

ANNUAL REPORT 2025-26

Strengthening Literacy Through High-Impact Programs

EST. 1899
United for Literacy
Littératie Ensemble

Our Strategic Priorities in Action

United for Literacy's four-year Strategic Plan builds on decades of experience supporting learners across Canada. The plan responds to ongoing barriers to literacy and skills development, particularly for people facing limited access to learning opportunities, rising costs, and changing workforce demands.

In the first year, we have made key advancements in the three strategic priorities of our multi-year plan that guided our programs, partnerships, and organizational investments.

Together, these priorities support our vision of literacy as a foundation for resilience, opportunity, and participation. While Canada faces many urgent challenges, including housing, food insecurity, mental health, and employment barriers, literacy plays a role in navigating each of these areas by helping people access information, build confidence, and make informed decisions.



Deepen impact

by developing and expanding high-impact programming and partnerships.



Expand influence

by raising awareness and developing our reputation as thought leaders.



Build internal capacity

by strengthening fundraising and staff and volunteer experience.

Message from the President



Transforming lives through literacy is essential to United for Literacy. In the past year, I've been privileged to meet people across this beautiful country. Wherever I go, be it Nunavut, Ontario, Quebec, or Saskatchewan, I see learners who show up, week over week, to learn and grow. This perseverance aligns with our new strategic plan, which intensifies our commitment to learners.

We do this by focusing on evidence-based, high-impact programs that reach more people, especially those with limited access to learning support. This means more program time with a defined outcome: individual education, employment, skill improvement, or community capacity development. With the emphasis on life-changing programs, the long-term effect of each connection is more measurable and impactful.

To deliver the promised outcomes, we worked with Blueprint, Indigenous Evaluation Network, and others to upgrade our research and evaluation data collection and analysis. Other highlights of the year include the National Forum on Literacy and Future-Ready Skills and new fundraising initiatives to help sustain our programs. We also partnered with over 65 organizations to form the National Literacy Alliance, which reinforces our Government Relations strategy and helps advance the cause of literacy as a pathway to improved health, housing, employment, and education opportunities.

Plans for next year include investing more resources to better support our learners. For example, we plan to utilize a network of satellite partners to incorporate literacy interventions into other public-serving programs. This deeply embeds our programs as a key element of holistic support.
None of this would matter without dedicated learners of all ages and the staff and volunteers who support them. I am grateful for all you do alongside our funders, community partners and supporters. We look forward to building on this shared commitment as we continue transforming lives through literacy.

Mélanie Valcin

Message from the Chair



People across the globe face daily challenges. In Canada, food, housing, and employment instability are widespread. Most jobs require at least a high-school diploma, and critical thinking and comprehension skills are necessary for success in today's high-tech, demanding world. A national literacy strategy is necessary for Canada to remain competitive.

As Chair of United for Literacy's Board of Directors, I want to communicate our shared belief in the organization's strategic direction and plans to strengthen its financial sustainability to support more in-depth literacy programs. We look forward to leveraging community partnerships and cross-sector collaboration to withstand the impact of global and regional challenges.

Every child, adult, or family that enters a program to strengthen their literacy skills secures a stronger future for themselves and their communities. This change takes time, but the positive impact is long-term and scalable. In the first year of our strategic plan, United for Literacy assessed what is needed to move away from short-term interventions and further develop high-impact learning programs. These programs will see more people cultivating stronger skills and increasing resiliency. On behalf of the board, I encourage individuals, community partners, and all levels of government to join us in this vital effort to raise literacy levels in Canada.

John Wiltshire

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Former President and CEO
Canadian Marketing Association

Sartaj Sarkaria
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Total Fund Management
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Yassir Berbiche
Head of Treasury
Mouvement Desjardins

John Wiltshire (Ex-officio)
Former President and CEO
Canadian Marketing Association

Year 1

HIGHLIGHT

Developing and expanding targeted, higher intensity, impact-focused programming

Studies show that children, especially those in underserved communities, benefit from increased time spent reading and learning, particularly when they receive one-to-one support from a tutor. (1)(2)

In the first year of our four-year Strategic Plan, we reviewed our programs to identify what creates the strongest outcomes for learners.

