

ITA strategy framework for a new future 2023-2028

converting aspirations to measurable goals, objectives and outcomes

ITA's Vision

Strong foundational and lifelong learning that transforms individuals and society

ITA's Mission Statement

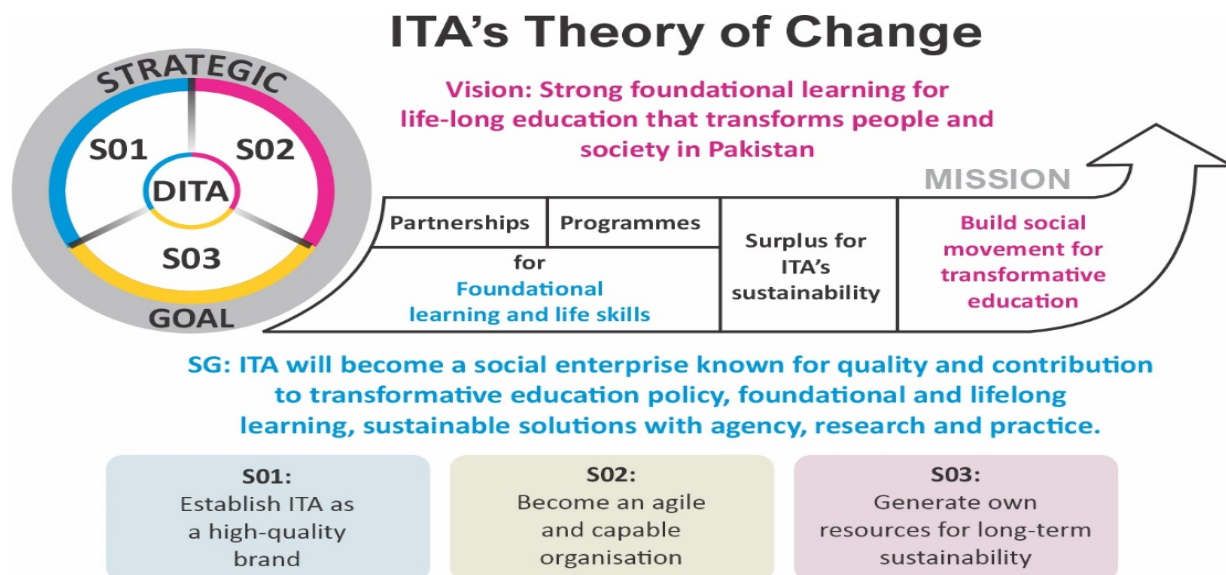
Build a nation-wide social movement for progressive education, learning and skills for ALL children, adolescents and youth inclusively through evidence, innovations and partnerships.

ITA's Values

- **Dedication to learning and inquiry at all times as individuals and teams**
- **Respect for All across the organization, beneficiaries and partners**
- **Commitment to building and working as a team in a positive climate of shared values with zero tolerance to harassment in all forms and expression.**
- **Sensitivity to gender issues within local, national and global contexts.**
- **Honesty and Implicit Trust**
- **Actions for mitigating climate change individually and collectively**
- **Responsibility for the creation of collective, social and public goods accessible to all**
- **Accountability at all times individually and collectively**
- **Transparency in all programs, procurement and financial affairs.**

ITA sees a people and technology-driven future of education and learning. Our aspiration is Digital transformation with care and high touch lying at the heart of our mission, strategy, structure and approaches to programming and partnerships for delivering services.

ITA’s Theory of Change serving as the foundation for our future strategy framework with three allied Strategic Objectives (SOs).



ITA’s SG 2023-28 is aligned with	
<ul style="list-style-type: none"> ● SDG1: End poverty in all its forms everywhere ● SDG4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all ● Linkages with SDG 5: gender equality, SDG 13: climate change, SDG17: partnerships & all relevant SDGs2030 	<ul style="list-style-type: none"> ● Fundamental Right to Education: Article 25 A of the Constitution of Pakistan, linked to cluster of Fundamental Rights ● Pakistan Vision 2025* Pillar 1: Putting People First – Developing Human and Social Capital ● Climate Change Policy 2021/22 .. https://www.moc.gov.pk/SiteImage/Policy/NCCP%20Report.pdf “Build Back Greener”

*Source: <https://www.sdgpakistan.pk/web/about> /may be updated

ITA’s Six Challenges:

C1. Nurturing leaders and champions of change from within;

C2. Retaining identity while being part of alliances and movements;

C3 Growth and Show Casing ITA’s Achievements

C4. Governance;

C5. Sustainability. &

C6. Uniform digitalized growth:

Strategic objective 1: Establish ITA as an icon of inclusive high-quality content (including digital), evidence, research and new solutions in education, technical training for livelihoods and life-skills.

