



the
harpswell
foundation

Theory of Change

April 2016



Our mission is to **empower a new generation of women leaders in Cambodia**

Harpwell has 5 main program components, which try to translate this mission into action:

ACCESS

ACCESS TO DORM AND SAFE, IMPROVED LIVING STANDARD WHILE AT UNIVERSITY

- Clean, modern and well-managed accommodation
- All meals covered
- Stipend for living expenses
- Access to transportation
- Free medical care
- Access to computers/ internet

KNOWLEDGE & EXPERTISE

ADDITIONAL EDUCATION & TUTORING

- Core curriculum courses: Analytical Writing, Geography and Politics, Nutrition and Health, Job Preparation
- English courses
- Tutoring by LRs*
- Internship/volunteering programs in 3rd/4th year
- Opportunity to study in the US (Harpwell US Fellows Program)
- Dorm life: cooking, marketing, budgeting, hygiene and cleaning skills

LEADERSHIP SKILLS

EXPOSURE TO ROLE MODELS/LEADERS & OPPORTUNITIES TO LEAD

- Core Curriculum: Debate; Critical Thinking; Social Action
- Leadership Opportunities within Dorms
- Leadership Seminars/ exposure to distinguished experts
- Mentoring by LRs* and alumnae
- Exposure to new models of leadership
- Leadership through Harpswell Alumnae Association (HAA)

COMMUNITY EXPERIENCE

ACCESS TO COMMUNITY LIFE AND MUTUAL SUPPORT

- Constructive atmosphere of team work, discipline, hard work, support & recognition
- Active participation in the life of the community
- Possibility to learn from others
- Exposure to diversity and tolerance
- Creation of lifelong personal network of support

NETWORKS

CONNECTIONS WITH STUDENTS, ALUMNAE, LRs, AND OTHER PARTNERS

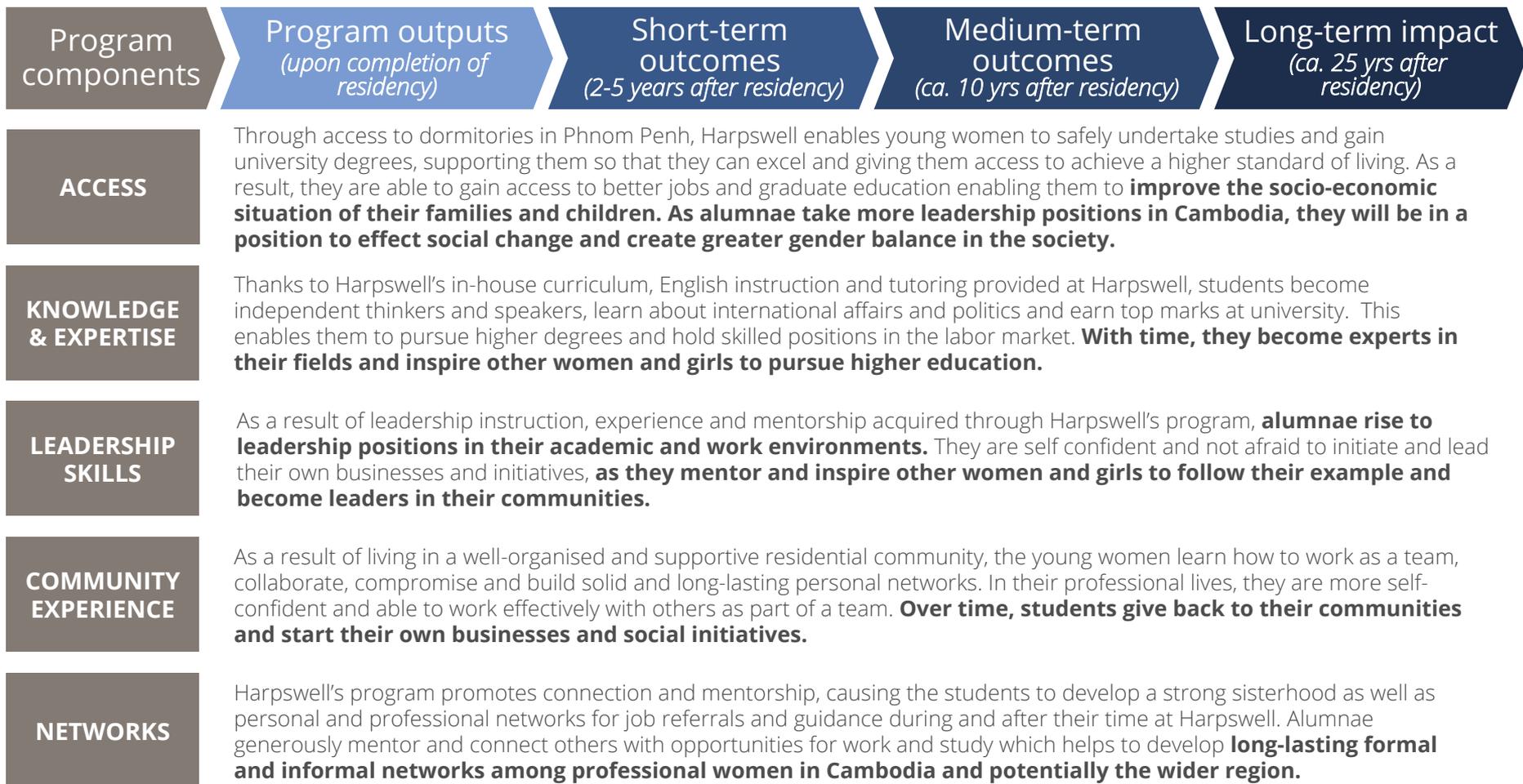
- Participation in the dorms' and universities' activities and clubs
- Engagement in volunteer work
- Cultural activities and outings with students
- Sleepovers with Alumnae
- HAA network for support and career guidance
- Networks with former LRs and Harpswell supporters/partners

