Impact Assessment Standards for NPOs

— Impact Future Project —

ASPIRE IMPACT

Aspire Impact is a social enterprise focused on leadership and ecosystem development in social and environmental impact. Aspire Impact is India's first Impact Rating system, awarding Green Leaf, Silver Leaf, Gold Leaf or Platinum Leaf to corporations using a proprietary 4P (Product, People, Planet & Policy) framework. It is also the Commissioner & Knowledge Partner of the Impact Future Project (IFP).

ASPIRE CIRCLE

Aspire Circle promotes enlightened social leadership. Founded in 2007, it builds and scales five impact communities through Scholarships, Fellowships, Internships, IFP (Impact Future Project) Community Leadership, and Impact Hub Community Partnership. To date, Aspire Circle has awarded 34 scholarships, admitted 225+ Fellows and engaged 200+ IFP leaders.

IMPACT FUTURE PROJECT (IFP)

The Impact Future Project (IFP) is a thought-leadership platform and an "appreciative inquiry" about the imminent Impact Economy or Capitalism 2.0. The initiative is for the public good, to (a) generate transformative investment ideas, (b) develop standards-based impact measurement framework, and (c) a digital platform for all entities.

CAPGEMINI, IFP SPONSOR

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries.

Impact Future Project

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Founder's Preface

t gives me great pleasure to unveil India's first set of independent Standards for Impact Assessment & Ratings for non-profit organizations (NPOs), including CSR units and philanthropies. This herculean effort from a motivated expert group of 20+ industry practitioners took 6 months to shape up. I whole-heartedly want to thank Capgemini, who very kindly supported this bold initiative.

India needs an Impact Assessment Framework which is Standards-based, especially in the light of the upcoming Social Stock Exchange. Furthermore, legislated CSR and mandatory impact assessments for projects over INR 1 crore, will catalyze the Impact Measurement and Management (IMM) movement. Only such a framework, which congregates transparency, science, and farsightedness, can truly make Impact comparable beyond judging project or program efficiency and ensure optimized allocation of scarce philanthropic or CSR resources.

Aspire was privileged to assemble this extraordinary group of Impact specialists. Over the past 6 months, the group has across Aspire's 4P framework identified and documented 13 Impact Objectives and 41 Themes with about 130+ KPIs which can lead to an overall NPO or Project/Program Rating. The framework also allows Impact Assessment at Project/Program level, across four dimensions of Reach, Depth, Inclusion and Sustainability, making it a uniquely effective and an adaptable solution.

Moreover, this Aspire 4P Impact Assessment framework, alongside the standards, will soon be available on a global, multilingual digital platform called IKOO, which will provide the much-needed impact transparency, comparisons and benchmarking to ensure that that precious resources are allocated to the most deserving projects/programs for the people or the planet.

Finally, the time has come to prioritise standards-based impact assessments to build a larger market for NPOs in India and around the world. Just like private, commercial capital cannot move without common understanding of financial performance and returns; or global traffic cannot move without road, sea, air rules and regulations; we will never unfetter the NPO sector and unleash its growth and impact potential unless the India and the world agrees to shared definitions, shared objectives and shared measurements. It is time that nonprofits, much like their corporate counterparts, rather more vehemently, uptake impact assessments and reporting and turn around the dismal fact that in the last one and a half decade only 30 North American non-profits submitted their GRI reports! I hope this framework will rightly inspire the industry to narrate its impact story.

This book is the first attempt in India and the world to bridge this strategic gap. We hope that with your usage and feedback, we will continue to evolve this framework and make it truly a gold standard.

Sincerely,

Amit Bhatia
Founder & Managing Trustee- Aspire Circle

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Dear Readers,

Capgemini is delighted to support the Impact Future Project (IFP). We believe the time has come when the idea of an "Impact Economy" must be mainstreamed. The pandemic has reminded us of the sustainable balance we must maintain with the planet and amongst the people. We believe the IFP is a significant thought leadership initiative in helping build this awareness and a greater imperative to act. IFP not just resonates with our values and pursuits of a purposeful existence, but takes us a step forward towards this envisioned impact future. With the vision and efforts of IFP, we look forward to having the sustainable future that we want.

Anurag Pratap
VP & CSR Leader, Capgemini

Quotes from Community Leaders

"

The single most useful thing we can do - to close the funding gap, align interests and enable informed stakeholder decisions - is build a powerful and universal language for capturing, quantifying and communicating the deep social and environmental transformations we want to see.

Anna Bruni Sabhaney
Founder, The Confluencers

"

In organisations, what is measured is what gets done. If only financial expenditure is measured, that will get primary attention. This IFP initiative, led by Aspire Circle, aims to provide indicators beyond the financial, and hopefully that will change the language from spends to inclusion and outcomes.

Apoorva Oza
Global Lead, Aga Khan Foundation

"

Impact assessment framework for NPO will be useful in collating impact across intervention sites. Aggregated data will help program managers and policy makers in evidence-based investment for improving social indicators. It could be a gamechanger in designing transparent and cost-effective intervention strategies.

"

Archana Joshi
Director, Deepak Foundation

"

The not-for-profit sector with its great outreach, commitment to change and innovative ideas, acutely requires a common framework for measuring impact. This tool will help them not just demonstrate the sector impact but also a platform to drive organisational growth and effectiveness.

"

Meenakshi Batra
Ex-CEO, Charities Aid Foundation

"

A good framework will accelerate a greater impact. IFP is that strategic playbook for sustainable inclusive society where D&I is the new normal. Aspire circle drives it both at organization and individual level through the inclusive players of society.

"

Pavithra YS
Founder & MD, Vindhya e-Infomedia

"

Aspire's Initiative on ESG Impact clearly denotes "From meaningful Change to Measurable Value"-ESG is more than just ticking boxes, the model developed by Aspire is about making a difference for businesses and our world, creating sustainable outcomes that drive value & fuel growth, whilst strengthening our environment & societies- Happy to be part of this meaningful initiative.

"

John Alex
ED & CEO, Equitas Holdings

"

IFP's effort in building an impact framework for the NPOs is a much-needed step in ensuring that impact & outcomes have a context in business & social sustainability. It is also an imperative today to be able to integrate ESG principles in this value chain of transformation. We hope to see this framework being adopted widely & successfully.

"

Nidhi Bhasin
CEO, NASSCOM Foundation

"

While we push for some specific project related metrics within our projects, a common framework for the NPO sector was much needed. Despite the uniqueness of projects in NPOs, at IFP we were able to agree on a common assessment framework which is going to be very rewarding for the overall sector.

"

Pratyush Panda
Head-Sustainability & CSR, Larsen & Toubro Infotech

"

It has been a fascinating experience working on the impact measurement framework and I am grateful for the opportunity to work with the best in the sector and ably facilitated by the team at Aspire impact. Hope with this first step, the Sector moves towards a common framework for measurement.

"

Raman K
Head of Strategy, Tata Trusts

"

The IFP initiative, led by Aspire Circle and developed by some of the finest and diverse (NPOs, CSR Leads, Institutional donors, Social Entrepreneurs) minds in Social Impact Sector, is pathbreaking. It's the first comprehensive attempt to standardize and enhance impact measurement for NPOs in India.

"

Sachin Golwalkar
CEO, United Way Delhi

"

Common language lays the foundation common understanding. Aspire's attempt at furthering the idea of a common language around work being done by non-profits will lead a more respectful appreciation of work being done on the ground paving way for deeper engagement.

"

Shashaank Awasthi
Co-Founder, V-Shesh

"

Having spent considerable time associated with Philanthropy, I found that metric based Impact measurement is missing in the NPOs and I really appreciate IFP's focus on these even in the NPO world as these will make the outcomes & impact better. This will help move the mindset from "Expense" to "Outcome & Impact".

"

Viiveck Verma
Chief Impact Officer, Recykal Foundation

"

In the last 10 years CSR has become voluntary to compulsory activity for the businesses & transition is happening from transactional funding to strategic funding. In such situations Impact Assessment tool for NPOs will become a necessary tool to build the ecosystem. Aspire Impact is setting up a milestone in this Sector.

"

Vivek Prakash
VP & Head CSR, Jubilant Ingrevia

Executive Summary

Introduction

CREATING A STANDARDS-BASED IMPACT ASSESSMENT FRAMEWORK FOR NPOs

The world needs a Standardized Impact Measurement & Management (IMM) Framework and Tool to measure outcomes of their programs easily; measure sustainability ranking of their own actions and process; compare results across NPOs (Non-Profit Organizations) and programs, serving different or same cause(s); to facilitate program efficiency with every comparison and measurement; and, to ensure scarce philanthropic or CSR capital is allocated to the most deserving causes.

Why measure the impact of NPOs?
NPOs are driven by the dedication to serve people or the planet. However, they need to sustain themselves and operate in an organized manner. With the popular beliefs of industry leaders, 'what gets measured, gets done', a standardized impact measurement tool serves multiple benefits to NPOs:

- It showcases the real impact they create for the people or the planet
- It attracts more donors and funds
- It helps improve their programs
- It helps them sustain, financially
- It enables cooperation with other like-minded NPOs, thus increasing the scale of impact

Current Available Tools for Impact Measurement
Today, there are more than 200 diverse tools and methods to measure impact scale and value including Social Return On Investment (SROI), Randomised Control Trials (RCTs), GRI, Social Reporting Standard (SRS), etc. They are mostly customized towards some limited causes or some organizational goals. Although these

Do you feel that measuring impact is a top priority?

- Yes
- No
- Don't Know

100%
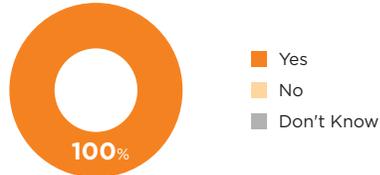
Do you feel measuring each program independently is important?

- Yes
- No
- Don't Know

8%
92%
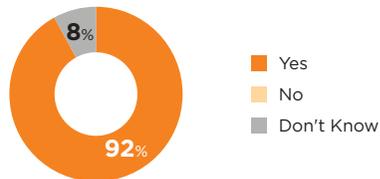
Do you find measuring outcomes to be a challenge in the current non-profit ecosystem?

- Yes
- No
- Don't Know

8% 8%
84%
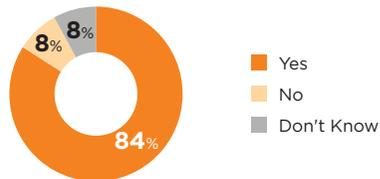
Are your current approaches/methods to measure outcomes effective?

- Yes
- No
- Don't Know

17%
33%
50%
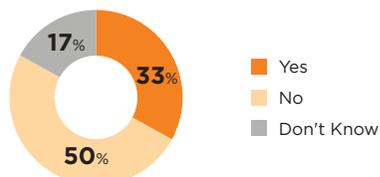
Do you use a common model/framework to measure impact across interventions/programs?

- Yes
- No
- Don't Know

17%
25%
58%
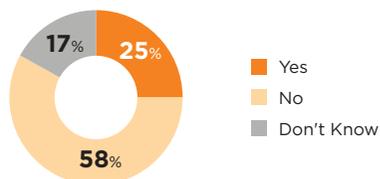
tools offer some impact measurement of various programs, they are diverted and do not allow organizations or programs to compare their results. Every organization wants to achieve the same goal of sustainable development but taking different paths wastes time and resources.

Beliefs of India NPO & CSR Leadership
Our Working Group brought together India's NPO & CSR leadership over 4 meetings in 4 months to discuss and deliberate on the path forward. These 20+ leaders, from corporates and non-profit organizations candidly voted on their beliefs about India's challenges and solutions in an organized manner and we learnt the following:

- 100% of the industry leaders believe that impact measurement is a top priority of the time
- 92% believe measuring each program independently is important
- 84% find impact measurement to be a challenging task in the current nonprofit ecosystem
- 50% find their current impact measurement tools ineffective, while 17% have no idea about it
- 58% already use a common framework to measure impact across programs

Our Working Group comprised of Social entrepreneurs, NPO and CSR leaders, CIOs. They collectively concluded that a common and standardized impact measurement tool when used across programs and causes will help avoid confusion in the outcomes gained; direct resources in the right direction; dwell healthy competition and cooperation among NPOs; and, make the impact creation process smooth and efficient

What can you expect from this document?
This publication called "Impact Assessment Standards for NPOs" offers a 5-level structured Impact Assessment Methodology. It becomes more aligned towards a particular program or organization, as we move deeper in the levels. All our leaders concluded that the layered Aspire 4P Impact Tree, allows comparable impact, as we aggregate the impact numbers at the Top 4 levels of the tree. Level 5 of individual program-based KPIs must be viewed as the grassroot-level data, unique to each program or project. The five levels of the Aspire 4P Impact Tree will thus reflect the following:

1. At Level 1, the highest level of the framework, we have the most synthesized Impact Rating for a program or an NPO

2. At Level 2, we divide the overall Impact into four realms- Project / Program, People, Planet, and Policy & Governance for an organization-level impact assessment.

3. At Level 3, each realm gets divided into multiple categories. These categories, such as Reach, Depth, Inclusion & Sustainability for Project / Program, act as meaningful aggregations from multiple program/project themes. Every program or NPO can still be compared at this level

4. Level 4 divides every category into 41 themes that act as objectives/goals for a particular program or NPO

5. Finally, at Level 5, every theme contains a set of KPIs designed for a particular program or cause. These are bespoke and customized to each program/project, often setup jointly by the donor and NPO

Aspire 4P Impact Assessment framework, available on a standardized digital platform soon called IKOO, will provide the much-needed impact transparency, comparisons and benchmarking to ensure that that scarce and precious resources are allocated to the most deserving projects for the people or the planet.

Understanding Impact in NPOs

Social or environmental impact can be defined as the significant positive change that an organisation's activities have, that addresses a social or environmental issue or cause, and, on a larger scale, on the overall wellbeing of society and the planet. Nonprofit organisations (NPOs) promote and advocate for specific social or environmental causes.

NPOs unlike corporations cannot demonstrate their success in purely economic terms. Their success can only be demonstrated through the impact of their projects or programs and, the social or environmental change that they have been able to bring. It, therefore, becomes imperative for NPOs to measure the impact of their activities and show the impact in a transparent manner.

Further, for NPOs to raise funds it is critical for them to have a relevant and need-based mission, trust amongst stakeholders, strong governance and above all, transparency. Donors like to know whether their donations have made any social or environmental impact. There are many reasons why donors give however, there is just one reason why they don't, and the reason is not knowing how their donations are being utilised and whether the impact will be measured and reported to them. Every NPO is, therefore, encouraged to measure its progress in fulfilling its mission, its success in mobilising its resources, and effectiveness of its employees and other partners along the value chain.

Measuring and communicating their impact however has been a challenge for the NPOs. There is still an uncertainty about the performance indicators that should be measured, how to bring out the right story, how to compare achievements with other similar projects / programs / organisations and how to communicate and connect with the audience in a compelling manner. Impact is not just what and how much, it is also about "why it matters to the recipient". Impact should be both transformational and long-term.

In the last decade, there has been a significant interest and pressure from both the private donors and the governments on NPOs for making their impact visible and measurable. The Institute of Chartered Accountants of India has recently published a draft framework for social audit standards. The framework provides area specific social indicators for nonprofits to report on the progress of their projects / programs, and impact. All this has accelerated the need for nonprofits to show results that can be quantified so that the donors, communities and government have a holistic view of their impact.

Search for a Standard Framework

Nonprofit organisations world over are looking for a scientific, standardised method to measure their impact. Currently, there are multiple sets of principles, frameworks, methodologies, ratings, technologies and other support services which can be confusing for donors, nonprofits and governments alike. It is expected that given the diverse scale, motivation, resources, design, and complexity of projects and programs, there may never be one, global standardised, comprehensive way to do it. We believe Governments and Regulators will set the minimum standards for reporting for social and environmental impact but independent standards and frameworks, which allow nonprofits and donors to show leadership using a higher bar, will always exist and prosper.

Currently, motivated by law and practice, and stakeholder interest, qualitative and quantitative impact data are being collected at unprecedented levels. Jurisdictions are developing social and environmental impact reporting regulations. Some of the initiatives are pan-global while others are specific to certain regions. Quite a few disclosures are voluntary, but regulators are increasingly mandating greater transparency.

The Impact Measurement and Management market or landscape can be segmented into six distinct areas for market-sizing and even ten finer subsegments for clarity of understanding the forces at work. It includes providers of frameworks that define a standardized process, methodologies that are used to evaluate data, and approaches that value impacts. In addition, there are databases and rating agencies that add to the mix. Assessors and auditors also come in to stamp the authenticity of the social projects. Software technology and tools provide the much-needed scale, speed, and accessibility. Educational institutions are also gearing up in order to fill up the skill gap in the market. The existing solutions landscape is a fine matrix of different constituents, each with a specific role and focus. The landscape consists of (I) Standards, Principles & Frameworks; (II) Certifications & Rating; (III) Databases & Indices; (IV) Consulting & Services; (V) Software Technology & Tools; (VI) Executive Education.

Within this landscape, Standards and Frameworks play a particularly important role. Standards specify requirements as to "what" should be reported for each topic/category. Frameworks are a level up and provide guidance based on a set of principles, on "how" the information should be outlined.

There are several of them available for nonprofit organisation disclosures, as outlined below, each with its own scope and use-case.

