

Dear organisations,

Thank you for participating in the first stage of the consultation to develop the 2026-2028 Regional Triennial Action Plan for the Arab Region. This Regional Triennial Action Plan will set the direction and priorities of the Arab Region for the next three years. It will, after consultation, describe the services and activities the regional team will deliver to add value to the Movement in our region, and how we will pivot our work to contribute to WAGGGS Global Strategy and Compass 2032; our unifying vision as adopted by written resolution before the 37th World Conference in 2021.

### **About the First Draft Consultation**

The first draft of the 2026-2028 Arab Regional Triennial Action Plan was shared with Member Organisations on February 10th 2025, together with an invitation to send written feedback via an online form or by writing to [Arab.reco@waggs.org](mailto:Arab.reco@waggs.org) by March 17th 2025. The regional team hosted an online workshop on February 26th to provide additional details, offer a space for Member Organisations to give feedback, and answer questions

As part of the first stage of this consultation:

- 69 MOs representatives registered to attend a workshop.
- 11 MOs were represented during the online session.
- 1 MOs provided feedback by completing the online form.
- 4 MOs submitted additional written feedback

### **Feedback received so far**

#### **General Feedback**

The Member Organisations provided valuable feedback on the 2026-2028 Regional Triennial Action Plan and expressed their satisfaction with its direction and focus. They highlighted enhancing media identity, impact measurement, promotional campaigns, and strategic partnerships as key priority areas and emphasized the importance of girls leading the Compass 2032 journey and increasing media engagement to enhance the Movement's visibility and impact.

Additionally, the Member Organisations proposed organising country visits, launching a digital archive to document the history of the Girl Guiding and Girl Scouting Movement in the Arab Region, and expanding training programmes and regional gatherings, noting that these initiatives would strengthen collaboration among Member Organisations, reinforce the Guiding identity, and provide unified training resources.

This feedback has played a crucial role in shaping the next phases of the plan's development, ensuring alignment with the needs of the Member Organisations and the priorities of the Movement in the region. and here are the feedback :

## Outcome 1: A united and connected girl and young women-Led Movement

Feedback	Response
<p>Develop a communication plan that further strengthens the shared identity by disseminating all news across the most widely used social media platforms, according to the MOs. Examples: Snapchat and Express in the Middle East, and Facebook and Instagram in North Africa.</p>	<p>This will be part of the media plan program details. We will ensure that existing accounts (Facebook/Instagram/X platform and TikTok) are activated and create new accounts in new platforms such as Snapchat.</p>
<p>Develop a practical regional vision for communication, including the objectives, values, and mission that the region is working on to create a common identity for Girl Guides throughout the region (twinning or joint activities for the operational plan).</p>	<p>While all the activities and objectives proposed in the plan are within the mission, vision and values of the Guiding Movement, we have been keen to add your comments in the details related to developing the plan.</p>
<p>Strengthening narrative campaigns that highlight the impact of Girl Guides and Girl Scouts in the Arab region: Include this objective within an overall objective and as an action within another objective.</p>	<p>This has been included in the details of the activities and the actions of the Regional Media Plan.</p>
<p>Supporting MOs in updating their identity and engagement plans across events, communications, and program implementation, while enhancing their capacity to document and measure impact, thus increasing their appeal to YW:</p> <p>Include the proposal within the proposal prepared for voting on communication and establishing procedures to highlight support for the Girl Guides movement and it's work in the countries of the region to face the challenges. This includes openness and working with the top leadership in the countries, visiting work officials and strengthening the relationship with them, presenting challenges and cooperating together to address them, and identifying and addressing the causes of dropout.</p>	<p>This is one of the most important objectives of the visits and individual meetings with the MOs included in the plan.</p>
<p>Documenting the history of the Girl Guides movement in the Arab region since its inception: If the union's comment is not adopted, it will be converted into a proposal prepared for voting, making it easy for anyone who looks at any of the region's means of communication to learn about the history of the movement in the region, Girl Guides in the countries of the region, a table containing the names of the heads of the region throughout history with a brief summary, members of the regional committee throughout history, participation in committees throughout history... with a spotlight on achievements.</p>	<p>This will be included in the work details for achieving objective 1.1.1.2.</p>
<p>Create a digital archive to document and preserve regional experiences and guiding stories. To add another phrase: Objective: and continuously enhancing it.</p>	<p>Modified and included in Objective 1.1.1.2</p>
<p>Organizing an annual dialogue forum for the Associations leads and international commissioners to discuss key challenges and solutions.</p> <p>Organizing an annual dialogue forum for Associations leads international commissioners, and experienced women to discuss key challenges and solutions.</p>	<p>The forum will prioritize female decision-makers from member associations, and experienced female leaders from the Arab region may be invited, depending on the forum's annual program and priorities.</p>
<p>Encourage joint regional/global projects where Arab member organizations cooperate with other regions/organizations.</p> <p>To promote and encourage the launch of joint regional/global projects where Arab member organizations cooperate with other regions/organizations.</p>	<p>Objective 1.3.1.1 wording has been changed</p>

Feedback	Response
<p>Supporting the Young Women's Committee by forming a permanent committee elected through the Young Women's Forum or selected from among the young women who hold decision-making positions at the conference.</p> <p>They will have the right to attend regional meetings as observers and submit their suggestions and recommendations on a regular basis, thus enhancing the effective and meaningful participation of young women.</p>	<p>The Young Women's Committee is not an elected committee. Young women will be supported to reach decision-making positions through the vision of WAGGGS through the proposed Nu.32. The academy proposed in the plan is one of the means that have been included in the plan to support this goal.</p>
<p>Hold regular meetings with international commissioners every three months, in addition to semi-annual meetings with section leaders or their alternatives, to ensure that programs are developed according to the needs.</p>	<p>This is included in the plan. There will be semi-annual meetings with member associations, in addition to individual meetings according to a calendar determined in agreement between the regional committee and member associations. This will also include creating collaborative spaces based on areas and adding national officials for each area (training/programs and national commissioners for different levels of guiding /officials responsible for young women/officials responsible for Safeguarding, etc.) within Goal 1.2.1.1.</p>
<p>Clarifying what network centers are: Establishing regional network centers, categorized by key areas, to help MOs collaborate effectively in sharing and exchanging resources.</p>	<p>These are spaces for women responsible for each field in the MO (Training and Program Leads, International Commissioner, National GG Levels Delegates, Youth Leads, Media Leads, etc.) to share experiences, resources, success stories and support each other.</p>
<p>Encourage young women to actively participate in preparing global activity Pack, such as World Thinking Day activities, suitable for all age groups from Brownies to Rovers.</p>	<p>This is included in objective 1.3.2.2 to spread all the opportunities, including the preparation of the World Thinking Day Pack and the Arab Guide, within the opportunities program.</p>
<p>Assisting the MOs in the region to spread and disseminate the Safeguarding policy.</p>	<p>It was included in the regional plan by working to develop a Safeguarding framework for the Arab region and including it in the CB program according to the needs of MOs.</p>
<p>Increase the efforts in spreading some of the SDGs.</p>	<p>Ensuring that Arab camps are ecological and environmentally friendly is included in Goal 1.2.1.2.</p> <p>There are already some resources regarding the SDGs, and we will ensure that best practices and activities of MOs in this area are disseminate.</p>
<p>Establishing an open, accessible library on the Campfire, including Training Modules, Leadership Toolkits, Program Implementation Toolkits, and case studies from various MOs.</p> <p>A proposal to unify information bank and communications network resources into one place, with a single item and a single committee.</p>	<p>It was merged into objective 1.2.1.</p>
<p>Organizing an annual Arab camp for each age group (Girl Guides, Rovers, Brownies) in partnership with MOs.</p> <ul style="list-style-type: none"> <li>• It is proposed that a camp be held every three years for Girl Guides and Rovers in the Arab region.</li> <li>• In partnership with the regions, efforts should be made to organize an activity with WAGGGS.</li> </ul>	<p>This was included in the activity description, where the possibility of hosting participate from MOs from other regions to participate in the Arab camps. This proposal is also included in objective 1.3.1.</p>

