

Advance Queensland Monitoring and Evaluation Framework



Glossary

Acronyms

Acronym	Definition
AQ	Advance Queensland
DTIS	Department of Tourism, Innovation and Sport
IDEs	Innovation driven enterprises
M&E	Monitoring and Evaluation
SOI	State of Innovation

Key terms

Term	Definition
Advance Queensland affiliated initiatives and programs	Initiatives and associated programs listed in the Roadmap but not supported by funding specifically designated as Advance Queensland funding.
Advance Queensland funded programs	Programs funded through specifically designated Advance Queensland funding, including: <ul style="list-style-type: none">• \$142 million in new funding through the 2022-23 budget supporting the Advance Queensland Roadmap• \$5 million in new funding through the 2023-24 budget for Female Founders• unexpended Advance Queensland legacy funding• additional funds announced through future budgets.
Advance Queensland Roadmap	A strategic document released in July 2022 that sets out the direction, key priority outcomes and initiatives for the next phase in Queensland's innovation journey. Full title: Advance Queensland – Innovation for a Future Economy: 2022–2032 Roadmap .
Determinants of productivity	Determinants of productivity comprises: <ul style="list-style-type: none">• business activities, operations and environment• technological advances• investment in physical and human capital.
Initiative	A plan or action to address a challenge or take advantage of an opportunity, which may encompass one or more programs.
Innovation driven enterprises (IDEs)	IDEs emphasise innovation as a key driver of growth, competitive advantage, and value creation. They focus on developing and commercialising new products, services, or processes to achieve their strategic objectives.
Innovation ecosystem	A dynamic and interconnected network of individuals, organisations, and institutions that work together to create, develop, and commercialise new ideas and technologies; and support IDEs.
Innovation system	An innovation system is a set of distinct institutions which jointly and individually contribute to the development and diffusion of new technologies, and which provides the framework within which governments form and implement policies to influence the innovation process. As such, it is a system of interconnected institutions to create, store and transfer the knowledge, skills and artefacts which define new technologies.
Program	A set of strategically designed and purposeful support activities that contribute to progress towards one or more of the Roadmap's priority outcomes.
Type of investment	Relates to the Roadmap in its entirety, a key initiative, individual or groupings of programs and/or activities.





Foreword

Advance Queensland is a significant investment by both the Queensland Government and the Queensland innovation community, driving a more diversified Queensland economy, strengthening regional growth and creating jobs.

The Advance Queensland – Innovation for a Future Economy Roadmap (the Roadmap), released in July 2022, provides us with the direction for the next phase in Queensland's innovation journey.

Advance Queensland operates within a complex and evolving innovation system, and in order to understand its impact on businesses, industry and economic performance, we have developed a long-standing and robust approach to evaluation and insights.

This approach has not only clearly articulated the value and impact of Advance Queensland, it has also informed strategic investment decisions, and guided the design and delivery of Advance Queensland policies, strategies, initiatives and programs.

This approach has directly informed this most recent Advance Queensland Monitoring and Evaluation Framework.

This new Framework harnesses key lessons and reflects shifts in Advance Queensland and the innovation system, to provide a contemporary approach to the monitoring and evaluation of the Roadmap's progress and impact.

It provides guidance to those responsible for undertaking these activities, but also serves as an exemplar in the monitoring and evaluations of innovation and government initiatives and demonstrates the Queensland Government's ongoing commitment to the transparent and accountable use of public funds.

Just as implementation of the Roadmap involves the contributions of all stakeholders across the innovation ecosystem, so does the monitoring and evaluation of our collective efforts.

Assessing the impacts of innovation is challenging, but together, it's a challenge we can rise to meet.

