



24TH Arab Regional Conference
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Les Scouts Muslmans d'Algerie

Regional Triennial Action Plan 2026-2028

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CONTEXTUAL OVERVIEW

Over the next three years, the Arab Region will continue to have to address the ongoing impact of global challenges, including the enduring effects of the pandemic, climate change, economic pressures, unstable political contexts, 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. Thank you for your input and involvement in shaping this action plan that supports WAGGGS Global Strategy in our region and that will help us lead the Arab Region throughout the next triennium.

INTRODUCTION

The Regional Committee is responsible for developing the Regional Action Plan for each triennium. This includes drafting objectives and activities based on the needs expressed by Member Organisations and the regional context in which we operate. The Triennial Regional Action Plan must also take into account the resources available, including financial, to ensure it is realistic and achievable.

The regional objectives for 2026–2028, which set out our region’s contribution to WAGGGS’ Global Strategy 2024–2029, have been shaped through input from Member Organisations during a 6 months consultation process. The feedback received has helped to refine the objectives and activities, ensuring they reflect the shared vision and priorities of the Movement. A short summary of this feedback is included in the annex to this document.

The Arab Regional Committee proposes the following Action Plan for the 2026–2028 triennium. We believe this plan reflects both the collective priorities and the diversity of needs across the region, and that it provides a strong foundation for our shared work over the coming triennium.

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.

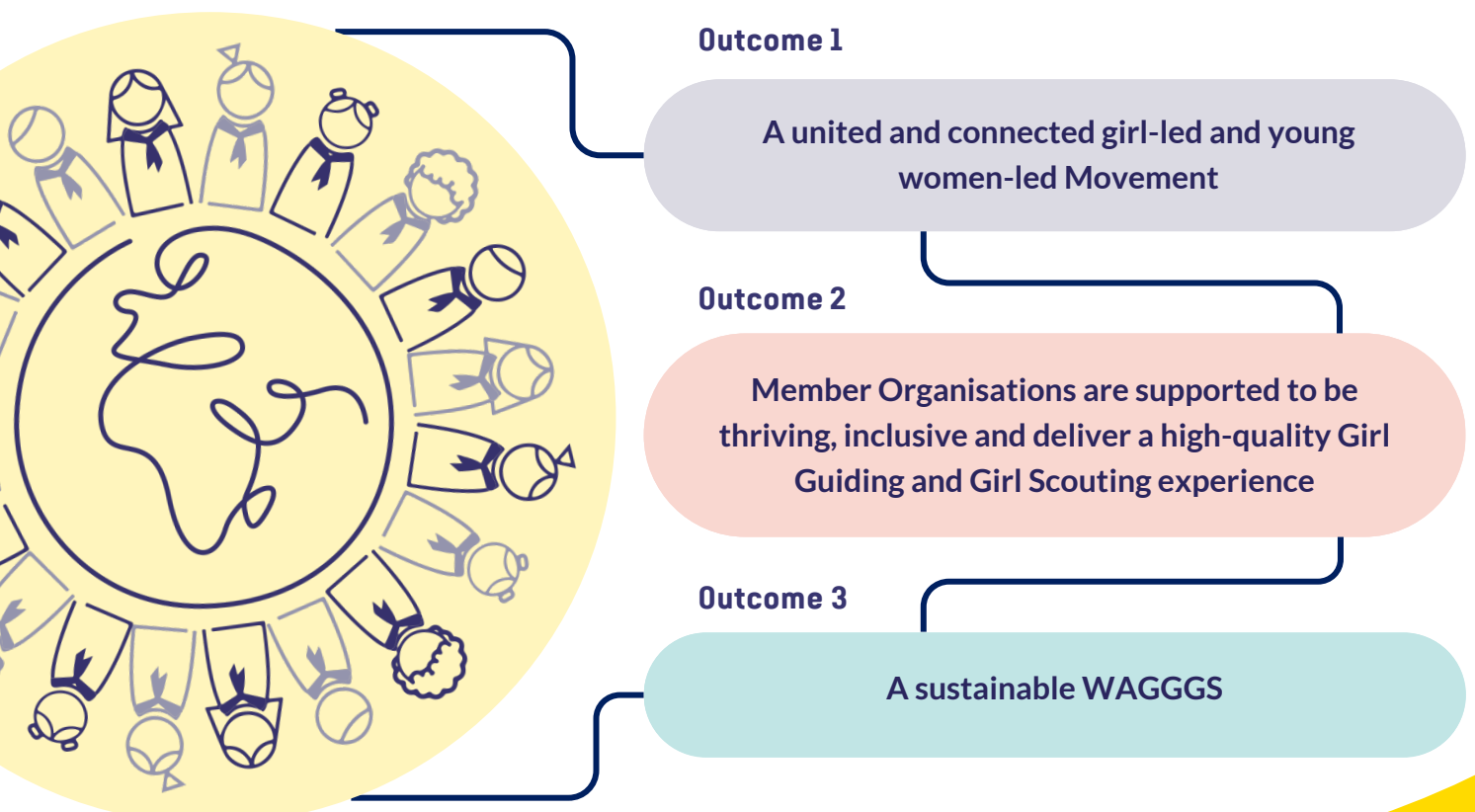
The WAGGGS 2024-2029 Global Strategy outlines how the Global Team will contribute to Compass 2032 over the next six years of the journey.