NPO Standards and Frameworks	GRI NGO Sector Disclosures	Social Reporting Standard	Common Results Catalog	IFRC Framework for Evaluation	Humanitarian Charter and Minimum Standards in Humanitarian Response	Social Audit Standards	Performance Imperative Organizational Self-Assessment	Aspire's Impact Standards for NPOs
Abbreviaton/ Short Name	GRI	SRS	NA	NA	The Sphere Handbook	SAS	PIOSA	NA
Objective	Disclosures and reporting standards in terms of indicators and guidance for NGOs; are part of the Sector standards under the GRI standards family	Inspired by the Financial Reporting Standards of for-profit companies, these are standardized, modular reporting guidelines for projects and initiatives in the non-profit sector. It also captures finances and organizational structure into its report, providing a holistic view of the organization.	A catalog of quantitative metrics compiled using around 100 sources including from practitioners, academic researchers, and funders. Organizations can share their metrics of choice to further build the catalog.	A guide on how evaluations are done end-to-end by the Secretariat of the International Federation of Red Cross and Red Crescent Societies, including planning, commissioning, data collection and analysis, and reporting	Principled and rights-based universal minimum standards in core areas of humanitarian response in order to improve the quality and accountability of action to crisis affected people	Audit standards to be applied by social auditors for social audit engagements. Finally, a report is to be produced with the findings of the assessment, including impact created and gaps found, complete with recommendations.	Self-driven assessment usually used by social enterprises and charities for organization's or program's performance	India's first set of open standards for NPO Impact Assessment, Reporting
Facilitating Body	Global Sustainability Standards Board (GSSB)	Ashoka, Auridis, Bonventure, Phineo, Schwab foundation	Guidestar	International Federation of Red Cross and Red Crescent Societies (IFRC)	The Sphere Association	Sustainability Reporting Standards Board (SRSB) at The Institute of Chartered Accountants of India (ICAI)	The Leap Ambassadors	Aspire Impact - Impact Future Project
Year of Launch	2010	2010	2016	2011	1997	2022	2015	2022

NPO Standards and Frameworks	GRI NGO Sector Disclosures	Social Reporting Standard	Common Results Catalog	IFRC Framework for Evaluation	Humanitarian Charter and Minimum Standards in Humanitarian Response	Social Audit Standards	Performance Imperative Organizational Self-Assessment	Aspire's Impact Standards for NPOs
Statistics	7 categories under General Standard Disclosures and Specific Standard Disclosures under Economic, Environmental, and Social categories	3 central sections: Part A describes the purpose and scope of the report, Part B describes each activity and its impact in terms of resources used, scale, approaches used, societal effects, risks and opportunities, etc. Part C includes the organizational profile and financials including revenues, expenditures, etc.	~1000 metrics organized by cause/subject areas such as Animals, Arts and culture, Environment, Health and services, etc.	8 criteria for what to evaluate (e.g. efficiency, effectiveness, impact, etc.) and 8 standards on how to evaluate (utility standard, transparency standard, etc.). 43 key practices that uphold the evaluation standards.	Consists of The Humanitarian Charter building on the 1994 Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief (10 core principles), 4 Protection Principles, 9 commitments under the Core Humanitarian Standard, and Minimum Standards under 4 technical topics along with indicators and guidance notes : Water Supply, Sanitation and Hygiene Promotion (WASH), Food Security and Nutrition, Shelter and Settlement, and Health	16 standards in regard to thematic areas of impact reporting with a wide coverage ranging from promotion of financial inclusion, protection of national heritage, art, and culture, eradicating hunger etc.	7 pillars of discipline centered around internal monitoring, disciplined management, etc. with a comprehensive list of characteristics underneath each.	150+ KPIs under 44 NPO themes, grouped under 13 categories, classified under 4Ps - Product (Project/Program), People, Planet, and Policy & Governance

NPO Standards and Frameworks	GRI NGO Sector Disclosures	Social Reporting Standard	Common Results Catalog	IFRC Framework for Evaluation	Humanitarian Charter and Minimum Standards in Humanitarian Response	Social Audit Standards	Performance Imperative Organizational Self-Assessment	Aspire's Impact Standards for NPOs
Target Reporter	Ideally for international NGOs or medium to large national NGOs	All organisations with social purposes such as social entrepreneurs, foundations, philanthropies, charities, non-profits, etc.	Non-profit organizations	IFRC membership organizations/ Secretariat of the International Federation of Red Cross and Red Crescent Societies	Humanitarian agencies, advocacy groups, governments, and donors, as well as affected people themselves	Social audits to be conducted by Social Auditors using the SAS principles.	Nonprofits with budgets of $100,000 and $3M ideally, Public agencies	Non-Profits
Limitations	Voluntary adoption; New or small and medium NGOs may find reporting challenging due to the amount of information elicited	Guidelines offered in limited languages	Nonprofits need to have a Guidestar profile before they can use the catalog	Limited use by red cross, not used by others	Focused on humanitarian work hence limited use for organizations involved in other causes	Does not establish standards or requirements for performance but only provides guidance, criteria, standards for carrying out social audits on the project/program listed on the Social Stock Exchange or any other organization.	Not very useful for larger non-profits	New entrant in the market, needs adoption
Benefits	First global standards for sustainability reporting, free to use, most widely adopted	Free to use, straightforward and limited in size	Comprehensive list of metrics to choose from, can also add custom metrics	Enables Standardized evaluation across a large number of IFRC entities	Standards reviewed and revised by the users themselves; used by around 450 organizations around the world	Mandatory audit for social enterprises getting listed on the Social Stock Exchange	Available off-the-shelf, free of cost	Comparable impact across programs and NPOs, Comprehensive coverage of KPIs
Type of Standards/ Framework	Independent	Independent	Independent	Proprietory	Independent	Regulatory	Independent	Independent

Objectives and Motivations for Impact Assessment

Measuring impact is essential to enable nonprofits showcase the difference they are making on People and Planet alike. Measuring Impact is more important than measuring activities and outcomes. Impact enables measuring the lives they touch, the forests they save, the people they help.

It is said that "The average life of nonprofits is assessed to be 10 years due to lack of adequate funding and inability to showcase impactful work."

Nonprofits have varied motivations and objectives for conducting an impact assessment.

Creating goodwill

"Leap of Reason", written by Mario Morino inspires leaders in the social and public sectors to take bold action to create more meaningful, measurable good for those they serve. Stakeholders across the value chain want to see the progress and the impact an organisation is making or has made over a period of time. Communicating progress, achievements and real-life challenges and engaging with the stakeholders build transparency and help gain their confidence and goodwill.

Risk management

Risk assessments is essential for organisations to identify threats and opportunities involved in their operations. Impact assessment provides a holistic view of the organisation's activities and highlights all such risks related to the performance and sustainability of the organization.

Fund raising

Impact is increasingly becoming important to social investors. Impact assessments help donors, funders, grant-makers and companies to understand and evaluate the impact of their social investments. The findings of an assessment help them in making evidence-based decisions for all their future social investments. For organisations seeking funding, impact assessment of their projects or programs, and reporting them thus, becomes crucial.

Collaboration and partnerships

There is strength in numbers. When NPOs collaborate, it gives each organisation an opportunity to expand its resources, tools, programs and even fundraising efforts. For smaller organisations, it gives them an opportunity to strengthen their voices and collectively advocate for their mission to create greater impact on the community. Impact assessment helps build transparency and comparability amongst peers.

Future readiness

As the donors, funders and governments are increasingly putting pressure on nonprofits to demonstrate the impact of their activities, impact assessment and reporting have become critical for the sector to adapt and adopt quickly. Institute of Chartered Accountants of India has recently published a draft Social Audit Standards and every nonprofit organisation operating in the country will be required to comply with the same soon.

4P Framework
Impact Tree

	LEVEL 2 4P classification	LEVEL 3 13 Categories	LEVEL 4 41 NPO Themes

LEVEL 1
Overall Rating

NAME OF THE COMPANY

PRODUCT (PROJECT / PROGRAM)

Reach
- Relevance: (Need / Demographics / Socio-Economic Profiling)
- Achievement (% Target Population / Degree of Difficulty)

Depth
- Primary- Intervention (Sectoral) Benefits
- Secondary Benefits - economic, behavioural, social
- Effective Partnerships & Innovative Financing
- Scale and Capacity Building

Inclusion
- Vulnerable, Marginalised or Disadvantaged Groups
- Create Greater Affordability and Accessibility
- Gender Inclusion
- Local Community

Sustainability
- Product / Service Sustainability
- Project / Program Governance
- Environmental Sustainability & Impacts
- Supply Chain & Value Chain Considerations

PEOPLE

Employee Impact
- Ensure Gender Equality, Diversity and Inclusion
- Encourage Employee Engagement
- Create Compensation Parity
- Provide Healthy and Safe Work Environment

Supplier Impact
- Support Supplier Development
- Engage with Suppliers

PLANET

Energy Management
- Reduce Energy Intensity
- Increase Renewable Energy Consumption

Emission Management
- Reduce Emissions
- Certify Carbon Neutrality/Net zero

Water, Effluents & Waste Management
- Conserve Water
- Manage Liquid waste
- Track Waste Generation & Storage
- Responsible Waste Disposal

Ecology & Supply Chain Management
- Responsible Sourcing
- Alternative Sourcing
- Protect Bio-diversity

POLICY & GOVERNANCE

Ethics & Integrity
- Prevent Sexual Harassment
- Uphold Organisation Ethics
- Fair Executive Compensation

Compliance, Reporting & Transparency
- Ethical Compliances
- Transparent ESG, Sustainability & Impact Reporting
- Ensure Data Privacy

ESG, Risk & Impact
- Assess Board Independence
- Prevent Adverse Stakeholder Actions
- Minimize Organisation Continuity Risk
- Maximize Impact

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Scope and Methodology

Aspire uses its proprietary 4P framework to assess a non-profit organisation's impact across Project & Program, Planet, People and Policy. These are further broken down into 13 categories and 41 themes with 130+ performance metrics collected and analysed. We award organisations a specific rating on impact, based on the outcome of the impact assessment.

Our Assessment Procedure:

1 Review materiality and context based on the organisation's mission

2 Collect data to feed into Aspire's proprietary 4P impact assessment framework, including primary surveys.

3 Sample testing to verify data and information provided

4 Interviews with senior leadership to understand risks and opportunities from an impact perspective

5 Development of a 5-level impact assessment report to be shared with the organization for internal use – outlining their current score at a KPI level and, also providing a list of recommendations to enhance their impact

6 Development of an impact report, which the organisation may share with external audiences.

Our Ratings

Our four-point rating system across 5 levels provides an empirical improvement roadmap for organisations to prioritize their efforts and address key areas for maximum Impact.

Green

Silver

Gold

Platinum

Scope and Limitations

Our assessment is carried out based on the data provided by the organisation and primary survey outcomes. The scope excludes verification of the data and information provided, involving an independent auditor. The management of the organisation has sole responsibility for the collection, reporting and integrity of the data shared during the assessment, other than primary surveys. In performing the assessment work, our responsibility is to the Management; however, our impact assessment report represents our independent opinion and is intended to inform the outcome of our analysis to the stakeholders of organisation.

Relevance (Need / Demographics / Socio-Economic Profiling)

NPO Theme Number: 1 (ASP-NPO-PRO-REA-101)

For a development intervention to be successful in achieving its expected outcome and intended impact, it is imperative to understand the relevant need of the people or community that they are designed for. Sometimes the development interventions are designed and implemented without seeking inputs or consent from the people and/or communities. This leads to challenges in adoption of the intervention by the very people and/or communities that it is intended for.

Organisations, therefore, can maximize the impact of their interventions by engaging with all the stakeholders to understand their need and desired expectations from the intervention.

SDG mapping

We requested our expert committee to vote on:

1. The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

2. The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	◑	◔
Number of KPIs	3	2	1

Fig 1: Relevance of NPO Theme– Relevance (Need / Demographics / Socio-Economic Profiling)

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

Need assessment conducted for the project/ program: 78 | 22

All stakeholders involved in the need assessment process: 56 | 44

Milestones and outcomes scientifically defined with a theory of change: 45 | 44 | 10

- Extremely Relevant
- Relevant
- Somewhat Relevant
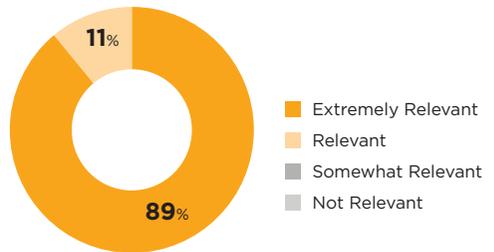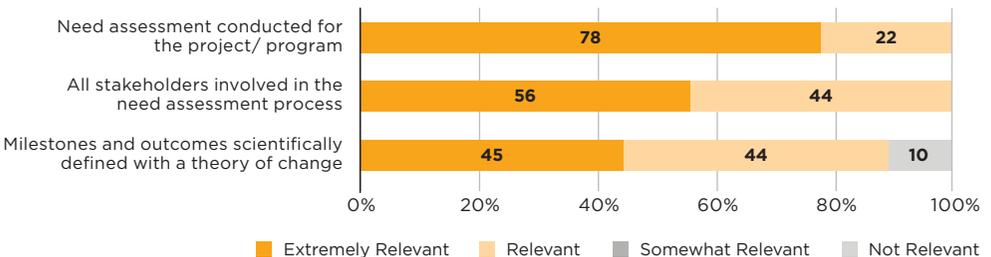- Not Relevant

Achievement (% Target Population / Degree of Difficulty)

NPO Theme Number: 2 (ASP-NPO-PRO-REA-102)

The impact of a development intervention can be measured by comparing the actual outcome and impact vs the target that the stakeholders have agreed on at the initial design phase of the intervention. Most interventions have limited or specific locations for implementation however, wider geographical reach has greater positive impact.

Further, degree of achievement is greater when an organization addresses needs of individuals or communities living in areas that are difficult to access, aspirational districts identified by NITI Aayog, inaccessible ecoregions, etc.

SDG mapping

We requested our expert committee to vote on:

1 The relevance of the NPO Theme for inclusion in Aspire's Impact

assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

2 The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	◔	◔
Number of KPIs	5	1	1

Fig 1: Relevance of NPO Theme– Achievement (% Target Population / Degree of Difficulty

37% 63%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
% of geographical locations achieved vs target	38	50		12
% of aspirational districts reached	25	38	25	12
% of beneficiaries in extreme poverty in the aspirational districts	25	50	13	12
% of beneficiaries/ ecological impact reached vs target	50	38		12
% of indirect beneficiaries reached vs target beneficiaries	50	50		

0%   20%   40%   60%   80%   100%

Extremely Relevant   Relevant   Somewhat Relevant   Not Relevant
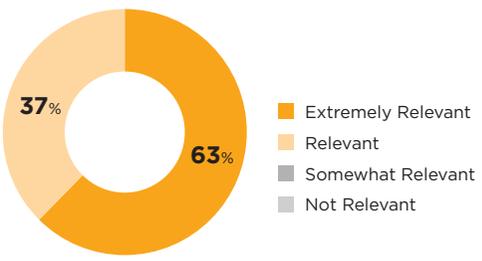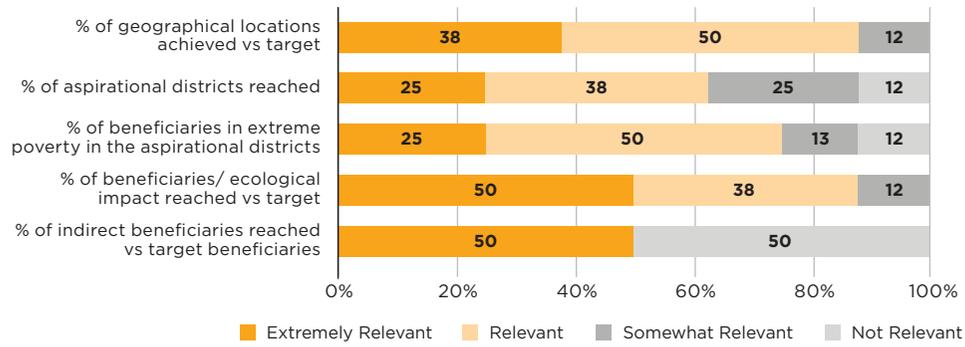
Primary- Intervention (Sectoral) Benefits

NPO Theme Number: 3 (ASP-NPO-PRO-DEP-103)

Development interventions are designed with an objective to provide solutions to specific need(s) of people, communities, ecoregion, etc. These solutions can have either short-term or long-term benefits. Benefits which are direct outcome of the project / program are primary benefits. For e.g., mother/child mortality rate of an antenatal care intervention.

To maximize impact of the interventions, it is important for the Organisations to measure the benefits as perceived by the user/adopter of the program through methods like primary surveys. Collecting feedback can help in timely course corrections, minimizing program dropouts, etc.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	◯	◖	◖
Number of KPIs	3	2	2

**Fig 1: Relevance of NPO Theme–
Primary- Intervention (Sectoral) Benefits**

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

25%
75%

Fig 2: Relevance of KPIs

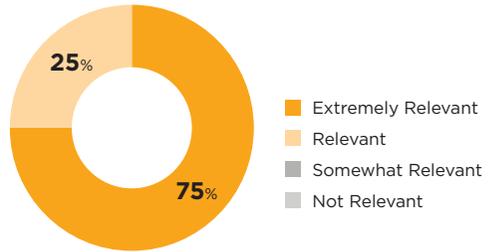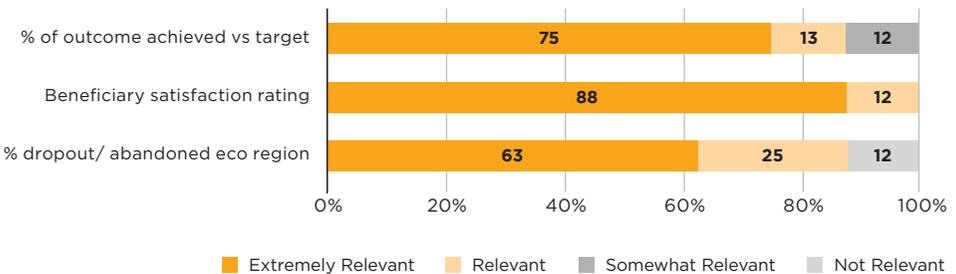|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
% of outcome achieved vs target	75	13	12	
Beneficiary satisfaction rating	88		12	
% dropout/ abandoned eco region	63	25	12	

Secondary Benefits - Economic, Behavioural, Social

NPO Theme Number: 4 (ASP-NPO-PRO-DEP-104)

Additional benefits which are indirect outcome of the project / program are secondary benefits. E.g., income growth, asset creation, etc. are secondary benefits of a microfinance intervention where primary benefit is financial inclusion.