This included assessing factors such as frequency, duration and session length to identify our high-impact programs and establish a baseline for future growth.

This work will help us expand longer-term learning opportunities while continuing to reach learners through accessible programs across Canada.







(1) https://nssa.stanford.edu/sites/default/files/Effects%20of%20High-Impact%20Tutoring%20on%20Early%20Literacy%20Outcomes.pdf
(2) https://www.tandfonline.com/doi/full/10.1080/10824669.2023.2179056#abstract

How high-impact programming works



The redesign of the Summer Reading Tent program in Southern Ontario demonstrates this shift toward high-impact programming. Previously offered as one-time events, Reading Tents now include multiple sessions with the same children, creating ongoing opportunities to read, engage with learning and build relationships in a fun summertime setting.

Maureen Anglin, Regional Director, Ontario explains:

The team offered recurring sessions with the same children throughout the summer to prevent summer learning loss. This created more opportunities for one-to-one reading, stronger relationships, and deeper engagement. Learners benefited from more consistent support with early signs of stronger engagement and more meaningful learning experiences.

90 learners participated in a more sustained, high-impact approach to summer programming. One volunteer shared that returning each week meant that they could ***"see real progress—not just in reading, but in confidence."***

To measure the impact of the new, high-impact Reading Tent program, the Toronto Community Team developed a child-friendly survey that is easy to understand and simple for volunteers to administer.

BENEFITS

High-impact programming has other benefits, too:

- Summer staff, typically youth hired seasonally, get the opportunity to create a curriculum and plan sessions, resulting in stronger leadership skills.
- It provides more summer volunteer opportunities.
- Community partners can access additional summertime resources.



Focusing resources where need is greatest

United for Literacy programs are designed and delivered in response to community-identified needs across Canada. By responding to these priorities, we increase equitable access to learning opportunities across regions and populations.



BEYOND FOOD, EDMONTON

Through a partnership with Edmonton's Food Bank, Beyond Food helps adults strengthen their communication, digital, and essential skills in a familiar and welcoming setting. Six-week courses support learners in building confidence, developing practical skills, and working toward their goals. Since July 2025, 161 participants have completed the program.

LITERACY GAMES, NEW BRUNSWICK

A high-impact programming approach inspired staff to create a tabletop learning game that increased engagement and participation. Piloted with 25 children through a 10-week after-school program, learners practiced reading, writing, storytelling, and social-emotional skills

LEARN OUTSIDE THE BOX, WINNIPEG

Staff supported 142 adult learners in achieving their learning goals through flexible, learner-centred literacy programming. One learner completed all five Canadian Adult Education Certification exams with personalized support.

GROUP TUTORING, VILLERAY-DANS-L'EST (MONTRÉAL)

Volunteers support newcomers in building French-language skills and gaining confidence as they navigate daily life in their new city. Through twice-weekly classes offered from October to May, 31 learners strengthened their language skills while building connections and becoming more familiar with their community.

ALL STARS TUTORING AND HOMEWORK CLUB, SCARBOROUGH

Through small-group tutoring, homework support, and engaging educational activities, volunteers help children in Grades 1–8 strengthen their academic skills and build confidence as learners. Last year, 25 children participated in the program, developing positive learning habits in a supportive environment.

Perseverance Award recipients

The Perseverance Award celebrates learners who demonstrate determination, resilience, and a commitment to achieving their goals. Recipients have overcome challenges, strengthened their literacy skills, and inspired others through their dedication and positivity.



Parvin James Latifa

A learner in the Independent Studies Program for four years, Parvin James Latifa has steadily developed her reading, writing, math, and communication skills through dedication and perseverance.

Always arriving prepared—with a smile and bright colours—Parvin has grown in confidence and independence, while extending her impact through volunteer work at her church.