The three-year rolling action plans approved by the Wold 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.

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.



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.

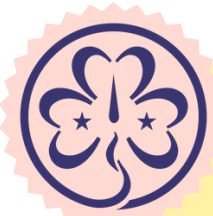
PURPOSE: EVERYTHING WE DO WILL LEAD THE MOVEMENT TOWARDS COMPASS 2032

Priorities: Our offer will prioritise the three areas MOs most want WAGGGS to focus on, in a sustainable manner:

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

As well as strongly aligning to one or more of the 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.

SHAPING THE 2026-2028 REGIONAL ACTION PLANS

To ensure the Regional Action Plan for 2026-2028 is grounded in the realities, ambitions and priorities of our Member Organisations, the Arab Regional Committee carried out a consultation process enabling Member Organisations to contribute their insights, experiences and forward-looking priorities.

Key themes that emerged from the consultation included the importance of youth empowerment and leadership, supporting collaboration and networking, enhancing opportunities for sustainability and environmental responsibility, and increasing efforts in economic and social development.

The feedback received has been instrumental in shaping both the strategic direction and specific activities proposed in this Plan. A summary of the responses gathered during the consultation is included in the annex to this document.

TRIENNIAL REGIONAL ACTION PLAN

The Arab Regional Committee proposes the following Triennial Action Plan for 2026–2028, developed in close consultation with Member Organisations across the Region. This plan outlines the key priorities, objectives and activities that will guide our work over the next three years.

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 during key celebrations (Arab GG Day, WTD, the 60th anniversary Arab Girl Guides Bureau.)	A deep appreciation and promotion of the Movement's rich history, culture, and values. A historical archive of the Arab region	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 historical 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 Organisations are strengthened.	Establish regional networking hubs, categorised by key focus areas, to help Member Organisations collaborate effectively on shared resources (using 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.	Organise 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.	Organise at least 2 biannual meetings between MOs and the Regional Committee with the participation of at least 70% of MOs.
	Organise 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 and young women 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.		Increase the number young women 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 at co-designing events 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 customised training to them in collaboration with the CB Team	A strong, well trained leadership base, delivering high quality Girl Guiding programs across the region.	MOs' requests for capacity-building support 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		Awareness campaign launched for crisis in the Arab region. Funds secured at MOs level through advocacy efforts
	Enhance the capacity of the region		70% of MOs participate in regional and global programmes delivered in the region (FBM, Surf Smart)

