



**IDARA-E-TALEEM-O-AAGAH**  
CENTRE FOR EDUCATION AND CONSCIOUSNESS

**Idara-e-Taleem-o-Aagahi (ITA)**  
**Strategic Plan 2016-2020**

---

**Final Summary Version**



## Message from Founding Trustee

---

Pakistan remains at the cusp of a major turnaround in education and learning as a fundamental right under the constitution for every child /youth aged 5 to 16 years of age. This is a sign of great hope matched with high ambitions of the citizens across Pakistan who desperately seek quality education and learning opportunity. The scope thus enlarges the earlier obsession with ‘universal primary education’ as the end goal limited mostly to access and not learning as clearly seen in goal 2 of the MDGs. The sustainable development goals (SDGs) signed and endorsed globally at the special session of the UN General Assembly in September 2015 provide a much more comprehensive mandate for education.

ITA has been most active at the local, national and global levels for actively pushing for ‘learning’ as the most critical agenda for education at all levels and for all other rights. ITA has been engaged in both nationwide learning assessment for attention getting as well as innovative service delivery. The building blocks ITA has so far collected since 2000 have to be reconfigured and used optimally in its next phase of evolution under a transformative theory of change for an ‘expanded education programming’—one that actually demonstrates improved learning outcomes, goes beyond attainment of 3R’s and embraces multiple dimensions of learning for the 21<sup>st</sup> century including STEM, ICT, health and nutrition, respect for environment, peace, diversity and tolerance and skills for livelihood and entrepreneurship. At the same time there is a greater need for quality assurance and standards of practice within ITA for higher ordered accountability for every block it continues to create and tread upon.

It was in this context that ITA set about on a journey of envisioning its future course of action. The strategic planning process that has begun in 2015 has been completed. It is expected that the under this strategic plan ITA will achieve greater focus for and impact from its programming approach. It is also hoped that under this strategic plan ITA will strengthen its identity as a responsible change maker in the education space with innovative linkages to other sectors and will emerge as a sustainable institutional entity.

Any strategic process for planning is impossible without partners. For ITA, the strategic planning that began in early 2015 would not have met its objectives without the support of its stakeholders; and there are many to be acknowledged in this exciting journey that has just begun: communities, children in our schools and bridge programs, youth groups, teacher unions & associations, civil Society partners, government Partners, development partners, ITA CEC in UK, ITA internal staff teams and ITA’s Board members

Special gratitude is expressed for Dubai Cares, our valuable partner that provided funding for the strategic planning process—that was organic and in consultation with diverse stakeholders.

It is with immense gratitude to all who made this document possible, we are making public ITA’s first-ever five year Strategic Plan in line with our values of transparency, accountability and openness.

**Baela Raza Jamil**

Founder-Advisor-Trustee Idara-e-Taleem-o-Aagahi (ITA)

Lahore - January 31, 2016

## List of Abbreviations

<b>ASER</b>	Annual State Of Education Report
<b>CEC</b>	Central Executive Committee
<b>CLF</b>	Children's Literature Festival
<b>CSO</b>	Civil Society Organization
<b>ECE/ECD</b>	Early Childhood Education/Early Childhood Development
<b>EFA</b>	Education For All
<b>GDP</b>	Gross Domestic Product
<b>HDI</b>	Human Development Index
<b>ICT</b>	Information and Communication Technology
<b>IPL</b>	Institute Of Professional Learning
<b>ITA</b>	Idara-e-Taleem-o-Aagahi
<b>MDGs</b>	Millennium Development Goals
<b>MTDF</b>	Medium Term Development Framework
<b>NFC</b>	National Finance Commission
<b>NPA</b>	Pakistan's National Plan Of Action
<b>OOSC</b>	Out of School Children
<b>SAFED</b>	South Asia Forum For Education Development
<b>SDGs</b>	Sustainable Development Goals
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>TMA</b>	The Muscat Agreement
<b>UC</b>	Union Council

## Contents

List of Abbreviations .....	2
ITA’s Vision .....	4
ITA’s Mission Statement .....	4
ITA’s Values .....	4
The Context of ITA’s Strategic Plan .....	4
Key Societal Needs to be addressed by ITA .....	4
Need for Improving Sustained Access to Education as Learning .....	5
Need for Improving Quality of Education .....	5
Need for Improving Governance and Resource Allocation .....	5
ITA’s Strategy Design Framework .....	5
ITA’s Strategic Plan At A Glance - 2016 - 2020.....	6
ITA’s 5-Year Strategic Goal.....	7
Strategies and Programmatic Activities.....	7
Broad Activities for Key Strategy 1 .....	7
Broad Activities for Key Strategy 2 .....	7
Broad Activities for Key Strategy 3 .....	8
Broad Activities for Key Strategy 4 .....	8
Timeframe for Strategic Organizational Realignment .....	9
Geographical Coverage under the Strategic Plan 2016-2020.....	9

## ITA's Vision

To promote education as a comprehensive process for human and social transformation

## ITA's Mission Statement

To actively pursue universal access and standard setting in education as a comprehensive learning experience for human evolution and consciousness by creating contemporary education systems for all children without discrimination due to gender, class, age, religion, colour and ethnicity and, endeavouring to address educational bottlenecks through timely resource mobilization and influencing of public policy.