Further, interventions can positively influence the behavior of the targeted population, bring in significant economic or social change. E.g., school enrollment can reduce child labour, improve health, lower juvenile delinquency.

Organisations can deepen the positive impact of their projects / programs when they bring in such economic, behavioural, social changes in society.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	◗	○
Number of KPIs	3	2	0

Fig 1: Relevance of NPO Theme– Secondary Benefits - Economic, Behavioural, Social

22%

78%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

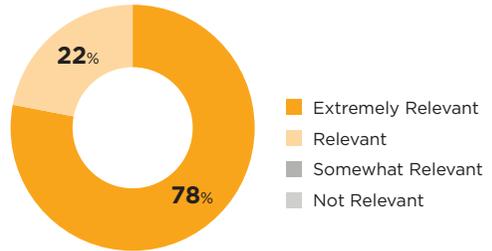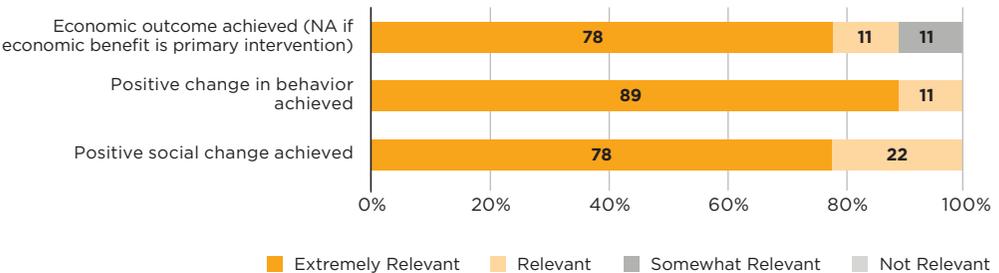|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Economic outcome achieved (NA if economic benefit is primary intervention)	78	11	11	
Positive change in behavior achieved	89	11		
Positive social change achieved	78	22		

Effective Partnerships & Innovative Financing

NPO Theme Number: 5 (ASP-NPO-PRO-DEP-105)

rganisations that collaborate with multiple partners – donors, knowledge partners, implementation partners, volunteers are far more effective in raising funds through innovative ideas, implementing programs, etc. Adequate funds, combined knowledge and services at disposal helps in reaching a larger targeted population and have a greater positive impact.

Partners who can provide expertise, knowledge, technology, leadership, etc. can enhance the quality of the interventions.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	🟠	⭕
Number of KPIs	3	1	0

Fig 1: Relevance of NPO Theme– Effective Partnerships & Innovative Financing

25%

75%

- 🟧 Extremely Relevant
- 🟧 Relevant
- ⬜ Somewhat Relevant
- ⬜ Not Relevant

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant
Cost leverage vs target	25	75
% top up funding leverage	63	37
Partnerships/ collaborations created (non-monetary)	88	12

🟧 Extremely Relevant 🟧 Relevant ⬜ Somewhat Relevant ⬜ Not Relevant
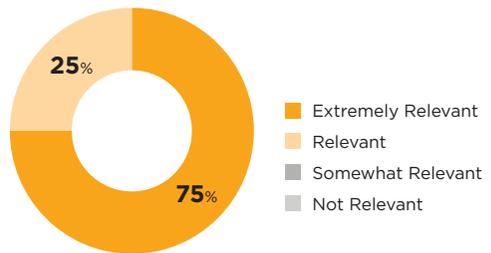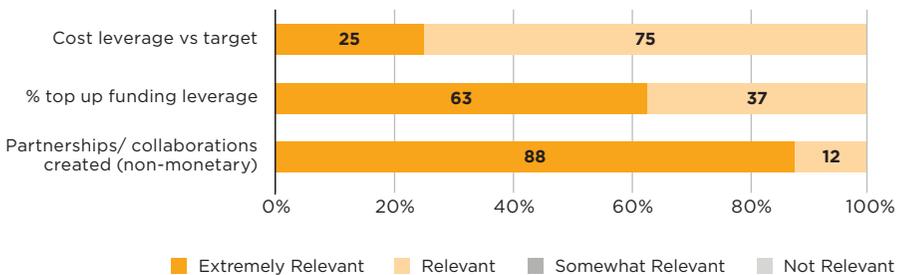
Scale and Capacity Building

NPO Theme Number: 6 (ASP-NPO-PRO-DEP-106)

An intervention is expected not only to address the immediate need of the targeted population but also to build scale for them. For e.g., while helping farming community to increase income, it is imperative to train and educate them on increasing yield of produce, food safety, technological interventions, etc.

Organisations can build capacity for its stakeholders such as implementation partners, volunteers and other service providers through training, knowledge sharing, technology support, building leadership capabilities, etc.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	◑
Number of KPIs	2	0	1

Fig 1: Relevance of NPO Theme–Scale and Capacity Building

29%

71%

■ Extremely Relevant
■ Relevant
■ Somewhat Relevant
■ Not Relevant

Fig 2: Relevance of KPIs

Did the intervention build/strengthen entrepreneurship/co-operatives/collectives or similar organizational set-ups: 71 | 29

Extent of knowledge transfer to stakeholders: 71 | 29

0% 20% 40% 60% 80% 100%

■ Extremely Relevant ■ Relevant ■ Somewhat Relevant ■ Not Relevant
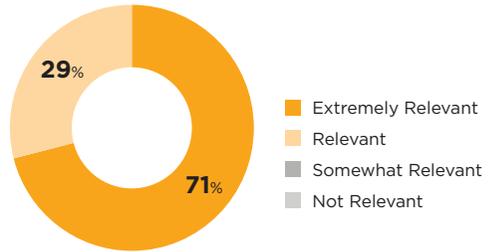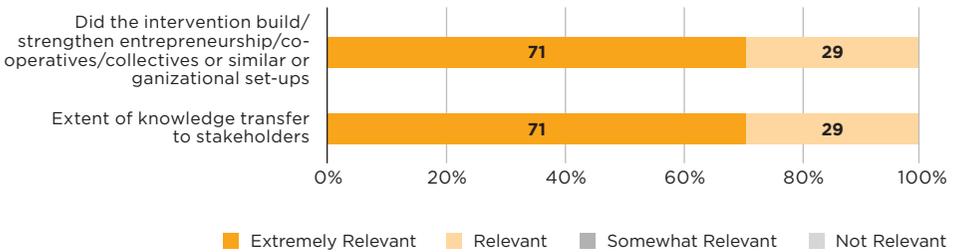
Vulnerable, Marginalised or Disadvantaged Groups

NPO Theme Number: 7 (ASP-NPO-PRO-INC-107)

Marginalised groups like PwD (Persons with Disabilities), LGBTQ community members, and other disadvantaged groups often face multiple discrimination and exclusion. Inclusion however be it political, economic or social, of these vulnerable, marginalised or disadvantaged groups provide them dignity, security, and an opportunity to lead an equitable life. Their inclusion is necessary for reducing poverty and improving shared prosperity.

Organisations can have larger impact on communities through inclusive products and services, development interventions, policies, etc.

SDG mapping

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES		

We requested our expert committee to vote on:

1 The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

2 The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◐	◐
Number of KPIs	2	1	1

Fig 1: Relevance of NPO Theme– Vulnerable, Marginalised or Disadvantaged Groups

- 33%
- 67%
- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

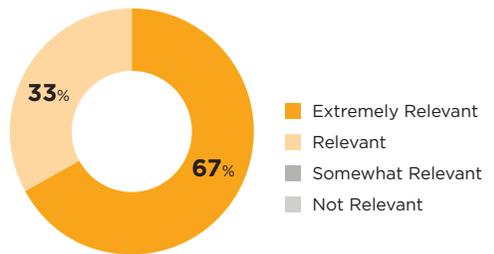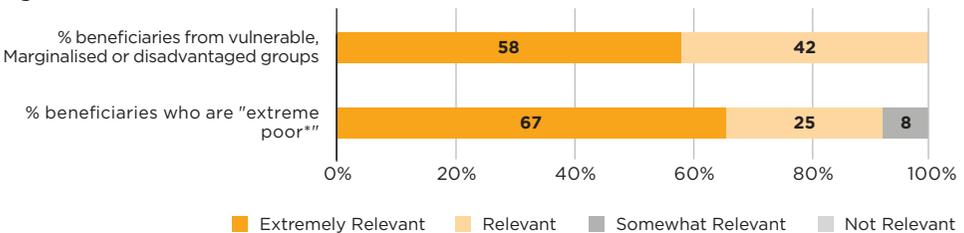|	Extremely Relevant	Relevant	Somewhat Relevant
% beneficiaries from vulnerable, Marginalised or disadvantaged groups	58	42	
% beneficiaries who are "extreme poor*"	67	25	8

Legend: Extremely Relevant, Relevant, Somewhat Relevant, Not Relevant

*As per the Rangarajan Committee (2014), Rs 47 daily per capita expenditure for urban population and Rs 32 daily per capita expenditure for rural population.

Create Greater Affordability and Accessibility

NPO Theme Number: 8 (ASP-NPO-PRO-INC-108)

For inclusion of marginalized or underprivileged groups, it is essential for organisations to design affordable interventions where they are being charged for products or services. Organisations can also provide alternative payment solutions like interest free financial support, special discounts, etc. to create greater affordability.

For an individual to benefit from a program, the interventions should be easily accessible. It is, therefore, imperative for organisations to take accessibility into consideration while designing a program. Accessibility entails geographical locations, gender neutrality, design that addresses special needs / physical disability, etc.

SDG mapping

| 1 NO POVERTY | 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING |
| 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 6 CLEAN WATER AND SANITATION |

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	◕
Number of KPIs	3	0	2

**Fig 1: Relevance of NPO Theme–
Create Greater Affordability and Accessibility**

33%
67%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant	Somewhat Relevant
% beneficiaries who availed the interventions for free	33	50	17
% beneficiaries who found the intervention affordable (only for chargeable interventions)	34	58	8
Ease of accessing the project/ program	83	17	

- Extremely Relevant
- Relevant
- Somewhat Relevant
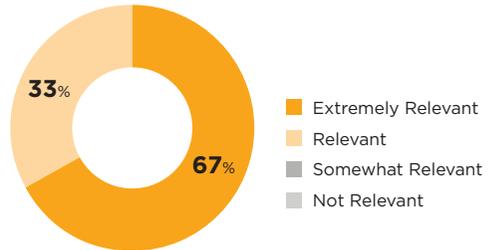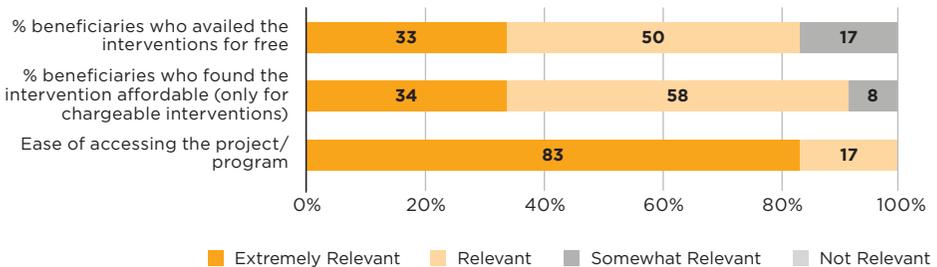- Not Relevant

Gender Inclusion

NPO Theme Number: 9 (ASP-NPO-PRO-INC-109)

More women and girls live in extreme poverty than men and boys globally[1]. A holistic approach to gender inclusion is important to improve the impact of an organization's development intervention. Gender inclusion in program design and value proposition can help organisations maximize positive impact on society.

Gender inclusion is not exclusive to women empowerment and prosperity alone, it is important for economic prosperity, safer and healthier society.

SDG mapping

5 GENDER EQUALITY   **10** REDUCED INEQUALITIES

We requested our expert committee to vote on:

1 The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

2 The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

[1] UN Women, UNDP and the Pardee Center for International Futures

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◔	◔
Number of KPIs	5	3	1

Fig 1: Relevance of NPO Theme– Gender Inclusion

44% 56%

■ Extremely Relevant
■ Relevant
■ Somewhat Relevant
■ Not Relevant

Fig 2: Relevance of KPIs

KPI	Extremely Relevant	Relevant	Somewhat Relevant
% women beneficiaries	67	33	
% women in program design/% women in target population	33	67	
% women in product/service delivery (if different from sponsor)	44	44	12
% men in target group sensitized towards gender inclusion	78		22
% asset created in women's name	78		22

■ Extremely Relevant ■ Relevant ■ Somewhat Relevant ■ Not Relevant
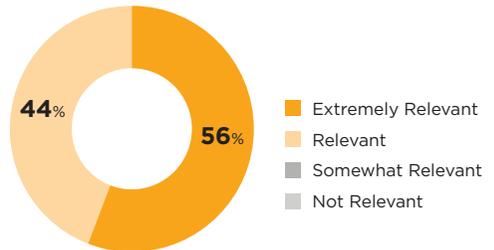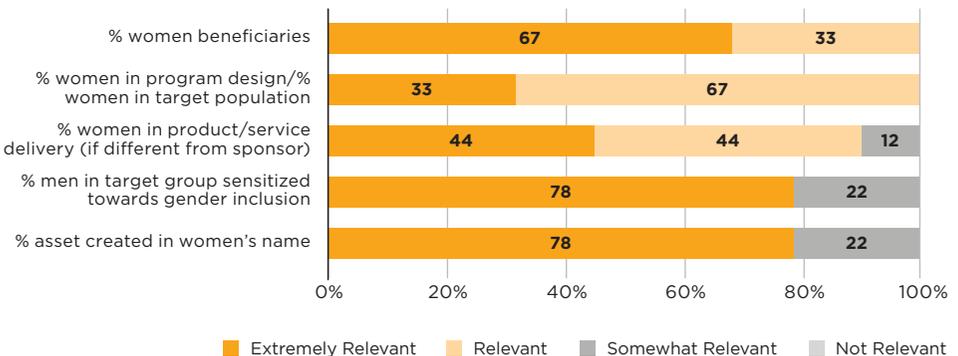
23

Local Community

NPO Theme Number: 10 (ASP-NPO-PRO-INC-110)

Engaging local communities to provide products and services for the implementation of programs / projects can help build trust and goodwill. Effective engagement can be through local community participation in program design, creating awareness of the programs and beneficiary mobilization.

Purchase of goods or services from local communities, marginalized suppliers especially in the unorganized sectors and MSMEs can contribute to their economic growth, help them build scale and capacity. Sourcing locally can have environmental benefits too.

SDG mapping

8 DECENT WORK AND ECONOMIC GROWTH   **11** SUSTAINABLE CITIES AND COMMUNITIES

We requested our expert committee to vote on:

1 The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

2 The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	🟠	⚪
Number of KPIs	3	2	0

Fig 1: Relevance of NPO Theme– Local Community

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

10%
90%

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant	Somewhat Relevant
% local community / total implementors	50	50	
% local spend / total cost (including S&B)	40	40	20
% of goods or services purchased from marginalized groups /MSMEs	40	50	10

0%   20%   40%   60%   80%   100%

■ Extremely Relevant   ■ Relevant   ■ Somewhat Relevant   ■ Not Relevant
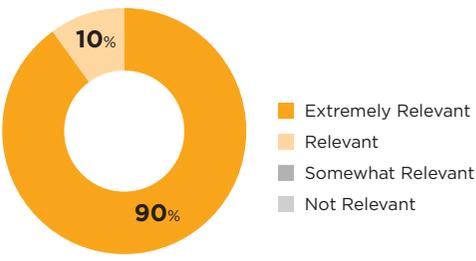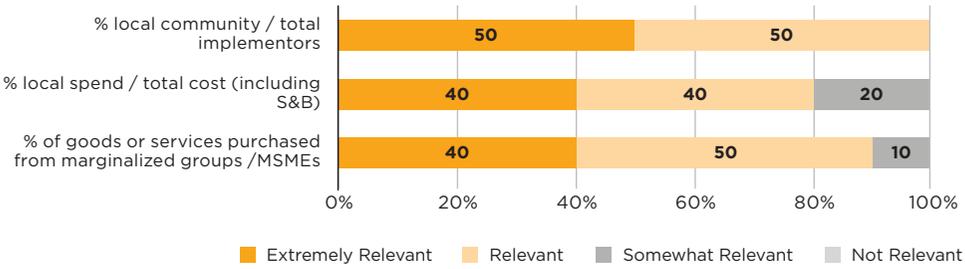
Product / Service Sustainability

NPO Theme Number: 11 (ASP-NPO-PRO-SUS-111)

For a development intervention to have long-term impact on the target population / beneficiaries, it is critical for organizations to design interventions that deliver impact beyond the program / project lifecycle.

Donor / investor feedback and satisfaction with the outcome of the program / project become critical for sustainability of the program or project in terms of financial support.

SDG mapping

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES		

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	◑
Number of KPIs	2	0	1

Fig 1: Relevance of NPO Theme– Product / Service Sustainability

- ■ Extremely Relevant
- ■ Relevant
- ■ Somewhat Relevant
- ■ Not Relevant

100%

Fig 2: Relevance of KPIs

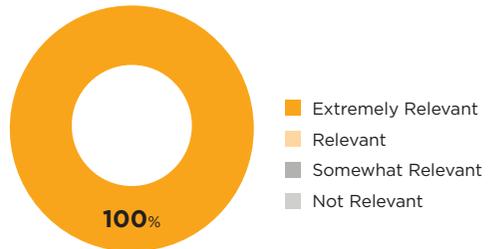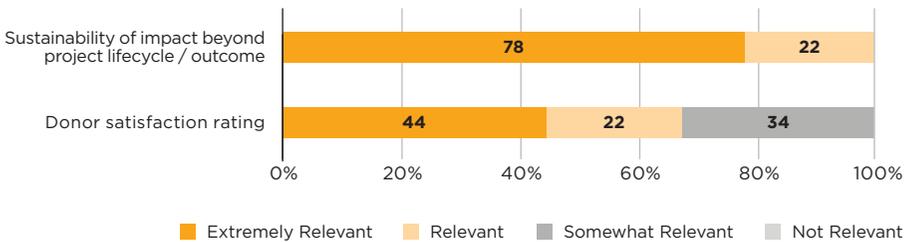|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Sustainability of impact beyond project lifecycle / outcome	78	22		
Donor satisfaction rating	44	22	34	

Project / Program Governance

NPO Theme Number: 12 (ASP-NPO-PRO-SUS-112)

Having a governance structure for every program or project helps define strategy, authorization guidelines and monitoring processes. Risk monitoring and management helps the programs or projects to stay on course and help redefine processes as and when required.

