



ECONOMIC EMPOWERMENT | THRIVE 2030

Annual Progress Report
October 2024–September 2025

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THRIVE 2030 COUNTRIES

Africa: Ghana, Kenya, Malawi, Rwanda, Senegal, Tanzania, Uganda, and Zambia



Central America: Guatemala and Honduras



Asia: Viet Nam



ACRONYMS

BEWV	Biblical Empowered Worldview
FAST	Finance Accelerating Savings Group Transformation
FY	Fiscal Year
MKA	Market Knowledge and Access
SG	Savings Group
THRIVE	Transforming Household Resilience in Vulnerable Environments

Bold text = core activity

WELCOME



“With less land, less water, and fewer inputs, we produced three times more.”

—Don Antonio, THRIVE farmer in Honduras (pictured with his granddaughter, Genesis)

In 2025, the World Bank raised the extreme poverty line to \$3 a day. Public funding for international development shrank, and critics questioned whether progress was even possible. Scarcity became the headline.

Don Antonio (above) knew scarcity. He had scraped by for 40 years, growing only corn and beans. “Almost every year was a struggle,” he said, “but we had no other choice.” But THRIVE* offered him a different path.

*Transforming Household Resilience in Vulnerable Environments

GLOBAL PROGRESS SNAPSHOT

Cumulative progress for October 2022–September 2025

	Life-of-project projected for FY23–FY25	Life-of-project actual for FY23–FY25	%
Biblical Empowered Worldview Training (# Direct Participants)	1,581,761	1,556,784	98%
Savings Groups (# Active Members)	1,146,050	815,092	71%
Cumulative Savings by Savings Groups (USD)	\$71,589,169	\$63,152,917	88%
Market Knowledge and Access Training (# Direct Participants)	221,522	281,957	127%
Lending to Savings Groups (# SG Members Accessing a Loan)	261,360	287,196	110%
Loans Disbursed to Savings Groups (USD)	\$13,728,173	\$12,982,032	95%
Total People Reached (# Direct and Indirect Participants)	3,921,493	4,660,912	119%

“World Vision trained us in **Biblical Empowered Worldview, and that changed everything,**” he said. “It brought us closer to God, taught us to have a clean heart, to help others, and to work together.” Through THRIVE, Don Antonio and neighboring farmers formed a producer group and diversified their crops, planting tomatoes and jalapeños. His annual income is now eight times what it was before THRIVE. He can provide for his granddaughter, save for emergencies, and invest in his dreams. He’s traded scarcity for abundance.

And since the start of THRIVE 2030, 1.5 million people have gone through Biblical Empowered Worldview (BEWV) just like Don Antonio, unlocking the same path to abundance.

Celebrating FY25

In fiscal year 2025, we met nearly all key program targets and invested in sustainability through:

- **Generational mindset shifts** through BEWV
- **Digital technologies** that increase safety and efficiency
- **Tools that guard against future shocks**

Three years into THRIVE 2030, we are positioned to tackle extreme poverty in all 11 countries, inviting people into abundant life that God desires for all of us (John 10:10).

This is what we have worked for, hoped for, prayed for. Thank you for being our faithful partners on this journey.

UPDATE ON GLOBAL PROGRESS: DIGITIZATION

As you'll see on the core activities chart on page 6, in FY25, THRIVE 2030 made significant progress on key targets. Countries are now preparing to reach new communities in FY26 and FY27.

Digitization will help sustain this progress—connecting participants to critical resources, safeguarding records, and equipping even the most rural communities to stay connected in a digitally driven world.

Thanks to the leadership of our donor partners, THRIVE 2030 has invested heavily in key digital technologies.

Savings groups digitizing onto DreamSave app

Savings groups are the foundation for household-level financial empowerment, providing a low-barrier avenue to save, borrow, and invest. Globally, groups are moving from paper records and cash boxes to the DreamSave app, which replaces manual ledgers with a secure digital system that:

- **Protects savings and loan records**—far less vulnerable than physical boxes.
- **Improves transparency**—members can track progress anytime, not just at meetings.
- **Speeds up meetings**—interest and share-outs are calculated automatically.

The app works without internet, syncs when a connection is available, and only requires one smartphone per group.

Digitizing market knowledge and access (MKA) through the e-THRIVE platform

THRIVE's MKA work equips farmers to plan their crops around market demand and the requirements of higher-paying buyers. The e-THRIVE platform puts these tools directly in farmers' hands.

