



International Literacy  
And Development

**LOCAL SOLUTIONS  
TO LOCAL PROBLEMS**

# 2024 ANNUAL REPORT

HUMAN LANGUAGE TECHNOLOGY

COLLABORATION

BUSINESS DEVELOPMENT CENTER

COMMUNITY

AGRICULTURE

EMPOWER

LITERACY & EDUCATION



# TABLE OF CONTENTS



|                                 |    |
|---------------------------------|----|
| ILAD .....                      | 02 |
| Letter from the President ..... | 04 |
| Academic Research .....         | 10 |
| Logic Model .....               | 12 |
| Our 4 Core Competencies .....   | 16 |
| UN Sustainable Goals .....      | 18 |
| Global Impact .....             | 22 |
| A Donor's Heart .....           | 30 |
| Board & Officers .....          | 32 |
| Financials .....                | 33 |

# WHY ILAD?

Recognizing that every human being bears the the divine image of their Creator, we acknowledge that poverty, suffering, injustice, and exploitation leave people vulnerable and deprive them of their inherent dignity and potential.

International Literacy and Development is a faith-driven NGO working in collaboration with under-resourced communities to redress violations of human dignity and remove barriers to flourishing.

ILAD is driven by the belief that all people regardless of language, culture or color should have the opportunity to participate in and contribute to the prosperity of humanity.

**Overcoming poverty is not an act of charity; it is an act of justice – Nelson Mandela**

# OUR VALUES

We serve the overlooked.

We seek to live in and partner with communities and engage with their local language.

We are people of integrity and responsibility.

We use innovation to solve problems.

We plan and work for excellent results to bring the greatest benefits to communities.







# LETTER FROM THE PRESIDENT

Dear ILAD Friends and Partners,

As I reflect on 2024, I am deeply grateful for your continued partnership in promoting human flourishing through educational, economic, and social development in communities that are often overlooked. This year has been marked by significant progress across our Four Core competencies: Literacy and Education, Business Development Centers, Agribusiness, and Human Language Technology.

At the heart of our mission is the identification and mentoring of local leaders who can develop sustainable solutions for their communities. Throughout 2024, we've seen remarkable examples of this approach bearing fruit:

Our Togo Business Development Center trained 37 entrepreneurs (16 women, 21 men) while expanding their local training team. The DFW Business Development Center's local coaches supported 90 refugee clients, launching 5 new businesses with 5 more planned for 2025. In the Middle East, our women's handicraft project is developing community leaders who are creating better futures for their families. In Guinea, our agricultural project has empowered local staff members like Joseph to manage farm operations and mentor others in sustainable practices. Our Rohingya language project has engaged youth who bridge generational gaps while preserving their cultural heritage.

What makes these achievements particularly meaningful is how they demonstrate the power of local leadership. Each success story represents a community member stepping forward to address local challenges with culturally appropriate solutions. We've seen local leaders take more proactive roles, communities become more self-sustaining, and lives transformed through various initiatives.

Your support has been instrumental in making this progress possible. As we look ahead to



2025, we remain committed to our core values of serving the overlooked, partnering with communities, maintaining integrity and responsibility, using innovation to solve problems, and working for excellent results. We will continue to identify, equip, and support local leaders who are passionate about seeing their communities thrive.

Thank you for being part of this journey. Your partnership enables us to continue this vital work of promoting human flourishing in communities around the world.

With sincere gratitude,

*Brenda Holland*

Brenda Holland  
President and CEO, International Literacy and Development



# PROMOTING HUMAN FLOURISHING

The prevalence of suffering worldwide is undeniable. We witness individuals grappling with spiritual, physical, social, and economic destitution, and we understand that these various forms of poverty are interconnected. Consequently, people endure injustice, powerlessness, and a lack of agency.

Poverty stems from fractured relationships between God, others, self and the environment.

ILAD combines best practices from the development world with humble service to others. Our projects focus on the WHOLE person – mind, body, and spirit. We invest in relationships and partnerships with the local community. This takes time and requires attention to the context, but in seeking to understand the context, we gain better insight into the people we serve and the real issues they face. ILAD's projects empower sustainability rather than providing a quick fix. Our investment in the assessment of our projects helps us to avoid doing harm to the communities in which we serve. These principles point to the hard, long work of emptying oneself for the benefit and blessing of others. Ultimately, those served will be fully mentored and equipped to serve their own community.





ILAD promotes human flourishing through educational, economic and social development in communities that are under-resourced.





