

COMMUNITY-DRIVEN CHANGE ASSESSMENT TOOLKIT

Guidance on what to measure when assessing progress
on community-driven change (CDC)

July 2025

Table of contents

How to Use This Toolkit	3
Getting Started	4
CHOOSE WHAT TO MEASURE	
What This Section Covers	6
Community Power: Themes and Sub-themes	7
Indicators Bank: Community Power	8
Community Assets: Themes and Sub-themes	13
Indicators Bank: Community Assets	14
Equity & Inclusion: Themes and Sub-themes	20
Indicators Bank: Equity & Inclusion	21
Questions to Keep in Mind While Choosing Indicators	23
Collecting Data	24
Collecting Data: Quick Tips	25
MAP INDICATORS ON AN IMPACT FRAMEWORK	
What This Section Covers	27
Developing an Impact Framework for CDC	28
Developing an Impact Framework for CDC (Template)	29
Assessing Change Through a CDC Approach for Livelihoods	30
Assessing Change Through a CDC Approach for Rights-based Work	31
Assessing Change Through a CDC Approach for Health	32
Ultimate Outcomes: An Overview	33
APPENDIX	
Glossary of Terms	35
Methodology	38
Our Anchor Partners in the Community-Driven Change Initiative	39

Written by: Pritha Venkatachalam, Riti Mohapatra, Ntefeleng Nene, Elisabeth Makumbi, Jasleen Kaur, Ridhima Khurana, Aditi Sharma, Ronojoy Das, Kriti Sharma, Titi Kabi, Khethiwe Mnganga, Prachi Kaur, and Sohini Pal

Designed by: Shashwata Nova

How to Use This Toolkit

Community-driven change (CDC) is an approach to development programmes in which communities identify, design, and execute solutions for the challenges they face. Funders and nonprofits are increasingly recognising that adopting a CDC approach is often more inclusive and sustainable than traditional grantmaking, but they agree that there is a need for practical guidance on how to assess progress towards CDC. Since CDC values the process of strengthening **power, assets, and equity & inclusion** in the community over only tracking programmatic markers of success (such as number of constituents helped or number of schools built), it needs an approach that is different from traditional measurement practices. **This toolkit aims to help funders and nonprofits develop a shared language around measuring CDC.**

If you are...

- an implementing organisation** working with communities, you can use this toolkit to add a CDC orientation to your work by including indicators outlined in this toolkit in your existing measurement frameworks, alongside the programmatic indicators you might already be tracking.
- a funder**, you can use the guidance in this toolkit to take a more holistic approach to the kind of change you want to see in the communities you work with and start a conversation with your grantees on how you can adapt your existing reporting structures to reflect this approach.

Power and Assets Are at the Centre of Community-Driven Change



Getting Started

Step 1: [Choose what to measure](#)

Identify which indicators (or metrics) are most useful to track in collaboration with the communities you work with. The [Indicators Bank](#) in this toolkit contains an extensive list of illustrative indicators that you can use as starting points to identify outputs and outcomes¹ that correlate to the CDC process of building power, assets, and equity & inclusion in the community. We have also included some reflection questions to help you think through which indicators might be most relevant for your work along with guidance on how to collect data.

Step 2: [Map indicators on an impact framework](#)

An impact framework is a useful tool to help track day-to-day activities against the short-term and long-term changes you would like to see through your work. Use the [template](#) provided to map the indicators you identified in Step 1 across an impact framework to visualise progress over time. For your reference, we have provided examples of what CDC-focused impact frameworks could look like across different thematic focus areas (such as livelihoods, rights-based work, and health).

Step 3: Review and test your framework

Once you have reached a consensus with your funder/grantee, review and test your draft through conversations with the community and other critical stakeholders.

¹ Outputs refer to immediate effects of a programme activity while outcomes refer to short-, medium-, or long-term effects.

A few considerations for assessing progress on CDC

- **This toolkit is illustrative, not comprehensive.** While the indicators and templates provided in this toolkit are sector-agnostic, they are meant to be used in conjunction with your existing assessment approaches and in line with your theory of change.
- **Tailoring the assessment to the context of your work is key.** We encourage you to involve the communities you work with throughout the assessment process and tailor the indicators and approach to assessing progress based on their distinct needs and the context of your work. Above all, we recommend you take care not to overburden the communities. (For more on what to keep in mind while measuring CDC, refer to our article [“Four Guiding Principles on Assessing Progress on CDC.”](#))
- **Transformative change takes time.** In the beginning, assessing progress might be more about inputs and outputs, rather than outcomes, and that’s okay. Remember, CDC is a marathon, not a sprint.
- **Iteration and learning are at the heart of assessing progress on CDC.** The indicators and framework template showcased in this toolkit might appear linear, but they can, and will, change. CDC is a dynamic, non-linear process that focuses on responding to the changing needs of the community. We encourage you to build in time during your assessment process for iteration, reflection, and learning.

CHOOSE WHAT TO MEASURE

What This Section Covers

- **Themes and sub-themes of power, assets, equity & inclusion:** Power, assets, and equity & inclusion are the building blocks of CDC. But breaking down exactly what they mean, or how they show up in the context of your work, can be challenging. To help with this, we have created themes and sub-themes that illustrate what power, assets, and equity & inclusion can look like in the communities with which you work.
- **Representative lists of outputs and outcomes (Indicators Bank):** For each sub-theme, we have provided examples of indicators (outputs and outcomes) you can track to assess progress. For context, outputs are the direct deliverables, or immediate effects, of a programme activity (e.g. the number of individuals who completed a training on government schemes available to them) while outcomes are the short-, medium-, and long-term effects that you aim to achieve through your work (for instance, change in the community’s awareness about government schemes).
- **Questions to keep in mind while choosing indicators:** What to consider to select indicators that resonate the most with your work.
- **Guidance on data collection:** While this toolkit doesn’t provide detailed guidance on collecting and measuring primary data, it contains an overview of matching data-collection tools to your chosen indicators and what to look out for when collecting data.

QUICK LINKS

Community Power: The community’s shared goals and aspirations, collective agency, and sense of shared ownership of the community’s success.

[Themes and Sub-themes](#) | [Indicators Bank](#)

Community Assets: Knowledge assets such as technical know-how and leadership capabilities to improve livelihoods, as well as access to resources like government entitlements, social protection, financial capital, and networks through civil society, philanthropy, and markets.

[Themes and Sub-themes](#) | [Indicators Bank](#)

Equity & Inclusion: Social cohesion and balance of power within the community, especially with respect to historically marginalised groups.

[Themes and Sub-themes](#) | [Indicators Bank](#)

[Questions to Keep in Mind While Choosing Indicators](#)

[Collecting Data](#)



Community Power: Themes and Sub-themes

THEMES	DEFINITION	SUB-THEMES
SHARED GOALS AND ASPIRATIONS	The community is aware of its constitutional rights and entitlements, including public services. Community members have a strong sense of their shared identity and a shared vision for their collective future.	<ul style="list-style-type: none"> • Community awareness: Community members are aware of basic constitutional rights and essential government schemes and can access them as well. • Shared identity: Community members have a shared bond with each other based on shared variables of identity, like beliefs, language, or participation in a common institution. • Shared vision or goals: Community members have common goals (apart from governing body mandates) that are linked to positive social outcomes (such as reducing tobacco consumption) and have a history of working together towards realising these goals.
COLLECTIVE AGENCY AND INCLUSIVE OWNERSHIP	The community addresses its most pressing social/socio-economic development needs through collective efforts (with external support, as needed) and has a shared responsibility for the success and continuity of development initiatives.	<ul style="list-style-type: none"> • Collective representative units to elevate community interests: Community bodies, whether formal or informal, are active, and address and elevate the community’s pressing issues. • Community involvement and participation in collective representative units: Community members participate in governance, decision-making, and implementation processes pertaining to all community-related interventions (by community bodies and nonprofits).