## ITA's Values

- **Respect** as a team member across the organization regardless of hierarchies.
- **Commitment** to building and working as a team in a positive climate of shared values with humility and without any harassment of colleagues.
- **Honesty and Implicit Trust.**
- **Learning -unlearning and re-learning as a dynamic evolving process**
- **Sensitivity** to gender issues, deprivation and local contexts.
- **Responsibility** for the collective and social good and individual deeds and decisions.
- **Accountability** at all times in public and private spaces.
- **Transparency** in program and financial affairs

## The Context of ITA's Strategic Plan

The Constitution of Pakistan, under Article 25, declares Equality of Citizens and under Article 25 A grants them the Right to Education<sup>1</sup>. It reads...

***"The State shall provide free and compulsory education to all children of the age five to sixteen years in such manner as may determined by law."***

The promise of this fundamental constitutional right although extended in 2010, is far from being delivered to the people even after 67 years of country's existence and 43 years of promulgation of the Constitution.

## Key Societal Needs to be addressed by ITA

ITA, guided by its vision, mission and legacy of achievement, has chosen the following societal needs in the field of education that will be addressed under this Strategic Plan.

---

<sup>1</sup> [http://www.na.gov.pk/uploads/documents/1333523681\\_951.pdf](http://www.na.gov.pk/uploads/documents/1333523681_951.pdf)

## Need for Improving Sustained Access to Education as Learning

ITA realizes that 25 million already Out of School Children (OOSC) need to be brought to the schools and every child born is entitled to his /her fundamental right to education as enshrined in the constitution of Pakistan.

## Need for Improving Quality of Education

ITA considers that a child's and young people's learning outcomes can improve only if both the quality of teachers/ animators and learning environment, both physical and social, of schools/learning spaces is enabling. ITA acknowledges that increase in our country's net enrolment rate at all levels is not possible without consistent quality education, mapped to learning outcomes.

## Need for Improving Governance and Resource Allocation

ITA considers that the crises of education is mainly due to the crisis of governance in Pakistan. Without improving the governance, including access as equity, the quality of education cannot be accelerated. The governance of education calls for an overhaul: starting from the school such that it must encompass parents, community, students, town/district administration, provincial and federal governments. Improvement in governance will bring about efficiency and performance through timely utilization of resources. At the same time there is need for allocating more resources to education given the number of out of school children (OOSC) in Pakistan. So not only the current resource must be efficiently and transparently optimized but more resources must be allocated to the education sector in Pakistan. Pakistan allocates 2.5 per cent of its GDP (in 2013) <sup>2</sup> to education against UNESCO-recommended 4 per cent of GDP and the Learning Generation report 5.8% of GDP! .

# ITA's Strategy Design Framework

ITA's design framework would respond to the societal needs by promoting the concept of TRANSFORMATIVE EDUCATION FOR ALL enshrined in its programmatic approach which is guided by **Impact, Influence and Leverage**, three principles behind ITA's programming.

ITA's strategic goal in the next five years is to **build a nation-wide social movement for quality service delivery in ECCE, primary, secondary, technical-skills and teacher education embedded in critical thinking and technologies for 21<sup>st</sup> century skills in rapidly changing societies (local/global).**

This will be achieved by deploying three programmatic and one organizational strategy:

1. Improve quality and governance of education from school, community to state level
2. Expand learning for access, inclusion and learning for life across all service delivery platforms ( private, public-formal-non-formal)
3. Produce goal-relevant, evidence based research, knowledge products and tools for policy makers, users and stakeholders in education, extended to all relevant sectors
4. Strengthen organizational capacity and resilience to effectively deliver on strategies 1-3.

Strategy # 4, strengthening organizational capacity, underpins the first three programmatic strategies and therefore it will be priority number 1 as ITA moves into implementation of strategies.

---

<sup>2</sup> [http://www.theglobaleconomy.com/Pakistan/Education\\_spending/](http://www.theglobaleconomy.com/Pakistan/Education_spending/)

The following table depicts ITA’s framework of Strategic plan for 2016-2020.

