SNOW ENTREPRENEURS FELLOWSHIPS FOR SOCIAL CHANGE EVALUATION REPORT

Prepared for the Snow Foundation

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Clear Horizon

CONTACT DETAILS

Clear Horizon Contact	Client Contact
Kaitlyn Scannell	Alexandra Lagelee Kean
Lead Principal Consultant	Impact and Engagement Manager
Clear Horizon Consulting	Snow Foundation
132B Gwynne St, Cremorne VIC 3121	The Hub Hyde Park, 223 Liverpool Street Darlinghurst, NSW 2010
P: (03) 9425 7777	P: 0405 016 386
E: kaitlyn@clearhorizon.com.au	E: a.lageleekean@snowfoundation.com.au

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Lead author/evaluator	Victoria Halburd
Project director	Kaitlyn Scannell
Internal contributors	Rootu Patel
External contributors	Alex Lagelee Kean, Bhanvi Anand, Georgina Byron
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Disclaimer

This document has been produced with information supplied to Clear Horizon by the Snow Foundation, along with a desktop review of grey and academic literature (16 sources), 11 interviews, 11 capability growth assessments, and eight survey responses. While we make every effort to ensure the accuracy of the information contained in this report, any judgements as to suitability of the information for the client's purposes are the client's responsibility. Clear Horizon extends no warranties and assumes no responsibility as to the suitability of this information or for the consequences of its use.

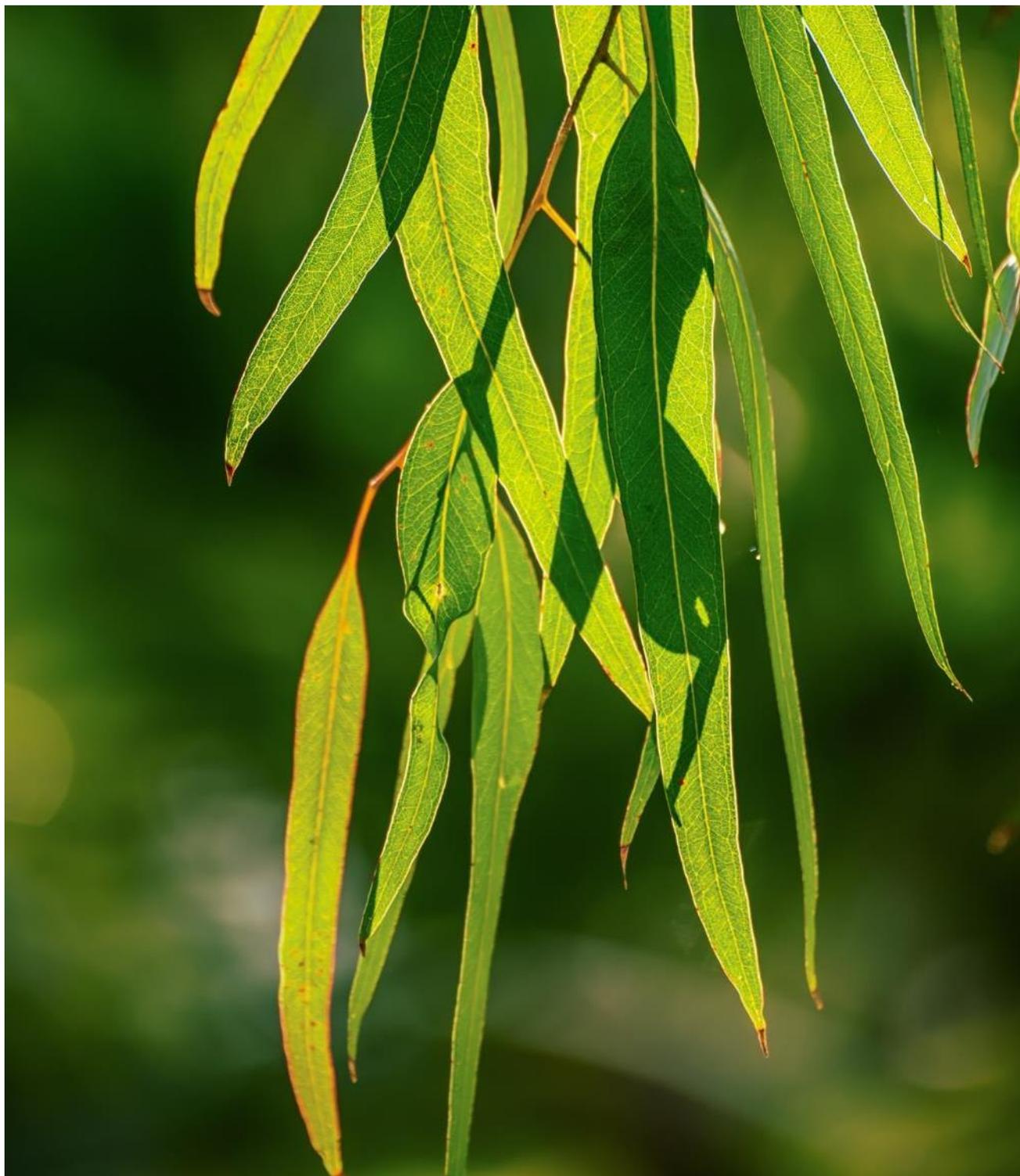The Snow Foundation is a family philanthropic foundation deeply committed to place, country and community.

Their purpose is to empower communities and back leaders through a holistic, collaborative approach to achieve meaningful social change. They focus on six interconnected themes — Gender, First Nations, Youth, LGBTIQ+, Community, and Ecosystems — investing in, and working alongside, leaders and initiatives that advance equity and strong leadership across Australia.

Established in 1991 by brothers Terry and George Snow, and led since 2006 by Georgina Byron AM, the Foundation has grown from its Canberra roots into a trusted philanthropic leader with national reach.

ACKNOWLEDGEMENT

We acknowledge the First Nations Peoples of all the lands on which Clear Horizon works. We recognise their continuing connection to land, waters, and culture; and we pay our respects to their Elders, past, present, and into the future.

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Dictionary

Acronyms	Description
ACT	Australian Capital Territory
ASA	Australian Spatial Analytics
Banksias	Name of first program cohort
CGA	Capability growth assessment
FTE	Full time equivalent
Gidgees	Name of second program cohort
KEQ	Key evaluation question
MVP	Minimum viable product
NDIS	National Disability Insurance Scheme
NSW	New South Wales

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Snowies	Familiar term for Snow entrepreneurs
TOC	Theory of change

Suggested citation

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EXECUTIVE SUMMARY

This report provides the key findings and recommendations of the evaluation of the first cohort of Snow Entrepreneurs.

The Snow Entrepreneurs – Fellowships for Social Change program is a pioneering wrap-around support program for early-stage social enterprises tackling social problems aligned with the Snow Foundation's mission and cause areas.

Over three years, Snow Entrepreneurs – or 'Snowies' – receive grants and tailored capacity-building support, including mentoring, peer learning, networks and introductions to potential funders. The program launched with its first cohort in May 2022 and is designed to empower entrepreneurs to create lasting positive change by responding to the unique challenges they face.

Snow Foundation continues to evolve the program with one goal in mind: providing appropriate, tailored support when and where it is needed to enable each entrepreneur to take their early-stage social change initiative to the next level.

In 2025, the first cohort of eight participants – 'the Banksias' – graduated, providing a valuable opportunity to assess the program's impact, reflect on their journey, and share insights with the wider sector.

The program contributed to the following shifts in **key metric indicators** across the participating organisations:

SNOW INVESTED

$3.2M
in grants

$300K
in capacity-building

$1.6M
in investments

BENEFICIARIES

916 → 14,184

ANNUAL REVENUE

$415k → $16.5M

PEOPLE EMPLOYED OR CONTRACTED*

24 → 158

*including neurodiverse people, parents of children with disabilities and formerly incarcerated people.

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Evaluation findings

KEQ 1: Design

- **Key Finding 1:** Cohort connection was an unexpected and invaluable enabler of program success, reducing the sense of isolation experienced by many participants. The shared developmental stage of the enterprises was seen as key to supporting cohort building.

- **Key Finding 2:** While there was an intentional openness to the design of the program to leave space for emergence, overall, the program design was aligned with the needs of the participants and the stage of their organisations.

- **Key Finding 3.** Aspects of the program's success could be attributed to both the characteristics of the Snow Entrepreneur's and to key aspects of the program design, which, due to this being the first cohort, were implicit or minimally defined.

KEQ 2: Implementation quality

- **Key Finding 4:** The program was delivered to a high standard in a flexible, tailored and responsive way, with participants consistently reporting high satisfaction over time.