# LOCAL SOLUTIONS TO LOCAL PROBLEMS







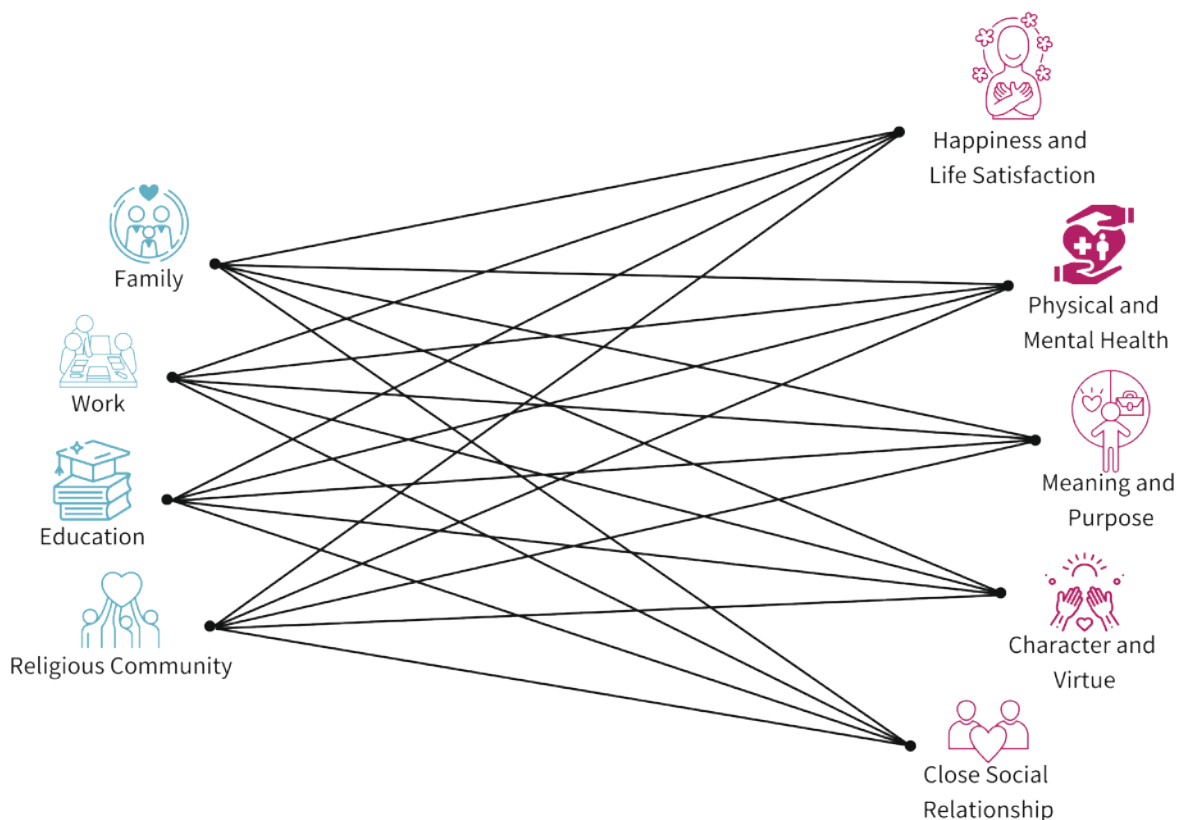
“Poverty is not an accident...it is man-made and can be removed by the actions of human beings”

Nelson Mandela



# ACADEMIC RESEARCH

ILAD uses the academic research on human flourishing from Harvard's Human Flourishing Program as the basis for our work. This research identified 4 critical pathways that have powerful, measurable impacts that lead to flourishing. When efforts are made to support, improve and promote participation in the 4 pathways of family, work, education, and religious community, then the result is improvement in the domains of flourishing. These domains include Happiness & Life Satisfaction, Physical & Mental Health, Meaning & Purpose, Character & Virtue, and Close Social Relationships. Finances are not included as a domain of flourishing, but rather are a support for the domains of flourishing. Financial stability allows for the flourishing to be sustainable.

