radio and newspapers, both in Portugal and abroad. The Moot had less press coverage than what it could be to communicate the key elements of this scout event, its content, diversity, cultural richness and outreach.
- The final assessment can therefore conclude that many channels existed, but information governance, timeliness, cross-area flow and analytics were insufficiently controlled.

Partnerships and host-country engagement

The event depended on municipalities, national authorities, service providers, local Scout structures, NGOs, partners and WOSM. Future event reporting should value contributions and outcomes, not simply list logos.

PARTNERSHIP CATEGORIES

- National government and public authorities.
- Municipalities and local communities.
- Transport, utilities, health, safety and emergency partners.
- Commercial suppliers and sponsors.
- Educational, cultural, environmental and community organisations.
- WOSM, regions, NSOs and future Moot hosts.

EVALUATION FRAMEWORK

WOSM's Partnership Development Guide recommends assessing programme contribution, advocacy, credibility and visibility, financial value, in-kind resources and organisational contribution. Each major partnership should therefore be reported through objectives, commitments, value contributed, delivery, mutual benefit, issues, reputation and continuation potential.

PARTNERSHIP CONTRIBUTION

- Municipalities, local Scout groups, public authorities, transport providers, suppliers, healthcare structures and local support teams were critical to delivery.
- The Paths area attributes approximately Eur 130,000 of released budget/cost benefit mainly to municipal and institutional partnerships.
- The Finance evaluation records an unforecast Eur 50,000 Ovar Municipality subsidy, on top of the numerous on-site works performed by Municipality teams (forest cleaning, sewage pipes, trenching), as well as equipment and the new building which was offered to us. The Lisbon Municipality has also provided a number of infra-struture support (facilities, tents and other external services amounting to Euro 50,000 which were subsidised).
- Professional infrastructure suppliers were repeatedly described as operational partners who contributed beyond their contractual requirements.
- External Relations account: the team coordinated institutional receptions and visits, protocol at official ceremonies and external visibility, and reported that every reception worked well and several strategic institutional presences were accommodated.

- Engagement with the Portuguese Government was an important component of the Moot institutional support, involving contacts with different ministries and public authorities throughout the preparation period. This work was made more complex by two changes of government during the planning cycle, which required relationships and institutional understanding to be rebuilt more than once. Although support was secured from several ministries, engagement with the central government started later than would have been ideal. A key recommendation for future hosts is therefore to establish regular, structured contact with central government from an early stage, maintaining political and technical-level relationships throughout the full preparation period so that institutional support, facilitation and escalation channels are already in place when critical issues arise.

Protocol

Protocol was delivered across official ceremonies, institutional receptions and visits. Receptions were generally successful and the combined Communications and External Relations team supported institutional presence effectively.

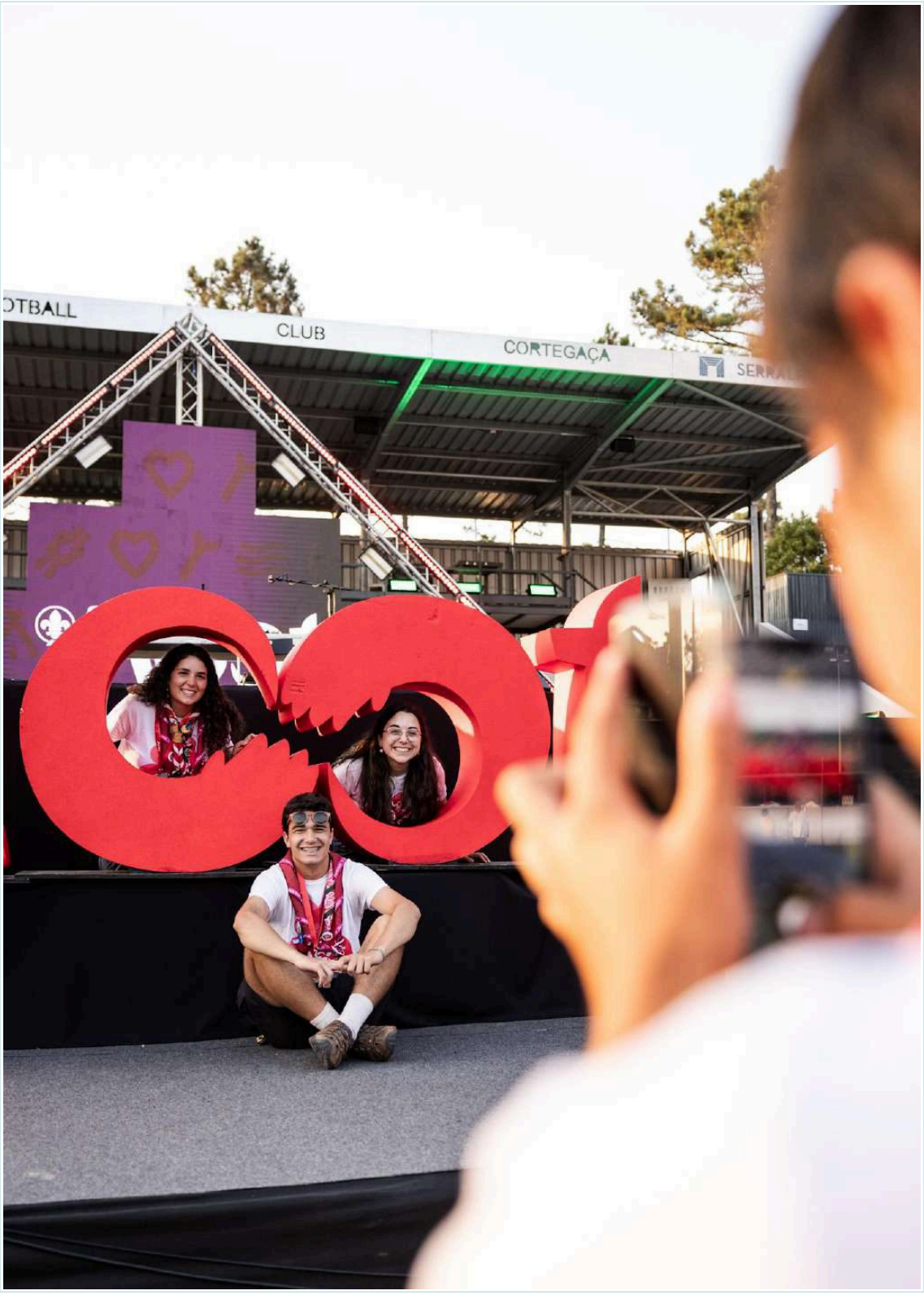
Due to the personal relationships that many members from different teams had with government officials, local authorities, and other partners, in many instances the communication and management of these contacts were not handled by this team, which created challenges for the team's management.