**Outcome 2: Member Organizations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience**

Feedback	Response
<p>Making workshops on the dangers of social media programs and their impact on the individual and society, on the margin of any forum or camp held at the Arab level.</p>	<p>Included in the detailed programs for the Arab camps, activities will be included for the age groups of each camp's participants, based on the Surf Smart program and other programs.</p>
<p>Spreading of programs on quality, risk management and safety</p>	<p>It is included in CB programs according to the request and needs of MOs.</p>
<p>Establish a mentoring system for MOs where stronger MOs support those that are developing and going through difficult times.</p>	<p>This objective is merged with Regional Networks 1.2.2.1</p>
<p>Proposed amendment to: Launch social media campaigns to promote the participation of girls and YW in global and regional initiatives.</p> <ul style="list-style-type: none"> <li>• Does the academy exist? What is its purpose and how does it operate? Who benefits from it? The importance of a clear training path and in-depth specialized courses for YW.</li> <li>• Proposed change of this goal to develop the academy to the 2nd outcome: Increase access to leadership opportunities.</li> </ul>	<p>The wording has been modified. The academy did not previously exist, but it is a proposal within the region's upcoming three-year plan. The academy is primarily aimed at YW and will have a clear program and training path, primarily as a result of increasing access to decision-making opportunities for YW.</p>
<p>Supporting the Young Women's Committee to increase the active and meaningful participation of YW.</p> <ul style="list-style-type: none"> <li>• A proposal to write about activating and supporting the Young Women's Committee.</li> <li>• A question: Is it still ongoing and what are the results of its work?</li> <li>• A proposal: That the region inform us annually via email about the committees and their members.</li> <li>• We need to know the job descriptions for each committee.</li> </ul>	<p>This objective was removed because it falls within the Regional Committee's role of supporting and monitoring volunteer committees in the Arab region. The Arab Regional Committee will ensure that volunteer committees and their members participate in the electronic newsletters.</p>
<p>Establish a Young Women's Innovation Award to support projects and initiatives led by young women in the Girl Guides and Girl Scouts movement.</p> <ul style="list-style-type: none"> <li>• Amend the phrase to "launch an award" and clarify the purpose and importance of setting criteria. For example, "Free Olave." Outcome: Amend the phrase to "Increase access opportunities.</li> </ul>	<p>The role of the Arab region will be to support their participation in regional and global activities, in addition to supporting them in preparing advocacy campaigns and raising funds.</p>
<p>Enhancing accessibility for Member Organizations in crisis-affected areas We would like to clarify that our work operates within the framework of the Guiding movement. In situations requiring humanitarian aid and rescue operations, the role falls within the mandate of international organizations specialized in such interventions.</p>	<p>The role of the Arab Region will be to support them in participating in regional and global activities, in addition to assisting them in preparing advocacy campaigns and fundraising efforts.</p>
<p>Establish/ Create an Arab committee for the "Crises Management".</p>	<p>The Regional Committee is aware of the importance of the issue, but the proposal is not currently included among the strategic priorities of WAGGGS. However, due to the specificity of the Arab region, it could be included in the CB of the affected MOs.</p>
<p>Develop a regional crisis response plan to ensure operational stability during emergencies. Involve representatives from member organizations in developing a regional crisis response plan to ensure operational stability during emergencies.</p>	<p>The Regional Committee is aware of the importance of the issue, but the proposal is not currently included among the strategic priorities of WAGGGS. Therefore, the objective has been removed. However, the Regional Committee will work to include this by preparing a risk form for all activities, which is a procedure followed in all regional and global activities.</p>

### Outcome 3: A sustainable WAGGGS Arab Region

Feedback	Response
<p>Launching a GG store at all in-person regional events as launching an online GG store at all regional events.</p>	<p>Your proposal has been included in the details of this goal in the plan.</p>
<p>Establish a special headquarters for the Arab region to facilitate governance and management among the MOs.</p>	<p>This occurs through a proposal voted on at the Arab Conference, after one of the member associations submits an offer of cooperation in establishing the headquarters within its territory, with a full study of the details of establishing and operating the proposed headquarters.</p>
<p>Working to establish and launch a World Center for the girls in the Arab region.</p>	<p>This occurs through a proposal presented at the Arab Conference after one of the member associations submits an offer to cooperate in establishing and managing the global center within its territory, with a full study of the details related to establishing and operating the World Center, to be voted on later at the World Conference.</p>
<p>Promoting the Arab Regional Giving Day to attract new sponsors.</p> <ul style="list-style-type: none"> <li>• Does this require approval from the World Council and the Arab Conference (to avoid conflict with the World Giving Day organized by WAGGGS?)</li> <li>• working on activating the Arab Region Friends Initiative or group.</li> </ul>	<p>The promotion will be for the World Association of Girl Guides and Girl Scouts' Giving Day. As usual, each region receives a dedicated share based on the contributions of its supporters.</p> <p>A Resource Development Committee has now been established to replace the proposed Friends of the Region. The Resource Development Committee constitutes a fundamental building block for developing resources in a phased, gradual, and strategic manner, with the hope of achieving the goal in the future.</p>
<p>Launching a GG store at all in-person regional events. Clarifying the text and what it will include.</p>	<p>It was clarified in the last amendment by adding the activities and special details.</p>
<p>Launching projects and partnerships funded by the Arab region and its partners.</p>	<p>This is included in the plan. This will be taken care of to find partners for the Arab region within Goals 1.3.1.1 and 1.3.2.1. This will also be done by finding partners and donors for the Giving Day.</p>

Based on the feedback received, the Regional Committee has reviewed and updated the plan where necessary.

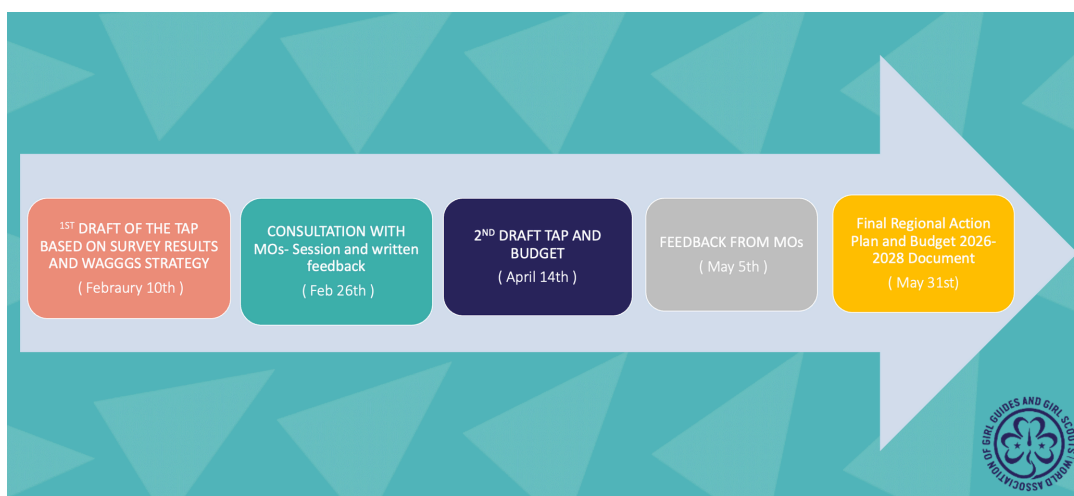
## Second Draft Consultation:

**April 14<sup>th</sup> – May 5<sup>th</sup> 2025**

This stage is an opportunity to review the full draft of the 2026-2028 Regional Triennial Action Plan, including the regional funds allocation and key performance indicators, and to give feedback either in writing or via a call. This version also includes the proposed activities based on the first stage of the consultation process, organised by year, with priority given to activities that directly address the Region's needs.

You can request a meeting with a member of the Regional Team or submit your feedback in writing by emailing [Arab.reco@waggs.org](mailto:Arab.reco@waggs.org) by May 5th 2025.

### Regional Triennial Action Plan Consultation Timeline (Second Stage)



The second draft, document 4B: 2026-2028 Regional Triennial Action Plan is attached to this communication. Final version of the 2026-2028 Regional Triennial Action Plan will be circulated on May 31st 2025.

Yours in Guiding and Girl Scouting,

Arab Regional Committee



**24<sup>TH</sup>** Arab Regional Conference  
8-11 August 2025 • Algeria  
Les Scouts Muslmans d'Algerie

# **Regional Triennial Action Plan 2026-2028**

## **Document 4B**

**April 2025**

# INTRODUCTION

Over the next three years, the Arab Region will continue to have to address the ongoing impact of global challenges, including the unstable political contexts and enduring effects of the pandemic, climate change, economic pressures, and social and gender inequalities. These issues have profoundly affected young people, restricting their access to quality education, diverse experiences, new opportunities, and safe spaces, while also having a negative impact on their mental health.

These challenges have also created significant obstacles for organisations like ours, such as the need for ongoing adaptation to financial pressures and a reassessment of how we engage with and support our members and communities. This includes restoring lost opportunities and exploring innovative approaches to our work, collaborations, and partnerships.

While recent years have brought new possibilities, such as the shift to digital platforms that have expanded our reach and brought us closer together, they have also highlighted the importance of personal interactions, adaptability, and flexibility.

Despite these challenges, the Arab Region has demonstrated remarkable resilience and resourcefulness. Together, we have embraced opportunities to reimagine how we support and empower girls and young women, inspiring them to take initiative and lead in their communities. These efforts have created a strong base to build upon as we move ahead.

As we plan for the next three years, we aim to build a strong, inclusive, and thriving region. This will involve addressing emerging challenges, promoting sustainable growth, and creating meaningful opportunities for leadership and development. Your input and involvement will be key in shaping an action plan that supports WAGGGS Global Strategy in our region and that will help us lead the Arab Region throughout the next triennium.

## BACKGROUND

The Regional Committee is responsible for the development of the Regional Action Plan for the next triennium and will draft objectives and activities based on MOs expressed needs and the context we will be operating in. The Triennial Regional Action Plan will also need to be aligned with the resources available, including financial, to ensure the plan can be delivered.

The regional objectives for 2026-2028 will set out our region's contribution to WAGGGS' Global Strategy 2024-2029. These objectives will drive the Triennial Regional Action Plan, which will be presented to the Regional Conference in 2025. This consultation process on the draft version of the Triennial Regional Action Plan is quite important as it will help us to refine the objectives and activities for the next years to come, embracing the vision of the Movement.