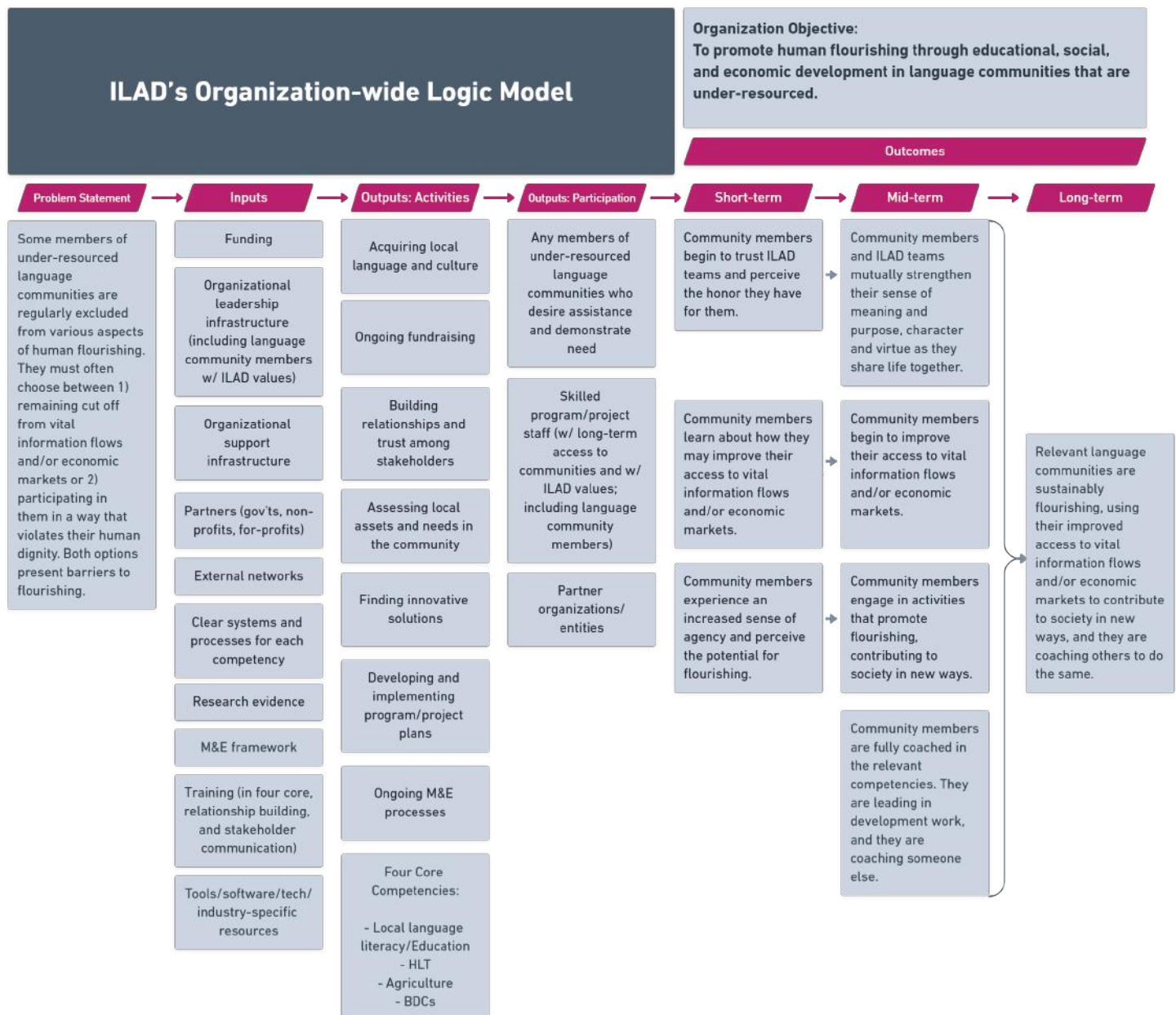


ILAD works to overcome 2 of the greatest challenges that keep people economically, mentally, and spiritually poor: lack of access to vital information and lack of access to opportunity such as markets, capital, time, and availability of resources. These two barriers negatively impact flourishing in mind, body, and spirit. By providing access to vital information and opportunity, ILAD equips communities with the tools to overcome poverty in all its forms.



# LOGIC MODEL

In order to prove and improve our programs and projects for all our stakeholders, ILAD implements a robust Monitoring and Evaluation plan. We value the input from our client communities, donors, board members and partners because together, we can do more good.



# WHOLE PERSON DEVELOPMENT







“ILAD touches that part of my heart in a way that no other organization has.”

Cheryl Fitch - ILAD  
Volunteer





# OUR 4 CORE COMPETENCIES




## Literacy & Education

Often, education begins with literacy, but does not end there. Many of the communities in which ILAD works suffer from high rates of illiteracy and lack of educational opportunities. Literacy can mean traditional reading and writing, but can also include digital literacy, financial literacy, and, when needed, ESL. ILAD partners with community members to identify gaps in education and create opportunities to fill those gaps so that everyone can participate fully in their community and wider society.

## Agribusiness

Many people living in rural areas around the world rely entirely on the land for survival. Through agricultural training, farmers are implementing new strategies based on best practices for growing crops in their location. Training, combined with micro-finance services and access to markets, gives subsistence farmers the ability to increase production, acquire land, and improve their livelihoods. This cycle strengthens the health of entire rural communities.





**ILAD is unique in its focus on building and empowering agency and self-determination in individuals and communities.**

### **Business Development Centers**

Business Development Centers (BDC's) equip aspiring entrepreneurs with the knowledge and skills needed to successfully open and operate small businesses. Minority language speakers and those in under-resourced communities are often excluded from mainstream markets and lack access to economic opportunities. The BDC's provide the onramp to economic stability that lifts individuals, families, and entire communities out of poverty.

### **Human Language Technology**

Innovations in Human Language Technology (HLT) offer significant potential for helping under-resourced language communities amplify their voice. With its emphasis on local language empowerment, ILAD is a pioneer in this rapidly growing field. HLT optimizes how computers interact with human language and expedites translation and access to the online world. HLT levels the field for under-resourced communities and enables the exchange of knowledge and information in the language best understood by the user.