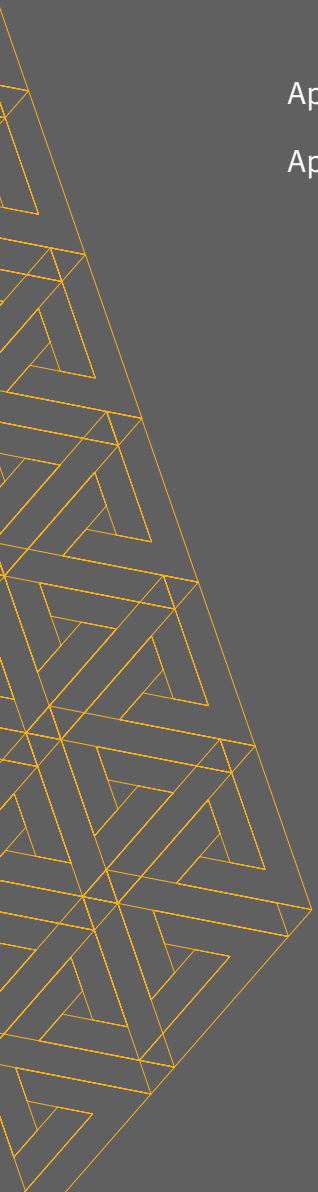
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Overview and Background

Advance Queensland

An effective innovation system drives overall positive economic outcomes

Advance Queensland was launched in 2015 and is a significant investment by the Queensland Government to drive a more diversified Queensland economy, strengthen regional growth and create jobs. It incorporates a number of strategies, including the [Advance Queensland Deadly Innovation Strategy](#) and the [Queensland Innovation Precincts and Places Strategy](#).

Advance Queensland represents a multi-agency approach to supporting innovation, recognising that a strong innovation system is crucial to a high-performing economy, and generates a range of social benefits for communities. Since commencement, Advance Queensland has involved the delivery of over 140 programs across a wide range of government agencies.

The [2022 evaluation of the Advance Queensland initiative](#) found that this approach was successful - reaching all key stakeholder groups, supporting the diversification of the state's economy, and contributing to the growth and productivity of Queensland's knowledge economy.

The Advance Queensland Roadmap sets a vision for Queensland to become a leading and sustainable world-class innovation economy

The [Advance Queensland – Innovation for a Future Economy: 2022–2032 Roadmap \(the Roadmap\)](#) (the Roadmap) was released in July 2022, and sets out the direction for the next phase in Queensland's innovation journey.

It positions Queensland to capitalise on results delivered to date and maintain its status as a leader in the innovation economy ahead of the Brisbane 2032 Olympic and Paralympic games.

The Roadmap comprises six priority outcomes that collectively contribute to fulfilling its vision:

- 1 Greater investment attraction and more innovative businesses starting, growing and staying in Queensland.
- 2 Queensland's world class research and collaborations are translated into creating commercialisation opportunities.
- 3 Queensland's existing and emerging priority industries and talent are globally competitive.
- 4 Queensland's big challenges and events are supported through innovative and sustainable solutions.
- 5 Queensland has world-class infrastructure to drive ideas through to commercialisation, adoption and diffusion.
- 6 Queensland has a well-connected, inclusive and thriving innovation ecosystem.

The Roadmap recognises the collective efforts of stakeholders within the innovation system

Led by the Department of Tourism, Innovation and Sport (DTIS), the Roadmap is a whole-of-government plan that reflects the innovation efforts and investments by many Queensland Government agencies and the collective commitment to achieving a strong, resilient and inclusive Queensland economy.

The Roadmap involves the contributions of a range of stakeholders across the innovation system, including entrepreneurs, startups and scaleups, SMEs, IDEs, innovators, universities, research and education and training institutes, investors, corporates, government, and Queensland communities. It also supports inclusivity and diversity through an emphasis on priority stakeholder cohorts, such as female, First Nations and regional entrepreneurs and innovators.

The Roadmap incorporates a diverse and evolving suite of initiatives and contributes to a range of Queensland Government priorities

The Roadmap comprises a diverse, comprehensive and evolving suite of initiatives, which are led and supported by various Queensland government agencies and stakeholders. These initiatives align to the priority outcomes, and support implementation of the Roadmap through a range of activities including:

-
- Provision of grant funding and professional development opportunities to innovation driven enterprises (IDEs)
-
- Strengthening Queensland’s venture capital market
-
- Supporting collaboration between researchers and industry partners; IDEs and government/ corporates; and other key innovation stakeholders
-
- Encouraging increased participation in STEM, innovation and entrepreneurialism amongst students and the workforce
-
- Enhancing physical and digital infrastructure
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- Improving digital accessibility and readiness
-
- Increasing the participation of priority cohorts (including regional, female and First Nations innovators) in the Queensland innovation ecosystem
-

