

BREAKING THE CHAINS OF POVERTY

with Empowered Worldview



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WITH EMPOWERED WORLDVIEW

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PREFACE

In rural Africa, resilient livelihoods require a critical mass of smallholder farmers to fully embrace, own and perpetuate new technologies and improved farming practices. Without a critical mass, these technologies create dependencies on the external agents that brought the technology in the first place, or they simply remain as a decaying white elephant when the funding and the project have come to an end. While improved technology is easy to introduce to a community, it is impossible to sustain its use in the absence of profound social change.

In our experience in Tanzania, and increasingly in many other African countries, an empowered worldview has proven to be foundational to support the change process. It unleashes the creative freedom,

strength of character and individual responsibility of smallholder farmers. It moves them from a subsistence and dependency mindset toward self-confidence in their ability to make a positive change in the world around them. It equips them with a mindset of “farming as a business,” making them capable of entrepreneurial wealth creation and constructive engagement with government structures for improved delivery of social services.

Exposure to improved technologies and agricultural practices can gain the attention and interest of communities, but a mindset shift that leads community members to insist upon adaptation of new technologies normally acts as a far more compelling pull factor for sustainably establishing new technologies. Socially

empowered communities are best positioned to absorb leap-frogging technology in mobile phone access to financial services, healthcare information, weather forecasts and market information. They benefit more from technical packages consisting of irrigation systems, natural resource management, soil and water conservation, access to credit, input supplies, production contracts, and post-harvest storage and premium prices.

As they become economically empowered, they insist on improved social services for their children and community. They have the means to pay for school fees, healthcare, and better nutrition for their children—providing well for their families. Their empowered worldview is the foundation for social, eco-

nomical and environmental drivers necessary to achieve the sustainable ongoing development of their families and community. Thus the Empowered Worldview approach becomes a critical foundation for realizing the United Nations’ global Sustainable Development Goals by 2030, as it mobilizes the much needed social and spiritual capital essential for sustainable change in any community and nation.

Tim Andrews
National Director
World Vision Tanzania

INTRODUCTION

“The approaches to development that I have used for years are very good, but after working with Empowered Worldview I feel they’re missing something: unlocking people’s spiritual poverty. It’s like they have a car, but they are missing the key, so they can’t start the engine. That key is in the Word of God.”

—ALICE YUGI, WORLD VISION KENYA

The World Bank reports that 689 million people continue to live in extreme poverty. And due to the secondary effects of the COVID-19 pandemic, an estimated 97 million additional people were pushed into extreme poverty in 2020.

Incremental change is not enough to solve the problem of poverty. Transformative, exponential change requires unlocking an individual’s potential to be part of the solution. And that potential can’t be realized unless each person sees the world as a place where they are valued and capable.

Community development often ignores the vital role that faith plays in people’s lives and how they view the world. Globally, more than eight out of 10 people claim a connection with a specific religious belief, so ignoring this element of people’s lives means we are missing a vital key to effective development.

Empowered Worldview fills this gap through an approach that is faith based and reaches deep into people’s core beliefs, transforming their view of the world so that the cycle of chronic poverty and hopelessness can be broken. Empowered Worldview helps people find value in their own identity, create a vision for their future and nurture family and community relationships while demonstrating compassion. A richer understanding of their faith changes how they see the world and their ability to have an influence on their own circumstances.

Empowered Worldview is the foundation for World Vision’s livelihoods program, THRIVE (Transforming Household Resilience in Vulnerable Environments), which equips farmers to improve their incomes by learning improved agricultural and marketing techniques. This combination of mindset change and practical capacity-building has demonstrated its effectiveness on improving family incomes and improving child well-being. TANGO International’s midterm

evaluation of the THRIVE project in Tanzania, which includes Empowered Worldview, identified an average monthly increase of \$44.36 in household income and a significant and positive project impact in a household’s ability to provide for children’s needs, especially education and food security.

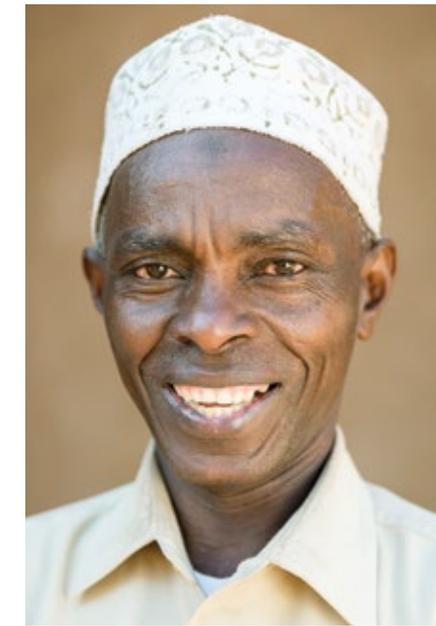
Complementing the quantitative midterm review, this book represents a collection of real-life success stories from individuals who have experienced transformation through Empowered Worldview, and not only have seen a change in their own lives, but also in the lives of their children, families and communities. In these pages, you’ll meet:

- Merina Phiri, who broke the power that she felt witchcraft had over her choices
- Tony Okoth, whose dreams of being a teacher were realized when he became a successful farmer and began to teach others how to change their own worldview
- Hamad Mussa, who learned to see himself as a community change-maker rather than an inexperienced person who couldn’t “do big things”
- Four Christian and Muslim leaders, who learned that they could work together in peace for the good of their community’s children

People’s faith beliefs govern their lives and worldview. Faith-based programming can transform the heart, creating the exponential change needed to break the chains of extreme poverty.



Margaret Schuler
Senior Vice President, International Programs
World Vision U.S.





"My vision is to empower people for the well-being of the children."

—PASTOR TOBIAS ONYANGO

PASTOR TOBIAS ONYANGO

“I understood that God has empowered me to empower others, especially those who live in a society like this where vulnerability and dependency are high. I could empower them because I was one of them.”

When people visit my farm, this is the first place I bring them. I say, “See this garden? This is where we were.” It’s what, about 7 x 15 meters? The planting is random. There are lots of weeds and there’s not enough growing to support one person, much less a family. I call this “inadequacy realized.”

Of course, I had more land, but I wasn’t doing anything with it because, being a pastor, I only knew that you do this old style of planting and then you depend on the congregation to support you. Or maybe you see a white man and you say, “Hey, can you come and support us?” That was the language: “Somebody will come from somewhere” and help us put up the church, “somebody will come from somewhere” and support us in the ministry, “somebody will come from somewhere” with materials for the Sunday school.

Plus, being a pastor I wasn’t supposed to be working on a farm or doing a job. I needed to be “holier than thou.” I don’t know if you understand that concept, but it’s the idea that our place is here in the church. That is what the congregation expects. We don’t have possessions. We don’t have money. We have God. So that small garden I was doing was really just a formality anyway. For the most part, my family and I were eating what the congregation provided—and that wasn’t much, because they were poor, too. My wife and I and our five children were living on less than a dollar a day.

The Empowered Worldview training transformed my mindset. I came to realize that the God that blesses “somebody from somewhere” is the same God that blesses people over here. In other words, we can depend on the Almighty and He can bless us and bring us all that we need, but only if we put ourselves in a position where He can do that.

It starts with understanding your identity—who you are and what God created you to do. In the training I came to realize that, first and foremost, I am a

child of God, created in His image for good. And second, that I am here to be a steward and to be productive. So I came to know who I am.

And out of that change in mindset came the vision: I understood that God has empowered me to empower others, especially those who live in a society like this where vulnerability and dependency are high. I could empower them because I was one of them. Only days before I had believed “somebody from somewhere” would come and help me, that church people are poor people and that God would save me by sending an angel. And children—including my own children—were suffering as a result.

As I walked out the door of the training, I had a vision in my mind and an action plan in my hand. I would empower people for the well-being of the children, and I would start with my own family. How? Through using the resources I already had. In the training, I learned that our land has great potential. It is a gift from God that, in time, can transform our lives.

So I came back and started farming. I have graduated to a new kind of farming, as you can see. It’s being done in an organized way, the quantity has increased and I have planted crops designed to supply proper nutrition for the whole family, especially the children. There are cowpeas. They provide protein and vitamins. Kale provides vitamin A. There are tomatoes, cabbages and a variety of local vegetables that have medicinal purposes. And back behind the greenhouse I am growing sorghum. So you have the components of good health right here. It’s manageable, it doesn’t cost much and it doesn’t require as much work as you might think—I still have plenty of time left over to do the work of the ministry.

So far I have managed to transform my family. There is no more malnutrition. Now we grow enough that we have some left over to sell and some to share



with the neighbors. But this is just the beginning. Now I am moving on to the second part of my action plan: the transformation of my church and my community.

Seeing what I’ve done, some of my neighbors have started to do the same. They have witnessed the change, so it’s easy to convince them. But I can’t show everybody in this region. That’s why I need to include others, especially other pastors, because as the proverb says, “If you walk alone you can walk fast, but if you walk with others, you will walk far.” I need them to buy into the vision, to help me make it clearer and to help others to see it.

So I am starting to invite other pastors to come here to see what I am doing. Some have embraced the vision. They are starting to provide for their own families and to share what they are learning with their people. That is how the change will come.

Of course there will still be resistance, but when I meet it I can’t say, “Now I need to sit down.” No. I meet it with a compassionate heart. I give people seedlings that can be easily managed and I say, “You go and try, brother.” Then I visit them. I follow up.

And I tell them, “Now you’ve seen that this can supply something for your family. Go and increase it so that it can supply something more.” Transformation takes time.

These days I am so focused on my vision that I don’t even see what is here in front of me. I see a place that God has helped me to make into something people immediately recognize as a different environment. A place that supports not just my family or my congregation or my community, but the Body of Christ in Africa. I pray that this approach enters into each and every believer’s heart, and that one day we will send missionaries to countries like Cambodia and Sierra Leone, and even to Sweden and the United States, so that they can see how what was planted here has grown.

Tobias Onyango is the Pastor at Worldwide Gospel Revival Church, located near his home in Ragen West Village, Nyakach Subcounty, Kisumu County, Kenya.



LOREEN TEMBO

“Throughout the training we referred to our Bibles. That had a big impact on me. It made me believe that what was being said was true.”

The part of the Empowered Worldview training that stuck with me the most was when they told us, “Even if you are poor now, you can be rich. You may be sleeping on a mat on the floor today, but you can sleep on a bed tomorrow.”

Throughout the training we referred to our Bibles. That had a big impact on me. It made me believe that what was being said was true. So I started thinking around the idea that I should not die poor, that I should put the Word of God into practice.

What I learned there is bearing fruit in my life. I am involved in a number of income-generating activities. I have been keeping bees since 2006, and also baking fritters to sell in the market and at school. But before the training, I had no proper plan for my money. I was just using it to eat, and if I saw something I wanted, I would buy it. But I had nothing to show for it. I was not putting my money to productive use and my businesses were not growing.

After the training, my mindset changed. I started planning. I started making better decisions and investing what I earned in buying assets and supporting my businesses. I bought more flour so I could make and sell more fritters. With what I earned, I bought a goat

and some chickens. Then I took some money from my savings group (page 68) and bought another piece of land for cultivation. And when the honey season was good, I had another thought: why not put the money I earned into buying a piece of land in Mzuzu city, where I could build a house and rent it out?

The training also pushed us to reach out and encourage others with what we had learned. Before the training, I was teaching and supervising 20 people from my area in beekeeping. Now I have 100 people learning from me.

It’s a good business. It provides a good profit without having to invest much in the way of time, effort or resources—which leaves people free to take up other income-generating activities.

Lately, I’ve started thinking about my next move. My idea is to set up a tuck shop (grocery), and then I can channel all of these smaller businesses into that—honey, chickens, goats, fritters, and more.