# UNITED NATIONS SUSTAINABLE

ILAD projects are intentionally aligned with the United Nation's Sustainable Development Goals. Human flourishing is directly impacted by these international goals.

**1** NO POVERTY



**5** GENDER EQUALITY

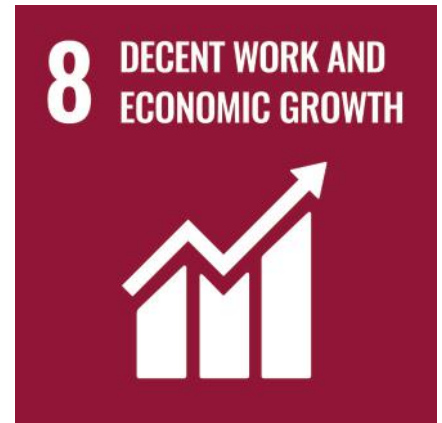


**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



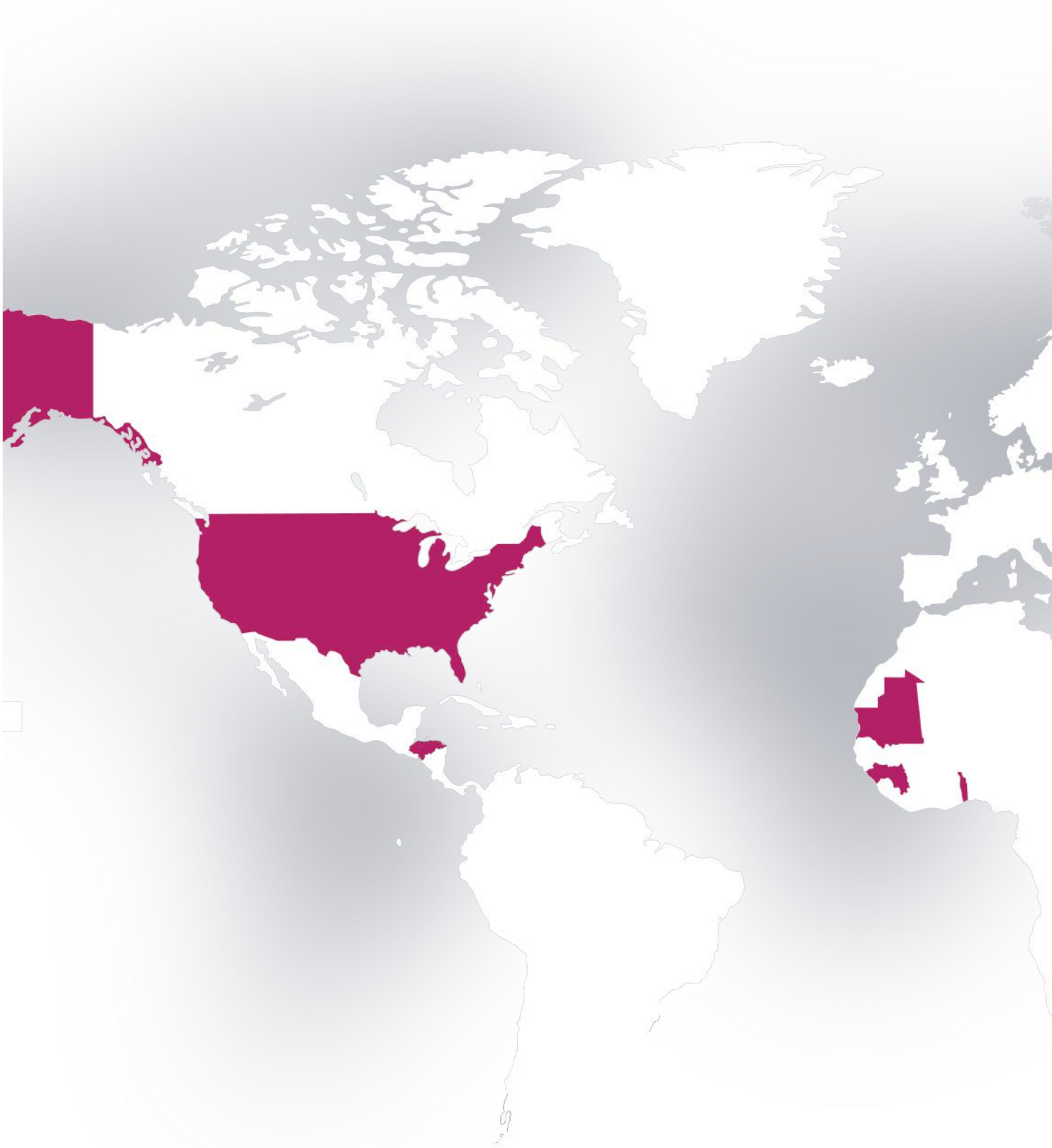