Indicators Bank: Community Power+

THEME	SUB-THEME
SHARED GOALS AND ASPIRATIONS	COMMUNITY AWARENESS

OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none">• Number of individuals reached through such interactions as community meetings/camps/mass media campaigns/door-to-door visits/mobile SMS campaigns to raise awareness on government schemes for basic rights and entitlements• Number of individuals trained on the process of availing schemes/entitlements (e.g. documentation, access to local government departments)• Number of individuals attending camps on social issues (for instance, child marriage) and rights/entitlements, including human rights (e.g. child labour laws or the right to free education)• Number of community advisory councils formed (with representation from marginalised groups such as the elderly, youth, women) to discuss social issues/rights and entitlements• Number of individuals trained by advisory councils on social issues/rights and entitlements• Number of schools or local centres (like healthcare centres) or local governing bodies (like panchayats or ward committees) providing education about government schemes and citizens' rights	<ul style="list-style-type: none">• Increase in community members enrolling in government schemes*• Improvement in social norms (such as reduction in child marriage rates, reduction in child labour, and improved enrolment in primary education)

+ There is no direct mapping between individual outputs and individual intermediate outcomes; multiple outputs could influence a single intermediate outcome.

* Schemes such as Pradhan Mantri Awas Yojana, Atal Pension Yojana, Pradhan Mantri Gareeb Kalyan Yojana, National Food Security Act, and Sukanya Samriddhi Yojana in India, and Unemployment Insurance Fund and National Student Financial Aid Scheme in South Africa.



Indicators Bank: Community Power

THEME	SUB-THEME
SHARED GOALS AND ASPIRATIONS	SHARED IDENTITY

OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none">• Number of individuals attending discussions on changing regressive social norms and practices (such as child marriage or child labour)• Number of individuals attending community gatherings held by groups to celebrate local traditions, values, and shared goals• Number of individuals attending discussions on the community’s common issues and potential solutions	<ul style="list-style-type: none">• Institutionalised practice to engage in discussions on shared goals/priorities in community forums/platforms• Increase in alignment amongst community members on shared priorities



Indicators Bank: Community Power

THEME	SUB-THEME
SHARED GOALS AND ASPIRATIONS	SHARED VISION/GOALS ⁺
OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none"> • Number of common goals defined by the community to improve social outcomes, with a focus on addressing priorities of marginalised groups (such as reduction in underage marriage amongst minority girls, improved access to education for indigenous youth, reduction in discrimination against LGBTQIA+ individuals) • Number of individuals attending forums held (monthly/weekly/quarterly) to bring up common goals to local governing bodies <ul style="list-style-type: none"> - Number of individuals from marginalised backgrounds (Dalits, women, migrants, refugees, youth, the unemployed, indigenous people) attending such forums • Number of nonprofits that have decided to adopt goals defined by the community (e.g. a nonprofit that has decided to undertake campaigns to influence household norms that can reduce tobacco consumption in a community where it has been identified as a common goal) • Number of resources (natural/man-made) shared by community members (such as water supply or community halls) 	<ul style="list-style-type: none"> • Improvements in targets identified for defined common goals • Increase in number of meetings held by local governing bodies* where common goal statements are discussed as a priority • Increase in representation of marginalised groups in local decision-making forums/platforms around common goals • Increase in share of community members using shared resources

⁺ The common goals mentioned here refer to the community’s common shared vision, distinct from development mandates of local governance structures.
^{*} Gram Panchayats (in the India context), village councils, community development committees, traditional leaders, and council elders.



Indicators Bank: Community Power

THEME		SUB-THEME	
COLLECTIVE AGENCY ⁺ AND INCLUSIVE OWNERSHIP		COLLECTIVE REPRESENTATIVE UNITS TO ELEVATE COMMUNITY INTERESTS	
OUTPUTS		INTERMEDIATE OUTCOMES	
<ul style="list-style-type: none">• Number of community groups/collectives/ community-based organisations (CBOs) formed or activated*<ul style="list-style-type: none">- Number of goals identified by the collectives- Number of meetings conducted by the collectives• Percentage of representation of marginalised groups in community groups/collectives/CBOs		<ul style="list-style-type: none">• Community groups/collectives/CBOs make progress towards their stated goals. E.g.<ul style="list-style-type: none">- Increase in average household disposable income levels- Increase in community members utilising government schemes**- Increase in public funding unlocked for key infrastructure (such as roads, schools for girls, and hospitals)- Increase in responsiveness of the local government and improved service delivery through the activation of ward committees- Improvement in neighbourhood security and reduction in crime rates through the activities of the Nyumba Kumi initiative**- Increase in community-led management of common assets/resources (such as irrigation tanks or community libraries)• Enhanced social cohesion and trust between community members and local authorities due to the creation of community groups/collectives/CBOs	

+ For outcomes such as agency, which need to be broken down into smaller components, organisations may benefit from consulting subject-matter experts.

* Self-help groups (SHGs), village development committees (VDCs), farmer producer organisations (FPOs), stokvel groups, Nyumba Kumi groups, ward committees, or other community groups (definitions in the [Glossary](#)). We have used this terminology as indicative of a non-exhaustive set of bodies that may exist for representing and elevating the best interests of the community.

** Schemes such as Pradhan Mantri Awas Yojana, Atal Pension Yojana, Pradhan Mantri Gareeb Kalyan Yojana, National Food Security Act, and Sukanya Samriddhi Yojana in India; Unemployment Insurance Fund, and National Student Financial Aid Scheme in South Africa, and Nyumba Kumi (a community policing initiative) in Kenya.



Indicators Bank: Community Power

THEME	SUB-THEME
COLLECTIVE AGENCY+ AND INCLUSIVE OWNERSHIP	COMMUNITY INVOLVEMENT AND PARTICIPATION IN COLLECTIVE REPRESENTATIVE UNITS
OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none"> • Overall number of attendees/attendance rate in community groups/collectives/community-based organisations (CBOs) • Number of people from marginalised backgrounds (Dalits, women, migrants, refugees, youth, the unemployed, indigenous people) attending meetings of collectives • Mechanism(s) developed for the community groups/collectives/CBOs to share information about fund utilisation • Mechanism(s) institutionalised for documentation of community meetings • Number of meetings conducted with no involvement from CDC nonprofit(s) 	<ul style="list-style-type: none"> • Increase in time given to community members to speak in the meetings • Increase in community members’ trust in community groups/collectives/CBOs • Increase in transparency in functioning of the community groups/collectives/CBOs • Improvement in the quality of documentation of community meetings through mechanisms like meeting minutes • Decrease in CDC nonprofit(s)’ participation in meetings

+ For outcomes such as agency, which need to be broken down into smaller components, organisations may benefit from consulting subject-matter experts.



Community Assets: Themes and Sub-themes

THEMES	DEFINITION	SUB-THEMES
STRONG KNOWLEDGE BASE AND LEADERSHIP	The community builds on its own knowledge, capabilities/skills, and leadership capacity to sustain its efforts and thrive across generations.	<ul style="list-style-type: none">• Technical/income-generating skills: Community members have technical skills (e.g. digital literacy, conservation, climate-resilient farming practices) that help them improve their quality of living (through increased income).• Problem-solving capabilities: Community members have improved interpersonal and critical-thinking skills and confidence, and engage better with internal/external stakeholders.• Leadership capability and local knowledge: The community has a bench of leaders who can speak for the community in relevant forums and guide community action, and has expanded on its existing traditional knowledge base and cultural assets and frameworks.
ENHANCED ACCESS TO RESOURCES	The community has access to social protection schemes and structures (through the government) and/or financial capital, resources, and networks through civil society, philanthropy, and markets. It accumulates social capital to support its development.	<ul style="list-style-type: none">• Access to government benefits: Community members enroll in and access basic government schemes and entitlements.• Access/linkage to markets: Community members have channels to obtain private-sector support (access to markets, capital, inputs, networks, etc.).• Access to other assets: Community members have access to assets like livestock and public goods (such as maternity-care shelters) that it can leverage in times of need to withstand external shocks as well as access to the natural environment (land, water, biodiversity, forests, etc.) to support ecological balance, ensure long-term resource availability, and build resilience to environmental risks.