- **Key Finding 5:** The Snow Foundation played an impactful role in supporting participants as a critical friend, strategic weaver, pattern spotter, and anchor point – all of which were highly valued by participants.

KEQ 3: Effectiveness

- **Key Finding 6:** The program contributed to positive shifts in participants' confidence, beginning with selection, then strengthened by seeing themselves as part of the cohort and further developed through program learning and mentorship.

- **Key Finding 7:** The program de-risked participants' investment in their ideas and accelerated prototyping and learning, with the flexible nature of funding from the Snow Foundation acting as a safety net.

- **Key Finding 8:** The program supported participants to scale their organisations and their impact. Scale occurred in different ways with some organisations scaling out – increasing their reach, geographic spread and number of beneficiaries, while others scaled deep – strengthening the value of their offerings or working increasingly with priority cohorts.

Recommendations

- **Intentional inaction:** Maintain the program's current flexible design, which is working well without the need for tighter structuring. Small adjustments could be considered, such as removing or adapting lower-ranked components and introducing smaller learning circles, particularly valuable if participant numbers increase. These suggested changes could be tested with the Gidgees.

DEFINING AND CODIFYING

- **Define the ideal Snowie:** Articulate the program's 'ideal participant profile,' which covers both *individual and enterprise-level attributes*. By defining the ideal Snowie, the Snow Foundation Team can set clear expectations for prospective participants and ensure the selection process strengthens the likelihood of individual and cohort impact.
- **Codifying the program essence:** Document and codify the essence of the program design to ensure it is consistently applied and not diluted.
- **Codifying Snow's role:** Document and codify Snow Foundation's role in the program to ensure consistency and sustainability as the team grows.

DEVELOPING

- **Meeting people where they are:** Proactively prepare to work with and support a group that draws from lived experience and, through their role as founders, are at potentially higher risk of burnout.
- **Co-developing the role of the alumni:** Together with the Banksias cohort, co-develop the ongoing role of the program alumni.
- **Ending Well:** Scenario plan how to manage the full range of potential program exits, including enterprise failure and founder exit.

LOOKING AHEAD

- **Tracking impact:** Implement the new evaluation framework for the program and continue to adapt it to the changing needs of Snow Foundation and future cohorts.
- **Scaling the program:** Decide whether this is a program that is intended to scale, and how it could scale (Scale up, scale out, scale deep).
- **Building the field:** Develop a strategy for building the field of social enterprise funding and support in Australia, including the key shifts Snow Foundation would like to see across the field.

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INTRODUCTION

Purpose of this report

In 2025, the first cohort of eight participants, or 'Snowies', graduated from the program, creating an opportune moment to evaluate the program's impact on the first cohort, create opportunities for reflection and share learnings with the wider sector. This report contains the findings of the evaluation undertaken by Clear Horizon between June 2025 – September 2025 and associated recommendations, co-developed with the Snow Team, to support ongoing program improvement and iteration to meet emerging needs of the participants and the changing landscape.

About the program

The Snow Entrepreneurs – Fellowships for Social Change program is a pioneering wrap-around support program for early-stage social enterprises tackling social problems aligned with the Snow Foundation's mission and cause areas.

3 YEARS

→ grants and investments

→ tailored capacity-building support, including mentoring, peer learning, networks and introductions

Over three years, Snow Entrepreneurs – or 'Snowies' – receive grants and tailored capacity-building support, including mentoring, peer learning, networks and introductions to potential funders. The program launched with its first cohort in May 2022 and is designed to empower entrepreneurs to create lasting positive change by responding to the unique challenges they face.

Snow Foundation continues to evolve the program with one goal in mind: providing appropriate, tailored support when and where it is needed to enable each entrepreneur to take their early-stage social change initiative to the next level.

The second cohort of nine participants, the Gidgees are almost two years in, and the selection of the third cohort is in the shortlisting phase. This evaluation focuses on the first cohort of eight participants, - 'the Banksias'- who graduated from the program while this evaluation was being conducted.

Throughout the evaluation, the program's theory of change (TOC) has been reviewed and updated to reflect the deepening understanding of intended program outcomes and change pathways. The intended long-term outcomes the program aims to contribute towards are:

1. Social change leaders who are empowered to innovate and create lasting positive change in communities.
2. For-purpose organisations with diversified income streams and improved financial viability and sustainability.

The hope is that achieving these long-term outcomes leads to greater impact for the people and communities the organisations serve.

Program Components

The program is intended to be delivered in a flexible, responsive, and tailored way to meet the needs of the participants and is comprised of the following key components:

Key components			
Multi-year funding	**Peer cohort connections**	**Annual leadership retreat**	**1:1 support from Snow Foundation**
Mentorship	**Expert advisory services**	**Action learning**	**Diagnostic report**
Virtual social get togethers	**Antler.co network and resources**	**WhatsApp group**	**Networking and investment opportunities**

METHODOLOGY

Approach

The **primary purpose** of the evaluation was to evaluate the program design and implementation quality, and the experiences and outcomes of the first cohort of Snow Entrepreneurs. This included capturing the program's early impacts and generating insights to inform evidence-based program development and iteration. The process also informed the development of an evaluation framework for future cohorts.

The evaluation was guided by three key evaluation questions (KEQs) derived from the program's draft Theory of Change (TOC) – located in Annex: Theory of Change. Further detail on the sub-KEQs can be found in Annex: Key evaluation questions.

> **KEQ 1. Design: Was the program design fit-for-purpose in meeting the developmental needs, contexts, and ambitions of the participants?**

> **KEQ 2. Implementation quality: How effectively was the program delivered, and what factors supported or hindered participant engagement and learning?**

> **KEQ 3. Effectiveness: To what extent and in what ways has the program strengthened participants' skills, networks, and capacity to lead and operate sustainable social change enterprises?**

Data sources

Data collection

A mixed methods approach (a combination of quantitative and qualitative methods) was used to collect data to fill gaps in pre-existing data, bring in diverse perspectives from different program stakeholders, and generate rich qualitative evidence. This report synthesises evidence from multiple data sources, which, along with data limitations are detailed in Annex: Data sources and Limitations. These included:

- Review of grey and academic literature
- Most Significant Change interviews with all eight participants
- Most Significant Learning interviews with Snow team members (n=3) and program delivery partner (n=1)
- Program survey focused on design, implementation and experience (100% response rate)
- Capability growth assessment rubrics (self-reported and externally assessed) completed currently and retrospectively
- Analysis of program data collected to date, including key metrics

Data analysis

Quantitative analysis was conducted on the survey, capability growth assessment, and previous documents provided. Qualitative data was analysed using thematic coding to add richness and depth to

quantitative findings. Using an evidence table, the results from different datasets were synthesised and coded against the KEQs and, where possible, triangulated to make the findings more robust.

Sensemaking workshops

Two sensemaking workshops were conducted to ensure comprehensive coverage and accuracy of the evaluation findings. An overview of the focus for each workshop can be found below:

Sensemaking Workshop 1: Cohort members and Snow team

Purpose: to draw connections between individual-level most significant stories of change, review draft findings to identify potential inaccuracies and gaps, and generate questions and suggest meaningful actions to be taken.

Sensemaking Workshop 2: Snow team only

Purpose: to review questions and meaningful actions generated to co-develop recommendations, support internal learning and reflection and review updates to the TOC.

KEQ 1. DESIGN

Key Finding 1: Cohort connection was an unexpected and invaluable enabler of program success

Key takeaway

While the cohort aspect wasn't part of the program's initial design, it became an invaluable enabler of program success. The peer cohort reduced the sense of isolation experienced by many founders and provided a safe space to shore up resilience, test ideas, transparently discuss challenges and exchange support. The **shared developmental stage of the enterprises** was seen as an enabler of cohort building.

Connections between participants were a highly valued aspect of the program. Participants described the cohort not only as a group of individuals but as a shared space they had built together, "a place to shore up resilience." It was seen as a trusted environment where they could openly explore challenges they would not have discussed as transparently elsewhere or with other founders.

> *"The provision of a kind of peer group and the support that offers both practically and for one's own confidence, safety and energy. The Snowies cohort very deliberately promoted self-reflection and problem solving together which I have utilised a number of times but have also just felt better supported in the knowledge that the group is available". – Snow Entrepreneur*

> *"The peer support network … provided both practical learning from other founders' experiences and a sense of connection that helped combat the loneliness that can come with leading a startup". – Snow Entrepreneur*

Participants found such value in the cohort connections that many had established friendships outside of the program and they intend to keep the cohort going post-graduation. As one participant noted,

> *"The top of my WhatsApp chat is always filled with Snowies". – Snow Entrepreneur*

Cohort members also brought a lived experience to their work, another avenue for deepening connection and for many a driver of their passion to be in the social enterprise space.