I’m not rich, but I am now sleeping in a bed. And I am working hard. I feel like I’m on my way.

Loreen Tembo lives in Yadagha Village, Timbiri Traditional Authority, Nkhata Bay District, Malawi.

TONY OKOTH

“If I am now a tool of God, what can I do? I have a responsibility. I come from a community. What can I give back to that community? What can I do that will change our lives?”

I trained as a teacher, but after I graduated I had a hard time finding a job, so I lived at home, helping my dad take care of our farm and our animals. That’s what I was doing when World Vision called me to attend the Empowered Worldview training. I was only a subsistence farmer, but I guess they saw in me somebody who was at least trying to do better and open to change.

At the training I learned about modern farming technologies and improved breeds. I was told, “You are created in God’s image and likeness.” And that is a very big privilege. So when I left I said, “God can’t create me in His own image and likeness and expect me to be poor. If I am now a tool of God, what can I do? I have a responsibility. I come from a community. What can I give back to that community? What can I do that will change our lives?”

When I came back, I started noticing all the young people who were sitting around doing nothing all day. Many relied on handouts from politicians. Others took up bad habits like drug abuse. Still others had struggled to complete their education but in the end they didn’t have a job.

Food shortages are a major challenge in this area and old people were being left to fend for themselves when their children moved away. I wanted to tell the young people, “Can we stop this? Let’s work together and do something that can change our lives. Let’s do some farming.”

But of course, nobody was going to hear that message, so I decided to form a youth group. I started small with some rabbits I had at home. I slaughtered one and called some young people to get together for a meal. They said, “This is delicious! I’d like to have two,” or “I’d like to have three.” So I started giving people rabbits and teaching them how to take care of them.

Eventually, when they had more rabbits than they could consume, the group members came and asked me, “Where can we sell the offspring?” I brought in a

few friends from other places, and marketing started like that. When we had identified a market I told the group, “Why don’t we get together and form a group of rabbit farmers so we can sell at a better price?”

Soon we had a group of young people and they had some money in their pockets. I said, “Why stop at rabbits? Let’s explore other opportunities.” So some of us started doing a similar thing with dairy goats. And then we decided to farm kale. Now we have moved into improved poultry, dairy cows and pigs as well.

It started with just nine people doing rabbit farming. But in the last year, through the farm and youth group, we have directly touched the lives of more than 300 people and our number just keeps growing because now people can see that I wasn’t just talking. This thing works. The young people are no longer idle. They’re employed and engaged. They’re standing on their own two feet, taking care of their families and passing on what they’ve learned to others.

This farm is now a model farm where I train people and show them how to do this work. Our kale farm has grown to five acres where we also grow spinach and tomatoes. Fresh produce used to be trucked into this area from far away. Now schools are buying it from us, and we deliver it on the backs of our four new motorcycles.

What I love most is when I bring somebody who is poverty-stricken to our farm. I can show him where he’s starting and where he’s going. It feels so good to reach out to people to support them and strive for them and enlighten them—to watch them transform their lives.

I may not be working in a classroom, but I guess you could say I ended up being a teacher after all.

Tony Okoth is the founder of Nyolo Nyambaja farm and the Nyambaja Farmers Youth Group. He lives and works in Oyamo Village, Nyakach Subcounty, Kisumu County, Kenya.





RACHEL JOSEPH

“The most important shift for all of us is in our mindset. We have moved away from the old, which is ignorance, to embrace new ideas, new technologies, new practices and new ways of doing things.”

The training made me realize that, apart from the little bit of subsistence farming we did, our family was entirely dependent on my husband and his salary, and we needed to change that. But instead of thinking carefully about what we were doing, we were doing things the same way we had always done them, which was the same way our parents had always done them. We had the resources we needed to change our lives, but we didn't see the opportunities.

After the training we worked to turn an empty piece of land into a banana plantation. The next stop was poultry keeping. Then we started fish farming.

A few months ago my husband was forced to retire from his job, and that's fine. We no longer need his salary. We have a better income from our farm. Our diet has improved, and we have no problem paying our children's school fees. But the most important shift for all of us is in our mindset. We have moved away from the old, which is ignorance, to embrace new ideas, new technologies, new practices and new ways of doing things.

Rachel Joseph and family live in Kikuletwa Village, Arumeru District, Arusha Region, Tanzania.

THE PEACEMAKERS

“The [Empowered Worldview] training made us realize that regardless of the differences in affiliation, we are similar; that regardless of the differences in our beliefs we can work together for the development of the whole community.”

SHEIKH DINI RASHIDI KIMWERI Previously the relationship between Christians and Muslims in this community was difficult. There was no way we could sit here together like this. The people on each side wanted to say, “I’m better than you.” And when we heard the other side talking, we would say, “They’re talking foolishness.” Now we know we were blind.

I must admit it felt a little strange being invited to attend a training by a Christian organization. But I know that when God calls, you cannot refuse.

As I sat down at the Empowered Worldview training I remembered the Quran, where it talks about angels who received knowledge from God, and I thought I should take this as my example. I should stay and learn something, because if God is offering knowledge, we should receive it.

As the training went on, I realized that it was a good thing. It was not changing my faith in any way, it was just washing away the bad knowledge and wrong interpretations I had.

The four of us were together at the training, and after we came back, we continued talking together and eating together. The people in our community wondered what was going on. It was something new.

RAMADANI JUMANNE HUSSAIN After the training, the Muslim leaders called the leaders of the other faiths and we sat down to discuss the Quran and its teachings. We talked about how best to take what we had learned to the people.

Then the Christians invited everyone and we discussed the Bible and the Christian teachings. Together we came to a consensus about how we could take the whole community forward using these books. Knowing what was in each and how it was being

interpreted allowed us to lead the community from both sides.

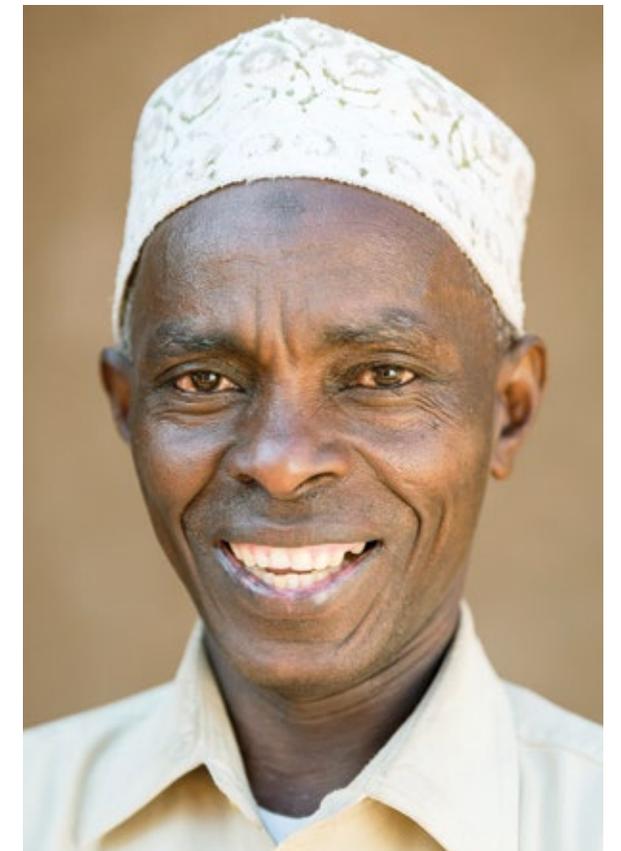
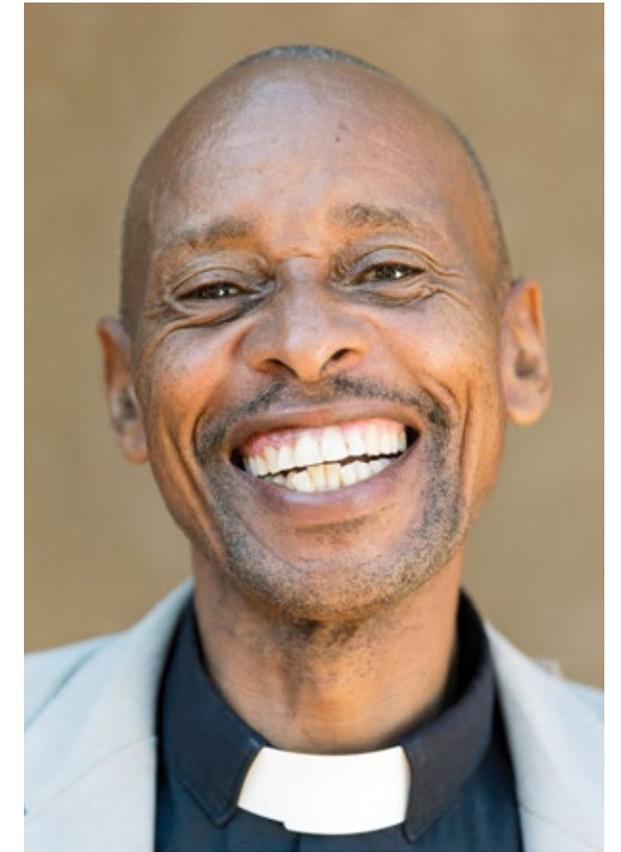
PASTOR ISRAEL ELIAMIN People look to faith leaders to show them how to live. We are playing the role of peacemakers. Now if there is a Christian gathering or ceremony, the Sheikh might come to it, too. Or I might attend his gatherings. And each of us will welcome the other publicly and invite him to stand up and introduce himself and say something to the people. So now we have peace.

SHEIKH DINI RASHIDI KIMWERI And, while we are there, if either of us hears something being said about our faith that is incorrect, we can go back to the other person and correct their understanding. Before that would have been a big deal, but now we reconcile and life goes on.

In fact, this training has taken us to the point where I am now an ambassador for the Christians to the Muslim community. I tell my people that Christians are good, that we can sit together and eat together and take part in ceremonies together. And now this is what is happening in our community.

EVANGELIST SAID SALUM KUGA The training made us realize that regardless of the differences in affiliation, we are similar; that regardless of the differences in our beliefs we can work together for the development of the whole community.

Clockwise from top left: Sheikh Dini Rashidi Kimweri, Pastor Israel Eliamin, Ramadani Jumanne Hussain and Evangelist Said Salum Kuga. All four live in Same District, Kilimanjaro Region, Tanzania.







SHEIKH DINI RASHIDI KIMWERI

“At the Empowered Worldview training I learned that a person can empower himself—that a change on the inside becomes a change on the outside.”

There was a time not so long ago when it seemed like love had left our home. I was always speaking harshly with my family, and when I left the house, I didn't even bother to tell anyone I was going. I just left. The pressure was just too much. My wife needed things, my children needed money for school and I couldn't provide what was needed, so there was no peace. Poverty drove us away from each other.

At the Empowered Worldview training I learned that a person can empower himself—that a change on the inside becomes a change on the outside.

I am a religious leader, but I am also a farmer. For years I had been growing rice and maize on half an acre of land that I prepared with a hand hoe. It took a lot of time and effort, and without any fertilizer or systematic planting methods, the yield was only three to four bags of rice, which I now know is so low. Then, I would sell the rice without any sort of plan, until I would realize, “Oh, we don't have any more rice left to eat.”

At the training I learned that it was my mindset that was poor. We talked about the resources that are all around us—the expertise, fertilizer, tractors,

improved seed, as well as information on modern planting methods and the possibility of taking out small loans from microcredit institutions that would allow us to purchase what we needed. I hadn't been using any of them. I was just doing things the same way I had always done them.

