

## Impact Praxis: A Practical Course to Integrate Impact Measurement and Management (IMM)

**Impact Praxis**, jointly presented by **AVPN** and **Impact Frontiers**, is a **comprehensive hands-on impact measurement and management (IMM) program** designed to help impact funders elevate their practice. This unique, action-oriented program features an interactive workshop format on a small cohort basis, enabling personalized learning & peer collaboration tailored to each participant's organizational context.

### Program Overview

**Impact Praxis** distinguishes itself via **action over theory**, and in-depth knowledge of challenges unique to **Asia** through a 6-month course.

### Learning Methodology

- **Interactive, non-webinar style workshops:** Hands-on sessions with small group customisations
- **Peer exchange:** Learn from Asia's leading impact funders facing similar challenges
- **Scenario-based learning:** Apply frameworks to real investment decisions in real time
- **Application in-between sessions:** Implement learnings within your organization as you progress
- **Optimised for both individual & team participation:** facilitating sustained implementation at organizational level
- **Learning of Impact Management Norms & other concepts:** Logic Models / Theory of Change, Five Dimensions of Impact, Investor & Enterprise Contribution, Impact Due Diligence

### Expected Outcomes

- **Shared frameworks** and common language across your team
- **Ready-to-use tools** and templates adapted to your context
- A **validated implementation roadmap** specific to your organization
- Enhanced **team capacity** to champion IMM independently after the program

### Program Fee & Registration

- USD 4,500 per organization for enrolment of up to three (3) staff. Individuals are welcome to apply
- Subsidies may be provided on a case by case basis
- Please apply using [this application form](#)
- If you have any specific requests or any questions, please feel free to reach out: [Impact.Investing@avpn.asia](mailto:Impact.Investing@avpn.asia)

### Participant Pool



# Program Curriculum

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## *Impact Praxis*

March – October 2026

This program consists of **online sessions** delivered over **6 months**. Each session lasts **~100 minutes** and combines interactive live virtual sessions with potential in-person engagements.

### Session 1: Introduction to Program

March

**Format:** 1 session.

**Focus & Content:** Program orientation: Curriculum overview, learning approach, key milestones, and participant introductions.

### Sessions 2-5: Foundations of IMM

April - May

**Format:** 4 sessions.

**Focus & Content:** Build a shared foundation for effective IMM through core concepts - Logic Models / Theories of Change, Five Dimensions of Impact, the ABC Framework, and Investor Contribution.

**Takeaway:** Participants develop a common language and align organizational intent with measurable outcomes.

### Sessions 6-8: Impact Goal – Setting & Due Diligence

June - July

**Format:** 3 sessions.

**Focus & Content:** Participants define organizational impact goals and develop tailored impact due diligence approaches (e.g., impact ratings) to align investment activities with intended outcomes.

**Takeaway:** Participants gain clarity on success metrics and practical tools to embed IMM in investment and portfolio management.

### Session 9: Building IMM Monitoring and Reporting Practices

August

**Format:** 1 session.

**Focus & Content:** Design internal systems for monitoring and reporting - laying the foundation for a scalable IMM practice.

**Takeaway:** Organizations strengthen their ability to implement IMM consistently, supporting learning and transparent reporting.

### Sessions 10-12: Capstone – From Design to Implementation

September - October

**Format:** 3 sessions.

**Focus & Content:** Participants showcase institutional IMM frameworks and implementation plans through interactive capstone sessions with personalized feedback, peer exchange, and expert guidance via dedicated office hours.

**Takeaway:** Each organization completes a validated IMM roadmap and strengthened capability to embed IMM across operations and decision-making.

## Facilitator

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Nao Sudo

Nao is **Director of Impact Frontiers**, responsible for developing content for cohort programs and field-building projects in Asia.

Prior to Impact Frontiers, she worked for the **Japan Exchange Group** for 15 years. She engaged in both business and regulatory aspects of the stock exchange. Her experience in listed company compliance has provided her with extensive expertise and a profound understanding of the capital markets structure. She led projects, including company-wide organizational change and an accelerator program to create new businesses and innovation to promote sustainable investment within the securities market.

Her interest in impact investing began during her internship at the **Impact Investment Exchange Asia**. Since then, she has been actively involved in leading organizations promoting impact investing in Japan, such as the **Social Innovation and Impact Foundation**, **Global Steering Group Impact Japan**, and **Impact Driven Finance Initiative**. She has facilitated working groups with over 30 institutional investors and authored key GSG publications. She also launched ImpactShare, a newsletter with 950+ subscribers, providing insights on global practices. In 2021, she published her first book, "**Introduction to Impact Investing**," with Nikkei.

Nao holds an MBA from the **Wharton School** and a BA from **Keio University**.

## Advisor

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Karim Harji

Karim is a **Senior Advisor at Impact Frontiers**, supporting the development and delivery of cohort programs and field-building initiatives globally.

He is the **Founding Director of the Oxford Impact Measurement Programme** at the Saïd Business School, where he also teaches in the executive programmes on impact investing and innovative finance.

As an independent advisor, Karim has worked with a wide range of asset owners, asset managers, intermediaries, and ventures to strengthen their approaches IMM. He previously co-founded **Purpose Capital (now Rally Assets)** as a leader in impact investing in Canada, and was an advisor to the **Rockefeller Foundation** on social impact measurement.

Karim has contributed to advancing IMM practice, including through the Impact Management Project, the G8 Impact Measurement Working Group, and **Ontario's Impact Measurement Task Force**. He has co-authored several guides and toolkits on IMM, and holds a PhD from the **University of Oxford**, where his research examined the emergence and evolution of IMM.

## Organizers

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AVPN is the **largest network of impact funders in Asia**, connecting **over 700 members across 43 markets**, including foundations, impact funds, corporations, and development agencies, committed to building a more inclusive and sustainable future.

Through its convenings, capacity-building programs, and capital mobilization initiatives, AVPN helps investors and resource providers move capital more effectively toward impact. It also plays a key role in strengthening Asia's impact ecosystem by fostering cross-sector collaboration and aligning private and philanthropic resources with the UN Sustainable Development Goals (SDGs).

Headquartered in Singapore, AVPN operates regionally with hubs across **South Asia, Southeast Asia, East Asia, and West Asia**, supporting knowledge exchange, partnership development, and on-the-ground implementation to accelerate impact at scale.



IMPACT FRONTIERS

Impact Frontiers is a **peer learning and market-building collaboration**, developed with and for asset managers, asset owners and industry associations. It creates practical tools and peer-learning communities that support investors in building their capabilities for managing impact, and integrating impact with financial data, analysis, frameworks, and processes.

Impact Frontiers also facilitates further consensus-building in areas of practice where standards and guidance do not yet exist, using practitioner experience to jump-start the conversations.

Impact Frontiers originated at **Root Capital**, migrated to the **Impact Management Project** in 2019, and is now continuing as an independent non-profit initiative of the Bridges Group.