



STRATEGIC PLAN 2025 - 2028



To Be Worldwide
Strategic Plan 2025 – 2028
Version 1, April 2025

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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:**
Reading & writing Skills (reading classes, Storytelling Program, reading comprehension classes, audio/listening comprehension program.
 - **Digital Skills:**
ICT Skills (basic computer skills – Microsoft Office, 10 fingers typing courses) E-learning material & individual module learning and internet & social media training. Basic Coding and AI for children.
 - **Life Skills:**
Skills such as - Critical & Logical thinking, confidence development, creativity, problem-solving, health & sports consciousness, entrepreneurship, (personal) resilience/security and sustainability.
 - **Community:**
Empowerment Pack Program for outreach and to spread the importance and joy of education. Reaching more children for a better future.
- **Program to support our Alumni from 15 years and older**
 - **Alumni:**
Activities to empower their life & career development choices. Programs such as our Digital Marketing Program, Alumni Workshops etc. and scholarships

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



Review of our pre- 2025 objectives

The strategic themes we selected have proven to be sustainable in both operations and objectives, guiding our development from 2015 to 2025. During this period, we conducted reviews every three years and consistently progressed to the next phase of our growth. We remain confident that these themes are still relevant and will continue to guide us effectively through to 2028.

However, reviewing our objectives requires us to acknowledge the external forces that have significantly impacted our goals.



COVID-19

The COVID-19 pandemic had an undeniable impact on our work. In Ghana, schools were closed for nearly a year, which meant that, as an educational institution, we had to shut our doors until September 1, 2020. Witnessing the learning deficiencies children experienced during this period was deeply concerning and became the driving force behind the development of our *To Be Connected* program. This initiative aimed to bridge the learning gap by providing children with tablets they could use at home for continued education.

After the Centre reopened, children gradually returned, although they had to adhere to strict COVID-19 protocols. These same restrictions also limited our ability to reconnect with nearby schools and the Ministry of Education. It wasn't until March 2022, when all COVID-19 measures were officially lifted, that we were finally able to fully resume our engagement with the Ministry, local schools, and the broader community.



Team

The departure of our Capacity Development Coordinator, Priscilla Aikins, who immigrated to Canada to join her husband, had a significant impact. However, we were very successful in onboarding a new team, with Doris Payne stepping into the role.

The anticipated learning deficits caused by COVID-19 prompted us to reflect deeply on the impact we can have on children's development and how best to achieve it. This renewed sense of purpose will be clearly reflected in our goals for the 2025–2028 period, with a stronger focus on addressing educational gaps, fostering resilience, and ensuring that all children have access to meaningful learning opportunities.

To Be Worldwide Development Themes

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

Our goal is to expand the range of programs tailored to the skill levels of different age groups. Despite the challenges posed by COVID-19, we have successfully achieved this objective by introducing various initiatives, such as MiniLoco, STEM activities, Nose for Plastic, the Doodle Learning e-learning platform, Chess Club, and IT skills training like Coding. As a result, 80% of our programs are now specifically designed to meet the diverse skill levels of different age groups, an increase from the previous review.

Our team, comprising the Capacity Development Coordinator, Programs Coordinators and the Library and IT Team, is dedicated to achieving this objective. In recent years, alumni such as Janet and Munira have also contributed by leading initiatives like the Chess program at the Centre.

Our focus remains on implementing age-appropriate, innovative programs that respond to the needs of children in an increasingly interconnected world. We aim to equip children in Ghana with the skills, confidence, and exposure needed to access the global world, whether through digital literacy, creativity, problem-solving, or cross-cultural understanding. To support these efforts, we are committed to building a structure that is flexible and adaptable, yet stable enough to ensure long-term impact and sustainability.

Expand our impact *– both reaching more children with our physical facility and having an impact on their development by offering an increasing breadth in our programs*

Enrollments have increased significantly, now between 900 - 1,000 children annually. However, we have reached our physical capacity, prompting us to explore alternative ways to expand our impact. We have remained open to sharing our work with others who wish to establish similar educational facilities in their own regions.