Indicators Bank: Community Assets⁺

THEME	SUB-THEME
STRONG KNOWLEDGE BASE AND LEADERSHIP	TECHNICAL/INCOME-GENERATING SKILLS
OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none"> • Number of attendees in skill-building workshops/trainings conducted on: <ul style="list-style-type: none"> - Income generation and alternative livelihood activities (e.g. climate-resilient farming techniques, livestock, tailoring) - Entrepreneurship • Number of attendees in skill-building workshops/trainings conducted on: <ul style="list-style-type: none"> - Business skills (e.g. recording/tracking expenses, assessing risk, and evaluating profit) - Digital literacy (e.g. using digital portals such as Aadhaar, Pradhan Mantri Kisan Sampada Yojana, Pradhan Mantri Ujjwala Yojana, M-PESA to access government services) - Financial literacy (e.g. opening and maintaining a bank account) • Number of community bodies/collectives/community-based organisations (CBOs)* trained as Community Resource Persons (CRPs) for technical knowledge (e.g. technical trainings on agriculture, livestock, conservation, local enterprises) 	<ul style="list-style-type: none"> • Increase in share of individuals deploying improved techniques and/or possessing alternate sources of livelihood • Increase in share of individuals/households owning durable assets • Rise in entrepreneurship amongst community members • Increase in share of individuals/households regularly using banking/financial services • Increase in share of individuals with the ability to use digital technology like mobile apps/rise in usage of digital portals amongst community members • Increase in the incidence of participants in trainings sharing learnings with individuals not in the programme • Increase in individuals/households' capacity/resilience to absorb external shocks

⁺There is no direct mapping between individual outputs and individual intermediate outcomes; multiple outputs could influence a single intermediate outcome.

*Self-help groups (SHGs), village development committees (VDCs), farmer producer organisations (FPOs), stokvel groups, Nyumba Kumi groups, ward committees, or other community groups (definitions in the Glossary). We have used this terminology as indicative of a non-exhaustive set of bodies that may exist for representing and elevating the best interests of the community.



Indicators Bank: Community Assets

THEME	SUB-THEME
STRONG KNOWLEDGE BASE AND LEADERSHIP	PROBLEM-SOLVING CAPABILITIES
OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none"> • Number of attendees in workshops/training programmes conducted on soft skills such as problem-solving, communication, time management, teamwork, and conflict resolution • Number of community groups/collectives/community-based organisations (CBOs) trained on soft skills • Number of leaders trained in tools and techniques to resolve the community’s conflicts • Number of solutions developed by the community to solve its challenges 	<ul style="list-style-type: none"> • Increase in instances of community leaders undertaking conflict-resolution practices (Also see: Equity & Inclusion indicators) • Increase in confidence levels of community members in undertaking complex and analytical tasks such as pooling funds, budgeting, or drafting plans • Improvement in confidence levels of community members in decision making during meetings • Rise in innovation/bottom-up solutioning amongst community members • Improvement in ability to interact/partner with external stakeholders amongst community members



Indicators Bank: Community Assets

THEME	SUB-THEME
STRONG KNOWLEDGE BASE AND LEADERSHIP	LEADERSHIP CAPABILITY AND LOCAL KNOWLEDGE
OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none">• Number of attendees in trainings conducted on leadership development<ul style="list-style-type: none">- Number of attendees from marginalised backgrounds (Dalits, women, migrants, refugees, youth, the unemployed, indigenous people) in trainings conducted on leadership development (Also see: Equity & Inclusion indicators)• Number of leadership roles held by individuals from marginalised backgrounds in collectives and governing bodies• Number of attendees in meetings to capture local knowledge/language/culture• Number of attendees in events celebrating local culture and art	<ul style="list-style-type: none">• Increase in time given to community leaders to speak in public forums• Increase in representation of people from marginalised backgrounds in leadership groups/forums<ul style="list-style-type: none">- Increase in share of women leaders in the community- Increase in share of youth leaders in the community• Presence of a pooled leadership structure (with rotation of leaders in governing bodies)• Increase in codification of local and traditional knowledge/language/culture• Integration of local and traditional knowledge/culture in designing solutions



Indicators Bank: Community Assets

THEME	SUB-THEME
ENHANCED ACCESS TO RESOURCES	ACCESS TO GOVERNMENT BENEFITS
<p>OUTPUTS</p> <ul style="list-style-type: none">• Number of individuals reached through camps/mass media campaigns/door-to-door visits organised to raise awareness on government schemes for basic rights and entitlements• Number of community-based help centres or mobile service points established to facilitate enrolment in government programmes like India's e-Sewa Kendra, Kenya's Inua Jamii (cash transfers for elderly and vulnerable households), and South Africa's Social Security Agency grants• Number of individuals aware of government benefits such as voting, social grants, free education schemes, healthcare access, and agricultural support programmes• Number of Community Resource Persons (CRPs)/community workers/volunteers trained to support community members to avail government schemes	<p>INTERMEDIATE OUTCOMES</p> <ul style="list-style-type: none">• Increase in access to government schemes*<ul style="list-style-type: none">- Increase in access to government schemes by marginalised groups in the community• Increase in community's engagement with CRPs/community workers/volunteers in accessing entitlements and schemes• Decrease in cost for rural or marginalised groups to access government schemes

*Schemes such as the Pradhan Mantri Awas Yojana, Atal Pension Yojana, and the National Food Security Act in India; and Social Security Agency grants [including child support, disability grants and pensions] in South Africa.



Indicators Bank: Community Assets

THEME	SUB-THEME
ENHANCED ACCESS TO RESOURCES	ACCESS/LINKAGE TO MARKETS
OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none"> • Number of community enterprises established (e.g. for clothing, furniture) • Number of market linkages created for collectives such as self-help groups (SHGs) and farmer producer organisations (FPOs) • Number of partnerships created between collectives (say, FPOs) and private organisations (for acquiring inputs, financing, accessing agricultural technology, etc.) • Number of bank loans availed by community members 	<ul style="list-style-type: none"> • Increase in number of collectives (FPOs, SHGs, others) actively engaged in market linkages (negotiating better prices, identifying distribution channels, or contracting buyers) • Increase in access to private capital • Improved market linkages for local products



Indicators Bank: Community Assets

THEME	SUB-THEME
ENHANCED ACCESS TO RESOURCES	ACCESS TO OTHER ASSETS
<p>OUTPUTS</p> <ul style="list-style-type: none">• Number of community members supported on asset creation individually or through collective units. E.g.:<ul style="list-style-type: none">- Income-generating assets created for individual households (e.g. livestock) and climate adaptive/resilient strategies for communities- Resources created to protect the community against threats to food and water security (e.g. dams, shelters)- Critical community infrastructure created (e.g. maternity-care shelters, childcare centres)- Climate-resilient assets created for the community (renewable energy-based electrification, water irrigation, water harvesting systems, etc.)• Number of community assets created by utilising government schemes/funds• Number of individuals/households that contributed to community funds for asset creation	<p>INTERMEDIATE OUTCOMES</p> <ul style="list-style-type: none">• Increase in share of individuals earning income from alternate sources• Increase in monetary value of income-generating assets• Increase in share of women with one or more assets to her name• Increase in access to land rights and tenure amongst community members• Reduction in loss of life and livelihoods due to natural disasters and climate change• Diversity of assets created in the community (e.g. livestock, solar panels, knowledge, technology)• Increase in common assets/resources (e.g. irrigation tanks, community library)



Equity & Inclusion: Themes and Sub-themes

THEMES	DEFINITION	SUB-THEMES
SOCIAL COHESION AND BALANCE OF POWER	There is social cohesion and a balance of power within the community, especially with respect to historically marginalised groups.	<ul style="list-style-type: none">• Inclusivity and adequate representation in decision making: Community bodies have adequate representation from marginalised subgroups (such as Dalits, women, minority groups, migrants, refugees, youth, senior citizens, the unemployed, indigenous people, persons with disabilities).• Conflict-resolution mechanisms: The community has avenues and platforms to raise and resolve issues of conflict faced by marginalised subgroups.