It is critical for the organization to provide updates on the program or project to all its stakeholders in a transparent manner – activities, timeline, outcome, impact, spend, etc.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 6 KPIs in our framework We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	🟠	🟠
Number of KPIs	6	4	4

Fig 1: Relevance of NPO Theme– Project / Program Governance

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

Structured governance mechanism in place for ongoing projects: 75 | 13 | 13

M & E process in place: 63 | 38

Independent evaluation / assessment of impact of your program / projects: 63 | 25 | 13

impact report published in the public domain: 63 | 13 | 13 | 13

Policy change by State Agencies as a result of the project: 63 | 38

Incidents of non-compliance/ unethical practices reported: 60 | 20 | 10 | 10

■ Extremely Relevant   ■ Relevant   ■ Somewhat Relevant   ■ Not Relevant
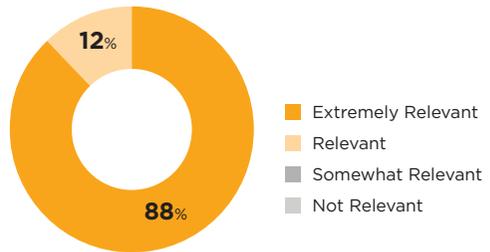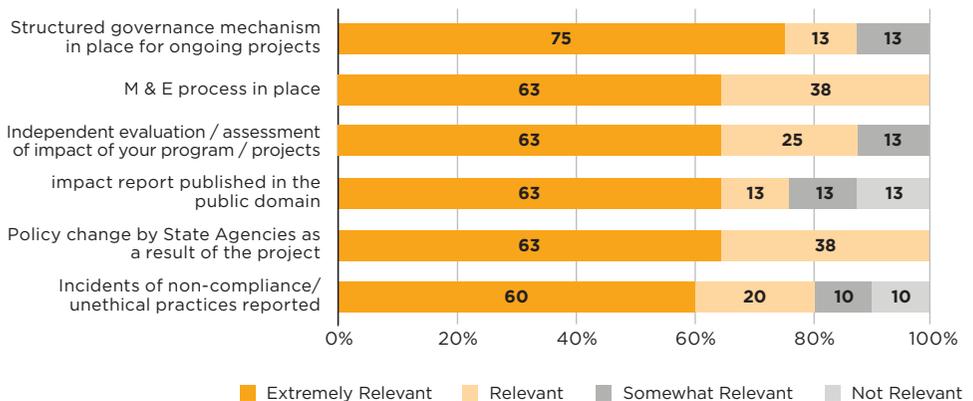
Environmental Sustainability & Impacts

NPO Theme Number: 13 (ASP-NPO-PRO-SUS-113)

While designing and implementing development interventions, it is important for organisations to address/consider environmental risks and potential negative impact which may occur due to its operations and program / project. A robust system to mitigate risks involved, monitor, manage and control any negative impact on the planet should be a part of the program or project. This helps an organisation to maximize impact and minimize risk and negative impact.

SDG mapping

13 CLIMATE ACTION

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	🟠	◔
Number of KPIs	5	5	1

Fig 1: Relevance of NPO Theme– Environmental Sustainability & Impacts

25%

75%

- 🟠 Extremely Relevant
- 🟧 Relevant
- ⬛ Somewhat Relevant
- ⬜ Not Relevant

Fig 2: Relevance of KPIs

KPI	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Energy management system in place	63		37	
Waste management system in place	50	38	12	
Water management system in place	63	37		
GHG emissions (Scope 1, 2 & 3) monitored and reported	38	38	12	12
Initiatives to protect biodiversity	75	13	12	

0%   20%   40%   60%   80%   100%

- 🟠 Extremely Relevant
- 🟧 Relevant
- ⬛ Somewhat Relevant
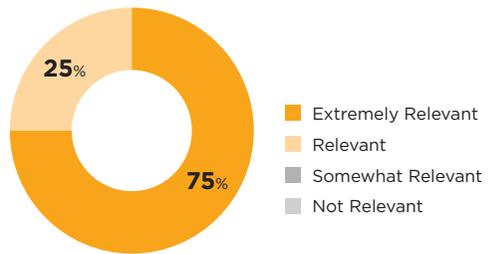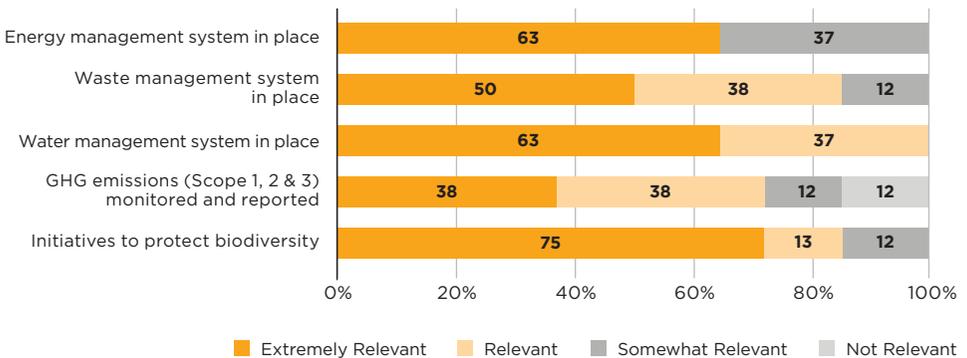- ⬜ Not Relevant

Supply Chain & Value Chain Considerations

NPO Theme Number: 14 (ASP-NPO-PRO-SUS-114)

An organization's social, environmental and policy responsibilities are not limited to its own internal operations. Its entire supply chain (source to destination) can promote social and environmental impact at every step of the value chain. Organizations can influence the entire value chain by ensuring that all materials used for the implementation of the intervention are ethically sourced, suppliers and service providers have the required certifications related to environmental policies, human rights, fair labour practices, etc.

Further, it is important for organizations to monitor and manage environmental and social impact throughout the intervention's lifecycle to ensure long-term benefits to all the stakeholders.

SDG mapping

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🟠	🟠	⚪
Number of KPIs	2	2	0

Fig 1: Relevance of NPO Theme–Supply Chain & Value Chain Considerations

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

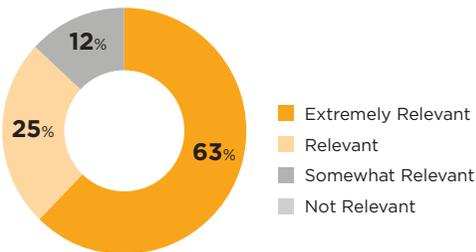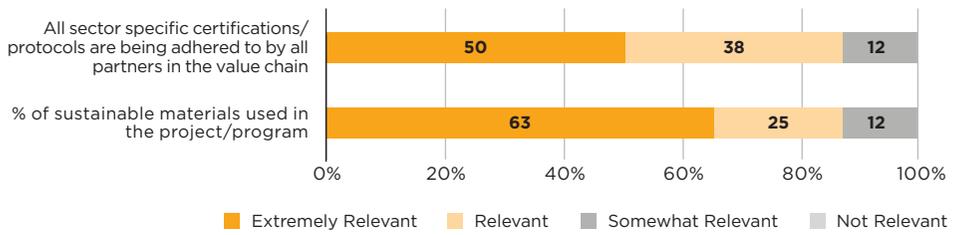|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
All sector specific certifications/protocols are being adhered to by all partners in the value chain	50	38	12	
% of sustainable materials used in the project/program	63	25	12	

Ensure Gender Equality, Diversity and Inclusion

NPO Theme Number: 15 (ASP-NPO-PPL-EEI–201)

Actively promoting equality, diversity, and inclusion in the workplace can generate significant benefits for both the organization and workers. Gender equality, diversity, and inclusion in the workplace is a business imperative, as much as it is about fairness and societal equity across diverse groups.

As per the Periodic Labour Force Survey (PLFS) annual report for July 2020 - June 2021, the all India female labour force participation (women who are of working age and are either employed or seeking work) for 2021 was 25.1% vs global average of just over 50% (World Bank).

According to market intelligence firm, Unearthinsight, India has almost 3 crore people with disability (PwD) of which around 1.3 crore is employable but only 34 lakh of them have been employed across the organised sector, unorganised sector, government-led schemes or are self-employed.
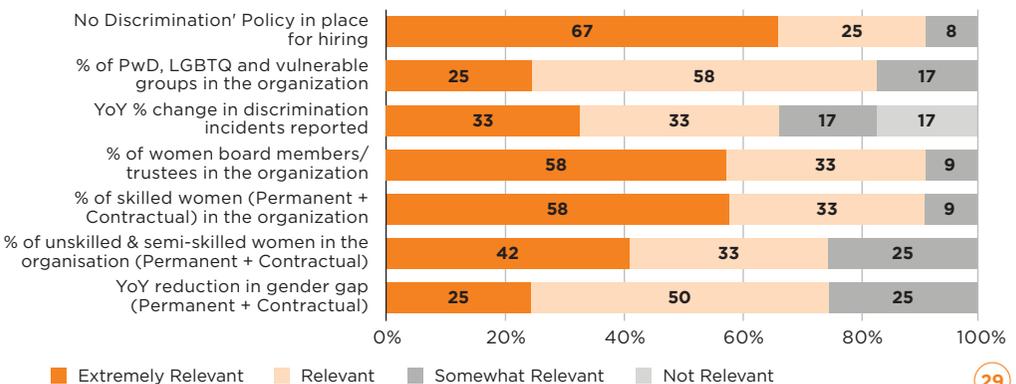
SDG mapping

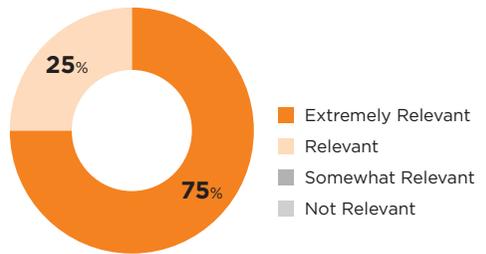| 5 GENDER EQUALITY | 10 REDUCED INEQUALITIES |

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 7 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	◕	◔	◔
Number of KPIs	7	3	1

**Fig 1: Relevance of NPO Theme–
Ensure Gender Equality, Diversity and Inclusion**

25%

75%

- ■ Extremely Relevant
- ■ Relevant
- ■ Somewhat Relevant
- ■ Not Relevant

Fig 2: Relevance of KPIs

KPI	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
No Discrimination' Policy in place for hiring	67	25	8	
% of PwD, LGBTQ and vulnerable groups in the organization	25	58	17	
YoY % change in discrimination incidents reported	33	33	17	17
% of women board members/ trustees in the organization	58	33	9	
% of skilled women (Permanent + Contractual) in the organization	58	33	9	
% of unskilled & semi-skilled women in the organisation (Permanent + Contractual)	42	33	25	
YoY reduction in gender gap (Permanent + Contractual)	25	50	25	

0%   20%   40%   60%   80%   100%

- ■ Extremely Relevant
- ■ Relevant
- ■ Somewhat Relevant
- ■ Not Relevant

Encourage Employee Engagement

NPO Theme Number: 16 (ASP-NPO-PPL-EEI-202)

Encouraging employee engagement and building and growing a culture of operational and Impact excellence in the organization is key for long-term growth. Higher levels of employee engagement in the organization promote retention of talent, foster better employee performance and thereby result in better organizational performance. Employee feedback which can be captured through employee engagement surveys is essential for successfully engaging employees. Staff trainings which enable employees to develop and grow in their careers also plays a key role in increasing employee engagement.

A 2020 study by American firm Gallup, which reflected the involvement and enthusiasm of employees in their work and workplace, Indian employees reported 25% engagement at work. This was above the global average of 20% and south Asian average of 24%.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 6 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◑	○
Number of KPIs	6	3	0

Fig 1: Relevance of NPO Theme– Encourage Employee Engagement

- **64%** Extremely Relevant
- **27%** Relevant
- **9%** Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

KPI	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Formal VoE survey conducted (for Permanent + Contractual) with score/ rating	27	55	18	
Annual attrition rate (for permanent employees only)	45	28	27	
Presence of organised communication/ collective bargaining channels for blue collared employees	36	18	36	10
Average training hours per employee per year	64	36		
Average training hours per employee per year in ESG/ Sustainability, Impact	55	45		
Staff Rewards and Recognitions for work in ESG/ Sustainability, Impact	64	27	9	

■ Extremely Relevant   ■ Relevant   ■ Somewhat Relevant   ■ Not Relevant
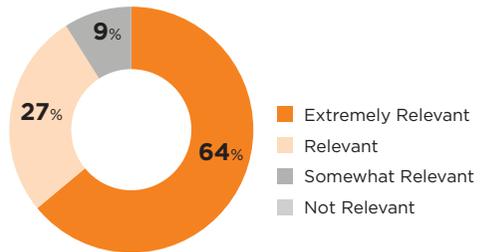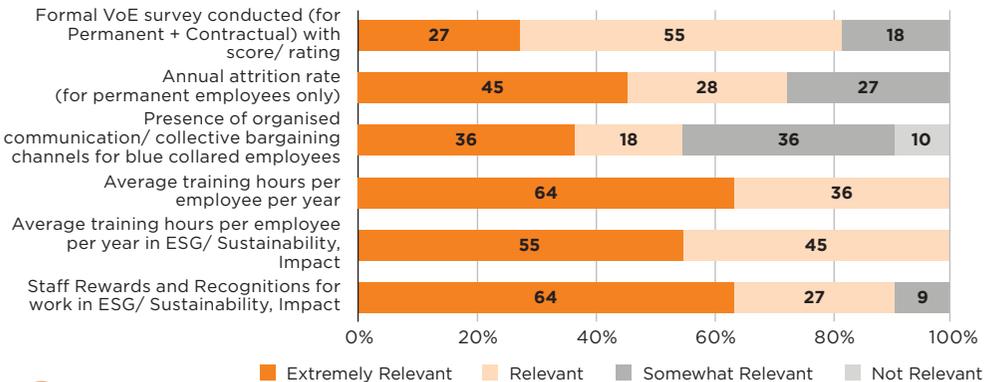
Create Compensation Parity

NPO Theme Number: 17 (ASP-NPO-PPL-EEI-203)

Equal pay for equal work seeks to remove differences in pay among workers and promote equitable payments at the workplace. The gaps in pay can be attributed to systemic inequalities that have been perpetuated throughout time.

The Global Gender Gap Report, 2020 by the WEF revealed that women earn 77 cents for every dollar earned by men for equal work. A recent IIM-A survey shows that senior women executives in India earn ₹85 for every ₹100 that a male senior earns.

Promoting compensation parity in an organization also plays a crucial role in retaining talent and building a diverse, inclusive, and productive workforce.

SDG mapping

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	⬤	◗	○
Number of KPIs	5	2	0

Fig 1: Relevance of NPO Theme– Create Compensation Parity

- Extremely Relevant — 55%
- Relevant — 36%
- Somewhat Relevant — 9%
- Not Relevant

Fig 2: Relevance of KPIs

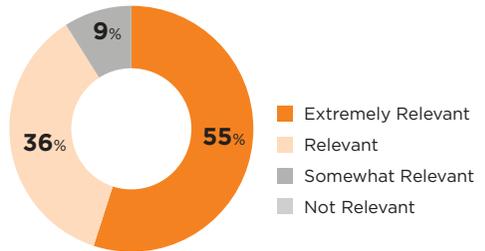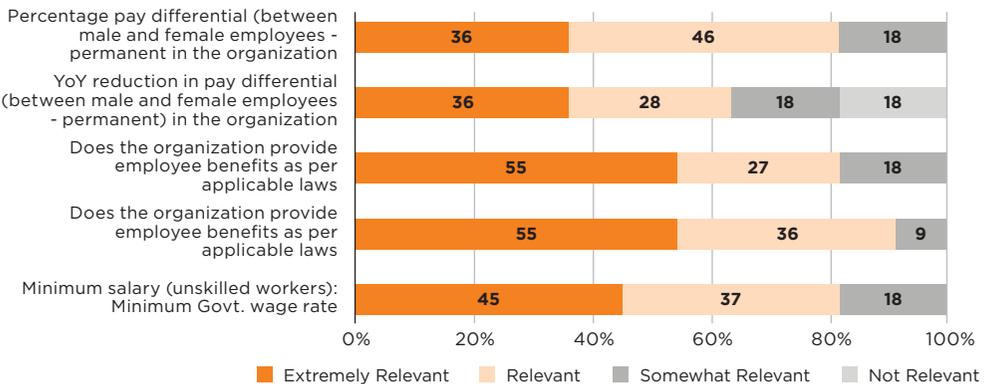|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Percentage pay differential (between male and female employees - permanent in the organization	36	46	18	
YoY reduction in pay differential (between male and female employees - permanent) in the organization	36	28	18	18
Does the organization provide employee benefits as per applicable laws	55	27	18	
Does the organization provide employee benefits as per applicable laws	55	36	9	
Minimum salary (unskilled workers): Minimum Govt. wage rate	45	37	18	

Provide Healthy and Safe Work Environment

NPO Theme Number: 18 (ASP-NPO-PPL-EEI-204)

Building a safe, healthy and ergonomic work environment is essential to promote employee wellness and productivity. Protecting employees from sickness, diseases, and injury arising out of employment is moral imperative and is also underscored by multiple health and safety standards in India and across the globe.