The principal learning concerns governance rather than hospitality delivery: guest approvals, run-of-show dependencies, messages and ownership should be established earlier, with one agreed route for requests and changes.

RECOMMENDATION

Define stakeholder ownership, approval routes, protocol responsibilities and communications governance early, and keep a single controlled record of institutional visits, receptions, partners, deliverables and outcomes.

Hire an external professional media team to engage the mass media (broadcasting networks, radio and newspapers), national and international.



Moments at one of the stages

13 Finance, Procurement and Administration

Financial and administrative systems matured significantly during the project. The Finance evaluation reports a positive financial result of approximately Eur 750,000, supported by cost control, partnerships, municipal support and Scout Shop performance.

Financial performance and controls

The positive result was reported to the Portuguese Scout Federation, CNE and AEP. Following approval by the Portuguese Scout Federation, the amount was distributed to the three organisations and reflected in their financial reporting.

The Finance team considered the estimate robust based on up-to-date bank statements, identified liabilities and detailed line-by-line controls.

DOCUMENTED FINANCIAL MODEL

- Country-category participation fees and early-payment incentives.
- Deposits, payment schedules, surcharges and refund rules.
- Heavy discounts for Path Leaders to foster the engagement of participants into that role.
- Event-cancellation insurance policy.
- Solidarity places and WOSM solidarity obligations.
- Expansion scenario based on a larger participant base.
- Federation approval of budget and material changes.
- Host responsibility for procurement, budget management and reporting.

PRE-EVENT CONCERNS

- No detailed budget by area.
- Budget control not implemented.
- Gap between participation intentions and paid registrations.
- Ad hoc expense and reimbursement processes.
- Legal and contract delays.
- Risk of overspend and unstable resource planning, which has been mitigated by a line-by-line control (each area budget has been converted into the budget restriction amount available) and a direct control from the Board on the key spending captions (infra-structure, food and transport costs).

Financial result and key drivers

The Finance evaluation reports a positive outcome of approximately Eur 750,000, described internally as money released above the expected budget. The main drivers were unused reserve, Path partnerships, municipal support and Scout Shop margin.

The creation of Associação Moot 2025, bank accounts, internal and accounting processes, a tax process supported by an accounting firm and legal consultancy, financial filing and payment validation was completed late. It also confirms that defining the correct tax framework was a major challenge affecting the wider process, whereas there has been a disagreement of understanding between us and the advisers hired by the accounting external provider.

The stated drivers are:

- Unused reserve of about Eur 415,000 which became confirmed after the close of negotiations with the food provider and the infra-structure key contracts and support from Ovar and Lisbon Municipalities (which offered own resources allocated to the Moot sites);
- Eur 130,000 released through Path partnerships with local municipalities and other entities;
- Subsidy amounting to Eur 50,000 from the Ovar Municipality which has not been included in the budget (approved in July 2025);
- Subsidies from the Ovar, Lisbon and Porto municipalities in equipment lending, infra-structure building, personnel and support on external supplier hires, amounting to more than Eur 200,000 which was included in the budget as infra-structure investment (nov.24 version);
- Share of costs with the following event which started after the Moot at the Main Camp site (Eur 30,000), also included in our budget for infra-structures.
- Eur 50,000 of store margins (not included in the budget by option of the Board).

