



Strategic Plan 2019 - 2021



**To Be Worldwide
Strategic Plan 2019 – 2021
Version 1, March 2019**

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1. Executive Summary

Our mission

Founded in 2002, To Be Worldwide helps children in Ghana (and beyond) to realise their full potential so they can later enrich their community. To do this, To Be Worldwide runs:

- **Educational facilities with a computer lab and a library.** The facilities are open to the local community and partnerships with local schools are essential.
- **Curricula that build core skills from 6 – 15, such as:**
 - **Basic Skills:**
 1. Reading & writing Skills (reading classes, Storytelling Program, reading comprehension classes, audio/listening comprehension program)
 - **Digital Skills:**
 2. ICT Skills (basic computer skills – Microsoft Office, 10 fingers typing courses) E-learning material & individual module learning and internet & social media training.
 - **Life Skills:**
 3. Skills such as - Critical & Logical thinking, confidence development, creativity, problem-solving, health & sports consciousness, entrepreneurship, (personal) resilience/security and sustainability.
- **And in addition to our core skills curriculum:**
 - **Alumni:**
 4. Program that supports and empowers their career and life development choices. Programs such as our Digital Marketing Program, Workshops etc.

To Be Worldwide's programs also reaches out to parents and teachers, bringing facilities, technology and skill building to the community.

To Be Worldwide currently has 2 educational facilities, one in Cape Coast and one in Takoradi, and a curriculum that includes over 20 different courses, computer programs or activities that the centers can use.





Review of our 2015-2018 goals

As we think forward we look back at the main themes of our strategic plan of the past 3 years:

Consolidate the Pedagogical Approach -*Defining what we want to children to learn who visit our Centre and how we want them to learn.*

75% of the programs that target specific skill levels per age group at To Be Worldwide has been defined. Around 60% of the children receive a report from To Be Worldwide that tracks their progress within the program that they participate and these reports are also shared with their teachers and parents. Having employed a Capacity Development Coordinator (in previous strategic document called “director”) to run daily operations of programs, their implementation, further development and evaluation according to To Be Worldwide standards, has made it possible to take such important steps forward.

Expand our impact – *both reaching more children with our physical facility and having an impact on their development with of our programs*

Lasting relationship with the schools and the Ghana Education Services (GES) has helped us increase our reach and impact on the paths of more children. The “I Want To Be” Program was an important tool in achieving part of that goal, as children were recruited from across the municipality. Again, the addition of a Capacity Development Coordinator to the team, created the possibility to expand some of our programs such as the Reading Club Program to reach more children and have an impact on their school results.

The impact on our Alumni is increasing with programs such as the Alumni Support Fund, Workshops on relevant topics and a Google certification Path leading to Digital Marketing skills.

Innovate: - *being a step ahead in technique, technology, teaching and training*

Remaining relevant in offering digital programs that help children and Alumni advance in their studies and secure their position in the future labour market was one of the objectives in this area that we focused on. 3 programs were tried and tested: the “I Want To Be” Program, which uses a digital application in its program for the development of children’s view of their talents and career opportunities, Additionally, we have introduced iPad-based learning using the OSMO Play components to support reading skills programs and the development of logical thinking and problem solving skills. Additionally, a Digital Marketing Program for the Alumni Group is another example of how we work towards remaining relevant in our teachings and technology at all levels.

See Appendix 1 for a more detailed summary of the achievements within the main themes of the strategic plan 2015-2018.



Objectives 2019 – 2021

The result of the review of our 2015-2018 goals and outcomes, supports our vision that we are on the right track with regards to our mission to help children develop essential skills for a better future. Especially skills that are relevant in this global world, off - and online.

In the next 3 years it is our believe that we need to stay on course and achieve a 100% defined program offering per age group and skill level. Additionally, we will continue to reach as many children as we can. However, we realise that, with a further increase of children reached, we may have to limit our evaluations of impact to a “focus” group.