### OUR COLLECTIVE VISION FOR THE MOVEMENT

In 2021, we adopted Compass 2032 as the long-term vision statement for the Girl Guide/Girl Scout Movement. It provides the direction of travel for every Member Organisation and the WAGGGS Global Team from 2021 to 2032. Compass 2032 has two parts: the first sentence is our vision for the world; the second sentence is our vision for the Movement. It describes the Movement we need to become so we can fully contribute to creating the world girls want:

### OUR VISION IS AN EQUAL WORLD WHERE ALL GIRLS CAN THRIVE.

**BY 2032 WE WILL BE A GIRL-LED MOVEMENT WHERE EVERY AND ANY GIRL FEELS CONFIDENT TO LEAD, AND EMPOWERED TO CREATE A BETTER WORLD TOGETHER.**

Working towards Compass 2032 is a shared responsibility for the WAGGGS Global Team and all Girl Guide and Girl Scout organisations. By adopting this twelve-year vision for the Movement, we collectively committed to aligning our individual strategies to the Compass 2032 collective vision.

The WAGGGS 2024-2029 Global Strategy outlines how the Global Team will contribute to Compass 2032 over the next six years of the journey.

The three-year rolling action plans approved by the World Board complete the 12-6-3 Strategic Planning Cycle, by outlining the activities we will deliver at global and regional levels to support the achievement of our global goals and vision. Therefore, the Arab Region Triennial Action Plan for 2026–2028 must be closely aligned with the Global Strategy for 2024–2029.

The current Global Strategy, as approved by the WAGGGS World Conference in 2023, outlines the following overarching goals and key outcomes:

## GLOBAL STRATEGY 2024-2029 GOAL

**By 2029 WAGGGS will be a sustainable, girl-led organisation, connecting an inclusive Movement where every and any girl can feel empowered, safe, and confident to change her world.**

### Outcome 1

**A united and connected girl-led and young women-led Movement**

### Outcome 2

**Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience**

### Outcome 3

**A sustainable WAGGGS**

The success of our strategy depends on a sustainable organisational foundation, and being in a strong position both financially and operationally.

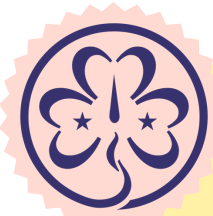
To support this, WAGGGS has prioritised its efforts and committed to work according to the Purpose, Principles, and Priorities in the tables below and on the next page. This framework was developed to enable making decisions around all areas of the WAGGGS offer beyond those “business as usual” functions.

The priorities (3) are based on Member Organisation feedback regarding the support they MOst value from WAGGGS. The principles have been developed based on Member Organisation and World Board feedback. Jointly they support our common Purpose, leading the Movement towards Compass 2032. By testing our work against the Purpose, Priorities, and Principles, we challenge ourselves to prioritise, design, and take decisions that support sustainability, add the greatest value to Member Organisations, and leverage the power and possibilities of our global Movement.

Purpose: Everything we do will lead the Movement towards Compass 2032		
Priorities: Our offer will prioritise the three areas MOs MOst want WAGGGS to focus on, in a sustainable manner:		
<p><b>Identity and Unity of the Movement</b></p> <ul style="list-style-type: none"> <li>• We will focus on: Building common understanding around Girl Guiding and Girl Scouting’s characteristics and principles</li> <li>• Facilitating collaborative decision-making and dynamic dialogue between MOs &amp; WAGGGS that shapes the Movement’s future</li> <li>• Representing the Movement by raising its profile and communicating its impact to external audiences</li> <li>• Developing and sharing research and learning around Movement trends</li> <li>• Sharing and celebrating the heritage, values and impact of Girl Guiding and Girl Scouting</li> </ul>	<p><b>Strengthening the Relevance and Educational Impact of Girl Guiding and Girl Scouting</b></p> <ul style="list-style-type: none"> <li>• We will focus on: Bringing MOs together to work on our characteristics and principles</li> <li>• Developing thinking, resources, and activities at regional and global levels to innovate around non-formal education and leadership development across the Movement.</li> <li>• Offering capacity development that strengthens the quality of Girl Guiding and Girl Scouting.</li> </ul>	<p><b>Meaningful Global Connections for Girls and Young Women</b></p> <ul style="list-style-type: none"> <li>• We will focus on: Facilitating global connections and experiences where girls and young women develop leadership and global citizenship</li> <li>• Coordinating opportunities for girls and volunteers across the Movement</li> </ul>

## PRINCIPLES

As well as strongly aligning to one or more of these priorities, all areas of our offer must be designed and delivered according to the following principles:



### FACILITATING COLLABORATION

We will prioritise the role of facilitator and network builder over direct delivery. We will make things happen by bringing MOs together, strengthening relationships, and promoting partnership between MOs. We will focus our resources where, as a global organisation, we can uniquely add value.

We will be girl and young women-led, prioritising meaningful youth participation in how we design, deliver and evaluate our work, and how we make decisions as an organisation.

### GIRL AND YOUNG WOMEN-LED

We will be volunteer-driven, enabling us to add more value to MOs with our resources and benefit from the collective expertise and different perspectives of volunteers and staff by working in partnership. We will be clear about the respective roles and responsibilities for staff and volunteers in designing and delivering our offer.

### VOLUNTEER-DRIVEN

### WIDE-REACHING

We will design and prioritise initiatives that are accessible to, and benefit the maximum number of MOs.

### REALISTIC

We will fully cost all proposed initiatives and activities, considering both financial and human resources. We will not undertake any initiatives or activities without full funding.

### RESPONSIBLE IMPACT

We will assess the long-term impact and equity of our decisions and prioritise initiatives that strengthen the sustainability of MOs and the Movement. We will be mindful of how our work impacts the wider world; actively considering our environmental footprint and our commitment to being an inclusive and anti-racist organisation.

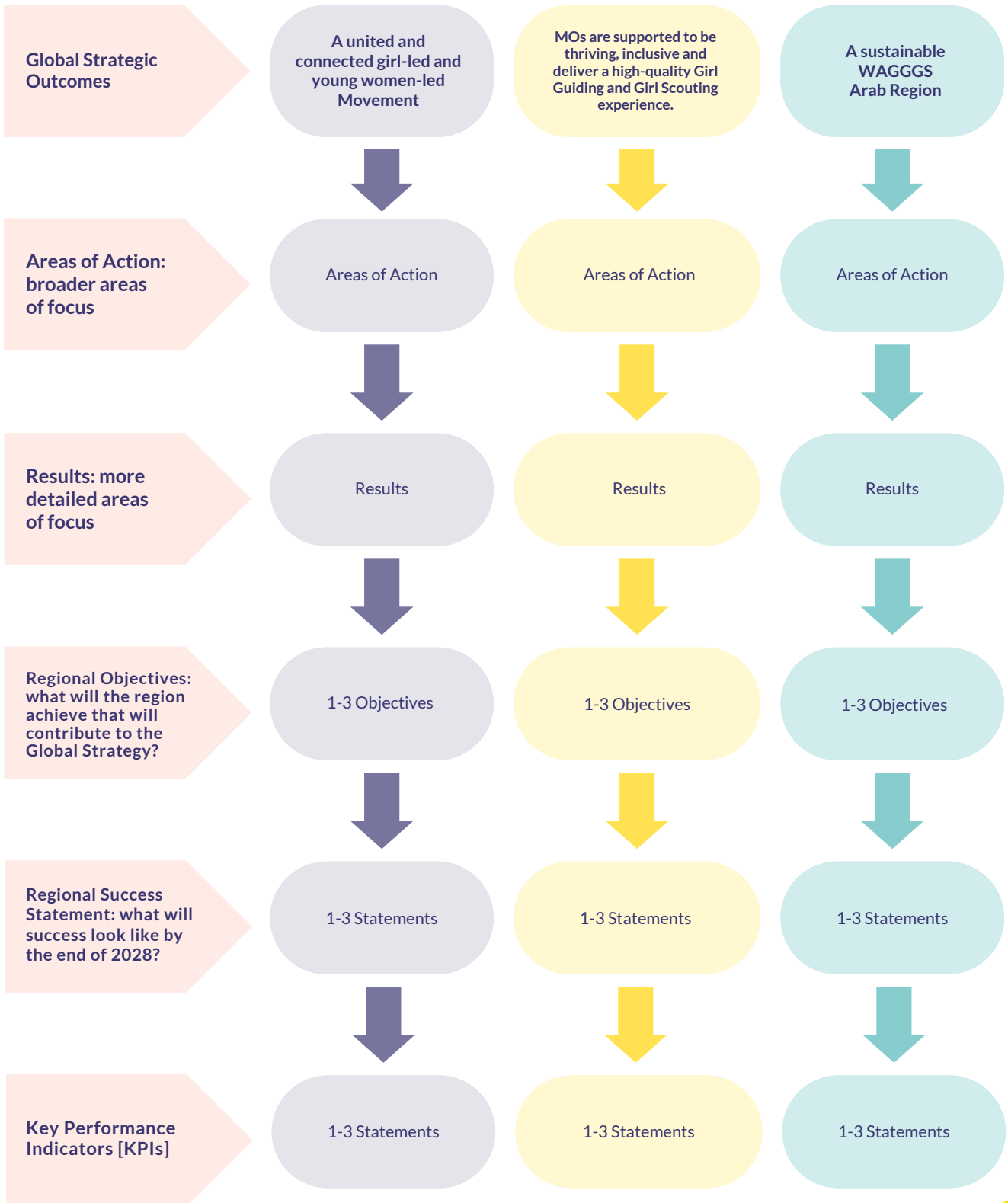
We will strengthen participation by making priorities and decision-making processes accessible and understandable to MOs, volunteers and girls and young women.

### TRANSPARENT

To help us focus on how we will achieve WAGGGS's three strategic outcomes, each of the Global Strategy 2024-2029 outcomes has been broken down into Areas of Action; the broad areas for focus over the next six years to deliver against each outcome.

