



## Strategy (2025 – )

Room to Read is founded on the belief that World Change Starts with Educated Children.® Yet, millions of children around the world are still missing out on quality education, representing a global learning crisis that continues to perpetuate cycles of poverty and inequality for children and their communities. After 25 years working in collaboration with historically marginalized communities worldwide, Room to Read knows that solving the global learning crisis is possible — and positive change can be accelerated with catalytic partners, supporters and advocates.

Through this strategy, we will institutionalize Room to Read as a **leading implementer** with a **globally recognized and trusted brand**. We will develop and deliver **evidence-based materials and approaches** focused on **foundational literacy, and life skills that promote gender equality**. We will leverage our literacy and life skills programming toward accelerating learning outcomes for **more children, more quickly**. As a result, Room to Read will be respected as a **valuable partner of choice** for government, other system and program partners, as well as investors focused on education.



# Central themes of our strategy

We examined our organizational and programmatic core competencies and considered where and how we can have the most impact as a primarily privately funded organization, while becoming a valuable partner of choice for our stakeholders. The following five central themes emerged:

## **Benefiting more children, more quickly:**

We will continually strengthen our programming as a direct implementer, while working with systems and partners to scale our materials and approaches to benefit more children, more quickly than through school-by-school program delivery. We will take our efforts beyond formal government education systems alone and work within other learning systems — including non-formal education, multimedia and evidence-management systems. We will expand to benefit more children in a range of geographies based on a portfolio-prioritization framework that analyzes and informs the allocation of resources.

## **Structuring measurement, learning and innovation:**

As an education organization and direct implementer, learning has been at the heart of developing evidence-based materials and approaches that achieve continuously improving results. We will continue to be data-driven in the way we plan for and manage our business, with our robust suite of internal and external metrics being updated to align with our strategy. We will be more systematized and structured in the ways we document learning and innovation, actively sharing our insights with the sector.

## **Scaling our gender equality programming:**

With life skills education being a newer, yet increasingly important part of education curriculums globally, we will build on learnings from scaling our literacy materials and approaches to benefit exponentially more adolescents with our gender equality programming.

## **Emphasizing dignity in our work:**

We prepare children not only with the skills they need but with the treatment they deserve. We believe all children should be treated in a way that honors their dignity and self-worth — as they will learn and flourish best when treated that way. Therefore, we will further emphasize dignified learning as we scale our programming and include dignity as a central part of our measurement strategy and learning agenda.

## **Acting as a workforce multiplier:**

As we increase our role in literacy and gender equality movements, we will collectively inspire and involve our staff, partner staff, board members, volunteers and ambassadors. This workforce is critical to achieving our mission as well as leveraging our materials and approaches to improve children's foundational learning outcomes.