Staying on course will mean that our goals of consolidating, expanding impact, innovate and strengthen the organization will be taken to the next phase.

Consolidate, expand impact, innovate and strengthening the organization – PHASE 2.

Phase 2 of CONSOLIDATING the Pedagogical Approach- *Defining what we want to children to learn who visit our Centre and how we want them to learn.*

In the next 3 years, we will finalize the structuring & consolidating of our current offering at the Takoradi Educational Centre. Completing this process will allow us to share our work with other (partner) organizations and make a tested and tried decision on which programs are best suited to introduce at the Cape Coast Centre in addition to the core offerings such as Library services and basic computer skills program.

Factors that influence this decision are based on e.g. the commitment from the Metro Education Office in Cape Coast with whom we are building a renewed relationship. Their commitment needs to translate to supporting schools in the vicinity of the Centre to encourage their children to come to the Centre. Additionally, being able to employ the right staff at the Centre will be crucial. Again, the Metro Education Director has committed to working with us on realizing this.



By 2021

We should be able to better;

- Work within a developed structure that defines at which level and type of our core offering a child learning at our Centres should start at and follow through its years with To Be Worldwide (TBWW Structured Learning Path -TSLP). Leaving room to adjust the structure based on innovation and developments in the field of education;
- Steering towards more educational impact (local accreditation of a program) in cooperation with the GES using the results of our progress measurements of children at our Centre; and,
- Ensure that we provide continuity in programs & coordination in order fulfil our increasing role within the local education system as partner of the GES.
- Create a tailored program offering to support objectives of the Cape Coast Centre to expand its reach, that will also include a suitable team (additional team members and training) to do so.

2021 goals:

- The targeted skill levels per age group at To Be Worldwide are **fully** defined and programs for all levels developed accordingly (TSLP)
- Our “Reading Club” Program accredited by GES for schools in the vicinity of the Takoradi Centre.
- Train 5 more teachers from partner schools in our teaching methods (***Tell me, I forget. Show me, I remember. Involve me, I understand***) and programs (Reading Club)
- Assistant Project Coordinator position is filled to help run daily programs according to the “ToBe standards”.
- Select 1 or 2 programs a year to implement in the Cape Coast Centre once the team has been adjusted and trained.



Phase 2 of INNOVATE- *being a step ahead in technique, technology, teaching and training*

We will remain on course to innovate within the context of our mission. It is important to us to remain relevant and realistic in our approach. Technological developments in Ghana and Africa in general is a game changer as confirmed by Googles goals for Africa (to train 10 million people in digital skills - [REUTERS](#) July 27, 2017) and their investment in the first A.I. Research Centre in Accra, Ghana.

It is our goal to include technology in our offerings at an early stage and throughout, making it easier for those of our students who wish to per sue a career in the field to have a sound basis. We will not only teach Computer/IT skills, but use technology to teach and help develop those essential future skills.

By 2021

We should be able to better;

- Bring the innovative technology driven programs within the whole TBWW Structured Learning Path.
- Work with GES to further identify the Computer/IT and other technological needs of the schools we service and act accordingly
- Continue to use innovative methods and programs to bring meaningful and effective offerings to our children & alumni.

2021 goals:

- At least 2 new programs tested & tried in the academic core, for children, teachers and /or alumni. On the list of options in order of importance are:
 - Implement use of relevant eLearning platforms (Khan Academy, Education City, Ubongokids, ABCmouse) in line with identified needs
 - Expand the iPad-based learning to levels beyond 6-10 years
 - Introduce a Coding
 - mLearning Mobile Learning for our Alumni (eneza education)



Phase 2 Expand our impact- *both reaching more children with our physical facility and having an impact on their development with of our programs*

We are adding new classrooms to the Takoradi Centre to accommodate more children there. The completion of a new activities room that can accommodate 60 – 80 children and a computer classroom for 20 children will be completed mid 2019. More physical space will allow us to expand e.g. our Reading Club Program and our Chess Program which are very popular and effective programs. Additionally, we can offer another 100 children the opportunity to participate in Saturday Activities (now we sometimes have to turn them away).