Note: When addressing equity & inclusion, consider the intersectionality between various dimensions of equity (e.g. gender and caste, or religious minority and poverty).



Indicators Bank: Equity & Inclusion⁺

THEME	SUB-THEME
SOCIAL COHESION AND BALANCE OF POWER	INCLUSIVITY AND ADEQUATE REPRESENTATION IN DECISION MAKING

OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none">• Number of individuals from marginalised communities in decision-making governing bodies (such as gram sabhas, zila parishads, Urban Local Bodies, village councils, farmer cooperatives, stokvels)• Number of individuals from marginalised communities in community platforms/forums/working groups for decision making, such as self-help groups (SHGs), village organisations (VOs), village development committees (VDCs), sanitation and child protection committees• Number of individuals attending trainings/awareness campaigns conducted specifically to sensitise the community on issues faced by marginalised communities	<ul style="list-style-type: none">• Increase in share of marginalised population participating in meetings of decision-making governing bodies<ul style="list-style-type: none">- Increase in share of women in governing bodies• Improvement in social indicators of marginalised populations (disease incidence, mortality, education levels, etc.)• Increase in inclusion of priorities of marginalised communities in village or community-level plans• Increase in individual agency of women* (i.e. self-confidence and self-sufficiency, being self-employed or having control over their own savings), especially amongst those who are also marginalised due to caste, disability, or other factors

⁺ There is no direct mapping between individual outputs and individual intermediate outcomes; multiple outputs could influence a single intermediate outcome.
^{*} For outcomes such as agency (definition in the [Glossary](#)), which need to be broken down into smaller components, organisations may benefit from consulting subject-matter experts.



Indicators Bank: Equity & Inclusion+

THEME	SUB-THEME
SOCIAL COHESION AND BALANCE OF POWER	CONFLICT-RESOLUTION MECHANISMS
OUTPUTS	INTERMEDIATE OUTCOMES
<ul style="list-style-type: none">• Number of forums* created to resolve conflicts amongst community members• Number of attendees in forums to resolve conflicts amongst community members	<ul style="list-style-type: none">• Increase in conflicts resolved through forums• Community satisfaction with the resolution process• Conflict resolution leading to a change in leadership, better functioning of the collective, strategic planning, etc.

* The decision to have a conflict-resolution forum should be based on the nonprofit's understanding of the community's unique context.

Questions to Keep in Mind While Choosing Indicators

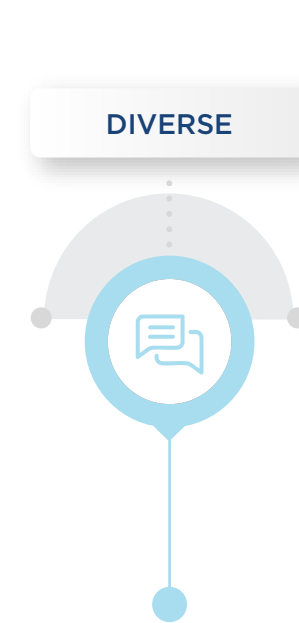
Which of these indicators centre the needs and goals of the community you work with?



Can the indicators allow for regular reporting that contributes to ongoing learning and timely course corrections, as needed?








Are the indicators culturally responsive to the community you work with? Do they effectively capture racial, ethnic, faith-based, cultural, gender, caste, and socio-economic differences? Can the data collected be disaggregated by these differences?



Collecting Data

Once you have identified which indicators to track, it’s important to consider the best way to collect primary data. The table below captures some common data-collection methods and the indicators they might be best suited for.

	 SURVEYS AND QUESTIONNAIRES	 1:1 INTERVIEWS	 FOCUSED GROUP DISCUSSIONS	 OBSERVATIONS OF HOUSEHOLDS/MEETINGS	 STORIES OF IMPACT/ CASE STUDIES
BEST SUITED FOR	Indicators that can be assessed through numbers, ratings, and small open-ended responses	Primarily qualitative indicators requiring anecdotal evidence and individual context	Indicators for community-level changes, shifts in cultural norms, and shared opinions on issues	Indicators to measure behavioural change, changes in lifestyle, community cohesion	Indicators to highlight personal journeys, testimonials, and overall community transformation
ILLUSTRATIVE INDICATORS	<div> <div> Increase in average household disposable income levels </div> <div> Increase in share of individuals/households owning durable assets </div> <div> Increase in access to land rights and tenure </div> </div>	<div> <div> The community’s satisfaction with conflict-resolution processes </div> <div> Increase in common assets/resources </div> <div> Improvement in social indicators of marginalised populations </div> </div>	<div> <div> Increase in alignment amongst community members on shared priorities </div> <div> Improvement in social norms around girls’ education, early marriage, etc. </div> <div> Conflict resolution leading to a change in leadership </div> </div>	<div> <div> Increase in confidence levels of community members in undertaking complex tasks such as pooling funds </div> <div> Increase in time given to community leaders to speak in public forums </div> </div>	<div> <div> Increase in individuals/households’ capacity/resilience to absorb external shocks </div> <div> Enhanced social cohesion and trust between community members and local authorities </div> </div>
THE METHODS OUTLINED HERE ARE NOT EXHAUSTIVE OR MUTUALLY EXCLUSIVE. WE RECOMMEND YOU USE A VARIETY OF METHODS TO GATHER DATA.					

Source: The Bridgespan Group

Collecting Data: Quick Tips

- **Use mixed-methods**, that is, a variety of data-collection methods to get a full picture of progress.
- **Balance breadth** (number of respondents) **with depth** (richness of responses) of impact when collecting data. While surveys and interviews may lead to a greater sample size, stories of change can paint a more holistic picture of a community's transformation.
- **Digitise and standardise** your data-collection tools as much as possible by using mobile phones, online surveys, and other simple technologies without compromising accessibility.
- **Ensure compliance with local data-privacy principles**; avoid collecting non-essential personal information from community members.
- **Respect indigenous practices** of knowledge sharing and accommodate ways in which the community is most comfortable sharing data (for instance, oral storytelling).
- **Use data, tools, and resources that already exist**, wherever possible, to not overburden the community. Use secondary research to supplement or strengthen primary data collection. For example, government data on gram panchayat budgets, or data on the number of people who have bank accounts in a region, can supplement primary data around income increase in a community.
- **Progressively build MEL capabilities**, both within the community and in implementing organisations, and train those collecting data to use participatory approaches.

MAP INDICATORS ON AN IMPACT FRAMEWORK

What This Section Covers

- **Guidance on creating an impact framework for CDC:** Once you have identified what to measure, it can be helpful to use an impact framework to visualise progress in the immediate, medium, and long term. The next slide provides guidance on mapping indicators for power, assets, and equity & inclusion across outputs, intermediate outcomes, and ultimate outcomes and touches upon additional considerations, like the role of the external environment in your work and timelines for progress. The slide after provides a template that you can populate based on the context of your work.
- **Reference frameworks:** Sample impact frameworks for funders and nonprofits working on diverse thematic areas such as livelihoods, rights, and health.
- **An overview of ultimate outcomes:** In our past research on CDC, we identified seven markers of the long-term change that takes place once the community builds its power, assets, and equity & inclusion. This slide provides an overview of these outcomes across two pillars – enduring social change and equitable impact – along with examples of what this change looks like in communities across Asia and Africa.

