



White Box Evaluation II

A progress review

Centre for Social Impact - Swinburne
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Executive Summary

The Centre for Social Impact (CSI) Swinburne was commissioned by White Box Enterprises (White Box) to conduct a progress review of how the White Box strategy has developed since the pilot phase, particularly its system-building approach.

Continuing the learning-oriented developmental evaluation approach with a systems lens, this review collected data and insights from an online partner survey and two Theory of Change workshops with the White Box team, White Box-supported social enterprises, and other external stakeholders.

Theory of Change (ToC) provides an opportunity for a moment of reflection and lends a systems lens on complex systems-building initiatives. The updated ToC framework outlined three principle programmatic areas White Box is working at:

- incubating/creating/advising social enterprises (at the organisational level),
- creating partnerships (at the inter-organisational and sector level), and,
- advocacy (targeting the systems and policy level).

The intended outcomes were mapped at social enterprise, inter-organisational and sector, and systems and policy levels, with impact envisaged as individual, community and systems changes. The ToC review reflected an expansion in the White Box strategy from focusing primarily on incubating start-up social enterprises to more of ecosystem-oriented position as an intermediary.

This report found that the strategic functions and roles White Box has undertaken in building and scaling social enterprises, supporting the sector, and creating an enabling ecosystem have been well

recognised. Stakeholders identified and highly valued the following significant changes White Box has made to the sector, including:

- job sustainability through job creation,
- the promise of social enterprise at scale,
- sector leadership,
- the Payment-By-Outcome pilot, and
- Social Enterprise World Forum 2022.

Feedback collected from social enterprises and organisations working/engaged with White Box showed high satisfaction among partners and stakeholders. The survey findings indicate that as the years of relationship grow, partner satisfaction tends to increase as well. Stakeholders are strongly positive about the partnership, especially in the following areas:

- there is alignment of goals,
- White Box staff are respectful, helpful, and capable, and,
- would recommend this relationship to others.

Stakeholders have recognised the changes White Box has contributed to the sector and also suggested adjustments and refinements to the White Box strategy, to achieve the goal of creating 5,000 jobs by 2020. These include:

- balancing various priorities and needs in organisational growth while, maintaining focus on what White Box is good at,
- strengthening partnership management and collaboration,
- improving communication, and,
- expanding the executive capacity of the White Box team.

Introduction

This report presents a progress review of how the strategy and initiatives of White Box Enterprises (White Box) have developed and evolved, following the evaluation of the pilot project in 2020.

Commissioned by White Box, the team at the Centre for Social Impact (CSI) Swinburne designed and conducted this review during the period of January to April 2022.

In the latest mission statement released early this year, White Box has stressed its goal to nurture and grow the Australian jobs-focused social enterprise sector, by building new, and supporting existing, beacon projects (large-scale jobs-focused social enterprises), in parallel to supporting the ecosystem of jobs-focused social enterprises (White Box, 2022).

While a systems-building approach has been part of the White Box strategy development since the early stages (White Box, 2020), the previous evaluation found that stakeholders highly valued the role White Box has played in building the ecosystem for the jobs-focused social enterprise sector (Qian-Khoo et al., 2020). The evaluation also showed that by building strategic relationships between institutional actors – from governments at state and Commonwealth levels, to founders and investors, service providers, social enterprises, and research institutes – White Box has contributed to forming cross-sector coalitions, a key to building a dynamic ecosystem.

Two years on, White Box now explicitly states its mission to build the sector and support the ecosystem for jobs-focused social enterprises, embedding the approach to create systems change and sector-wide impact in its strategy.

Method for this progress review

Objective

This progress review seeks to collect data and insight to answer the following questions:

- How is the White Box model (strategy) tracking towards building the WISE ecosystem?
- How is the model tracking in its aim to be a catalyst for change in the sector?
- How are the key initiatives of White Box contributing to system-building?
- How do partners perceive their relationship with White Box? How can it be improved? And,
- What mid-course adjustments do White Box and its partners think need to be made for WBE to achieve its desired outcomes as expressed in its Theory of Change?

Partner survey, Theory of Change workshops, and analysis

The review design has taken a learning-oriented developmental approach (Patton, 2010), considering that White Box initiatives and strategy are in the early developmental stages with new interventions emerging. As with other initiatives supporting innovation, strategy must be reviewed regularly to provide feedback and a continuous development loop. This is particularly important in complex operating environments with a large number of interacting and interdependent initiatives.

This review can therefore benefit from adding a systems-change evaluation lens to the system-building approach underpinning White Box initiatives. There is a growing body of knowledge

and practice for systems thinking (e.g., Meadows, 2008; Kania et al., 2018) and its application to the evaluation of systems-change initiatives (e.g., Cabaj, 2019; Abercrombie et al., 2018; Rogers, 2017; Coffman, 2007).

Taking a systems thinking lens broadens one's view to whole systems while having a better understanding of the parts and interconnections, and encourages system redesign (Meadows 2008, 6-7). Systems-change evaluations can examine three broad types of results (Cabaj, 2019): strategic learning for future growth; changes made to systems underlying social issues; and mission outcomes at individual, group, and population levels. It is also worth looking at actors in the system – actors are one of the three key constituents of a system, i.e., elements, interconnections, and a function/purpose –and how actors interact with and respond to each other and the environment (Koleros et al., 2018). This progress review is seeking to add a systems lens to the evaluation process.

