

# Harpswell

## Theory of Change & Impact Measurement Indicators

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In every society and in every generation, traditional norms discriminate against and restrict opportunities for women. We believe that a community of educated women leaders constitutes the most powerful force for social and economic advances in Southeast Asia and beyond. We focus on the advancement of young women in Southeast Asia.

Harpwell advances young women leaders in Southeast Asia with education, training, and a supportive network. We envision a new generation of women leaders who create and inspire a brighter future for all.





## What Do We Mean By “Leadership”?

Leadership means the ability to inspire and empower others in various settings. A leader is someone with strong ethics who communicates effectively, listens well, works in a team, learns from experience and is able to adapt to and navigate different power structures.

Effective leaders have qualities that include:

- Confidence
- Courage
- Empathy
- Honesty
- Independence
- Resilience
- Self-Awareness

## What Do We Mean By “Positive Social Change”?

Positive social change means improvement of the world around us, including the lives of family, community and society.



## Theory of Change

Harpwell pursues its vision by offering outstanding young women with leadership potential in Southeast Asia:

### Opportunity

Harpwell gives talented and motivated young women access to life-changing opportunities



### Community

Harpwell fosters accountability, group living, teamwork, and civic engagement



### Education

Harpwell promotes higher education, critical thinking, global citizenship and lifelong learning



### Leadership

Harpwell inspires leadership through skills development, mentorship and engagement with role models



### Network

Harpwell builds lifelong connections to the Harpswell community and a growing global women's network





**Outputs**  
During program &  
upon completion

**Short-term outcomes**  
2-5 years after program

**Medium-term outcomes**  
ca. 10 years after program

**Impact**  
15+ years after program

## OPPORTUNITY

Harpowell women live and learn together in a highly selective group of talented peers in both Harpowell's ASEAN and Cambodia programs. Through Harpowell's focus on community, education, leadership and network, participants have access to opportunities they would otherwise not have to improve their own, their family's and their society's futures.

## COMMUNITY

Harpowell women learn to be accountable, work as a team, collaborate, compromise and work towards common goals. They discover and celebrate their interconnectedness, and bring back this mindset in working to benefit their families, workplaces and communities.

## EDUCATION

Harpowell women develop critical thinking skills and study global citizenship, learn about societal and gender equity and engage in independent and peer-to-peer cross-cultural learning in a supportive environment. This enables them to advance in their studies and careers, and make informed choices for themselves and their futures.

## LEADERSHIP






Harpowell women study, observe and experience examples of positive leadership, learning skills and developing confidence. They learn to listen well, work in a team, grow from experience and navigate different power structures. Harpowell women go on to mentor, empower and inspire other men, women and children to pursue their dreams. Their leadership will ultimately contribute to greater gender equity in Southeast Asia.

## NETWORK

Harpowell's programs emphasize and facilitate connection and mentorship, resulting in a strong sisterhood, personal relationships and professional cross-border networks for support, guidance and job referrals. This results in life-long formal and informal networks among professional women throughout Southeast Asian and the globe.