QUICK LINKS

Developing an Impact Framework for CDC

[Sample with Guidance](#) | [Template](#)

Reference Frameworks

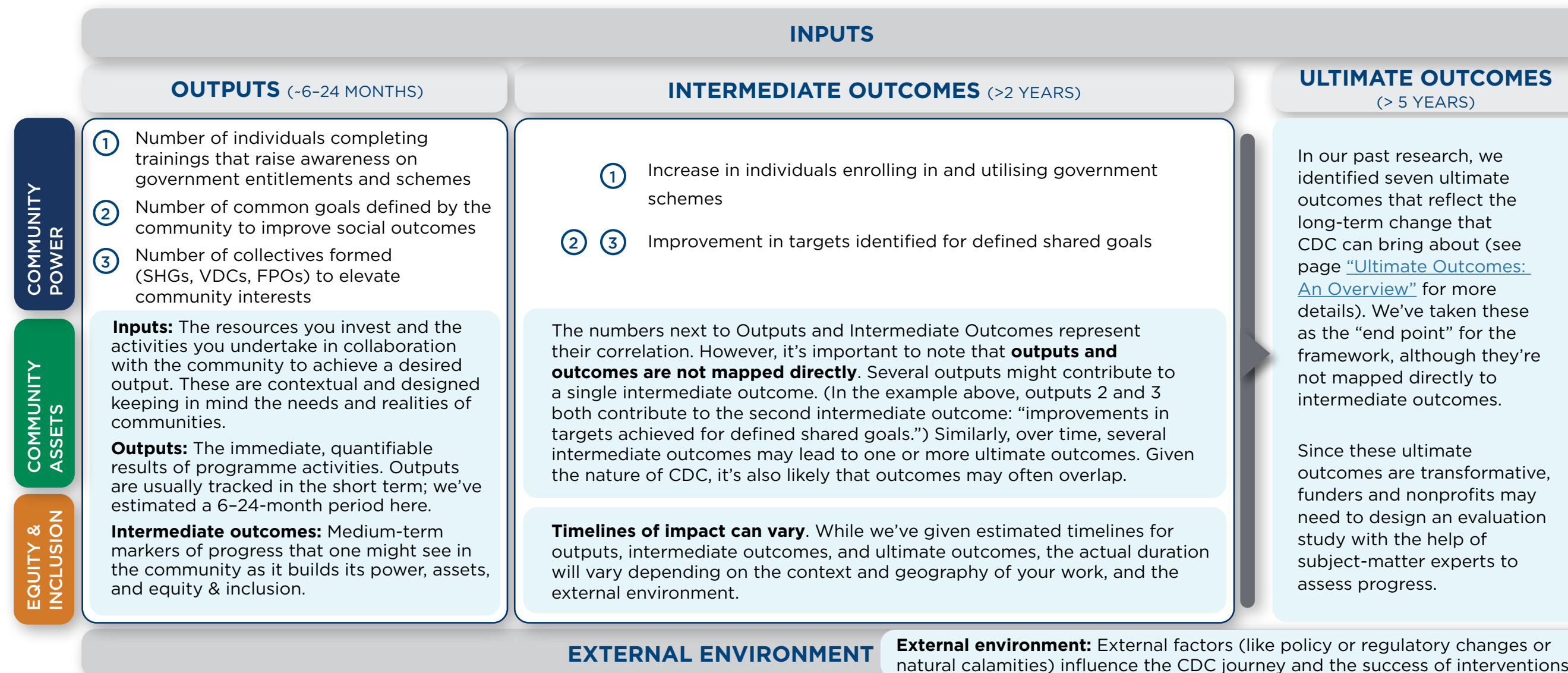
[Livelihoods](#) | [Rights-based Work](#)

[Health](#)

[Ultimate Outcomes: An Overview](#)

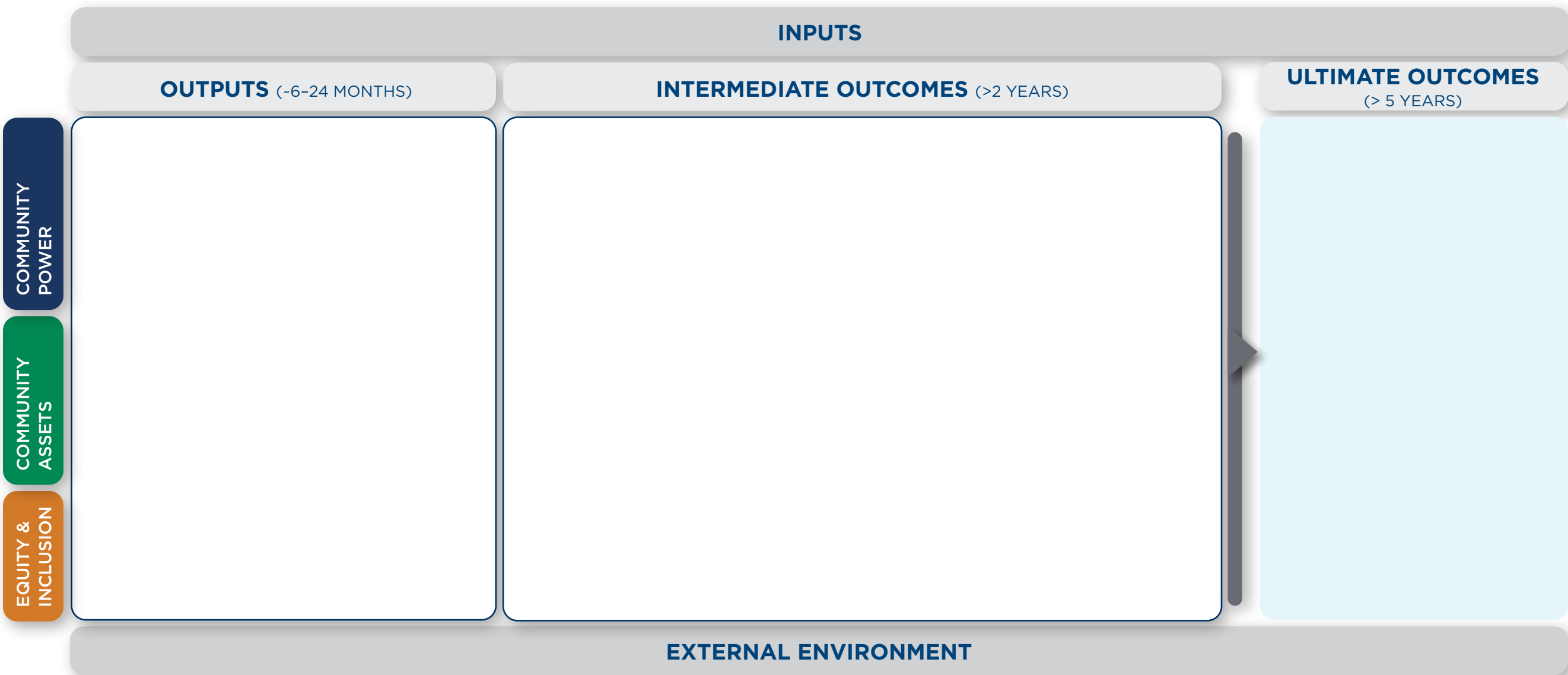
Developing an Impact Framework for CDC

Once you have identified what to measure, you can use an impact framework to visualise progress in the immediate, medium, and long term. Below is a sample, with guiding notes in **Light Blue**.