Guided by these design principles, data collection and analysis focused on what has been done, in what context, and how these can be connected to the broader system-building goal of WBE. Such an approach extends the developmental evaluation design used in the previous evaluation, adding a systems lens.

The progress review has the following components for data collection and analysis:

White Box Partner/Stakeholder Survey – a short online survey was fielded in early February to collect feedback from the White Box team, partners, and external stakeholders, on their perceptions of work undertaken by White Box, as well as their relationships with White Box.

A total of 53 responses were received, of which 18 were from the White Box management team (including leaders of social enterprises owned by White Box), and 35 from external stakeholders. The part of the survey assessing relationships with White Box collected 34 valid responses across social enterprises operated by White Box as well as external organisations.

Theory of Change (ToC) workshops – two ToC workshops were delivered in Melbourne and Brisbane with the White Box team and key partners. At the workshops, participants reflected on White Box's overall strategic objectives, its intended outcomes and impacts for the organisation as a whole, and how key activities and actors work to achieve these goals. Given the system building objective, participants also explored the changes that White Box seeks to make at the sector and ecosystem levels. The two workshops had 18 attendees in total.

Analysis and reporting – quantitative and qualitative data collected through the survey was analysed accordingly, together with mapping data from the two workshops, to feed into the development of a revised ToC framework. Key findings are presented in the next section.

Mapping a Theory of Change for the White Box strategy

Theory of Change was applied in this review as it provides an opportunity for “a moment of reflection” (Abercrombie et al., 2018) and has capacity to add a systems lens to the evaluation (Abercrombie et al., 2018; Rogers, 2017; Bloom & Dees, 2008).