So when I came home from the training I took a totally different approach. Now I am cultivating rice three times a year and I get 20 to 25 bags from that same half acre of land. This season I decided to add another half acre, which means we will end up with 40 to 50 bags of rice.

I have started saving food for the future, which is something I've never done before. It feels so good to know we will no longer have to go hungry at certain times of the year. I also have plenty of rice to sell, so my children's school fees are paid and my wife has everything she needs. Life has come back to our home. Love is there.

Sheikh Dini Rashidi Kimweri is the leader of three mosques situated in and around his home in Mpirani Village, Same District, Kilimanjaro Region, Tanzania.

PASTOR ISRAEL ELIAMIN MHANDO

“When I saw the changes I could achieve in my own life, I took what I had learned to my congregation, and people started to become entrepreneurs.”

I used to think that, because I am a pastor, it was wrong to seek an income beyond what I received from my congregation. I thought, “I will find the good life when I get to heaven.” Because of that mindset, my family and I were so poor.

In the Empowered Worldview training I recognized it when we read Isaiah 1:19. It says, “If you are willing and obey, you will eat the good of the land.” Of course, I had read that many times, but as we discussed it I thought, “Where are those goods of the earth found? They are actually found here on earth. Why am I struggling to get a good life in heaven while I have been promised to get it here on earth?” I always look to the Bible for direction in how to live my life, so why am I ignoring what it says? I must live this word.

Before I was a pastor, I was a cobbler. I saw it as a shameful thing to mend shoes.

But after the training, I thought, “No, I must go back and do that. I will get a simple loan with little or no interest to buy the things I need, and I will become a cobbler again.”

As a result of that decision, everything has changed.

People brought me a lot of shoes to mend, so now we can save money, we can eat good meals. My appearance has even changed, because now I can afford to buy decent clothes.

When I saw the changes I could achieve in my own life, I took what I had learned to my congregation, and people started to become entrepreneurs. When I changed, they also changed. They started to earn more income. That income is helping them and it is also flowing back into the church, so the church has improved.

Before people in this community wanted a pastor who would lead in church and only in church. When they saw him doing other activities they would run from that church. But nowadays, they are running from the churches where the pastor is not engaged in other activities.

Israel Eliamin Mhando is the Pastor at Moore Pentecostal Church. He lives in Mpirani Village, Same District, Kilimanjaro Region, Tanzania.



MERINA PHIRI

“I had never read the Bible before, but I was convinced—not because the facilitator was saying it, but because we could read it for ourselves—it was the written Word of God.”

My mother had a lot of money, but she died living in a broken mud-and-thatch house. And it wasn't because she was happy in that house. It was because she was afraid of witchcraft.

There's a belief around here that if you have good things—a brick house, iron sheets for your roof, electricity, nice furniture—others may bewitch you. So even if you have money, you don't attract people's attention by showing your wealth. You hide it.

Because of that belief, I was in trouble. My husband had passed away in 1992 and I was raising my children alone. Like my mother, I was living in a mud-and-thatch house, but unlike her, I didn't have any wealth to hide. World Vision had helped me over the years. I took part in various income-generating groups, I was in a savings group (page 68), and I was farming—but only for food. I thought I would die living like this. I thought it was sufficient—after all, everybody else was living the same way.

But then I attended the Empowered Worldview training. Each of the participants was given a Bible. The facilitators would open to a particular verse and ask us to open our Bibles to that verse so we could see with our own eyes what it said there. Then they would explain the points they wanted us to understand and invite us to ask questions.

The facilitators pointed out that one reason people don't advance in their development is because of the fear of attracting witchcraft. They told us that instead of believing that, we should go out and develop ourselves so that we could increase our income, live in peace and show others that God is working with us. I had never read the Bible before, but I was convinced—not because the facilitator was saying it, but

because we could read it for ourselves—it was the written Word of God.

In the training, I learned that changing your mindset changes the decisions you make, which changes the amount of money in your pocket. Changing my mindset to thinking in agribusiness capacity, I came to see that I already had the resources I needed to improve my life. For example, I was in the savings group, but instead of using the money to eat, I needed to use it for productive purposes, like expanding my fishpond and adding another one. And I had plenty of fertile land, I just needed to use more of it and use it effectively. By the time I left, I was looking to the future with new determination.

The first thing I decided to do was use more of my land to cultivate maize and beans. From that harvest, I earned more than 1,000,000 Malawian kwacha (US \$1,378), and thinking about what I learned in the training, I made a decision: I was no longer going to live in a mud-and-thatch house. I was going to build a brick house with iron sheets for the roof. Now, as you can see, that is almost finished. And not long ago, as more money came in from my other activities, I decided to buy this sofa set. We had been sitting on little wooden kitchen stools forever, and I was tired of it. They had always seemed sufficient, but the training had erased all of the beliefs that were holding me back. I didn't want to die having only sat in that kind of chair. I said to myself, “No, no, no. This isn't good enough. I can do better.”

Merina Phiri lives with her children and grandchildren in Timbiri Village, Timbiri Traditional Authority, Nkhata Bay District, Malawi.





FATHER ROBERT MACKENZIE

"If you can deliver a message to people that invokes the Word of God and helps them understand why they were created and what God expects of them, they can graduate from the traditional beliefs that hinder the development of their lives."

One of the biggest mindset challenges we face in this community is the belief in witchcraft. It is very serious to talk about it, very risky. But it is a big problem here. For example, we struggle to buy sugar and other items because there is nobody who will establish a grocery store that has the capacity to carry everything we need to buy. The belief is that if you are better off, someone will use witchcraft to kill you. So everybody tries to stay on the same level as everyone else.

There are many people in this community who are poor. The government and NGOs have come here for years talking to them about improving their lives. But when you are afraid of witchcraft that means taking a very big risk.

In the Empowered Worldview training we talked about the impact of witchcraft on our communities. We also talked about the verses in the Bible that

address it. There are a lot of them. The verse I use comes from Matthew 10:28. It says, "Don't be afraid of those who want to kill your body; they cannot touch your soul. Fear only God, who can destroy both soul and body in hell." So I really convince them not to fear anybody. Don't fear. Work hard. Only fear God.

In this community, 95% of the people are Christians, so the Bible is important to them. If you can deliver a message to people that invokes the Word of God and helps them understand why they were created and what God expects of them, they can graduate from the traditional beliefs that hinder the development of their lives.

Father Robert Mackenzie is the leader of the Kayoyo Anglican Parish in Mpanang'ombe Village, Nthondo Traditional Authority, Ntchisi District, Malawi.

FRANCIS FARAYO

“Empowered Worldview gave me the courage to try. In the training, I learned to focus on my dreams, not the barriers and obstacles. Keep going. Be faithful to what you are doing. Because anything to which you are committed—even if it seems small—can give you a lot of things.”

World Vision trains the staff in Empowered Worldview before they train anybody else. That’s important. How can I tell you to change when I have not?

Before the training, I was really afraid of trying new things. I might have had good ideas, a good vision, but I didn’t have the confidence to take a risk and try something new. Like everybody else I knew, I would always say, “But I don’t have the capital.” It was like a slogan. “I don’t have capital” or “I’m waiting to get capital.” But I never had a specific plan for getting it. Fear was holding me back. What if I can’t manage? What if I lose a lot and come out without any profit?

Empowered Worldview gave me the courage to try. In the training I learned to focus on my dreams, not the barriers and obstacles. Keep going. Be faithful to what you are doing. Because anything to which you are committed—even if it seems small—can give you a lot of things if you are a good steward.

I really love agriculture. The first thing I did after the training was to rent eight acres to cultivate. People told me that land had failed in two consecutive years, so it was unlikely I would do well. But I was determined. I followed all good methods and harvested 17 bags of sesame. I took one to the church and sold the rest for 167,000 Tanzanian shillings (US \$75) per bag. So my situation changed a lot in just five months.

The next challenge was transport. Sometimes I hired a motorbike to get to the farm. That cost 20,000 shillings (US \$9) per day. So I decided to buy one. After buying that, I was able to plant onions in another field. Three months later I sold the 55 bags I harvested for almost 3 million shillings (\$1,340). I used that money to improve our house.

I wanted to plant some pigeon peas on another piece of land when I ran into a challenge. I needed more money to invest. One morning I discussed this

with others at the World Vision office. I was asking, is there something we can use in this office, besides our salaries, to improve our economic situation? We decided to start a savings group (page 68). My vision was to save enough to buy a piece of land. At the end of the saving cycle, I had almost 500,000 shillings (US \$223). From pigeon peas, I had earned 600,000 shillings (US \$267). All of that, added to my little salary, gave me almost 1.5 million shillings (US \$446). I got 1.25 acres for that. My next idea is to start a livestock project.

So, as you can see, Empowered Worldview has helped me to have confidence. Sometimes I might not have enough money, but I have the spirit and the confidence that I can do it. Now I am not afraid to dare. And I am not afraid to fail. I know I can do it with what little I have. Everything I need is there.

Often I will be speaking with somebody and they are blaming something or someone for their problems, but I see the opportunity all around them. I will tell them, you say you have nothing, but what about this chicken? I can show them so many things they have. And everything you see around you is an opportunity, if you value it. Even if it seems impossible, the way will come.

Life has no formula. Trial and error, failure—everything you encounter on the way, big or small, is an opportunity. Don’t ignore it. If you have the means to do it, do it. Somewhere ahead you will see changes.

This approach is really important in countries like Tanzania that are depending on the developed countries for what they want. That kind of thinking is like a handicap. We need to first trust in ourselves and have a plan and a goal and a vision, then we can do anything. I have seen it in the communities I work with. Since the training, they no longer ask, “What will you do for us this year?” No. They say, “This year we have



a plan for ABC.” Now they are on the way, and we can support them.

The approach could also help young people. So many are unemployed. They have graduated, but they are just waiting for someone to hire them. They are not aware of the opportunities that are all around them. If I had one wish, it would be that the Ministry of Education would make this part of the curriculum. They need this knowledge to push ahead their lives.

So far, World Vision has dropped a few seeds—it’s not yet enough to change the whole world, but it sure has changed me. For me, Empowered Worldview is like the sunrise—the dawn of my new life. My new slogan is “If not today, when?”

Francis Farayo is the Sponsorship and Program Coordinator for World Vision Tanzania’s Magugu Area Program, Babati District, Manyara Region, Tanzania.

THE BUILDERS

“I always tell people it’s like taking a journey. You can’t just sit at home waiting for the bus to come and pick you up. Start walking on your own, and then others will find you when you are on the way.”



ADAM IPINGIKA, WARD COUNCILLOR For a long time, people around here have thought they needed outside help to do things. Empowered Worldview helped me see that we need to change this, that we needed to break our “dependency syndrome” and become self-reliant.

After the training, I shared what I had learned in a meeting with Kalemawe’s Village Council. Then we held a meeting with the rest of the village. First, we talked about the community’s needs. People agreed on three main needs: clean water, a primary school and electricity. When we prioritized them, they put the school at the top of the list. The nearest primary school is 10 kilometers away, so few of their children are attending, and the community said that they believe education is the key to overcoming the challenges they will face in the future.

BAKARI KABORA, VILLAGE CHAIRMAN When we told the people that we could mobilize ourselves to build a school, there were two groups. The first didn’t accept the idea. They said it is the government’s duty to put a school here, and if the government wouldn’t do it, maybe an NGO (nongovernmental organization) would. The second group said, “Hmmm. It’s true that when people just receive something like a school without contributing any of their own labor and resources, they don’t always take good care of it.” They also understood that the NGOs are not going to be here forever, so we must take responsibility for our own development.

So we put it to a vote. The majority voted in favor of the idea. So we arranged to get some cost estimates and took those numbers back to the community. They agreed to move ahead.