These areas of action are underpinned by Results we would expect to see, and the Key Activities we will deliver to achieve these.

### OVERARCHING REGIONAL PLAN 2026-2028



## SHAPING THE 2026-2028 REGIONAL ACTION PLANS

The recent WAGGGS MOs Survey serves as a first starting point for input into the next Arab Region Triennial Action Plan (TAP). The following analysis shows the results and some suggestions of how these could translate into our new TAP.

### RESULTS OF THE MOS SURVEY

This report presents the responses from Member Organisations in the Arab Region to the MOs survey launched in September 2024. The survey invited MOs to complete a brief online questionnaire over a period of 6 weeks to help shape the 2026-2028 Triennial Regional Action Plans. It also provided the region with valuable insights into the current state of our Movement, enabling the identification of both the immediate and future needs of Member Organisations.

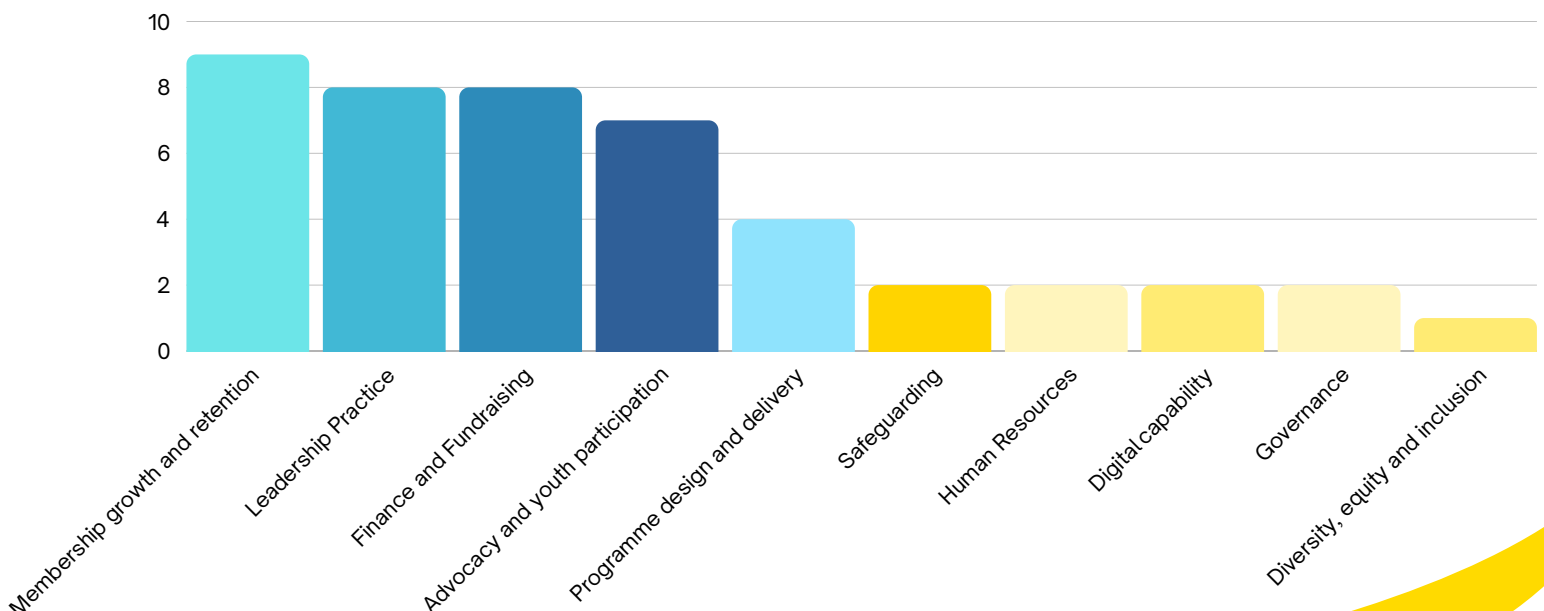
The survey served as an opportunity to assess the impact of the Regional Team’s support to MOs and explore ways to strengthen collaboration, ensuring the sustainability of both individual Member Organisations and the wider Movement.

15 out of 16 Member Organizations (94%) responded to the survey. For MOs with a federative structure, where Component Associations responded individually, their responses were consolidated to reflect the overall perspective of the Member Organization as a whole.

The below data shares the response to the main questions related to the Triennial Action Plan 2026-2028.

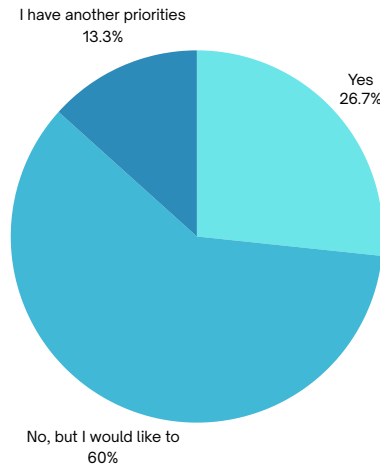
#### 1. Member Organisations’ needs

Member Organisations were asked to indicate the areas where they currently have some needs. Improving membership growth and retention, image and visibility, safeguarding and finance and fundraising received the highest responses, highlighting a strong need for sustainable growth and increased visibility and awareness. Programme design and delivery, leadership practice and advocacy and youth participation are also shown to be areas of need.



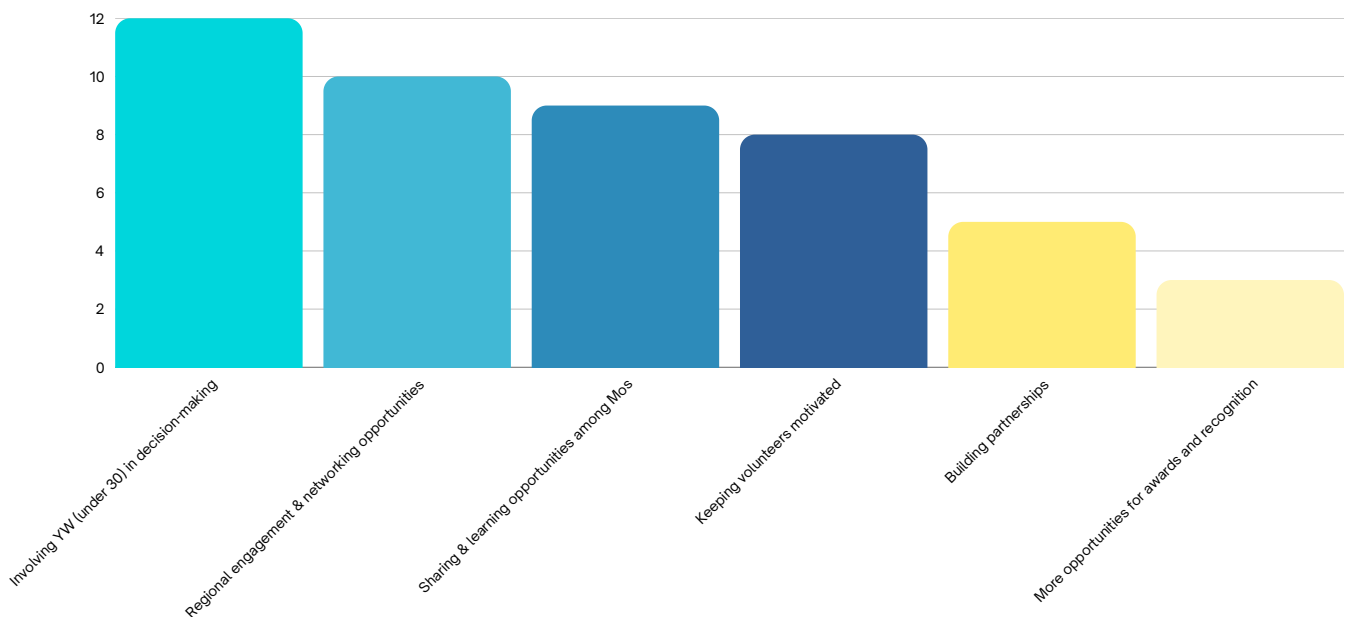
## 2. MOs to MOs collaboration during the 2022-2025 triennium

During the 2022-2025 triennium, only four Member Organisations engaged in collaborations, while nine expressed interest but lacked opportunities, highlighting a strong potential for increased regional cooperation. However, two organisations faced challenges due to war and national priorities, underscoring the need for a flexible and supportive approach. Strengthening structured collaboration opportunities and addressing existing barriers will be key to fostering greater member-to-member engagement in the next triennium.