The Roadmap also supports the key Queensland Government priorities and objectives for the community:

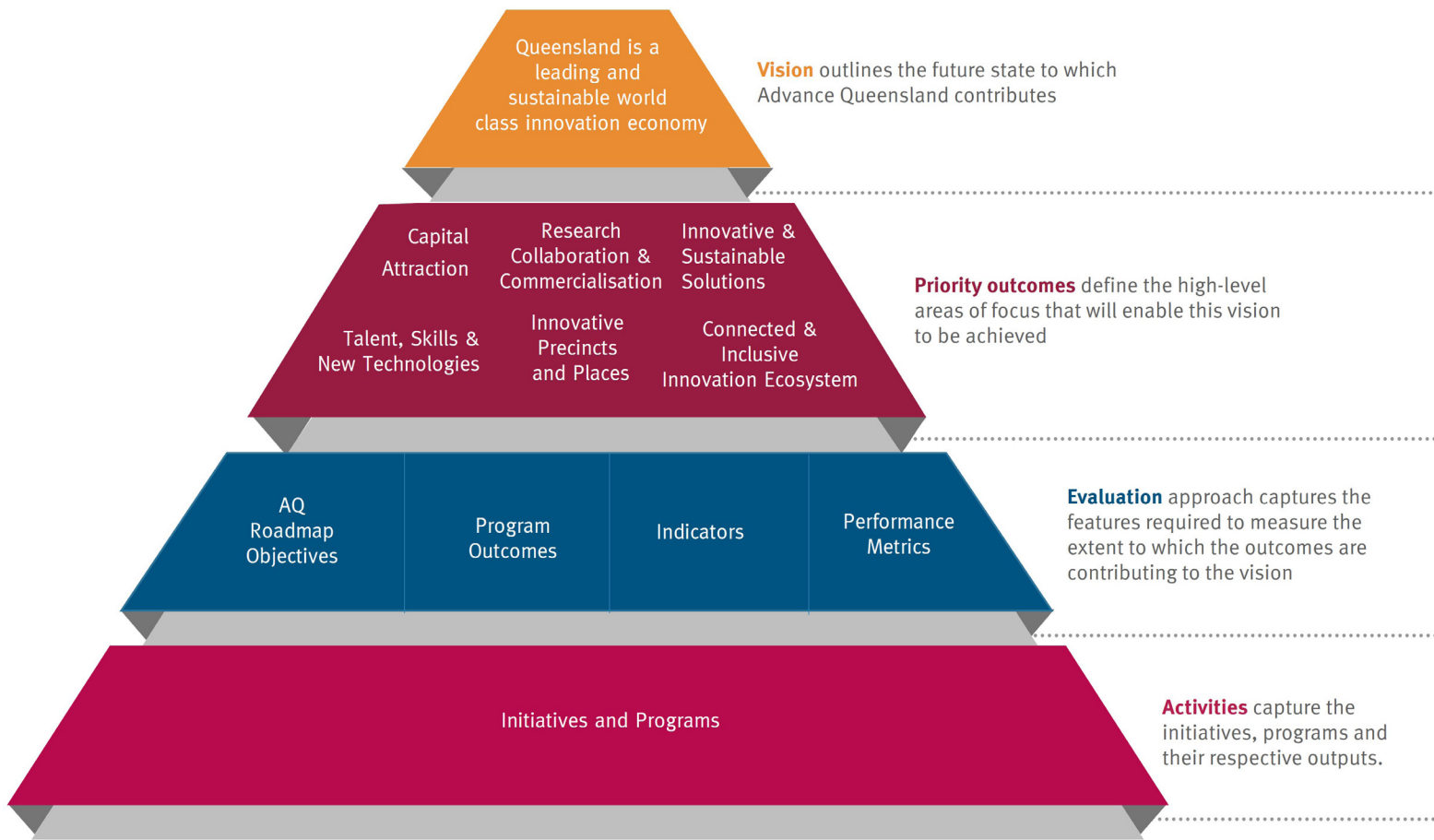
- **Good jobs:** Good, secure jobs in our traditional and emerging industries
-
- **Better services:** Deliver even better services right across Queensland
-
- **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow
-



Each aspect of the Roadmap works together to support its vision

Figure 1 outlines how each element of the Roadmap supports Queensland to achieve its vision to become a sustainable and world class innovation economy, and the intersection between the Roadmap and monitoring and evaluation.