At the same time, we recognize that many children within our own catchment area still lack access to engaging, high-quality educational materials and support. To address this, we not only continue our *To Be Connected* program, which provides tablets with curated educational content to children facing learning difficulties or in need of additional challenges, but have also developed the **Empowerment Pack** program. This new initiative further extends our reach by offering targeted educational resources to children in communities further from the Centre, ensuring that more learners can benefit from our support regardless of physical access to our Centre.

The **Empowerment Pack** program involves one of our team members visiting a preselected community, chosen either by our team, our alumni, or members of the community itself, carrying a backpack filled with educational materials. These materials are the same as those used at our Centre and have proven to be both impactful and enjoyable for children.

In addition to selecting the community, the location for these activities must also meet specific criteria. It should be as neutral and accessible as possible to ensure full inclusion of children from all backgrounds. For this reason, the activities should not take place in schools, churches, mosques, or any location affiliated with a particular institution or belief system.

We are currently active in **two communities** and will be launching activities in a **third community** in the summer of 2025. This third community was selected by our alumni, one of whom is a teacher working there. In addition to identifying the location, our alumni have also taken the initiative to raise the necessary funds to make this expansion possible.

We are also developing a **tracking system** for all children participating in the Empowerment Pack program. This system will help us identify children who may need extra support, as well as those who show exceptional talent and potential. It will also enable us to offer guidance to parents who may need help understanding and nurturing their child's abilities.

As of 2026 we will roll out the program to 10 different communities in Takoradi.





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

We are committed to ensuring that all our IT education remains relevant and future-focused, continuously offering digital innovation programs to the children at the Centre. With 72 computers and access to reliable, high-speed internet (Starlink), we are well equipped to integrate e-learning platforms such as **Khan Academy**, **Doodle Learning**, **Kahoot** and others that support skill development and align with national school curricula.

Staying at the forefront of technological advancements also means introducing children to emerging topics such as **Artificial Intelligence (AI)** and **Virtual Reality (VR)**—ensuring they are not just consumers of technology but also curious, informed participants in the digital world.

Digital Marketing – Since 2020, with the support of **Improved Finance**, we have been building a comprehensive Digital Marketing Program. More than 20 alumni have been trained in core digital marketing skills, supplemented by online development courses delivered by the Improved Finance team. As a result, we have successfully established a core group of talented alumni.

Together with this group, we piloted the launch of a digital marketing agency called [Webbeezwork](#). The team has already applied their skills on real projects for both local and international clients, including **Xerox** and **Sampana** in Nepal. Looking ahead, as grant-based funding concludes in 2025, the next step is to secure structural partnerships with agencies that can outsource projects to Webbeezwork. Once this is in place, we will begin planning to expand the team to meet future demand.





Strengthen the organization: - *ensuring operational continuity for the future of To Be Worldwide's Educational Resource Centre's*

As we continue to expand the diversity and number of programs we offer, it is essential to assess whether our team has the capacity and capability to meet growing demands. We are committed to aligning our team's development with both operational needs and the needs of the children we serve. With the increase in number of programs, our first steps would be to add a new Programs Coordinator to the team.

In parallel, we are continuously reviewing and upgrading our internal systems as part of our efforts to further professionalize the organization. This year, we significantly improved our internet infrastructure and can now rely on a stable, high-speed connection. This upgrade enhances not only our ability to provide students with access to online educational programs, but also support the team remotely and enables staff to participate in personal and professional development programs online.

In addition, we have implemented more efficient online payment systems to support program delivery. For example, the use of Mobile Money (MoMo) has made transactions faster and more secure, contributing meaningfully to our overall organizational development.





Objectives 2025 – 2028

The 2022-2025 review of our goals and outcomes supports our vision that we are on the right track.