After finishing the exterior walls, we held another community meeting to explain how the money had been spent so far. The transparency has built trust. People can see that their money is working for them. Of course, there are still those who resist, but people are paying their share. The community’s by-laws—which come from within the community itself—ensure this. Because this school is not just for those who agree. Everyone’s children will benefit.

LOMNYAKI MIKA, SUB-VILLAGE CHAIRMAN We started this process just over a year ago, and if everything goes according to plan, the school will be ready to open in another three to four months. Then we will use the same approach to solve our water problem. People are suffering with typhoid, cholera, amoeba, so the need is great. I have no doubt that they will contribute.

ADAM IPINGIKA, WARD COUNCILLOR Now I am using this kind of approach in villages throughout this ward. This knowledge builds capacity. I want people to know about it.

When you talk about development, the first stakeholder is the citizen. Then you can bring the government and the other stakeholders onboard. I always tell people it’s like taking a journey. You can’t just sit at home waiting for the bus to come and pick you up. Start walking on your own, and then others will find you when you are on the way.

Ward Councillor Adam Ipingika (third from right) with the members of the Kazaroho Village Council inside the school they are constructing at Kazaroho Village, Babati District, Manyara Region, Tanzania.



ALICE YUGI

“When your heart is transformed, you have a drive that comes from within. Your attitudes are transformed, your actions are transformed and you do things in a new way.”

Most development workers don't put the Word of God together with development. We have been so busy transforming people's minds and working to increase what's in their pockets that we have missed the most important part: transforming their hearts. Empowered Worldview changes all three: heart, mind and pocket.

It starts with knowing your identity. The Empowered Worldview training asks participants to reflect on God's purpose in creating human beings. The Bible tells us that God created man in His own image and likeness. That means we need to see things and do things the way God would. He didn't create us to live in poverty. We are here to represent Him—to take charge and to take care of His creation. To be a steward of the resources He has provided.

If you really understand your identity, your vision will be like God's vision. You will say, “I want to improve the way I live, improve my relationship with God, take better care of my family, reach out to others, and live and work in harmony with my neighbors so that all of us have life in abundance.” There is a lot of hope in believing in yourself and in knowing that through God you are sustained. That is the transformation of the heart.

When your heart is transformed, you have a drive that comes from within. Your attitudes are transformed, your actions are transformed and you do things in a new way. You look for the opportunities that are all around you and you make use of them. You risk trying different things and move on with or without external support. You embrace the improvement in your livelihood as well as your spiritual growth, because you know they are not separate. They complement each other. And when you reach a time where things are not going well, because you know in your heart you are doing the right thing, you have the hope that allows you to carry on because you know that God has not finished with you.

So, while all of the approaches to development that I have used for years are very good, after working with Empowered Worldview I feel like they're missing something: unlocking people's spiritual poverty. It's like they have a car, but they are missing the key, so they can't start the engine. That key is in the Word of God.

Alice Yugi is Livelihoods and Resilience Project Coordinator at World Vision Kenya's Katito Area Program, Nyakach Subcounty, Kisumu County, Kenya.



CHIEF SAMSON ALOSI GILO

“For me, Empowered Worldview was a curtain raiser. And I have to say that it was the biblical perspective it offers that helped me more than anything else. As a Christian, I am supposed to be preaching the gospel. But it must be the real gospel of transformation.”

As the chief, it is my job to coordinate all of the government activities within this community. That means I am responsible for registering births and deaths, issuing identity cards and ensuring security—which means maintaining law and order—on the ground.

But there is another kind of security that has also become very important to me: food security. And even though it is not really part of my job description, as a result of the Empowered Worldview training, I decided to get involved.

Very few households in this area have food throughout the year. Rates of poverty are above the national average. Drought is common, and devastating floods happen almost every year.

For me, Empowered Worldview was a curtain raiser. And I have to say that it was the biblical perspective it offers that helped me more than anything else. As a Christian, I am supposed to be preaching the gospel. But it must be the real gospel of transformation. In the training I learned that we are created by God to be managers in this world. Whatever God has given, it's up to us to take care of it.

So now, as a representative on the ground of both God and the government, I work to empower people.

I talk to them about having a sense of ownership and I encourage them to do things for themselves without expecting someone else to come and do it for them. Now, people are not only digging the canals—opening them up so the water can more easily flow through to nearby Lake Victoria—they are using the floodwater as a resource, channeling it to ponds where they can use it to irrigate their crops in the dry season.

I have also become a development agent of sorts. Many people here are still farming in a traditional way, so I get involved. I coordinate with experts, I bring them to see what I am doing on my own farm, I teach them what I know, and I follow up to make sure they are doing the best thing.

They are kind of like my flock. At times you might have one member of the flock who is limping. As a Christian, I can't leave that person behind. I have been empowered. I must hold his hand and work alongside him, to show him that he, too, is empowered to be a manager in this world.

Chief Samson Alosi Gilo is Senior Assistant Chief for Kasaye Sub-location, Rang'ul Location, Nyakach Subcounty, Kisumu County, Kenya.



LUCY SHAYO

"I told the World Vision people I didn't want to be carried on anybody's back. I wanted to be led. I was ready to contribute."

I first saw biogas in use at the Empowered Worldview exposure at the Yatta model farms (page 68). I thought, now that's something I want to have. I had been cooking with kerosene, charcoal and firewood all my life. My eyes were always red, the kerosene and charcoal were costly, and cutting wood for the fire was destroying the environment around my house. And with 10 cows, I already had the main resource I needed for biogas: they produce more than enough manure to fertilize my fields with plenty left over to turn into biogas.

I talked with the people at World Vision. They said if I was ready to do my part—dig the holes and prepare some stones and bricks—they would provide the cement and a technical person to help build the system.

When they told me this, my mind went back to a drama we performed at the Empowered Worldview training. It was about crossing a river. The facilitators made two lines on the floor to represent the banks of the river. Between them were pieces of paper to represent stepping-stones and a big piece of paper to represent an island. Two people came to the riverbank and both of them were afraid to cross. Another person came along. He showed them the stepping stones, but they were too afraid to use them, so he picked up one of the people and started to carry him across the stones on his back. When the man reached

the island in the middle of the river, he was tired so he left that person on the island and went back to get the other one. That person also wanted to be carried, but the man refused. He held her hand and showed her how to step from one stone to the next. Halfway across, the woman realized she could do it by herself and they both continued on to the other side. When they got there, the man who had been leading left the woman and went back to help the person who was stuck on the island learn how to use the stepping-stones as well.

I told the World Vision people I didn't want to be carried on anybody's back. I wanted to be led. I was ready to contribute.

I am so happy I decided to do this. It takes so much time to light firewood and charcoal, and then you have to tend the fire while you're cooking. This system is so easy. If I want to have a cup of coffee—even if it's midnight—all I have to do is go in and turn the knob and there is gas. Cooking takes a lot less time than it used to. That gives me more time on my farm, more time with my family, and more time to rest—in a home that is cool with the shade of all the trees I have not had to cut down. I am enjoying my life. What more can you ask from God?

Lucy Shayo lives in Msitu Wa Mbogo village, Arumeru District, Arusha Region, Tanzania.

JONATHAN ZEPHANIAH CHISINGA

"I found [Empowered Worldview] much more powerful than all of the other trainings because it aimed to change your mindset and then your heart and your pocket."

After I finished secondary education, my cousin, who was paying my school fees, told me he could no longer afford to send me to school. He advised me to go back to the village. "In the village there is money," he said. But I thought, "Now that I'm educated, why would I want to do farming? It's not good work; it's just something you do for food. It is much better to work in an office." So I applied for jobs and attended interviews, but nobody ever hired me.

I finally accepted that I was never going to get a job. I was married and had children. Life was difficult for us. The food I grew did not last the whole year, and though we somehow managed to keep the children in school, there were many mornings when they left home without eating breakfast.

It wasn't that we lacked land. We have five acres, but we were not utilizing it fully. My parents and their parents used this land so it was no longer very fertile. And since I wasn't very enthusiastic about farming, I hadn't put any effort into learning about more modern ways of doing it.

When World Vision started working with us, I slowly began to participate. There were trainings on natural resource management, how to apply fertilizer, how to plant more effectively... but for me the real turning point was the trip to Tanzania (page 68) as part of my exposure to Empowered Worldview. I found it much more powerful than all of the other trainings because it aimed to change your mindset and then your heart and your pocket.

While I was there, I met another farmer whose circumstances were similar to mine. He was also educated to a certain level. The difference was, he had worked at a job for years, and because the pay was so little, he decided to stop working and try farming.

He started by cultivating tomatoes and cucumbers on a little over an acre of land. And with the profit from selling those, he was able to start constructing a new house. That really motivated me. When I came back I decided to follow his example and work hard at farming. The first thing I did was focus on improving the fertility of my land. I started applying manure and doing conservation agriculture to improve the soil. Then I cultivated tomatoes on 1/4 acre. When I sold them, I made 121,000 Malawian kwacha (US \$167). That really encouraged me.

In the training, when we talked about how the change in mindset and the change in your heart leads to a change in your pocket, I thought, "I have always grown this local variety of maize. Maybe I would get more with the hybrid?"

I did. Much more. And not because I cultivated more land, but because I did it in a better way. In the past, I had one granary, and it was never more than half full. But this year, the harvest was so much that the old granary was filled past the top and I had to build a second granary, which is almost full as well.

Now I am also cultivating groundnuts and cassava. My children never leave for school without food. And I am encouraging other secondary school certificate holders in this community to take up farming as a business. I never wanted to do farming, but now I see that I can go further and do better on this path than if I had gotten a job. For a long time I wondered what my cousin meant when he said, "In the village there is money." Now I understand.

Jonathan Zephaniah Chisinga and his family live in Mpanang'ombe Village, Nthondo Traditional Authority, Ntchisi District, Malawi.





PENDAEL LAIZER

“Now I realize that farmers are very important. I am just like the person who goes to the office, only my office is the farm.”

When you talk about farmers, most young people think of them as people who are poor and don't matter to society. They think that farming is only done by people who aren't capable of doing anything else. They think education is the only path to success and the good life is found in the town.

Before Empowered Worldview, I, too, was stuck in that mindset. After I completed secondary school, I didn't have the money to go on, so I was forced to come back to the village.

According to Masai culture, it was time for me to marry, but I said no. I thought, “How can I support another person when I cannot even support myself?” I knew life would be very hard.

The Empowered Worldview training was a turning point for me. It opened me up to realizing what I could do. I received training on Farming God's Way (page 68) which helped me to see that the kind of farming people were doing was not very good, which is why the results were not very good. I learned that in farming you could make a lot of money.

Most young people I knew had less education than me. They didn't have a vision for themselves and they didn't feel they had a bright future. They felt they were stuck living the same life their parents had lived. They felt they had no options. After the training, I

decided to mobilize a youth group and teach them what I learned in the training. That was in 2015. Today there are 20 members in the group. Of these, 10 of us decided to have this farm.

Working as a group makes it easier for us to borrow money. A few months ago, VisionFund (page 69) loaned us 4 million Tanzanian shillings (US \$1,785). We used that money to lease seven acres of land, to buy seed and fertilizer and to pay the laborers. We plan to harvest 20 tons of beans this year and thanks to World Vision, we have a guaranteed access to market through Frigoken (page 69).

I've come to realize that if someone misses out on education, that doesn't mean it's the end. An Empowered Worldview education is enough to transform your life.

After the training, I decided to marry, and now we have a child. My dream is that he will go to school and get a good education so that one day, if he wants to, he can come back and do farming in a better, more modern way. Because now I realize that farmers are very important. I am just like the person who goes to the office, only my office is the farm.