- The same evaluation states that only a few areas overspent and that these cases had Board pre-approval, but also acknowledges weak budget control and limited area-level visibility.
- Scout Shop identified sales total Eur 216,000. More than 20,000 items were sold and around 6,000 participants served.
- The financial result is presented in the main report as the Finance team's close-out position, reported and approved by the Portuguese Scout Federation governance process.

Amounts in thousands of Euros	Initial bdgt May.19	Revised bdgt Nov.21	Revised bdgt Nov.24	Revised bdgt Mai.25	Estimated close	Variance
Number of Participants	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	
Food	1 050.0	770.0	770.0	1 006.8	1 020.0	13.2
Transportation	700.0	585.0	591.0	548.0	525.0	- 23.0
Infra-structure	1 043.0	940.9	1 414.3	1 026.0	1 000.0	- 26.0
General	92.5	211.0	304.0	420.0	420.0	0.0
Activities and workshops	346.5	345.3	570.0	600.0	460.0	- 140.0
Health, insurance and security	100.0	212.9	171.0	160.0	150.0	- 10.0
Promotion and communication	150.0	150.0	60.0	75.0	75.0	0.0
Professional staff	0.0	83.3	93.1	100.0	100.0	0.0
WOSM fee	100.0	100.0	90.0	85.0	85.0	0.0
Contingency	358.2	343.0	413.0	0.0	0.0	0.0
Subtotal	**3 940.2**	**3 741.5**	**4 476.4**	**4 020.8**	**3 835.0**	**- 185.8**
Solidarity fund	98.5	98.0	112.0	115.0	115.0	0.0
Total	**4 038.7**	**3 839.5**	**4 588.4**	**4 135.8**	**3 950.0**	**- 185.8**
Fees						
Net fees & incentives	**4 647.6**	**4 593.5**	**4 316.7**	**4 600.0**	**4 700.0**	**100.0**
Final result including contingency	**608.9**	**754.0**	**- 271.7**	**464.2**	**750.0**	**285.8**
Final result excluding contingency	**967.1**	**1 097.0**	**141.3**	**464.2**	**750.0**	**285.8**

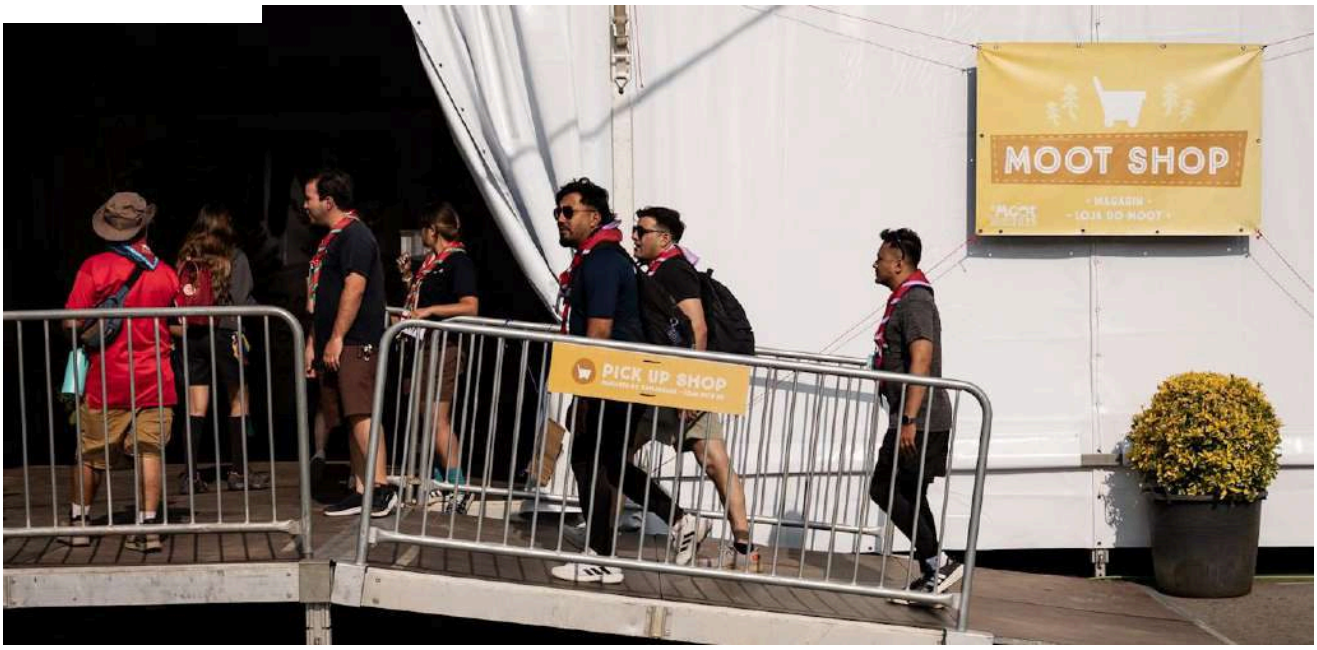
AREA	RESULT / LEARNING
Income	Participant fees, public support, partnerships and other event income funded delivery across the national event journey.
Expenditure	Line-by-line control, supplier negotiations and Board oversight helped contain the main expenditure captions.
Variance	The Finance evaluation reports a positive result of approximately Eur 750,000, with the principal drivers identified in the text above.
Cash flow	Late cards, top-ups, payments and reimbursements affected some operating teams and should be redesigned for future events.
Assurance	The result was reported through PSF governance and distributed to the three organisations.