> *"Lived experience has always been central to our approach. While it hasn't changed our thinking, it has reinforced that those with firsthand experience bring deep expertise and genuine passion to their work —though often carrying a heavier mental and emotional load". – Snow team member*

When the first round of the program was advertised – it wasn't with the intention of running the program as a cohort. The assumption was that the Snow Foundation might bring on two to three entrepreneurs. When the strength of the field was revealed and eight participants selected, the Foundation pivoted to seize the opportunity presented by developing a cohort approach.

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"We put the net out and just found there were so many doing amazing work, and we thought we're mad not to bring on eight". - Snow team member

Often when cohorts are established by design the focus is on creating a cohort based around a shared interest or focus areas. In the case of this program and the emergent nature of the cohort the common thread was not their focus area but the developmental stage of their organisation. This lent itself to the development of non-competitive relationship building by virtue of their different interest areas.

"The commonality is the stage, which is the early stage (less than three years), which means they have similar challenges around business planning, operationalising, bringing on team members. The commonalities transcend the themes. I have heard from others…that competition can be very real if you bring in people within one particular space. So, it's got to be deliberate, you've got to create space for it, and the stage is much more of an opportunity for collaboration rather than the topic". – Snow team member

Key Finding 2: The program design was aligned with the needs of the participants and the stage of the organisations

Key takeaways

While there was an intentional openness in the design of the program to leave space for emergence, overall, the program design and its components were found to be aligned with the developmental stage of the organisations and the learning needs of the participants.

Components focused on direct engagement and practical support consistently outperformed virtual or indirect elements, with peer cohort connection, annual retreats, and action learning - showing sustained high value, while **less tailored/ flexible aspects of the program were consistently lower ranked.**

The program survey revealed a high level of relevance and alignment of the program content to the cohort members' needs.

100% of respondents (8 out of 8) rated the program as at least "**Quite relevant**" to their role as a social enterprise leader, with 87.5% rating it as "**Extremely relevant**".

100% of respondents also reported that the program aligned with their organisation's developmental journey, with 87.5% selecting "**Very well aligned**" and the remaining 12.5% "**Somewhat aligned**".

> **Relevance of the program to cohort members' role as a social enterprise leader**
>
> **87.5%** of respondents rated the program 'Extremely relevant'
>
> **12.5%** of respondents rated the program 'Quite relevant'
>
> **Alignment of the program to the cohort members' organisation's developmental journey**
>
> **87.5%** of respondents rated the program 'Very well aligned'
>
> **12.5%** of respondents rated the program 'Somewhat aligned'

Program components

Multi-year, responsive funding provided by the Snow Foundation consistently emerged as the highest-valued component, with 62.50% of cohort member's ranking it first in the most recent survey.

> *"[The funding] provided the flexibility to focus on what mattered most at each stage of our journey, whether that was investing in product development, prioritising team needs, or navigating operational challenges without compromising our values". – Snow Entrepreneur*

Components focused on direct engagement and practical support consistently outperformed virtual or indirect elements. Peer cohort connection, Annual retreats, and Action learning - show sustained high value with 37.5% to 50.00% of cohort member's ranking them in top positions.

Components that were less tailored or flexible in their delivery methods, including the Antler program and the diagnostic, were consistently lower ranked. Despite this, several participants commented that despite challenges in engaging with the Antler program or it not being as relevant to their organisation, they had still been able to take away some valuable learnings. Efforts were also made by Antler to further tailor the program to improve accessibility for participants.

Perceived value of the program components also shifted over time as participants' needs evolved, with mentoring being ranked as a highly useful component in 2022, shifting to having more varied value by 2025. See Annex: Participant ranking of program components for further ranking data.

> *"The mentor I worked with was the right person for where I was at with my leadership style three years ago. We continue to chat, even though the official support has run its course". – Snow Entrepreneur*

Key Finding 3: There are key characteristics that define the ideal 'Snowie' and components of the program itself that are essential to successful implementation.

Key takeaways

Over the course of the evaluation, it became apparent that, at least in part, aspects of the program's success could be attributed to both the characteristics of the Snow Entrepreneur's and to key aspects of the program design. Due to this being the first cohort, many of these characteristics and program aspects were implicit or minimally defined.

Ideal 'Snowie' characteristics and aspects of the program's 'essence' were identified by participants as part of the evaluation through both data collection activities and joint sensemaking. These have been summarised below to support Recommendation 2 - Define the ideal Snowie and Recommendation 3 – Codify the program essence.

The 'Ideal Snowie' characteristics include…

- curious team player
- first-time founder
- team player
- lived experience
- healthy ego
- motivation & drive

Their enterprise is early stage, with a small team, little revenue and minimal external funding.

The essence of the program lies in…

- having the right mix of people in the cohort
- appropriate, tailored support
- multi-year flexible funding
- responsiveness
- commitment and trust from the Snow Team

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KEQ 2. IMPLEMENTATION QUALITY

Key Finding 4: The program was implemented to a high standard through a flexible, tailored, and responsive manner

Key takeaways

Participant's satisfaction with the delivery quality of the program remained consistently high over time. **The responsiveness of the program to emerging needs and shifting contexts was valued.** Many of the barriers to engagement were outside of the control of the program e.g., clashes with other development programs or limited time, while the enablers of program engagement shared were often within the program's control e.g., providing adequate lead times for learning opportunities and facilitating cohort connection.

Program Delivery

When evaluating program implementation quality, the typical measure of success is fidelity. For this program – the approach was intended to be 'flexible, tailored and responsive'. Due to this 'responsiveness' was considered a key success measure of implementation quality.

Based on survey findings, the program achieved perfect responsiveness scores with all eight respondents (100%) rating it as "very responsive" to their needs, experience, and feedback. The perfect responsiveness score with zero variance demonstrates exceptional program performance. The unanimous rating across diverse participants confirms effective individualised delivery, successful accommodation of varying experience levels, and meaningful integration of participant feedback.

Responsiveness of the program to cohort members' needs, experiences and feedback

100% of respondents rated the program **'Very responsive'**

"Our cohort asked for more opportunities to connect in person, which led to the introduction of annual retreats, a highlight for building stronger relationships and collaboration". – Snow Entrepreneur

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The program demonstrated strong delivery quality with high cohort member satisfaction. Quality ratings were positive, with most program components receiving weighted averages between 3.6 - 4.9 out of 5, indicating good to excellent delivery standards. Ad hoc or 1:1 sessions with members of the Snow team showed the highest quality rating (4.9), while mentoring, peer support, introductions and connections, and action learning were also strong with 4.5 ratings.

Quality of Support received during the program (n=8)

The program demonstrated consistently strong participant satisfaction across all survey periods, with 100% of cohort members reporting positive satisfaction levels.

Participant satisfaction with program delivery

4.7 2022 — **4.6** 2023 — **4.8** 2024

4.7 out of 5
Weighted average satisfaction across the program duration

Overall satisfaction scores show sustained excellence with weighted averages of 4.7 (2022), 4.6 (2023), and 4.8 (2024), indicating effective inclusive practices throughout the program. Retreat-specific assessments of mutual support and learning consistently achieve high ratings, with 2024 showing particularly strong performance (83% "Extremely Happy") in creating supportive peer environments.

Consulting days allocation across the program period and between participants shows substantial variation, suggesting flexible, tailored delivery responsive to individual needs. It also reveals successful capacity building, with organisations typically requiring intensive initial support that reduces over time.

Barriers and enablers of program engagement

Barriers to program engagement included limited time, being pulled in multiple directions, clashes with other development opportunities, and few alternative accessible pathways to engage.

> *"As a solo founder, I was balancing a very busy period—juggling the demands of growing the organisation while also participating in multiple other programs". – Snow Entrepreneur*

Enablers to program engagement included practical things like advance notice of dates, organisation by the Snow team, and regular check-in rhythms. The draw of the cohort and how much the participants valued peer interactions were strong enablers of program engagement.

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"The friendships and connections I built with peers were a huge part of what kept me engaged. Having a group of founders to share experiences, ideas, and encouragement with made the program feel both valuable and enjoyable, even during busy periods". – Snow Entrepreneur

Participants also valued the Snow Foundation's flexibility and understanding of people's appetite to engage, which is often at odds with their capacity to do so.