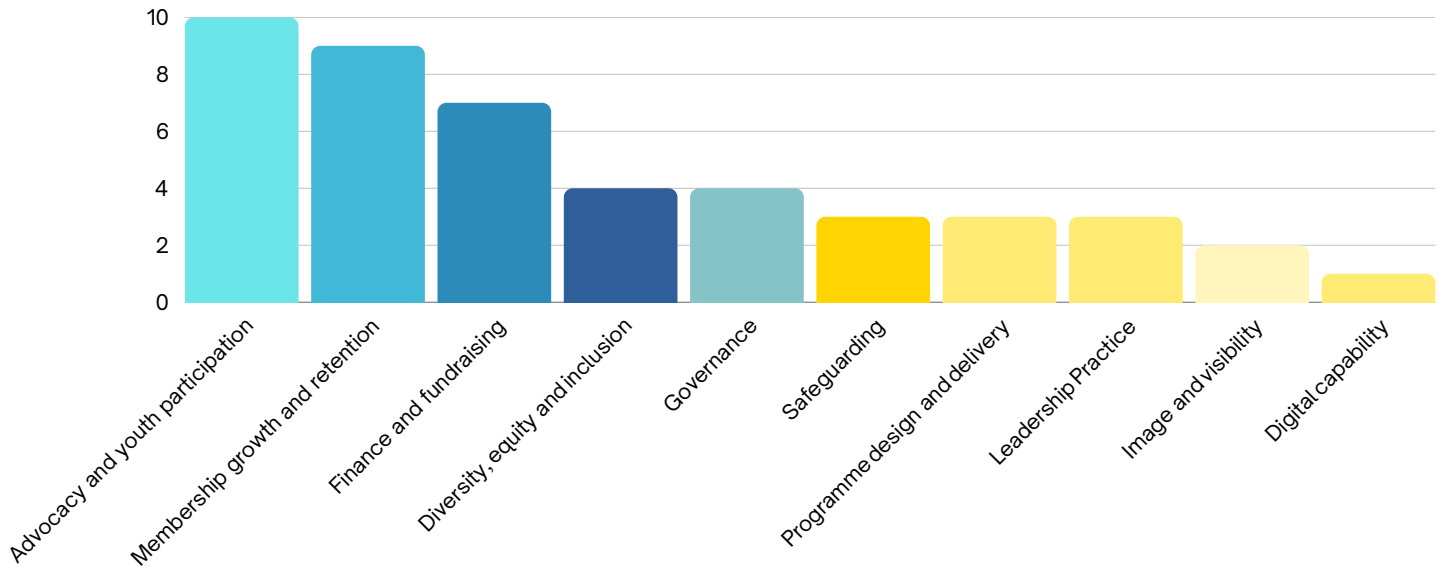
## 3. Top three activities/initiatives MOs would like the region to prioritise over the next three years (2026 –2029) to achieve Global Strategy Outcome 1: A United Girl and Young Women-led Movement

The top three priorities identified by Member Organisations to achieve Global Strategy Outcome 1: A United Girl and Young Women-led Movement are supporting the involvement of young women under 30 in decision-making, enhancing regional engagement and networking opportunities, and promoting sharing and learning among Member Organisations. These priorities highlight a strong commitment to youth leadership, increased collaboration, and knowledge exchange as key drivers for strengthening the Movement over the next three years.



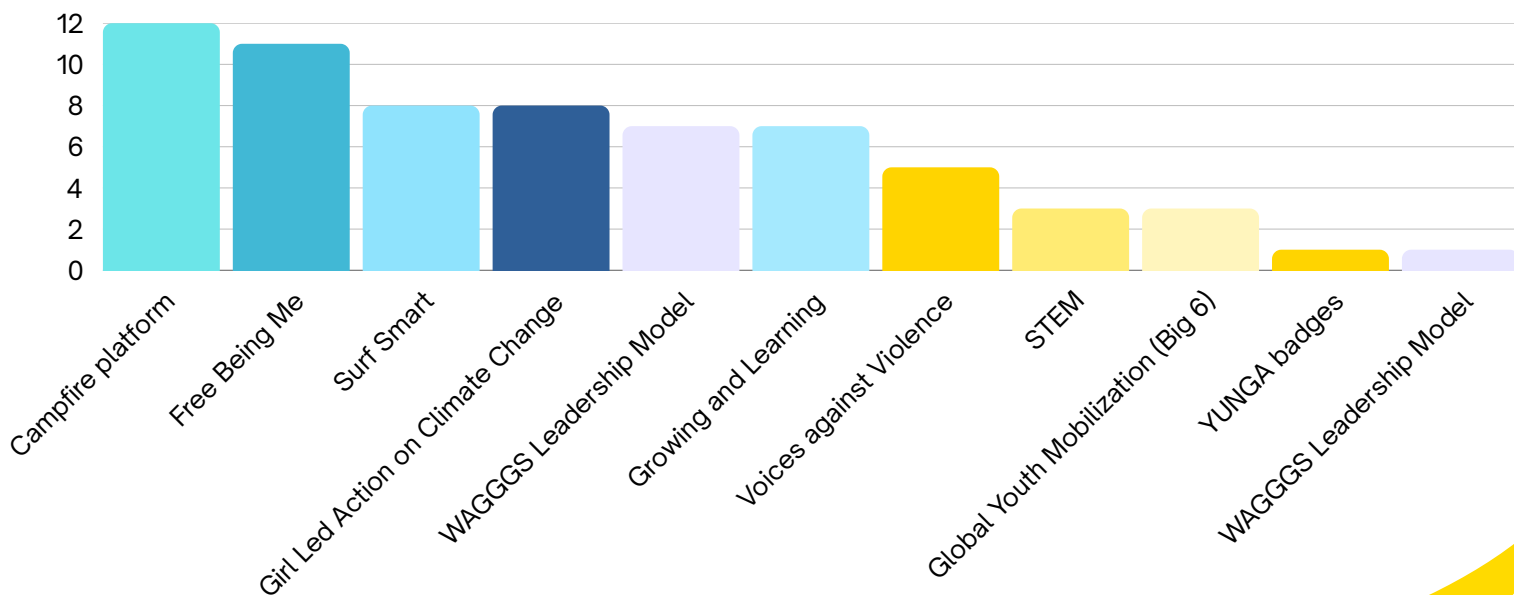
**4. Top three areas MOs would like the region to priorities over the next three years (2026-2028), to achieve Global Strategy Outcome 2: MOs are supported to be thriving, inclusive, and deliver a high-quality Girl Guiding/Girl Scouting experience**

To achieve Global Strategy Outcome 2: Member Organisations are supported to be thriving, inclusive, and deliver a high-quality Girl Guiding/Girl Scouting experience, the top three priority areas identified are Advocacy and youth participation, Membership growth and retention, and Finance and fundraising. These priorities reflect a strong focus on empowering youth voices, expanding and sustaining membership, and ensuring financial stability to enhance the overall impact and sustainability of Girl Guiding and Girl Scouting.



**5. WAGGGS programmes and initiatives**

MOs were asked if there were any current WAGGGS programmes or initiatives they found particularly valuable and would like the Region to include as part of the TAP. The selected top 5 WAGGGS programmes are shown in the below chart. 12 out of 15 MOs mentioned the Campfire platform. Free Being Me was mentioned by 11 MOs, while Surf Smart and Girl Lead Action on Climate Change were mentioned by 8 MOs, WAGGGS leadership model and growing and learning GAL was selected by 7 MOs.



## 6. The main challenges faced by MOs in the region

When asked about the main challenges they face, Member Organisations in the region highlighted a range of concerns, with key issues including leader attrition, ongoing political conflicts, financial constraints, and lack of leadership development/capacity building programmes (eg Girl Guiding and Girl Scouting skills, organisational management and programme implementation). These challenges impact organisational stability, funding access, and programme effectiveness, emphasizing the need for targeted support and resource mobilisation to enhance capacity and resilience. Addressing these issues should be a key priority in shaping the Triennial Action Plan.



## 7. Perceived opportunities in the region

Similarly, when asked about the opportunities in the Region that Member Organisations MOst use and would like to see leveraged, MOs suggested several opportunities for growth, including twinning with World Centres, delivering camps for Girl Guides, and empowering skilled individuals for leadership roles. There is good potential for knowledge sharing, expanding sustainable development projects, and increasing activities to exchange experiences. Additionally, youth engagement is a priority, with young leaders under 30 appointed to National Councils, and other volunteer opportunities. Building partnerships, leveraging technology, and collaborating with local and international organisations were also suggested as ways to enhance impact. Expanding programmes focused on self-reliance, entrepreneurship, and community service were also suggested to help address economic challenges while developing essential skills in young people.



## 8. Suggestions of initiatives or projects to be included in the Triennial Action Plan

The suggested initiatives for the Triennial Action Plan focus on several key areas:

Leadership and empowerment, establishing a Leadership and Empowerment Academy and developing toolkits and guides to enhance youth involvement.

Economic and social empowerment, creating a Regional Economic Empowerment Initiative, activating entrepreneurship and innovation within the Girl Guides Movement, and a Mental Health and Wellbeing Initiative, alongside programmes to develop life skills for girls.

Environmental sustainability, expanding outdoor education, implementing nature-based learning opportunities, and empowering Girl Guides and Girl Scouts to take leadership roles in climate change and sustainability.

Cultural and community engagement, delivering a Cultural Exchange and Solidarity Programme, as well as programmes to confront wars and disasters, and the formation of a crisis and emergency committee.

Collaboration and development, informing national associations about global partnerships, offering periodic virtual seminars, and ensuring continuous development of younger women through involvement in intergenerational experiences.

### Key Themes

The survey highlights the following recurrent themes, listed in no particular order:

- Youth Empowerment and Leadership – A strong focus on involving young women in decision-making, leadership roles, and capacity-building opportunities.
- Collaboration and Networking – Emphasising the need for increased cooperation among Member Organisations, sharing best practices, and leveraging digital platforms for greater connectivity and support.
- Sustainability and Environmental Responsibility – A call for environmental programmes, climate change mitigation efforts, and empowering leaders in sustainability leadership.
- Economic and Social Development – Highlighting the importance of economic empowerment, membership growth, and developing skills in areas like entrepreneurship, soft skills and mental health.
- Cultural Exchange and Global Partnerships – A desire to develop cross-cultural engagement, share experiences, and inform national associations about global partnerships for better resource utilisation.
- Resilience and Crisis Management – A recognition of the challenges posed by conflict, war, and economic constraints, with a focus on disaster preparedness, youth resilience, and mental well-being.