Legal and administrative result

Associação Moot 2025 was established as the event legal entity, and banking, accounting, filing and tax-support processes were put in place. Legal and tax architecture was defined later than desirable, contributing to friction in purchasing, contracting and financial management.

FINANCIAL RESULT

Finance reports a positive result of approximately Eur 750,000, supported by supplier negotiations, released Path budget, municipal support and Scout Shop performance. The result was reported to Portuguese Scout Federation governance and distributed to the three organisations.


MOOT SHOP
PICK UP SHOP

14 Outcomes, Impact, Legacy and Lessons Learned

The strongest legacy of the Moot is the combination of participant experience, international friendship, youth leadership, national engagement and organisational learning that can be transferred to future World Scout Events.

Participant and stakeholder experience

A World Scout Event succeeds through the lived experience of different groups.

STAKEHOLDER GROUPS

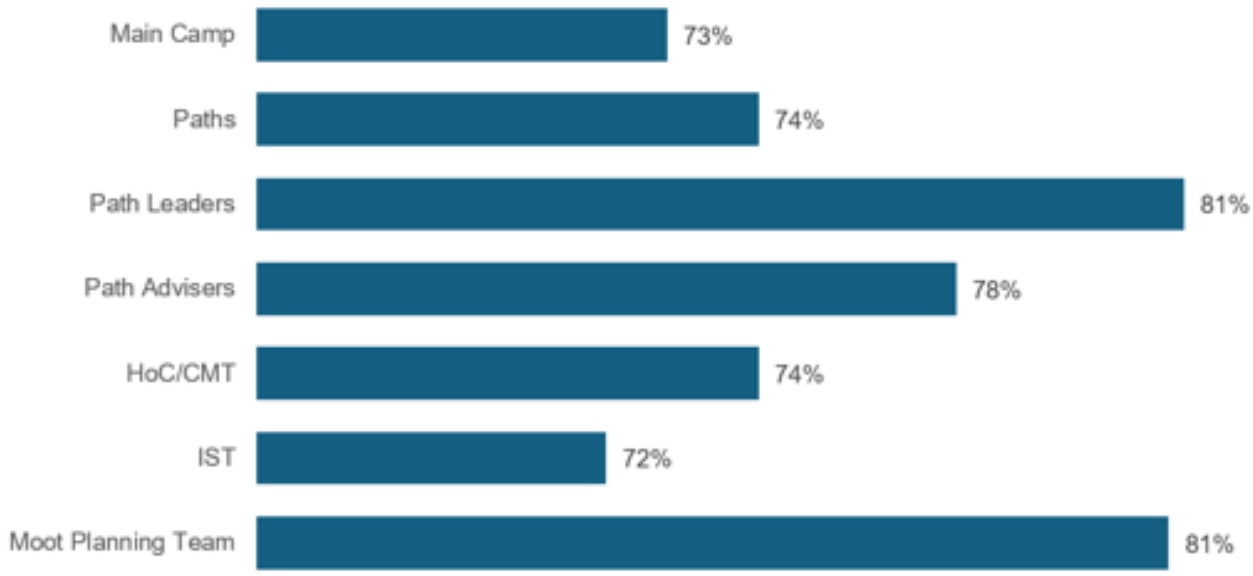
- Young adult participants and Path Leaders.
- IST members and planning/management teams.
- HoCs and CMTs.
- WOSM teams and authorities.
- Local support teams and communities.
- Government, municipalities and emergency services.
- Suppliers, sponsors and programme partners.