"The flexibility and understanding shown by the Snow team made a big difference. Their willingness to adapt expectations, accommodate changing circumstances, and support my re-engagement after stepping away gave me the space to stay connected on my own terms. The quarterly check-ins also provided a useful rhythm and sense of accountability without being overwhelming, and the targeted support - like mentorship and informal advisory connections - meant I could engage meaningfully even when time was limited". – Snow Entrepreneur

Key Finding 5: The Snow Foundation played an impactful role in supporting participants

Key takeaways

Snow program staff wear many 'hats' beyond that of funder, extending to critical friend, strategic weaver, pattern spotter, and anchor point – all of which were highly valued by participants and seen to be a role that wasn't being played by others.

The Snow Foundation operates under the following values: humility, social justice, commitment, collaboration, empathy, and transparency. Participants noted that these were apparent in the Snow Foundation's partnership approach, the consistent way they showed up, and their ways of working with and supporting them throughout the program.

"They [Snow Foundation] said from the beginning, just be upfront with us, tell us where you're at and we'll always support you and there were points where they really showed that. I think it probably took about a year before I really felt I could believe it; I assumed a year would happen and then we'd be forgotten but there were points where they showed that they really were with you all the way along". – Snow Entrepreneur

The Snow Foundation was seen as both a trusted adviser and a critical friend - holding a healthy tension to positively challenge and question without over-exerting their power as a funder.

"I felt like I was working with both an investor and a supporter…that was a very different experience to what I've had with…other investors". – Snow Entrepreneur

They were also able to adjust their role within microsystems to ensure diverse perspectives were represented. For example, when the Board of an organisation was focused on charitable outcomes, they could hold the commercial viability lens, whereas in instances where the investment and growth lens was overrepresented, they could adapt and become an anchor for social purpose and impact.

"Snow have been… a continual anchor. For most of my investors… growth matters more than anything else, however, with the Snow Foundation and the other Snowies in my corner, I'm always

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brought back to why I started this and what's important and my values remain anchored… I'm constantly grounded in the social leadership and impact reasons for why I'm doing this and what really matters". – Snow Entrepreneur

"I have eight different investors including the Snow Foundation, and it's really, truly, uniquely Snow, it's their contribution and no one else's. It's their part. It's that aspect of their role in my journey that has been most significant". – Snow Entrepreneur

The Snow team's bird's-eye view over both cohorts (Banksias and Gidgees) positioned them to strategically weave and connect cohort members and share cross-organisational experiences, learnings, and expertise to facilitate deeper cohort connections.

"Alex [Snow team member] brought a deep understanding of all of these different businesses, their thematics and could say, I've seen this challenge and I know I someone else is facing this and be that kind of connection point throughout the network of other Snowies". – Snow Entrepreneur

KEQ 3. EFFECTIVENESS

Key Finding 6: The program contributed to positive shifts in participants' confidence.

Key takeaways

Despite having confidence in their idea, many participants experienced vulnerability or a lack of confidence in their roles as founders. Shifts in participants' confidence began at selection, which provided a sense of external validation of both themselves as leaders and of the value of their idea. This was strengthened by seeing themselves as part of the cohort and then further developed through mentorship and the program.

Being selected as a Snow Entrepreneur was experienced as an important form of validation, both for participants as individuals and for the strength and value of their ideas. Participants highlighted that the program's emphasis on investing in them personally, and positioning them as change leaders, was experienced as empowering and motivating, affirming their potential as leaders rather than focusing solely on their organisations as vehicles for change.

> *"The program was the first huge validation of that being true, so for me it was a huge shift in self-belief". – Snow Entrepreneur*

> *"They're backing us as individuals, no matter what our businesses are, which is really huge because that's not true for any of my other investors". – Snow Entrepreneur*

Prior to joining the program, participants generally had strong confidence in their ideas and in the value these ideas could bring to addressing a need in the community. However, some were less confident in their capability and expertise to lead an organisation and take on the responsibilities of a founder. The program helped shift this dynamic in two important ways. First, through cohort connection, participants realised that feelings of self-doubt and uncertainty were widely shared, which normalised their experience and reduced the sense of isolation. Second, the program provided structured opportunities to work through challenges together, reinforcing that leadership does not mean having all the answers but knowing how to work towards them, whether by drawing on their own skills, seeking advice, or experimenting to figure things out. This combination of peer validation and practical support built participants' confidence in themselves as leaders, not just in their ideas.

> *"Through mentorship, and through the quarterly catch ups where we kind of hash out problems, the consistent approach was you know the answer and so over time I just become more confident that I'm best placed to be able to make the right decision at the time". – Snow Entrepreneur*

The capability growth assessment tool asked participants to currently and retrospectively rate their **confidence**: self-belief in leading social enterprise vision, **mindsets and attitudes**: openness to change, adaptability, continuous learning, and **skills/ knowledge**: practical and strategic understanding of running a social enterprise. Retrospective accounts gathered from the capability growth assessment tool provide useful reflections; a known limitation with this approach is that they risk overstating or understating past skill levels because memory is influenced by present competence and context.

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The program demonstrated a significant positive impact on participant leadership development across all three measured dimensions. All eight responding participants (100%) showed measurable improvement in at least one area, with most advancing multiple levels within each category. Confidence in leading social enterprise vision showed the strongest advancement, with participants moving from predominantly foundational levels to strong/grounded leadership positions. Skills and knowledge development followed closely, while mindsets and attitudes show consistent but gradual progression toward adaptive leadership approaches. See Annex: Capability growth assessment rubric for detailed scale.

External assessment confirmed significant leadership development across all participants, with 100% of assessed participants (5 out of 5) demonstrating measurable advancement in multiple areas. The external perspective validates the self-reported growth trajectories, particularly in confidence and skills development, where participants consistently moved from foundational/ emerging levels to strategic operator and ecosystem contributor positions. Mindsets and attitudes show more conservative but consistent progression, with external assessment observing meaningful shifts toward adaptive leadership approaches across the cohort.

Key Finding 7: The program de-risked participants' investment in their ideas and accelerated prototyping and learning

Key takeaways

The flexible nature of funding from the Snow Foundation created a safety net that enabled many of the participants to commit more time and energy to the development of their organisation while also accelerating prototyping activities so they could take risks and learn faster without fear of failure, in the context of this Snow funding was seen as catalytic.

Program funding increased capacity to 'go all in'.

Snow funding played a critical role in derisking decisions for several participants. This support enabled them to fully commit to their social enterprises and, in some cases, to increase their investment of time, resources, and ambition. For some participants, it even made it possible to leave paid employment to pursue enterprise growth.

> *"I wanted an opportunity to be able to jump into it more but I just couldn't work and not get paid for it completely, even though my risk tolerance is pretty high I needed some kind of soft landing". – Snow Entrepreneur*

Snow funding accelerated prototyping and testing. With this backing, participants were able to try, test, and learn from new approaches more rapidly, strengthening their ability to refine and proof their offerings to secure other investment and further develop their enterprises.

> *"It let us take more risks for greater periods, which I think has resulted in better rewards in terms of the business's development". – Snow Entrepreneur*

> *"At the Foundation, it's not about being reckless, it's still important to understand the risks — but then it's about being willing to take a risk when someone has an idea worth backing, because this person deserves to trial it and have a chance to prove it, one way or the other". – Snow Entrepreneur*

> *"The capital can unlock the ability to try things you've never tried before, so my learning trajectory has just accelerated so rapidly because I've been able to try things fail, iterate, and…be able to keep going from a resource perspective and from a mental perspective". – Snow Entrepreneur*

Snow funding and guidance helped participants balance mission fidelity with increasing the commercial viability of the organisation. This support enabled cohort members to stay committed to their core idea, rather than pursuing less aligned opportunities to secure funding. In other cases, it supported participants to take their foot off the accelerator of increasing beneficiary reach, and instead, focus their energy on building the commercial engine to decrease financial dependence on cyclical grant funding.

> *"The support of Alex and Bhanvi, along with everything else really helped us to come back to not chasing all of the bright and shiny opportunities but focusing on what we have to achieve in order for this thing to be not only sustainable but successful". – Snow Entrepreneur*

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"We now have a sustainable commercial path towards that impact, it's not foolproof, but it's clear versus trying to stitch it together". – Snow Entrepreneur

Key Finding 8: The program supported participants to scale their organisations and their impact

Key takeaways

The participants' organisations matured in operations and governance, with many formalising, right-sizing, or growing their teams. **Scale occurred in different ways with some organisations scaling out – increasing their reach, geographic spread and number of beneficiaries, while others scaled deep** – strengthening the value of their offerings or working increasingly with priority cohorts.