Figure 1 Advance Queensland Roadmap Monitoring and Evaluation Framework



Monitoring and evaluation of Advance Queensland

AQ's M&E journey to date

The longstanding and evolving monitoring and evaluation (M&E) of Advance Queensland has delivered a robust evidence base and strengthened implementation

The Queensland Government has made a longstanding commitment to research and the monitoring and evaluation of Advance Queensland – recognising the critical importance in tracking progress, demonstrating accountability and transparency, and measuring and communicating impact.

This commitment underpins Advance Queensland's journey, with its foundation informed by, and in response to the 2014 Lerner Report.¹

The first Advance Queensland evaluation framework was developed in 2016, setting the basis for the monitoring and evaluative activities that continue today. This framework comprised objectives, evaluation principles, macro-level measures, and program logics for 25 initial Advance Queensland programs. It also established quarterly performance and implementation reporting, which has continued to provide Advance Queensland with a view of program progress against key measures.

The initial framework was refreshed in 2018/19, informed by work conducted by Deloitte Access Economics, and introduced the three different levels of evaluation (micro, meso and macro) as well as a system for prioritising evaluations through assessment of key attributes.

More than 50 individual Advance Queensland programs have been evaluated, and the initiative in its entirety has been comprehensively evaluated on two occasions:

- The [first macro-level evaluation](#) was completed by Deloitte Access Economics in 2019 and informed the development of the [Building Our Innovation Economy – Advance Queensland Strategy](#).
- The [second macro-level evaluation](#) was completed by Nous Group and underpinned the design of the Roadmap.

