



ECONOMIC EMPOWERMENT THRIVE 2030

Semiannual report for fiscal year 2024 | October 1, 2023–March 31, 2024

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ACRONYMS

AP	Area Program
BEWV	Biblical Empowered Worldview
FCI	Farm Concern International
FY	Fiscal Year
GESI	Gender Equality and Social Inclusion
HH	Household
LSG	Loans to Savings Groups (aka FAST)
MoU	Memorandum of Understanding
MKA	Market Knowledge and Access
SG	Savings Group
THRIVE	Transforming Household Resilience in Vulnerable Environments
WV	World Vision

Bold Text = Core Activity

THRIVE 2030 COUNTRIES

Africa: 8 countries



Central America: 2 countries



Asia: 1 country



GLOBAL SUMMARY

We are now deep into the second year of an incredible journey: empowering 10 million people with the tools to lift themselves out of extreme poverty. Our goal is not simply to raise a family’s income above the poverty line—it’s to help them forever shed the burden of suffering that poverty forces them to carry.

Extreme poverty brings suffering. Parents with nothing to offer hungry children. Students without the energy to learn. Families scraping by, stuck in endless survival mode. This suffering—and God’s call to respond to it—is why we are on this journey. We have seen THRIVE equip families with the tools to break free from the burden of poverty, and we are on track to scale the program to reach 10 million people by 2030. Our vision is that they would experience the fullness of life—the joy, peace, and hope—we believe God wants for all of us.

We are grateful that you have made it possible to do this work with excellence, building the program step-by-step, beginning with the robust, two-phase household registration process (see more on page 4).

The first phase of the household registration process is now complete for countries that started in fiscal year 2023, and we are currently planning baseline evaluations. These baselines will provide a snapshot of the current economic status of participants, identify gaps, and allow valuable insights that will help us tailor activities and indicators to track progress toward program outcomes.

In the following pages, we’ll present our progress through the first half of FY24. As of the end of March, we have reached just over 1.2 million people in FY24.

Thank you for making this possible. Your partnership empowers us to execute THRIVE 2030 with a passion for technical excellence and an unwavering commitment to our faith in Jesus Christ. May you be encouraged by the progress we’ve made together as we press toward our goal.

THRIVE 2030 GOAL:

By 2030, we will equip 10 million people with access to the tools they need to lift themselves out of extreme poverty.



GLOBAL PROGRESS SNAPSHOT

October 2023–March 2024	Projected for FY24	Actual as of March 2024	%
Biblical Empowered Worldview Training (# Direct Participants)	584,029	295,379	51%
Savings Groups (# Active Members)	399,541	186,715	47%
Cumulative Savings by Savings Groups (USD)	\$3,737,896	\$2,658,423	71%
Market Knowledge and Access Training (# Direct Participants)	174,855	79,569	46%
Lending to Savings Groups (# SG Members Accessing a Loan)	181,888	49,805	27%
Loans Disbursed to Savings Groups (USD)	\$5,184,724	\$1,733,323	33%
Total People Reached (# Direct and Indirect Participants)	1,956,986	1,221,874	62%

UPDATE: STARTUP ACTIVITIES

We are pleased to report that in the seven countries that launched THRIVE 2030 in FY23, startup activities are complete or nearly complete. For the four countries that started in FY24 (Ghana, Honduras, Rwanda, and Vietnam), THRIVE staff are in the thick of startup activities—registering households, training staff, and welcoming local and national partners. We can now track progress toward our objectives in all 11 countries.

Below is a recap of key startup activities from the first half of FY24. See page 5 for details by country.