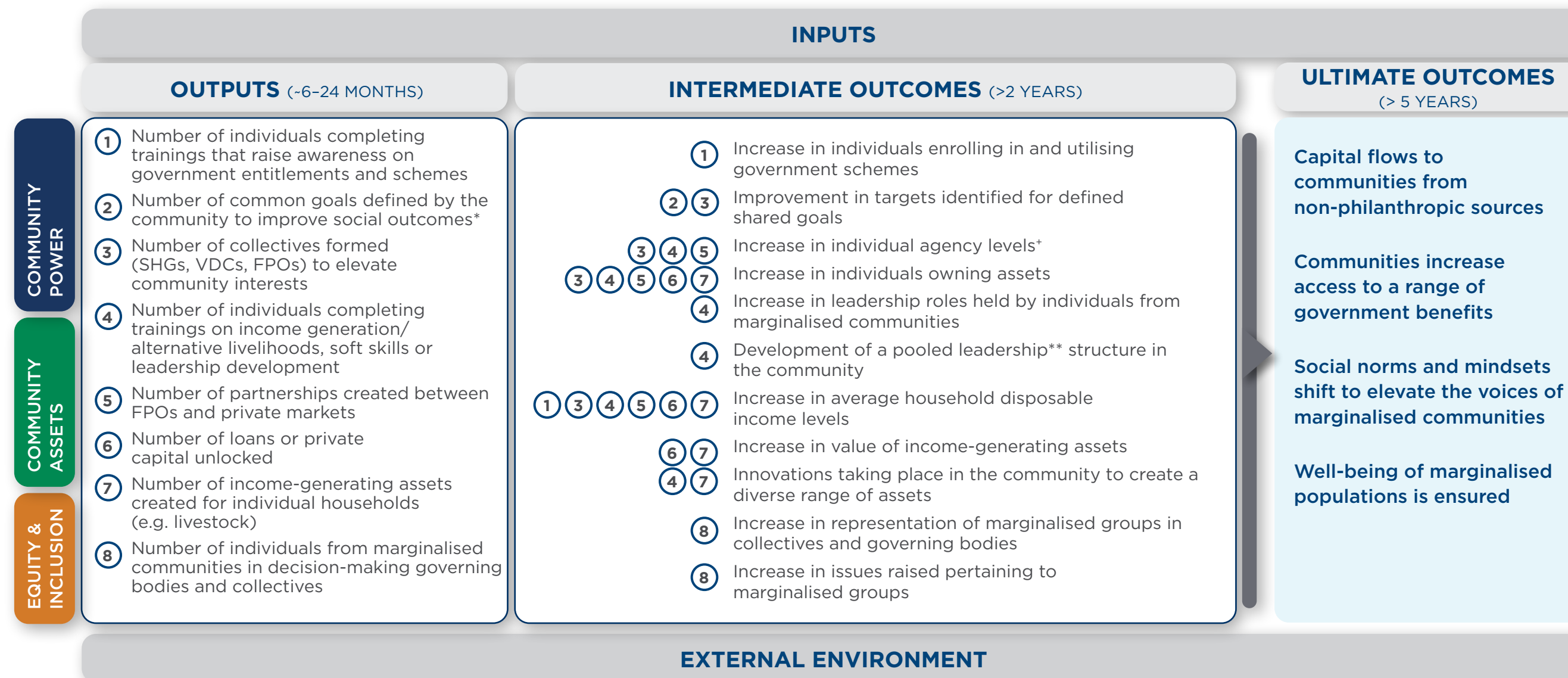


Developing an Impact Framework for CDC

Use the template below to develop your own impact framework for CDC:



Assessing Change Through a CDC Approach for **Livelihoods**

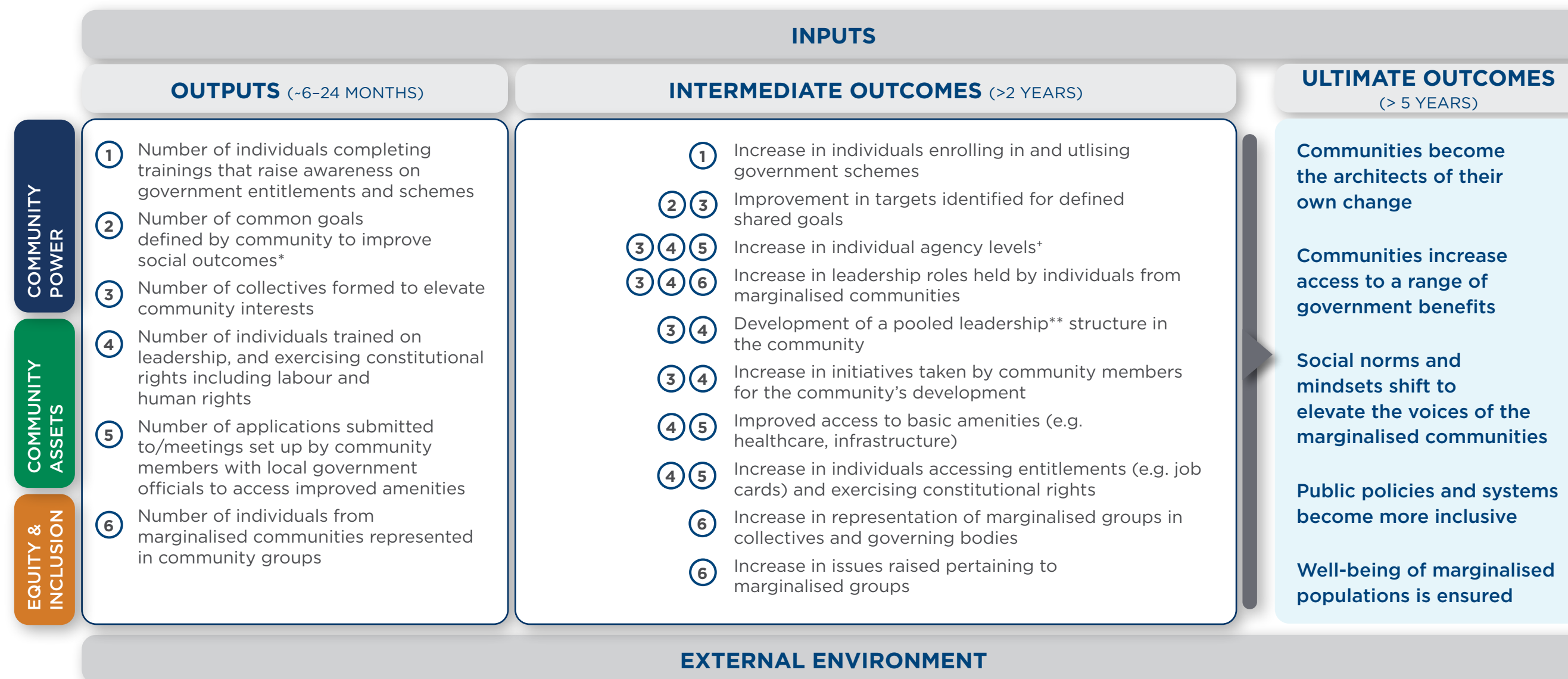


+ For outcomes such as agency, which need to be broken down into smaller components, organisations may benefit from consulting subject-matter experts.

* The common goals mentioned here refer to the community's common shared vision, distinct from development mandates of local governance structures.

