| | Theory of Change when using the Greenlight approach | |

There are two theories of change – one for the beneficiary and the other for the organisation.

A. Theory of Change for the Household / Employee / Client / Beneficiary

TOC below explains how the beneficiaries/employees/clients of the organisation may change (direct actors).

- Ref: (1) Ken Wilber: Integral Theory
- Ref: (2) Joseph Grenny & Co: "Influencer: The New Science of Leading Change

	Motivation	Knowledge
Personal "I"	**I want to do it and I believe I can** Is it worth it? Have I seen someone who is like me succeed? - relevant role models Am I passionate about it?	**I can do it as I have the knowledge and skill** Can I do it? Do I have the knowledge and skill? Develop training programmes to re-ignite learning and build self esteem Early "I can" moments
Group "We	**Declare my intent to others, peer pressure, group support** Set goals – share them Declare your intent to family and friends Ask for help & support	**Can others help me do it?** Work in groups Seek more knowledge Learn from others, Try out alternatives, Find what works for you – learn, adjust
Structural "Them"	**How do I get others, things to motivate me?** Join others on the same journey Self Help Groups with experts Incentive schemes Consequences for inaction	**Do things allow me to do it?** Systems and processes Organisation and planning Access to finance Access to market Access to infrastructure Access to tools – internet, computer Access to opportunities, networks

- Households will, probably for the first time, get a 'snapshot' of their current poverty status / quality of life.
- Family members will be activated to start thinking about what parts of their lives they are in control of – what they did in the past that is affecting their present, and what they are doing now that is going to affect the future.
- Households will become curious how they can move from 'red to green' (stuck to doing ok), and they will be able to acknowledge that they have specific needs (red indicators).
- If family members have 'fire in their bellies' and an internal locus of control, they will start conversations within the family and with others – how do we change this and who is around us that can assist us?
- The Households will see their situation in a different way and understand their role in their journey out of poverty.
- The Households will be more open to building a relationship with organisations doing Greenlight (because appropriate and relevant questions are being asked), and as a result, willing to participate in various initiatives.
- Within communities, households will start to engage with each other over this survey, resulting in increased social interaction.

- Households will prioritise which red and yellow indicators are important for change and make a plan to seek assistance from various people/organisations around them.
- Family members will make changes in their lives and will want others to bear witness to the changes.
- Households will acknowledge that they are out of poverty when they believe that they have independence and dignity (green) for most of the indicators.

B. Theory of Change for the Organisation

The TOC below explains how organisations (direct actors) will change as a result of engaging with The Greenlight Office and Movement, and *NOT* how the beneficiaries/employees will change (indirect actors).

Approach and diagnosis → Design and application of programmes → Monitoring of results → Validation of the impact

- Organisation conducts survey and is seen to be engaging differently with beneficiaries/employees, encouraging line of sight to their own poverty-diagnosis. Organisation is seen to be 'asking the right questions', from the people on the ground, without judgement, and leaving the results in the hands of the people (information is power).
- This engagement leads to heightened awareness of the role played in poverty for beneficiaries/employees 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 where to focus on priority areas for action.
- 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 does not exist internally.
- Changes in beneficiaries'/employees' circumstance are closely monitored, including the success of mentoring/coaching activities that enable family/employee to move from "red to green", which validates programme activities.
- Positive progress is evaluated and corroborated through physical evidence from the people the organisations serves or works with, and celebrated, which motivates both organisation and beneficiary/employee to continue with programme and deepens trust bond.
- Impact of moving beneficiaries/employees from "red to green" for target dimensions and indicators validates the organisation's objectives, increasing confidence in reason for existence/engagement and ability to make impact.
- Assistance in moving beneficiaries/employees from "red to green" for other dimensions and indicators, where organisation lacks competencies, increases levels of collaboration and learning with other organisations.
- The methodology of Greenlight becomes a shared language that is used within organisations and between organisations as a point of reference for social impact assessment, measurement, and achievement.
- The organisation uses both quantitative and qualitative data from the Greenlight to display results, which builds confidence in the relevance and validity of their programme. Being able to articulate results in an easy-to-understand manner (graphs and stories), provides funders/donors/stakeholders with evidence from the ground that the programme is working.
- The more an organisation participates in the Greenlight Movement, by attending forum sessions and engaging with the network across the nation, lessons are learned and insights are attained that allows the organisation to leapfrog decision-making, prevents re-invention of the wheel, and offers opportunities to collaborate and partner with other orgs in the movement.

Here are some of the outcomes that an organisation can expect:

Systems:

- Assessment data has integrity and confidentiality.
- Increased M&E capacity and competency within organisation.
- Data is representative of 'voices on the ground'.
- Organisation is able to measure outcomes against a common framework.

- There is transparency and validation regarding impact.
- Organisations, together with others in the Greenlight Movement, are collectively engaged in the evolution of a common tool that aligns with and contributes to SDGs.
- Reporting contains both quantitative and qualitative data that is easy to use and work with.
- Stakeholders and funders are able to be consistently informed of priority areas for engagement and reassured of validity of programme.

<u>Social:</u>

- Knowledge transfer - organisation will have a greater understanding of the multi-dimensional nature of poverty and the implications for poverty eradication. Gain deep insights – many orgs currently operate on second or third-hand information.
- Adopted philosophy of engagement and inclusion - organisation will have a comprehensive approach to engaging with the poor and ensuring that their programmes achieve desired impacts (seen through the lens of the poor themselves).
- Improved design - organisation will be able to identify and act on future risks and opportunities regarding programme design, collaboration and improvements.
- Enhanced leadership - there will be a shift of focus from short-and medium-term to long-term thinking.
- Increased collaboration and stronger relationships between organisations resulting in multiple partnerships.
- Better critical thinking and problem solving around poverty solutions.
- Opportunity to open conversations with partner organisations about their approach to poverty – to increase influence.