Household registration

As reported six months ago, some THRIVE interventions were already in progress in area programs (APs) before THRIVE 2030 officially launched. This is why a comprehensive household registration process is vital. Because THRIVE interventions build on each other, we need to know where each household is in the sequence. World Vision has not done a registration process of this scale and intensity before. Doing so will allow us to:

- Know which families need to start at the beginning and which are ready to take the next step, without making either group wait for the other
- Plan based on a complete body of verifiable data in which we have full confidence
- Avoid overlooking families that could benefit from THRIVE that might have been excluded or miscategorized in prior surveys

The household registration process is happening in two phases: Phase 1 involves registering households in current World Vision APs. This is complete in the seven countries launched in FY23 and underway in FY24 countries. Phase 2 will expand into new APs, which will be necessary for us to reach 10 million people. We expect Phase 2 will begin in FY27.

Staff recruitment and training

Initial staff recruitment and training are complete in the first seven countries, but training will be an ongoing process throughout THRIVE 2030 as we bring on new

staff to serve new communities. THRIVE's two- to three-month trainings are done through World Vision's Technical Academy, a rigorous online learning platform for staff implementing our technical approaches. The Technical Academy equips staff to apply World Vision's best practices in their local context, and online training ensures accessible, consistent training across all 11 countries.

Key partnerships

Our key program-wide partners are:

- DreamStart Labs (technology for digitizing savings groups)
- Farm Concern International (an agency specializing in connecting farmers in Africa to better markets)
- Mastercard FarmPass (a digital marketplace connecting farmers and buyers)

We also partner with local governments and private sector agencies, as their local expertise multiplies THRIVE's impact and accelerates community trust. In all THRIVE countries, but especially those new to THRIVE, going the extra mile to form good relationships with government and community partners helps pave the way for THRIVE to expand into new APs and reach those who could most benefit from the program.



Claudia (above, with her 5-year-old daughter Valery) joined a savings group after she received a gift of chickens from World Vision. The savings group has helped her care for her flock and grow her income.

UPDATE: STARTUP ACTIVITIES (CONTINUED)

October 2023–March 2024

	Household (HH) Registration	Staff Training				Key Partnerships
		BEWV	SG & LSG	MKA	GESI	
Ghana	Registered 101,134 HHs		✓			- Signed Memorandum of Understanding (MoU) with DreamStart Labs
Guatemala	Completed Phase 1 registration in FY23	✓			✓	- Initiated MoU discussions with newly elected municipal governments
Honduras	Registered 63,192 HHs	✓	✓	✓	✓	- Signed MoU with DreamStart Labs - Signed MoU with churches
Kenya	Registered 130,119 HHs Completed Phase 1 registration	✓	✓	✓		- Signed MoU with DreamStart Labs and FCI
Malawi	Completed Phase 1 registration in FY23		✓	✓		- Signed a revised MoU with DreamStart Labs and FCI, which conducted a value chain analysis
Rwanda	Registered 149,073 HHs Completed Phase 1 registration	✓	✓			- Initiated MoU discussions with DreamStart Labs
Senegal	Registered 46,681 HHs Completed Phase 1 registration		✓			- Signed MoU with Beer Sheba (a Christian agricultural training organization)
Tanzania	Registered 3,951 HHs Completed Phase 1 registration	✓	✓			- Negotiated MoUs with Tanzania Agriculture Research Institute (TARI) and Small Industries Development Organization (SIDO)
Uganda	Completed Phase 1 registration in FY23	✓	✓	✓		- Signed MoU with DreamStart Labs - Held discussions with FCI and Yo! Uganda (a mobile payment service partner) and MoU is in final stages
Vietnam	Made preparations to begin HH registration	✓	✓	✓		- Obtained government approval for THRIVE in 19 of 25 APs
Zambia	Registered 2,140 HHs Completed Phase 1 registration		✓	✓		- Signed MoU with DreamStart Labs - Finalized the signing of a tripartite MoU with FCI, AgriPredict, and VisionFund International

UPDATE: CORE ACTIVITIES

The four core interventions of THRIVE (Biblical Empowered Worldview, savings groups, market knowledge and access, and lending to savings groups) were designed to work in sequence, each intervention acting as a stepping stone for the next.

The first step is BEWV training, which teaches that each person is made in the image of God and is valuable and capable. From there, participants use the other elements of THRIVE to build on the truths they learned in BEWV—much like the wise man who built his house on the rock in Matthew 7.