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 programmes.	A standardised and high impact 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 the Giving Day in the Arab region to attract new supporters	A Stronger, more diversified funding base, ensuring financial sustainability for regional/national initiatives.	Arab region MOs participates in Giving Day. Funds are raised in support of the Arab Region
	Set up the GG Shop at regional in person events.		80% of in person regional events feature a GG products 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 development 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 regional action plan regularly tracked and assessed.
			Monthly online Regional Committee meetings and one annual in-person meeting (if funds permit) 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.	£200	Media & Communications Team, WC Team (Toolkit), WAGGGS Communications Team, CB image and visibility team
	1.1	Regional & Global Event Celebrations	Organise and promote key 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 Girl Guides Bureau ...) 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.	£200	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, content manager volunteer
	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 in-person Visits	Hold meetings between MOs and the regional team to maintain alignment, ensure consistent updates, and address immediate concerns.	£2000	MOs, Regional Team
	1.2	Annual MO Leaders' Forum	Organise a hybrid forum, combining online and in-person participation, where MO leaders discuss regional challenges, share best practices, and collaborate on solutions.	£1500	MOs, Regional Team
	1.3	YW grant program	Dedicated grant programme providing financial aid for young women to participate in leadership programmes, trainings, and events. Engage private sector and institutional donors to support young women's participation in regional and global programs through sponsorships.	£3000	MOs, Corporate Sponsors, Foundations, Philanthropic Organisations, Fund development Team
	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 alumni to share their experiences and answer questions.	£0,00	Regional Media Team, Global Programmes Team, Communications Team, 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 at 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...)	£0,00	Arab Regional Committee, Event Organizing Teams, MO Representatives
	2.1	Regional camps for different age groups	Support the delivery of Girl-centered programme, co-organising the camps based on the event planning guide and ensuring they environmentally sustainable / Collect feedback and testimonials from girls during and post camp. Possibility of inviting MOs from other regions.	£5000	Arab Regional Committee, Hosting MOs
	2.2	Need based support and tailored training sessions provided for MOs	Provide tailored support (e.g., consultations, resources) for MOs based on their individual needs	£1000	Capacity Building Team ,MOs
	2.2	Support MOs in crisis	Support MOs awareness campaigns that highlight the challenges they face in crisis zones. Help MOs operating in affected areas to establish financial support mechanism.	£1000	Capacity Building Team, Communications Team, MOs
	2.2	Organise regional workshops on programmatic topics such as Facilitation Program AA, FBM and Surf Smart (SS)	Deliver regional workshops on programmes such as AA, FBM and Surf Smart	£10,000	Fundraising, Capacity Buildin Team, programme team, experts
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 and influencer collaboration to increase engagement.	£200	Communications Team, MOs, Donors, WAGGGS Finance Team, individual giving team
	3.2	Regional Safeguarding Framework/Plan	Train all regional volunteers and implement WAGGGS safeguarding policy and processes in all regional activities.	£0,00	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, regional media team, MaRS team
	3.3	Schedule and conduct biannual M&E meetings	Organise interactive M&E meetings with dashboards, data analysis, to track progress dynamically. Ensure structured follow-up on regional action plan implementation progress	£0,00	MaRSTeam + regional working group
	3.3	Regional Committee meeting	Conduct monthly online meetings and annual in-person meeting to review progress, challenges, and impact of the regional plan.	£6000	Regional Team

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	Organise 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 Girl Guides Bureau ...)	£200	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.	£0,00	MOs, Think Tank facilitators, Regional leaders, Experts
	1.2	Coordination Meetings with MOs & MOs in-person Visits	Hold bi-annual meetings between MOs and the regional team to maintain alignment, ensure consistent updates, and address immediate concerns. Organise 1:1 meetings and in-person visits for deeper engagement between MOs and the Regional Committee, fostering stronger relationships, addressing key challenges and exploring future collaboration.	£2000	MOs and regional team
	1.2	Annual MO Leaders' Forum	Organise a hybrid forum, combining online and in-person participation, where MO leaders discuss regional challenges, share best practices, and collaborate on solutions.	£2500	MOs, Regional Team, 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	Young Women grant program	Dedicated grant programme providing financial aid for young women to participate in leadership programmes, trainings, and events. Engage private sector and institutional donors to support young women's participation in regional and global programmes through sponsorships.	£3000	MOs, Corporate Sponsors, Foundations, Philanthropic Organizations, Fund development Team
	1.3	GuidingOpportunities Social Media Campaign	A dynamic campaign on social platforms sharing programme details, application deadlines, and success stories to increase participation + Q&A Webinars with Programmes alumni to share their experiences and answer questions.	£0,00	Regional Media Team, Global Programmes Team, Communications Team, 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.	£6000	MOs, Youth Committee, Learning and Leadership Development
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...)	£0,00	Arab Regional Committee, Event Organising Teams, MO Representatives
	2.1	Regional camps for different age groups	Support the delivery of Girl-centered programme, co-organising the camps based on the event planning guide and ensuring they environmentally sustainable / Collect feedback and testimonials from girls during and post camp. Possibility of inviting MOs from other regions.	£5000	Arab Regional Committee, Hosting MOs
	2.2	Need Based Support and customised training sessions provided for MOs	Provide tailored support (e.g., consultations, resources) for MOs based on their individual needs	£1000	Capacity Building Team, MOs
	2.2	Support MOs in crisis	Support MOs awareness campaigns that highlight the challenges they face in crisis zones. Help MOs operating in affected areas to establish financial support mechanism.	£1000	Capacity Building Team, Communications Team, MOs
	2.2	Organise 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 customised in-person and virtual training sessions for MO leaders on applying the framework in national programmes and ensure to apply GAL principles in all regional events.	£3000	Regional Team , LLD , MOs, CB GAL
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 and influencer collaboration to increase engagement.	£0,00	Media & Communications Team, MOs, Donors, WAGGGS Financial Team, individual giving team
	3.1	Set up an on-site GG stall at regional events to feature and offer products from the Arab region	Create an on-site GG stall at each regional in-person event to feature and offer exclusive products from the Arab region. This physical-only display will provide participants with a unique opportunity to explore and purchase culturally relevant items, enhancing the overall 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, regional media team, MaRS team
	3.2	Schedule and conduct biannual M&E meetings	Organise interactive M&E meetings with dashboards, data analysis, to track progress dynamically. Ensure structured follow-up on regional plan implementation progress	£0,00	MaRSTeam + regional working group
	3.2	Regional Committee meeting	Conduct monthly online meetings and annual in-person meeting to review progress, challenges, and impact of the regional plan.	£6000	Regional Team