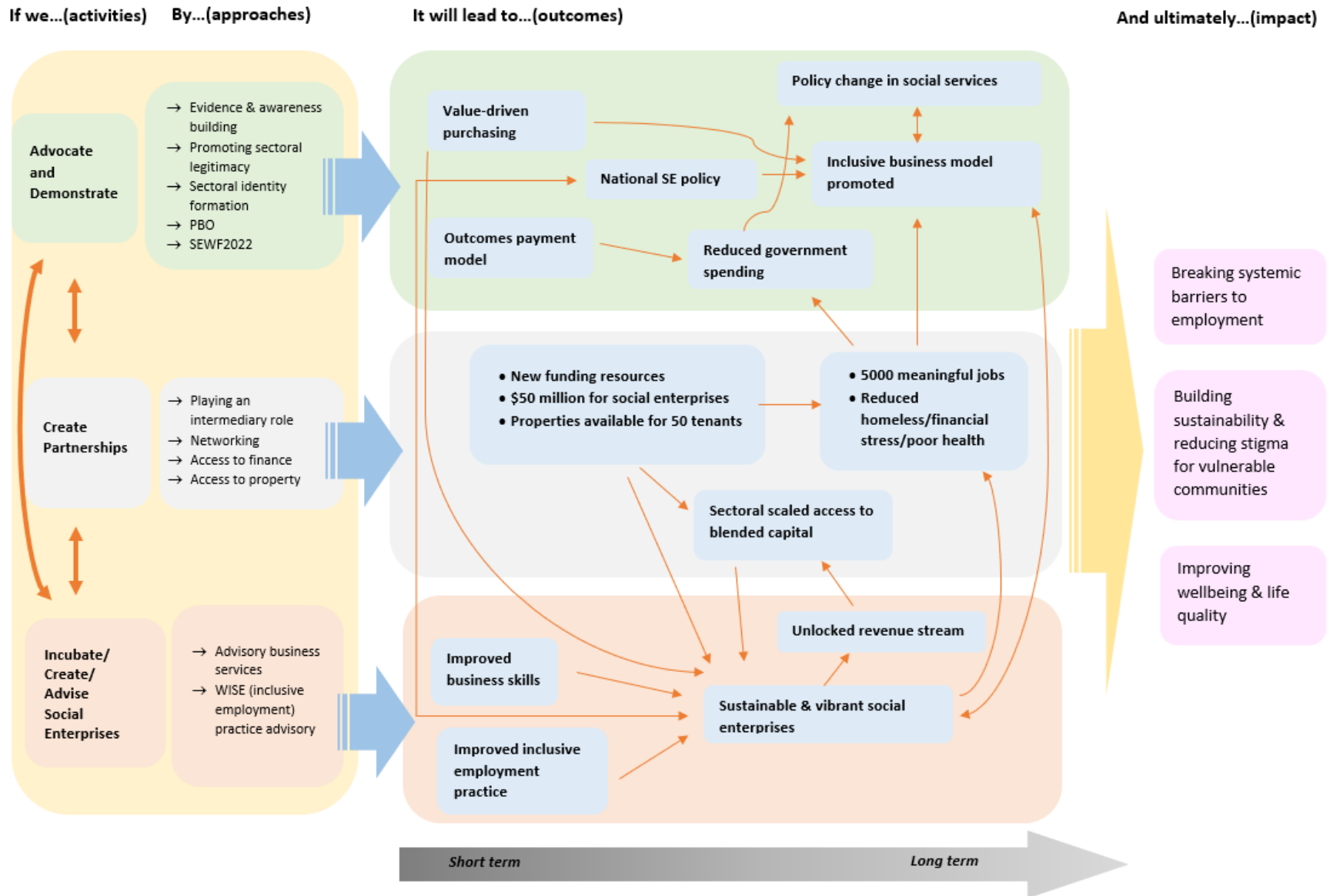


Figure 1: Theory of Change mapping

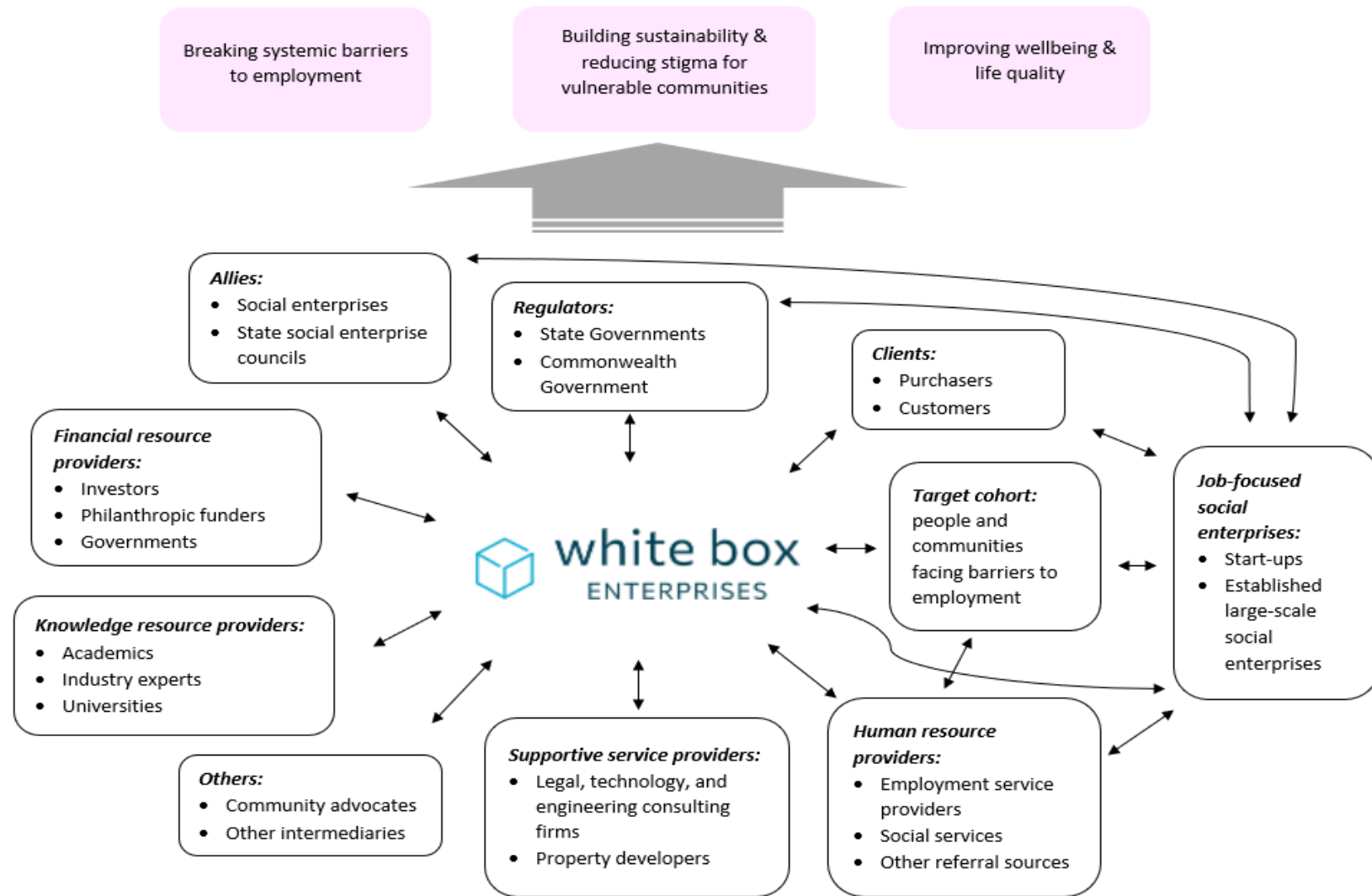


Figure 2: An actor-based Theory of Change mapping

Participants at the two ToC workshops worked through the change logic for the White Box model. A revised ToC framework (the initial ToC framework was shown in the White Box Business Plan 2020-2023) was crafted (Figure 1), drawing from participant data produced at the workshops.¹ This updated roadmap for change is intended to help answer the primary questions:

- “What are we (White Box) achieving?”
- “What are we doing?” and,
- “How will taking these activities lead to the ultimate goal?”

The ToC identified three primary thematic and/or programmatic areas White Box is working at:

- i. incubating/creating/advising social enterprises (at the organisational level),
- ii. creating partnerships (at the inter-organisational and sector level), and,
- iii. advocacy (targeting the systems and policy level).

These activities lead to intended outcomes that can be broadly grouped at social enterprise, inter-organisational and sector, and policy and systems levels.

Lastly, impact is envisaged as individual, community, and systems changes.

The ToC workshops also mapped out individuals and institutions that White Box has worked/engaged with across projects and initiatives, to identify actors/players in the social enterprise ecosystem. An actor-based theory of change framework was adapted (Koleros et al., 2018; Bloom & Dees, 2008) to demonstrate roles, relationships, and connections at play in the ecosystem building journey (Figure 2).

¹ This ToC may not be the final model as the White Box team will work on this to incorporate insights across the team.

Undertaking this process to review and restructure the ToC framework showed how the White Box strategy has evolved since the pilot stage. While creating and advising social enterprises remains one of the primary working areas of White Box, the focus has been expanded to promoting inclusive employment practices and inclusive business models. The approach to stimulate an environment for jobs-focused social enterprise growth by setting up and replicating social enterprises in the pilot phase, has now consolidated into playing an intermediary role and creating access to finance and property.