Pendael Laizer lives in Kerikenyi Village, Arumeru District, Arusha Region, Tanzania.

PEREZ ODERO

“The training opened my eyes. It made me see that those traditions do not have power. It is only God that gives us the way. Now I have the strength and courage to follow my own path. I don’t need a man to take care of me. I can do it.”

After my husband passed on, things were very difficult for us. We had nothing at all in terms of assets. I was forced to beg and to ask others for support so we could eat.

There were other widows in the area. All of us were having difficulty coming up with enough food to eat and enough money to send our children to school. So we decided to put our resources together and start a savings group (page 68). From the little money I contributed, I was able to buy two hens.

That was around the time I attended the Empowered Worldview training. In that training we had a facilitator who came from Tanzania. He told us the story of how he was able to buy a hen, and after a while the hen translated into goats, and the goats translated into cows. I took that story to be mine. I decided to adopt new ways of doing things—ways that would multiply.

I understood that there were resources available to me that I had not seen before. All I needed was the drive to use them. So I bought a rooster. And when my chickens started multiplying, I sold ten hens and bought a goat and sheep. That gave me confidence. After the hens had more chicks, I sold them and bought another sheep and another goat. Today I have three goats and three sheep and I am seeing that very soon there will be a cow in this home.

After coming back from the training, I also decided to get out my sewing machine. I’d had it for a long time, but it wasn’t working and I didn’t know how to

use it. I decided to repair it and to learn some basic skills so I could use it to earn some money. Soon I was able to save even more in the savings group.

Now I see myself differently. There are things I used to believe I would never be able to do, like paying the fees to educate my children. But now they are in school. My oldest finished form four and she has just completed a computer course. Soon I will send her to teacher training college.

This house is where my husband left me, and according to tradition, I should dismantle it and move to another one because he died here. If not, I should at least remove the roof and put on a new one to signify that I am now alone. According to tradition, I should also be inherited—be taken in by my husband’s brother or cousin—and I should wait for a man to plow the land.

But I am not doing any of that, because the training opened my eyes. It made me see that those traditions do not have power. It is only God that gives us the way. Now I have the strength and courage to follow my own path. I don’t need a man to take care of me. I can do it. And whatever a man can do, a woman can do better.

Perez is the Chairperson of the local Widow’s Savings Group. She and her children live in Kasruna village, Nyakach Subcounty, Kisumu County, Kenya.





PASTOR VINCENT NYIRONGO

“God created the heavens and the earth and all that is in it, and He created man, not to destroy it, but to tend it, to care for it, to be stewards. That is our role and our responsibility.”

The first lesson in the Empowered Worldview training comes from Genesis chapter one. God created the heavens and the earth and all that is in it, and He created man, not to destroy it, but to tend it, to care for it, to be stewards. That is our role and our responsibility.

Looking out the window of the bus on the way to the training in Lilongwe, I saw the devastation that deforestation brings. We have many more trees here in the North, but seeing that, I understood that if we don't take action, the same thing will happen here. Our forests used to stretch from the bottom of the valleys to the top of these mountains. But now they start halfway up. All of those trees were cut in favor of farming. The population has grown and it put pressure on the land, so people started farming on the mountainsides. That has led to gullies, soil erosion, landslides and floods. It has widened the rivers, and swept away people's gardens. It has also led to poor crop yields. Poverty had forced people to attack the natural resources, and greater poverty was the result.

I came away from the training with the conviction that, as a pastor and the chairperson of the village natural resources management committee, I needed to better mobilize others, including my fellow pastors, around this issue—and thanks to the training, I had gained the leadership skills I needed to do so.

When I got back, the first thing I did was call together the local leaders and the community, including my own congregation, to share what I had learned. I explained to them that human beings depend on trees

for their survival: that God created trees in such a way that they absorb the carbon dioxide we exhale to make their food and put oxygen into the air that we need to breathe. I explained that trees prevent soil erosion and provide fertility as they die and decompose. And I reminded them that trees are an important source of herbal medicines. I expanded the work of my nurseries, collecting seeds and growing them into seedlings I could sell to the government for environmental development schemes.

And then I did something that, before the training I had never thought to do: I spoke at a meeting of the Pastors Fraternal—a group of 30 fellow pastors from the area—about our responsibility as stewards of God's creation. I told them, “If we don't do anything as pastors to encourage our people to better manage our forests, our land is going to turn into a desert.”

So far, just six pastors and their congregations have joined this effort, but I am committed to adding more. I travel to meet with these pastors and talk to their congregations about how improving conservation measures and managing the forests will improve their economy. I ask if they have seed and if not, I provide it.

Since the training I am motivated to work hard. We must nurture what God created.

Vincent Nyirongo is a pastor in the Christian Revival Church. He lives in Thumba Village, Timbiri Traditional Authority, Nkhata Bay District, Malawi.



HAMADI MUSSA

"Thanks to Empowered Worldview I am a change-maker in my community. I have dared to break the cultural barriers and beliefs that have prevented young people from doing more."

For me, the Empowered Worldview training visit to Yatta (page 68) was a turning point. When I went there, I was already a farmer. Seeing the challenges people there were facing and the opportunities they made from that, I understood that I could do so much more than I had been doing. They were running and I was walking.

But what was really holding me back? It was the belief that I couldn't run because that's just not who I was. I only studied through class seven. I was too young, too inexperienced. I lacked exposure and knowledge. I wasn't the kind of person who could do big things. And all the people around me agreed. Whenever I would come up with an idea, they would tell me it was impossible, that I couldn't do it, that none of us could.

The Empowered Worldview training that came after that made me question those beliefs and move through them. It helped me to see that there were opportunities all around me. It's just that I wasn't making use of them. I thought, "Now it's time to run."

When I returned home, the first thing I did was start using better farming practices.

I applied manure to the fields, I used planting methods that improved productivity, like planting in rows, and I made sure the weeding was always done well and on time.

The next thing I did was to stop renting out more than half of my land to other farmers. I had ten acres,

but I was renting five and a half of them. I realized that by cultivating my own land using modern techniques, I could harvest 30 bags of rice per acre. And with each bag worth 100,000 Tanzanian shillings (US \$45) I could earn three million shillings (US \$1,339) per acre in one five-month growing season—ten times more than the 300,000 shillings (US \$134) per acre I was getting from renting it out.

After the first rice harvest, I did something else that had once seemed impossible for someone like me: I bought a motorcycle.

Now I am cultivating 15 acres and the motorcycle helps me move between my farms. I am still growing rice, but I am also growing onions, bananas, maize, millet and other crops.

These days my family has enough food to eat. We sleep on a mattress under a mosquito net and my children are in school. I am currently in the process of building us a house of our own as well as one that we can rent out to bring in some more income.

Thanks to Empowered Worldview I am a change-maker in my community. I have dared to break the cultural barriers and beliefs that have prevented young people from doing more. Now they are coming to work with me and to learn from me. I am showing them that they too are able to run.

Hamadi Mussa and his family live in Mawemairo Village, Babati District, Manyara Region, Tanzania.

HAROLD MUNTHALI

“It is only after we came in with Empowered Worldview that things really started to change. ... There are a number of families who have experienced more change in the last nine months than they have in the last five or ten years that we have worked with them.”

World Vision has been working in this district since 1995. In that time we have come in with a lot of different projects and implemented many activities. For example, in food security and economic empowerment we have been teaching people about improved farming technologies, such as better planting techniques, but the change has been minimal. People were like “OK, World Vision wants us to do this. Or the government wants us to do this. Or the traditional leaders want us to do this.” There was no ownership. People were more interested in waiting around to receive, for example, subsidized farm inputs from the government. And their idea of farming was subsistence farming. So we thought, how long are we going to do this? As World Vision, we know that at a certain point we will have to transition out of this area. What will happen then? Will we just leave these people waiting for another NGO to come and assist them?

It is only after we came in with Empowered Worldview that things *really* started to change.

The staff members were the first to be trained, so that as we went out into the community we were looking at development differently—seeing that the people we serve are capable of changing their own lives. We just needed to open their minds.

Before the first training, we took influential community leaders from this area program to Tanzania (page 68) to see how their counterparts there were implementing Empowered Worldview. They came back changed, even before we trained them. Just seeing what others were doing made a big difference. They thought, “If he can do that why can’t I?”

That was in July, 2016. The training followed in August. Trained as trainers, the 86 participants took what they had learned back to their communities. As the approach has taken root, people have changed their outlook. Where previously most farmers were engaged in subsistence farming, there has been a tremendous increase in the number who are doing commercial farming.

There are a number of families who have experi-

enced more change in the last nine months than they have in the last five or ten years that we have worked with them. And where previously people would come to us asking for support with, say, fertilizer and other tangible inputs, now they are asking us to help with access to training, loans and markets.

One thing we have noted is that when people’s economic status improves, there is improvement in many other areas. There is less gender-based violence and more peace at home. There are more jobs in the community, because people are able to employ their neighbors. Parents are able to send their children to school, so the children are happy. And community members are happy to assist one another.

Mindsets change at different speeds. It doesn’t seem to have much to do with education or resources, but I think it may have something to do with assets. Most of the people we have trained so far have some assets, and even before the training ends, they have all of these ideas. How can I go from here and get to there? How can I do ABCD? They are raring to go.

But if you tell someone who is living on less than a dollar a day that, within three months, he can make \$10,000 farming tomatoes on a one acre piece of land, he is likely to say, “Are you kidding me? That’s impossible.”

Now we are looking at how we can really target the ultra-poor, facilitate local exchange visits for them so that they visit people who used to be in their shoes, and give them the training. Because if we don’t bring the ultra-poor along, even those who have some assets will not be able to go much further because there will be suspicion, jealousy, violence and the fear of witchcraft. The only way forward is for the whole community to rise up and move together.

Harold Munthali is the District Program Manager for World Vision’s Nthondo Area Program, Nthondo Traditional Authority, Ntchisi District, Malawi.



DAMARIS AWINO

“The training focused my mind. It gave me a target. I wanted to transform my community, to empower others to do what I had done.”

In 1999, I lost my husband. One month later I lost my son. My only child. He was 12 years old. At the time I was living in Nairobi and working as a typist. After they died, I didn't have a home, just a house—and one I could no longer afford. I decided to come back to my village and build myself a home.

When I first came back, I was broke and I was desperate. My mother-in-law was here, but I had no one else and I owned nothing other than this one-acre piece of land.

I built myself a mud house and I stayed within the compound trying to figure out how to start my life again. My parents were farmers, but I had never done it before, yet found I had a passion for it. In 2014, because of the farming I was doing, the community selected me to represent them. That was when I was introduced to World Vision. They took me to Yatta to visit model farms (page 68), and when I came back five days later, I was a changed person.

I started implementing here what I had seen there—like these ponds. In Yatta there is frequent drought, so they dig small ponds to ensure access to water. Drought is common here, too, so I dug a small pond of my own. That water has allowed me to keep all of these different fruits and vegetables growing, even during times of drought. Then I thought, “Why not put some fish in that pond, so I can also use it for fish farming?” From there, I started doing poultry.

In January 2016, World Vision invited me to attend another training. The Empowered Worldview training built on what I had learned in Yatta. It opened my mind to see that, by farming in a modern way I could empower my pocket. What really struck me was when we talked about the need to work as a team—that the work is easier and the environment is friendlier when everybody pulls together.

Before the training there were a number of young people who would come over to see what I was doing on my farm. The way I was farming and eating and living was very different from what they were used to, so they had questions and I was happy to talk to them and give them advice if they wanted it. The training focused my mind. It gave me a target. I wanted to transform my community, to empower others to do what I had done.