Organisational maturity

The program contributed to the maturation of organisations' business as usual approaches including, formalising plans for strategic growth, human resources, marketing and communications and the development of impact measurement frameworks. Pre-program some organisations had no revenue or paid staff. Over the duration of the program, across the organisations annual revenue increased from $415k to over $16.5M.[1]

"We've gone from a slide deck idea to a business, from no revenue to break-even/ modest profit to fund R&D, from documents and design papers to almost 400 individual analysts querying data in the platform. No meaningful penetration in a single market, to 15% of the NDIS register support market now using the analytics software that we've built". – Snow Entrepreneur

Right-sizing teams and creating paid work opportunities

Another aspect of improved organisational maturity was bringing on employees or paid contractors – with a pre-program total of 24 people (a combination of employed, contracted, and unpaid) to a post-program total of 158 people employed or contracted across the organisations.[2] For three organisations this had the additional benefit of providing meaningful employment to specific cohorts, including mothers, parents of children with disabilities, and people with lived experience of incarceration.

For one organisation, this meant downsizing its team after a period of rapid growth to align it with its goals and mission purpose.

"We've shifted back to a culture that's flexible, that's about doing it for the people, and having a go. Rather than when we got to the size where we were concerned all the time about losing stuff, which is just natural with middle management and executives. Now we have less managers and less executive officers, but we're a stronger company". – Snow Entrepreneur

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[1] Due to inconsistent reporting across the program period this number is likely an underestimation of the extent of investment secured.
[2] As above, due to inconsistent reporting across the program period this number is likely an underestimation of the extent of the number of employed/ contracted staff.

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The program supported organisations to scale out and deep

Program participation generated scale outcomes at multiple levels. For some, this meant scaling out by increasing their reach to new groups, expanding into new geographic areas or making their offerings more widely accessible. For others, it meant scaling deep by increasing the value of their work or tailoring support for cohorts with greater needs. In terms of total shifts collective reach has increased from 916 to 14,184[3], further details on organisational change and community-level impacts can be found in the Snowies' Stories.

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[3] Due to inconsistent reporting across the program period this number is likely an underestimation of collective reach.

CONCLUSION AND RECOMMENDATIONS

The program has clearly demonstrated success in providing tailored, flexible and responsive support when and where it is needed to enable each Snow Entrepreneur to take their early-stage social change initiative to the next level.

A key success driver was the unexpected depth of cohort connection, supported by similar enterprise development-stage, which helped reduce isolation while providing invaluable peer support. The program design struck a balance between intentional structure and openness to emergence, aligning well with participants' needs and the maturity of their organisations.

Delivery was of consistently high quality, characterised by flexibility, responsiveness, and tailored support. The Snow Foundation played a unique and highly impactful role, acting as a trusted partner and strategic anchor which participants greatly valued.

Participants experienced notable growth in confidence, beginning with their selection and reinforced by the presence of the cohort, program learning, and mentorship. The program's flexible funding reduced risk in turn enabling experimentation and accelerated learning. Ultimately, supporting social change leaders to scale their impact in diverse ways, whether by reaching more people and places (scaling out) or by deepening the value of their work with priority cohorts (scaling deep).

> **Overall, specific program aspects including commitment of the Snow Foundation, quantum of funding, depth of cohort connection and program duration coalesce in a unique and highly valued offering into the leadership development and social enterprise accelerator ecosystem.**

Recommendations	
Recommendation 1 - Intentional inaction Maintain the program's current flexible design, which is working well without the need for tighter structuring. Small adjustments could be considered, such as removing or adapting lower-ranked components and introducing smaller learning circles, particularly valuable if participant numbers increase. These suggested changes could be tested with the Gidgees.	• Findings that support this recommendation: The program design was aligned with the needs of the participants and the stage of the organisations. • Further insights from sense-making: The Banksia's were interested to know what the Gidgees' perspectives were on the findings and suggested that if cohort numbers were to increase smaller learning circles could support opportunities to deepen relationships.
Defining and Codifying	
Recommendation 2 - Define the ideal Snowie Articulate the program's 'ideal participant profile,' which covers both individual and enterprise-level attributes. By defining the ideal Snowie, the Snow Team can set clear expectations for prospective participants and ensure the selection process strengthens the likelihood of individual participant, and cohort impact.	• Findings that support this recommendation: The importance of cohort building and the shared developmental stage of the enterprises as an enabler of cohort building. • Further insights from sense-making: Relevant individual attributes may include lived experience, healthy ego, curiosity, team player, motivation and drive. Snowies may also be first time founders with limited confidence and other support networks.

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Recommendations	
	Relevant enterprise attributes may include revenue, the extent of other funding and number of paid staff.
Recommendation 3 - Codifying the program essence Document and codify the essence of the program design to ensure it is consistently applied and not diluted.	• Findings that support this recommendation: The program design was aligned with the needs of the participants and the stage of the organisations. The program was implemented to a high standard through a flexible, tailored, and responsive manner. • Further insights from sense-making: The essence of the program was described during sense-making workshops as: the people involved, duration (three years), flexibility, responsiveness, and tailoring.
Recommendation 4 – Codifying Snow's role Document and codify Snow Foundation's role in the program to ensure consistency and sustainability as the team grows.	• Findings that support this recommendation: The Snow Foundation played an impactful role in supporting participants.
Developing	
Recommendation 5 - Meeting people where they are Proactively prepare to work with and support a group that draws from lived experience and is at risk of burnout.	• Further insights from sense-making: The Banksia cohort expressed a strong appetite for a greater focus on self-care in the program. This focus extends beyond awareness and knowledge building to creating conditions where supports are known and accessing support feels like an option. The Snow team discussed ways to continue to develop their own capability to bring an intersectional, trauma-informed approach to the program design and delivery.
Recommendation 6 - Co-developing the role of the alumni Together with the Banksia cohort, co-develop the ongoing role of the program alumni.	• Further insights from sense-making: Members of the Banksia cohort expressed a strong appetite to be involved in the program as alumni. Some aspects of involvement are already known. The Banksia cohort is involved in the selection process for the next cohort, and they will be buddies with the next cohort.
Recommendation 7 - Ending Well Scenario plan how to manage the full range of potential program exits, including enterprise failure and founder exit.	• Further insights from sense-making: The Banksia cohort was unique because there was no attrition. The Snow team recognised that this is unlikely to be true for all future cohorts and that some planning is needed to align on how to best manage a range of potential program exit scenarios, including enterprise failure and founder exit. Planning should consider how to facilitate a transparent and compassionate exit for the Snowie directly impacted and navigate the ripple effect on the wider Snowie cohort.
Looking ahead	
Recommendation 8 - Tracking impact Implement the new evaluation framework for the program and continue to adapt it to the changing needs of Snow Foundation and future cohorts.	• Further insights from sense-making: Members of the Banksia cohort affirmed a commitment to making the program's impact visible, including by participating in longitudinal impact tracking.
Recommendation 9 - Scaling the program Decide whether this is a program that is intended to scale, and how it could scale (Scale up, scale out, scale deep).	• Further insights from sense-making: The program's third cohort may include as many as 12 entrepreneurs (up 50% on the Banksia cohort and 33% on the Gidgee cohort). Scaling out the program this way has

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Recommendations	
	important implications for the design and delivery to this cohort and the broader program (two current cohorts and an alumni cohort).
Recommendation 10 – Building the field If Snow Foundation decides to scale up the program, develop a strategy for building the field of social enterprise funding and support in Australia.	• Further insights from sense-making - The Banksia cohort felt there was a real opportunity for the Snow Foundation to influence how other funders in the sector support social enterprise. They identified the opportunity to encourage others to adopt a long-term, flexible, and adaptive approach to support.

THE SNOWIES' STORIES

Loki Ball

The challenge: Fragmented care data causes gaps in knowledge, hurting families and wasting billions.

The response: Performl's software unifies care data, solving painful knowledge gaps.

Key Metrics[4]

Details	Beneficiaries	Team	Annual Revenue
Baseline	4 pilot users and an MVP	1 (Loki) unpaid	0
End of program	70+ organisations, 350 users	8	1.2m

Impact: for the individual

Loki described having access to someone trusted to test all manner of ideas with as the most significant change experienced because of the program. Despite having some networks and groups of people to test ideas with before the program, there was a different value in being able to do this with the Snow team. Whether it was a question or idea related to hiring, a particular part of the market, how to access a group of customers, or what to do in a difficult ethical situation the Snow team were always available to work through the questions and brought valuable insights from across the cohorts.

Impact: for the organisation

As an organisation addressing a complex, scalable data challenge, Performl faced the reality that this problem had remained unsolved due to the difficulty of organising vast information on individuals' care and support needs. Others who had tried often reached natural stopping points in terms of what appeared feasible. Snow Foundation's funding, combined with their willingness to take risks, enabled Loki and the Performl team to adopt a full research and development (R&D) approach, which proved critical for overcoming the barriers that had limited previous efforts.