Such a development is a significant one: it represents an expansion of focus from one primarily concentrated on incubating start-up social enterprises to more of an ecosystem-oriented position as an intermediary.

White Box and its ecosystem-building approach

What does White Box do?

White Box team members and external stakeholders reflected on White Box’s principal functions, to understand how they perceive the role played by White Box in social enterprise sector system-building.

Their responses consolidated into three key elements:

- creating/enabling jobs
- building/scaling/growing jobs-focused social enterprises, and
- supporting the sector and creating an

White Box creates, scales, finances and advises Social Enterprises which create jobs for underserved communities.

(Survey response #21 – WBE team)

Building/supporting/growing/incubating social enterprises... (Survey response #28 – WBE team)

On the other hand, feedback from external stakeholders articulating the wrap-around support provided to social enterprises shows that partners and other stakeholders have good knowledge and understanding of services and products offered by White Box.

I feel Whitebox are all encompassing of what it takes to create, grow and scale, social enterprises. By being social entrepreneurs themselves or helping social enterprises scale up, they understand all the elements of what it takes to allow social enterprise to succeed. From finance, to property, to legal and strategy, you name it, they navigate that journey really well. Their ability to go ok let's [throw] the rule book out and go on this journey together is very refreshing, and stems from the fact that they have a great team and network of people around them. (Survey response #22 – External stakeholder)

WBE supports the growth and scale of social enterprises with a focus on inclusive job creation through providing tailored access to investment, property and resources. (Survey response #33 – External stakeholder)

Supporting the sector, creating an enabling ecosystem

For the team at White Box, the role to grow and support the jobs-focused social enterprise sector is manifested in leading systems-change initiatives such as the Social Enterprise World Forum (SEWF) and the Payment-By-Outcome (PBO) pilot. Additional work includes advocating for the sector, and undertaking impact measurement and research into critical social issues relevant to jobs-focused social enterprises.

External stakeholders highly valued the intermediary role White Box has played, connecting enterprises with key actors to support enterprise development and to enable access to appropriate finance. Through such work, White Box is clearly seen as creating an enabling ecosystem for jobs-focused social enterprises to operate in.

An intermediary that works within the social enterprise eco-system to create more jobs for people who are traditionally locked out of the labour market. It does this by being both [a] service operator and by working on behalf of other service operators to create a more healthy and vibrant eco system so more social enterprises can thrive. (Survey response #2 – External stakeholder)

WBE is a true intermediary in the social enterprise ecosystem in that it facilitates and connects various aspects of market activity including SEs and customers, finance, government, etc. (Survey response #32 – External stakeholder)

Some stakeholders recognised the multi-level approach White Box has taken to build the social enterprise sector in Australia, by “*working at a grass root (enterprise creation), intermediary (enterprise capacity building) and system level (SEWF and PBO project)*” (survey response #11 – External

stakeholder).

Stakeholders also identified elements in the social enterprise ecosystem and the findings are presented in Appendix 2.

The Most Significant Change White Box has made to the Sector

Stakeholders (internal and external) identified five Most Significant Changes (MSCs) White Box has made to the jobs-focused social enterprise sector including (Figure 4):

- job sustainability (through job creation),
- the promise of social enterprise at scale,
- sector leadership,
- PBO, and
- SEWF 2022.

Next, details from each theme are presented to showcase what is considered as the biggest change in the view of stakeholders. This provides further insight on how the White Box initiatives are contributing to

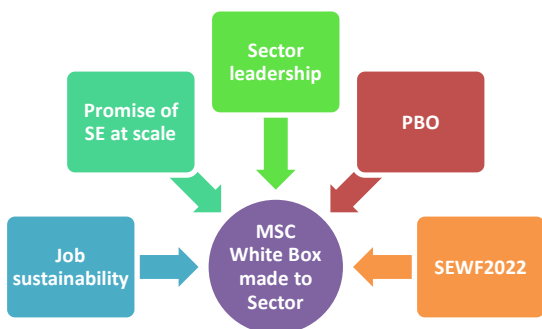


Figure 4: Most significant changes White Box made to Sector system-building.

MSC - Job sustainability

Job creation, the goal and a key function as discussed in the earlier section, is also one MSC White Box has made. As highlighted by several survey respondents,

the change White Box has brought to the sector is beyond the number of jobs created, and profoundly connected to shifting “*the focus from job creation to job sustainability*” (Survey response #50 – WBE team) and “*putting WISEs on the map as an alternative to mainstream employment solutions*” (Survey response #19 – WBE team).

MSC - The promise of social enterprise at scale

This theme, getting its title from one apt survey response, highlights the dynamic changes brought to the social enterprise (SE) field by White Box. The multifaceted changes, as identified by stakeholders, can be broadly grouped into three areas:

- supporting social enterprises
- leading by example (the value of demonstration), and
- fostering entrepreneurship and leadership.

Figure 5 presents the detailed MSCs in each area that stakeholders believed White Box has made to social enterprises.