Thoughtful, kind, and hardworking, Parvin inspires everyone who works with her.

Congratulations, Parvin!



Phyu Sin Maung

Over the past year, Phyu Sin Maung has achieved remarkable milestones, including passing her English proficiency exam, earning a promotion, and becoming a Canadian citizen.

Her focus, determination, and commitment to lifelong learning have made her a standout learner in Whitehorse.

Phyu's journey reflects resilience, ambition, and the transformative impact of literacy learning.

Congratulations, Phyu!



Holanda Ramirez

Holanda Ramirez joined United for Literacy in 2021 with limited French skills and, through extraordinary determination, became fluent and is now pursuing a degree in Human Resources Management at the Université de Sherbrooke.

Warm, resilient, and supportive, Holanda uplifts her peers while continuing to reach new personal milestones.

Her journey is a powerful example of perseverance and the opportunities created through literacy learning.

Congratulations, Holanda!

Further developing and expanding targeted, higher intensity, impact-focused programming

Programs by Age Group

CHILDREN 58%

Children's programs include Homework Clubs, one-to-one tutoring, and other supports that help kids build reading, writing, and math skills in accessible settings.

This reflects the confidence and skills that children build through consistent, community-based learning support.

ADULTS 15%

Adult programs include group and adult tutoring to support reading, high-school equivalency credentials, and other essential skills. These programs reach a wide variety of individuals, which can include newcomer women, who learn language skills to help them succeed in Canada.

This indicates that there is more to literacy than simply knowing how to read. It's a road to self-fulfilment.

FAMILIES 14%

Family programs include workshops and Reading Tents where parents and children read together and learn about books. These events often include free books for the children to take home.

This shows the importance of parents reading with children and the positive effect it has on communities.

YOUTH 13%

Youth programs reach older children and young adults, often giving them a self-directed place to get support and explore their interests.

No two people learn the same way, and older students are looking for ways to feel independent. Programs that meet learners' needs while letting them lead the way can help youth transition to adulthood with confidence.






Further developing and expanding targeted, higher intensity, impact-focused programming

Programs by Program type

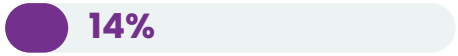
TUTORING



Tutoring, whether one-to-one or small group, is a chance for volunteers to connect with learners of all ages. By being a steady presence in their learners' lives, tutors make a valuable contribution to their learners' lives by sharing time, skills, and knowledge.

> ***I have seen meaningful growth not only in their academic skills, but also in their confidence and independence. Over time, learners become more confident, engaged, and willing to take initiative.***
> At the Multicultural Association of Fredericton's Digital Literacy program, a community partner shared the impact of tutoring on students' digital skills

SUMMER CAMP



Each year, Summer Literacy Camps give children a chance to play, get creative, read, and learn together. These camps help reduce the summer learning loss that can happen when children don't engage in learning activities during the school break.

> ***Before camp, I didn't really like reading. Now I like it because we read stories together and the teachers helped us.***
> A camper from Waywayseecappo First Nation shares how new experiences and perspectives can help young minds grow.

OTHER LEARNING INITIATIVES



Trainings, workshops, awareness events, conferences, and digital learning content create additional opportunities for people of all ages to learn, connect, and build literacy skills.

> ***UFL volunteers play a crucial role in ensuring learners receive the one-on-one help they need... The added support not only strengthens their academic progress but also helps them feel seen, supported, and capable.***
> At the Saint-Columbia House Afterschool Program in Quebec, a partner organization representative shares the impact of individualized support on children.

Metrics that have an Impact

Deepening
Our Impact

Across Canada, literacy barriers take many forms.

Learners may face limited access to books, culturally relevant learning opportunities, community-based support, or flexible pathways for lifelong learning. Through targeted programs and volunteer engagement, United for Literacy helps people access the resources, relationships, and opportunities they need to thrive.

NATIONAL PROGRAM REACH

29,683 people in 180 communities across Canada participated in United for Literacy programs.