> *"It is extremely rare that you get external support for essentially very opaque and risky R&D. Then on top of that, be able to prove commercialisation of it to go to the next level".*

Impact: for the community

Given the hundreds of analysts participating in queries in the software across various care organisations, we can assume there is increased confidence in the sector, leading to a more targeted supply of care by organisations to those who need it most. Performl estimates it has delivered approximately $70 million worth of consulting insights at a fraction of that cost (est. less than 2%).

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[4] Snow Foundation support and program involvement are just one contributing factor to key metric shifts over the course of participants involvement.

Pia Clinton-Tarestad

The challenge: Excessive alcohol use is widespread, with 1 in 4 people in Australia drinking at risky levels. Being able to access withdrawal within your own home helps to overcome barriers of cost, and access, as well as stigma and shame.

The response: Clean Slate Clinic is the only organisation offering home-based detox from alcohol and other substances fully via telehealth across Australia, enabling people to safely go through withdrawal within the comfort of their own homes, supported by a specialist clinical team.

Key Metrics

Details	Beneficiaries	Team	Annual Revenue
Baseline	80 patients detoxed	5 part-time (including Pia unpaid)	91K
End of program	Almost 3,000 patients detoxed to date	54	5.1M 3.5M investments raised

Impact of the program - individual level

As an individual, Pia described the most significant impact of the program as her connections with the other Snowies. She felt that the Snow Foundation was pivotal in building a non-competitive cohort whose strong relationships went beyond the transactional. The retreat was seen as a crucial enabler of deepening relationships and trust. Pia shared that it's not uncommon for the participants to reach out to one another outside of the formally established networks to support each other's initiatives in different ways.

> *The program is coming to an end, which is sad in a way, but we've built such a strong bond with each other that, the cohort isn't finishing, we're still going to have our regular socials. They've done a really good job of building us into a self-sustaining, supportive network. It's real.*

Impact of the program - organisation level

For Clean Slate Clinic – the support from the Snow Foundation and participation in the program was a catalyst for growth. At a time when Clean Slate was struggling to raise additional investment as people held doubts about the ability of the model to scale, Snow reacted in a flexible and timely manner to provide a further grant. This came with the encouragement to invest the grant in marketing and the growth engine to prove the scalability. Investment of that grant led to Clean Slate increasing from four clients a week to 15 clients a week, overnight. This was the catalyst for Clean Slate to raise additional investment.

> *There's so many ways in which I genuinely don't think Clean Slate would still exist, if I wasn't in this program, you probably can't get much bigger in terms of impact than that.*

Impact of the program – community/ beneficiary level

The Snow Foundation also directly funded 50 placements through a co-payment model to prove the viability of a co-payment offering. That pilot also set out to prove that the program could work in a

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regional and remote setting, which it did. Forty percent of Clean Slate's clients now live in regional areas. This draws a direct line between the investment from the Snow Foundation, the increased accessibility of the program, and Clean Slate's reach into rural and regional areas.

Geoff Smith

The challenge: Australia faces both kills shortages and data sovereignty concerns, simultaneously more than 55% of autistic people under the age of 30 are unemployed.

The response: Australian Spatial Analytics (ASA) helps solve Australia's skills shortages and data sovereignty concerns by creating an inclusive workplace for neurodivergent young adults to undertake professional geospatial and engineering data services.

Key Metrics

Details	Beneficiaries	Team	Annual Revenue
Baseline	20 neurodiverse people employed 1 office in Brisbane	5	230K
End of program	270+ to date Grew to 4 offices then scaled back to 2	5 overhead staff and 15 neurodiverse staff	7.8M

Impact of the program – individual level

Pre-application – despite the success ASA had already achieved, Geoff felt like 'every day was a bonus'. After joining the program, there was an immediate sense of being valued and a shared experience of self-doubt among the other participants. Through working with his mentor and through other learning experiences with other participants, Geoff became more comfortable that no one really knows exactly what to do because every context has its own variables and more confident that, more often than not, he was best placed to be able to make the right decision at the time.

> *"There will always be way more experience out there that I can leverage for the next big decision, but I don't feel embarrassed or ashamed to try and figure it out with people, because I know that I do know the answer, I just need help figuring it out".*

Impact of the program – organisation level

At the organisational level, the most significant shift due to the program was moving to a flatter, more flexible, and entrepreneurial structure. At the program outset, ASA was onboarding an executive team and secured some impact investment to expand across the country. Over time, this growth didn't align with how ASA wanted to work, and they lost some key contracts. In the end, with the support of the program, Geoff decided to reshape the organisational structure to be flatter, more cohesive, and more team-based. As a result, ASA is now better off financially and in terms of its impact.

> It almost feels like the early days again, and that's invigorating. We've shifted back to a culture that's flexible, that's about doing it for the people, and having a go.

Impact of the program – community/ beneficiary level

As a smaller, more agile organisation with a reduced liability, ASA's utilisation rate no longer needs to be as high. This means that it's not so dependent on the experience level that an analyst comes in with. Now, ASA can bring in younger people, people who have been unemployed for more than 12 months,

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and people facing different barriers to securing employment. Analysts also have a longer runway to learn get familiar with different software and develop a more rounded skill set, enabling them to flip to other projects.

Skye Riggs

RIPPLE

> **The challenge:** Many purpose-driven individuals face limited access to career development opportunities and clear pathways into roles where they can make a social impact. At the same time, impact-aligned employers struggle in the competitive environment to attract, identify, and recruit talent that aligns with their mission, resulting in missed opportunities for both individuals and organisations.
>
> **The response:** Ripple Opportunities redefines recruitment by democratising access to career development opportunities and pathways for purpose-driven individuals, making it faster and more efficient for impact-aligned employers to hire, engage and involve the right fit for their purpose.

Key Metrics

	Beneficiaries	Team	Annual Revenue
Baseline	500 young people participated in training	3	23K
End of program	Almost 7,000 in online community; new business model developed	1 + 3 contractors	75K

Impact of the program – individual level

After many years of working in the social impact sector and 'bootstrapping' her way through, a significant impact of the program for Skye was the ability to slow down and focus her efforts. Previously, she felt compelled to pursue every funding opportunity, even those that did not fully align with her goals. The program has enabled her to concentrate on consolidating, growing, and productising each element of her commercial and impact model, supporting the independent resourcing and delivery of long-term impact at scale.

Impact of the program – organisation level

Prior to the program, the business model experienced significant friction with customer needs. Participation in the program, combined with reduced pressure through Snow Foundation funding, enabled Skye and her business partner to experiment with and test different components, ultimately building a new model that can operate in a more self-sustaining way without the immediate need for high-volume outcomes. Skye described this as finding a balanced commercial impact lens.

> *We're able to deliver massive value to impact teams through helping them hire really great people that they might not hear about or otherwise find, that is then the engine that enables us to run our training and leadership programs. It's like my own little permaculture ecosystem. It all fits together, and it allows us to invest in the community which is so different to traditional recruitment.*

Impact of the program – community/ beneficiary level

In focusing on developing the commercial impact model and given the resource intensiveness of the community impact work they were doing, Ripple reduced the amount of community program work.

That was a huge mental shift, a huge organisational shift, and probably one I never would have made but basically there's no training model that doesn't have corporate backing that isn't constantly seeking funding.

Through this difficult shift, Ripple has been able to build the backbone that, in time, will resource their social impact work sustainably, so that they will be able to serve many more people in a meaningful way.

Neala Fulia

MoreGoodDays
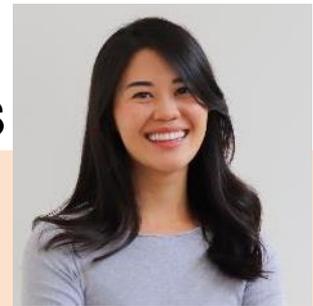
The challenge: One in five Australians, including children and adolescents, will suffer from chronic pain in their lifetime, yet up to 80% of people living with chronic pain are missing out on treatment that could improve their health and quality of life due to a lack of information, high costs and long waitlists.

The response: MoreGoodDays is an evidence-based pain management program to help people living with chronic pain better understand their condition, reduce symptoms and improve emotional wellbeing, all from the comfort of home.

Key Metrics

Details	Beneficiaries	Team	Annual Revenue
Baseline	61	1 (Neala) unpaid	0
End of program	1,400	8	262K 3.5M investments raised

Impact of the program – individual level

Prior to joining the program Neala was working on her idea unpaid, she said there was a lot of uncertainty around what she could sustain herself, if her idea was solving a real need and whether she was even the right person to be doing it. Through the process of applying and being accepted as a Snow Entrepreneur she began to feel a change in her own confidence and belied that she could make a real change in the space.