On the next page, you'll see how each country is progressing in each of the core interventions. Please note that projections refer to FY24 annual goals, and actuals have been measured through the end of March 2024.



Community members gather under a tree for a BEWV training in Mbuyuni, Tanzania. Later, they gathered under the same tree to celebrate the transformation BEWV brought to their community (below).



UPDATE: CORE ACTIVITIES (CONTINUED)

October 2023–March 2024

		Biblical Empowered Worldview Training # Direct Participants	Savings Groups # Active Members	Market Knowledge and Access Training # Direct Participants	Lending to Savings Groups # SG Members Accessing Loans	Cumulative Savings by Savings Groups (USD)	Portfolio of Loans to Savings Groups (USD)	Total People Reached # Direct and Indirect Participants
Ghana ¹	Projected	200	200	0	10,692	\$145,194	\$360,000	200
	Actual	0	0	0	738	\$81,744	\$18,634	0
	%	0%	0%	N/A	7%	56%	5%	0%
Guatemala	Projected	4,640	4,640	0	0	\$90,000	\$0	16,704
	Actual	2,961	1,732	0	0	\$78,779	\$0	10,466
	%	64%	37%	N/A	N/A	88%	N/A	63%
Honduras ¹	Projected	10,000	2,000	1,000	0	\$5,000	\$0	35,000
	Actual	5,925	576	544	0	\$0	\$0	21,069
	%	59%	29%	54%	N/A	0%	N/A	60%
Kenya	Projected	61,739	40,838	8,911	2,760	\$889,754	\$128,000	417,655
	Actual	57,744	26,696	1,419	1,302	\$837,465	\$87,215	291,017
	%	94%	65%	16%	47%	94%	68%	70%
Malawi	Projected	193,865	50,850	88,000	84,744	\$42,886	\$759,165	326,881
	Actual	102,720	49,440	45,140	26,672	\$56,828	\$287,861	142,755
	%	53%	97%	51%	31%	133%	38%	44%
Rwanda ¹	Projected	149,073	149,073	24,631	16,236	\$972,030	\$648,602	149,073
	Actual	18,969	13,593	6,785	1,962	\$444,568	\$323,163	33,653
	%	13%	9%	28%	12%	46%	50%	23%
Senegal	Projected	11,175	2,500	3,017	10,692	\$1,750	\$401,592	55,726
	Actual	4,067	897	2,182	1,133	\$1,250	\$42,933	47,412
	%	36%	36%	72%	11%	71%	11%	85%
Tanzania	Projected	40,001	40,001	11,880	11,880	\$58,479	\$451,200	228,103
	Actual	23,386	18,150	8,681	6,872	\$12,859	\$354,747	168,851
	%	58%	45%	73%	58%	22%	79%	74%
Uganda	Projected	63,872	63,872	26,426	21,956	\$468,834	\$1,011,732	510,730
	Actual	36,161	35,836	2,350	5,132	\$234,417	\$414,912	345,507
	%	57%	56%	9%	23%	50%	41%	68%
Vietnam ¹	Projected	765	765	0	950	\$3,060	\$766,250	6,174
	Actual	0	0	0	95	\$0	\$77,837	256
	%	0%	0%	N/A	10%	0%	10%	4%
Zambia	Projected	48,699	44,802	10,990	21,978	\$1,060,909	\$658,183	210,740
	Actual	43,446	39,795	12,468	5,899	\$910,513	\$126,021	160,888
	%	89%	89%	113%	27%	86%	19%	76%
Total	Projected	584,029	399,541	174,855	181,888	\$3,737,896	\$5,184,724	1,956,986
	Actual	295,379	186,715	79,569	49,805	\$2,658,423	\$1,733,323	1,221,874
	%	51%	47%	46%	27%	71%	33%	62%

¹ THRIVE 2030 launched in FY24. See next page for additional comments on progress.