A healthy and safe work environment in addition to improving employee productivity also helps an organization to reduce costs related to worker compensation, medical claims and employee absenteeism.

In India, the Ministry of Labour and Employment has laid down the national policy on safety and health at workplace with a view to further enhance focus on the subject.

SDG mapping

8 DECENT WORK AND ECONOMIC GROWTH

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🔵	🔵	⚪
Number of KPIs	3	1	0

Fig 1: Relevance of NPO Theme– Provide Healthy and Safe Work Environment

27%
73%

■ Extremely Relevant
■ Relevant
■ Somewhat Relevant
■ Not Relevant

Fig 2: Relevance of KPIs

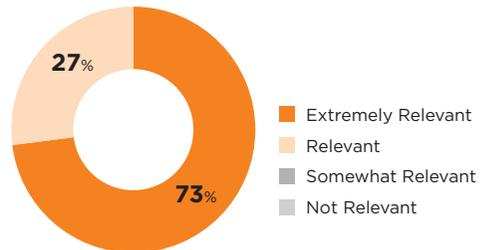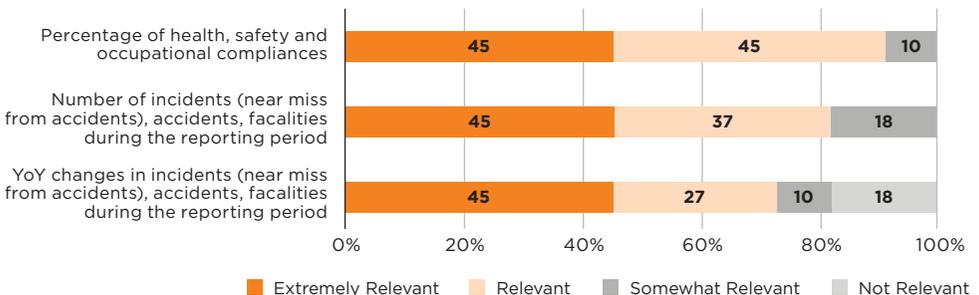|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Percentage of health, safety and occupational compliances	45	45	10	
Number of incidents (near miss from accidents), accidents, facalities during the reporting period	45	37	18	
YoY changes in incidents (near miss from accidents), accidents, facalities during the reporting period	45	27	10	18

Support Supplier Development

NPO Theme Number: 19 (ASP-NPO-PPL-COI-205)

Organisations can play a key role in boosting supplier capabilities and competency by supporting their development. Supplier development measures result in multiple positive outcomes across the entire value chain.

This standard specifically focuses on the organization's intent towards economic growth and development of micro, small and medium enterprises (MSMEs) and conscious measures taken by the organisation to enable the same.

For the purpose of this standard, the definition of MSMEs as per the Micro, Small and Medium Enterprises Development Act, 2006 shall apply.

SDG mapping

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	○
Number of KPIs	2	0	0

Fig 1: Relevance of NPO Theme– Support Supplier Development

- 39%
- 46%
- 15%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

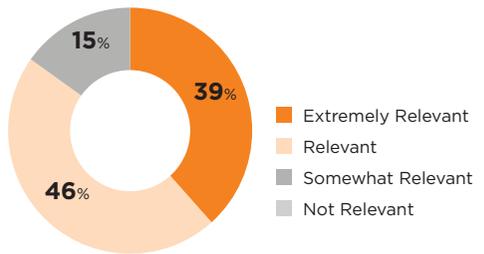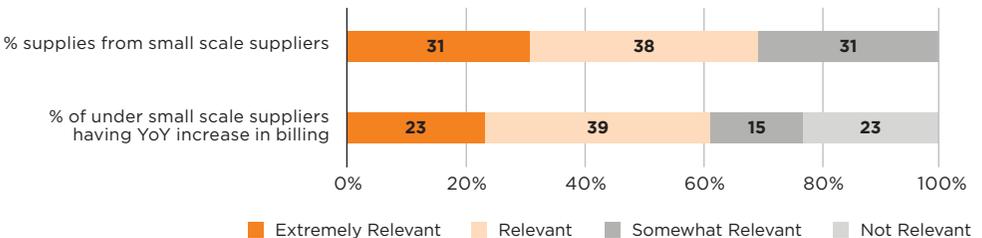|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
% supplies from small scale suppliers	31	38	31	
% of under small scale suppliers having YoY increase in billing	23	39	15	23

Engage with Suppliers

NPO Theme Number: 20 (ASP-NPO-PPL-COI-206)

An engaged supply chain contributes to the overall growth and success of an organization.

The standard focuses on an organization's engagement with its micro, small and medium enterprise (MSME) supplier by evaluating the number of MSME suppliers the organization procures from and the yearly change in the same.

For the purpose of this standard, the definition of MSMEs as per the Micro, Small and Medium Enterprises Development Act, 2006 shall apply.

SDG mapping

8 DECENT WORK AND ECONOMIC GROWTH **10 REDUCED INEQUALITIES**

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	○
Number of KPIs	2	0	0

Fig 1: Relevance of NPO Theme– Engage with Suppliers

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

40%
30%
30%

Fig 2: Relevance of KPIs

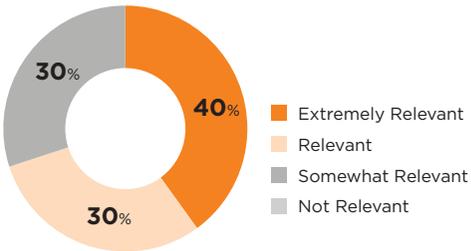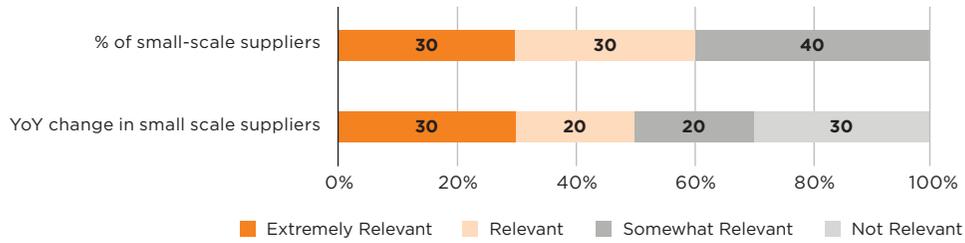|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
% of small-scale suppliers	30	30	40	
YoY change in small scale suppliers	30	20	20	30

Reduce Energy Intensity

NPO Theme Number: 21 (ASP-NPO-PLN-REI-301)

Energy intensity is an indicator of the energy consumed to produce a given level of output or perform an activity. Energy intensity serves as a measure of energy efficiency.

Energy consumption is essential for economic and social development, but the usage of fossil fuels is the major cause of global warming. The Intergovernmental Panel on Climate Change (IPCC) has found that emissions from fossil fuels were the dominant cause of global warming. In 2018, 89% of global CO_2 emissions came from fossil fuels and industry. Improving energy efficiency and delinking economic development from energy consumption, particularly fossil fuels, is essential to sustainable development.

The United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol called for limitations on total global greenhouse gas (GHG) emissions which are significantly led by carbon dioxide from fossil fuels.

The majority of ESG & sustainability frameworks capture metrics relating to the energy intensity indicative of its importance to a sustainable future.

SDG mapping

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 4 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🔴	◕	○
Number of KPIs	4	1	0

Fig 1: Relevance of NPO Theme– Reduce Energy Intensity

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

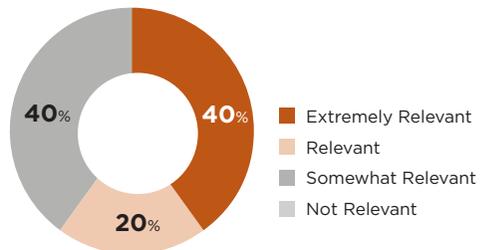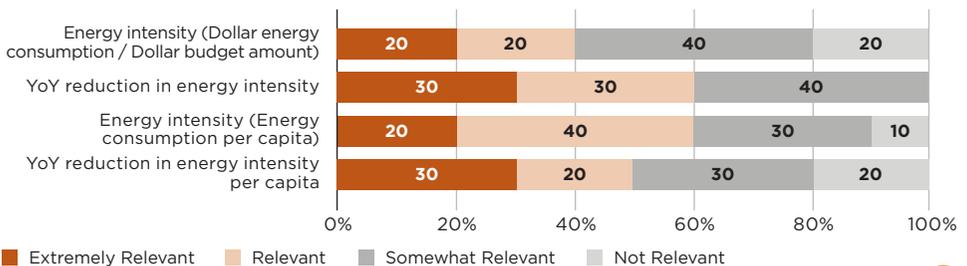| KPI	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Energy intensity (Dollar energy consumption / Dollar budget amount)	20	20	40	20
YoY reduction in energy intensity	30	30	40	
Energy intensity (Energy consumption per capita)	20	40	30	10
YoY reduction in energy intensity per capita	30	20	30	20

Increase Renewable Energy Consumption

NPO Theme Number: 22 (ASP-NPO-PLN-REI-302)

Renewable energy often referred to as clean and green energy comes from natural sources that are inexhaustible. These sources include geothermal, wind, solar, hydro, and biomass.

While the use of renewable energy is perceived as a new technology, harnessing nature's energy has long been used for heating, transportation, etc. However, using non-renewable sources which include fossil fuels has historically been cheaper and freely available than renewable sources, and hence, consumption from such sources had always been higher. Now with less-expensive and innovative ways of capturing and retaining renewable energy, renewables are becoming an important source.

During COP26, India pledged to get 50% of its energy from renewable sources by 2030.
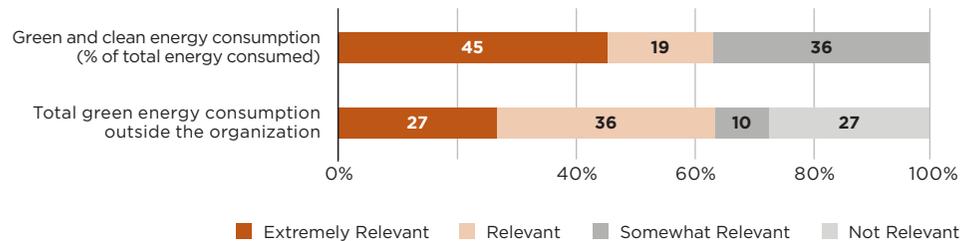
SDG mapping

7 AFFORDABLE AND CLEAN ENERGY	13 CLIMATE ACTION

We requested our expert committee to vote on:

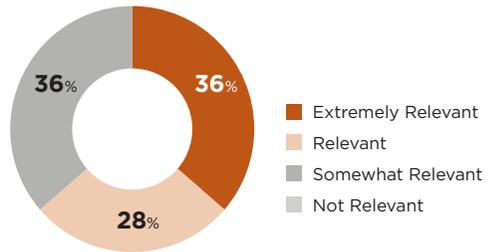❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🔴	🔴	⭕
Number of KPIs	2	2	0

Fig 1: Relevance of NPO Theme– Increase Renewable Energy Consumption

- 36% Extremely Relevant
- 36%
- 28%
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Green and clean energy consumption (% of total energy consumed)	45	19	36	
Total green energy consumption outside the organization	27	36	10	27

Reduce Emissions

NPO Theme Number: 23 (ASP-NPO-PLN-REE-303)

Greenhouse gas (GHG) emissions, production of ozone-depleting substances (ODS), and other significant air emissions are key causes of global warming. It is critical to reduce emissions and limit the rise in global temperatures to 1.50 C as per Paris Agreement, 2015.

GHGs have adverse impacts on the climate, air quality, human and animal health. GHGs are reported as either scope 1, 2, or 3 emissions. GHGs are governed by the UNFCCC and the Kyoto Protocol. The depletion of the ozone caused by the release of chlorofluorocarbons and halons into the atmosphere has become a worldwide concern. The 'Montreal Protocol' of 1987 regulates the phase-out of such ODS. Other significant air emissions like Nitrogen Oxide and Sulphur Oxide also adversely affect the climate, air quality, and health.

India is currently the world's 3rd largest emitter of GHGs after China and the USA. During the recently concluded COP 26, India pledged to reduce 1 billion tonnes of carbon emissions from now to 2030.

SDG mapping

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	●	○
Number of KPIs	5	5	0

Fig 1: Relevance of NPO Theme– Reduce Emissions

- Extremely Relevant — 30%
- Relevant — 20%
- Somewhat Relevant — 40%
- Not Relevant — 10%

Fig 2: Relevance of KPIs

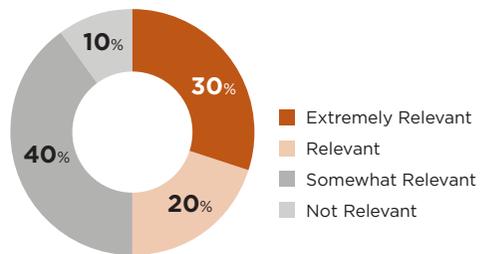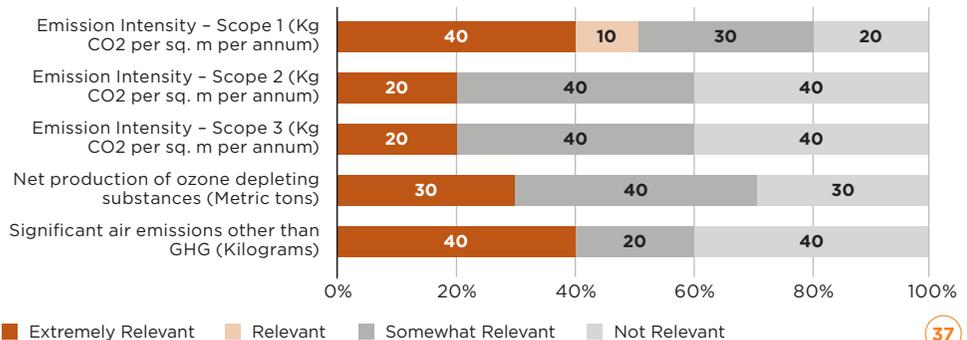| KPI	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Emission Intensity – Scope 1 (Kg CO2 per sq. m per annum)	40	10	30	20
Emission Intensity – Scope 2 (Kg CO2 per sq. m per annum)	20		40	40
Emission Intensity – Scope 3 (Kg CO2 per sq. m per annum)	20		40	40
Net production of ozone depleting substances (Metric tons)	30		40	30
Significant air emissions other than GHG (Kilograms)	40		20	40

Extremely Relevant   Relevant   Somewhat Relevant   Not Relevant

Certify Carbon Neutrality/Net zero

NPO Theme Number: 24 (ASP-NPO-PLN-REE-304)

Zero carbon emissions refer to a state where no carbon is being emitted at all. Carbon neutrality is a state of net-zero carbon dioxide (CO2) emissions, primarily achieved as a result of carbon offsetting.

Net zero is a state where the greenhouse gases produced and removed from the atmosphere are balanced. Greenhouse gas emissions which include carbon dioxide emissions have huge environmental, economic, and social impacts. During the recently concluded COP 26, India pledged to reduce 1 billion tonnes of carbon emissions from now to 2030 and become net zero by 2070.

UNFCCC, The Kyoto Protocol, and 'SDG 13 – Climate Change' urge the world to take urgent actions to combat climate change caused by carbon dioxide emissions and other greenhouse gases.

SDG mapping

13 CLIMATE ACTION

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	○
Number of KPIs	5	0	0

Fig 1: Relevance of NPO Theme– Certify Carbon Neutrality/Net zero

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

50% / 25% / 25%

Fig 2: Relevance of KPIs

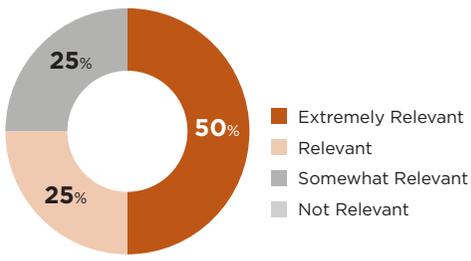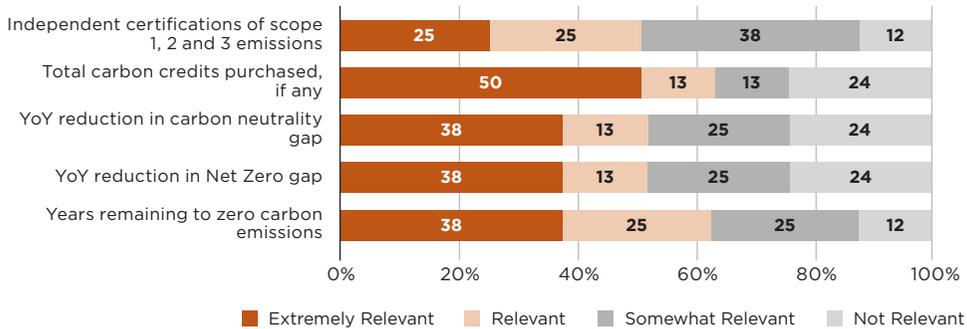|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Independent certifications of scope 1, 2 and 3 emissions	25	25	38	12
Total carbon credits purchased, if any	50	13	13	24
YoY reduction in carbon neutrality gap	38	13	25	24
YoY reduction in Net Zero gap	38	13	25	24
Years remaining to zero carbon emissions	38	25	25	12

Conserve Water

NPO Theme Number: 25 (ASP-NPO-PLN-WEW-305)

Through its operations, an organisation can affect both the availability as well as the quality of water. Measuring and monitoring water consumption, including consumption from water stressed areas, is key to ensuring water usage efficiency. Circular water management, focusing on reducing consumption and reusing and recycling water, generate benefits for organizations as well as other users of the shared resource.

UN's universal call to action through its SDG Goal 6 urges the world to ensure sustainable management of water for all.