Reaching children beyond the walls of our Centre also remains an objective. We hope the initial impact we have on them with the education-related sports & health activities we organize to reach children who are not yet members of our Centre, will encourage them to be part of the Centre. Additionally, we are now working with our Alumni to capitalize on their role while they complete their National Service*. It was their idea to develop a **To Be Worldwide Education Kit** they can take along to their posting, often in rural areas of the country where school facilities for children are minimal. They can then use the kit to engage with children.

By 2021

We should be able to better;

- Continue with our programs to reach children not yet members of the Centre by working with the Ghana Education Services (GES) and running our programs to entice them to the Centre
- Expand our reach beyond our walls and increase knowledge of our work with other departments of the ministry of education by working e.g. within the National Service Program

2021 goals:

- Create a clear scheduling for our available classrooms based on the To Be Worldwide Structured Learning Path.
- Fine tune our outreach program to leave each child with whom we engage with a learning impacted moment even if we have not been able to entice them yet to come to the Centre.
- Increase annual enrollments at the Centre's 30%



Alumni

We want to take a moment and highlight the phase in which To Be Worldwide finds herself. A moment in time when we.....a group of youngsters who were part of our program from the beginning when they were around 8 years old and are now our Alumni.

As previously indicated we will work with our Alumni to have an impact on the lives of more children. Our Alumni are our best ambassadors in this case. They have all experienced the impact of their time at To Be Worldwide on their life. Their commitment to giving-back by spending time at the Centre with the children, helping out during the various programs and participating in the programs To Be Worldwide has created for them....**maakt de circle rond.**

The Alumni Program encompasses all of our objectives. Their experiences on what they learned at the Centre and perhaps what they had wanted to learn as that was lacking further down their path, feeds into our goal of *consolidating our pedagogical approach*. Whilst by telling their stories we experience how *expanding our impact*, has materialized. And now they can help us achieve our goal of further expanding our impact.

The Alumni Program also has its share of innovation. We have recently trained 10 Alumni to become Digital Marketeers. They are now all certified on Good AdWords and other digital marketing topics. Soon they will work on a Google Advertising Account of a real client. The goal initially was to provide the Alumni with these highly marketable skills, but now we are looking into the possibility of setting up a Digital Marketing Agency with a partner that would generate income for To Be Worldwide.

By 2021

We should be able to better;

- Create a well-coordinated Alumni Program
- Continue to offer them programs to enhance their opportunities in their education path and workplace
- Create a structured Giving Back Program for the future



2021 goals:

- Appoint Doris Agra as the Coordinator of the Alumni Program
- Expand the Alumni Group to 150 registered Alumni and 50 Active Alumni
- Develop a To Be Worldwide Educational Kit for Alumni (to use during their National Service)
- Certify 10 more Alumni as Digital Marketeers
- Implement the Giving Back Program

**National Service Ghana - Established in 1973, the National Service Scheme (NSS) is a Government of Ghana program under the Ministry of Education of Ghana. The scheme is mandated to deploy a pool of skilled manpower drawn primarily from tertiary institutions to support development efforts of both the public and private sectors in Ghana. Although it is citizenry requirement for all Ghanaians who are eighteen years above, it is currently limited to, and mandatory for all Ghanaians graduating from tertiary educational institutions who are not less than eighteen years old.*

Further Strengthening the organization – ensuring operational continuity for the future of To Be Worldwide’s Educational Resource Centre’s

The Takoradi Educational Resource Centre boast a dedicated team. With the addition of Doris Agra, the Capacity Development Coordinator, a very important step was taken to guarantee the educational programs offered to the children. Coordinating, further developing, implementing and evaluating the programs by Doris has led to more children being able to participate in the various programs and more children led to more needs, more program and more work.