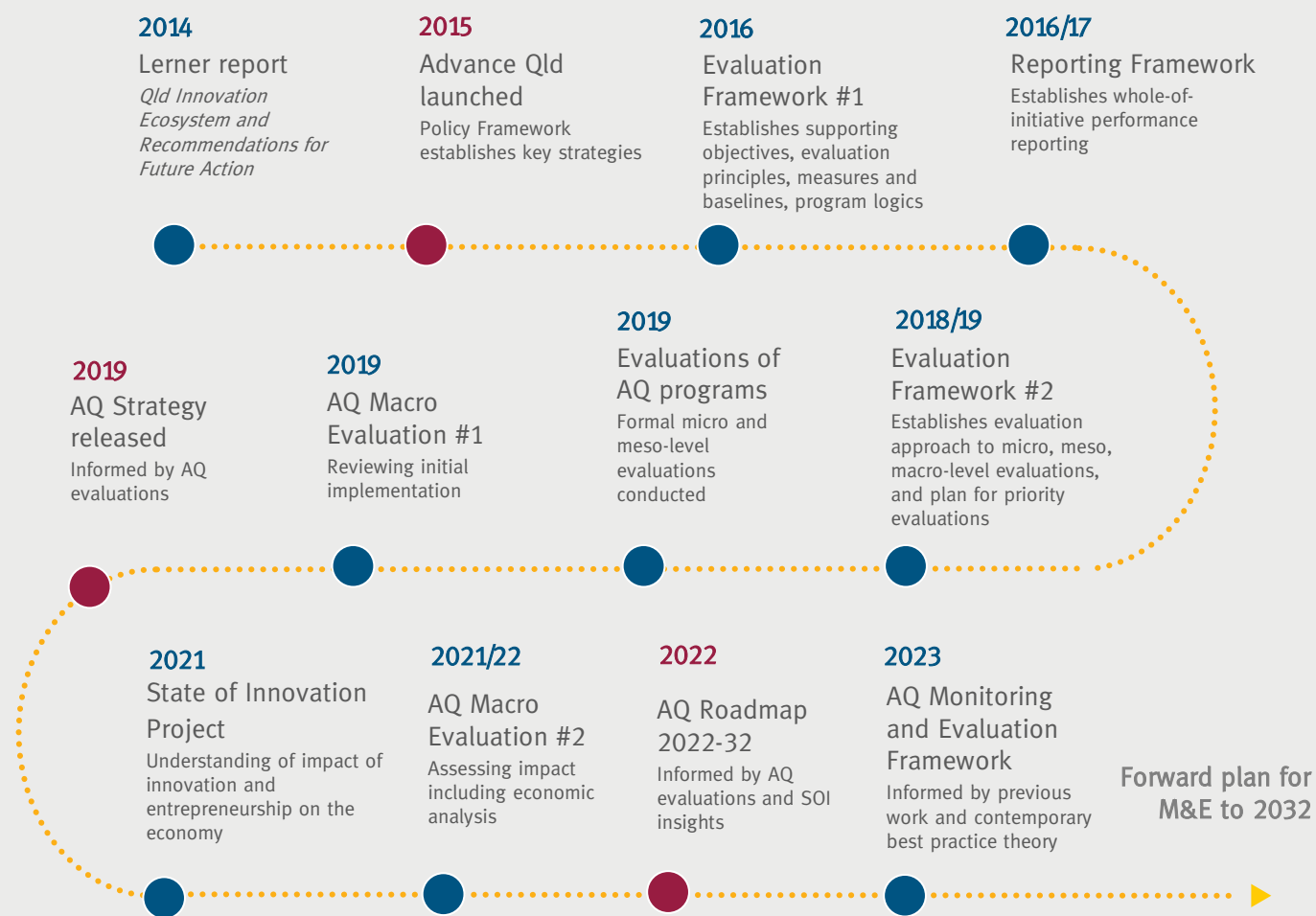
Over time, these research, monitoring, and evaluation activities have contributed to Advance Queensland's robust evidence base, informed strategic investment decisions, and guided the design and delivery of policies, strategies, initiatives, and programs. This includes critical lessons, generated through macro-level evaluations, that have supported the ongoing evolution of monitoring and evaluation of Advance Queensland. Namely these lessons comprise:

- Monitoring and reporting should be embedded in program design to demonstrate the tangible and quantifiable benefits delivered by Advance Queensland.
- Funding recipients should be accountable for reporting on outcomes delivered, to ensure accountability and integrity in the acquittal of government funds.
- 'Non-standard' measurements should be adopted to provide greater insights into the macro-level impacts and benefits delivered by Advance Queensland.



¹ Lerner, 2014. Queensland's Innovation Ecosystem and Recommendations for future actions. Queensland Government (unpublished).

Figure 2 Key Advance Queensland policy and MER milestones



AQ's M&E journey moving forward

This most recent Framework represents Advance Queensland's ongoing commitment to best practice monitoring and evaluation

This Framework outlines the high-level approach and strategy for monitoring the implementation of the Roadmap and evaluating its impact on Queensland businesses, industry and economic performance. As with previous versions, it sets the foundation for principles-based, robust and pragmatic evaluative activities and describes the approach for performance, progress and system-level monitoring.

It is intended to guide those who are responsible for commissioning and conducting evaluations, and provide an overview of how innovation stakeholders interact with monitoring and evaluation.

Implementation of the Framework aims to:

- Understand the complex and evolving nature of the innovation system and the links between activities and outcomes.
- Embed monitoring and evaluation within each stage of the policy cycle to ensure initiatives and programs are well tested and continuously improved.
- Reflect contemporary practice in matching evaluation types to programs, initiatives and outcomes.

The Roadmap, its associated initiatives and programs, and Queensland's innovation stakeholders are central to this Framework.

However, it also recognises the influence of external factors. For example, the contribution of other Queensland Government policies and programs, stakeholders and investment, as well as innovation stakeholders in other jurisdictions.

Monitoring and evaluative activities delivered under this Framework are supported by a range of addendums and internal guidance materials. These include detailed program logics and indicator frameworks, data management guidance, theories of change and evaluation plans.

The Framework, addendums and guidance material will be periodically reviewed to ensure they remain fit for purpose and abreast of evaluative recommendations and developments.