National programs

- Strengthen access to high-impact literacy programming across diverse communities

INDIGENOUS SUMMER LITERACY CAMPS

3,236 children participated in literacy camps in 77 Indigenous communities last summer.

Summer Literacy Camps lead to:

- Increased reading confidence and engagement among participants
- A stronger belief in children's ability to succeed as readers (based on camp evaluation results)

BOOK OWNERSHIP AT HOME

48,001 free books were distributed to children and families across Canada.

Book ownership helps to:

- Increase opportunities for at-home reading
- Support stronger reading habits and engagement with books

VOLUNTEER ENGAGEMENT

1,288 volunteers contributed 31,884 hours across 180 communities.

Volunteers help to:

- Strengthen local delivery of literacy programs
- Expand the reach and consistency of services
- Build meaningful connections between programs and learners

Meeting learners where they are



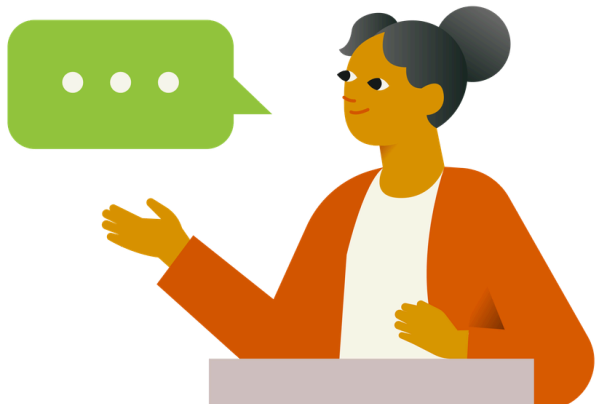
Photo: A United for Literacy learner participating in another program. Photo is representative and does not depict Ali.

In Toronto, Ali joined the Newcomers Homework Club to get some homework help, soon made friends and started asking the tutors for help. His mom shared:

> **I've noticed that his homework is being completed more thoroughly, and his teacher even mentioned improvements in both his math and English.**

> **It is gratifying to watch learners gradually gain confidence in a second language and to mark their progress and accomplishments. Fear of public speaking is universal, and to communicate in a second language is a huge accomplishment, especially for our older students.**

Feeling comfortable speaking in and listening to a learned language helps break down barriers to services, makes it easier to meet new people, and opens doors to jobs and school.



Meeting learners where they are

Deepening
Our Impact

Children & Youth

Building strong foundations

Children and youth continue to need support to build foundational literacy skills in reading, writing, and math. United for Literacy responded by working in partnership with community organizations to develop student-focused literacy programs such as Summer Literacy Camps, school and community-based homework support, and tutoring, as well as delivering learning kits and activity supports to learners' homes.

WHAT CHANGED?

82%
of campers said they saw themselves as "good readers" after camp.

93%
of parents observed that their child's reading skills improved after participating in a literacy program.



Adults & Out-of-School Youth

Strengthening skills and confidence

Today, adults and out-of-school youth still face barriers to learning and need stronger literacy, numeracy, and digital skills to realize their education and employment goals. United for Literacy responded by developing the National Online Adult Learning program, connecting learners and tutors across Canada. When virtual support becomes challenging, in-person one-to-one and small group tutoring programs are available.

WHAT CHANGED?

98%
of learners feel that they have gained skills they need to achieve their specific life goals.

97%
of tutors noticed that adult learners show increased confidence.

Expanding high-impact programming through collaboration

The first step in our four-year strategic plan was to access all of our 450+ programs to identify and prioritize how to continue developing high-impact programs and design new models to provide consistent, meaningful learning support to community-led groups and organizations with the greatest need.