PARTICIPANT AND STAKEHOLDER EVALUATION

Across the 1,077-response post-event survey, the clearest educational result was intercultural learning

98% Interacting with Scouts from other cultures	**89%** Better understanding of different cultural perspectives	**76%** Inspiration for active citizenship	**74%** Leadership opportunities

Phase and role results reinforce the positive overall picture:



- The 844 qualitative improvement comments concentrated on a small set of cross-cutting systems: food/catering (328 mentions; 38.9%), programme/schedules/activities (324; 38.4%), Path planning/support (253; 30.0%), communication/information/App (204; 24.2%) and facilities/hygiene/comfort (188; 22.3%). Safety, health and Safe from Harm appeared in 39 comments (4.6%), consistent with their strong quantitative ratings across Paths, Main Camp and Porto.
- Path Leaders and the Moot Planning Team were the highest-rated role groups, while IST and HoC/CMT also recorded positive aggregate scores. The consistent opportunity is not to reinvent the event concept, but to make the supporting systems more predictable before delivery.
- Taken together, the quantitative and qualitative evidence points to a clear management agenda:

  - Protect the systems that created trust, safety and intercultural value;
  - Standardise the systems that created recurring friction;
  - Retain enough local flexibility for the Moot to remain participatory and distinctive.
- The strongest legacy is therefore a safe, international and memorable experience whose next quality leap lies in operational discipline rather than reinvention of the Moot concept.

Qualitative participant perspectives

Official WOSM articles include positive participant testimony about first international experiences, new friendships and global Scouting bonds.

Impact and legacy

The event's impact was visible in global connection, youth participation, host-community engagement, volunteer development, partnerships, reusable systems and knowledge transfer to the next host.

POTENTIAL IMPACT AREAS

- Personal development and leadership of participants.
- International friendships, networks and future collaboration.
- Growth and capability of Portuguese Scouting.
- Volunteer skills and future event leadership.
- Community relationships across Path locations and Ovar.
- Environmental awareness and local improvements.
- Partnerships with public authorities and organisations.
- Reusable systems, templates, supplier knowledge and digital tools.
- Knowledge transferred to Taiwan 2029 and other World Scout Events.

HANDOVER

WOSM Guidelines require future organisers to observe and participate in planning, delivery and evaluation. The flag handover at the closing ceremony is symbolically important, but the practical legacy is the indexed repository, briefings, data, templates, risk learning and direct support made available to the next host. To date, we have run 4 meetings with the hosts of the next Moot.

LEGACY OUTCOMES

- The event attracted young volunteers with no previous international involvement and expanded the pool of people with experience in international Scout-event delivery.
- 118 community-based Paths created relationships with municipalities, local Scout groups, NGOs and institutions across Portugal.
- Reusable digital platforms, templates, supplier knowledge and operational documentation form a practical host legacy.
- The symbolic flag handover to Taiwan 2029 was followed by four knowledge-transfer meetings with the next host.

Lessons learned

KEEP

- **Youth co-creation.** The Path Planning Team model gave young adults meaningful ownership.
- **Distributed immersion.** Paths enabled a national host-country experience beyond a single campsite.
- **Multicultural team formation.** Practical shared living created rapid intercultural learning.
- **Thematic integration.** Leadership, SDGs, faith and beliefs, culture and active citizenship were visible across the programme.
- **Regular HoC engagement.** The thematic call calendar created an organised route for contingent preparation.
- **Visible sustainability systems.** Refill, recycling and food-recovery measures made environmental responsibility tangible.
- **Independent readiness.**