Offered in partnership with Farm Concern International (FCI), the platform is phone-accessible and gives producer groups a marketplace to aggregate produce, analyze margins, track profits, and connect with buyers and service providers. Key advantages include:

- **Direct market access.** Farmers can connect with buyers and service providers without intermediaries, aggregating produce to increase bargaining power and profitability. Tanzania reported 30% higher profits using e-THRIVE compared to individual sales.
- **Lower input costs** through bulk purchasing and easy price comparisons
- **Digital record keeping**
- **Access to agricultural training**
- **Integration with digital payment systems** (such as Mastercard Farm Pass)

Global progress on DreamSave and e-THRIVE

All THRIVE 2030 countries are in the process of adopting DreamSave. As savings groups digitize onto DreamSave and mature, many become producer groups and begin using e-THRIVE to participate in a broader marketplace.

Countries using e-THRIVE include Kenya, Malawi, Zambia, Uganda, and Tanzania (78% of Tanzania's sales were via e-THRIVE in FY25). Ghana is working with FCI to launch the platform in FY26.



The Ndimbal Jaabot savings group in Senegal has been together for 10 years. Recently, they started using the Dreamsave app to better manage the group's funds.

“There are no more errors in transactions, it's more secure,” says Mbayang Cisse, the group's president.

ACTIVITY SPOTLIGHT: BIBLICAL EMPOWERED WORLDVIEW

THRIVE tackles the root causes of extreme poverty—starting with the heart, where deep-seated shame, hopelessness, and disempowerment can keep people from succeeding before they even start.

The Biblical Empowered Worldview (BEWV) curriculum is rooted in the biblical truth that God has made us in His image and we are worthy, valuable, and capable of change. Even in non-Christian majority contexts, the core message that we are valuable and capable transforms hearts, and then lives.

Josephine, who leads a pig cooperative in Rwanda, shared the five steps to empowerment she learned in BEWV:

- 1. Learn how to use the resources around you.**
- 2. Find a direction: Know where you are, and where you want to go.**
- 3. Create good relationships with others. You need people to be empowered.**
- 4. Be kind, support others, and show compassion.**
- 5. Trust in God and have faith that your efforts will be successful.**

In FY25, we prioritized having two adults per household complete BEWV training in order to build a united family vision. This approach expanded our reach significantly; we've achieved 98% of our global goal for BEWV participants through FY25.

THRIVE starts with BEWV because it invites people into possibility—equipping them to see the resources available in their communities and to adopt an opportunity-driven mindset.

Partnering with the church for greater impact

In Guatemala, work schedules made it difficult for households to send two participants to BEWV. To improve access, THRIVE partnered with the Full Gospel Church of God in the Department of Huehuetenango.

Together, THRIVE and church staff hosted outreach events in 10 municipalities to share BEWV and

encourage men (often less involved in church life) to participate. This partnership provided a trusted venue for BEWV and strengthened the church's ministry.

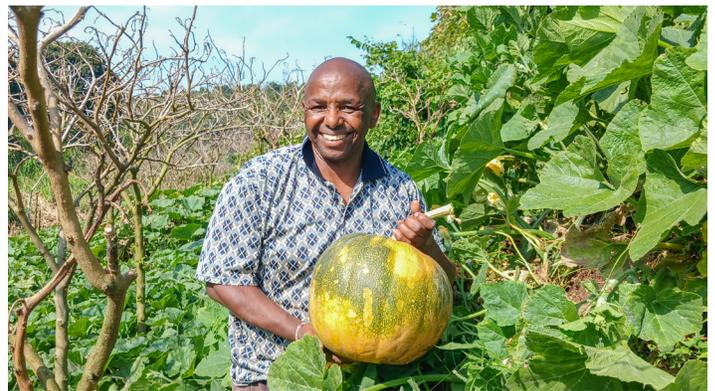
We also partnered with the Catholic Church in Aguacatán to host BEWV sessions and share BEWV messages through their radio station.

Reaching more through VisionFund

VisionFund is World Vision's indispensable microfinance partner, connecting mature savings groups to greater capital through FAST (finance accelerating savings group transformation) loans.

THRIVE 2030 included plans for all VisionFund employees to complete BEWV. As of the end of FY25, 95% of staff were trained (see page 13). After experiencing BEWV for themselves, VisionFund committed to sharing its life-changing message with their clients.

With no additional investment, VisionFund has now reached 37,879 clients with BEWV, and this includes the non-THRIVE countries of the Democratic Republic of the Congo, Mali, India, Mongolia, Myanmar, Bolivia, Dominican Republic, Ecuador, and Mexico.