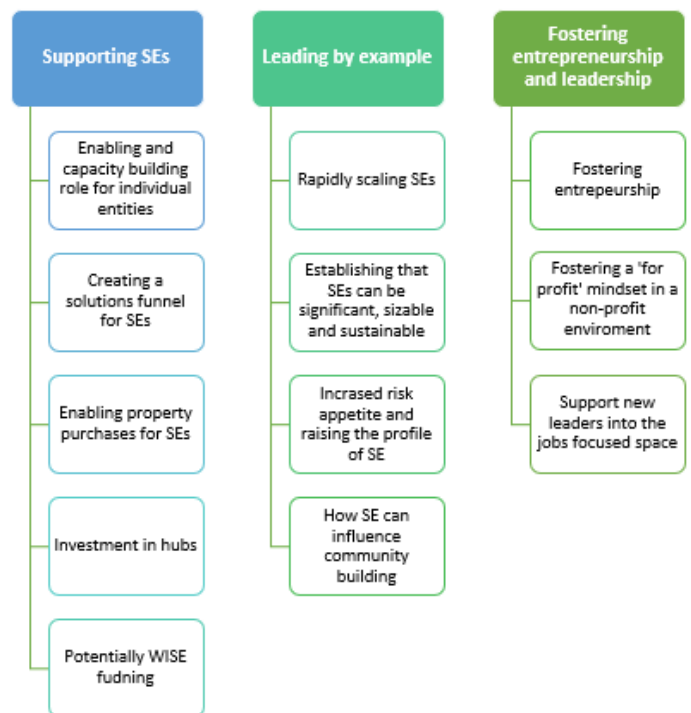


Figure 5: Most significant changes in SE space

MSC – Sector leadership

White Box has been recognised as a leader in the jobs-focused social enterprise sector, especially through its work on PBO and SEWF 2022. Stakeholders praised White Box for bringing a vision for scaling-up, giving the sector a sense of energy and a can-do mentality, and demonstrating how to approach systems change (Figure 6).

- Giving the sector a sense that "bigger things are possible"
- Demonstrating the value an intermediary org can bring to systems change
- A real driving force that can demand authority and recognition
- Introducing scale as a vision and option for the sector
- Giving the sector a sense of energy and a "can do" mentality
- Filling in a role in ecosystem...pushing boundaries...seeking system change
- True collaboration

Sector leadership

Figure 6: Most significant changes at the sector

MSC – PBO and SEWF 2022

While the fact that White Box has been working on PBO and SEWF 2022 reflects their sector leadership as discussed above, these two initiatives were both seen as game changers to the sector.

The PBO Pilot has the potential to reshape the SE sector and WBE has been pivotal in getting it this far. (Survey response #32 – External stakeholder)

The PBO pilot...has the potential to revolutionise the way payment-by-outcome programmes work in the future. ... Bringing the SEWF to Australia has the potential to hugely [boost] social enterprises all over Australia, really

shining a spotlight on the sector and its players. (Survey response #36 – WBE team)

SEWF - shining a spotlight on the sector. (Survey response #49 – External stakeholder)

PBO could be revolutionary. (Survey response #53 – External stakeholder)

Key findings from White Box Partner Survey: How do partners perceive their relationship with White Box?

This section reports on perceptions from organisations working and/or engaged with White Box. A total of 34 valid responses formed the sample for analysis of partner feedback, among which three were collected from social enterprises owned by White Box as they have also received supports and services. Feedback below reveals the strength in the relationship/partnership with White Box and where improvement is needed.

Engagement between White Box and stakeholders

Figure 7 shows the background of the survey respondents by their organisation type, with

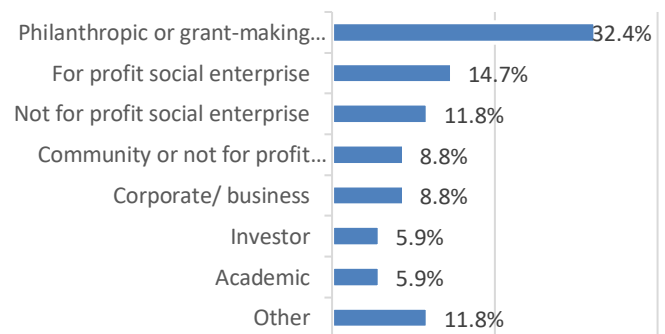


Figure 7: Survey respondents, by organisational type

majorities coming from the philanthropic organisations (32%) and social enterprises (26%). There is also a good presence of organisations and individuals coming from community, business, and academia.

While most (70%) of the survey respondents have worked or partnered with White Box for more than a year, one in three have had this relationship since White Box started in 2019 (Figure 8).

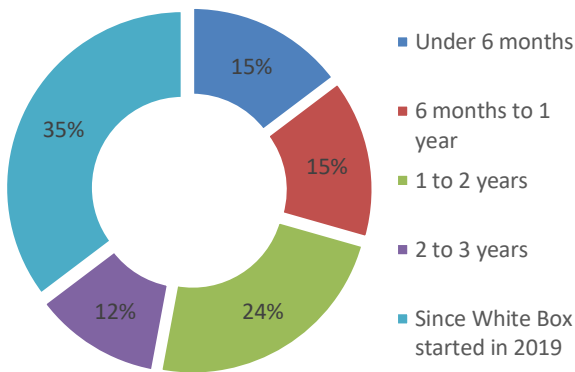


Figure 8: How long have been working with White Box

Figure 9 shows the White Box projects and initiatives the surveyed organisations have engaged with. There is good coverage across the various aspects of White Box’s key functional areas, with half of the survey respondents highlighting their involvement or engagement with SEWF2022,