In order to be able to continue the proposed development of the organization and its programs at the Takoradi Centre, we will expand the team with an Assistant Program Coordinator who will have her own responsibilities but will learn from Doris and be able to support her and eventually take on her tasks in the future if required. Leaving the organization less vulnerable.

With a renewed commitment from the Metro Education Director of Cape Coast, we have initiated new activities to make the Centre more.....We are being assisted in our efforts by Mr. Kofi Essien. Mr. Essien has been involved with To Be Worldwide as an External Educational Expert with years of experience with the Ghanaian Education system and running his own Educational NGO...for more than 8 years and has become part of the team in that sense. He works closely with the Local Director of To Be Worldwide, Mrs. Georgina Williams, in realizing the next steps for Cape Coast. It is our intention to continue this cooperation with Mr. Essien in the future, as we feel he will be able to support Mrs. Williams in her activities and take on more of her tasks in the future.

Additionally, to the right staff in the right positions, relevant performance manuals will need to be in order to support the continuity we want to achieve.



By 2021

We should be able to better;

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2021 goals:

- Linda Sarfoah to join team as an Assistant Programs Coordinator
- Bring the Cape Coast Centre to an agreed level operation with the assistance of Kofi Essien
- Kofi Essien to be part of the team for 50% of his time
- Program manuals, Operational and staff manuals (code of conduct) to be completed, so that present and new staff can seamlessly pick up their responsibilities and execute them in a "ToBe" manner.



3-Year Implementation Plan

In order to achieve our strategies as of 2019 we will be undertaking the following activities:

Objectives;	2019	2020	2021
1) Consolidate			
- TBWW Structured Learning Path (TSLP)	Evaluate all present programs and confirm/assign their position in the TSLP	Develop any missing programs to complete the TSLP. Develop accompanying evaluations Start working according to TSLP in general and specifically by initiating a focus group (10x 6 year olds)	Continue working according to the TSLP and make adjustments, fine tune where necessary
Accreditation for Reading Club Program	Finalise the Reading Club Program Manual and confirm the defined set of resources used in the program. Create a 12-week run of program with focus group and document all learnings/research	Use obtained research to apply for accreditation for the Reading Club Program from the Metro Education Board.	Once accreditation is received. Set up teachers training sessions (in cooperation with the Ghana Education Services - GES) for teachers in our partner schools in the method used. Sessions to lead to 5 teachers trained in our method whom we can be part of our team as we expand the program
Cape Coast Centre Team & Programs	Work with Mr. Kofi Essien (Education Expert) – to consolidate the team for Cape Coast to achieve the goal of increasing the engagement with the public-school children, now that there is a renewed commitment from the GES.	Identify 2 – 4 programs to implement in Cape Coast in addition to the regular Library activities and ICT training. Train team to deliver those programs. Evaluate Team and Programs to deliver the best approach.	Continue to step by step add programs to the offerings at the Cape Coast Centre



Objectives;	2019	2020	2021
2) Innovate			
I Want To Be Program	Oversee a full evaluation of the IWTB Program, retrain facilitators and work on a Post-I Want To Be Program that will encourage children who participated to further develop their skills and frequent the centre for this development.	Implement the Post-I Want To Be Program with a pilot group of 20 children and evaluate learnings Continue the evaluations and fine tune the program.	Implement program for all 40 participants.
eLearning	Research new eLearning platform to be used as the Scula platform is no longer available on the market. Obtain trail options of interesting platforms such as Education City, Khan Academy, ABC Mouse, Rising Start to test with children.	Evaluation trails and decide on suitable platform. Acquire the necessary license and set objectives for the use of the platform Train teachers and children to use the platform. Set up system if not already incorporated in platform to track children's progress	Evaluation the set objectives for the eLearning platform and adjust, expand etc. where necessary.
Pad Learning Program	Acquire 15 iPads in total In addition to the OsmoPlay program used at the moment. Define the iPad Learning Program. Identify the apps, programs to be used, their objectives and their position within the TSLP	Train TBWW teachers on how to use iPad-based learning in the different programs of the TLSP and how to achieve the objectives. Further implement the iPad-based learning with the children and evaluate their response and progress.	Continue to implement the program and evaluate. Adding uses of iPad based learning where is can create a significant impact.