# SUSTAINABLE DEVELOPMENT GOALS



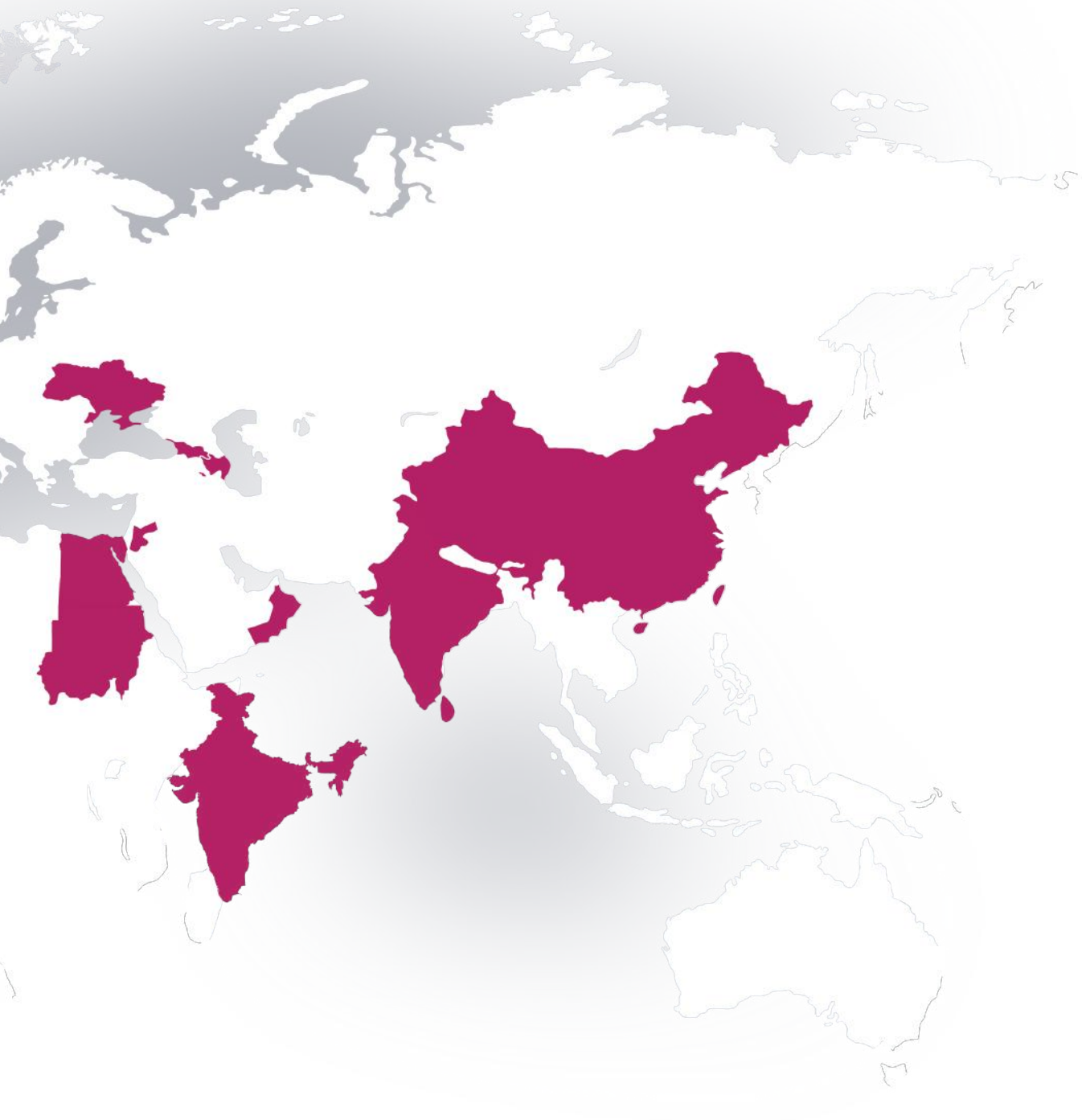
**SUSTAINABLE  
DEVELOPMENT  
GOALS**

# ILAD'S FOOTPRINT





ILAD partners with communities around the world to build the future they desire for themselves and their children. We equip them to with the tools and knowledge to use their own assets to solve the problems and dismantle the barriers that keep them from flourishing.