IMPROVE

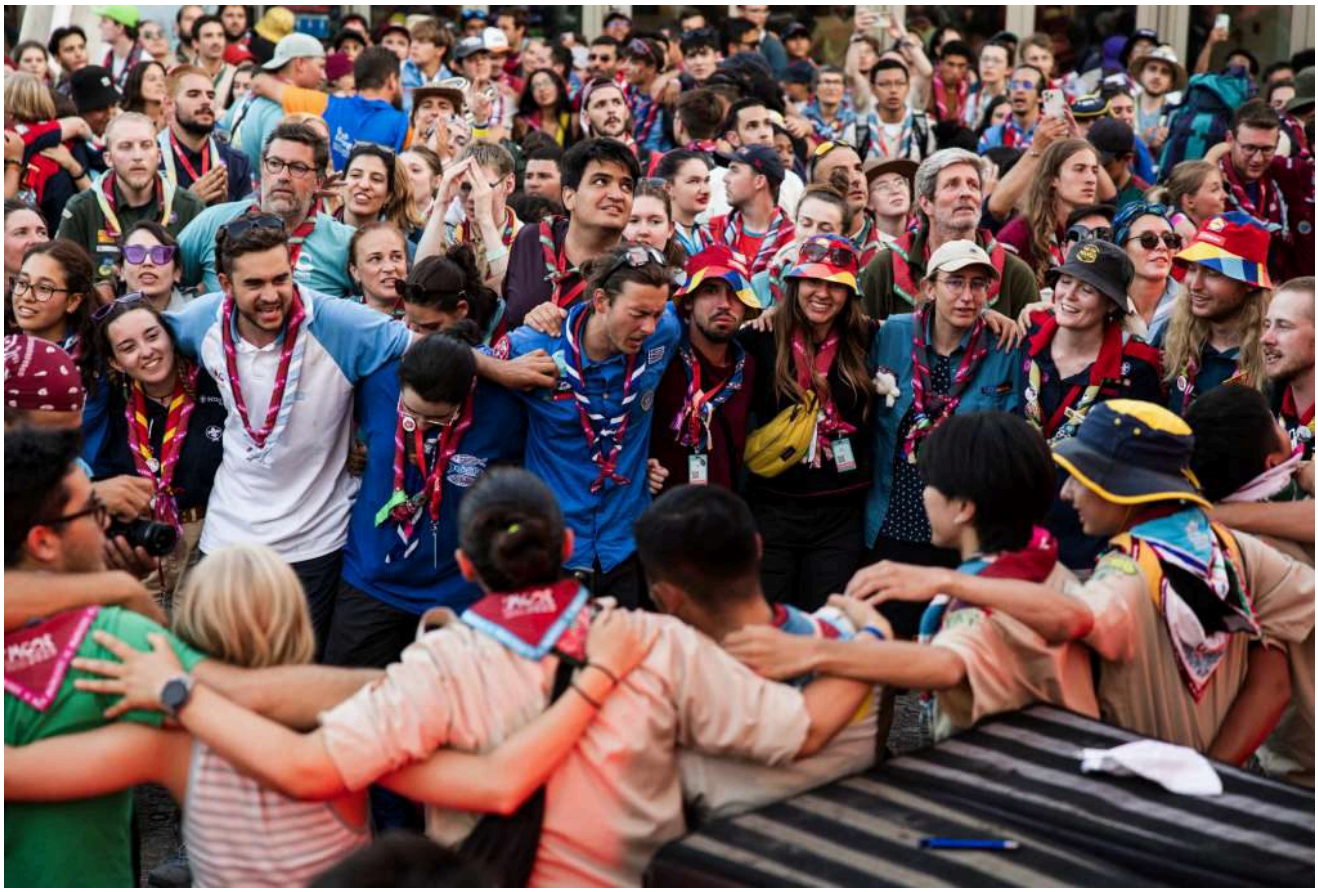
- **Governance and legal setup.** Authority, entity, banking and contracts must be established much earlier.
- Treat the participant, IST, Path Leader and CMT evaluations as a governance input.
- Future hosts should use paired service measures: throughput/uptime plus user experience.
- Create one integrated performance model linking risks, incidents, complaints, service KPIs, surveys and lessons so that operational and educational decision-making use the same management picture.
- **Digital and document governance.** Registration, allocation and public information need one source of truth and formal version control.
- **IST workforce planning.** Allocation, training and receiving-team readiness need earlier completion.
- **Risk closure.** Risks should be tested and closed.

STOP

- Treating expressions of interest from NSOs as a reliable basis for operational or financial forecast.
- Allowing incomplete or superseded documents to remain discoverable without status labels.
- Relying on extraordinary volunteer effort to compensate for late dropouts.

START

- Separate volunteer goodwill from minimum safe staffing.
- Critical roles need defined professional support, shift standards, backup and fatigue controls.
- Volunteer welfare standards and duty-hour monitoring.
- **Integrated budget control.** Area budgets, commitments and cash flow must be decision-ready before scale decisions.
- A standard WOSM event evaluation framework and data dictionary.
- Post-event review.



15 Recommendations to WOSM and Future Hosts

The recommendations below consolidate the most transferable lessons from Moot Portugal 2025. Related recommendations are also embedded in the relevant chapters so that they remain connected to the evidence that generated them.

Recommendations to WOSM

1. **Adopt a common final evaluation template.** Require every World Scout Event to report against the same core domains, definitions and evidence standards.
2. **Mandate the evaluation plan before the event.** Educational, operational, experience and legacy measures should be approved at least twelve months before delivery.
3. **Activate independent assurance early.** An advisory or audit group should operate from planning, not only near delivery.
4. **Define the Host-WOSM contact model.** Named contacts, time-zone coverage, escalation rules, meeting cadence and response expectations should be contractual.
5. Nominate a WOSM point of contact to support and follow-through the entire path of development and delivery of our event who is fully dedicated to the project.
6. **Introduce scale approval gates.** Participant increases should require evidence on site, transport, utilities, food, workforce, finance and emergency capacity.
7. **Standardise event financial reporting.** Monthly budget-to-actual, cash flow, commitments, contingency and solidarity reports should be shared with WOSM.
8. **Create a World Event incident taxonomy.** Safety, medical, safeguarding and operational incidents should be comparable across events while respecting privacy.
9. **Set standards.** Define minimum and exceeds-requirement levels for programme, transport, digital, facilities, accessibility and support.
10. **Set IST welfare standards.** Duty hours, rest, accommodation, food, support and recognition should be monitored.
11. **Create a best-practice toolbox.** Require hosts to contribute tested templates, data, risk learning and case studies.
12. **Require a 180-day close-out.** Final accounts, evaluation and indexed documentation should be delivered within six months, with agreed exceptions.

Recommendations to future Moot hosts

1. Establish the legal entity, governance handbook and decision rights up to 12 months after appointment.
2. Build one integrated master plan linking scope, schedule, budget, risk, procurement and workforce.
3. Use paid registrations and not only intentions, for financial commitments and capacity decisions.