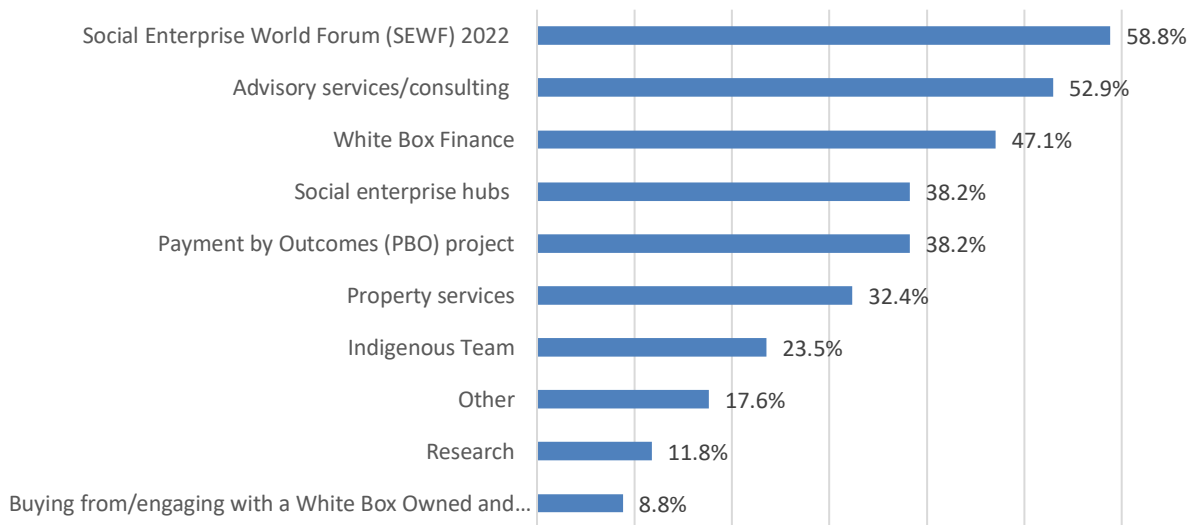


Figure 9: Areas engaged with White Box

advisory services and White Box Finance.

Communication – a key factor in relationship building and management – has also been reflected on in the survey. About one in four respondents reported having contact with White Box on a weekly basis (a few times a week), and half of the group reported having monthly contact (once or a couple of times a month), with the rest either having contact once every few months or only meeting when it is needed. Interestingly, 97% would like to keep such contact as it is and only 3% would like to see this to be somewhat less often.

Feedback to partnership/relationship with White Box

Satisfaction going up as relationship going on

The survey asked organisations to rate their overall satisfaction toward their relationship with White Box- on a scale of one to five - moving from extremely unsatisfied to extremely satisfied. Stakeholders gave an overall score of 4.35. When this is broken down by the length of relationship, we can see as the years of relationship increase, the

satisfaction level tends to increase as well (Table 1).

Assessing the relationship

Surveyed organisations reflected on their partnership/relationship across ten different aspects (Figure 10). A scale of one to five was used to

Table 1: Overall satisfaction, by length of engagement

Length of engagement	Satisfaction score
Since White Box started in 2019	4.5
2-3 years	4.25
1-2 years	4.25
6 months to 1 year	4.4
Under 6 months	4.2

indicate to what extent the statement was agreed to by respondents. Results show that stakeholders were strongly positive in the following areas:

- ❖ relationship with White Box has been mutually beneficial
- ❖ there is alignment of goals
- ❖ White Box understands the working environment, political and cultural context of

the sector

- ❖ feeling comfortable approaching White Box to discuss any issues
- ❖ White Box staff are respectful, helpful, and capable, and
- ❖ would recommend this relationship to others.

On the other hand, areas with relatively lower scores include:

- White Box involves us in shaping its strategy, and
- White Box understands our strategy and needs.

Areas for improvement

Stakeholders voted on areas for White Box to work on to improve future relationships. As presented in Table 2, there is a strong sense of willingness to be engaged in White Box’s strategy and plan development. Similarly, there is a call for better understanding of stakeholders’ needs and delivery of what is needed. These suggestions resonate with the earlier finding that these two particular areas have the lowest scores from the relationship assessment.

