



The **power** of the **green** light!

You don't know what you need ...  
until you know what you've got!



## What's It All About

The Greenlight approach is used to measure aspects of multi-dimensional poverty in families and provide clear definitions of non-poverty within a common set of indicators, against which organisations can measure their objectives and share learnings.

The Greenlight Office has been set up in South Africa in response to a demand to provide a platform and service that will support the use of the Greenlight approach (methodology and metric). The Greenlight Office assists in improving the success rates of organisations delivering social impacts through poverty-related and enterprise development programmes. We hold space for the Greenlight Movement - a collaborative group of non-profits and businesses who use the Greenlight tool to measure, understand and evidence their social impact. 'Greenlight' is an approach that helps people progress out of poverty by empowering them to understand and map their own choices.

## History and Structure

In 2014, The Clothing Bank customised and localised this Paraguayan-based tool for a South African context and integrated the approach into their development cycle.

They built a new change framework that has informed the organisation on the way forward, with much success. The Clothing Bank is wholly committed to this approach and was keen to share their experience with other non-profits, social enterprises and interested parties to transfer knowledge and replicate success across South Africa.



In November 2016, the Greenlight Office was spun off as a separate legal entity and now runs as an independent, non-profit company with PBO registration.



The Greenlight Office is funded by a progressive foundation - The Saville Foundation - that is actively engaged in this initiative.

## Commitment

The Greenlight Office is committed to being:

- Enabling and catalytic
- Pro-choice, i.e. non-judgemental of the end clients' choices (the beneficiaries we all serve)
- Unbiased to and independent of Members' programmes
- Transparent and driven by value-add
- An advocate for the role of the poor in taking control of their own lives

## Our Ambition

Raise interest and awareness within organisations about the importance of people being engaged in their own upliftment and to participate and own their journeys out of poverty

**Provide a platform** to equip and enable the adoption of a new approach that reflects this philosophy - such as the Greenlight and ABCD approach - that provides a clear line of sight of how to get there and a common set of indicators against which organisations can measure their objectives

**Catalyse a paradigm shift** - poverty can be eliminated with an integral approach using both quantitative and qualitative methodologies, brought about by co-ownership

## Service Offering

The **Greenlight Office** will provide the following access and service:

- Access to the Greenlight survey tool and upgrades, as developed and localised for the South African context
- Induction training on the Greenlight tool and metrics
- Access to a database of facilitators trained to work with the Greenlight survey tool
- Access to the online technology platform as provided by FP (VSP software)
- Access to the Greenlight Movement website
- A Greenlight Forum that will meet regularly to discuss learnings, impacts and questions
- Access to the Referral Pathway Network
- Access to the Global Stoplight Network ('Stoplight' is the original name of this tool)

## Benefits

The benefits of the **Greenlight Movement** include:

A collaboration space for organisations working to eradicate poverty in South Africa

Enabling organisations to measure outcomes against a common framework

Aggregation of data which offers a better perspective of the real issues at hand

The more policy-relevant information there is available on poverty, the better equipped policy-makers will be to reduce it

Referral pathways that will ultimately inform stakeholders of priority areas for engagement

The establishment of a community of practice

Enabling organisations to collectively engage in the evolution of a tool that is gaining traction in Africa

# Theory of Change

The TOC below explains how organisations (direct actors) will change as a result of implementing the Greenlight tool and NOT how the beneficiaries will change (indirect actors). More info on the latter is available on request.



- Organisation conducts survey and is seen to be engaging differently with beneficiaries, encouraging line of sight to their own poverty-diagnosis.
- This engagement leads to heightened awareness of role played in poverty for beneficiaries and increased trust in the organisation.
- Organisation has access to family data for all poverty dimensions, providing organisation with knowledge and confidence on how to progress further with appropriate programmes and validate current programmes (priority areas for engagement).
- Organisation is able to target areas where programmes can be re-designed and implemented for maximum impact and where referral pathways need to be executed if competencies don't exist internally.
- Changes in beneficiaries' circumstance are closely monitored, including the success of mentoring/coaching activities that enable family to move from "red to green", which validates programme activities.
- Positive progress is evaluated and corroborated through physical evidence, and celebrated, which motivates both organisation and beneficiary to continue with programme and deepens trust bond.
- Impact of moving beneficiaries from "red to green" for target dimensions and indicators validates the organisations objectives, increasing confidence in reason for existence and ability to make impact.
- Assistance in moving beneficiaries from "red to green" for other dimensions and indicators, where organisation lacks competencies, increases levels of collaboration and learning with other organisations.

Note: The desire is not to replace existing M&E methodologies but to add a strong complementary approach that is backed up by the experience and excellent history of success from existing users of this approach.

## Membership

Membership is based on:

- Organisation must have the goal or intent to assist households to eradicate poverty on at least one dimension
- Signing a Membership Agreement (MoU) with the Greenlight Office and compliance with policies and procedures
- Annual payment of membership fees and related survey fees (if applicable)
- Sharing of data with other members

Organisations can join as an implementation member or a support member. There is a nominal annual membership fee and a per survey fee, depending on whether the organisation has non-profit or for-profit status. More information is available on request.

## Contact Details

For more information and to sign up as a Member of The Greenlight Movement, contact:

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