# **Cambodia Program Impact Measurement Indicators**

Program components	Outputs During program & upon completion	Short-term outcomes 2-5 years after program	Medium-term outcomes ca. 10 years after program	Impact 15+ years after program
 <p>OPPORTUNITY</p>	<ul style="list-style-type: none"> <li>Access to university in Phnom Penh (vs. parents)</li> <li>University diploma (vs. peers)</li> </ul>	<ul style="list-style-type: none"> <li>Access to highly skilled positions</li> <li>Access to other opportunities (vs. peers)</li> <li>Satisfaction with quality of life:               <ul style="list-style-type: none"> <li>Current job</li> <li>Level of material comfort</li> <li>Career advancement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Remaining in workforce (vs. peers)</li> <li>Satisfaction with quality of life:               <ul style="list-style-type: none"> <li>Current job</li> <li>Level of material comfort</li> <li>Career advancement</li> <li>Meaningful engagement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Better quality of life:               <ul style="list-style-type: none"> <li>Family income (SDG 1) vs. peers</li> <li>Health &amp; well-being (SDG 3) vs. peers</li> <li>Decent work &amp; economic growth (SDG 8) vs. peers</li> <li>Reduced inequality (SDG10) at societal level</li> </ul> </li> </ul>
 <p>COMMUNITY</p>	<ul style="list-style-type: none"> <li>External volunteering during Harpswell</li> <li>Valuing community living experience (vs. before Harpswell)</li> <li>Valuing community service (vs. before Harpswell)</li> </ul>	<ul style="list-style-type: none"> <li>Community service (external volunteering)</li> <li>Financial and in-kind donations</li> <li>Starting community organizations / projects (also a leadership indicator)</li> <li>Staying connected to Harpswell (alumnae and current students)</li> </ul>	<ul style="list-style-type: none"> <li>Community service (external volunteering)</li> <li>Financial and in-kind donations</li> <li>Starting community organizations / projects (also a leadership indicator)</li> <li>Giving back to Harpswell               <ul style="list-style-type: none"> <li>Mentorship</li> <li>Financial / material giving</li> <li>Joining HAA activities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Improving the lives of family, community &amp; society:               <ul style="list-style-type: none"> <li>Impact on 17 SDGs (better health, education, local infrastructure, ...)</li> </ul> </li> <li>Positive impact on Harpswell               <ul style="list-style-type: none"> <li>Mentorship</li> <li>Financial / material giving</li> <li>Joining HAA activities</li> </ul> </li> </ul>
 <p>EDUCATION</p>	<ul style="list-style-type: none"> <li>Excellent marks (vs. peers)</li> <li>Value critical thinking (vs. before Harpswell)</li> <li>Plan to attend graduate school (vs. peers)</li> </ul>	<ul style="list-style-type: none"> <li>Graduate university degrees / additional diplomas (vs. peers)</li> <li>Encourage others to continue education</li> <li>Travel / study abroad to continue broadening horizons</li> </ul>	<ul style="list-style-type: none"> <li>Some pursue careers in education / academia</li> <li>Continuous learning</li> <li>Travel / work abroad to continue broadening horizons</li> <li>Encourage others to continue education and evidence of diplomas/degrees obtained</li> <li>Develop skills of colleagues</li> </ul>	<ul style="list-style-type: none"> <li>More women attend university in Cambodia</li> <li>More women in Cambodia are globally conscious</li> <li>Alumnae's children complete high school and attend university</li> <li>Impact on quality education SDG 4</li> </ul>
 <p>LEADERSHIP</p>	<ul style="list-style-type: none"> <li>Leadership within Harpswell</li> <li>Leadership at university</li> <li>Inspired by role models (some of which are Harpswell Alumnae)</li> </ul>	<ul style="list-style-type: none"> <li>Leadership role in work / life environment</li> <li>Professional and personal mentorship of others (Harpswell / other)</li> <li>HAA leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>Leadership role in work / life environment</li> <li>Start own enterprise</li> <li>Professional and personal mentorship of others (Harpswell / other)</li> <li>HAA leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>Organizations founded/led by Harpswell alumnae are thriving</li> <li>Alumnae inspire other women and men to be leaders</li> <li>Greater gender equality in Cambodia (SDG10)</li> </ul>
 <p>NETWORK</p>	<ul style="list-style-type: none"> <li>Strong network with Harpswell (at large)</li> <li>Engage in networking activities for their next step</li> </ul>	<ul style="list-style-type: none"> <li>Engage in networking activities</li> <li>Social and professional networks expand</li> <li>Value networking as important to career / life advancement</li> </ul>	<ul style="list-style-type: none"> <li>Active members of many networks / clubs / alliances</li> <li>Effective networkers/bridge builders / connectors (incl. for Harpswell alumnae)</li> </ul>	<ul style="list-style-type: none"> <li>Alumnae build partnerships (SDG 17) and strengthen networks and clubs</li> <li>Women in Cambodia / Asia connect to effect positive change</li> <li>Cambodia- and Asia-wide networks support women's advancement</li> </ul>



# ASEAN Program Impact Measurement Indicators



## Program components

## Outputs

During program & upon completion

## Short-term outcomes

2-5 years after program

## Medium-term outcomes

ca. 10 years after program



### OPPORTUNITY

- Access to new network
- Access to training in Penang
- Ability to travel outside of home country

- Access to more conferences, scholarships and other opportunities
- Sharing opportunities among alumnae
- Recruiting others to apply to ASEAN Program (giving back)

- Sharing opportunities among alumnae
- Helping to recruit for ASEAN Program



### COMMUNITY

- External volunteering during Program
- Growth through community living experience and connection
- Valuing civic engagement

- Complete projects for Leadership Grants for Social Change (+ \$ invested by Harpswell)
- Starting community organizations/projects
- Community service (external volunteering)
- Inspire others to engage in civic engagement
- Staying connected to ASEAN Program cohort and country alumnae as mentors and friends

- Starting community organizations/projects
- Impact of alumnae's organizations/projects
- Community service (external volunteering)
- Inspire others to engage in civic engagement
- Staying connected to ASEAN Program cohort, and country alumnae as mentors, collaborators and friends – includes visits to other alumnae



### EDUCATION

- Deep engagement in training during ASEAN Program
- Inspired to attend graduate program or certificate programs
- Learn about other ASEAN countries/from other ASEAN women

- Additional diplomas/certificates
- Travel/study abroad (incl. other ASEAN countries) to continue broadening horizons
- Develop skills (e.g. leadership & critical thinking) of colleagues/others

- Continuous learning
- Continue to travel to expand horizons
- Develop skills (e.g. leadership & critical thinking) of colleagues/others



### LEADERSHIP

- Leadership within group projects
- Inspired by role models and trainers
- Inspired by each other

- Advancing career through new roles / promotions / job changes
- Leadership roles and personal initiative in work/life environment
- Start/further develop own enterprise
- Professional and personal mentorship of others
- ASEAN Program Alumnae leadership roles

- Alumnae continue to play leadership roles
- Enterprises / workplaces of alumnae thriving
- Alumnae inspire other women and men to be leaders (incl. ASEAN program participants)



### NETWORK

- Building network with cohort
- Building network within country
- Building network across all alumnae
- Continuous engagement with ASEAN program trainers

- Ongoing networking with cohort, country, other alumnae and ASEAN program
- Social and professional networks expand
- Value network as important to career/life advancement

- Active members of many [women's] networks/clubs/alliances
- Effective networkers/bridge builders/ connectors for selves and ASEAN program alumnae
- ASEAN-wide networks support women's advancement



Harpswell

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