2028					
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	Organise 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 Girl Guides Bureau...)	£200	Media & Communications Team / WC Team / GP Team / LLD
	1.2	Coordination Meetings with Mos & MOs in person Visits	Hold bi-annual meetings between MOs and the regional team to maintain alignment, ensure consistent updates, and address immediate concerns. Organise 1:1 meetings and in-person visits for deeper engagement between MOs and the Regional Committee, fostering stronger relationships, addressing key challenges and exploring future collaboration.	£2000	MOs and regional team
	1.2	Annual MO Leaders' Forum	Organise a hybrid forum, combining online and in-person participation, where MO leaders discuss regional challenges, share best practices, and collaborate on solutions.	£2500	MOs, Regional Team, MaRS Team
	1.2	Regional Conference	Triennial gathering of Member Organisations 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 Programme 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	Young Women grant programme	Dedicated grant programme 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.	£3000	MOs, Corporate Sponsors, Foundations, Philanthropic Organizations, Fund development Team
	1.3	Guiding Opportunities 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 alumni to share their experiences and answer questions.	£0.00	Regional Media Team, Global Programmes Team, Communications Team, MOs, WC team
	1.4	Regional Conference YW Pre-Event	An empowering space for young women to build confidence, strengthen leadership, and prepare for meaningful participation in the Regional Conference.	£5000	Meaningful Youth Participation Team, Regional 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.	£0,00	MOs, Youth Committee, Learning and Leadership Development
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...)	£0,00	Arab Regional Committee, Event Organising Teams, MO Representatives
	2.1	Regional camps for different age groups	Support the delivery of Girl-centered programme, co-organising the camps based on the event planning guide and ensuring they environmentally sustainable / Collect feedback and testimonials from girls during and post camp. Possibility of inviting MOs from other regions.	£5000	Arab Regional Committee, Hosting MOs
	2.2	Need based support and tailored training sessions provided for MOs	Provide tailored support (e.g., consultations, resources) for MOs based on their individual needs	£1000	CB,MOs
	2.2	Support MOs in crisis	Support MOs awareness campaigns that highlight the challenges they face in crisis zones. Help MOs operating in affected areas to establish financial support mechanism.	£1000	CB, Comms
	2.3	Regional & National-Level Leadership Training	Deliver customised in-person and virtual training sessions for MO leaders on applying the framework in national programmes and ensure to apply GAL principles in all regional events.	£3000	Regional Team , LLD , MOs, CB GAL
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 and influencer collaboration to increase engagement.	£0,00	Media & Communications Team, MOs, Donors, WAGGGS Financial Team, individual giving team
	3.1	Set up an on-site GG stall at regional events to feature and offer products from the Arab region	Create an on-site GG stall at each regional in-person event to feature and offer exclusive products from the Arab region. This physical-only display will provide participants with a unique opportunity to explore and purchase culturally relevant items, enhancing the overall 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, regional media team, MaRS team
	3.2	Schedule and conduct biannual M&E meetings	Organise interactive M&E meetings with dashboards, data analysis, to track progress dynamically. Ensure structured follow-up on regional plan implementation progress	£0,00	MaRSTeam + regional working group
	3.2	Regional Committee meeting	Conduct monthly online meetings and annual in-person meeting to review progress, challenges, and impact of the regional plan.	£3000	Regional Team