## TRIENNIAL REGIONAL ACTION PLAN

The Arab Regional Committee proposes the following objectives and key performance indicators (KPIs) for MOs' consideration. These are based on conversations with MOs over the past year and the latest WAGGGS campaign survey in 2024.

Outcome 1: A united and connected girl and young women-Led Movement			
Area of Action: 1.1 A strong and cohesive identity for the Girl Guide and Girl Scout Movement			
Result	Objectives	Success Statement: By 2028 we will have...	KPIs
Girl Guiding and Girl Scouting characteristics and principles are articulated and promoted across the Movement	Develop a regional communication plan to strengthen the shared identity of Girl Guides and Girl Scouts across the region	A recognizable, respected, and modern image of Girl Guiding and Scouting across the Arab region.	20% increase in regional social media engagement.
The heritage, values, and impact of Girl Guiding and Girl Scouting are shared and celebrated across the Movement.	Continue to highlight the history and achievements of the Movement in global and regional celebrations (Arab GG Day, WTD, the 60th anniversary Arab office.)	A deep appreciation and promotion of the movement's rich history, culture, and values.	At least 5 stories or highlights shared annually across platforms. At least 70% of MOs actively participate in Arab GG Day, WTD, and similar events. Successfully launch the digital archive.
Area of Action: 1.2 Unity, solidarity and active collaboration in the Movement			
Result	Objectives	Success Statement: By 2028 we will have...	KPIs
Networking opportunities and synergies between Member Organizations are strengthened.	Establish regional networking hubs, categorized by key focus areas, to help Member Organisations collaborate effectively on shared resources.( Utilizing campfire ..	A well connected and cooperative regional network, ensuring stronger collaboration between MOs.	Establish at least 5 regional networking hubs, each focused on key role such as MOs' Chairs, ICs, Programme responsables, Training responsables, YW responsables...
	Facilitate thematic working groups for MOs to share experiences, discuss challenges and opportunities and address specific regional issues.		Establish at least 3 thematic working groups, focusing on the top 3 regional issues mentioned by the MOs during 2024 survey
Collaborative decisionmaking and active dialogue mechanisms between MOs and WAGGGS shape the Movement's future.	Organize regular meetings between MOs and Regional Team members.	A transparent, participatory, and inclusive system where all MOs actively contribute to shaping the future of the Arab Region and the Movement.	Organize at least biannual meetings between MOs and the regional team 100% of active MOs to take part in these meetings.
	Organize an Annual MOs Leaders' Forum to discuss key regional challenges and solutions.		Deliver 1 Annual MOs Leaders' Dialogue Forum each year. Ensure that at least 70% of MOs are represented each year.
	Regional Conference & Young Women Pre - Event		80% of MOs are represented at ReCo & YW Pre-Event

## Outcome 1: A united and connected girl and young women-Led Movement

### Area of Action: 1.3 Global connections for girls and young women build leadership and global citizenship

Result	Objectives	Success Statement: By 2028 we will have...	KPIs
The quality and impact of initiatives that facilitate global connections for girls and young women are assessed and strengthened	Expand international and regional cross MOs partnership programmes to foster learning and collaboration.	A globally engaged Movement, where girls and young women actively participate in leadership and citizenship initiatives.	Establish at least 3 new international or regional cross-MOs partnerships.
Increased reach and accessibility of initiatives that facilitate meaningful global connections for girls and young women	Increase financial support and grants for young women to join global and regional programs.	A more inclusive and accessible Movement, allowing more girls to benefit from global experiences.	Increase the number of young women receiving financial support compared to the previous triennium.
	Plan media campaigns that cultivate enhanced involvement in global and regional initiatives through the effective communication of programme details, eligibility criteria, and deadlines.		Ensure that 100% of campaigns contain clear and consistent messaging, including programme details, eligibility criteria, and deadlines, across all social media channels. Increase the number of applications to global and regional initiatives.

### Area of Action: 1.4 Meaningful youth participation at regional and global levels

Result	Objectives	Success Statement: By 2028 we will have...	KPIs
Increased access to leadership opportunities and decisionmaking spaces at regional and global levels for young women.	Building the capacities of young women and empowering them to take on leadership roles and decision-making positions.	A region where young women lead and shape the future, with clear pathways to leadership.	70% of MOs are represented at ReCo YW Pre-Event
			Successfully launch the Leadership and Empowerment Academy by 2027, with a comprehensive curriculum and training modules focused on leadership and decision-making for YW.

**Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience**

**Area of action 2.1 MO collaboration and networking for quality Girl Guiding and Girl Scouting**

Result	Objectives	Success Statement: By 2028 we will have ....	KPIs
Stronger mechanisms facilitate MOs knowledge sharing on quality Girl Guiding and Girl Scouting.	Design all regional events to incorporate dedicate knowledge-sharing sessions, highlighting different case studies during each event.	A well connected regional network, where MOs share knowledge and resources to strengthen Guiding.	100% of inperson regional events incorporate structured knowledge-sharing sessions. At least 60% of participant engaged.
Cocreation and collaboration spaces support MOs to make Girl Guiding and Scouting more relevant to every and any girl.	In collaboration with MOs, hold a regional camp for each age group (Guides, Rangers, Brownies)	A collaborative, innovative and safe spaces to co-design events' programmes that make Girl Guiding and Girl Scouting more relevant, accessible, and engaging for every girl, everywhere in the region	70% of active MOs participate in regional camps. 75% of participants report positive learning experiences.

**Area of action 2.2 Support MOs to provide highquality Girl Guiding and Scouting**

Result	Objectives	Success Statement: By 2028 we will have ....	KPIs
MOs have access to effective tailored support, educational resources, and high quality learning and development opportunities.	Support MOs through capacity building programme, providing customized training to them in collaboration with the CB Team	A strong, well trained leadership base, delivering high quality Girl Guiding programs across the region.	100% of MOs' requests for support and capacity-building needs are addressed, and a CB plan is developed in collaboration with them. At least 75% of MOs report satisfaction with the support provided.
	Provide support for MOs in Crisis-Affected Areas		Advocacy campaign launched for crisis in the Arab region. Funds secured at MOs level through advocacy efforts
	Enhance the capacity of the region.		70% of active MOs attend the workshops. Achieve a satisfaction rate of 75% based on post-workshop surveys.

**Area of action 2.3 WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting**

Result	Objectives	Success Statement: By 2028 we will have ....	KPIs
WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework.	MOs leaders are able to integrate the WAGGGS Growing and Learning Framework into their national programs.	A standardized and highimpact approach to learning, ensuring quality across all MOs.	GAL principles are applied in all regional events. At least 3 MOs begin to integrate GAL at the national level.

### Outcome 3: A sustainable WAGGGS Arab Region

#### Area of Action 3.1 Financial Sustainability

Result	Objectives	Success Statement: By 2028 we will have...	KPIs
Increased fundraised income in line with WAGGGS purpose and priorities	Promote for the giving day in the Arab region to attract new supporters	A Stronger, more diversified funding base, ensuring financial sustainability for regional/national initiatives.	having participation and donations from the Arab region
	Set up the GG Shop at regional in person events.		80% of regional events feature a GG shop presence and gained profit.

#### Area of Action 3.2 Operational Efficiency

Result	Objectives	Success Statement: By 2028 we will have ....	KPIs
Volunteer operational model implemented consistently and adds value across WAGGGS	Create an environment where regional volunteers feel safe, valued, and empowered to thrive in their roles.	A Well structured volunteer journeys, enhancing engagement and maximizing contributions at all levels.	Safeguarding policy is implemented and processed in all regional activities.
	Create a Regional Volunteer Engagement Plan, ensuring clear roles and responsibilities for volunteers.		A volunteers deveopment plan in the Arab Region that aligns with WAGGGS Volunteer Management Policy and processes is prepared and implemented.
			70% of volunteers attend Volunteers Annual event. 70% satisfaction in post-event surveys

#### Area of Action 3.3 Global Team Culture and Effectiveness

Result	Objectives	Success Statement: By 2028 we will have ....	KPIs
Enhanced collaboration processes and practices across WAGGGS Global Team	Organise Monitor and Evaluation meetings to assess progress of regional action plan.	A more cohesive and aligned regional team, fostering innovation and cooperation.	2 M&E meetings held per year, with progress on the regionl action plan regularly tracked and assessed.
			Monthly online Regional Committee meetings and one annual in-person meeting to assess progress and challenges.

## ACTIVITY PLANNER 2026-2028

Below is an overview of planned activities for 2026, 2027 and 2028 which will provide an outline for the 2026-2028 Regional Committee to develop the annual regional action plans.

Notes:

- £0.00 – Indicates that the cost is not covered by the region or that there is no cost.
- \*\* The Regional Committee will make every effort to keep this cost to a minimum. Any unused funds will be reallocated to programme delivery activities.