*LR = Leadership Residents



Through our **Theory of Change**, we aim to express the **intended impact** of each of our program components over the short- medium- and longer-term

High-level Theory of Change by program component:





To **verify** our **Theory of Change**, we have identified **key changes** in the lives of Harpswell students & alumnae and in Cambodian society, which **we will try to measure**

Program components	Program outputs (upon completion of residency)	Short-term outcomes (2-5 years after residency)	Medium-term outcomes (ca. 10 yrs after residency)	Long-term impact (ca. 25 yrs after residency)
ACCESS	<ul style="list-style-type: none"> As a result of Harpswell's program, students are now university graduates Graduates have a clear understanding of their next step in their academic/professional development 	<ul style="list-style-type: none"> Alumnae gain above-average salaries Some alumnae earn graduate university degrees – a higher proportion than average Cambodian women 	<ul style="list-style-type: none"> Alumnae, their families and communities enjoy better health and incomes Alumnae's families enjoy a better quality of life (e.g. access to electricity, clean water, paved roads) 	<ul style="list-style-type: none"> Alumnae, their families and communities enjoy better life quality, health and incomes Alumnae inspire other women to become active contributors to the economy and society in Cambodia, leading to greater gender balance
KNOWLEDGE & EXPERTISE	<ul style="list-style-type: none"> As a result of the academic support provided by Harpswell, graduates gain top marks and are more confident in their abilities 	<ul style="list-style-type: none"> As a result of Harpswell, alumnae hold highly skilled positions in the private, public and non-profit sectors Some Harpswell students pursue academic careers (whether at home or abroad) 	<ul style="list-style-type: none"> Alumnae are experts in their fields Alumnae provide career development advice to other young women in Cambodia Some alumnae work abroad and develop their expertise there 	<ul style="list-style-type: none"> Alumnae inspire others in home town and in own community to be educated and develop their skills Alumnae send their children to higher education More women attend university in Cambodia
LEADERSHIP SKILLS	<ul style="list-style-type: none"> Graduates acquire leadership skills and experience at Harpswell Graduates are exposed to many examples of leadership while at Harpswell that still inspire them 	<ul style="list-style-type: none"> Alumnae rise to leadership positions within their environments Some become HAA leaders Alumnae are confident and willing to lead 	<ul style="list-style-type: none"> Some alumnae start their own companies/organizations Alumnae are active mentors to other young leaders Alumnae are confident and willing to lead (whether at home or abroad) 	<ul style="list-style-type: none"> Some alumnae start their own companies/organizations Alumnae inspire new generations of women to also become leaders (in their home villages, Cambodia and abroad)
COMMUNITY EXPERIENCE	<ul style="list-style-type: none"> As a result of living in the Harpswell community, Graduates develop "life skills" important to living in community e.g. the ability to be team players and make friends easily 	<ul style="list-style-type: none"> Alumnae support each other personally and professionally Alumnae volunteer in their communities 	<ul style="list-style-type: none"> Some alumnae start their own community/non-profit organizations Alumnae give back to their communities in various ways (volunteering, in-kind gifts, donations, etc.) 	<ul style="list-style-type: none"> Some alumnae start their own community/non-profit organizations Alumnae give back to their communities in various ways Alumnae inspire other women to become active contributors to their community
NETWORKS	<ul style="list-style-type: none"> Graduates develop strong networks with their sisters as a result of the Harpswell experience 	<ul style="list-style-type: none"> Alumnae mentor students and strengthen HF network Alumnae's professional and social networks expand 	<ul style="list-style-type: none"> Alumnae connect women and recent graduates with jobs Alumnae mentor students and strengthen HF network Women's networks begin to emerge in Cambodia 	<ul style="list-style-type: none"> Alumnae connect women and recent graduates with jobs Extensive and strong Cambodian & Asia-wide women clubs exist, providing support within and outside their networks