When I got home I started a farming mentorship group. There are 36 members in the group. Most of them are young people. They have the interest, but the knowledge is missing. We meet twice a week to share our problems and exchange ideas about how to solve them. I pass on what I have learned and give them advice whenever they need it. Today, every one of them has a kitchen garden and most of them are also growing other crops using irrigation from a nearby river. Some are keeping poultry and dairy cows as well.



It has now been 17 years since I left Nairobi. Sometimes I can't believe it when I think back on what my life was like then and what it is today.

I praise God, because I believe that whatever you ask of Him, it will be provided. But you have to believe. And that strong belief will make it so. I believed that farming could change my life, and it has.

Today I live in a modern house that has become a home. I have two adopted children and I look after my mother-in-law, who lives next door. These days I call myself 'Nakomatt' (a Kenyan supermarket chain) because I have everything I need just outside my front door: fish, eggs, chicken, guinea fowl, bananas, oranges, papayas, sugar cane, cassava, kale, passion-fruit, lemons, guavas, arrowroot, mangos, avocados,

cow peas, tomatoes, parsley, limes, amaranth, climbing beans, maize, sorghum and sweet potatoes. The only things I need to buy are sugar and cooking fat, because I can't produce them—yet. I have multiple sources of income—fish, crops, fruit and vegetables, eggs and meat—I own my house and I have no trouble paying my children's school fees.

These people saw the life I was living when I came here and they see the life I am living today, so when I tell them what they can do to get ahead, they listen. Everybody wants to live a better life, so it's an easy gospel to spread.

Damaris Awino lives in Rang'ul Location, Nyakach Subcounty, Kisumu County, Kenya.



KAMBAVI LONGWE

"When I talked to my children before, they didn't pay attention. Now they are listening to me because my words are accompanied by my actions. They see that I'm working hard for them."

For me, the training caused a lot of soul-searching and reflection. I realized I was doing everything half-heartedly because I didn't have much hope.

We talked about how we are created in the image of God, and how God is not lazy. I thought about that a lot. It touched me, and it motivated me to do more.

I was selling fruit trees before the training, but now I am selling more of them. I also owned the hardware shop before, but now I am carrying more items and sales are up—so much so that recently I bought a solar panel for my home.

The old lantern we had didn't provide enough light for the children to do their homework. And now,

more than ever, I want them to be able to follow their dreams. That starts with getting an education.

Now I encourage them to do whatever they do with all of the commitment, all of the strength, all of the understanding and all of the zeal they can. When I talked to my children before, they didn't pay attention. Now they are listening to me because my words are accompanied by my actions. They see that I'm working hard for them.

Kambavi Longwe and his family live in Kamtambo Village, Timbiri Traditional Authority, Nkhata Bay District, Malawi.





GERTRUDE NYIRENDA

"In the training we talked a lot about farming—not the subsistence farming we were doing before, but farming as a business. That was when the thought hit me: I should start using the land I already have for my own economic empowerment."

In 2000, I built a shop onto my house and opened a small grocery store. I took out microloans to buy things like sugar, salt, cooking oil, soap and other items that people would come to buy. But I didn't feel peaceful about my business because the money I was using to run it was borrowed from those institutions. It so happened that about one month before the training, all of the organizations that I had borrowed money from came looking for me on the same day. I couldn't escape. So I prayed to God, "Give me strength, wisdom and power. Give me what is mine so I can stand on my own two feet."

When World Vision called me for the training in June, it was like God had answered my prayer.

In the training we talked a lot about farming—not the subsistence farming we were doing before, but farming as a business. That was when the thought hit me: I should start using the land I already have for my own economic empowerment.

When I got home, I used the money I had saved from the training allowance to buy two bags of fertilizer and five kilograms of maize seed. After three months, I harvested the maize and I made 350,000 Malawian kwacha (US \$480). Then I bought four bags of fertilizer and more seed, and I planted again. The maize here and in my storeroom is from that harvest. I will sell some of it to buy more seed and fertilizer and then plant the whole acre. This is my new business mindset. Every time I cultivate, I will add more.

There are others in this community who are in the same position I was in before, surviving on loans. Now that I am on my way, I am starting to reach out to them, to show them how they too can transform their lives.

Gertrude Nyirenda lives in Chivuti Village, located in Munyaluwanga Traditional Authority, Nkhata Bay District, Malawi.



JAMES NTHALI

"Sitting in the training I thought, "God is a God of purpose. If He gave me all of this, then I should thank Him through showing compassion for those who cannot afford to pay."

When most people look at my foot, they see my disability and think of it as an inability. I used to see it that way, too, but then World Vision gave me this sewing machine and taught me how to use it. And a few months later, they called me to attend the Empowered Worldview training. Looking at that sequence of events, I knew God was working in my life, and He had a plan for me.

In the training I was really moved by the teachings on compassion. I had started sewing clothing for people, but I would get really angry with them when they struggled to pay me. Sitting in the training I thought, "God is a God of purpose. If He gave me all of this, then I should thank Him through showing compassion for those who cannot afford to pay." Many of

those who are struggling are parents who need school uniforms for their children. Now when they come to me and they don't have money to pay, I say, "Go ahead. Take the uniform and you can pay me when you have the money." I know that, just as I am helping them, one day others will help me. God, at one point or another, gives back.

These days I look at myself in a much more positive way. I have a confidence in myself that I didn't have before. I may have a disability, but I know that I have the capacity to do something in this life that is of benefit to others.

James Nthali lives in Chidero Village, Timbiri Traditional Authority, Nkhata Bay District, Malawi.



VEREDIMA FRANCIS

"Empowered Worldview gave me the ability to turn any challenge into an opportunity, and the confidence that I can do whatever I set my mind to."

Empowered Worldview gave me the ability to turn any challenge into an opportunity, and the confidence that I can do whatever I set my mind to. Before the training, I had three acres of land. I was cultivating just one acre of it, in cotton. I wanted to have more land and grow more crops. And the first thing I needed to spend money on was buying transport. I worked out that it would cost me between 15,000 and 20,000 Tanzanian shillings (US \$6.50-\$9) a day to hire a motorbike and a driver to take me around to monitor my farms. The only other option was to go by bike or on foot. But that would take too long.

When I came back from the training I decided to join one savings group (page 68) and set up another. My goal was to have enough money to buy a motor-

cycle by the end of the one-year savings cycle. I did it. And with the money that was left, I bought more land and leased another plot. Today I own 15.5 acres and I have leased another four. The bike allows me to keep an eye on all of my farms, which means they are more productive.

It also allows me to spend more time at home. That is especially important to me right now because my children are home for the school holidays. For me this is a great time. I want to be able to sit with them, share with them, and give them the foundations for their life. Having the motorbike makes it all possible.

Veredima Francis lives and works in Mwada Village, Babati District, Manyara Region, Tanzania.

SENIOR CHIEF YOBE JOLOM MPANANG'OMBE

"In the past, NGOs and other organizations have not specifically targeted faith leaders. But they forget that these communities are in the hands of the churches. So when World Vision invited the pastors from each community to attend the Empowered Worldview training, they were reaching out to everyone."

As senior chief, I am responsible for leading the implementation of various development activities for 25,210 people in 5,354 households within a 1,500 kilometer radius. This means working with the government and NGOs as they come into the communities, providing them with guidance and ensuring that each and every household can participate in the activities that are being implemented.

External support has been flowing into this area for years, but for most people little has changed. They are still doing subsistence farming, struggling with poverty and looking to NGOs or the government for support. If it is fertilizer you need, you look to the government for a subsidy. If it is a cholera outbreak or cases of malnutrition, you appeal to the NGOs or the government for help.

When it comes to development interventions, most of them have been top down. Organizations come in and tell the community that a certain kind of intervention is going to happen, and encourage them to get involved. It's like, "We are here and we want people to be involved in irrigation, so we are providing treadle pumps and seed and fertilizer." Or maybe it's a livelihood project and they think it's a good idea for everybody to have rabbits. But what if I don't want to raise rabbits? So there was no real feeling of ownership on our part.

So, until recently, all of us have just been waiting for things to come. Including me. As a chief, I receive a salary from the government. It isn't much. Just 18,000 Malawian kwacha (US \$25) per month. The farming I was doing wasn't very profitable, but I wasn't doing anything else to make my life better. I was just waiting for that money to come in, until Empowered Worldview ignited my thinking.

World Vision is one of the organizations that has been doing interventions here for years. This training is different. It made us think about what we want to do to develop, not as part of a group, but as individuals working for the improvement of our own households.

It provoked our thinking and changed our mindsets.

Another thing that makes this training different is that it is based on the Bible. In the communities I serve, the vast majority of people—95%—are Christian. In the past, NGOs and other organizations have not specifically targeted faith leaders. But they forget that these communities are in the hands of the churches. So when World Vision invited the pastors from each community to attend the Empowered Worldview training, they were reaching out to everyone. Now pastors in each and every church are teaching their people about Empowered Worldview and working to change mindsets.

While I was in the training I decided to stop waiting and jump onto the entrepreneur track. They told us a story about a man who was growing tobacco but he remained poor until he switched to growing maize. Here in the Central Region, lots of people cultivate tobacco but they don't earn much. The costs of production are high and the profit is minimal, but we continue to grow it anyway because it's what we know. Last year I invested 2 million kwacha (US \$2,757) on my tobacco crop and in the end I only earned 500,000 kwacha (US \$689).

So when I came home from the training, I removed my ten acres of tobacco and replanted with groundnuts, soya, maize and tomatoes. Now, whenever I'm not in the office, I am in the field putting into practice what I've learned.

It feels good to finally be leading by example and to see that so many people are now preparing to harvest greater yields. Empowered Worldview gave us knowledge and that empowered us. It opened our minds so we can make the right decisions. Instead of giving us fish, it has taught us how to fish.

Senior Chief Yobe Jolom Mpanang'ombe is based in Nthondo Village, Nthondo Traditional Authority, Ntchesi District, Malawi.





MOSES CHIMPANGO

“The first thing I learned in the Empowered Worldview training was that God did not create anyone to suffer and be poor. The second thing I learned is that everything God created has a specific useful purpose—the soil, rivers, trees... and people.”

I always thought there were two groups of people: those God designed to be rich and those, like me, that He designed to live poor and die poor.

When you believe thoughts like that, you have no hope. You are restless and your life is full of trouble. I couldn't afford fertilizer, so the maize harvest was poor. I was struggling to provide enough food for my family and without money, the children were out of school for weeks at a time because we couldn't pay the school fees.

The first thing I learned in the Empowered Worldview training was that God did not create anyone to suffer and be poor. The second thing I learned is that everything God created has a specific useful purpose—the soil, rivers, trees... and people. We are here to take care of God's creation and to make wise use of every resource available to us. Doing so, we can bring a positive change to our lives.

Like most people here, I had always done farming, but not as a business. Just for subsistence. When I went home after the training, I mobilized others and we formed a group of 25 farmers with me as the lead farmer. We called our group “Mindset Change.”

I was training them and also putting what I learned into practice on my own farm. I planted tomatoes, built beehives and took up pig farming. I also came up with an idea for using two resources I had plenty of—

ash and cow manure. By mixing them with a little bit of commercial fertilizer I was able to make a fertilizer that actually enhances soil fertility and builds topsoil.

For years, the soil here has been so hard, so compacted that a lot of my maize would only grow to be one-and-a-half to two feet high. The harvest was very poor: I would get just 30 bags of maize from three to four acres of land. The fertilizer alone has increased my yield to 150 bags of maize—from the same land.

Now my own situation is improving. I am working hard—much harder than before. We have plenty of food to last the whole year and my children are always in school.