SDG mapping

6 CLEAN WATER AND SANITATION

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◕	○
Number of KPIs	5	3	0

Fig 1: Relevance of NPO Theme– Conserve Water

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

30%
70%

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Water withdrawn from water stress areas (% of renewable water)	50	40	10	
Water consumption intensity (Total consumption / People)	60	20	20	
YoY reduction in daily water consumption'?	60	10	30	
Consumption from rainwater harvesting (% of total consumption)	60	30	10	
Water reclamation (recycle + reuse) (% of total consumption)	70	20	10	

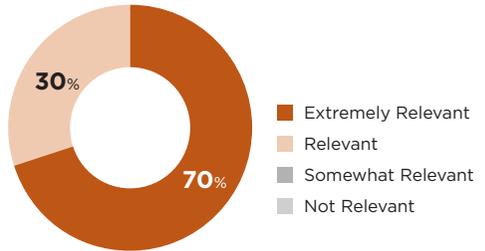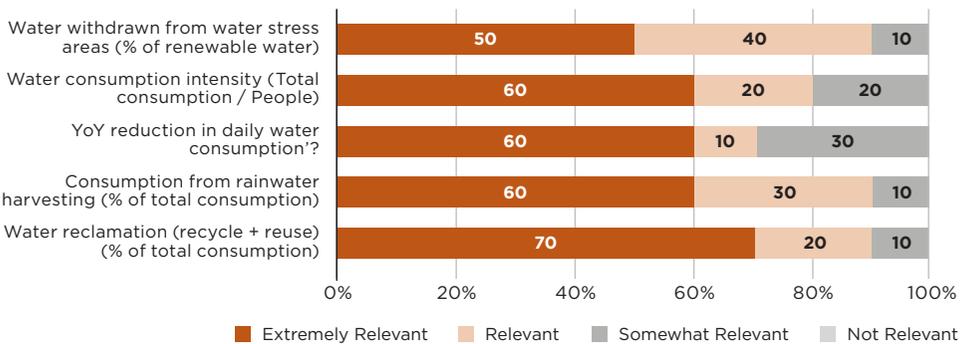## Manage Liquid waste

NPO Theme Number: 26 (ASP-NPO-PLN-WEW-306)

Globally, over 80% of the wastewater generated by the society flows back into the environment without being treated or reused. Such practices can have serious and severe implications on ecosystems, wildlife, human health and the economy. Usually, liquid wastes are more toxic than solid wastes due to its potential of easier intake by the human body.

Recycling wastewater through treatment is key to managing liquid waste and minimizing the impact of the different streams of pollution into water bodies.

SDG mapping

6 CLEAN WATER AND SANITATION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	◐
Number of KPIs	2	0	1

Fig 1: Relevance of NPO Theme– Manage Liquid Waste

- 28% Extremely Relevant
- 36% Relevant
- 18% Somewhat Relevant
- 18% Not Relevant

Fig 2: Relevance of KPIs

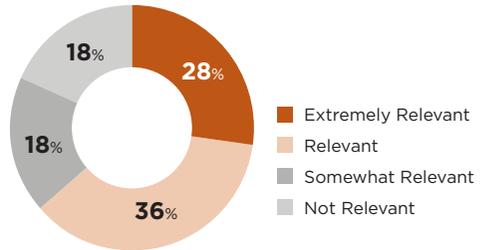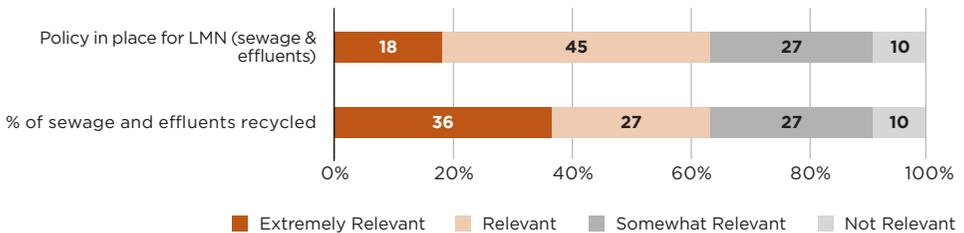|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Policy in place for LMN (sewage & effluents)	18	45	27	10
% of sewage and effluents recycled	36	27	27	10

Track Waste Generation & Storage

NPO Theme Number: 27 (ASP-NPO-PLN-WEW-307)

Tracking waste generation is essential to identify the current waste streams of the organization and determine how much waste is generated. As per a 2014 Planning Commission Report, India generates 62 million tonnes of waste each year. About 43 million tonnes (70%) are collected of which about 12 million tonnes are treated and 31 million tonnes are dumped in landfill sites. The volume of waste generation is predicted to increase to 165 million tonnes by 2030.

Tracking waste can assist in identifying sustainable ways to reduce waste production, reuse and recycle waste and minimize diversion to landfills thereby contributing to reduce negative environmental footprint.

SDG mapping

11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
14 LIFE BELOW WATER	15 LIFE ON LAND	

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	⬤	◑	◑
Number of KPIs	2	1	1

Fig 1: Relevance of NPO Theme– Track Waste Generation & Storage

- Extremely Relevant: 45%
- Relevant: 19%
- Somewhat Relevant: 36%
- Not Relevant

Fig 2: Relevance of KPIs

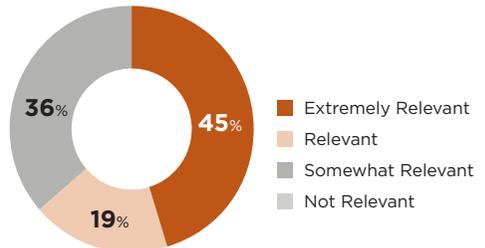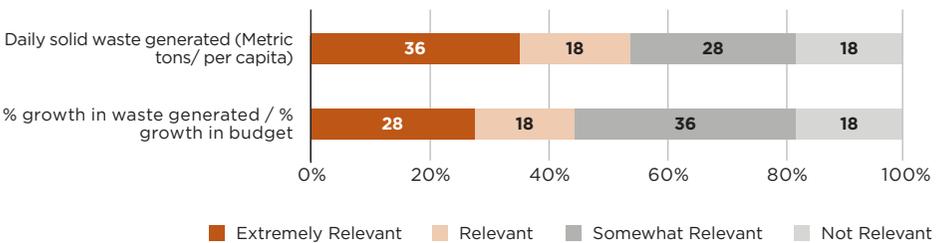|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Daily solid waste generated (Metric tons/ per capita)	36	18	28	18
% growth in waste generated / % growth in budget	28	18	36	18

Responsible Waste Disposal

NPO Theme Number: 28 (ASP-NPO-PLN-WEW-308)

Methods like incineration, landfill disposal, composting, reuse, recycling, recovery are commonly used for solid waste disposal. As per 2014 estimate by the planning commission, ~50% of the collected waste in India is dumped in landfill sites.

Waste segregation, which refers to sorting and separation of waste according to its types, is at the heart of waste management solutions and is essential to facilitate recycling and correct disposal.

Organisations should promote material recovery by recirculating the substances back into the economy and the environment and ensure that waste disposal is the last step in the waste management hierarchy.

SDG mapping

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 6 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	○
Number of KPIs	6	0	0

Fig 1: Relevance of NPO Theme– Responsible Waste Disposal

- Extremely Relevant: 45%
- Relevant: 27%
- Somewhat Relevant: 18%
- Not Relevant: 10%

Fig 2: Relevance of KPIs

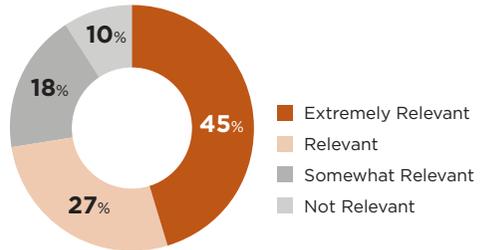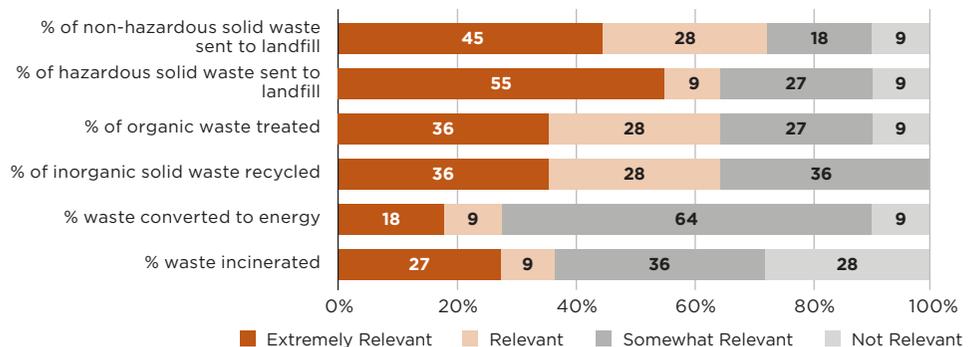| KPI	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
% of non-hazardous solid waste sent to landfill	45	28	18	9
% of hazardous solid waste sent to landfill	55	9	27	9
% of organic waste treated	36	28	27	9
% of inorganic solid waste recycled	36	28	36	
% waste converted to energy	18	9	64	9
% waste incinerated	27	9	36	28

Responsible Sourcing

NPO Theme Number: 29 (ASP-NPO-PLN-ESM-309)

Responsible sourcing refers to an approach to actively and consciously procure raw materials in an ethical, sustainable and socially conscious manner. It is instrumental in ensuring that businesses deliver their objectives while positively impacting the lives of millions of people in their supply chain around the globe and reducing their adverse impact on environment.

According to CDP's Global Supply Chain Report 2020, 8,033 disclosing suppliers reported supply chain emissions that were, on an average, 11.4 times higher than all those generated by their core business.[1] The report also highlighted that, despite striking data on sustainability risks and value chain emissions, only 1/3rd of vendors are taking action and participating with their supply chains.

SDG mapping

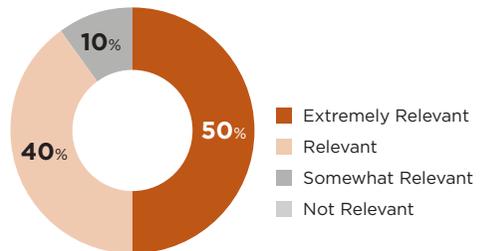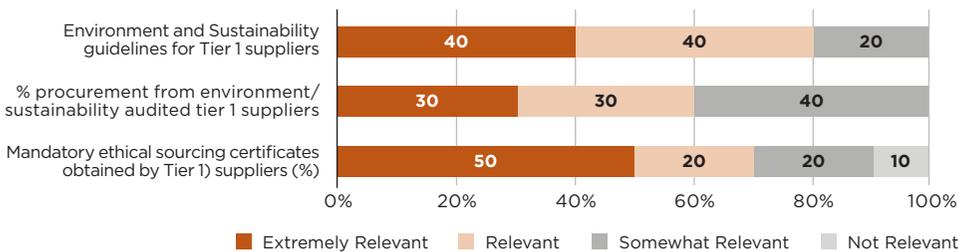| 11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION

[1] https://cdn.cdp.net/cdp-production/cms/reports/documents/000/005/554/original/CDP_SC_Report_2020.pdf?1614160765

We requested our expert committee to vote on:

1 The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

2 The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◖	○
Number of KPIs	3	2	0

Fig 1: Relevance of NPO Theme– Responsible Sourcing

- 50% Extremely Relevant
- 40% Relevant
- 10% Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Environment and Sustainability guidelines for Tier 1 suppliers	40	40	20	
% procurement from environment/sustainability audited tier 1 suppliers	30	30	40	
Mandatory ethical sourcing certificates obtained by Tier 1) suppliers (%)	50	20	20	10

43

Alternative Sourcing

NPO Theme Number: 30 (ASP-NPO-PLN-ESM-310)

Alternative or sustainable sourcing refers to the inclusion of ethical, social, and environmental parameters into the screening and selecting process of suppliers. The approach usually includes the purchase of sustainable products with fewer environmental risks.

As an organization's supply chain expands, seeking greater production capacity at lower costs exposes them to a wide array of risks. These risks include the possibility of supply disruption, environmental damage, cost volatility, brand reputation threats, and compliance challenges with local laws and regulations.

Organizations can reap numerous benefits from incorporating sustainable sourcing into their supply chain, including risk management, cost reduction, and increased turnover. Long-term sustainability sourcing goals include developing long-term supplier relationships while also improving environmental and social objectives as a core corporate intent.

SDG mapping

| 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION |
| 14 LIFE BELOW WATER | 15 LIFE ON LAND | |

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 1 KPI in our framework. We have further compared the applicability and relevance of the KPI with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🔴	🔴	⚪
Number of KPIs	1	1	0

Fig 1: Relevance of NPO Theme–Alternative Sourcing

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

29% / 29% / 42%

Fig 2: Relevance of KPIs

R & D into materials with lesser environment risk (% of total R & D budget): 14 | 43 | 14 | 29

- Extremely Relevant
- Relevant
- Somewhat Relevant
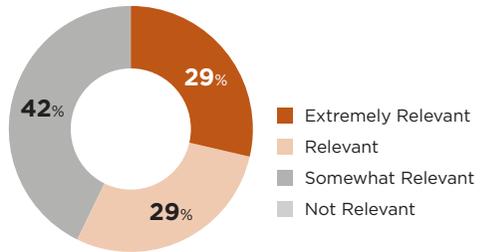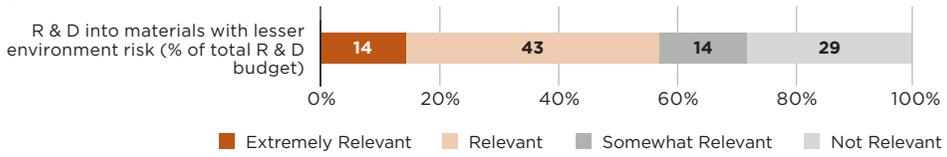- Not Relevant

Protect Bio-diversity

NPO Theme Number: 31 (ASP-NPO-PLN-ESM-311)

Biodiversity is an important determinant of ecosystem health. They act as carbon sinks, reducing carbon emissions and fuel consumption, but they can also be an essential nature-based solution for adapting to the effects of climate change. Overexploitation of habitat, climate change, pollution have been some key drivers of biodiversity loss.

Companies that protect/restore habitats and biodiversity proactively or reactively contribute directly to the success of 'SDG 15 – Life on Land', which aims to "protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss." It also helps to minimize potential environmental impacts and controversies. Companies with any operational activities involving land use or land use change should have a biodiversity policy in place.

By scaling up research and development in innovation, investing in natural infrastructure and implementing responsible sourcing policies, companies play an integral part in preserving and restoring vital ecosystems, promoting the sustainable use of land and forests, while retaining consumer confidence in their product offerings.

SDG mapping

15 LIFE ON LAND

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	⬤	⬤	◯
Number of KPIs	2	2	0

Fig 1: Relevance of NPO Theme–Protect Bio-diversity

- 13%
- 13%
- 50%
- 24%

■ Extremely Relevant
■ Relevant
■ Somewhat Relevant
■ Not Relevant

Fig 2: Relevance of KPIs

	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Have your operations had any ecological damage, during life to date? Independent Rating on Scale of 1-5	50	13	24	13
Are your remedial/ restoration efforts adequate? Independent Rating on a scale of 1-5	38	24	38	

■ Extremely Relevant ■ Relevant ■ Somewhat Relevant ■ Not Relevant
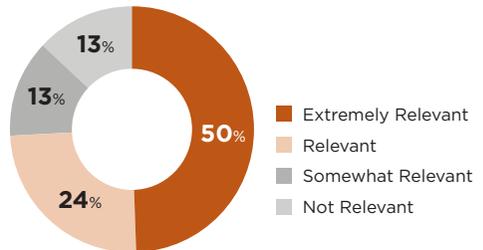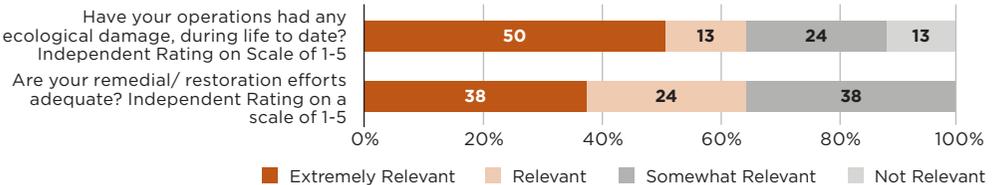
Prevent Sexual Harassment

NPO Theme Number: 32 (ASP-NPO-POL-EIN-401)

Since the advent of Sarbanes-Oxley regulations in the US, addressing sexual harassment at workplace has become a corporate obligation. In India too, in 1997, during the verdict of Vishaka & Ors. vs State of Rajasthan, Supreme Court delivered a landmark judgement by laying down the 'Vishaka' guidelines regarding sexual harassment at the workplace. India later enacted its law on the prevention of sexual harassment against female employees at the workplace and accordingly, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 was made effective on 23rd April 2013.

Further, SDG 5 – Gender Equality also urges the world to eliminate all forms of violence against women. The majority of ESG & Impact frameworks naturally capture prevention of sexual harassment at the workplace as this is core to gender justice and attracting more women into the workforce.