# GLOBAL IMPACT

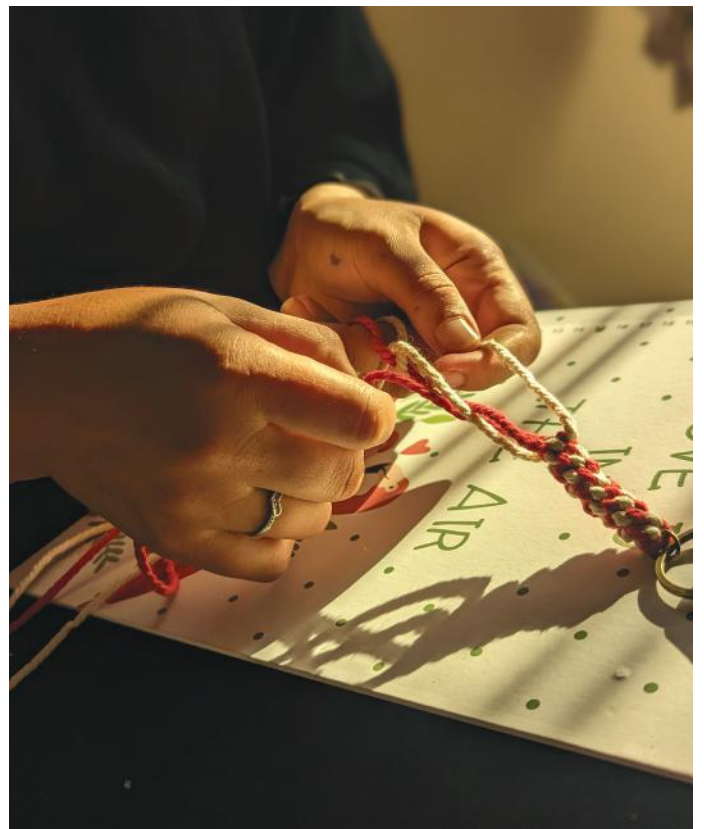
## Business Development:

During 2024, entrepreneurs in Central Asia, West Africa, and among refugees in the USA, were coached through business ideation, planning, and launch so that they could provide economic stability for their families and give back to their communities.

Over 100 entrepreneurs participated in training and many new businesses were launched while several existing businesses became more profitable. Additionally, in the Middle East, 7 ladies belonging to a marginalized ethnic group created and sold their handicrafts through a microenterprise facilitated by ILAD. The outcomes of these initiatives mean that: parents can pay school fees to make sure their children are educated; illnesses and injuries can be treated at clinics and hospitals before minor things become major things; food security and nutrition increases; and safe housing can be obtained.



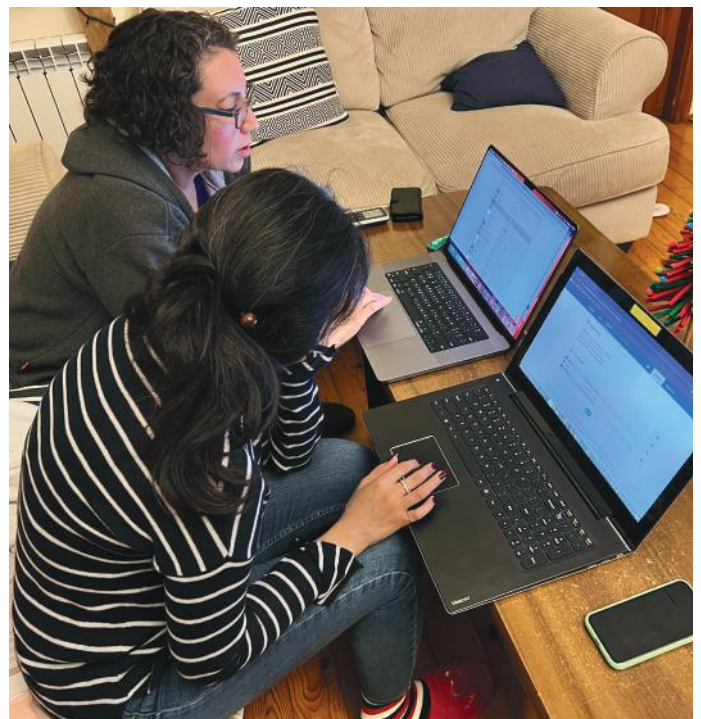




# GLOBAL IMPACT

## Literacy and Education:

Libraries, literacy classes, and schools are a big part of ILAD's initiatives in West Africa, but what makes these projects amazing is that they are locally led. In Togo, literacy classes have empowered hundreds of rural women who never had the chance to attend school. These women now advocate for themselves and their families, are part of household decisions, can care for children in informed ways, and are not at the mercy of those who might exploit them. In Guinea, local villages have trunks full of books in their own language that anyone can check out. Reading groups and schools have sprung up all over as a result of these libraries. In Central Asia in 2024, refugees who have fallen behind and are not allowed to attend the public schools in their host country joined ILAD's hybrid school that gives them the chance to catch up and give back through tutoring others, teaching art, or connecting other refugees to the school. In the U.S. refugees who need ESL and citizenship education can find it through ILAD programs and here, too, we are equipping community members as literacy teachers and interpreters to give back. In the Middle East and North Africa ILAD is developing unwritten languages through creating alphabets, documenting syntax, and producing drafts of stories.