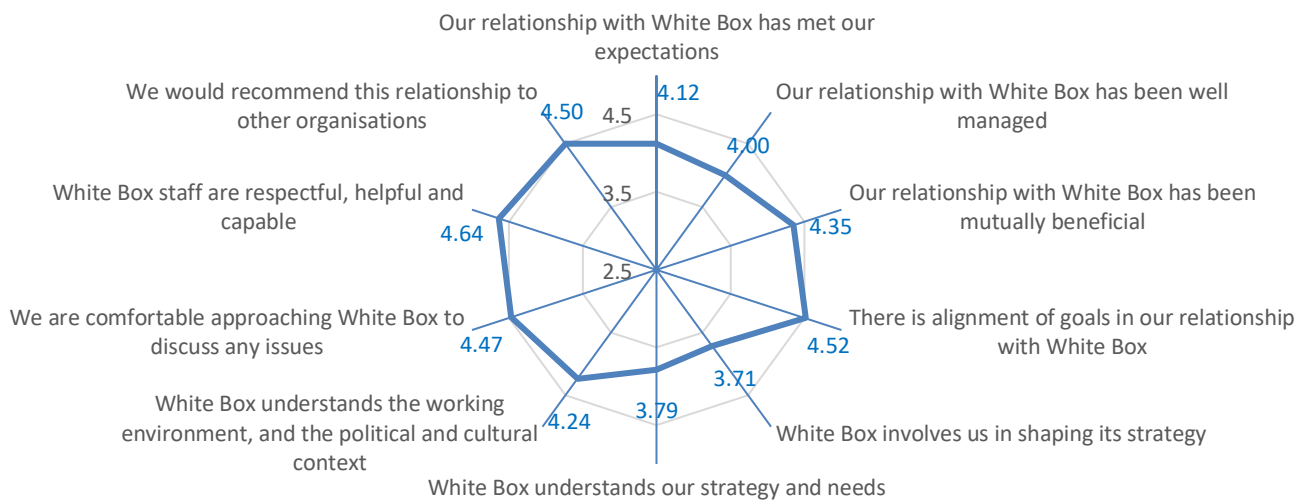


Figure 10: Feedback on relationship with White Box

Better communication is another area that stakeholders would like White Box to work on. Given that most respondents were happy with the frequency of communication as reported earlier, it is reasonable to assume that more attention is needed to other aspects of communication, such as clarity, communication type and communication style.

Adjustments and changes suggested

Both the White Box team and external stakeholders were asked to consider adjustments and changes they would suggest to White Box, to achieve the goal of creating 5,000 jobs by 2030. Several themes emerged from their responses.

Staying balanced and keeping focused is a major theme. Given the rapid growth and expansion of work at White Box, the importance of balancing various needs and priorities is re-affirmed, acknowledging that this can be a challenge with limited resources.

Be wary of setting very high goals and/or spreading too thin to ensure the best outcomes for marginalised youth can be achieved. (Survey response #3 – External stakeholder)

Hold steady with the PBO and related government influencing work and do not let it take over the other enabling roles that WBE plays to shift things on the ground. (Survey response #7 – External stakeholder)

It's a bit of a catch: the existing ideas need focus upfront to be nurtured and launch down the line, without [losing] focus on filling up the pipeline for what's

to come next. (Survey response #36 – WBE team)

However, there are different views on what to focus on. Some suggested keeping the focus on jobs which is White Box's core, foundational area of expertise and attracts governments, business, and founders to come to it for advice, while others stressed that the goal is not just about creating jobs and is "about dismantling the structures that uphold unjust and unequal systems" (Survey response #38 – WBE team).

There is also a recommendation to build a track record and trust by delivering existing projects well. Perhaps, the answer to this resonates with one response, "Specialise. Like any great organisation, they are focused on what they are best at" (Survey response #53 – External stakeholder).

The second major theme is **partnership management and collaboration**. Based on findings reported earlier, White Box has been working with an array of institutional actors in social enterprise ecosystem building (which was reflected through the actor-based ToC) and playing a leadership role in the sector. This means partnership and relationship management and development is instrumental and pivotal for White Box to see ongoing success.

This call for deeper collaboration – noting that this is also one of the significant changes respondents noted that White Box has made to the sector – reflects the willingness and strong commitment from partners and stakeholders to take part in the journey to deliver strong outcomes and create sector-wide changes. However, the partner survey suggested there is scope for more involvement. A more in-depth understanding of strategy and needs between White Box and stakeholders, could be one

direction that White Box could explore to improve collaboration.

If WBE are to achieve this goal, effective and efficient partnerships will be critical. At times I feel like WBE runs ahead of the pack and risks leaving others behind trying to work out what is going on. I know it is difficult and expensive, but adequately resourcing relationship management is an area that I would suggest is essential. (Survey response #32 – External stakeholder)

Working on process and method for developing and managing partnerships. Ensuring social enterprises are 'at the table' when talking to [government] or investors. Strategically investing in collaborations, recognising the time and investment these take to deliver strong outcomes. (Survey response #33 – External stakeholder)

Improved collaboration will enable them to be more effective, not just consultation or transactional interaction. (Survey response #13 – External stakeholder)

Suggestions were given on **communication**, confirming the earlier finding that this is seen as an area for improvement especially from the perspective of relationship management.

More specific touchpoints, achievable stretch actions and close monitoring. (Survey response #14 – External stakeholder)

Clear messaging / audience and tone of voice... (Survey response #18 – External stakeholder)

External communication is a key aspect to the ongoing success. (Survey response #23

– WBE team)

Stakeholders also made recommendations on **business strategies** and some examples included: White Box seeking out partnerships with large scale employers; operating with more associate social enterprises rather than subsidiaries (as this will create issues later on); and creating a competitive tender process for hub projects.

Lastly, several responses suggested paying attention and finding resources to expand the **executive capacity** with the White Box team.

I think White Box is aware that having a key person dependency in the CEO is a concern, but of course funding a strong leadership team who can share responsibility (as well as appropriate capacity in execution) needs funding. (Survey response #8 – External stakeholder)

Grow the capacity of the senior leadership team to increase execution strategies. (Survey response #16 – External stakeholder)

Conclusion

The 2020 evaluation examined the core elements in the White Box model at the pilot stage. This report – extending the learning-oriented developmental evaluation approach with a systems lens – reviewed how the White Box strategy and initiatives have travelled from the pilot phase.

White Box has embedded an ecosystem-building approach in its strategy since the beginning. A review of the Theory of Change pathway noted an expansion in the White Box strategy from focusing primarily on incubating start-up social enterprises to

more of ecosystem-oriented position as an intermediary.

Stakeholders recognise and highly value the significant changes White Box has made to the sector. The fact that such changes were achieved in a short period of time since White Box launched in 2019 suggested the effectiveness of the White Box strategy. It also shows that White Box has filled a significant organizational gap in meeting the sector's and the ecosystem's needs.