> *Now I feel like I literally am the best person that can solve this problem. I'm someone who cares deeply about the impact side and really understands the commercial drivers as well. It's almost an innate part of my belief now that I can do this, but that's been a journey over the past three/ four years.*

Impact of the program – organisation level

Soon after joining the program Neala was able to launch the initial beta-version pilot of her product after testing it for three months they were gaining traction but needed further investment to continue testing and to build the tech platform. MoreGoodDays made the decision to raise and as a result secured their lead investor just three months later, securing $3.5 million in investment.

> *Through this program, Snow have supported the creation of a company that not only invested in a lot of innovation to bring the best of pain care to the masses, but also a company that can now sustainably operate and continue to deliver that in an ongoing way*

Impact of the program – community/ beneficiary level

The ultimate mission for MoreGoodDays was to make traditional care better and more accessible by creating a version that was both cost effective and scalable. With the product tested and developed and pilot partnerships with insurers underway to provide access to the platform for their clients at zero cost, Neala feels that they're about to make their vision a reality.

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Joe Kwon

CONFIT PATHWAYS
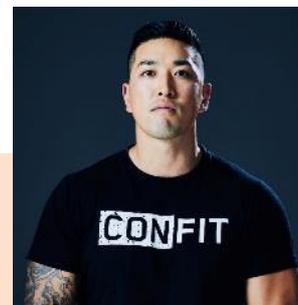
The challenge: Young people in detention often face deep trauma, come from unstable family backgrounds, and lack educational opportunities. This contributes to feelings of disillusionment and intimidation, fuelling a cycle of reoffending.

The response: Confit Pathways provides mentoring to young people in youth justice centres and post-release. The program combines a nine-week program in custody – focusing on exercise, building self-esteem and preparation for employment and education – with a further 12 months of support in the community with the goal of reducing recidivism.

Key Metrics

Details	Beneficiaries	Team	Annual Revenue
Baseline	145 young people mentored	1 (Joe) + 2 casual mentors	10K
End of program	870	4 staff, 8 mentors	600K

Impact of the program – individual level

When Joe joined the program, he was confident about his ideas but experiencing self-doubt about their identity, place in society, and how others might perceive them. Selection as a Snow Entrepreneur was transformative, fostering greater confidence and self-belief. Through the program, Joe also gained valuable insights into the for-purpose sector, including the role of social enterprises and foundations in backing emerging leaders, an ecosystem they had previously been unaware of.

Impact of the program – organisation level

The organisation experimented with establishing a social enterprise, ConFit Gym, which was built from the ground up with significant support from the Snow Foundation. While unexpected funding challenges arose, Snow's backing ensured the gym could open. Ultimately, the gym was closed after operational and structural issues emerged, with the Board deciding to refocus resources on the organisation's core charitable mission. Although the closure could have been perceived as a failure, funders viewed it as strong and decisive leadership. This decision safeguarded the charity, strengthened funder confidence, and positioned the organisation to scale its impact more effectively.

Impact of the program – community/ beneficiary level

The organisation has expanded significantly, growing from programs delivered in two centres to now operating in all six centres across NSW, as well as in the ACT and Victoria. Its focus extends beyond supporting young people, to also training mentors with lived experience of the justice system. This approach not only provides mentors with a source of income but also offers a purpose-driven career pathway, with many aspiring to become youth mentors, activists, and advocates in the sector. In addition, the organisation is developing a post-release app to extend its reach. Recognising that mentors cannot be present everywhere in such a large country, the app will enable greater support for young people through technology.

"Now we have a very comprehensive platform that we can scale to regional centres and interstate without having to grow our team".

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Summer Petrosius

The challenge: Navigating the NDIS and advocating for much needed support can be a challenging and isolating experience for many families living with disabilities.

The response: Kindship is the first and only social networking app for parents raising children with disabilities. It offers parents a safe space to connect with others. Kindship also offers a NDIS plan management tool to help parents manage and make the most of their child's NDIS plan.

Key Metrics

Details	Beneficiaries	Team	Annual Revenue
Baseline	800 families in a Facebook group	5	0
End of program	600+ NDIS plan management customers, 850 families supported through Barb last quarter.	7	690k + grants additional to Snow funding 1.1m investments raised.

Impact of the program – individual level

Prior to joining the program Kindship had some difficult experiences with investors, feeling their vision whittled away at and their contribution as the creators wasn't respected. Throughout the program Summer's experience of investor relationship shifted and her confidence, comfort and ability to push when the relationship is not equal developed.

> *That also had a compounding positive effect, because I'm more confident in my leadership and I'm more confident in what Kindship is and what it represents and what we're trying to do.*

Impact of the program – organisation level

At one point during the program, Kindship was at risk of folding close to Christmas. The Snow Foundation was able to provide a bridging investment to essentially keep the doors open. Without that additional investment, Kindship, which is on the cusp of self-sustainability may not have survived.

> *When we started Kindship, we were a team of five and now we're a team of 16. Twelve of those team members are mothers of children with disabilities, which was something that we always really wanted to do - create employment pathways for carers because we know that they can really struggle to access full time or part time employment that suits their families and their needs.*

Impact of the program – community/ beneficiary level

With the growth of its team, Kindship has expanded its operations, particularly through its plan management arm. The organisation now supports more than 600 families to access tailored NDIS support, delivered through a model where the primary access point is a parent of a child with a disability.

Jessica Brown

The challenge: Many young people, particularly those leaving out-of-home-care are expected to 'fend for themselves' as soon as they turn 18, without the skills and support networks that other young people might have to rely on.

The response: The Warrior Woman Foundation supports young women living in or preparing to leave the out-of-home care system, and other young women to successfully become independent by providing life-skills education, mental health support and connection to a safe and nurturing group of female mentors.

Key Metrics

Details	Beneficiaries	Team	Annual Revenue
Baseline	25 mentees, Sydney only	1 (Jess)	61K
End of program	200 mentees across Sydney, Newcastle, Brisbane	4	680K

Impact of the program – individual level

Many founders of charities and social enterprises have limited opportunities to invest in their own leadership development, as grants rarely prioritise personal growth. For Jessica, the Snow Foundation program provided that opportunity for the first time. Participation in the program created space for reflection, supported confidence in being vulnerable, and reinforced that leaders do not need to have all the answers. It encouraged her to build on her strengths while developing alongside others in areas outside of her expertise.

> *Investing in yourself as a leader is only going to benefit your organisation and its growth. I had not invested myself It was always about investing in others, investing in the business, even investing in my team. When you're in the day to day, you kind of forget how important that is - you don't grow unless you get into uncomfortable waters.*

Impact of the program – organisation level

The Warrior Woman Foundation faced two key challenges: the impending conclusion of several long-term partnerships, raising concerns about sustainability, and increasing demand from corporates seeking lighter-touch engagement opportunities. The organisation recognises the importance of designing options that deliver value to corporates and mentors while continuing to meet the needs of the women they support. In response, it is developing a social enterprise component within its charity model to generate income and, once established, to provide additional resources for its flagship program.

Impact of the program – community/ beneficiary level

The Warrior Woman Foundation has expanded into Brisbane and Newcastle, increased their reach in terms of number of women mentored and enhanced and enriched their program offerings by creating new partnerships. With the launch of the virtual corporate mentoring hub, they hope to see changes in the accessibility and longevity of the program.

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"We've been able to increase the numbers, but also the depth and value of the program through the partnerships that we've developed".