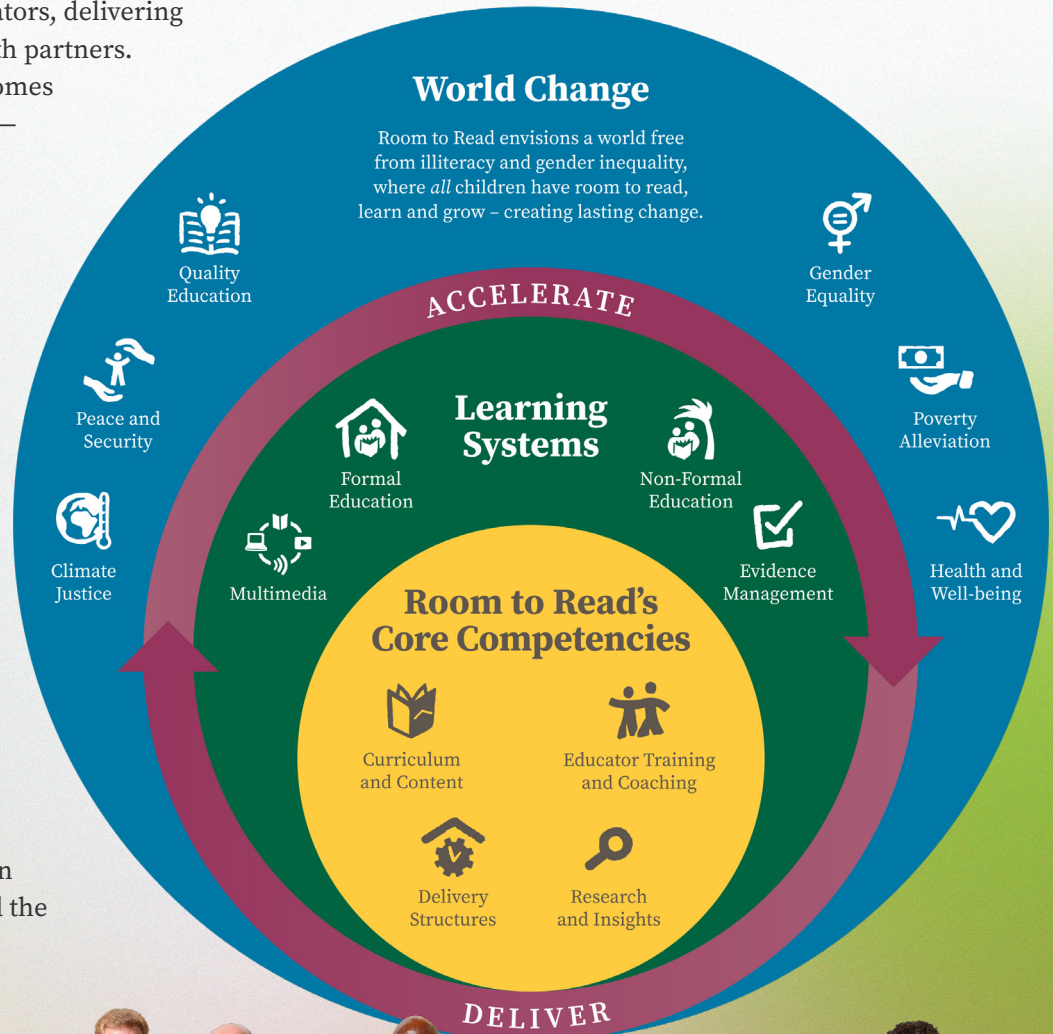


# Theory of Change

Room to Read's mission is to nurture foundational learning skills in children. Our contextualized approach develops children's literacy and life skills in a dignified and gender-equal way.

We work with children and educators, delivering quality programs directly and with partners. We also accelerate learning outcomes for more children, more quickly — by strengthening government school systems, other learning systems and associated partner programs in the areas of our core competencies. Through a focused learning agenda with targeted innovations, we are generating evidence of program quality and continuously evolving our materials and approaches.

We believe that by using evidence-based materials and approaches, learning systems will enable all children to develop foundational learning skills, equipping them to create equitable solutions for the most pressing challenges they face — in their own lives, communities and the world.



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## Our catalysts for change

Our most important catalysts for change are our talented workforce, an increasing range of new strategic partnerships, digital transformation, and the institutionalization of a structured learning and innovation approach. Collectively, these catalysts will support our aspiration to be a valuable partner of choice for our stakeholders.

# Strategy Framework

Our new strategy is not time-bound and, as a result, allows us to think more boldly about how we improve our targeted learning and life outcomes (i.e., literacy, life skills, dignified learning and gender equality) for more children, more quickly. The execution of our strategy will be guided by our 3-Year Outlook, a comprehensive and ambitious set of initiatives tied to our three strategic priorities that drive achievement across 10 success metrics.

## Strategic Priorities

1. Room to Read is a leading implementer and a valuable partner of choice — benefiting more children, more quickly, with relevant and effective programming across diverse contexts.
2. Room to Read curates opportunities for our staff and volunteers to create and be a part of impactful, joyful and inspiring experiences — making the organization a valuable partner of choice for those contributing their talents to our mission.
3. Room to Read is a trusted brand that mobilizes diverse people and revenue streams in pursuit of our mission — making the organization a premier choice for supporters to invest their time and resources.

## 2025–2027 Success Metrics

### Programmatic Benefit

- ✓ Double the number of active children benefiting from Room to Read's materials and approaches, growing to at least 20 million children annually.
- ✓ Double the number of communities benefiting from Room to Read's materials and approaches, growing to more than 400,000 communities annually.
- ✓ Increase new countries benefiting from Room to Read's materials and approaches by at least three.
- ✓ Ensure program quality with strong learning and life outcomes across operating models and in varying contexts.

### Workforce Multiplier

- ✓ Increase the size of the workforce leveraging Room to Read's materials and approaches to collectively improve children's foundational learning outcomes.
- ✓ Double the number of system and program partners leveraging Room to Read's materials and approaches.
- ✓ Increase the number of educators, authors and other creatives, with capacity to improve children's foundational learning outcomes.

### Resourcing, Brand and Movement Building

- ✓ Increase revenue with a compound average growth rate of at least 6 percent, achieving at least 40 percent unrestricted funding and a 9-month operating reserve.
- ✓ Demonstrate efficiency, with overhead remaining less than or equal to 15 percent, and fundraising efficiency remaining less than or equal to 10 percent.
- ✓ Demonstrate increased global thought leadership and brand recognition.



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**Children around the world have benefited from Room to Read's crucially important work, unlocking foundational skills to build better futures for themselves, their families and their communities. We invite you to join this next chapter in our story of growth and impact.**

**Learn more at [roomtoread.org/about-us](https://roomtoread.org/about-us).**