In the next 3 years it is our belief that we need to continue to work on the goals formulated in 2022- 2025, for example, achieve a 100% defined program offering per age group and skill level. Additionally, we will continue to reach as many children as we can. The newly developed Empowerment Pack offers us an additional way to achieve this goal.

Staying on course will mean that our 2022-2025 objectives of consolidating, expanding impact, innovating and strengthening the organization are as relevant as ever. We will therefore adopt them for 2025-2028, taking them to the next phase.

Below are a the activities that align with these objectives.

Consolidate; Expand impact, Innovate and Strengthening the organization – Next Phase.

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

We continue to take steps toward our long-term goal of building the **To Be Worldwide (TBWW) Structured Learning Path (TSLP)**. Our initial setup also helps us identify structural gaps, allowing us to develop, acquire, or create the missing programs needed to complete the pathway.

The Learning Path provides children aged 6 to 15 with the opportunity to develop the essential skills defined in our focus areas. It builds on more than 20 years of experience working closely with children in our area.



To Be Worldwide Structured Learning Path

Our focus area's in the development of children's skills in this Learning Path are;

- **Basic Skills:**
Reading & writing Skills (reading classes, Storytelling Program, reading comprehension classes, audio/listening comprehension program).
- **Digital Skills:**
(previously future skills)
ICT Skills (basic computer skills – Microsoft Office, 10 fingers typing courses) E-learning material & individual module learning and internet & social media training. Basic Coding and AI for children.
- **Life Skills:**
Skills such as - Critical & Logical thinking, confidence development, creativity, problem-solving, health & sports consciousness, entrepreneurship, (personal) resilience/security and sustainability.

All current programs developed and implemented at the Educational Resource Centre that contribute to these developmental goals will be presented in a clear path overview. Below is an example of how this will be done.

Age/level	Level 1 6 -8	Level 2 7 - 9	Level 3 9 -12	Level 4 11 -14	Level 5 13 -15
Life Skills:	Confidence Development	Room for Creativity	Planning & Organisational skills	Problem-solving Skills	Critical & Logical Thinking Entrepreneurship
Social skills Citizenship	cooperation, listening, dare to ask questions	learning to ask specific questions. Learning to ask for assistance/help	learning to voice opinion, Listen to others opinion, cooperate	Asking for & giving advice. Able to argument opinion Have a conversation	Asking & giving consult Interview
Behaviour skills	cooperation be able to wait and accept guidance	open to learning, teamwork, helping others	teamwork, helping others and proactively showing interest	teamwork, helping others and proactively identifying areas of interest	teamwork, helping others and proactively seeking help on areas of interest



Phase 2 EXPAND OUR IMPACT- *both reaching more children with our programs*

After adding an additional classroom, we still face capacity limits within our physical location. To address this, we developed the *Empowerment Pack* program.

This initiative brings a backpack filled with proven, engaging educational materials, identical to those used at our Centre, directly into communities. Each week, one of our team members, together with a local community volunteer, works with children on-site, making learning both impactful and accessible.

By 2028

We will have a fully implemented Structured Learning Path and the Empowerment Pack Program will be rolled out to 10 communities in Takoradi, reaching an additional 500 children annually.

ALUMNI

Due to the focus required to strengthen the organization, we have not yet been able to further develop the Alumni Program. That said, we have continued to actively engage our alumni, inviting them to workshops and celebrations at our Centre, sharing in important life moments such as marriages and births, and involving them in content creation for our social media. We have also sought their support in identifying communities for the rollout of the *Empowerment Pack* program.

By 2028

We will return to a structured workshop program, continue to provide access to the Centre and its resources to Alumni and set up an Alumni Board to further help develop programs that address the needs of our Alumni

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

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 pursue 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.

Our Digital Marketing (DM) Program is a clear example of the innovation taking place at the Centre. Our Webbeezwork (Alumni) team will run a program for our younger Alumni every summer. In addition to the DM Program, we run 2-4 cohorts of our STEM Program. This program is for children 10 -15 and includes Robotics and Coding. To support these programs, we will continue to add resources, such as e-learning platforms, games and books.