## ITA’s Strategic Plan At A Glance - 2016 - 2020

<b>CONSTITUTIONAL</b>	<b>Right To Education 25 A</b>	Provide Free and Compulsory education to all children aged 5-16	Laws/Acts and rules in place for implementation Each province has endorsed education from ECE to post-secondary, special education, public health (SRHR) & TVET (except KP)			
<b>GLOBAL DEVELOPMENT AGENDA FOR EDUCATION</b>	<b>SUSTAINABLE DEVELOPMENT GOALS (SDGs) Linkages to others as well</b>	<b>4</b>		<b>17</b>		
		Inclusive, equitable quality education & life-long learning opportunities		Strengthening of means of implementation and global partnerships for sustainable development- linkages with other SDGs relevant to the sector for high impact.		
<b>GLOBAL DEVELOPMENT AGENDA FOR EDUCATION</b>	<b>Open Working Groups - MUSCAT : INCHEON-World Education Forum (WEF) UN GENERAL ASSEMBLY 2015 –SDGs/SDG 4, Targets-Mol</b>	<b>Target 1</b>	<b>2</b>	<b>3,4&amp;6</b>	<b>5</b>	<b>7</b>
		Free equitable quality Primary/ Secondary education with learning outcomes	School readiness through early childhood development , care and pre-primary education	Universal knowledge & skills for decent work through tertiary, TVET – literacy & numeracy	Gender Equality all levels of education & TVET for the vulnerable, including persons with disabilities, indigenous peoples/ vulnerable children	Sustainable development through sustainable lifestyles, human rights, gender equality, culture of peace and non-violence, global citizenship and appreciation of cultural diversity
<b>NATIONAL AGENDA</b>	<b>Pakistan Vision 2025 &amp; RTE 25 A</b>	<b>Pillar 1</b>			<b>Pillar 3</b>	
		<ul style="list-style-type: none"> <li>100% primary school enrolment and completion rates (needs to be upgraded to 25 A, 5-16 years)</li> <li>90% literacy rate</li> <li>Primary and Secondary Gender Parity Index equal to 1.</li> </ul>			Sets targets in terms of “Emergency Response”, “Political Stability”, “No Violence/Terrorism” and “Transparency” as measured by globally accepted indicators.	
<b>ITA’s STRATEGIC RESPONSE</b>	<b>Needs to be addressed in terms of improving...</b>					
	Quality of education		Access to lifelong learning opportunities for ALL		Governance of and resource allocation to education	
	<i>Guided by Programming Principles</i> Impact -----Influence----- Leverage <i>Leveraging Core Capabilities</i> Advocacy--- Service Delivery--- Research & Knowledge Products --- Event Management					
	5-Year Strategic Goal for ITA					
	<b>Build a nation-wide social movement for transformative LEARNING for ALL children and young people from ECCE to post-secondary education and skills supported by technology, innovations and new media.</b>					
	<b>Strategy 1</b>		<b>Strategy 2</b>		<b>Strategy 3</b>	
Improve quality and governance of education from school to state level ensuring inclusive and gender mainstreaming approaches.		Expand meaningful learning and skills across all service delivery systems (public and private) – Formal and Non-formal.		Produce goal-relevant research, knowledge products and tools for innovative financing, policy makers, users and stakeholders in education.		
<b>Strategy 4</b>						
Strengthen organizational capacity to effectively deliver on strategies 1-3.						



## ITA's 5-Year Strategic Goal

Is to:

**Build a nation-wide social movement for transformative LEARNING for ALL children and young people from ECCE to post-secondary education and skills supported by technology, innovations and new media.**

## Strategies and Programmatic Activities

ITA will measure its success toward the strategic goal in terms of:

- Number of civil society organizations, networks and coalitions that join the movement
- Contribution towards policy improvement and implementation across all provinces
- Building public support for innovative and higher budgetary allocations to education and
- Building public oversight over educational spending for physical infrastructure at ECCE, post primary levels and provision of quality teachers and diversified workforce

Success in achieving this goal is supported by four key strategies each has its own measurable outcomes and broad activities.

### Broad Activities for Key Strategy 1

***Improve quality and governance of education from school to state level ensuring inclusive and gender mainstreaming approaches (from school district/provincial level)***

For this key strategy ITA plans...

- Building capacity / capabilities (school, community, Civil Society Organization, CSO, government officials, policy makers) for evidence based decision making.
- Developing mechanism for timely implementation of relevant services.
- Develop participatory tools to measure outcomes (learning/financing) with accountability and transparency.
- Undertaking multilevel advocacy for successful decision making, implementation and measurable practices (school, community, Union Council (UC)/Tehsil/Taluka/District/Provincial/National level)
- Using all means that enhance or enrich advocacy efforts and outreach

### Broad Activities for Key Strategy 2

***Expand meaningful learning and skills across all service delivery systems (public, private and non-formal/ bridge programmes)***

Under this strategy, ITA will undertake programmes that...