"I never imagined I would achieve so much," says Pastor Samuel of Kenya. BEWV inspired Pastor Samuel to grow pumpkins and tree tomatoes, and his success inspired members of his church to try new crops. "It's rewarding to see others starting their own projects," he says.

UPDATE ON CORE ACTIVITIES

Cumulative life-of-program progress October 2022–September 2025

Projected numbers: FY23–FY25 | Actual numbers: FY23 through September FY25

		Biblical Empowered Worldview Training # Direct Participants	Savings Groups # Active Members	Market Knowledge and Access Training # Direct Participants	Lending to Savings Groups (FAST) # 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	Projected	152,712	184,885	60,334	13,860	\$6,655,968	\$816,480	584,500
	Actual	176,608	93,741	49,407	15,061	\$6,888,531	\$980,293	440,451
	%	116%	51%	82%	109%	103%	120%	75%
Guatemala	Projected	12,140	8,111	1,250	1,510	\$373,192	\$20,000	45,954
	Actual	12,580	9,478	1,485	0	\$797,928	\$0	48,915
	%	104%	117%	119%	0%	214%	0%	106%
Honduras	Projected	40,000	27,420	4,200	957	\$1,261,440	\$494,630	148,068
	Actual	62,258	14,060	3,832	215	\$929,052	\$193,646	202,266
	%	156%	51%	91%	22%	74%	39%	137%
Kenya	Projected	394,604	258,676	42,629	13,990	\$10,760,796	\$717,245	1,125,555
	Actual	261,657	118,932	48,032	24,492	\$8,245,638	\$791,643	1,216,663
	%	66%	46%	113%	175%	77%	110%	108%
Malawi	Projected	104,140	53,670	15,300	41,868	\$5,324,184	\$1,649,265	332,381
	Actual	104,140	52,023	28,313	57,082	\$3,817,679	\$1,312,483	239,858
	%	100%	97%	185%	136%	72%	80%	72%
Rwanda	Projected	312,156	210,077	41,474	22,440	\$14,044,536	\$1,177,400	399,698
	Actual	282,345	184,525	37,496	36,640	\$11,043,418	\$1,073,932	844,387
	%	90%	88%	90%	163%	79%	91%	211%
Senegal	Projected	24,544	55,387	3,682	20,724	\$10,718,393	\$1,002,852	139,635
	Actual	41,643	44,077	4,295	17,694	\$10,623,171	\$774,708	188,457
	%	170%	80%	117%	85%	99%	77%	135%
Tanzania	Projected	228,630	135,216	23,785	40,238	\$6,650,314	\$2,275,620	379,118
	Actual	281,985	115,663	33,760	48,481	\$5,536,557	\$2,880,617	602,289
	%	123%	86%	142%	120%	83%	127%	159%
Uganda	Projected	138,273	112,341	9,748	77,775	\$11,442,030	\$2,875,968	345,683
	Actual	143,709	99,909	40,706	44,858	\$11,092,216	\$2,152,851	435,528
	%	104%	89%	418%	58%	97%	75%	126%
Viet Nam	Projected	22,639	18,351	5,130	1,754	\$1,288,975	\$1,738,650	75,096
	Actual	42,321	17,423	5,818	2,179	\$1,147,928	\$1,836,720	112,064
	%	187%	95%	113%	124%	89%	106%	149%
Zambia	Projected	151,923	81,916	13,990	26,244	\$3,069,341	\$960,063	345,805
	Actual	147,538	65,261	28,813	40,494	\$3,030,800	\$985,139	330,034
	%	97%	80%	206%	154%	99%	103%	95%
Total	Projected	1,581,761	1,146,050	221,522	261,360	\$71,589,169	\$13,728,173	3,921,493
	Actual	1,556,784	815,092	281,957	287,196	\$63,152,917	\$12,982,032	4,660,912
	%	98%	71%	127%	110%	88%	95%	119%

Status Key

80–100%+ of life-of-program target	
50–79% of life-of-program target	
0–49% of life-of-program target	

Note: In Malawi, the life-of-program target for total people reached through FY25 was set based on projected household size. After household registration was complete, we found that household size was smaller than projected. The original target (332,381) had already been published, resulting in only reaching 72% of the target for total people despite reaching all targeted households.

FY25 ANNUAL COUNTRY HIGHLIGHTS

Ghana

- VisionFund and THRIVE are piloting an insurance product in partnership with Sanlam Alliance to help safeguard livelihoods and provide coverage for hospitalization, disability, and death—hardships that can strain finances to the breaking point. Coverage has been extended to include community-based clinics, so even remote clients can access coverage.