2026					
Outcome	Area of Action	Activity	Description	Estimated Cost (Region)	Deliver by
Outcome 1: A united and connected girl and young women-Led Movement	1.1	Develop a Regional Communication Plan	Create a comprehensive plan outlining key messaging, communication channels, content strategies, and guidelines aligned with WAGGGS' mission, vision, and values.	£1,000	Media & Communications Team, WC Team (Toolkit), WAGGGS Communications Team, CB image and visibility team
	1.1	Regional & Global Event Celebrations	Organize and promote regional celebrations highlighting the history and achievements of Girl Guiding and Girl Scouting. (Arab GG Day, World Thinking Day, 60th Anniversary of the Establishment of the Arab Guides Office...) Create an accessible digital archive that gathers and highlights key milestones, stories, photos, and videos showcasing the history of the Movement in the Arab region with regular updates.	£1,000	Media & Communications Team / WC Team / GP Team / LLD
	1.2	Launch of Virtual Networking Hubs (via Campfire)	Create online hubs where MOs can share resources, best practices, and collaborate on key issues. These hubs will be divided by focus areas and roles such as (IC, Programme responsables, Training responsables, YW councils & committees, Media responsables...)	£0,00	Mos, Campfire teams
	1.2	Regional Working groups	Working groups come together to discuss specific regional challenges and opportunities, generating action plans drafts and solutions.	£0,00	MOs, Think Tank facilitators, Regional leaders, Experts
	1.2	Coordination Meetings with Mos & MOs inperson Visits	Hold meetings between MOs and the regional committee to maintain alignment, ensure consistent updates, and address immediate concerns.	£3000	Mos, Regional Committee
	1.2	Annual MO Leaders' Forum	Organize a hybrid forum, combining online and in-person participation, where MO leaders discuss regional challenges, share best practices, and collaborate on solutions.	£1,500	Mos, MARS Team
	1.3	YW grant program	Dedicated grant program providing financial aid for young women to participate in leadership programs, trainings, and events. Engage private sector and institutional donors to support young women's participation in regional and global programs through sponsorships.	£2000	MOs, Corporate Sponsors, Foundations, Philanthropic Organizations, Fund development
	1.3	GuidingOpportunities Social Media Campaign	A dynamic campaign on social platforms sharing program details, application deadlines, and success stories to increase participation + Q&A Webinars with Programmes alumnis to share their experiences and answer questions.	£1000	Media Team, GP, MOs, WC team
Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience	2.1	knowledge-sharing sessions into regional events	Ensure each in person event includes at least one session dedicated to presenting case studies from different Mos and Develop interactive formats (panels, Q&A, TED-style talks,peer-to-peer exchanges...)	£1000	Arab Regional Committee, Event Organizing Teams, MO Representatives
	2.1	Regional camps for different age groups	Support the delivery of Girl-centered programme, co-organizing the camps based on the event planning guide and ensuring they are as ecologically and environmentally sustainable as possible. / Collect feedback and testimonials from girls during and post camp. Possibility of inviting Mos from other regions.	£2500	Arab Regional Committee, Hosting Mos
	2.2	Need based Support and customized training sessions provided for MOs	Provide tailored support (e.g., consultations, resources) for MOs based on their individual needs	£1000	CB,MOs
	2.2	Regional Advocacy & Fundraising Initiative	Launch an advocacy campaign highlighting the challenges faced by MOs in crisis zones. Help MOs operating in affected areas in establishing a financial support mechanism.	£1000	CB,MOs
	2.2	Organize regional workshops	Deliver regional workshops to build capacity and promote knowledge-sharing across MOs.	£1000	fundraising,CB, program team, external specialized entities
Outcome 3: A sustainable WAGGGS Arab region	3.1	Promote for the giving day in the arab region	Launch an interactive regional campaign with social media storytelling, donor matching, and influencer collaboration to increase engagement.	£1000	Communications Team, MOs, Donors, WAGGGS Financial Team
	3.2	Regional Safeguarding Framework/Plan	Train all regional volunteers and implement WAGGGS safeguarding policy and processes in all regional activities.	£1000	Volunteer Management
	3.2	Volunteer development plan	Work on a development plan of the regional volunteers management system based on the evaluation of the current practices.	£0,00	Volunteer Management
	3.2	Volunteers Annual Event	Establish a high-visibility annual event to highlight the work of volunteers,with storytelling videos, digital certificates, and networking opportunities	£1000	Volunteer Management
	3.3	Schedule and conduct biannual M&E meetings	Organize interactive M&E meetings with dashboards, data analysis, to track progress dynamically. Ensure structured follow-up on regional plan implementation progress	£0,00	M&E Team
	3.3	Monthly committee meeting	Conduct monthly online meetings and annual in-person meeting to review progress, challenges, and impact of the regional plan.	£3000	Regional Committee, Regional Manager

2027					
Outcome	Area of Action	Activity	Description	Estimated Cost (Region)	Deliver by
Outcome 1: A united and connected girl and young women-Led Movement	1.1	Regional & Global Event Celebrations	Organize and promote regional celebrations highlighting the history and achievements of Girl Guiding and Girl Scouting. (Arab GG Day, World Thinking Day, 60th Anniversary of the Establishment of the Arab Guides Office...)	£1000	Media & Communications Team / WC Team / GP Team / LLD
	1.2	Regional working groups	Working groups come together to discuss specific regional challenges and opportunities, generating action plans drafts and solutions.	£0	MOs, Think Tank facilitators, Regional leaders, Experts
	1.2	Coordination Meetings with Mos & MOs inperson Visits	Hold Bi-annual meetings between MOs and the regional committee to maintain alignment, ensure consistent updates, and address immediate concerns. Organize 1:1 meetings & inperson visits for deeper engagement between MOs and the regional committee, fostering stronger relationships, addressing key challenges and exploring future collaboration.	£3000	Mos
	1.2	Annual MO Leaders' Forum	Organize a hybrid forum, combining online and in-person participation, where MO leaders discuss regional challenges, share best practices, and collaborate on solutions.	£1500	Mos, MARS Team
	1.3	Implement the partnership Program for Cross-MO Collaboration	Facilitate and support partnerships/ joint projects between MOs (within the region and internationally) to foster mutual learning, exchange of best practices, and collaborate on projects.	£0	MOs, Regional & International Partners, MARS Team
	1.3	YW grant program	Dedicated grant program providing financial aid for young women to participate in leadership programs, trainings, and events. Engage private sector and institutional donors to support young women's participation in regional and global programs through sponsorships.	£2000	MOs, Corporate Sponsors, Foundations, Philanthropic Organizations, Fund development
	1.3	GuidingOpportunities Social Media Campaign	A dynamic campaign on social platforms sharing program details, application deadlines, and success stories to increase participation +Q&A Webinars with Programmes alumnis to share their experiences and answer questions.	£1000	Media Team, GP, MOs, WC team
	1.4	Youth Leadership and Empowerment Academy	A structured, multi-module training program focusing on governance, public speaking advocacy and strategic leadership to prepare young women for decision-making roles.	£3500	MOs, Youth Committee, LLD
Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience	2.1	knowledge-sharing sessions into regional events	Ensure each in person event includes at least one session dedicated to presenting case studies from different Mos and Develop interactive formats (panels, Q&A, TED-style talks,peer-to-peer exchanges...)	£1000	Arab Regional Committee, Event Organizing Teams, MO Representatives
	2.1	Regional camps for different age groups	Provide Girl-centered programme , Collect feedback and testimonials from girls during and post camp	£2500	Arab Regional Committee, Hosting Mos
	2.2	Need Based Support and customized training sessions provided for MOs	Provide tailored support (e.g., consultations, resources) for MOs based on their individual needs	£1000	CB,MOs
	2.2	Regional Advocacy & Fundraising Initiative	Launch an advocacy campaign highlighting the challenges faced by MOs in crisis zones. Help MOs operating in affected areas in establishing a financial support mechanism.	£1000	CB, Comms
	2.2	Organize regional workshops	Deliver regional workshops to build capacity and promote knowledge-sharing across MOs.	£1000	fundraising,CB, program team, external intities specialized in this feild
	2.3	Regional & National-Level Leadership Training	Deliver customized in-person and virtual training sessions for MO leaders on applying the framework in national programs and ensure to apply GAL in all regional events.	£2000	including GAL principles in events checklist
Outcome 3: A sustainable WAGGGS Arab region	3.1	Promote for the giving day in the arab region	Launch an interactive regional campaign with social media storytelling, donor matching, and influencer collaboration to increase engagement.	£1000	Media & Communications Team, MOs, Donors, WAGGGS Financial Team
	3.1	Establish an Online GG Store and On-Site GG Shop at Regional Events	Create a hybrid GG Shop that combines an online store accessible year-round with a physical shop at each regional in-person event. The online store will allow participants to shop anytime and pre-order items for collection at events, while the physical shop will offer exclusive merchandise, enhancing the event experience.	£1000	Logistics Team, Event Planners, Communication Team, Financial team
	3.1	Volunteers Annual Event	Establish a high-visibility annual awards event to highlight the work of volunteers,with storytelling videos, digital certificates, and networking opportunities	£1000	Volunteer Management
	3.2	Schedule and conduct biannual M&E meetings	Organize interactive M&E meetings with dashboards, data analysis, to track progress dynamically. Ensure structured follow-up on regional plan implementation progress	£0,00	M&E Team
	3.2	Monthly committee meeting	Conduct monthly online meetings and annual in-person meeting to review progress, challenges, and impact of the regional plan.	£3000	Regional Committee, Regional Manager