- Create and expand opportunities for increased access to quality learning- (ECCE-Secondary and beyond)
- Rehabilitate, mainstream and retain OOSC into public/private schooling systems
- Promote child's fundamental right to education as enshrined in the constitution of Pakistan
- Mobilize community, teachers, students to participate in improvement and sustainability of primary education
- Improve infrastructure, safety and learning environment at classroom and school level
- Undertake comprehensive school assessment from pre-school to secondary level-to improve learning



- Extend innovative activities for health & hygiene, public health (SRHR), life skills based education, environment and active citizenship through partnerships sensitive to gender and disadvantaged groups.
- Create models for partnerships and scale-up life-long learning- in TVET/Livelihoods/ public health (SRHR) and teacher education
- Enhance employability of learners and educate them towards responsible life-styles and global citizenship
- Use technology enabled and innovative means for enhancing service delivery and M&E /accountability capacities of service providers

### **Broad Activities for Key Strategy 3**

#### ***Produce goal-relevant research, knowledge products and tools for innovative financing, policy makers, users and stakeholders in education***

Under this strategy, ITA's future programmes will

- Make available applied RHS research for wider use- accessible to all
- Produce useful learning tools, tech enabled toolkits & frameworks for a diverse users advancing equity and bridging inequality.
- Have in place standardized tools and templates for provincial, national and international comparisons through agreed metrics
- Disseminate research findings at diverse platforms to reach out to groups of defined audiences at local, provincial, national and global levels-pushing from evidence to action.
- Follow up on dissemination results to gauge the impact and influence on policy frameworks

### **Broad Activities for Key Strategy 4**

#### ***Strengthen organizational capacity to effectively deliver on strategies 1-3.***

This key strategy is the bedrock for future growth driven by first three strategies. It will take priority in implementation.

ITA in five years' time aims to achieve:

- **Financial sustainability**
- **Succession planning and leadership development**
- **Operational efficiency with built-in risk mitigation**

Broad actions that are planned for the first two years are:

1. Development of a resource mobilization plan and reserve/endowment fund
2. Installing an organization-wide ERP system
3. Development of a 5-year HR and leadership development plan- revised every two years with key stakeholders
4. Design and implementation of ITA-wide tech enabled M&E system
5. Strengthen strategic controls and regularly conduct organization capacity and risk audits for all functions at ITA
6. Conducting an organizational capacity assessment and organizational transformation plan

## Timeframe for Strategic Organizational Realignment

Strategic Plan calls for realignment of ITA’s current programmes and services, while strengthening the capacity of the organization as a fundamental pre-requisite for success under the strategic plan.

A mapping of the current advocacy and service delivery programmes under the future key strategies identified actions to be taken for realignment (Annex 1).

Realignment & Reinforcement Actions	Completion by
<b>Embark upon organizational strengthening for</b> <ul style="list-style-type: none"> <li>• Financial Sustainability</li> <li>• Succession Planning</li> <li>• Operational Efficiency</li> </ul>	2015-17
<b>Merge three programmes into a larger and vibrant Learning for Access (L4A) programme and scale it up</b> in line with the strategic goal <ul style="list-style-type: none"> <li>• Whole School Improvement Program –WSIP,</li> <li>• Right to Education Campaign (RTE),</li> <li>• Out-Of-School Children Program – OOSCP)</li> </ul>	2016-2017 – merger phase 2017-2020 – scale-up phase
<b>Grow two research and advocacy programmes</b> <ul style="list-style-type: none"> <li>• Annual Status of Education Report (ASER)</li> <li>• Other Research, advocacy and governance programs including elements of school assessment</li> </ul>	2016-2020
<b>Grow two service delivery programmes as show-case for adoption and scale-up:</b> <ul style="list-style-type: none"> <li>• Technical Vocational -VO-Tech Livelihood</li> <li>• Early Childhood Development-ECD</li> </ul>	2016-2020
<b>Children Literature Festival into a strong fully independent entity</b>	2015-16
All professional education of teachers to be shifted to the Institute of Professional Learning (IPL) and its portfolio to be enriched with ITA services such as internships and scholarships.	2016-17

## Geographical Coverage under the Strategic Plan 2016-2020

ITA’s key strategies and programmes will be implemented nation-wide. ITA’s strategic and operational focus will remain dedicated to achieving results within Pakistan with regional affiliations and global influence. ITA wishes to create impact in the lives of the children and youth in Pakistan before it offers its services to other countries in the region or the world. It will always be committed to sharing all best practices to any and every one globally through experiential support services.

ITA by virtue of its regional linkage will however represent Pakistan on forums outside the country. It will share its knowledge and at the same time learn from other partners and countries. However, for the next five years its service delivery and advocacy efforts will remain dedicated to building a social movement for quality service delivery in Pakistan.