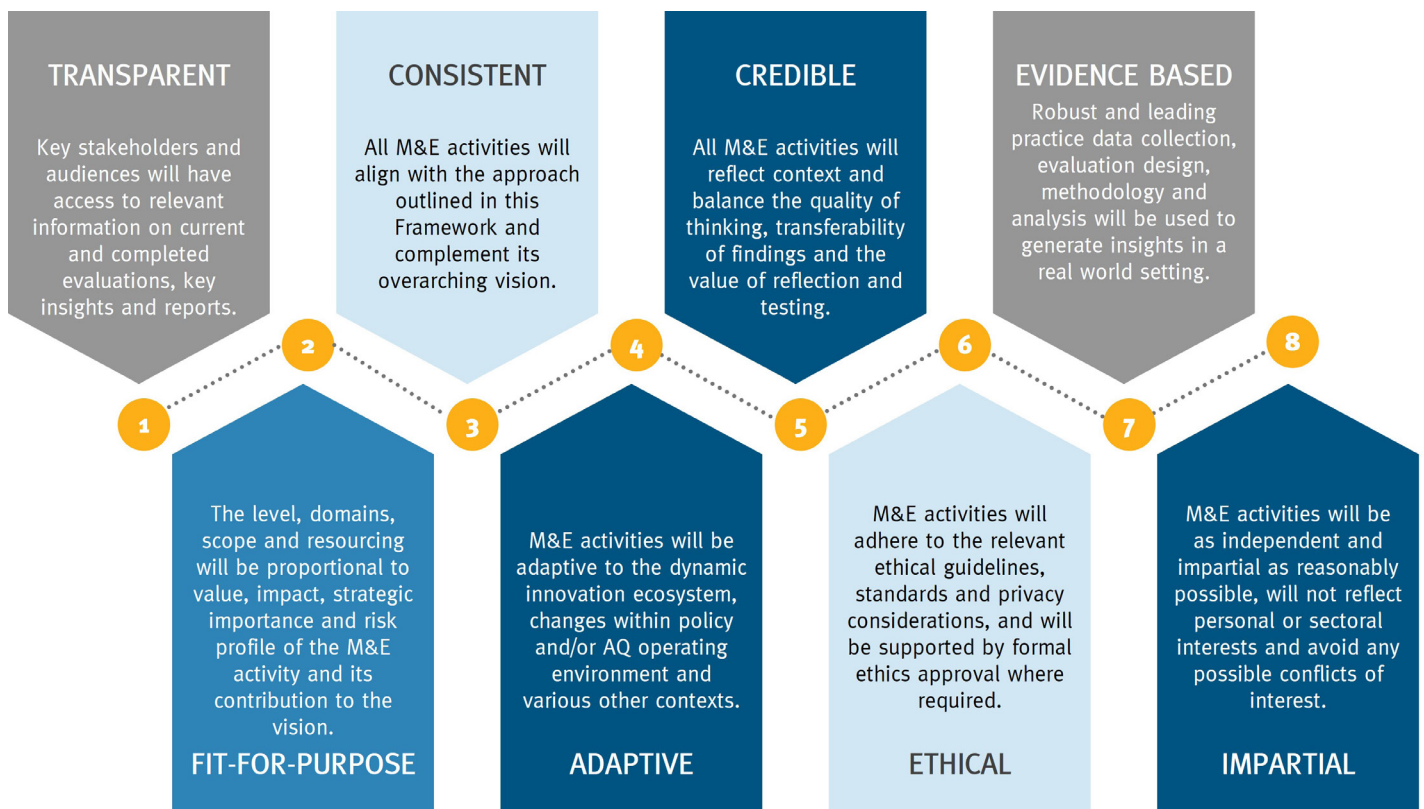
Approach to Monitoring and Evaluation

The approach to monitoring and evaluation outlined in this Framework is informed by both the need to generate system and programmatic level insights, as well as lessons learnt on cross-agency reporting and through the macro-level evaluations (as outlined above).

Guiding principles

The design, delivery and communication of monitoring and evaluation activities delivered under this Framework will be guided by eight best practice principles. Where appropriate, evaluations may be co-designed and delivered with initiative and/or program beneficiaries, key evaluation audiences and other stakeholders.