# GLOBAL IMPACT

## Human Language Technology:

In 2024 ILAD continued to develop technology tools to give speakers of low resourced languages access to information that was previously inaccessible to them. HLT will level the field for millions of people. A picture dictionary, using the Woolaroo app, was created for speakers of Rutul. Aster, a program for Rohingya speakers converts text to speech and speech to text. Gatehouse was created as a simple windows program to translate bulk documents and prototypes were created in many more domains. Several prototype apps were developed in anticipation of use during 2025 to give low resourced language speakers the opportunity to connect to the global information network.





# woolaroo





# GLOBAL IMPACT

## Agricultural Development:

Over 25% of the world's population (over 2 billion people) derive their livelihood from agriculture. In Togo, Guinea, and Sierra Leone, ILAD is working in partnership with rural communities to improve their access to nutrition and agricultural markets. Our project in Guinea is in a remote region suffering from a lack of nutrient rich foods. Through fruit orchards, interspersed with leafy greens, and diversified crops, we are providing nutritional foods, while teaching the community how to plant and care for their own gardens. The organic pineapple farming project continues to positively impact families in rural Togo through providing training, support, and a fair market for produce. The organic pineapple training and market expanded to Sierra Leone in 2024 and now rural communities in that country are on the path to financial stability and flourishing.









# A DONOR'S HEART

## BY CHERYL FITCH



As I reflect on all of the people I've met in the world through personal or professional relationships, travel, or everyday life, I'm struck by a set of universal desires I see woven throughout each of our lives: a desire to be respected, a desire to contribute to the world in a meaningful way, a desire to care for our loved ones, and a desire for a relationship with a spiritual community.

In my work with ILAD, I've learned that poverty is not a lack of wealth but a lack of agency—the inability to control our fate in pursuing these universal desires. Many charitable organizations focus on the material

definition of poverty. ILAD is unique in its focus on building and empowering agency and self-determination in individuals and communities. They understand that empowerment is the highest form of compassion that God calls us to, and that compassion isn't just a feeling; it is an action.

I've seen firsthand how ILAD demonstrates this compassion. ILAD instills confidence, competence, and faith in local leaders to build their own programs that promote literacy, entrepreneurship, education, clean water, economic prosperity, and spiritual growth. They don't just donate material support; they enable members of the local community to pay it forward to others, planting mustard seeds throughout that strengthen the fabric of the entire community.

I remember one woman who came to our business development workshop in Togo in the hopes of building her business as a seamstress. She was soft-spoken and struggled to look me in the eye. I could see her lack of confidence and intimidation. She didn't believe she had the skill or agency to achieve her goals. We spent the day discussing her talents, reviewing her business plans, brainstorming her ideas, learning new skills, and affirming





her dreams. By the end of the day, the woman who could barely hold my gaze was standing in the front of the room singing a praise song with the loudest, most beautiful voice. She had found wealth. She had found confidence. She had found the self-agency for her destination, and she will take that lesson forward to the women's group she leads at her local church. What a different outcome than if she had just been given money, food, or material goods. The mustard seed had been planted, and ILAD plants those seeds repeatedly.



I could share many other stories I've witnessed in my work with ILAD. Each one has, in turn, enriched my life in equal measure. I want the exact same things that others want: to be respected, to contribute in a meaningful way, to care for others, and to have a relationship with God. Every time I engage with ILAD, financially or actively, I receive those things in return tenfold. We are all interconnected with the same desires. ILAD touches that part of my heart in a way that no other organization has. It empowers me and all of those it touches through compassionate action. There is no greater gift from God than to feel the beauty of our common humanity in this way. I am truly blessed to be a part of the ILAD community.

# BOARD & OFFICERS



**William J. Kotlan**

**Chairman**



**Deborah  
Cleveland**

**Secretary**



**Stephen Bross**

**Treasurer**





**Charles Pierson**

**Member**



**Shannon Caraway**

**Member**

**Tony Fuller**

**Member**



**Mariam Varghese**

**Member**

**Dr. Jason Butler**

**Member**



**Brenda Holland**

**President and  
CEO, ILAD**

# FINANCIALS

## STATEMENT OF FINANCIAL POSITION

### Assets

|                       |             |
|-----------------------|-------------|
| Cash and Equivalents: | \$454,138   |
| Investments:          | \$845,897   |
| Other Receivables:    | \$294,811   |
| Other Assets:         | \$93,685    |
| Total:                | \$1,688,531 |

### Liabilities

|                      |          |
|----------------------|----------|
| Current Liabilities: | \$52,300 |
| Total:               | \$52,300 |

### Net Assets

|               |             |
|---------------|-------------|
| Restricted:   | \$931,618   |
| Unrestricted: | \$704,613   |
| End of Year:  | \$1,636,231 |