4. Design the educational evaluation and baseline before registration opens.
5. Accredit distributed programme locations through standard evidence gates.
6. Complete role catalogues, demand planning and volunteer allocation early enough for receiving-team preparation.
7. Run multi-agency simulations and close findings before arrival week.
8. Use one version-controlled information architecture across all channels.
9. Measure environmental results, not only environmental infrastructure.
10. Plan the handover and documentation repository from the first year.
11. Redesign food and catering as one accountable cross-phase service chain with demand forecasting, menu testing, dietary segmentation, throughput targets, contingency stock, waste monitoring and participant-satisfaction measures.
12. Treat operational communication as information governance: one source of truth, named update owners, audience-specific channels, offline information, push-notification rules and controlled change communication.
13. Rebalance programme and schedules through role-based journey mapping, overlap limits, realistic travel buffers, activity prioritisation, Plan B logic and daily load review.
14. Design urban days as integrated journeys across food, mobility, luggage, information, programme and capacity; preserve the Lisbon check-in process as a reusable benchmark.
15. Preserve and document the systems that scored strongly – Main Camp location, Cortegaça opening, safety, health, Local Support Teams and Safe from Harm – as reusable good practice for future World Scout Events.

Priority recommendations

PRIORITY	PARTICIPANT EXPERIENCE / DELIVERY	INSTITUTIONAL / HOST-SYSTEM PRIORITY
P1	Redesign food & catering; create single information governance.	Establish legal entity, governance and one integrated master plan; adopt a common WOSM evaluation/data framework.
P2	Rebalance Main Camp programme & schedules; strengthen the IST lifecycle; redesign urban days as integrated journeys.	Use paid registrations and country expectations (with caution) and verified capacity for scale decisions; set accessibility, welfare and incident standards; run independent readiness gates.
P3	Preserve Main Camp location, Cortegaça opening, safety, health, Local Support Teams and Safe from Harm; increase post-Moot educational transfer.	Standardise financial reporting and close-out; maintain a reusable World Events toolbox and structured host-to-host handover.

16 Overall Assessment for the World Scout Committee

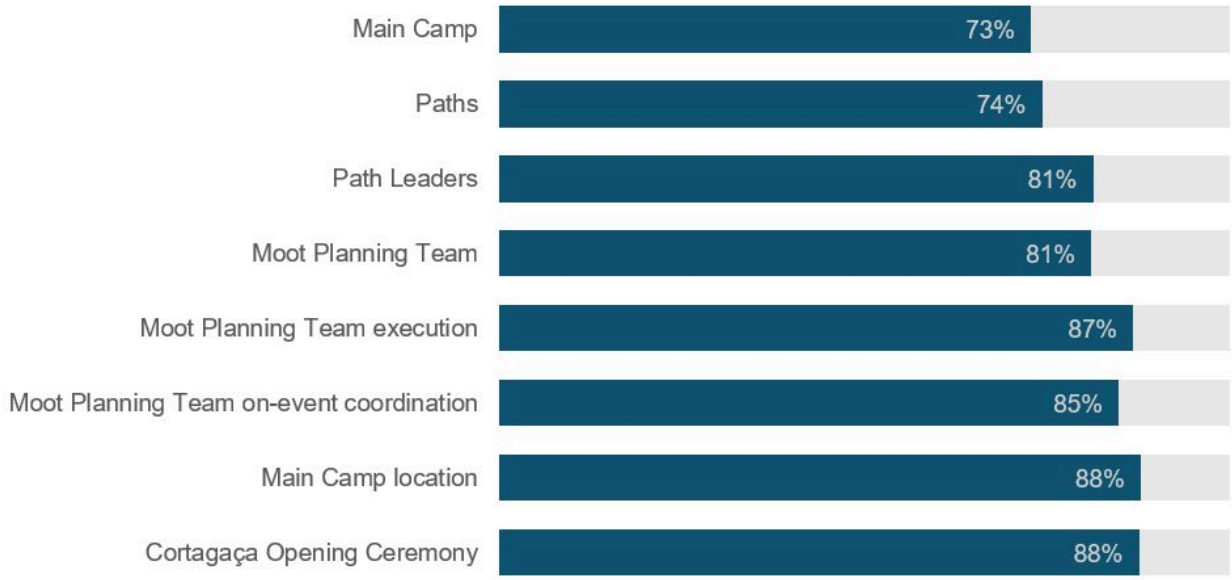
We consider the 16th World Scout Moot a successful World Scout Event that delivered its core educational purpose at global scale.

The event brought together 6,908 people from 105 NSOs and all five WOSM Regions across a ten-day journey linking Lisbon, 118 Paths throughout Portugal, the Main Camp at Buçaquinho/Ovar and the closing experience in Porto.

The defining achievement was the Programme. The Path model placed young adults in real co-creation and leadership roles: 478 Path Leaders and more than 80 planning volunteers supported 118 community-based experiences built around multinational teams, local immersion and experiential learning.