Guatemala

- In FY25, 63 producer groups increased their marketability through improved packaging and labeling. THRIVE assisted with nutritional analyses so groups could include nutritional information, a key first step to reaching wider markets.

Honduras

- Farmers recorded an amazing \$3.2 million in sales in FY25, far exceeding their target of \$1.7 million. This is due in part to increased producer group activity, as 263 producer groups were formed in FY25 alone (38 over target). These groups developed production plans in response to national and international market needs, increasing their profits.

Kenya

- In August, farmers partnered with the East Africa Grain Council to attend an exhibition at Pwani University, forging 14 new partnerships with market actors: agrochemical dealers, seed producers, and crop nutrition mechanization companies.

Malawi

- Participants sold \$10.3 million of farm produce, 125% of their FY25 target. Though the total volume sold was below target, revenue exceeded expectations because farmers negotiated better prices and delivered higher-quality produce. Participants saw, on average, a profit margin of 46%.

Rwanda

- 18,764 savings group members opted to invest in health and life insurance at about \$2 a person. In FY25, 882 members collected \$37,899 in claims, helping them manage the financial burden of health issues or losing family members.

Senegal

- BEWV works best when two adults per household are trained, but in Senegal, men's participation lagged. The team partnered with village leaders to encourage men's involvement, and it worked—in FY25, men accounted for 42% of those trained.

Tanzania

- Farmers made significant progress through collective selling, achieving 30% higher profits over individual sales. Producer groups selling top-earners like cassava and sorghum saw profit margins of 70–85%.

Uganda

- When women are kept from full economic participation, progress lags for everyone. In Uganda, 28 staff members completed training to address the barriers women face, helping advance women's economic empowerment and challenge norms that restrict women's access to land, decision-making, and economic opportunities.

Viet Nam

- The project achieved 106% of the loan disbursement target for FY25 (\$1.03 million) and a 0% portfolio at risk—which staff attribute to the confidence-building impact of contextualized BEWV training.

Zambia

- By the end of FY25, 2,171 savings groups had adopted the DreamSave app, which now offers eligible savings groups direct access to FAST loans. To encourage data consistency, DreamStart labs introduced a raffle, offering groups a weekly chance to win \$100 for consistently backing up their data.

CHALLENGES AND ADAPTATIONS

Technology adoption in savings groups

Savings groups that adopt the DreamSave app quickly find that managing finances with the app is significantly easier. But first, we must address participant concerns about data security. Moving from a cash box to a digital platform can feel daunting—especially for those less familiar with technology. And for some groups in remote areas, access to a smartphone is still a challenge.

In response:

- **DreamSave champions** are helping savings groups understand the app's benefits—security, time savings, and convenience—while guiding them through how to use it.
- **VisionFund introduced zero-interest loans** for groups to purchase smartphones. These loans are already available in Malawi and Kenya and will roll out to Zambia, Uganda, Rwanda, and Ghana in FY26.

We predict that onboarding groups onto DreamSave will also deliver more accurate reporting. Countries still using paper records, like Ghana, tend to underreport membership. Once all savings group data is consistently captured and backed up, we'll gain a more complete picture of the reach and impact of these groups.

Insurance helps families weather life's storms

Smallholder farmers in THRIVE countries bear the brunt of climate shocks—dry spells, floods, and storms—making the climb out of extreme poverty even steeper. These disasters stall progress, drive food insecurity, and push prices higher.

THRIVE and VisionFund are piloting health, life, and weather insurance in Ghana, Kenya, Malawi, Rwanda, Tanzania, Uganda, and Zambia—covering 222,881 people so far, with 1,904 claims settled. These policies protect families on the path out of poverty from resorting to harmful financial coping strategies when crises hit.

A 60 Decibels study in Rwanda confirmed the impact of the new product: 88% of clients had no prior access to health insurance, and 37% made hospitalization claims in the past year.

One Rwandan mother shared, **“My children are healthy because they received care when they fell ill. Knowing VisionFund will refund me, I can also buy fortified food to help them recover.”**