2028					
Outcome	Area of Action	Activity	Description	Estimated Cost (Region)	Deliver by
<b>Outcome 1: A united and connected girl and young women-Led Movement</b>	1.1	Regional & Global Event Celebrations	Organize and promote regional celebrations highlighting the history and achievements of Girl Guiding and Girl Scouting. (Arab GG Day, World Thinking Day, 60th Anniversary of the Establishment of the Arab Guides Office...)	£1000	Media & Communications Team / WC Team / GP Team / LLD
	1.2	Coordination Meetings with Mos & MOs inperson Visits	Hold Bi-annual meetings between MOs and the regional committee to maintain alignment, ensure consistent updates, and address immediate concerns. Organize 1:1 meetings & inperson visits for deeper engagement between MOs and the regional committee, fostering stronger relationships, addressing key challenges and exploring future collaboration.	£0,00	Mos
	1.2	Annual MO Leaders' Forum	Organize a hybrid forum, combining online and in-person participation, where MO leaders discuss regional challenges, share best practices, and collaborate on solutions.	£1500	Mos, MARS Team
	1.2	ReCo	triennial gathering of Member Organizations in the region. It serves as a key decision-making forum to review progress, celebrate achievements, set strategic priorities, and elect the Regional Committee to guide the work of WAGGGS in the region over the next three years.	Un Known	Mos, MARS Team
	1.3	Implement the partnership Program for Cross-MO Collaboration	Facilitate and support partnerships/ joint projects between MOs (within the region and internationally) to foster mutual learning, exchange of best practices, and collaborate on projects.	£0.00	MOs, Regional & International Partners, MARS Team
	1.3	YW grant program	Dedicated grant program providing financial aid for young women to participate in leadership programs, trainings, and events. Engage private sector and institutional donors to support young women's participation in regional and global programs through sponsorships.	£2000	MOs, Corporate Sponsors, Foundations, Philanthropic Organizations, Fund development
	1.3	GuidingOpportunities Social Media Campaign	A dynamic campaign on social platforms sharing program details, application deadlines, and success stories to increase participation + Q&A Webinars with Programmes alumnis to share their experiences and answer questions.	£1000	Media Team, GP, MOs, WC team
	1.4	ReCo YW Pre-Event	An empowering space for young women to build confidence, strengthen leadership, and prepare for meaningful participation in the Regional Conference.	£3000	
<b>Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience</b>	2.1	knowledge-sharing sessions into regional events	Ensure each in person event includes at least one session dedicated to presenting case studies from different Mos and Develop interactive formats (panels, Q&A, TED-style talks, peer-to-peer exchanges...)	£1000	Arab Regional Committee, Event Organizing Teams, MO Representatives
	2.1	Regional camps for different age groups	Provide Girl-centered programme /Collect feedback and testimonials from girls during and post camp	£2500	Arab Regional Committee, Hosting Mos
	2.2	Need based Support and customized training sessions provided for MOs	Provide tailored support (e.g., consultations, resources) for MOs based on their individual needs	£1000	CB, MOs
	2.2	Regional Advocacy & Fundraising Initiative	Launch an advocacy campaign highlighting the challenges faced by MOs in crisis zones. Establish a financial support mechanism by allowing individuals and organizations to help MOs sustain activities and programmes in affected areas.	£1000	CB, Comms
	2.3	Regional & National-Level Leadership Training	Deliver customized in-person and virtual training sessions for MO leaders on applying the framework in national programs and ensure to apply GAL in all regional events.	£2000	including GAL principles in events checklist
<b>Outcome 3: A sustainable WAGGGS Arab region</b>	3.1	Promote for the giving day in the Arab region	Launch an interactive regional campaign with social media storytelling, donor matching, and influencer collaboration to increase engagement.	£1000	Communications Team, MOs, Donors, WAGGGS Financial Team
	3.1	Establish an Online GG Store and On-Site GG Shop at Regional Events	Creta a hybrid GG Shop that combines an online store accessible year-round with a physical shop at each regional in person event. The online store will allow participants to shop anytime and pre-order items for collection at events, while the physical shop will offer exclusive merchandise, enhancing the event experience.	£1000	Logistics Team, Event Planners, Communication Team, Financial team
	3.1	Volunteers Annual Event	Establish a high-visibility annual event to highlight the work of volunteers ,with storytelling videos, digital certificates, and networking opportunities	£1000	Volunteer Management
	3.2	Schedule and conduct biannual M&E meetings	Organize interactive M&E meetings with dashboards, data analysis, to track progress dynamically. Ensure structured follow-up on regional plan implementation progress	£0,00	M&E Team
	3.2	Monthly committee meeting	Conduct monthly online meetings and annual in-person meeting to review progress, challenges, and impact of the regional plan.	£3000	Regional Committee, Regional Manager

## FINANCES

The tables below show the forecast income and expenditure in the Arab Region for the 2026-2028 period.

### Income

The regional income for 2026-2028 is projected to align with 2025 figures, with a small inflationary increase to reflect current financial trends.

The WAGGGS allocation will depend on the success of fundraising and income generation efforts in the coming years and will be approved annually by the World Board at its December meeting. To ensure flexibility, the Regional Triennial Action Plan includes contingencies to accommodate potential expansion or reduction of activities.

Forecasted income by year	2026	2027	2028	Total
WAGGGS Regional Allocation	£20,000	£20,000	£20,000	£60,000
WAGGGS Contribution towards Regional Conference	--	--	Unknown	--
Income from regional events & activities or Arab Contribution	£2,000	£5,500	£5,500	£13,000
Other fundraising initiatives (e.g WAGGGS Giving Day)	£500	£1,000	£2,000	£3,500
<b>Total Income</b>	<b>£22,500</b>	<b>£26,500</b>	<b>£27,500</b>	<b>£76,500</b>

\* WAGGGS Regional Conference contribution cannot be assumed at this time.

### Expenditure

The table below shows the forecast income and expenditure in the Arab Region for the 2026-2028 period.

The expenditure outlined on pages 17 to 19 has been grouped into two main areas:

- **Programme Delivery** – Includes activities under Outcomes 1 and 2, except those related to WAGGGS (global and regional) governance initiatives and activities.
- **Governance and operations** – Covers all governance-related initiative's and activities , such as in-person Regional Committee meetings, Regional Committee induction, Regional Conference, Pre-Regional Conference activities, grants to Member Organisations to support participation at World and Regional Conferences and visits to Member Organisations working towards full membership. It also includes operational costs such as those related with the management and training of regional volunteers, or the development of regional fundraising resources.

Notes:

Regional staff salaries and fees are covered by WAGGS Membership and Regional Support Team's budget  
Any unused funds will be reallocated to programme delivery activities.

Expenditure by year	2026	2027	2028	Total
Programme delivery	£16,500	£20,500	£22,500	£59,500
Governance and operations	£6,000	£6,000	£5,000	£17,000
<b>Total Expenditure</b>	<b>£22,000</b>	<b>£26,500</b>	<b>£27,500</b>	<b>£76,000</b>
<b>Total Income</b>	<b>£22,500</b>	<b>£26,500</b>	<b>£27,500</b>	<b>£76,500</b>
<b>Net Surplus/(Deficit)</b>	<b>£500</b>	<b>£0</b>	<b>£0</b>	<b>£500</b>

### Overall Position

Total income for the triennium is forecast to be £76,500, with total expenditure of £76,000. The Regional Committee considers this a prudent approach that acknowledges and responds to the current situation in the Region and among our Member Organizations. Expenditure allocations will be reviewed annually and adjusted as needed to reflect new circumstances.

## Conclusion

As highlighted at the start of this process, the Arab Regional Committee has developed this initial draft of the Triennial Regional Action Plan to serve as a framework for discussion and consultation with all Member Organisations. Our aim is to foster collaboration and shared decision-making throughout this journey.

We acknowledge that this plan is ambitious, but we remain committed to adjusting activities as needed based on available resources and the operating context. In recent years, we have demonstrated our ability to innovate and adapt meeting Member Organizations' demands by reducing the number of virtual public meetings, focusing on building Member Organizations' capacities based on the priorities you shared, and working with volunteers to provide a rewarding volunteer experience and opportunities for personal development and growth. With your engagement and the dedication you have consistently shown, we are confident we can achieve our shared goals.

The core priorities outlined in this draft align with the WAGGGS Global Strategy and focus on the key areas where we believe the region requires further support. Together, with your input, we will refine and finalise a plan that enables us to reach our objectives.

By 2028, we envision an Arab Region that is stronger, more united, and thriving—ready to lead the last remaining steps toward Compass 2032.



### Questions?

If you have any questions, please contact the Arab Regional team at [Arab.reco@waggs.org](mailto:Arab.reco@waggs.org) or who will be happy to speak with you.



## Questions to consider while reviewing the second draft

We encourage you to reflect on these questions and share your insights either in writing or via a call. You can request a meeting with a member of the Regional Team or submit your feedback in writing by emailing [Arab.reco@waggs.org](mailto:Arab.reco@waggs.org) by May 5th 2025 . Your input is vital to shaping a plan that meets the needs of our Region and empowers us to move forward together.

As we shape the Triennial Action Plan 2026-2028, which regional support, capacity-building services, or activities do you see as Most impactful in advancing our shared vision and strategic goals?

Considering our vision and strategic priorities, are there any current activities you believe the Region should discontinue to better focus on other priorities?

Considering the principles that should guide our regional offer design (page 9), are there any activities or initiatives the region should consider to deliver differently or where the region (or Member Organisations) could play a different role?

Is there anything missing?



### Questions?

If you have any questions, please contact the Arab Regional team at [Arab.reco@waggs.org](mailto:Arab.reco@waggs.org) and they will be happy to speak with you.