Deleted: - try new program ... [1]



Objectives;	2019	2020	2021
Innovate...cont.			
Coding Program -	<p>Find a suitable (local) Partner who specializes in introducing the principles of coding to children.</p> <p>Create a partnership with this organization to run a coding program at our Centre for children.</p>	<p>Train our own IT tutors to teach and manage the coding program at the Centre</p> <p>Introduce more children to the program</p>	<p>Continue with the program, identify children with talent and look into providing them with the next steps.</p>
Alumni & Technology	<p>Research available technology to help our Alumni continue their development.</p> <p>One such option could be mLearning – mobile learning through platforms such as https://enezaeducation.com/product-ghana/</p> <p>Digital Marketing Program</p>	<p>Create a pilot of the chosen mLearning program. Set objectives and evaluate accordingly</p> <p>Implement the chosen mLearning program for all Alumni who are active in the Alumni Program.</p> <p>Make mLearning part of the Alumni Program.</p>	<p>Evaluate the mLearning Program to see if objectives are met.</p>
3) Expand impact			
New classrooms	<p>Finalize the construction of the new activities room and new ICT classroom</p> <p>Create a clear programming for the whole facility/Centre that will help increase our reach. Bringing more children to the Centre.</p>	<p>Organize the official opening of the new classrooms</p> <p>Continue to furnish the activities room to achieve all objectives (e.g. screen for educational and fun movies).</p>	



Objectives;	2019	2020	2021
Expand impact...cont.			
Alumni reach	<p>Expand the present Alumni Group to 150 registered and 50 active (taking part in activities such as workshops ect.) alumni.</p> <p>Develop an official multifaceted "Giving Back" Program that will allow everyone to contribute in a way that they are able to</p>	<p>Continue to expand the reach as defined</p> <p>Implement the "Giving Back" Program</p>	<p>Continue to monitor the Alumni activity and helping them to schedule their "Giving Back" Program commitments</p>
Alumni Impact	<p>Work with Alumni to reach more children, through their National Service, workplace etc.</p>	<p>Develop a To Be Worldwide children's kit for them to use to engage children when on National Service</p>	
Outreach Program	<p>Structure our outreach Program to use all opportunities we have to engage with children who are not yet members of the Centre and encourage them to join the Centre</p> <p>Develop educational fun handouts as give away's to hand out during outreach activities such as</p> <ul style="list-style-type: none"> - Sports activities <p>Hands outs can be handed In at the Centre for a Day Pass to</p>		



	experience the what it's like at the Centre		
Objectives;	2019	2020	2021
4) Further Strengthening the organization			
Securing Continuity	<p>Employ an Assistant programs coordinator (Linda Sarfoah) to support Doris and allow us to expand programs</p> <p>Work out an activities program to secure bringing on board Mr. Kofi Essien (Educational Expert) to:</p> <ul style="list-style-type: none"> - Initially help bring the Cape Coast Centre to an agreed service level - Be involved at the Takoradi Centre to learn the ins- & outs- of the organization for transition purposes 	<p>Mr. Kofi Essien to be involved with To Be Worldwide 50% of his time.</p> <p>Continue to consider recruitment options if developments require – Additional Programs coordinator, Teachers etc.</p>	<p>Have an organizational chart that reflexed a balance management and that can support any transition.</p>
Programs & Operational Manuals	Finalize the Programs manuals for the "Reading Club Program" (also needed for accreditation application), Library manual and Code of Conduct Manual	Keep Manuals updated	Review Manuals every 2 years.