By 2028

We will have identified 2 more talents to involve in the Webbeezwork Digital Marketing Agency and provided 150 children with access to the STEM Program.

Phase 2 of FURTHER STRENGTHENING THE ORGANIZATION – ensuring operational continuity for the future of To Be Worldwide’s Educational Resource Centre’s

The Takoradi Educational Resource Centre continuously invests in strengthening its team to meet the evolving needs of the children we serve. With our growing range of programs, we will expand our team by adding a Senior Programs Coordinator. At the same time, we are upgrading our IT capabilities to keep pace with rapid developments in the digital world. This includes offering children access to digital literacy, coding, creative technologies, and safe, responsible use of AI and online tools, ensuring they are equipped with the skills needed to thrive in an increasingly digital future.

By 2028

We will have reached our desired team structure to effectively deliver our current programs to the children we serve. At the same time, we will remain flexible, ready to adapt to new developments and accommodate a growing number of children.





Activities conducted and highlights

STEM Program

The STEM Program that we run in partnership with **PM STEAM** Academy has now become a core program at the Centre. We have completed the third cohort, with 15 children participating once again. The program was very successful, and parents were highly enthusiastic about their children's involvement. This was evident in the strong turnout at the graduation ceremony. Going forward, we aim to run two STEM Program cohorts each year, reaching a total of 30 children annually.



Pilot Empowerment Pack Program

After piloting the Empowerment Pack program in Kwesimintsim and Adekope, we reviewed the needs within the community and identified areas to further fine-tune the program. With the support of our alumni, a location for a third community has been identified. We have secured funding to expand the program to 10 communities in 2026.

Strengthening the organization

In addition to Doris, who took over the role of Capacity Development Coordinator from Priscilla, we have employed a new colleague, Ellen, as Senior Programs Coordinator.





Photography and Content Program

Combining skills in content creation and photography, our volunteer Hugo was initially scheduled to run this workshop for the To Be Worldwide and Webbeezwork team. We made the most of his presence by also offering the program to other alumni, as well as delivering a scaled-down version for groups of children at the Centre.



DOODLE LEARNING

We acquired new E-learning software this year and it has been fantastic. The program tracks a child's progress and uses AI to select task for children based on this progress or next step challenges.

Additionally, it has a fun aspect to it. Children earn stars while doing their tasks and can exchange these for stickers, avatars etc.

We are looking to add more Modules to the program such as Science in the future.

Workbook Development

As part of our efforts to make our programs engaging and enjoyable, we worked hard this year to develop workbooks for two levels of the Reading Club and three levels of the Storytelling Program. These workbooks are printed in full colour and provided to each child at the start of the program. They include fun, interactive activities based on the reading material being used at that stage. We will continue the development of these workbooks, along with the accompanying teacher manuals.





Webbeezwork Digital Marketing Agency: *The Core group of Alumni that followed the Digital Marketing Program were identified to run the Digital Marketing Agency.*

The team continues to learn and work on projects for local clients but also several of international clients. At the end of 2025 they delivered the website for a Dutch based wellness spa company, see for yourselves.

Operating Budget 2025 - 2028

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, a centre requires a basic operational income of between €40,000 and €60,000 per year depending on the activities deployed by the centre. The operational cost of the HQ, which involves travelling to see progress made at the Centre and office cost is € 5000 - 6500 annually.

OPERATING BUDGET			
Euro's			
	2025	2026	2027
Takoradi			
Strengthening organization	7'500	10000	10000
TBWW Structured Learning Path	3500	2500	2500
Innovate Activities	10000	10000	10 5000
Expand and Impact Activities	5000	3000	3000
Operating Cost	20000	20000	20000
Total Takoradi	46'000	45'500	46'000
Headquarters			
Operating Cost	5000	5000	6500
Total Budget	51'000	50'500	52'500

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