I am now the lead farmer for four groups of 25 farmers—soon to be five. World Vision mobilizes the groups, Farm Concern International provides us with access to markets (page 68) and VisionFund (page 69) provides us with access to loans.

The idea that you can do farming as a business and make a profit from it has attracted a lot of attention around here. People see it as a great opportunity to improve their lives and their livelihoods. It has given them hope.

Moses Chimpango and his family live in Chapulapula Village, located in Nthondo Traditional Authority, Ntchisi District, Malawi.

PASTOR THOMAS BARABARA

“At first, people complained about me getting involved in development and economic empowerment. They thought that, as a pastor, I should stick to praying and preaching. But when I would use Scripture and take time to interpret it with them, they could see that it plays a role in our development.”

Proverbs 20:4 says, “The lazy man does not plow when the planting season arrives, so he begs at the harvest and has nothing.” That is how people around here used to live. There were all of these resources—water, land, people—but at the end of the day, they were in need.

The main activity here, then and now, was mining tanzanite. And if someone managed to do well in the mines, the whole community would go to his house to beg. They could have gone with him to work in the mines, but that’s hard work. They were content to let him struggle and when he was successful, go there to beg. The same thing happened if a farmer had a good harvest. And yet people were satisfied with their lives, their situation. Harvests were poor. There wasn’t enough food. Their health was poor. Their children were not going to school. They thought this is how they were created to live.

I went to Yatta (page 68) for an Empowered Worldview exposure visit in 2015. What immediately captured my imagination were the fishponds. As soon as I saw them, I knew I wanted to have one. When I came back, I started digging. People said, “Why are you doing this? Our livestock will fall in that pond and die.” Others thought eating fish was a really strange idea. They thought of fish as if it was some sort of insect. I didn’t listen to any of them. I just kept digging. And when it was finished they came and looked at it and said, “Wow this is a good thing.” Sometimes when you bring something new, people resist, but eventually they learn from you. I was the first person to have a fishpond in this area. Now every village in the area has at least one—there are over 90 in all.

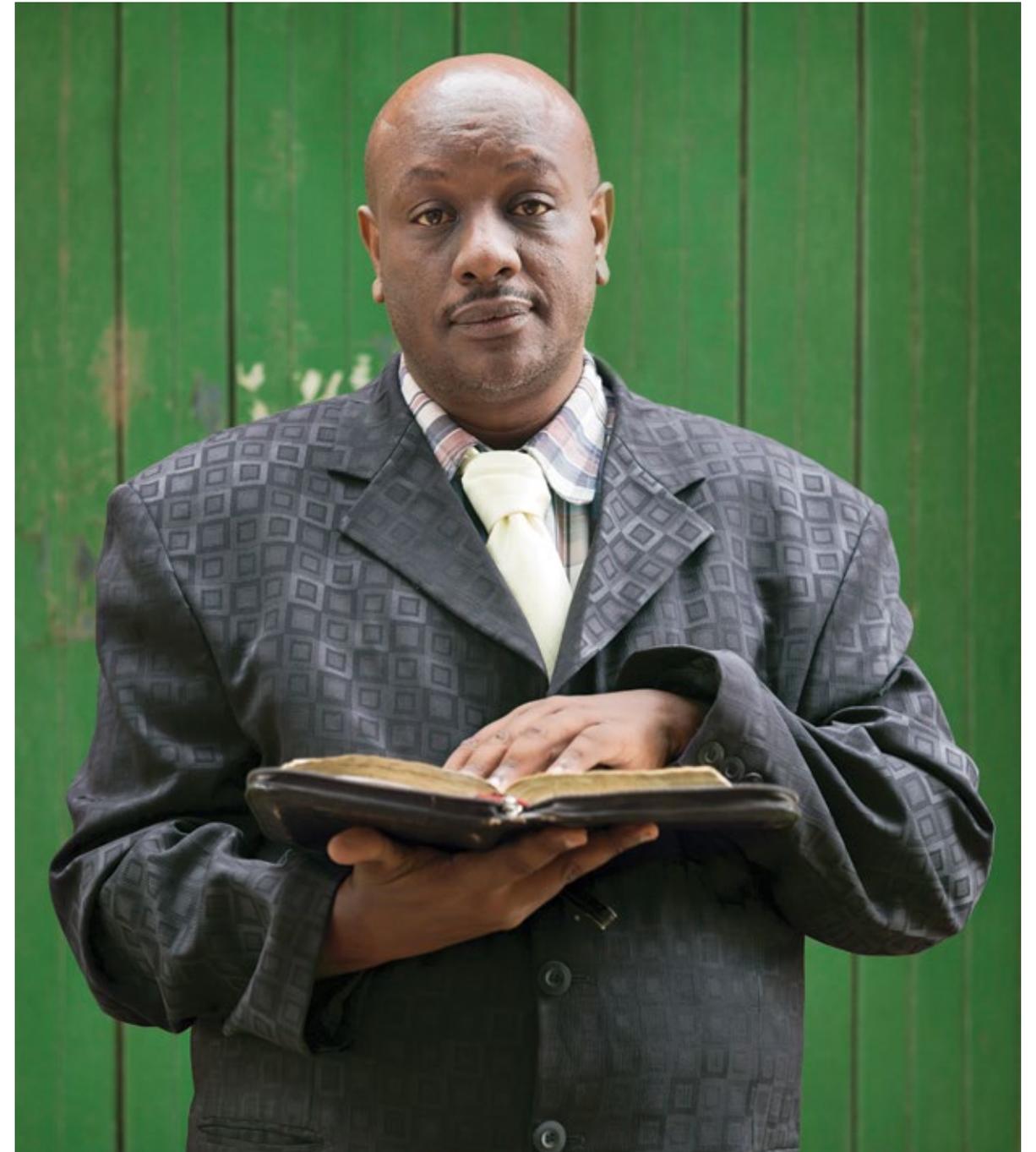
Now I am trying to do other development activities to engage people. You might find that a person has a very big piece of land but they aren’t using it, and at the same time they are crying that they are in poverty. So I go to them and say, “I’d like to use a piece of your land and do something together with you.” Maybe it’s a piece of land where we can dig a fishpond, or maybe we plant bananas together. Either way, we share the harvest. It helps them to realize, “Okay, this is possible.”

At first, people complained about me getting involved in development and economic empowerment. They thought that, as a pastor, I should stick to praying and preaching. But when I would use Scripture and take time to interpret it with them, they could see that it plays a role in our development. They could see that God is involved with agriculture, God is involved with business, God is involved with health and education. And as followers of the Word of God, we must put what He said into practice.

Transformation is a gradual process, but thanks to Empowered Worldview, people are changing. Their mindset is changing, and you can see it: they are cultivating more of their land; they have sufficient food to eat; they are sending more and more of their children to school.

It has also changed me. Now I know that preaching alone does not change lives. I have to go further. Faith without action is nothing.

Pastor Thomas Barabara is leader of the Calvary Assemblies of God Church located in Mbuguni Village, Arumeru District, Arusha Region, Tanzania.





THE EMPOWERED WORLDVIEW APPROACH

The Empowered Worldview (EWW) methodology was created as a result of livelihood projects in several World Vision program areas in which participants demonstrated a transformed worldview as they grew in their understanding of their worth in God's eyes. As their mindset shifted from one of dependence to one of empowerment and personal responsibility, they discovered creative ways to improve their farming methods and increase their incomes.

The creation of a formal EWW curriculum was the realization of the dream to create a unique, strongly biblical approach that enables World Vision to consistently replicate this impact, enabling family incomes to increase and therefore, improving children's access to good nutrition, education and healthcare. The EWW approach capitalizes on the importance of faith in people's lives. An estimated 84% of the world's population claims affiliation with a religious group (Pew Research, Global Religious Future Project, 2016). A person's faith beliefs have a strong connection with their mindset and their view of their role in the world and ability to impact their own lives. EWW sets individuals free from the constraints of traditional mindsets that can inhibit personal initiative.

EWW is the foundation on which World Vision's

THRIVE (Transforming Household Resilience in Vulnerable Environments) livelihoods program is built. But as individuals develop a stronger sense of personal responsibility, experience shows that EWW is moving beyond livelihoods issues and is also encouraging peacebuilding efforts and inspiring communities to develop their own solutions to community issues such as education or sanitation.

Empowered Worldview Curriculum

The EWW curriculum consists of three parts: the core curriculum, pathways for working with different audiences, and the Community Empowerment Toolbox.

CORE CURRICULUM

See the table below.

PATHWAYS FOR WORKING WITH DIFFERENT AUDIENCES

The pathways section of the curriculum provides guidance on the most effective strategies for facilitators to introduce and encourage active participation in EWW training for the different groups with which World Vision works. For churches, EWW focuses on empowering the local church to be a

EWW CORE CURRICULUM

MODULE	OUTCOME	APPLICATION
Identity	Participants gain an awareness of their identity in Christ as made in the image of God—that they are loved and valued and are co-creators of His earth. They learn to be free from fear and superstition so they can live full and abundant lives.	Participants see themselves as God sees us—valued and precious. As a result, they see others in the same light, made in the image of God. They respect and value others even if they are very different in values and behaviors.
Vision	Participants have an awareness and understanding of God's vision for individuals, families and communities to live in harmony. They are encouraged to benefit from the fruits of their labors, and to be free of greed, exploitation and oppression.	Participants have a desire and determination to engage the church in working alongside its community to improve livelihoods and well-being.

MODULE	OUTCOME	APPLICATION
Compassion	Participants come away with a heart for the poor and fully appreciate the central place of compassion by studying Jesus' example.	Participants have a compassionate attitude and demonstrate it practically in their community by individual acts of kindness and by supporting small projects. Ultimately, a compassionate attitude becomes a way of life.
Relationships	Participants see the importance of relationship building, even with people who are very different in values and lifestyle.	Participants are motivated to spend time with people different from themselves to build trust and community.
Faith	Participants are challenged to be more courageous and take risks in coming alongside their community, trusting God and working together to improve and change the lives of individuals, families and communities. Participants are also encouraged to trust God to make use of the few resources they have to benefit the community.	Participants see the value of stepping out of their comfort zone when working with their community.

catalyst for transformation in their communities. For Muslim groups, EWW focuses on relationship building to create trust so Christians and Muslims can work together to identify common community needs and address them to improve the well-being of children. For youth, EWW focuses on short-term, energizing projects that are achievable, build confidence, and create a sense of belonging. For smallholder farmers, EWW uses the Empowered Worldview Community Toolbox to meet the shared needs and aspirations of the community.

COMMUNITY EMPOWERMENT TOOLBOX

The Community Empowerment Toolbox includes practical exercises for facilitators to use during EWW training workshops. These include tools for raising awareness of existing cultural attitudes, gathering information, analysis, planning, and activities for children and youth.

Empowered Worldview Training

The process for disseminating EWW knowledge consists of equipping community leaders to facilitate EWW workshops, and then supporting these facilitators as they work in teams of two or three to train individuals who are influential in their communities.

These community influencers inspire and support others as they initiate projects on their own without waiting for support from government or aid agencies. They encourage others to follow their lead as they use their God-given ingenuity to start projects such as: creating small reservoirs that conserve rainwater to irrigate crops during the dry season, starting kitchen gardens to provide nourishing food for their families, and generating more income through crop diversification and poultry farming.

Involving key community leaders in implementing EWW is essential to community acceptance of EWW's philosophy of encouraging personal initiative to change one's circumstances. These include:

- **Faith leaders**, who are among the most influential voices in African communities and are equipped to deliver Empowered Worldview messages that promote the well-being of children
- **Farm association leaders**, who help inspire their peers to implement new ideas to increase crop production and income
- **Savings groups**, which will encourage their members to take initiative in investing in projects that will generate better income for their families
- **Community leaders (including leaders of both women's and youth groups)**, who lead others to embrace EWW's principles, identifying creative ways to use their skills to shape their futures.