Operating Budget – 2019 - 2021

To Be Worldwide's principal costs over the next 3 years is based on the outlined activities under

- 1) **Consolidate**
- 2) **Innovate**
- 3) **Expand impact**
- 4) **Further Strengthening the organization**

On a general operational level, each centre requires an operational income of between €15,000 and €25,000 per year depending on the activities deployed by the centre. Income from each centre is targeted to between €1,000 and €2,000 per year, based on a €1 annual usage fee and € 5 course fee.

OPERATING BUDGET			
Euro's			
	2019	2020	2021
Takoradi			
Strengthening organization	7'500	10200	10200
TBWW Structured Learning Path	5000	2500	2500
Innovate Activities	5000	5000	5000
Expand and Impact Activities	5000	3000	3000
Operating Cost	20000	20000	20000
Total Takoradi	42'500	40'000	40'000
Cape Coast			
Strengthening organization	4500	3000	3000
Expand and Impact Activities	2000	2000	2000
Operating Cost	12500	15000	15000
Total Cape Coast	19'000	20'000	25'000
Headquarters			
Operating Cost	5000	6000	8000
Total Headquarters	5000	6000	8000

Source of Funds

For operations of each centre, To Be Worldwide relies on her long-term relationship with Company & Family Foundations and in the future, the implementation of the Digital Marketing Program and the exploration of setting up our own agency will hopefully lead income generation.



Budget coverage

OPERATING BUDGET			
Euro's			
	2019	2020	2021
Takoradi			
Total Takoradi	42'500	40'000	40'000
Cape Coast			
Total Cape Coast	19'000	20'000	25'000
Headquarters			
Total Headquarters	5000	6000	8000
Total operating budget	66'500	66'000	68'000
Funding committed by:			
Net4kidsAid Foundation	12'800	12'800	12'800
St. Kaptein fonds	10'000	10'000	10'000
St. Cordius	2500		
St. New School	5000		
St. AKBH	3000		
St. W.de Hoop	4000		
St. Virtutus Opus	6000	6000	
Fondation Les Paquettes	10'000	10'000	10'000
Expected income/donations through Digital Marketing Project	1500	2500	3500

Annual reports are prepared and filed by Staelmeesters and available on the To Be website (www.tobeworldwide.org).



Appendix 1.

Summary of past objectives 2015-2018

In the past 3 years programs have been put into place to achieve our objectives. One of the most important steps taken was Doris Agra joining our team in 2015 as a Capacity Development Coordinator. This allowed us to structure our present programs and develop new programs. We have built a strong relationship with the schools in the community and with the Ghana Education Services (GES). The GES recognizing us officially as a partner organization is the proof of that. This last achievement in particular is of importance as it facilitates access to (school) performance data of children visiting our Centre for impact evaluation purposes.

Structuring our organization and programs, has given us the opportunity to act upon the needs of the children we serve and develop activities and programs accordingly, reaching more children as we do so. This in turn translated to the need for more physical space, educational material and staff. We were able to expand the Reading Club to reach more children by employing more teachers and additionally a program for the youngest was added the Storytelling Program.

Innovation led us to offering an iPad-based learning program for reading that included a variety of activities and apps that keeps children engaged and introduces them to the technology they need. Another example of innovation is the Digital Marketing Program we set up for our Alumni. 10 Alumni are now certified to work on Google AdWords campaigns. This is a skill that will help them in the job market and help To Be Worldwide create a small agency of their own to create a level of sustainability for the organization.

The team has grown stronger with the responsibility given to them and our reach continues to grow. Looking ahead to strengthening the organization for future challenges and sustainability, we are recruiting an additional junior Programs Coordinator to help implement, run and evaluation our daily programs at the Takoradi Centre and we will be upgrading our team at the Cape Coast Centre to provide a more relevant service in the renewed cooperation with the Ghana Education Service of that district.