Through conversations with staff, volunteers, and learners, one message was clear: enjoyment is foundational to learning. When people feel inspired and motivated, they are more likely to build confidence, strengthen their skills, and continue learning throughout their lives. High-impact programs help learners:

- Strengthen their reading, writing, and math skills
- Build confidence communicating in English or French
- Develop digital skills and confidence using technology
- Participate more fully in civic life through activities such as voting, volunteering, and advocacy



More Learners Enjoy Learning After Our Programs

More learners enjoyed learning after participating in our programs, according to pre- and post-program surveys.

Children and youth

31% — 44%

Adults

33% — 45%

Expanding high-impact programming through collaboration

Deepening
Our Impact





2025-2026 IMPACT AT A GLANCE

10,430 **children and youth** participated in 348 high-impact programs year-round.

1,784 **adults** engaged in 61 high-impact tutoring programs.

2,170 **children** attended 21 redesigned, higher-impact multi-session Reading Tent programs throughout the summer.

A family member of a Summer Literacy Camp participant told us:

> **The books helped my sister to read better and also helped her teach me how to understand better when someone else reads, because she reads to everyone at home.**

A literacy volunteer shared:

> **Over weeks my learner and I created a warm welcoming environment noticed a change as we went through the exercises the look of my learner's face changed as they understood words they didn't before and was able to read sentences more clearly.**

To meet the growing literacy needs of children, youth, and adults across Canada, we will continue expanding high-impact programming and supporting more organizations to deliver meaningful learning opportunities in their communities.

Rallying stakeholders to advocate for literacy

ADVANCING A NATIONAL LITERACY STRATEGY

65+ The National Literacy Alliance is comprised of more than 65 sector-wide organizations advocating for literacy.

Together, we are determined to close Canada's literacy gap. Read the National Literacy Strategy that calls on the federal government to make literacy more equitable, accessible, and reflective of the needs and strengths of people across the country.

This call for deep and specific investment aligns with the federal government's commitment to creating a more inclusive and robust economy. It reflects a broader shift from delivering programs in isolation to shaping the systems that enable literacy outcomes at scale.

In November, we were honoured to have the Honourable Senator Katherine Hay join us to share her appreciation for the work of United for Literacy and literacy advocates across the country. Her dedication to education and literacy continues to make a meaningful difference for learners and volunteers alike.

COMPANION AWARD: RECOGNIZING DEDICATION TO LITERACY


Steacy Pinney

Advancing literacy takes the leadership and commitment of individuals who have strengthened the movement across Canada. The Companion Award honours an individual's dedication to literacy and lasting contributions to learners, volunteers, and the broader literacy sector.

With more than 30 years of experience advancing literacy, Steacy Pinney has been a transformative leader in Canada's literacy movement. As former CEO of Calgary Reads, she championed community-driven initiatives and helped ensure the organization's legacy continues through partner networks.

Now a Changemaker in Residence at Mount Royal University, she continues to inspire future leaders through her commitment to literacy and learning.

Amplifying thought leadership

Expanding our influence

NATIONAL FORUM

Literacy and Future-Ready Skills

The 2025 National Forum on Literacy and Future-Ready Skills was hosted by award-winning journalist Sean Henry, who led a lively discussion about literacy programs, education pathways, and skill-building opportunities for adults across Canada. He was joined by Ambreen Ahmad (Metro Toronto Movement for Literacy), Janet Lane (Canada West Foundation), Lisa Rochman (MacEwan University) and United for Literacy's Jill McRae (literacy practitioner) and Jen Watt (learner). Everyone brought unique perspectives about this vital topic



Sharing our literacy expertise across sectors

Throughout the year, United for Literacy staff shared their expertise and contributed to conversations shaping the future of literacy in Canada. Our National Program Team presented at the Indigenous Evaluation Network (IEN) Conference in Ottawa on the Summer Literacy Camps Evaluation Framework, which is being designed and implemented in collaboration with the Indigenous Evaluation Network.

Our Montreal Team participated in the Community Empowerment Literacy Initiative (CELI) Conference on Literacy and Employment, hosted by Literacy Quebec, where we opened the event and shared insights on the National Literacy Strategy. We also presented at CANNEXUS26 on the connection between literacy and employment outcomes, and our Vancouver Team presented on our Literacy and Justice program at the British Columbia biannual literacy conference hosted by Decoda Literacy.