Empowered Worldview and THRIVE

EWW is the foundation for World Vision's THRIVE economic empowerment program—a comprehensive and systematic approach to farming that is empowering the most vulnerable households to move from dependence to dignity. THRIVE helps farmers be less dependent on government and aid agencies, and more reliant on themselves and their peers. It gives them tools to increase their business profits and move to a higher economic level.

THRIVE equips households to make decisions and act with empowerment over matters that affect the lives of their families and communities. It introduces biblical values that can help families make better decisions about how their household incomes are used—ensuring that improved incomes lead to improved lives for their children. In addition, THRIVE uses the Citizen Voice and Action model to empower the most vulnerable to have a voice in their community.

The THRIVE program adds practical skills and tools that equip farmers to increase both their crop yields and their resilience. THRIVE addresses solutions within three critical areas that present interlocking challenges:

- **The end-to-end business of smallholder farming:** Helping people transform the risks of farming into opportunities to increase their incomes
- **Natural resource management:** Helping people adapt to a changing environment
- **Emergency management:** Helping people absorb unexpected events and stresses, keeping them from falling too far in the event of a crisis

THRIVE and EWW training incorporates both classroom and practical, hands-on training, including:

- **Exposure visits**, which allow participants to visit model farms that have put EWW and THRIVE concepts into practice. By seeing how farmers in similar situations have created thriving farms and increased their profits, participants understand practically how these concepts work. Visiting successful project sites is often cited as being an especially impactful part of the training.
- **Farming God's Way**, which is an approach that helps farmers understand both why and how to be good stewards of their land. The Farming God's Way approach to conservation agriculture includes avoiding toxic chemicals, keeping the soil covered with plants or stubble continuously, and rotating crops regularly. Program activities include community-level training and discussion, demonstration plots for managing natural resources, and training-of-trainers (through farmer field schools) using Farming God's Way materials.
- **Savings groups**, which are groups of 20 to 30 people that save and pool their money, and then borrow small amounts from the group for an agreed upon term and repay the loan with interest. Savings groups build financial literacy and social solidarity, and provide leadership opportunities, especially for women. They are often an entrée to more formal lending and savings services. Empowered Worldview curriculum trains farmers in savings groups to

use their social funds to support the most vulnerable in the community.

- **Producer groups**, which consist of individuals bringing a specific product or service to market, allow farmers to work with their peers and technical experts to have a presence in the marketplace similar to a large commercial farm.
- **Access to markets**, which helps producer groups understand and meet the demand for high quality products in the national marketplace. As farmers gain understanding about topics such as storage and handling, branding and packaging, and delivery and transportation, they leverage their ability to sell their products to more profitable markets. World Vision helps link producer groups to viable markets and large-scale buyers.
- **Value chain analysis**, which identifies the full range of economic activities required to bring a product or service from conception to end use, including all market channels. For example, steps in the clothing value chain might include raw cotton from cotton fields being made into thread, which is woven into fabric and then sewn into clothes before being sold in the market.
- **Farmer-managed natural regeneration**, which is a rapid, low-cost and easily replicated way of using living tree stumps or self-sown seeds to increase the number of trees on grazing land or in an area that has been deforested. Regenerating trees diversifies the number of plants and animals in the area, increases the carbon content of the soil, and improves the water retention of the soil, all of which lead to dramatically improved soil production. Communities are equipped to care for the environment and use locally available resources.
- **Risk management**, which equips families living in poverty to develop risk management plans to protect themselves in emergencies. Many of these emergencies—including weather patterns, fluctuat-

ing crop prices, plant and animal diseases, and unexpected family medical emergencies—can be mitigated through early warning/early action systems that connect to information on changes in weather patterns, recent disease outbreaks in plants and animals, up-to-date information on crop prices, and savings planning so families can handle the expense of medical emergencies if they arise.

- **VisionFund**, which is World Vision's wholly owned microfinance institution, provides farmers and small-scale entrepreneurs with microloans and other financial services.

A Foundation for Community Development

EWW has demonstrated its impact on improving family incomes and improving child well-being. TANGO International's midterm evaluation of the THRIVE project in Tanzania, which includes EWW, identified an average monthly increase of \$44.36 in household income, which is marginal but statistically significant. It also identified a significant and positive project impact in households' ability to provide for children's needs, especially education and food security, as a result of EWW trainings.

In addition, EWW has the potential to dramatically increase the effectiveness of all of World Vision's community development work, equipping families to look for creative solutions to also solve community problems, such as lack of adequate healthcare or educational opportunities or sanitation. By helping to unleash people's creative potential to look for new ways to solve problems with the resources they have at hand, World Vision's work in each community will be multiplied.

PARTNERING WITH FAITH LEADERS

The primary role that faith leaders play is to provide purpose and moral direction to the communities they serve. Through change in an attitude or belief of one faith leader, the lives of thousands within a community can be transformed.

Combined with an evidence-base and a message by experts (e.g. agricultural professionals), the approach of engaging faith leaders to promote an idea has yielded significant results, even to seemingly intractable problems. Faith leaders have been engaged in addressing the stigma and discrimination surrounding HIV and AIDS; have helped to ensure that children are immunized; have played a key role in reducing rates of infection to end the Ebola crisis in West Africa; and have played a key role in reducing levels of female genital mutilation (FGM). Because this methodology has been so effective, strategic engagement of faith leaders is now an essential part of World Vision's work.

The results of such interventions reach far beyond the direct impacts on the lives of children. These interventions often have secondary positive results that include peacebuilding between faith groups and stronger personal relationships between faith leaders within a community. The scope for use of this approach cannot be underestimated.

Channels of Hope

Faith leaders are uniquely placed to protect the rights and meet the needs of the most vulnerable in their communities. They have profoundly deep, trusting relationships with their communities and often dictate which behaviors are prescribed or prohibited. But faith leaders are not automatically equipped to further the cause of the most vulnerable. Faith leaders can sometimes promote gender inequity, stigma, discrimination, gender-based violence, poor health-seeking behavior, child marriage, harmful traditional practices, and more when they hold mistaken beliefs and misinformation about critical social issues.

Channels of Hope (CoH) directly addresses faith leaders' misconceptions about volatile or taboo com-

munity issues, providing them with information and scientific knowledge they need and separately addressing the faith aspects. Faith leaders are thereby empowered to transform their thinking and the thinking of others in their communities. Transformed thinking leads to transformed action to better meet the needs of the most vulnerable, who might otherwise be condemned or ignored.

CoH does not seek to proselytize or change people's doctrine, but rather equips faith leaders to better understand and apply their sacred texts to key social issues.

World Vision has CoH curricula in the following four areas:

- **Child Protection:** The Child Protection curriculum aims to provide faith leaders and their congregations with a vision for child protection as part of their culture and ministry by challenging enduring cultural and religious beliefs that negatively affect children, eradicating harmful traditional practices that harm children and strengthening local child protection systems.
- **Maternal, Newborn and Child Health:** This curriculum serves to change behavior and strengthen health systems. In addition to touching on danger signs for mothers and newborns before and after birth, the curriculum addresses social and religious barriers and beliefs that contribute to poor maternal and newborn health. These include views on divine will regarding illness and religious stigma toward family planning, which work against the goal of improving health-seeking behaviors and reproductive health.
- **Gender:** This curriculum explores gender from multiple perspectives with a view toward transforming harmful systems, beliefs, norms and behaviors. The goal is for participants to see God's perspective of men and women as equals and to treat each other accordingly. The understanding and respect fostered by the Gender curriculum moves men and

women toward healthier relationships, and reduces gender-based violence.

- **HIV and AIDS:** Through partnering with CoH, local faith leaders and their congregations work to break down the stigma surrounding HIV and AIDS and support sustainable, comprehensive community responses to children and adults who are affected. The program focuses on preventing the spread of HIV, as well as care and advocacy for those living with or affected by HIV and AIDS.

Faith-Based Forums

In many parts of the world, tensions between faith groups fuel conflict and undermine child well-being. To address this issue, World Vision facilitates the organization of Faith-Based Forums (FBFs), which bring together an elected leader from each of the local faith groups to work alongside several key government figures on agendas for change in their communities.

Though World Vision is the catalyst for setting up these forums, and is responsible for providing trainings, forum members are at the center of the process, setting the agenda for change in their communities, requesting trainings and deciding which community members would benefit from attending them. They then work with those community members to replicate the trainings at a grass-roots level to bring the trainings to the ground.

This model is sustainable as trainings require no handouts and little investment. Though initially set up with the aim of fostering peace, understanding and reconciliation between faiths, faith-based forums have also proven successful in improving gender issues, family relations and reducing disaster risks. They have also demonstrated success in uniting communities around a sacred cause: the well-being of children.

Faith-based forums provided critical support to World Vision's Campaign For Every Child, and now the Every Last One campaign, by laying the groundwork for the campaign's projects to address children of different religious groups, building trust between

faith groups. This enabled the smooth implementation of campaign activities and training their followers on child well-being, child-protection, positive parenting, etc. Faith-based forums also work alongside the government to advocate for child protection, and organize community-based care groups to support the most vulnerable children within their communities.

Celebrating Families and Positive Parenting

The spiritual nurture of children is an important expression of World Vision's Christian identity, witness and our commitment to a holistic approach to transformational development. But children are not raised in isolation; they are connected to families, neighborhoods or villages and communities of faith. World Vision works to connect to these circles of love and care through two initiatives: Celebrating Families and Positive Parenting.

These trainings that equip parents, teachers, caregivers, faith leaders and frontline staff to create safe and loving environments for children's well-being and nurture. Celebrating Families workshops aim to provide participants with tools for supporting their families, including alternatives to harsh and punitive parenting strategies. Parents explore a variety of modules, including their hopes and dreams for their families and memorable experiences from their own childhoods. They also learn strategies that will enable parents to approach their children with the love, warmth and respect they deserve. Positive Parenting workshops help parents support the health, education, protection and nurture of their children.

Both workshops are developed hand-in-hand with parents from communities that are representative of the diverse contexts in which World Vision works. Both workshops have been piloted and tested in various contexts and among families from a wide range of faith traditions.

ABOUT WORLD VISION

Our vision for every child, life in all its fullness. Our prayer for every heart, the will to make it so.

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.

World Vision provides emergency assistance to children and families affected by natural disasters and civil conflict, works with communities to develop long-term solutions to alleviate poverty, and advocates for justice on behalf of the poor.

Our passion is for the world's poorest children. The ability of these children to reach their God-given potential depends on the physical, social, and spiritual strength of their families and communities. To help secure a better future for each child, we focus on lasting, community-based transformation. We partner with individuals and communities, empowering them to develop sustainable access to clean water, food supplies, healthcare, education, and economic opportunities.

For more than 70 years, World Vision has served as a bridge between those who have resources and those who need them, changing lives on both sides. We are responsible to both sides. We carefully monitor and review programs and costs, use donations and grants for their intended purposes, and look for ways to leverage the funds entrusted to us.

World Vision offers its donor partners a number of powerful ways to equip families around the world to create lasting change and help break the cycle of poverty. In addition, we continually strive to keep our overhead rate low. In fiscal year 2020, 88% of World Vision's total operating expenses were used for programs that benefit children, families, and communities in need.

Approximately 95% of World Vision's nearly 35,000 staff members come from the region or area where they work—including some of the most dangerous places in the world. World Vision's local presence and community partnerships enable us to create sustainable and effective solutions to chronic poverty. Grass-roots participation in and ownership of programs have proven to be the most effective ways to tackle the underlying causes of poverty.



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