Country-specific challenges

- **In Guatemala and Honduras**, savings group targets have fallen short because the World Vision model is new for staff and the community. The model also faces ongoing challenges due to hesitancy from individuals to use credit to launch a new business, as well as competing options. To respond, THRIVE and VisionFund launched the Credi-Enterprise loan for established producer groups and cooperatives—meeting an urgently felt need. In Guatemala, we're forming new groups through our partnership with the Full Gospel Church, alongside our ongoing BEWV outreach.
- **In Ghana**, THRIVE 2030 began in January FY24, focusing on startup activities. In FY25, we prioritized BEWV among households as foundational training. Savings group formation accelerated later in the year, driven by a new coordinator and acceleration plan. These steps boosted progress in Q3 and Q4.
- **In Kenya**, we overestimated targets for BEWV and savings groups, though expansion into new area programs will allow us to catch up once we begin work in those areas.
- **In Malawi**, poor harvests due to insufficient rainfall, combined with soaring fuel prices, have contributed to food shortages. We are emphasizing irrigation farming and water conservation to help mitigate crop loss, as well as promoting savings.
- **In Tanzania**, ongoing cholera and Mpox outbreaks and quarantine measures impeded some activities as staff took precautions to keep participants safe.
- **Viet Nam** faced four separate typhoons, with flooding and landslides in the northern and central regions. Typhoons affected over 3,800 households and caused an estimated \$3.3 billion of damage.

IMPACT STORY: A PASTOR'S TRANSFORMATION

In Rwanda, Pastor Jean Damascene is leading Good News Church with a renewed vision for community transformation.

Before THRIVE 2030 arrived, Pastor Damascene says his community was deeply affected by alcoholism, gambling, and social disorder. Even among church members, there was a prevailing mindset of dependency and hopelessness, with little interest in productive work.

When the project launched in 2024, many community members, including those in his congregation, initially joined the BEWV training with the expectation of receiving financial handouts. But they were challenged: BEWV called on them to embrace self-reliance instead. At first, there was resistance. But then, the idea of creating change on their own—pursuing their own goals—began to take root.

A year after participating in BEWV, the community had transformed. Community members embraced a new culture of problem-solving, local resource mobilization, and accountability. Savings groups became a cornerstone of social and economic

cohesion. Time once spent on unproductive habits was now invested in saving, borrowing, and planning.

In 2025, Pastor Damascene's church and the wider community began exploring viable income-generating activities. With support from World Vision and local partners, they began growing vegetables and raising pigs and chickens.

Pastor Damascene saw changes in his own life, too. At the suggestion of his wife, he became one of the first to try his hand at raising pigs, setting an example for others. Today, his business generates about \$310 per month. His success has inspired other pastors to follow suit—even those not directly involved in THRIVE.

Pastor Damascene has a vision for even more lives changed in his community. In FY25, he used his income to support 20 vulnerable families, helping them access health insurance and other services.

“To God be the glory now and forever,” he concludes. **“This transformation is not just mine; it belongs to the entire community.”**



Pastor Damascene and his wife smile proudly in front of their pig enclosure.

*"To God be the glory
now and forever. This
transformation is not just
mine; it belongs to the
entire community."*

*—Pastor Jean Damascene,
Rwanda*

THANK YOU

At the end of FY25, we are full of praise to God: for the lives changed through THRIVE, for the incredible progress we've seen this year, and for you as our faithful partners on this journey.

New challenges will arise, but we are filled with gratitude for how far we've come. As Pastor Damascene said, the glory belongs to God, and the transformation belongs to all of us: staff, participants, and those whose generosity makes this possible.

Praise God! May God bless you in the coming year.



Don Antonio smiles with his granddaughter, Genesis (also on page 3), whom he has cared for since her father died. When World Vision came to their community in Honduras, Genesis first became a sponsored child, and then Don Antonio joined the THRIVE program. "I'm proud because everything has grown," Genesis said.



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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.



For more information visit:
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UPDATE ON FINANCIALS

October 2024–September 2025

	Life-of-Program Budget FY23-FY30	Program-to-Date Expenses	FY25 Annual Budget	FY25 Annual Expenses
Activities				
Biblical Empowered Worldview Training	\$39.90M	\$9.15M	\$5.15M	\$4.40M
Savings Groups Established and Running	\$43.50M	\$11.17M	\$5.53M	\$4.75M
Market Knowledge and Access Training	\$41.42M	\$15.57M	\$6.70M	\$6.70M
Loans to Savings Groups	\$67.08M	\$27.13M	\$12.11M	\$11.79M
Technical Support and Field Program Management	\$76.21M	\$28.12M	\$13.93M	\$12.63M
Program Quality Assurance	\$12.41M	\$4.29M	\$1.94M	\$1.85M
WVUS Program Management and Fundraising	\$63.21M	\$21.85M	\$9.89M	\$9.42M
TOTAL	\$343.73M	\$117.27M	\$55.24M	\$51.53M
Local National Office Contribution	\$90.89M	\$29.86M	\$15.69M	\$13.85M
World Vision U.S. Contribution	\$252.83M	\$87.41M	\$39.55M	\$37.68M