Figure 3 Monitoring and evaluation principles



Overarching approach

This Framework’s evaluative approach recognises Advance Queensland’s scale and diversity, and the need for wide-ranging and contextual insights

Innovation does not occur in isolation nor is it a destination. Innovation, as positioned in the Roadmap, is a process and driver of economic growth. It can contribute to broader social, cultural and environmental impacts, and also create negative or unintended consequences, with change in one part of the system catalysing change in another.

Given this, measuring the impact of the Roadmap will require a view of what is occurring at a local, regional, state and national-level and an understanding of the diverse elements and stakeholders within the innovation system. It will also require uncovering the complex interactions and pathways between initiatives, programs and outcomes, and the relationship between innovation and the determinants of productivity.

This Framework’s conceptual approach is outlined in Figure 4 below. This approach provides a holistic view of the various activities, including the interactions between the innovation system, evaluation and program cycles, and aligns to Figure 1.

Figure 4 High-level approach to monitoring and evaluation of the Roadmap



It is made up of several interconnected rings, which comprise:

OUTER RING: Implementation of the Roadmap, progress towards achieving its vision and its intended impact on the Queensland innovation system.

MIDDLE RING: The high-level process for design and delivery of all evaluations. This cycle is split into evaluations that measure the collective impact of the Roadmap and provide system-level insights, and evaluations that provide insights for individual or grouping of programs. Collectively, these evaluations will provide learnings to continuously improve the design and delivery of monitoring and evaluation activities, and the Roadmap itself. They are also intended to uplift the monitoring and evaluation knowledge and capabilities within the Queensland Government.

INNER RING: The high-level steps in design, delivery and reporting of individual and groupings of programs delivered under the Roadmap, and the contribution of these to the achievement of priority outcomes. These rings identify the role of evaluations and performance reporting in strengthening program design and delivery, in particular through the involvement of key stakeholders and the delivery of meaningful insights. They also provide insights to support the Queensland Government in making informed decisions regarding new and ongoing innovation investment.

Evaluation levels

To ensure that both system and programmatic level insights are captured, evaluations delivered under this Framework will comprise one of three levels:

Figure 5 Levels of evaluation



Evaluation types and purpose

The evaluation type and purpose will be determined by a range of factors

Each evaluation will gather evidence across the domains of appropriateness, effectiveness and efficiency (Table 1). They will also each have one or more purposes, which will be determined by the type of investment, implementation status, existing evidence and availability of data, and stakeholder needs and expectations. This approach will ensure individual evaluations are fit-for-purpose, with consistency across the collective system, and enable comparable insights.

Table 1 Evaluation domains

Domain	Question
1. Appropriateness	What is the basis for the investment? (e.g. Roadmap, initiative, program and/or activity) Does its design facilitate maximum benefit?
2. Effectiveness	How was the investment implemented and/or delivered? What difference did the investment make?
3. Efficiency	Did the benefits justify the resource allocation? (e.g. cost, time and/or human resources) Does the investment present value for money?

All evaluations will have a primary purpose. This will guide the development of inquiry questions and a fit-for-purpose methodology. Secondary purposes may be determined as useful in providing a more theoretical basis or to ensure an evaluation reflects the various contexts in which initiatives, programs and the Roadmap in its entirety are designed and delivered.

Broadly, there are six purposes of evaluation:²

- **Formative improvements and learning** for program adjustments and enhancements.
- **Summative judgement** of the overall value to inform and support major decision making.
- **Accountability** to demonstrate resources are well-managed and efficiently used to attain results.
- **Developmental** to capture dynamic conditions, emergent changes, adapt to complex and uncertain environments.
- **Knowledge generation** for better understanding and identification of principles of effectiveness or 'what works, when and where'.
- **Monitoring** to track program implementation and reach, and identify and resolve any issues.

Further detail on the evaluation purposes is provided in Appendix A.