SDG mapping

5 GENDER EQUALITY

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◑	○
Number of KPIs	3	1	0

Fig 1: Relevance of NPO Theme– Prevent Sexual Harassment

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

100%

Fig 2: Relevance of KPIs

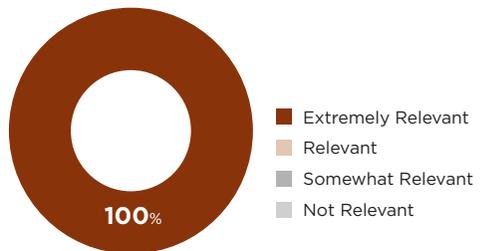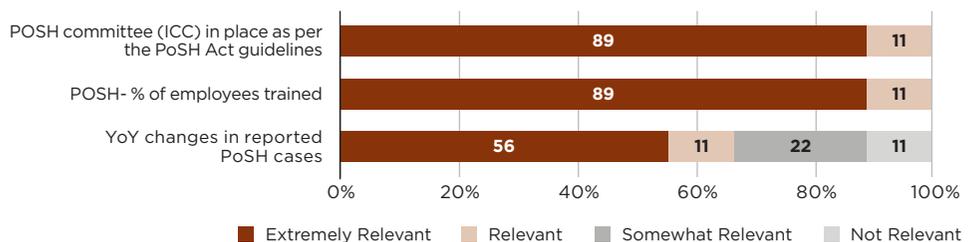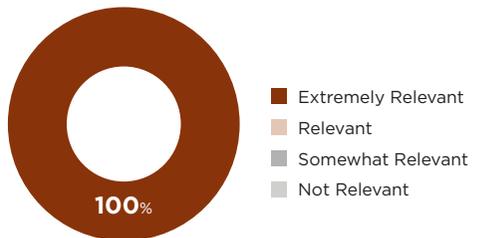|		
POSH committee (ICC) in place as per the PoSH Act guidelines	89	11
POSH- % of employees trained	89	11
YoY changes in reported PoSH cases	56 / 11 / 22 / 11	

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Uphold Organisation Ethics

NPO Theme Number: 33 (ASP-NPO-POL-EIN-402)

Organisational ethics represent the core values and principles that govern the conduct of business and underpins every action of the organisation. It is a set of values that guide decision-making within an organisation.

General concerns about unethical practices in organisations relate to issues like accepting bribes, fraud and financial scams, etc. It is therefore essential for organisations to foster an environment of trust, promote ethical behavior, and encourage employees & suppliers to raise concerns about violations of the organization's code of conduct, policies, or laws.

Sensitising employees and suppliers about potential ethical issues and focusing on strong values and ethics in an organization is essential for good organisational management and avoiding the need for whistleblowing.

SDG mapping

16 PEACE & JUSTICE STRONG INSTITUTIONS

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 5 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	⬤	◑	◯
Number of KPIs	5	3	0

Fig 1: Relevance of NPO Theme– Uphold Organisational Ethics

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

100%

Fig 2: Relevance of KPIs

Existence of a code of conduct & whistle-blower policy for employees & suppliers	86 / 14
Existence of code of conduct committee for employees and suppliers in the reporting organization	86 / 14
% of employees trained on code of conduct policy of the reporting organization	71 / 29
Percentages year on year changes in code of conduct violations (i.e. YoY changes in cases of bribery, corruption, unethical behaviour)	43 / 43 / 14
Whether there is a mechanism to resolve grievances of suppliers and employees	57 / 43

0% 20% 40% 60% 80% 100%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fair Executive Compensation

NPO Theme Number: 34 (ASP-NPO-POL-EIN-403)

Most not-for-profit organisations raise funds for their operations from private sources, grant makers or the government. Paying high salary to the CEO or any senior executive is looked upon as an unfair and unethical practice as the organisation is expected to spend most of its funds on social or environmental cause.

It is, therefore, a fair practice to pay the CEO or any senior executive a competitive yet modest salary. An increasing gap between CEO and CXO pay and median salary exacerbates inequality and sends wrong signals to both the employees and society.

Linking executive compensation to ESG, Sustainability and Impact can provide incentives for management to dedicate resources toward improving social and environmental performance.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	⬤	◯	◯
Number of KPIs	2	0	0

Fig 1: Relevance of NPO Theme– Fair Executive Compensation

- 38% Extremely Relevant
- 50% Relevant
- 12% Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

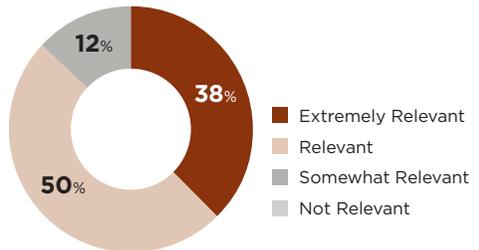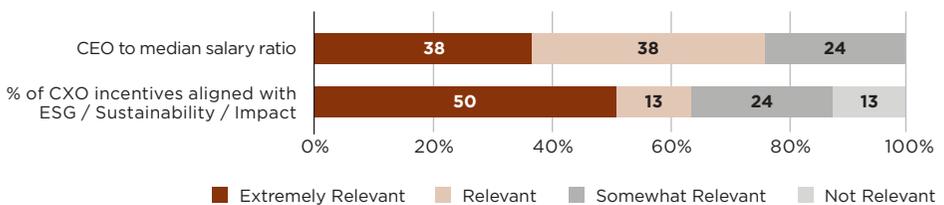|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
CEO to median salary ratio	38	38	24	
% of CXO incentives aligned with ESG / Sustainability / Impact	50	13	24	13

Ethical Compliances

NPO Theme Number: 35 (ASP-NPO-POL-CRT-404)

Adhering to all legal compliances relating to products, services, human rights, labour laws and environmental laws is essential for successful running of an organisation. Suits, legal action, judgements on account of non-compliance with aforementioned laws can affect an organisation's goodwill. Identification of applicable laws to the organisation's industry and operations, and determining legal requirements are key to achieving regulatory compliance.

Incorporating and developing a compliance culture and promoting this culture throughout the organisation is essential. Being transparent about compliance processes helps build stakeholder trust.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	🔴	◗	○
Number of KPIs	3	2	0

Fig 1: Relevance of NPO Theme– Ethical Compliance

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

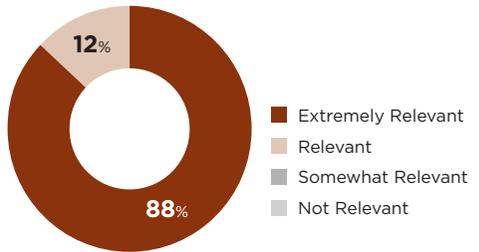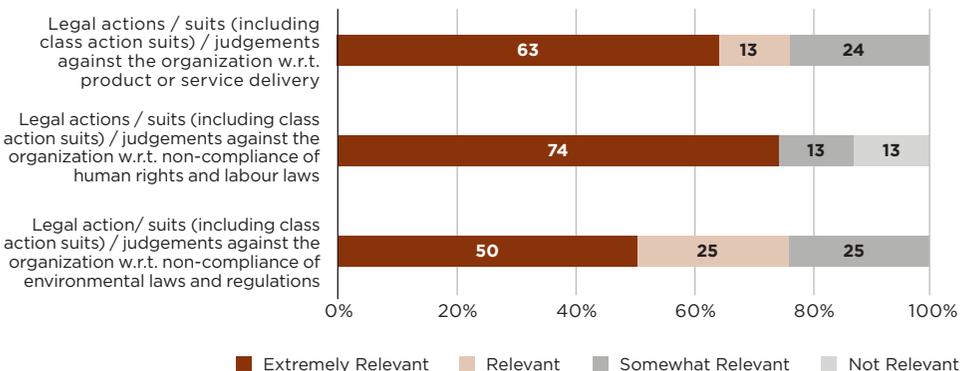|	Extremely Relevant	Relevant	Somewhat Relevant	Not Relevant
Legal actions / suits (including class action suits) / judgements against the organization w.r.t. product or service delivery	63		13	24
Legal actions / suits (including class action suits) / judgements against the organization w.r.t. non-compliance of human rights and labour laws	74		13	13
Legal action/ suits (including class action suits) / judgements against the organization w.r.t. non-compliance of environmental laws and regulations	50	25	25	

POLICY & GOVERNANCE ASSESSMENT

Transparent ESG, Sustainability & Impact Reporting

NPO Theme Number: 36 (ASP-NPO-POL-CRT-405)

ESG, Sustainability and Impact reports serve as a tool for organizations to communicate their performance on economic, social, environmental and governance aspects. Publishing the aforementioned reports in the public domain facilitates greater transparency, accountability and helps build organisational goodwill. Furthermore, it enables more informed decision making for the stakeholders.

Impact reporting in India and across the globe is mostly voluntary and is viewed as a statement of leadership. Such reports often include both anecdotal stories and a discussion on aspirational goals in addition to reporting quantitative data on topics like carbon footprint, energy & water use, labour & human rights, community impacts, diversity and inclusion, workforce engagement.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◑	◑
Number of KPIs	3	1	1

Fig 1: Relevance of NPO Theme– Transparent ESG, Sustainability and Impact Reporting

14%

86%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

Does your or organization publish any of the following reports: (1) Business Responsibility & Sustainability Reporting (Applicable only in India); (2) ESG Report; (3) Sustainability — 43 | 29 | 14 | 14

Is the organization setting targets and reporting progress on UN SDGs — 72 | 14 | 14

Whether the organization reports cognizable harm to planet, people and animals or cognizable variance in product, service or processes — 72 | 14 | 14

0%   20%   40%   60%   80%   100%

- Extremely Relevant
- Relevant
- Somewhat Relevant
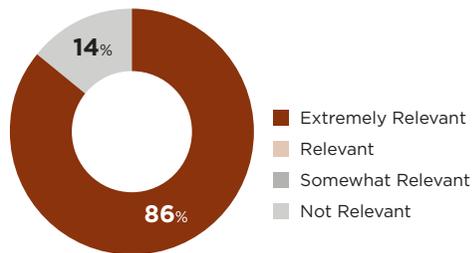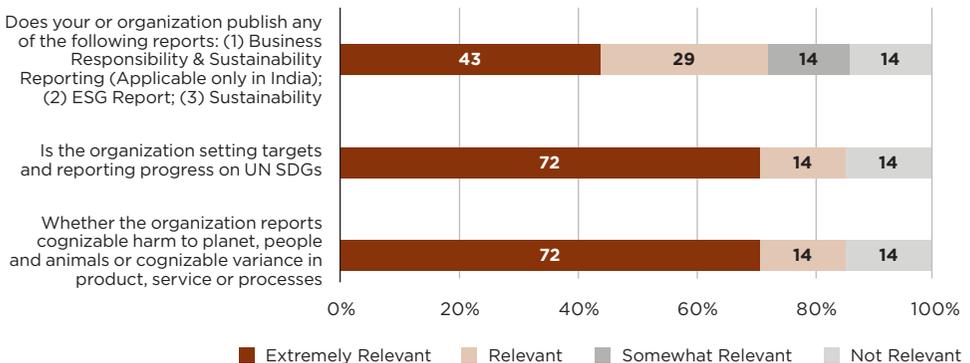- Not Relevant

Ensure Data Privacy

NPO Theme Number: 37 (ASP-NPO-POL-CRT-406)

As the world is increasingly moving online, data protection and privacy have become a top priority for both individuals and organisations. A robust data security policy aims to ensure that only approved parties have access to the data in an organisation's custody. Organisations that fail to enforce data security risk losing confidence and trust of its stakeholders, incur losses (both monetary and reputation) and attract lawsuits.

Ensuring data is used only for purposes agreed by the user is essential to maintain user trust and organisational reputation. Organisations that implement such controls will cut down on the number of threats and vulnerabilities that result in security breaches. According to IBM Reputational IT Risk Report, 46 percent of organizations' brand value and reputation were harmed as a result of security breach incidents.[1]

SDG mapping

16 PEACE & JUSTICE STRONG INSTITUTIONS

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[1] https://images.forbes.com/forbesinsights/
StudyPDFs/IBM_Reputational_IT_Risk_
REPORT.pdf

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 2 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	●	○
Number of KPIs	2	2	0

**Fig 1: Relevance of NPO Theme–
Ensure Data Privacy**

14%

86%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

Number of data breaches reported	71	29
Policies in place to ensure data is used for purposes agreed by the user	71	29

0%   20%   40%   60%   80%   100%
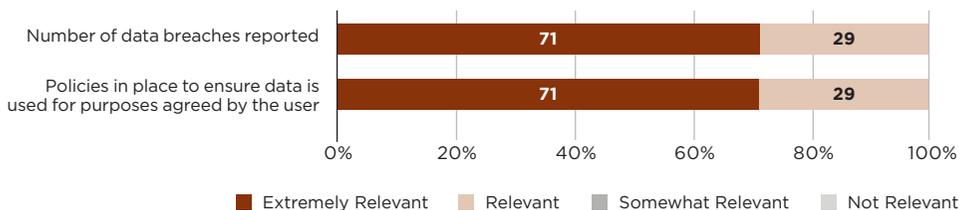
■ Extremely Relevant   ■ Relevant   ■ Somewhat Relevant   ■ Not Relevant
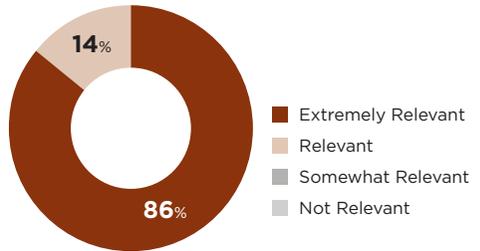
Assess Board Independence

NPO Theme Number: 38 (ASP-NPO-POL-CRT-407)

As a collective body working towards the organisation's mission while protecting the organisation's as well as its stakeholders' interests, there arises a need for the board to be unbiased in its decision making. A strong, compliant and independent board facilitates the same.

The board's independence is crucial to ensuring that it fulfils its role objectively and holds itself answerable to the organisation. Because they have no material interest in the organisation and will profoundly represent the interests of the organisation, its employees, donors, beneficiaries, sponsors, members, volunteers and other stakeholders, independent directors aid in the proper functioning of the corporation.

We requested our expert committee to vote on:

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❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	○
Number of KPIs	3	0	0

Fig 1: Relevance of NPO Theme–Assess Board Independence

100%

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

Whether the directors/trustees have participated in decision making on a conflict of interest matter	88 / 12
Does CEO serve as board chair	75 / 25
Compliance of independent director requirements on the board	88 / 12

0%   20%   40%   60%   80%   100%

■ Extremely Relevant   ■ Relevant   ■ Somewhat Relevant   ■ Not Relevant
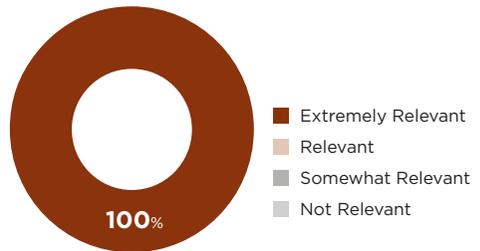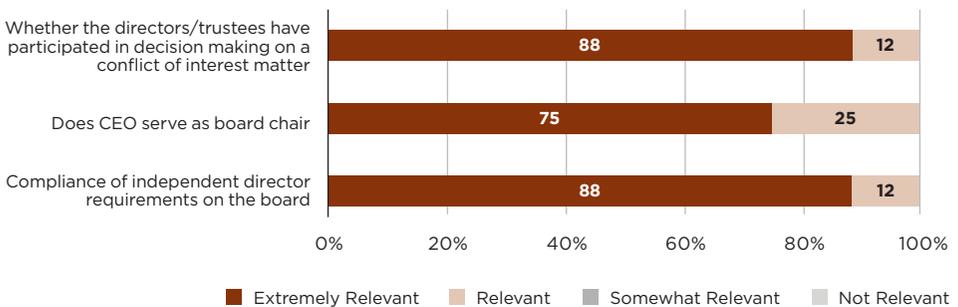
Prevent Adverse Stakeholder Actions

NPO Theme Number: 39 (ASP-NPO-POL-CRT-408)

Non-profit organisations have an obligation and responsibility to preserve and serve the public good. In addition to formal authorities, they are accountable to their stakeholders too. It, therefore, is critical for the organisations to build an effective relationship with their stakeholders and manage their expectations and address their concerns efficiently.

Any adverse stakeholder action highlights the inadequacy of the organisation's governance practices, indicating that they may not have completely considered the adverse impact on various stakeholder groups. Managing the stakeholders can be a source of distraction for the organization and steer them away from focusing on implementing a long-term strategy. Stakeholder campaigns consume a great deal of management time and can also impede the successful establishment of sustainability objectives in its operations and effective governance.

We requested our expert committee to vote on:

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❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 1 KPI in our framework. We have further compared the applicability and relevance of the KPI with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	○	○
Number of KPIs	1	0	0

**Fig 1: Relevance of NPO Theme–
Prevent Adverse Stakeholder Action**

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Fig 2: Relevance of KPIs

Stakeholder actions accepted or board resolutions defeated by stakeholders: 66 | 17 | 17

- Extremely Relevant
- Relevant
- Somewhat Relevant
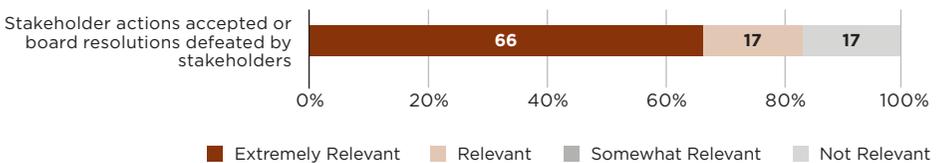- Not Relevant
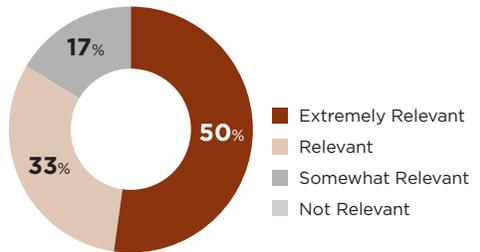
Minimize Business Continuity Risks

NPO Theme Number: 40 (ASP-NPO-POL-CRT-409)

or a non-profit organisation to fulfill its mission, raise funds and sustain its operations over the long term, a Business Continuity Plan is required. A Business continuity plan (BCP) / Business continuity model (BCM) provides a framework for developing effective responses and building resilience against business continuity risks. It is essential to guard the interests of various stakeholder groups and to protect the organisational goodwill. A BCP's primary goal is to safeguard people, property, and assets. It also assists the entity in recovering from unanticipated operational interruptions, property destruction, and economic impacts.