Priorities and key actions for SO1

- A. Expand flagship programs in foundational learning, life-skills, research and advocacy
- B. Unify family of delivery brands under one umbrella

To meet these priorities ITA would:

1. Grow programs in Accelerated Learning (AL) and 2nd Chance Learning (2CL) in physical and digital hybrid spaces through an inclusive and gender wired lens
2. Design programs and vibrant content integrating climate change challenges
3. Expand and strengthen partnerships within and outside Pakistan
4. Conduct a brand audit of ITA and its sub-brands annually or semi-annually
5. Craft a brand identity of the umbrella brand and develop brand books for all brands
6. Develop and execute a brand communication strategy
7. Constitute an institutional marketing function.

Key performance indicators for SO1

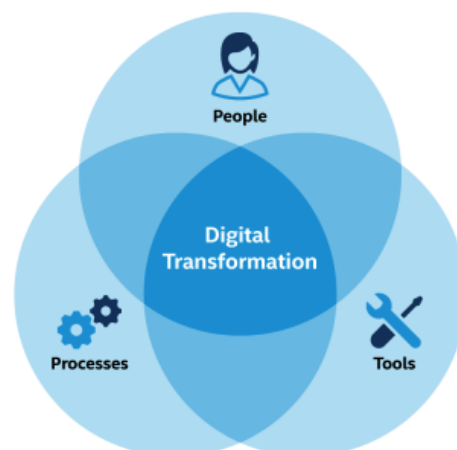
Ensure KPIs with gender/disability disaggregation to serve as evidence of our progress:

- Number of new digital/hybrid programs designed, tested, launched and managed
- Innovations introduced in existing programs that work backed by evidence
- Climate Change Actions integrated in all ITA’s programs
- Number of new national and regional partnerships established
- Number of new markets and countries ITA services expand into
- Brand recall and equity metrics established.

Strategic objective 2: Be an agile, capable and people-driven, well-governed organization.

Priorities and key actions for SO2

- A. Restructure governing board and re-skill the organization
- B. Invest in leadership development and 360-degree digital enabling



Key actions for people, processes and tools, will strengthen all five pillars of ITA’s digital maturity rating growing by 0.5 annually for complete transformation by year 5

Pillar	Maturity Level Rating (current: 2022)	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027
Overall digital maturity rating	2.4	3.0	3.5	4.0	4.5	5.0

Table 4: Digital maturity rating journey plan

Devise a change management plan/investment plan to evenly digitalize all **five pillars**.

Prioritize investment into people, processes and tools for upgrading each pillar.

Pillar	Maturity Level Rating (current: 2022)	Change management/ Investment priority
1. Governance and leadership	2	First
2. Capacity and capability	2	
3. People and culture	2.5	Second
4. Technology	2.5	
5. Innovation	3	Third
Overall digital maturity rating	2.4	

Table 5: Investment priority order for digital transformation

Key performance indicators for SO2

- Number of leadership trainings arranged
- Number of organizational processes re-engineered, segregation of duty and standards created
- Adoption and performance metrics
- Reliability and availability measures
- Percentage of cloud deployments
- Employee productivity and recognition
- Board performance measures.

Strategic objective 3: Generate own resources and diversify funding sources for ITA's long term sustainability

- A. Leverage commercializable & sustainable competencies of ITA.
- B. Establish a resource mobilization (RM) and fundraising function.

To achieve SO3 priorities, ITA will

1. Spin off digital content and publications as a separate for-profit business
2. Explore possibilities of start-ups, spin-offs and market places
3. Achieve 100% increase in fee revenue from research and other services to EMOs (baseline to targets)
4. Create an endowment fund
5. Generate 2-3 billion Rupees of programmatic funding; 50% of which from new donors
6. Determine resource requirements for the implementation of this strategic plan
7. Develop and implement a RM plan.

Key performance indicators for SO3

KPIs for ITA's long-term sustainability under SO3 are:

- Funds generated by the Board members
- Fundraising events organized and donations raised
- Investments raised for the commercial ventures for sustainability
- Income earned from research and advisory services.

Strategic Change Makers (SCMs)

ITA's strategic framework for 2023-28 will be the responsibility of ITA's Strategic Change Makers (SCM) team of mature and agile members representing programs and operations

Each of the Strategic Objective will be led by two to three Change Makers for ITA's Strategy 2023-28, who will be responsible for the results under the assigned SO.