** Leadership structure where leaders rotate after a fixed period.

Assessing Change Through a CDC Approach for **Rights-based** Work

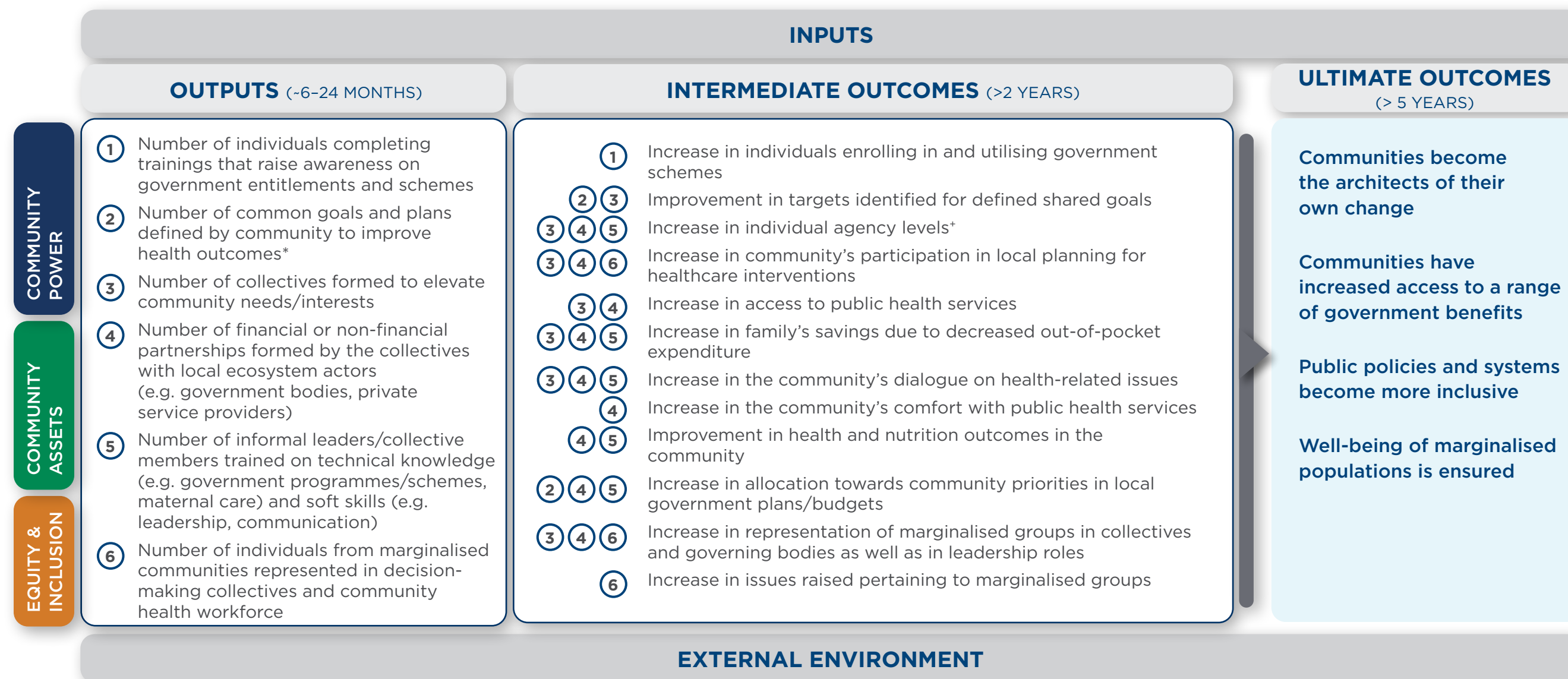


+ For outcomes such as agency, which need to be broken down into smaller components, organisations may benefit from consulting subject-matter experts.

* The common goals mentioned here refer to the community's common shared vision, distinct from development mandates of local governance structures.

** Leadership structure where leaders rotate after a fixed period.

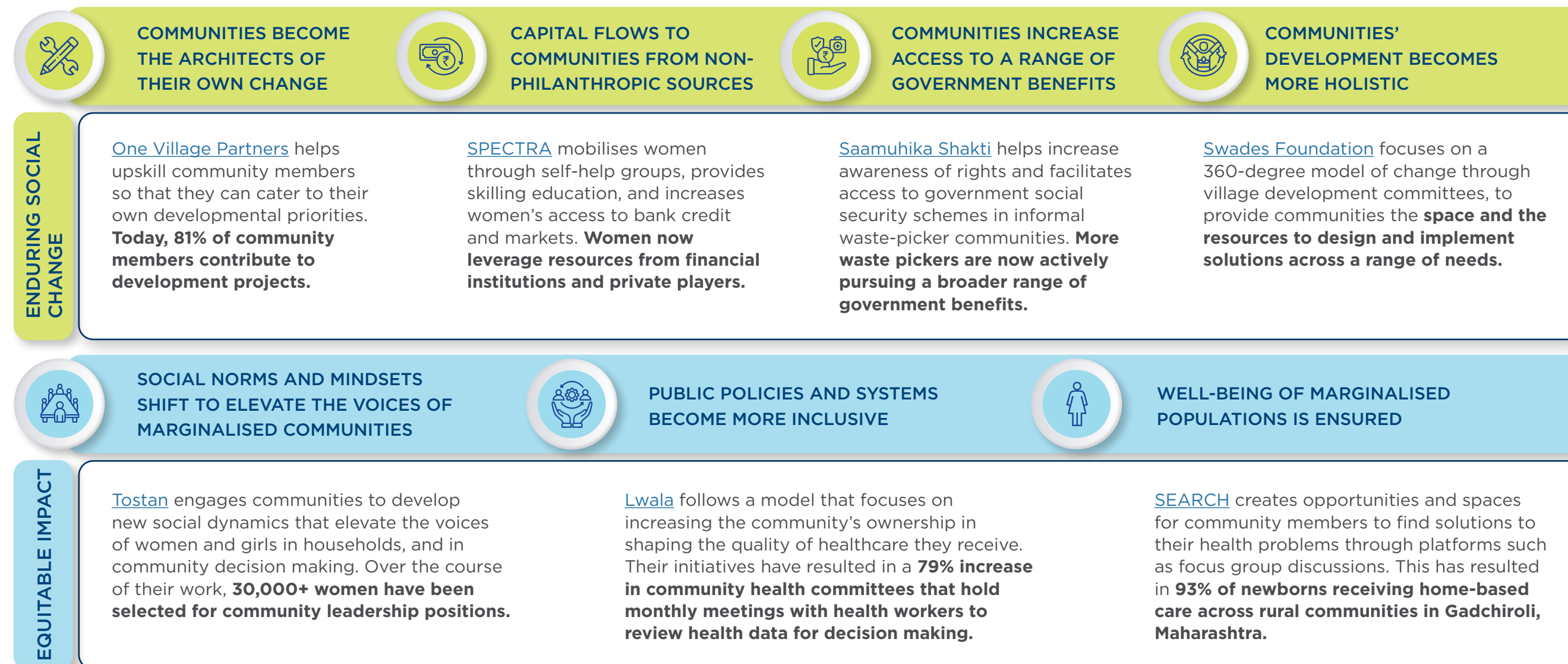
Assessing Change Through a CDC Approach for **Health**



+ For outcomes such as agency, which need to be broken down into smaller components, organisations may benefit from consulting subject-matter experts.

* The common goals mentioned here refer to the community's common shared vision, distinct from development mandates of local governance structures.

Ultimate Outcomes: An Overview



Note: We arrived at these seven outcomes through extensive interviews with organisations across Asia and Africa that have successfully implemented CDC. For more details, refer to our research: [Community-driven Change: Demonstrating Impact in Africa and India](#).

APPENDIX

Glossary of Terms (1/2)

TERM	DEFINITION
AGENCY ¹	Capacity to influence household-level economic activities, income allocation towards consumption, social norms; improved recognition, well-being, reduction in risk of violence and workload
COLLECTIVES ²	Terminology used to describe women's groups, producer groups, and other voluntary bodies like self-help groups (SHGs), village development committees (VDCs), farmer producer organisations (FPOs)
COMMUNITY ³	Groups of people who share common connections, perceptions, and intentions. They can be based on geographical location, belief, sports teams, workplaces, shared learning needs, courses, or common experiences like diseases
COMMUNITY ASSETS ²	Knowledge assets such as technical know-how and leadership capabilities to improve livelihoods, as well as access to resources like government entitlements, access to social protection, financial capital, and networks through civil society, philanthropy, and markets
COMMUNITY POWER ²	The community's shared goals and aspirations, collective agency, and a sense of shared ownership for the community's success
COMMUNITY-DRIVEN CHANGE ²	A social process whereby communities actively participate in, lead, and own the identification, design, and implementation of solutions
COMMUNITY-BASED MONITORING ⁴	Any monitoring of intervention led by communities, where a key principle is that communities decide what to monitor and how to act upon the data collected
COMMUNITY RESOURCE PERSONS (CRPS) ⁵	Members of the community who are employed by community-based organisations (CBOs) and specialise in areas such as training, social action, financial inclusion, amongst others
EQUITY & INCLUSION ²	Social cohesion and balance of power within the community, especially with respect to historically marginalised groups
EVALUATION ⁶	Discrete assessments or studies to answer critical questions about an organisation's programme(s). Evaluations can be done internally or externally, to support learning and improvement, but also to demonstrate evidence and influence the field