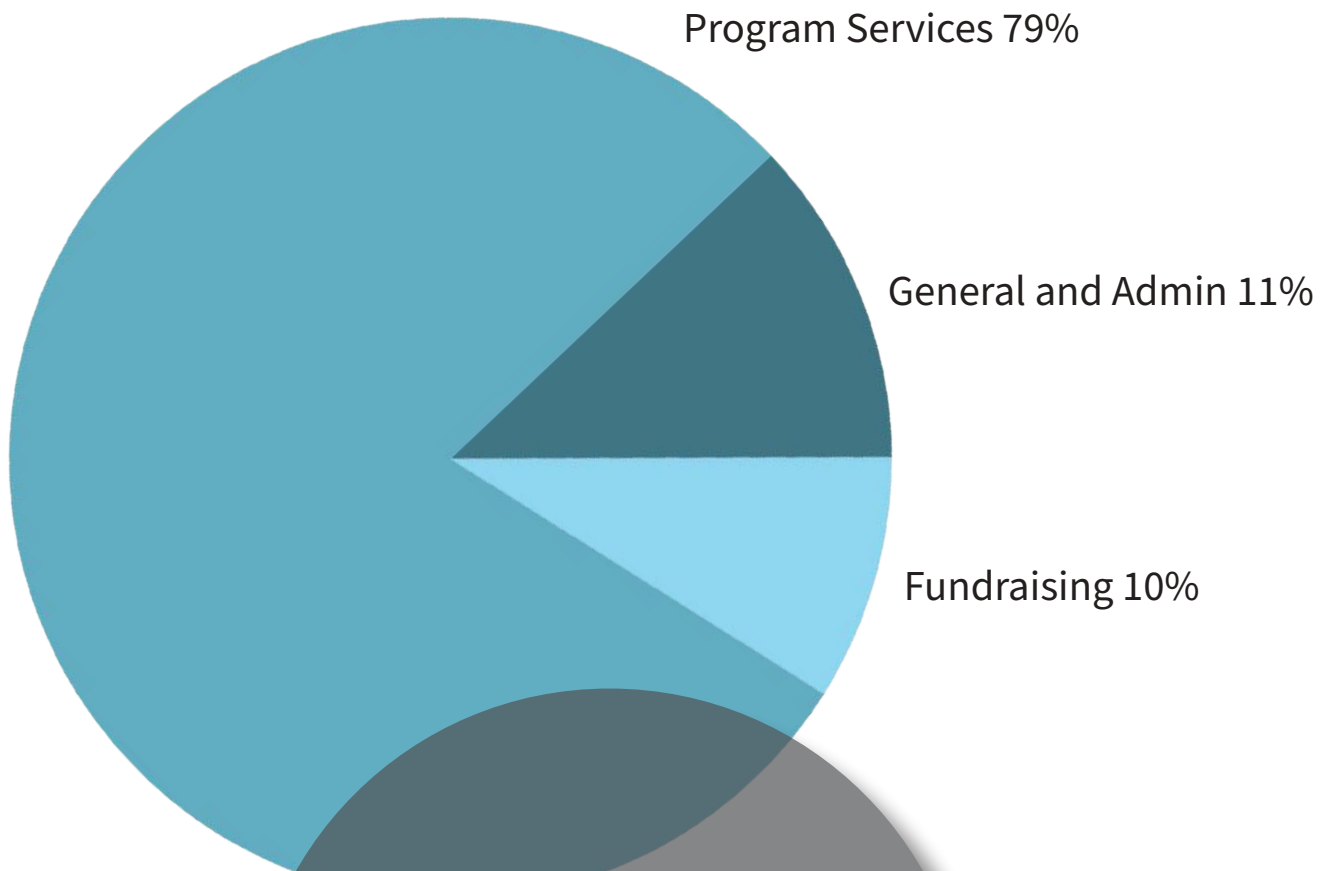
## STATEMENT OF ACTIVITIES

### Support and Revenue

|                          |             |
|--------------------------|-------------|
| Contributions:           | \$2,831,509 |
| Program Service Revenue: | \$419,176   |
| Contributed Services:    | \$102,500   |
| Other Income:            | \$4,329     |







|                    |             |
|--------------------|-------------|
| Program Services:  | \$2,868,827 |
| General and Admin: | \$457,378   |
| Fundraising:       | \$316,762   |
| Total:             | \$3,642,967 |

**“Anyone who has ever  
struggled with poverty  
knows how extremely  
expensive it is to be poor”**

**James Baldwin**









INTERNATIONAL LITERACY  
AND DEVELOPMENT®

International Literacy and Development is an organization driven by the belief that all people, regardless of language and culture should have the opportunity to participate in and contribute to the prosperity of humanity.

Platinum  
Transparency  
2025

**Candid.**

Charity  
Navigator



✦ FOUR-STAR ✦