Feedback from the partner survey contributed to having a better understanding of the strategies of White Box and partners and to strengthen collaboration. This reflected the sector leadership role White Box is seen to be playing and a strong commitment from partners to collectively create sector-wide and systems change.

The Theory of Change mapping has identified the core activities and intended outcomes and impacts at individual, community, and systems and policy levels, as well as actors and players in the ecosystem. These are early steps to map out the job-focused social enterprise ecosystem. Further efforts are recommended to conduct a full-scale ecosystem map to identify various parts of the system, connections and interactions among the actors, and the environmental conditions that the ecosystem is operating in. Such work will bring insights to an ecosystem growth strategy.



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Appendices

Appendix 1 White Box Partner/Stakeholder Feedback Survey 2022

WPS1 How long have you been working and/or partnering with White Box?

- 1) Under 6 months
- 2) 6 months to 1 year
- 3) 1 to 2 years
- 4) 2 to 3 years
- 5) Since White Box started in 2019

WPS2 I am...

- 1) a staff member of White Box (skip to question WPS12)
- 2) a staff member of one of the social enterprises owned by White Box
- 3) an external stakeholder or from an external partner organisation

WPS3 How often do you or your representative visit, meet with, or receive contact from White Box?

- 1) At least once per week
- 2) Two or three times per month
- 3) Once a month
- 4) Once every few months
- 5) Annually
- 6) Less than once per year
- 7) Other, please specify: _____

WPS4 Would you like to see this contact with White Box...

- 1) To be much more often
- 2) To be somewhat more often
- 3) To remain as it is (skip to WPS5)
- 4) To be somewhat less often
- 5) To be much less often

WPS5 If you would like, please briefly explain the reason you would like to meet or to be contacted more/less often.

[Text box]

WPS6 Please indicate the extent to which you agree or disagree with the following statements

	1 Strongly disagree	2 Somewhat disagree	3 Neither agree nor disagree	4 Somewhat agree	5 Strongly agree	6 Not applicable
1) Our relationship with White Box has met our expectations						
2) Our relationship with White Box has been well managed						
3) Our relationship with White Box has been mutually beneficial						
4) There is alignment of goals in our relationship with White Box						

5) White Box involves us in shaping its strategy						
6) White Box understands our strategy and needs						
7) White Box understands the working environment, and the political and cultural context						
8) We are comfortable approaching White Box to discuss any issues						
9) White Box staff are respectful, helpful and capable						
10) We would recommend this relationship to other organisations						

WPS7 How would you rate your overall satisfaction toward working and partnering with White Box?

- 1) Extremely unsatisfied
- 2) Unsatisfied
- 3) Neither satisfied nor unsatisfied
- 4) Satisfied
- 5) Extremely satisfied

WPS8 If you would like, please elaborate on the response you provided to the previous question regarding the overall satisfaction.

[Textbox]

WPS9 Which of the following area(s) would you like White Box to work on to improve its relationship with you in the future? Select up to TWO.

- 1) Visit or meet with us more often
- 2) Allocate more time to us
- 3) Involve us in their strategy and plans development
- 4) Understand our strategy and needs better
- 5) Promote our work
- 6) Improve communication (frequency, clarity etc.)
- 7) Be more approachable
- 8) Be more respectful
- 9) Deliver what is needed
- 10) Offer more of the services we need
- 11) None of the above
- 12) Other, please specify: _____

WPS10 Which of the following projects, services or interventions have you engaged with? Select ALL that apply.

- 1) Social enterprise hubs
- 2) Property services
- 3) Advisory services/consulting (such as government and philanthropic partnerships, investment and capital raising, investment readiness, market analysis, strategic business planning etc.)
- 4) White Box Finance
- 5) Payment by Outcomes (PBO) project

- 6) Social Enterprise World Forum (SEWF) 2022
- 7) Indigenous Team
- 8) Buying from/engaging with a White Box Owned and Managed social enterprise
- 9) Research
- 10) Other, please specify: _____

WPS11 Which of the following categories best describes you/your organisation?

- 1) For profit social enterprise
- 2) Not for profit social enterprise
- 3) Indigenous Business
- 4) Community or not for profit organisation
- 5) Peak body
- 6) Corporate/ business
- 7) Investor
- 8) Philanthropic or grant-making organisation
- 9) Intermediary organisation
- 10) State/Territory/Federal government agency
- 11) Academic
- 12) Other, please specify: _____

WPS12 Where does most of your organisation's work take place? Select ALL that apply

- 1) Australian Capital Territory
- 2) New south Wales
- 3) Northern Territory
- 4) Queensland
- 5) South Australia
- 6) Tasmania
- 7) Victoria
- 8) Western Australia
- 9) National
- 10) International activities

WPS13 What does White Box do? Please briefly explain.

[Textbox]

WPS14 White Box seeks to build and grow the ecosystem for work integrated (employment/jobs-focused) social enterprise and enable large-scale systems change. In the Australian context, what elements do you consider to be important to the work integrated (employment/jobs-focused) social enterprise ecosystem?

[Textbox]

WPS15 What aspects of the WISE ecosystem require most attention from support organisations (like White Box) and government?

WPS16 What is the most significant change White Box has made to the social enterprise sector?

[Textbox]

WPS17 What adjustments or changes would you suggest to White Box to achieve their goal of creating 5,000 jobs for disadvantaged youth by 2030?

[Textbox]

- End of survey -

Appendix 2 Elements identified in the social enterprise ecosystem