Amplifying thought leadership





World Literacy Summit

In April 2025 Mélanie Valcin attended the 2025 World Literacy Summit in Oxford, where leaders from over 52 countries gathered to exchange insights and strategies.

She presented United for Literacy's work with underserved youth in Winnipeg and engaged in meaningful conversations on adult learning, systemic barriers, and the role of literacy in justice, identity, and economic inclusion.

New connections were made with Canadian colleagues, and three international collaborations will be explored further: Indigenous-led publishing initiatives in Australia, cross-sector coalitions in Europe, and All In, the national literacy network in the United States.



Recognized as a voice for literacy in Canada

United for Literacy was honoured to represent the literacy sector as one of 10 Canadian charities invited to participate in the Royal Visit to Ottawa. Members of the team, including Maureen, Sarah, and Cindy, had the opportunity to meet Queen Camilla and share United for Literacy's mission and the importance of literacy in building stronger, more equitable communities.

The moment was especially meaningful given Queen Camilla's longstanding advocacy for reading and learning and her commitment to expanding access to literacy opportunities.

Raising public awareness

Expanding our influence

VIA Rail Canada

United for Literacy continues to expand its national and international engagement through conference presentations and cross-sector partnerships.

Our new partnership with VIA Rail helps raise awareness of the importance of literacy while reflecting our shared commitment to connecting people and strengthening communities across Canada.

SEE THEIR ANNOUNCEMENT

On behalf of United for Literacy and the National Literacy Alliance, we would like to thank MP Madwa-Nika Cadet for her words on International Literacy Day. Her message reminds us how reading is an essential tool for individual and collective development.

SEE THE VIDEO

United for Literacy President and CEO, Mélanie Valcin, advocated for equitable access to literacy and financial literacy throughout the year.

In May, she published the op-ed **"Amid Economic Uncertainty, Canada Must Make Literacy a National Priority"** in *Future of Good*, highlighting literacy as a driver of economic growth and social equity. She also wrote **"Literacy Is Key to Economic Growth"** for the *Financial Post*.

Mélanie also addressed Canada's growing financial literacy gap through an op-ed published in *Investment Executive* and *Advisor.ca*, advocating for financial education grounded in core literacy skills and delivered through trusted, accessible spaces. In January, Mélanie and United for Literacy Foundation Board Member Matthew Latimer joined Pierre Daillie on the Insight is Capital podcast to discuss the economic impact of Canada's literacy crisis.



Read the article

Listen to the podcast

Read the article

Building our resources

Building Our Internal Capacity

Unrestricted funding enables innovation and responsiveness across our literacy work in Canada. Having revenue that isn't directly tied to a specific program or initiative allows us to build our resources, test new ideas, or respond with agility to emerging needs.

Where do unrestricted funds come from?

- Individual donor engagement
- Third-party fundraising campaigns, such as the Bookshelf Campaign, which is an opportunity for corporations to engage in team building and raising awareness of literacy.
- Special events and stakeholders fundraising initiatives
- Game Night is United for Literacy's annual signature fundraising event, where fun meets philanthropy. The lively evening brings together friends, colleagues, and supporters to play games, win prizes and raise funds for literacy programs across Canada.

GAME NIGHT
In support of United For Literacy

In 2025, Game Night raised $158,000 in support of United for Literacy, thanks to the generosity of participants, sponsors, and supporters. Winning teams included CIBC Mellon (Scattergories), Hamilton ETFs (Trivia), CIBC (Taboo) and Portfolio Aid Inc. (Scrabble).

We extend our sincere thanks to presenting sponsor CIBC for making this event possible.



Strengthening staff and volunteer capacity

Building Our Internal Capacity

Volunteer Retention

To improve volunteer retention, the newly created Volunteer Management Working Group is streamlining the volunteer inquiry process. Along with internal processes, we will regularly update locations on the website to ensure they reflect where current programs are held. Other strategies to improve volunteer management include responding to feedback and addressing concerns as they occur.