Status Key

50%+ of annual target	
25-49% of annual target	
0-24% of annual target	

CHALLENGES AND LESSONS LEARNED

Slow progress on core activities

Rwanda: In Rwanda, household registration took longer than anticipated because of delayed information from the government, which in turn pushed back core activities. By the end of March, 123,216 people had begun BEWV training and are expected to finish by the end of FY24, bringing Rwanda to 95% of its annual goal. After completing BEWV, participants will be ready to start the next core activity in the THRIVE sequence.

Savings groups (SGS) in Guatemala and Honduras:

Unlike most THRIVE countries, the concept of SGs is relatively new in Guatemala and Honduras, so we are investing more time to educate communities about how SGs grow an individual's income. Also, some farmers are already involved with a local agricultural co-op approach that focuses on group investments. We are promoting SGs as an option that is accessible and beneficial to everyone.

Senegal: This is the first time the Senegal team has implemented a nationwide THRIVE program, and startup activities, which began in March of 2023, took longer than predicted. BEWV and SG training were delayed so community volunteers could be trained, but the team expects to catch up on targets by the end of FY24.

Ghana and Vietnam: FY24 is Ghana and Vietnam's first year of THRIVE 2030, and startup activities are taking longer than expected as we adapt to these unique contexts: Vietnam is the first THRIVE country in Asia, and Ghana is THRIVE's largest program in West Africa. We expect to build momentum once startup is complete.

Extreme weather

Extreme weather has plagued southern Africa, leading to national disaster declarations in Zambia and Malawi. Zambia lost 2.4 million acres of crops due to insufficient rain, while dry conditions in Malawi led to poor crops that affected 15 of 17 THRIVE communities.

Extreme weather is often a threat for farmers, and THRIVE staff are promoting what we know works: drought-resistant and fast-maturing crops, increased access to the

latest weather information, and income diversification. Teams are also promoting crop insurance and planning trainings focused on adapting to extreme weather.

Global challenges

The most common challenges countries reported were:

- **Household registration.** Collecting detailed information household by household is taking longer than expected in many countries. We are committed to this process to ensure that participants complete all the necessary training to progressively move up the economic ladder and out of extreme poverty.
- **Staff recruitment.** THRIVE 2030 is relying on existing World Vision staff members to fill positions whenever possible. Programming is sometimes delayed while new THRIVE staff members learn their roles.
- **Savings group technology adoption.** Successfully using the DreamSave app requires participants to be tech savvy and have access to a smartphone, which is not always the case in rural areas. VisionFund is piloting a smartphone loan product as one possible solution. We are also training volunteers on the app so they can demonstrate its value to their peers.

Lessons learned

Partnering with community leaders, especially faith leaders, builds trust as community members are more likely to try THRIVE when they see people they know participating. We've also seen benefits from involving local organizations, especially agricultural partners, in startup workshops. By involving these partners from day one, we can better plan how to work together, which ultimately brings more benefits to participants.

Finally, now that THRIVE operates in so many new areas and countries, sending new THRIVE staff to visit established THRIVE programs gives them a chance to learn and discuss challenges with staff who have more experience. The Malawi office, for example, hosted staff from Kenya and Tanzania to demonstrate how participants are using the eMlimi farming app to find the best markets for their crops.

FROM HESITANT SAVER TO CONFIDENT INVESTOR

Onesphore, 51, is a father of five. He supported his family in Rwanda by providing public transport on his bicycle, and his wife worked on their small farm. But between the two of them, meeting their family's needs was a struggle, especially when it came to education.

"I wasn't even able to pay for three of my children's school fees to join high school because I was struggling financially," Onesphore said. "Every little money I would get was dedicated to the basics such as food and health insurance." He was aware of savings groups, but he was nervous about joining. He worried that he might not have enough money to contribute—or worse, that group leaders would keep his money. "My mindset toward savings groups was terrible," he said.