The clearest educational outcome was intercultural learning: 97.8% of survey respondents reported interacting with Scouts from other cultures and 89.0% reported better understanding of different cultural perspectives. Three quarters also reported inspiration for active citizenship (75.8%) and opportunities to develop leadership (74.4%).

Participant-experience results reinforce that assessment.



The Moot also demonstrated substantial host capacity: municipalities, local Scout structures, professional suppliers and public authorities enabled delivery across the country, digital systems operated at large scale, and Finance reports a positive result of approximately Eur 750,000.

The 844 qualitative improvement comments show that the principal frictions were concentrated rather than systemic: food/catering, Main Camp programme/scheduling, Path planning/support and communication/information. The result is a clear transfer message: the next quality leap lies in operational discipline around a successful event concept, not in reinventing that concept.

For the World Scout Committee, the key transfer recommendation is to preserve youth co-creation, distributed immersion, multicultural team formation, Main Camp strengths, safety, health, Local Support Teams and Safe from Harm, while prioritising food-service redesign, single information governance, formal Path readiness, rebalanced schedules, stronger IST activation, integrated urban-day planning, professional backbone support and disciplined event sundown.



Closing ceremony handover

17 Conclusion and Acknowledgements

World Scout Moot 2025 demonstrated the continuing relevance of the Moot format: young adults learning through encounter, shared responsibility, local immersion and global friendship.

We consider the 16th World Scout Moot a successful World Scout Event overall. The post-event survey reinforces that conclusion: intercultural contact and understanding were exceptionally strong, Main Camp and the Paths were positively rated, and the strongest operational systems – safety, health, Local Support Teams, Main Camp location and key shared moments – created trust and memorable experiences. These outcomes justify the ambition and effort invested in the event.

The experience also confirms that success at this scale is amplified by disciplined organisational foundations. The areas for improvement are concentrated and actionable: food service, information governance, Main Camp programme scheduling, IST preparation and integrated urban-day logistics, supported by earlier governance, financial control, accessibility, risk management and demobilisation.

We encourage WOSM and future hosts to protect what worked, standardise what created recurring friction, and preserve enough local flexibility for future Moots to remain participatory, distinctive and recognisably Scout.

We thank every participant, IST member, Path Leader, CMT member, Planning and Management Team member, WOSM colleague, volunteer, municipality, public authority, partner, supplier, local Scout group and community that contributed to the Moot. The event was made possible by thousands of acts of service, hospitality, creativity and perseverance.

> **But without our Participants, we could have the best prepared and structured site, programme, controls and risk management, but we would not have a Moot. Thank you for believing in Portugal!**
>
> **Thank you for entrusting us with your dreams which were our dreams for almost 10 years!**

Our final hope is that the learning documented here will be used – not only archived – and that Moot Portugal 2025 will contribute meaningfully to safer, more inclusive, more sustainable and more effective World Scout Events in the years ahead.

ASSOCIAÇÃO MOOT 2025
August 2026

18 Governance and Credits

The Moot was delivered through a large volunteer organisation supported by public institutions, local Scout structures, professional suppliers and WOSM. The core governance roles and principal Management and Planning Team functions are listed below.

CORE GOVERNANCE ROLE	NAME
Moot Director	**Inês Graça**
Camp Chief	**Ivo Faria**
Moot Operations Director	**Mário Correia**
Operations Deputy Director	**Marco Faustino**
Portuguese Scout Federation representative – Steering Committee	**Filipa Aroso**
Portuguese Scout Federation representative – Steering Committee	**José Pamplona**

Management and Planning Team – full functional structure

FUNCTION	PLANNING TEAM SCOPE
Management	Project Management; Safe from Harm
Programme	Programme; Sustainability; Events; Paths; Main Camp
Logistics	Transport; Supply Chain; Food Services; Main Camp Logistics; Emergency Logistics
Infrastructure	Electricity & Water; Wireless & Network; Buildings; WC & Showers; Disposables; Event Infrastructure
Administration & Finance	Administration; Financial Control; Accounting; IT; Registration; Scout Shop; Event App
Communications & External Relations	Communication; Social Media; Public Relations; Content; Internal Communication; Marketing; Sponsorship; Protocol; Community Engagement; Partnerships
Promotion & Contingent Support	Promotion; Contingent Support; Risk and Finance support to contingents
Volunteers	Recruitment; Training & Development; Engagement & Wellbeing
Safety & Healthcare	Healthcare; Safety; Security; Health & Safety Logistics; Operations Room; First Response
Risk & Crisis Management	Risk & Crisis; Risk Management; Crisis Management



ASSOCIAÇÃO MOOT 2025 - FEDERAÇÃO ESCUTISTA DE PORTUGAL

August 2026

Final Report to the World Scout Committee

16TH WORLD SCOUT SCOUT MONDIAL PORTUGAL Moot 2025