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	--
Arab Contribution	£8,358	£8,358	£8,358	£25,074
Income for Regional Activities	£1,000	£1,500	£2,000	£4,500
Other fundraising initiatives (e.g WAGGGS Giving Day)	£500	£1,000	£2,000	£3,500
Total Income	£29,858	£30,858	£32,358	£93,074

* 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 page 16 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 WAGGGS 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	£22,100	£23,700	£21,700	£67,500
Governance and operations	£9,000	£9,000	£6,000	£24,000
Total Expenditure	£31,100	£32,700	£27,700	£91,500
Total Income	£29,858	£30,858	£32,358	£93,074
Net Surplus/(Deficit)	£ - 1,242	£ - 1,842	£ 4,658	£ - 1,574

Overall Position

Total income for the triennium is forecast to be £93,074, with total expenditure of £91,500. **The Deficit will be covered from the Arab Contribution.** 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

The Arab Regional Committee has developed this Triennial Regional Action Plan not only as a collaborative effort, but also to encourage active participation from both the next Regional Committee and the Member Organisations of the Arab region. Our shared commitment will be essential to achieving the objectives and goals set for the future of our Region.

The priorities outlined in this plan are aligned with the WAGGGS Global Strategy and focus on key areas where support is most needed in our Region. We recognise that this plan is ambitious, but we are committed to adapting activities as needed, in line with available resources and the context in which we operate. In recent years, we have demonstrated our ability to innovate and respond to change.

We are confident that, with your continued engagement and collaboration, the Arab region will be stronger, more united, and thriving by 2028—well positioned to achieve our shared goals and lead the final steps toward Compass 2032.



Annex

About the 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@waggggs.org by February 26th 2025. The regional team hosted an online workshop to provide additional details, offer a space for Member Organisations to give feedback, and answer questions

A second draft was shared on April 14th 2025, This stage was 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 included 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.

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

General Feedback

Member Organisations provided valuable feedback on the 2026–2028 Regional Triennial Action Plan and were positive about its direction and focus. They highlighted membership growth, leadership, advocacy, and fundraising as key priority areas and emphasised the need for youth engagement, collaboration, and inclusive governance. Member Organisations also suggested initiatives like a Leadership Academy and life skills programmes, indicating a strong desire for empowerment and capacity building. The input received has helped shape the plan's development. Below is a summary of the feedback received:

Key Outcomes Identified

1. Top Areas of Need

Member Organisations identified the following as priority areas where they currently need support:

- Membership growth and retention
- Leadership practice
- Finance and fundraising
- Advocacy and youth participation
- Programme design and delivery
- Safeguarding

2. MO-to-MO Collaboration (2022-2025)

- 4 MOs have actively collaborated with others.
- 9 are interested in collaboration but have not yet formed partnerships.
- Only 2 MOs reported they have another priorities

3. Priorities for Achieving Global Strategy Outcome 1: A United Girl and Young Woman-Led Movement.

Most requested areas for focus included:

- Involving young women in decision-making
- Regional engagement & networking opportunities
- Sharing and learning across MOs
- Motivating volunteers
- Building partnerships (internally and externally)
- More opportunities for awards and recognition

4. Priorities for Achieving Global Strategy Outcome 2: Thriving, Inclusive MOs Delivering Quality Experiences.

Frequently mentioned themes included:

- Advocacy and youth participation
- Membership growth
- Finance and fundraising
- Diversity, equity and inclusion
- Governance and leadership

5. Valued WAGGGS Programmes

MOs highlighted several key WAGGGS initiatives they want to see continued:

- Campfire platform
- Free Being Me
- Surf Smart
- Girl-Led Action on Climate Change
- WAGGGS Leadership Model

6. Main Challenges

Top challenges facing MOs include:

- Leadership attrition
- Ongoing conflicts
- Financial constraints
- lack of leadership development/capacity building programmes

7. Opportunities to Leverage

- Twinning with World Centres
- Empowering skilled individuals for leadership roles
- Delivering camps for Girl Guides
- Youth engagement
- Increasing activities to exchange experiences & knowledge sharing
- Expanding sustainable development projects

8. Suggested Initiatives for the Triennium

MOs proposed:

- Establishing a Leadership and Empowerment Academy
- Programmes to develop life skills for girls
- Create leadership roles in climate change and sustainability
- Cultural and community engagement Programmes