Recognizing volunteer excellence



Jean-François Trudel

JOYCE MATTHEWS AWARD RECIPIENT

Building volunteer capacity means recognizing the people who bring our programs to life. The Joyce Matthews Award honours exceptional volunteer contributions and their lasting impact on learners across Canada.

Since joining United for Literacy in 2022, Jean-François Trudel has shown outstanding dedication to francization learners, providing consistent, high-quality support across multiple program sites. His innovative digital platform has improved access to tailored learning materials and strengthened collaboration among volunteers.

Generous, forward-thinking, and deeply committed, Jean-François embodies the spirit of volunteerism celebrated by this award.

mccall macbain FOUNDATION

FITZPATRICK AWARD RECIPIENT

Strong volunteer programs depend on strong partnerships. The McCall MacBain Foundation has supported United for Literacy's National Youth Mobilization Program for five years, contributing more than $650,000 to help empower student interns and volunteers across Canada. The Foundation received the Fitzpatrick Award, which honours a company, organization, agency, or family demonstrating an exceptional commitment to advancing literacy.

Through its support of youth leadership and skill development, the Foundation has helped create lasting impact by enabling young people to contribute to literacy programs across the country.

Strengthening staff and volunteer capacity

Strengthening Our People Capacity

This year, as we work on supporting our staff, we implemented a new Human Resources Information System (HRIS) to streamline payroll, recruitment, onboarding, learning and development, and succession planning. By bringing key HR processes into one integrated platform, **the new system reduces administrative work and creates a stronger foundation for supporting employees throughout their careers.**





We also continued investing in professional development through leadership training for managers, organization-wide learning on topics including **Justice, Equity, Diversity and Inclusion (JEDI), mental health and compassion fatigue, and a professional development fund that supports employees' individual learning goals**. Internal promotions, milestone service recognition, and regular employee pulse surveys further helped foster a culture of growth, engagement, and continuous improvement.



Human Resources has also strengthened workplace policies and supported ongoing health and safety initiatives to help **build a more sustainable, supportive, and inclusive workplace** for employees across the organization.

Modernizing systems to increase organizational agility and responsiveness

Building Our Internal Capacity

Investing in systems, data, and staff capacity enables United for Literacy to respond more effectively to emerging literacy needs, strengthen decision-making, and scale approaches that create the greatest impact.

1

Use data to inform programming, budgeting, and fundraising

A Monthly Data and Evaluation Update was established to share key organizational metrics, insights into our impact, evaluation methodology, and volunteer trends. Regular reporting helps teams stay informed and supports timely, evidence-based decision making.

A data-driven program review tool was developed to identify High Impact Programs (HIPs), enabling us to strategically focus resources on programs that deepen organizational impact, and support the growth of learners.



2

Strengthen staff capacity and change management

Internal Program Evaluation Training provided staff with practical training on how to pull and filter evaluation reports to focus on data relevant to their programs. This makes it easier for teams to access useful insights and apply them to program planning and improvement.

New ESET Cybersecurity training empowered employees to recognize and respond to security threats, which reduces the risk of breaches, protects data and assets, and strengthens overall resilience and compliance. This training used a gamified approach, which resulted in improved response to phishing emails and high completion rates.

Organizational wikis were created for key processes to support staff onboarding, knowledge sharing, and adoption of evolving tools and practices. Based on their success, additional wikis will continue to be developed as new processes and platforms are introduced.

Modernizing systems to increase organizational agility and responsiveness

Investing in systems, data, and staff capacity enables United for Literacy to respond more effectively to emerging literacy needs, strengthen decision-making, and scale approaches that create the greatest impact.

3

Strengthen evaluation and data collection

Program evaluation tools were revamped to reduce administrative burden and improve accessibility.