The plan entails defining all the risks that might impact the organisation's operations, making it an integral part of the organization's risk management approach. The plan also specifies how such factors will influence operations and enforces risk-mitigation safeguards and procedures. Regular testing of the business continuity plan helps to ascertain its effectiveness, improve predictability, assists in the discovery of gaps, and establishes alignment of the plan with the business model. It should be examined several times to make sure that it can be used in a diverse array of risk scenarios. This will focus on identifying any shortcomings in the plan, which can then be addressed.

We requested our expert committee to vote on:

❶ The relevance of the NPO Theme for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations. (Results in Fig.1)

❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 3 KPIs in our framework. We have further compared the applicability and relevance of the KPIs with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	◑	○
Number of KPIs	2	1	0

Fig 1: Relevance of NPO Theme–Minimize Organisation Continuity Risks

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

29%
71%

Fig 2: Relevance of KPIs

Whether the reporting organization has identified organization's continuity risk (FCRA, establishment funding, etc.)	71	29
Whether the organization's continuity plan is tested at least once during the reporting period	43	43	14

0% 20% 40% 60% 80% 100%
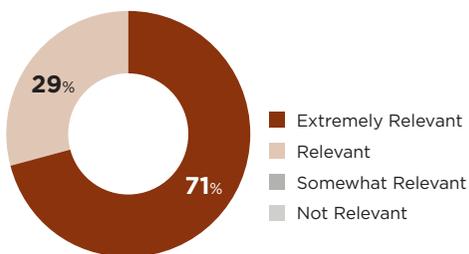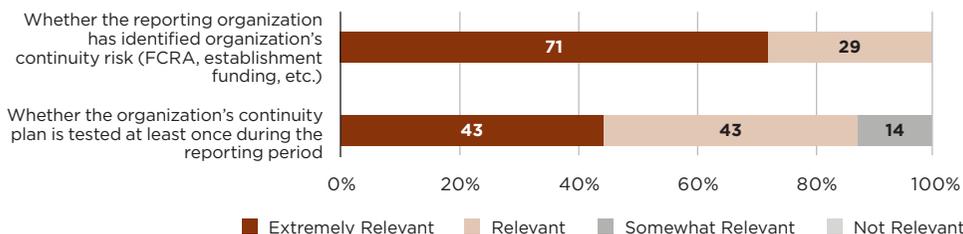
- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

Maximize Impact

NPO Theme Number: 41 (ASP-NPO-POL-CRT-410)

Non-profit organisations are critical for bringing social change. Their role is to provide economic, political and social rights and opportunities to the vulnerable, marginalised or disadvantaged groups. An impact-oriented mission statement is indicative of the commitment of the organization to embed impact in decision making at all levels within the organization. Organisations can achieve their maximum positive impact and make informed decisions by designing projects or programs tailored to the stakeholder needs, fostering innovation, leveraging resources efficiently, and practicing sustainability in its operations.

Organisations can influence public policy through a well-designed project or program that has achieved a significant reach, thus, maximizing its impact.

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❷ The relevance of the Key Performance Indicators for inclusion in Aspire's Impact assessment framework for Not-for-Profit Organisations (Results in Fig.2)

Based on the expert committee's poll, we have included 1 KPI in our framework. We have further compared the applicability and relevance of the KPI with other established frameworks and the recommendations of the Technical Group Report on Social Stock Exchange (SSE).

Coverage of Impact KPIs			
	Aspire	GRI	SSE
Coverage	●	●	○
Number of KPIs	1	1	0

Fig 1: Relevance of NPO Theme– Maximize Impact

- Extremely Relevant
- Relevant
- Somewhat Relevant
- Not Relevant

37%

63%

Fig 2: Relevance of KPIs

Has the organization influenced policy making

| 38 | 50 | 12 |

0% 20% 40% 60% 80% 100%

- Extremely Relevant
- Relevant
- Somewhat Relevant
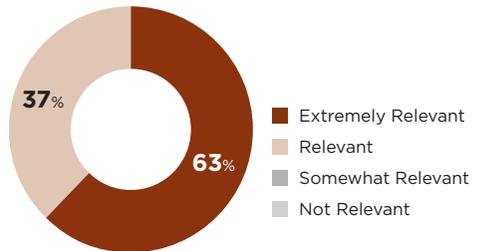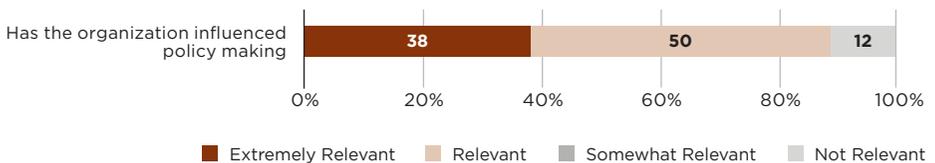- Not Relevant

Recommendations

This section details recommendations to stakeholders for adoption of Impact Assessment standards, frameworks or tools:

NPOs

- Focus on long-term total impact performance not just reporting and compliance. Long-term impact performance requires fundamental changes in program design, people, planet and policy paradigms. Treating this as a strategic responsibility will allow NPOs to embed Impact in their DNA for long-term success.

- Have in place a strong governance structure. The era of impact focus leaves no scope for weak governance mechanisms or fragmented organisational efforts. Change in culture, project / program design, target audiences, environmental risk management can only be achieved by a strong governance structure.

- Adopt impact assessment frameworks like Aspire 4P which gives an NPO the flexibility to conduct impact assessment at both the Project/Program Level and the organizational level.

- Adopt tools like IKOO, Aspire's digital platform so that there is total digitization of impact data collection without any repetitive efforts and you can drill down or aggregate up to look at impact at different levels. Use visual tools like Aspire's Impact tree as an executive roadmap highlighting levers for improving Impact.

Donors

- Consider an independent, all encompassing, set of standards, which can help assess the impact of your social investment(s). Aspire's 4P model provides the flexibility to assess the impact of each program separately and consolidation at the organization level.

- As donors, your social impact is a function of your donee nonprofits. Use tools like IKOO, to ensure your donee nonprofits can use it for reporting impact data to you and for themselves to avoid multiple technologies.

Regulators

- True inclusivity and green growth will require comprehensive and holistic reporting- well beyond current impact assessment metrics. You will need to capture the context and impact of the organisation through its programs (product and services) by measuring its reach, depth, inclusivity and sustainability (product and environmental), to meaningfully pursue the SDGs. Whereas Governments and securities market regulators around the world may set minimum standards, there has to be space for independent standards which further catalyse the journey for market leading corporations and nonprofits alike towards total impact performance. Aspire Impact is one such independent standard. The existence of these standards will further enable healthy competition, creativity and regular upgradation of all standards to stay in tune with the times.

- Current reporting mandates (e.g., Social Audit Standards proposed by Social Reporting Standards Board in India) should have a holistic approach to impact assessment, in true pursuit of Responsible Corporate Governance, Net Zero pursuit and SDG accomplishment. Only when Impact transparency is made mandatory, will we truly get on the path of social, environmental and economic justice for all. Aspire's 4P methodology provides an empirical non-financial performance analysis rather than a disclosure-based analysis which is key to ensure comparability and better decision making. A third-party assurance, as provided through Aspire, on non financial performance akin to an auditor's assurance on financial performance is essential to ensure credibility of disclosed information and gain trust of diverse stakeholders.

Applications & Case Studies

Aspire's 4P framework with its Impact tree can be used to compare the performance of nonprofits across sectors, irrespective of their size or geography. The framework allows nonprofits the flexibility to measure impact at the project or program level, or at an overall organizational level. The Impact trees on the following pages consolidates the Impact performance of various nonprofits that we have assessed at the project / program level. All these nonprofits so far have been Impact leaders. With a view to understand the current state of play of impact measurement in India, this section details insights emerging from some of the impact assessments conducted by Aspire.

Approach

- The insights are based on impact assessments of clients from the Healthcare, Social Leadership and Education sectors.

- The data collected by Aspire while conducting the Impact assessment were used to the draw insights.

- The data were analysed for obtaining insights on:

- ~ Sector wise reporting readiness
- ~ Sector wise performance
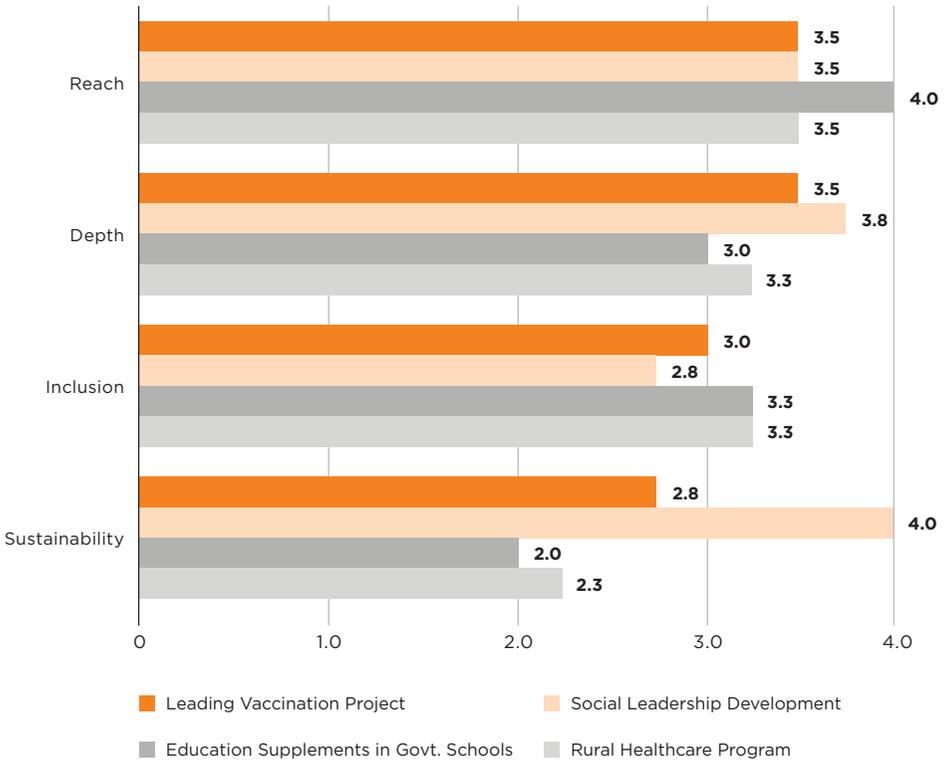- ~ Sector wise performance across selected KPIs

Findings

- Across sectors, highest disclosure was in the 'Reach' and 'Depth' impact objectives. Majority of the KPIs in these sections are quantitative in nature and are collected through primary surveys.

- 'Inclusion' across sectors showed medium level disclosures since KPIs as KPIs like accessibility, diversity and inclusiveness of marginalized communities are not captured completely.

- 'Environmental sustainability' objective saw the lowest disclosure for two sectors. Reporting readiness was the lowest for all KPIs.

- Overall, highest ratings have been on the Project / Program "Reach" and "Depth" impact objectives.

- "Environmental sustainability" has been rated the lowest amongst all the objectives.

Project / Program Impact

Leading Vaccination Project: 3.2
Social Leadership Development: 3.5
Education Supplements in Govt. Schools: 3.1
Rural Healthcare Program: 3.1

- Leading Vaccination Project
- Social Leadership Development
- Education Supplements in Govt. Schools
- Rural Healthcare Program

Impact Objectives

Reach
- Leading Vaccination Project: 3.5
- Social Leadership Development: 3.5
- Education Supplements in Govt. Schools: 4.0
- Rural Healthcare Program: 3.5

Depth
- Leading Vaccination Project: 3.5
- Social Leadership Development: 3.8
- Education Supplements in Govt. Schools: 3.0
- Rural Healthcare Program: 3.3

Inclusion
- Leading Vaccination Project: 3.0
- Social Leadership Development: 2.8
- Education Supplements in Govt. Schools: 3.3
- Rural Healthcare Program: 3.3

Sustainability
- Leading Vaccination Project: 2.8
- Social Leadership Development: 4.0
- Education Supplements in Govt. Schools: 2.0
- Rural Healthcare Program: 2.3

- Leading Vaccination Project
- Social Leadership Development
- Education Supplements in Govt. Schools
- Rural Healthcare Program

Author Bios

Amit Bhatia, Founder & CEO, Aspire Impact

Amit Bhatia (www.amitb.in), Founder of Aspire Impact & Aspire Circle, was formerly Inaugural CEO of G7's Global Steering Group for Impact Investment (2017-20); Founding CEO of India's Impact Investors Council (2014-2017); Founding CEO of WNS Knowledge Services; and, Founder of McKinsey Knowledge Centre.

Anna Bruni Sabhaney, Founder, The Confluencers

Anna Bruni Sabhaney, a Civil Engineer with 15 years international experience in government and the private sector, founded The Confluencers in 2018 with the purpose of helping NPOs get core funding. Her Roadmap to Self-Reliance Coaching Programme focuses on aligning interests, restoring trust, shifting power dynamics and quantifying NPOs systemic impact.

Anurag Pratap, VP & CSR Leader, Capgemini

Anurag Pratap is the VP & CSR Leader-Capgemini, with over 23 years of experience in CSR, community development, project management/ implementation, grant management, capacity planning and resource Management. He focuses on strategy and charter for Capgemini CSR, crafting relevant goals & policies for programs.

Apoorva Oza, Global Lead, Aga Khan Foundation

Apoorva Oza is currently the Global Lead for Agriculture & Food Security at the Aga Khan Foundation, and was the CEO of the Aga Khan Rural Support Programme(India) for over 20 years. A keen advocate of the civil society sector, he has promoted many CSO networks. Climate Resilience is his current area of interest.

Archana Joshi, Director, Deepak Foundation

Archana Joshi is the Director of Deepak Foundation, a fastest growing CSO having pan-India presence. Having over a decade long experience in research & evaluation associated with a multinational, she has expertise in undertaking large scale intervention research projects in the development sector. With the emerging CSR mandate, the Foundation under her leadership has been partnering with various corporations in implementing evidence based CSR activities. She is on board of various academic institutions and organizations.

John Alex, ED & CEO, Equitas Holdings

John Alex set up Social Initiatives to address requirements of small clients in the field of Health, Education, Skill Development, and Placement for unemployed Youth, inclusive model for PwD & transgenders, after joining the Management of Equitas in 2008. They won the 1st national CSR award from the Ministry of Corporate Affairs.

Meenakshi Batra, Ex-CEO, Charities Aid Foundation

Meenakshi Batra - a seasoned leader in not-for-profit management with 30+ years of global experience, is currently Chair of Resource Alliance India & serving on board of several NPOs. She most recently served as CEO of Charities Aid Foundation (CAF) India, growing philanthropy & CSR in India. Meenakshi has served in various leadership roles in South and Southeast Asia.

Nidhi Bhasin, CEO, NASSCOM Foundation

Nidhi Bhasin has over 20 years of experience in the social sector, which gives her a unique perspective of how CSR has evolved in India. Currently she leads NASSCOM Foundation, with an agenda to use the power of technology to create positive social impact.

Pavithra Y S, Founder & MD, Vindhya e-Infomedia

Pavithra YS, Founder & MD of Vindhya e-Infomedia - an Impact Sourcing BPO since 2006, sets the strategic direction for the company & its portfolio of services to its customers, while nurturing a strong leadership team to drive her vision of employing & empowering Persons with Disabilities (PWD), Women & People from the BPL families, rural & disadvantaged sections of the society.

Pratyush Panda, Head-Sustainability & CSR, Larsen & Toubro Infotech

Pratyush Panda is a sustainability professional with 25 years of experience with MNCs and International Agencies. Presently working with L&T Infotech as Head Sustainability & CSR. He has done master's in Sociology and MBA from XIMB, Bhubaneswar. In 2019 Pratyush has received "Scroll of Honour" award from his alumni XIM- Bhubaneswar. He has committed 50% of his wealth towards society through #LivingMyPromise.

Raman K, Head of Strategy, Tata Trusts

Raman joined Tata Trusts in 2016 with over 22 years of experience in Strategic Planning, Operations, Sales & Marketing. He is currently the Head of Strategy & helping set the longer-term direction & in driving strategic initiatives for achieving sustained, scaled impact amongst the communities. Prior to this he was responsible Internet Saathi, improving internet literacy in the villages of India.

Sachin Golwalkar, CEO, United Way Delhi

Sachin Golwalkar is a social impact professional with 24 years of experience, including 14 years in senior positions at United Way, Plan Int'l and ChildFund Int'l (at their India Offices). His core expertise include Not- for-Profit Governance Excellence, Risk Management, building & sustaining strategic partnerships & alliances, program impact and strengthening organisational capacity.

Shashaank Awasthi, Co-Founder, V-Shesh

Shashaank Awasthi is co-founder of v-shesh and India Advisor at Gray Ghost Ventures. His work in disability inclusion, mental health and wellbeing, financial inclusion, investing and teaching has been in pursuit of inclusive and accessible environments.

Viiveck Verma, Chief Impact Officer, Recykal Foundation

Viiveck Verma is currently the Chief Impact Officer for Recykal Foundation - an entity engaged in transforming the lives of Safai Mitra in India. He is a TiE Hyderabad Charter member. He has served as a Senior Advisor to Telangana State Innovation Cell helping the state in Social Innovation and Impact. He is the Curator and Licensee for TEDxHyderabad and also the president for a social impact society called Society for Advancement of Human Endeavour (SAHE).

Vivek Prakash, VP & Head CSR, Jubilant Ingrevia

Vivek Prakash is the VP & Head - CSR at Jubilant Ingrevia Ltd, working with the group since 2006. He is a post-grad in Labour & Social Welfare with knowledge in CSR and over 25+ years of experience in the manufacturing sector. He is also responsible for handling the non-profit wing of the Jubilant-Jubilant Bhartia Foundation.

ASPIRE™

Aspire, founded by Amit Bhatia, focuses on impact leadership and ecosystem development through three initiatives: Aspire Education (www.aspireeducation.in) for education, Aspire Impact (www.aspireimpact.in) for ecosystems, and Aspire Circle (www.aspirecircle.org) for social leadership. Aspire, established in 2007, based in Gurgaon (India) is committed to making Impact a way of life.

ASPIRE IMPACT

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