ANNEX

Figure 1. Draft Program TOC

Figure 1. Draft Program TOC
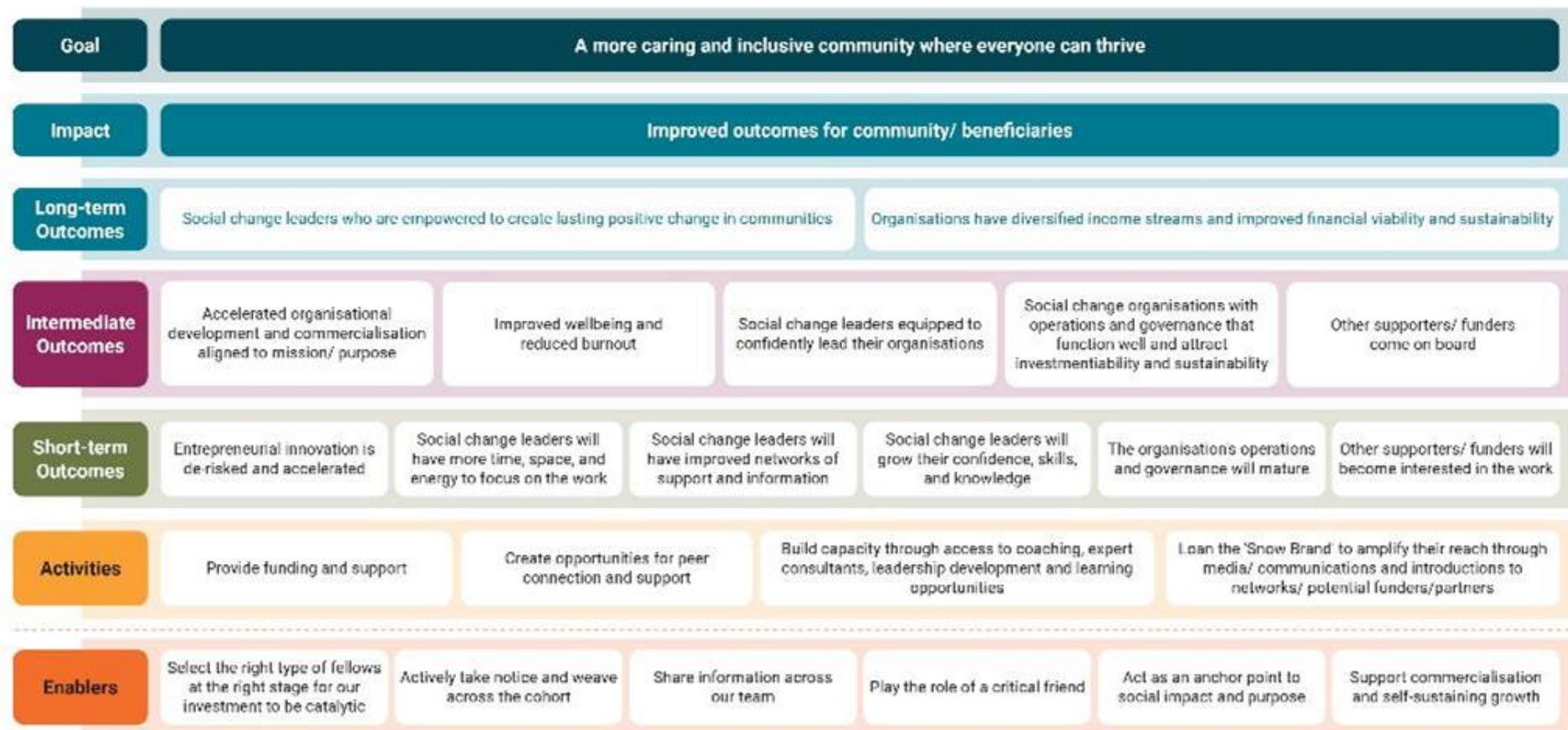
Table 1. Key Evaluation Questions

KEQ	Sub-KEQs
KEQ 1. Design **Was the program design fit-for-purpose in meeting the developmental needs, contexts, and ambitions of the entrepreneurs?**	1.1 How well does the program align with the learning and leadership needs of the cohort?
	1.2 Which components of the program were most effective in supporting the development of entrepreneurs/ their enterprises?
KEQ 2. Implementation quality **How effectively was the program delivered, and what factors supported or hindered participant engagement and learning?**	2.1 To what extent was the program delivered as intended (e.g. tailored and responsive to needs identified by the cohort)?
	2.2 How accessible and inclusive was the program for all participants?
	2.3 How well did program staff, facilitators, consultants and mentors support participant engagement and growth?
KEQ 3. Effectiveness **To what extent and in what ways has the program strengthened participants' skills, networks, and capacity to lead and operate sustainable social change enterprises?**	3.1 What changes in leadership skills, confidence, knowledge, or behaviours have participants experienced?
	3.2 How has the program contributed to more mature operations and governance?
	3.3 How has the program contributed to stronger peer networks, partnerships, or additional funding sources?
	3.4 Has the program influenced participants' ability to scale or deepen the impact of their work?
	3.5 Has the program influenced participants' ability to scale or deepen the impact of their work?
	3.6 What other positive or negative outcomes, if any, have resulted from the program?

Table 2. Data sources

Source	Details
Review of grey and academic literature review	Sixteen grey and academic literature sources were identified and reviewed to inform the development of the data collection tools and to further strengthen this report by situating the findings within an understanding of the existing context around leadership development programs, accelerators and the social enterprise ecosystem in Australia.
Interviews	Eight Most Significant Change interviews were conducted with cohort members, four Most Significant Learning interviews were conducted with Snow Foundation team members and delivery partners.
Program survey	A survey focused on program design, implementation and experience was distributed to all cohort members yielding a 100% response rate.
Capability growth assessment rubrics	Tailored CGA rubrics were developed to explore self-reported and externally assessed changes in leadership, skills and knowledge, networks and support. The rubrics were completed by all eight cohort members and four external reviewers. CGA's were completed currently and retrospectively.

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Source	Details
Document analysis	A document analysis of program data collected to date was conducted including cohort annual progress reports, program progress tracking spreadsheets, and previously collected survey data.
Key metrics	Key metrics were collected from each cohort member including annual revenue, staff (FTE equivalent), number of community beneficiaries, and presence of a Board.

Table 3. Limitations

Limitation	Mitigation strategy
Small sample size with possible positivity bias	Adopted a positivist evaluation approach, which highlighted both strengths and areas for improvement despite the small sample.
Use of capability growth assessment rubrics completed retrospectively	Sought an external perspective to strengthen objectivity and reduce self-assessment bias.
Limited responses to externally assessed capability rubrics (4 out of 8 external assessors)	Analysis was conducted with available data while transparently noting the limitations in coverage.
Incomplete data collection and reporting across the program period	Some data were excluded from the analysis to maintain quality and reliability, with the recognition that this likely led to underestimation of reach and revenue outcomes

Table 4. Example: self-capability growth assessment rubric

Confidence: self-belief in leading social enterprise vision				
Emerging	**Building**	**Developing**	**Strong**	**Grounded and empowered**
I often question whether I'm the right person to lead this enterprise. I rely heavily on reassurance from others.	I'm stepping into leadership more often, though I still second-guess myself in uncertain or high-stakes situations.	I see myself as a capable leader and can make most decisions with confidence, though I still seek guidance at times.	I lead with conviction and confidence, and I trust my ability to navigate challenges.	I have a strong sense of purpose and empower others through my leadership.

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Figure 2. Participant ranking of program components

	1	2	3	4	5	6	7	8	9	10	11	12
Funding	5	2	0	0	1	0	0	0	0	0	0	0
	62.50%	25.00%	0.00%	0.00%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Mentor	1	1	1	1	1	1	0	1	1	0	0	0
	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%	0.00%	12.50%	12.50%	0.00%	0.00%	0.00%
Diagnostic	0	0	0	2	0	0	0	3	1	0	1	1
	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	0.00%	37.50%	12.50%	0.00%	12.50%	12.50%
Advisory Services	0	0	2	1	0	2	1	0	0	1	1	0
	0.00%	0.00%	25.00%	12.50%	0.00%	25.00%	12.50%	0.00%	0.00%	12.50%	12.50%	0.00%
Peer cohort connection	1	3	1	0	1	0	1	0	0	1	0	0
	12.50%	37.50%	12.50%	0.00%	12.50%	0.00%	12.50%	0.00%	0.00%	12.50%	0.00%	0.00%
Virtual social get-togethers	0	1	0	1	1	1	1	0	2	1	0	0
	0.00%	12.50%	0.00%	12.50%	12.50%	12.50%	12.50%	0.00%	25.00%	12.50%	0.00%	0.00%
Annual retreats	0	1	4	0	0	1	0	1	0	0	1	0
	0.00%	12.50%	50.00%	0.00%	0.00%	12.50%	0.00%	12.50%	0.00%	0.00%	12.50%	0.00%
30th Anniversary Event)	0	0	0	0	0	0	1	1	2	3	0	1
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.50%	12.50%	25.00%	37.50%	0.00%	12.50%
Action learning	0	0	0	1	1	3	1	0	1	0	0	1
	0.00%	0.00%	0.00%	12.50%	12.50%	37.50%	12.50%	0.00%	12.50%	0.00%	0.00%	12.50%
Antler program	0	0	0	0	0	0	0	0	1	1	2	4
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.50%	12.50%	25.00%	50.00%
Quarterlies with Snow team	1	0	0	2	3	0	0	0	0	1	1	0
	12.50%	0.00%	0.00%	25.00%	37.50%	0.00%	0.00%	0.00%	0.00%	12.50%	12.50%	0.00%
WhatsApp group	0	0	0	0	0	0	3	2	0	0	2	1
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	37.50%	25.00%	0.00%	0.00%	25.00%	12.50%