Learner self-assessments were redesigned by replacing separate pre- and post-program assessments with a retrospective approach, creating a clearer and more streamlined evaluation process.



4

Track innovation to improve programming and storytelling

A monthly reporting form was developed for managers and directors to share program updates, photos, and stories.

This information helps highlight innovations across teams, encourage collaboration, and identify approaches that can be adapted to strengthen programming and storytelling.



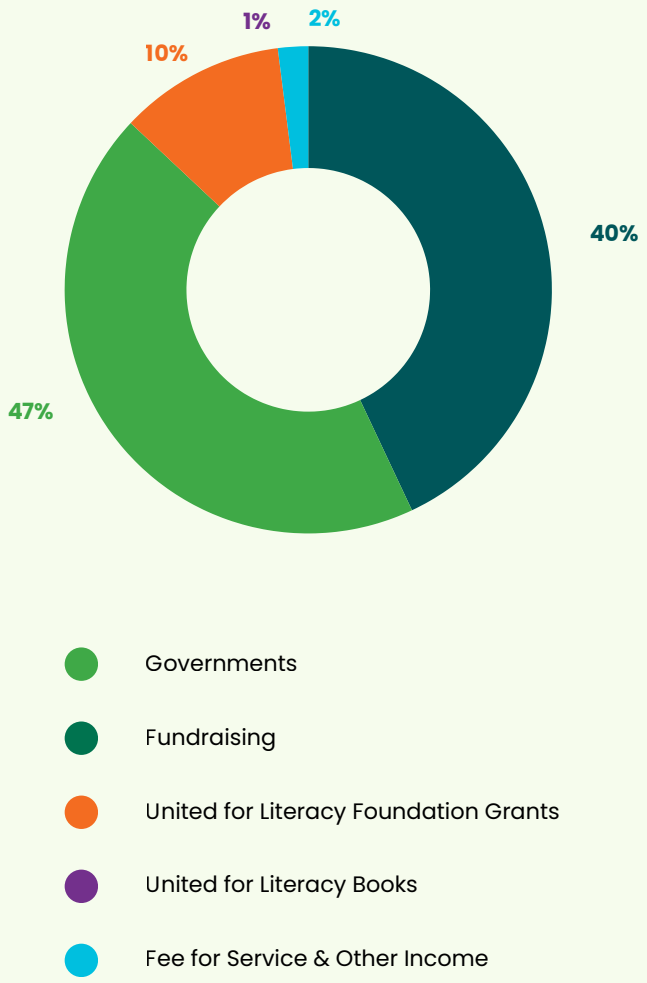
Financials

Summarized Statement of Operations

	2025-26	2024-25
Governments	5,277,001	5,929,259
Fundraising	5,211,275	5,094,390
United for Literacy Foundation Grants	1,360,000	1,276,202
United for Literacy Books	21,455	71,720
Fee for Service & Other Income	204,712	266,334
Total Operating Revenue	**12,074,443**	**12,637,905**
Salaries and Benefits	8,904,653	9,229,951
Program Materials & Delivery Costs	1,517,914	1,551,188
Operational Costs	486,139	779,281
Travel	478,254	514,151
Fundraising and Communications	322,550	343,508
Cost of Sales	51,231	51,258
Amortization & Interest on Capital Leases	133,143	168,569
Total Operating Expenses	**11,893,884**	**12,637,905**
Excess of Revenue over Expenses	**180,559**	-
Summarized Statement of Financial Position		
Assets		
Cash & Cash Equivalents	5,014,388	4,811,788
Accounts Receivable	1,456,535	879,497
Inventory & Prepaid Expenses	-	277,644
Capital Assets	512,447	597,366
Total Assets	**6,983,370**	**6,566,295**
Liabilities and Net Assets		
Accounts Payable & Accrued Liabilities	793,240	532,505
Deferred Contributions	5,225,287	5,238,916
Other Obligations	-	10,590
Net Assets	964,843	784,284
Liabilities and Net Assets	**6,983,370**	**6,566,295**

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