Glossary of Terms (2/2)

TERM	DEFINITION
FARMER PRODUCER ORGANISATIONS (FPOS) ⁷	A legal entity that is owned and managed by farmers, including cultivators, dairy producers, fishers, and others engaged in primary production in the agriculture sector. FPOs buy inputs from manufacturers, and sell their products to bulk buyers, retailers, and consumers
IMPACT EVALUATION ⁶	A type of evaluation that studies whether a change in outcomes can be attributed to an organisation's programme. Outcomes proven through an impact evaluation are impacts
NYUMBA KUMI INITIATIVE MEETINGS	Kenyan community policing strategy promoting neighbourhood security and social cohesion by encouraging residents to know their neighbours and collaborate with law enforcement
PERFORMANCE MEASUREMENT ⁶	Continuous tracking of data, typically by an organisation's own staff through an internal data system, for the primary purposes of accountability, learning, and improvement
REPRESENTATIVE UNIT/BODY	Voluntary or mandatorily set up formal or informal bodies that may exist for representing and elevating the best interests of the community
SELF-HELP GROUPS (SHGS) ⁵	A homogenous group that forms the building block of India's National Rural Livelihoods Mission, with members belonging to the same community and living in the vicinity of each other. It aims to foster mutual cooperation and collective action for social and economic development, particularly through building financial literacy and providing financial services to its members
STOKVEL ⁸	A community savings group through which members pool funds regularly for shared purposes like savings, groceries, funerals, investments, or loans, fostering trust and financial cooperation
THEORY OF CHANGE ⁹	A conceptual roadmap that explains how the organisation's intended impact will actually happen, the cause-and-effect logic by which organisational and financial resources will be converted into the desired social results
VILLAGE DEVELOPMENT COMMITTEES (VDCS) ¹⁰	A body of community members constituted by the gram panchayat to lead the development of a village panchayat development plan (VPDP). VDC members collect data and identify gaps in the community and come up with a vision for the VPDP, which is then submitted for approval to the gram sabha (or a parallel collective mobilised by a nonprofit) to facilitate development in the community
VILLAGE SAVINGS AND LOANS ASSOCIATIONS (VSLAS) ¹¹	Self-managed and self-capitalised community-based financial groups that enable members to save money, access small loans, and benefit from social insurance

Sources for Glossary of Terms

1. Ariane Ryan, Amna Awan, Maryam Piracha, and Syeda Samira Saif, [*Beyond Income: A Critical Analysis of Agency Measurement in Economic Programming*](#), Market Development Facility, 2018.
2. Pritha Venkatachalam, Riti Mohapatra, Ntefeleng Nene, Aditi Sharma, Umang Manchanda, and Roger Thompson, [*Community-Driven Change: Demonstrating Impact in Africa and India*](#), The Bridgespan Group, May 2024.
3. [Communities](#), ScienceDirect.
4. “[Community-based monitoring: An Overview](#),” The Global Fund, May 2020.
5. [Community Institutional Architecture](#), Ministry of Rural Development, Government of India.
6. Jeri Eckhart Queenan and Matthews Forti, [*Measurement as Learning: What Nonprofit CEOs, Board Members, and Philanthropists Need to Know to Keep Improving*](#), The Bridgespan Group, April 2011.
7. “[IDR Explains: Farmer producer organisations \(FPOs\)](#),” India Development Review, 10 August 2023.
8. [About Stokvels](#), NASASA.
9. Lindsey Waldron, Butch Trusty, Preeta Nayak, and Yvonne Betancourt, “[What Are Intended Impact and Theory of Change and How Can Nonprofits Use Them?](#)” The Bridgespan Group, 14 December 2020.
10. “[Guidelines on Gram Panchayat Development Plan](#),” National Institute of Rural Development & Panchayati Raj and Bridgespan learnings from discussions with nonprofits.
11. [VSL Associates – who we are](#), VSLA.net.

Methodology

We conducted our research for this report in three phases:

Phase 1: Secondary research

In this phase, we reviewed secondary literature on participatory approaches to measurement, evaluation, and learning (MEL), to understand best practices for assessing progress on CDC. We also reviewed past research by The Bridgespan Group on MEL, and collated insights from impact evaluation reports and annual reports shared with us by practitioners. Some of the research we drew upon includes:

- [Scale and Sustainability: The Impact of a Women’s Self-Help Group Program on Household Economic Well-Being in India](#)
- [FPOs in India: Creating Enabling Ecosystem for their Sustainability](#)
- [Creating Shared Identity on a Team](#)
- [The Role of Social Identity in Shaping Economic Choices](#)
- [Creating Skill Sets: Empowering Rural India](#)
- [Measuring What Matters](#)
- [A Learning Agenda for Community-Driven Development: Responding to Complex Contextual, Evaluation, and Inference Challenges](#)
- [Learning and Evaluation For Community-driven Systems Change](#)
- [Measuring and Evaluating Impact and Change From a Community-led Development Perspective](#)
- [Equitable Giving Toolkit](#)
- [Meaningful Measurement Playbook](#)

Past Bridgespan research

- [Community-Driven Change: Demonstrating Impact in Africa and India](#)
- [Powered by the People: Community-Driven Change in Urban Informal Settlements](#)
- [A Practical Guide to Nonprofit Measurement, Evaluation, and Learning](#)
- [Measurement as Learning: What Nonprofit CEOs, Board Members, and Philanthropists Need to Know to Keep Improving](#)
- [How to Measure with Equity](#)
- [Measurement, Evaluation, and Learning: A Guide for Field Catalysts](#)

Phase 2: Interviews with practitioners

We conducted over 50 interviews with funders, intermediaries, and implementing nonprofits, as well as MEL experts to understand if and how they integrate a CDC approach in their work, and their best practices for measuring progress. For a full list of interviewees, please refer to the end of our article: [How to Assess Community-Driven Change: Four Guiding Principles for Funders and Nonprofits](#).

Phase 3: Validating insights

We validated the insights, frameworks, and metrics in this toolkit with experts and practitioners through 1:1 consultations and group discussions in India and Africa.

Our Anchor Partners in the Community-Driven Change Initiative

[Children's Investment Fund Foundation](#)



[Global Alliance for Communities](#)



[Conrad N. Hilton Foundation](#)



[H&M Foundation](#)



[Humanity United](#)



[Rohini Nilekani Philanthropies](#)



[Target Foundation](#)



[Swades Foundation](#)



[Veddis Foundation](#)



THE BRIDGESPAN GROUP

BOSTON 287 Columbus Avenue, 4th Floor, Boston, MA 02116 USA. Tel: +1 617 572 2833

JOHANNESBURG Bridgespan Africa, The MARC, Tower 1, 3rd Floor, Corner Maude and Rivonia Road, Sandown Johannesburg, South Africa. Tel: +27 11 012 9280

MUMBAI Bridgespan India Private Limited (registered address), 11th Floor, Platina, G Block, Plot C 59, Bandra Kurla Complex, Mumbai, 400051, India. Tel: +91 022 6628 9624

NEW YORK 333 Seventh Avenue, 11th Floor, New York, NY 10001 USA. Tel: +1 646 562 8900

SAN FRANCISCO 88 Kearny St., Ste. 200, San Francisco, CA 94108 USA. Tel: +1 415 627 4500

SINGAPORE The Bridgespan Group, Sponsored by Bain Singapore, 38 Beach Road, 15th Floor, South Beach Tower, Singapore 189767



www.bridgespan.org

contact@bridgespan.org

contactindia@bridgespan.org