Snow Foundation

Positive Masculinities Partnership Round

APPLICATION PACK — SECTION ONE

Our Approach and Theory of Change

About Us

Our story

Snow Foundation is a family philanthropic foundation deeply committed to place, country and community. We aim to create lasting social change by building strong communities and forging fair systems. With trust and collaboration at the core, we take considered risks and embrace innovation — backing bold ideas, entrepreneurial solutions, and community-led approaches that create long-term, systemic change.

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

Our giving strategy

Our giving spans two complementary approaches:

1. Deep, responsive investment in the places we call home.
2. National partnerships that drive lasting change.

We respond to community need in Canberra and the surrounding region, Sydney, NSW South Coast and select regional NSW communities. Nationally, we back bold leaders and innovative solutions, working collectively on neglected challenges. Our impact priorities are:

Gender — First Nations — Youth — LGBTIQ+ — Community — Ecosystem

Our Gender theme

Across the whole Foundation, Gender is at the heart of our decision making and processes because gender equality will benefit everyone. We aim to advance gender equity by addressing systemic inequality, ending violence against women, supporting their economic empowerment and leadership, and promoting respectful relationships and positive masculinities.

Our strategic aim - improving women's safety

Our gender work aims to improve women's safety by preventing violence. This is a task we share with many and we recognise the efforts and expertise of governments, public & community service providers, researchers, advocates, non-profits, educators and families. We cherish the wisdom, courage and leadership of women with lived experience of violence. We also recognise the many men and boys who model the values of respect and equality and who speak up when it matters.

We are optimistic and believe that Australians – of all genders – can build a future where all children and young people flourish and become the best versions of themselves.

We aim for our contribution to complement others' efforts and take informed risks to help accelerate positive change.
We have defined two pathways for Snow Foundation's contribution to improving women's safety. These build on our work and learnings to date, alongside extensive consultation with men and women:

1. Positive masculinities
2. Women's economic empowerment

About this Opportunity

Why 'positive masculinities'?

We know most Australian boys and men embrace gender equality and do not condone violence, and we believe boys and men have a unique and important role to play in improving women's safety.

Applicant organisations should use the language that resonates with their participants.

Our approach – building a portfolio of partners

Our approach is to build a portfolio of work that helps prevent violence against women by working with boys and men, fosters positive masculinities early and reinforces them at key moments and through influential environments.

We'll partner with a group of complementary organisations – all working towards the same overarching goal (aligned with our Theory of Change – see overpage) but employing a range of approaches. This diversity creates opportunities for exchange, learning, consistent evidence-building and joint work to improve women's safety faster.

While increasingly recognised as key to preventing violence against women, forming positive masculinities is an emerging field of practice, investment and research. We anticipate including promising, emerging and frontier work[1] in our portfolio, and use impact measurement and independent evaluation to contribute to growing the evidence base about what works.

Our portfolio and partnership round

We will fund both direct work with **priority boys and men groups** and **system-strengthening** work that supports all partners and develops the field itself, so the impact of our contributions lasts beyond the funding period.

Through this partnership round, we are seeking organisations whose work aligns with our overall aims and Theory of Change.
How we fund is also part of how we strengthen the system.
We will provide **multi-year funding**, work with partners to **track outcomes** and **share learnings** widely, and **convene partners** for shared learning and collective advocacy. We will also commission **independent evaluation** to build understanding of masculinity and women's safety.

1 Promising — practice with strong logic and partial or early implementation evidence
Emerging — well-designed, evidence-informed practice without implementation evidence
Frontier — approaches with no comparable Australian intervention and limited evidence anywhere

Our Theory of Change

Our Theory of Change draws on expert insight and the evidence currently available about masculinity and women's safety, identifying areas where Snow Foundation can make a distinctive contribution. It was co-developed with ForsythClement and this first iteration will support our upcoming partnership round and the selection of partners. It will also form the basis for our impact measurement framework.

How to read it

The Theory of Change explains how our funding contributes to the safety of women and girls.

Start at the bottom (level 1), with the opportunities the evidence identifies, and work upwards. The guiding principles at level 2 set out what we are looking for in the work we fund, and level 3 shows what Snow Foundation will contribute. Those inputs flow into a grant portfolio that includes both direct work with priority groups and system strengthening work.

From there, we move into the outcomes this work will contribute to. Firstly, in what boys and men believe and do and in the settings around them – and then the lasting change on attitudes and actions that will ultimately mean less violence for girls and women.

We contribute to these outcomes alongside governments, services and communities. Better wellbeing for boys and men is a welcome effect, not a measure of its success, because programs can improve wellbeing without shifting beliefs about power and gender.

Our Research Summary provides further evidence that sits behind our theory of change.

Theory of Change

The Theory of Change explains how our funding contributes to the safety of women and girls.

7 Impact

Women and girls experience less violence

6 Long-term outcomes

- Fewer men and boys hold and act on rigid, dominance-based masculine norms
- Men and boys reached by funded work use less violence and control

5 Short to medium-term outcomes

- Men and boys are capable and confident to take action
- More gender-equitable role models and content online
- The gap closes between men's own attitudes and what they believe other men think about gender
- Schools, clubs and workplaces change adult behaviour, policy and practice

4 Grant portfolio | The output is a range of gender-transformative work

- Direct work with priority groups
- System strengthening work

3 Inputs | What Snow Foundation will contribute

- Multi-year grants
- Support for impact measurement
- Independent evaluation
- Convening partners and advocacy

2 Guiding principles | What we are looking for in the funded work

- Gender transformative
- Accountable to women's safety
- Strengths-based
- Meet boys & men where they are
- Build the evidence together

1 Opportunities for impact | The levers for change

- Rigid norms form early and peers enforce them
- Men hold positive attitudes, but think other men do not
- Online content accelerates rigid norms
- Policy and institutional settings set the ceiling
- Programs lack duration and evidence

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