In 2018, he took BEWV training. There, his confidence grew. He gained a clear understanding of how savings groups work and how participating could help him achieve the new goals he had for his family. He decided to join, and he gradually increased his contributions, eventually earning a share-out of \$131 in 2023.

His farming knowledge increased alongside his finances. THRIVE trained Onesphore in new farming methods including how to inseminate pigs—a skill he would use to increase his own herd and to earn income by offering the service to his neighbors.

Onesphore's confidence was growing, and he decided it was time to branch out.

With his increasing income, he expanded his farming activities to include rice cultivation, which proved successful. Next, he opened a grocery shop at the end of 2023. "Combining various sources of income, including share-outs from savings groups and service fees from artificial insemination, **I am successfully supporting my children's education and improving my family's living conditions,**" Onesphore said. He shared proudly that his youngest child recently started high school, a testament to the change in the family's financial status.

Onesphore lost his fear of investing when he saw how his increased income was improving life for his family—from better education to a new couch for their newly renovated home. He now enjoys being part of a savings group and is already planning his next venture: expanding his grocery shop.



"Today I am a successful man," said Onesphore, shown above with his wife smiling proudly in their carrot patch.



Onesphore, his wife, and two of their daughters show the grocery shop they were able to start, thanks to their profits from expanded farming activities and Onesphore's new skills in artificially inseminating pigs.

“Therefore everyone who hears these words of mine and puts them into practice is like a wise man who built his house on the rock.

The rain came down, the streams rose, and the winds blew and beat against that house; yet it did not fall, because it had its foundation on the rock.”

—Matthew 7:24-25 (NIV)

THANK YOU

Thank you for hearing God’s words and putting them into practice by partnering with THRIVE. Your partnership makes it possible for us to build THRIVE 2030 on solid rock.

Our prayer is that you would be encouraged by what we have accomplished so far and excited for what is to come. May the vision of our goal—10 million people rising out of poverty—fill you with joy. Most of all, we pray that you and your loved ones would feel the presence of our God’s overwhelming, unshakeable love for you. May His love be an anchor for your soul.



Proud members of a Guatemalan savings group show off their sweet products. In their savings group, the women learned about financial literacy, the power of saving money, and even gender equality. They were inspired to start a chocolate-making business together. “Now we are equals. We are providing,” said Estelverta, a group member. “Now we know our voice matters.”



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World Vision is a Christian humanitarian organization dedicated to working with children, families, and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice. Motivated by our faith in Jesus Christ, we serve alongside the poor and oppressed as a demonstration of God’s unconditional love for all people. World Vision serves all people, regardless of religion, race, ethnicity, or gender.

UPDATE: FINANCIALS

October 2023–March 2024

	Life-of-Program Budget FY23-FY30	Program-to-Date Expenses	FY24 Annual Budget	FY24 Annual Expenses
Core Activity				
Biblical Empowered Worldview Training	\$ 30.51M	\$ 3.27M	\$ 5.91M	\$ 1.68M
Savings Groups Established and Operating	\$ 33.72M	\$ 3.00M	\$ 6.64M	\$ 1.38M
Market Knowledge and Access Training	\$ 33.60M	\$ 3.49M	\$ 5.92M	\$ 1.71M
Loans to Savings Groups	\$ 61.70M	\$ 9.37M	\$ 6.73M	\$ 2.67M
Technical Support and Field Program Management	\$ 53.77M	\$ 7.41M	\$ 12.21M	\$ 3.90M
Program Quality Assurance	\$ 10.12M	\$ 1.18M	\$ 1.87M	\$ 0.50M
WVUS Program Management and Fundraising	\$ 51.57M	\$ 6.00M	\$ 9.53M	\$ 2.53M
TOTAL	\$ 275.00M	\$ 33.72M	\$ 48.80M	\$ 14.37M
Local Field Office Contribution	\$ 68.71M	\$ 9.72M	\$ 10.69M	\$ 4.26M
World Vision U.S. Contribution	\$ 206.29M	\$ 24.00M	\$ 38.11M	\$ 10.10M