Performance reporting

Performance and progress monitoring is commensurate with the type of initiative and funding arrangements

The approach to tracking Advance Queensland's progress through regular monitoring and reporting includes three key components:

1. **Quarterly performance reporting for Advance Queensland funded programs:** All Advance Queensland funded programs are required to report quarterly on implementation and performance measures, funding allocation and expenditure, and key program outputs (e.g. applications and recipients, external funds leveraged, and jobs supported). Updates are distributed to key stakeholders and published on the Advance Queensland website. Further information about performance reporting is provided at Appendix B.
2. **Six-monthly achievements and initiative tracking:** Every six months, Queensland Government agencies are requested to report on achievements against the Roadmap for online publication, as well as any new initiatives that are aligned to the Roadmap vision, priority outcomes and objectives. These new initiatives are incorporated into evolving lists of initiatives under each of the priority outcomes on the Advance Queensland website.
3. **Annual progress reporting:** Each year, a Roadmap progress report, highlighting aggregated achievements and progress against selected outcome measures, will be developed for online publication.

System-level monitoring

System-level monitoring is primarily conducted through the State of Innovation project

The State of Innovation project aims to develop rich data and insights to understand the impact of innovation and entrepreneurship on the economy and support evidence-based policy and decision making. The project involves:

- publication of regular research and major reports
- development of Innovation Measurement Frameworks and guidance material
- establishment of data infrastructure and procurement of new datasets
- research projects through collaborations with research institutes and the Australian Bureau of Statistics.

² Patton, M.Q, 2012. Essentials of utilization-focused evaluation. Sage Publications, pp. 129-130.

Evaluation priorities and planning

The prioritisation of macro, meso and micro-level evaluations is based on assessment of evaluation factors, and those related to the type of investment. The design and delivery of each evaluation will occur in parallel to implementation of the Roadmap and at specific touchpoints across its timeline.

Prioritisation

Evaluations will be planned and prioritised based on need and purpose

A plan for priority evaluations has been developed to determine the sequence, types and scope of evaluative studies, and will be reviewed on an on going basis to ensure it is fit for purpose and responsive to emergent needs. The plan includes a series of micro, meso and macro-level evaluations, with inclusion and timing determined by the criteria outlined in Table 2.

These criteria will also be used to assess any potential evaluations identified through ongoing implementation of the Roadmap and this Framework.

Table 2 Priority evaluation assessment criteria

Criteria	Consideration
Stakeholder needs	<p>What evaluation activity needs to be prioritised and the reasons for prioritisation. This may include opportunities or requirements to:</p> <ol style="list-style-type: none"> 1. Understand the contribution of programs and initiatives to the achievement of the Roadmap's vision and priority outcomes. 2. Support improvements in program design and/or implementation. 3. Inform decisions about the continuation or cessation of programs and initiatives. 4. Understand expected and unexpected outcomes and impacts. 5. Contribute to the evidence base of Advance Queensland and the understanding of the state of the Queensland innovation system.
Implementation timeline	<p>When activities and outputs are expected to be delivered, implementation completed, and outcomes both realised and demonstrable.</p> <p>Short and medium-term outcomes can be measured during program implementation and at program completion, whereas longer-term outcomes and system-level impacts may not be measurable until a significant time into the Roadmap's implementation and/or after program completion.</p>
Data	The type, quality and availability of data required to support evaluation.
Resourcing	Resourcing required to undertake evaluation activities, including capacity to undertake concurrent activities.

Other criteria that may be considered include:

Table 3 Additional considerations for planning and prioritising evaluations

Criteria	Consideration
Complexity and risk	The interdependencies between individual or grouping of initiatives and programs, other Advance Queensland initiatives and programs and functional areas.
Funding and value for money	The size and scope of budget and expected expenditure, relative to the intended outcomes.

Evaluation planning

All evaluations will be informed by plans, program logics and theories of change

Evaluation planning is best embedded into the program development and design stage. This approach enhances program design by clarifying goals, objectives and desired outcomes, activities and key deliverables. It also determines the indicators and data sources most suitable to measure the intended outcomes.

Additional, or unanticipated evaluations may be identified through the delivery of pre-planned and priority evaluations. The inclusion of these within the priority evaluation plan will be determined using the assessment criteria (outlined above), with the design and delivery likely to occur at various implementation stages.

Three critical elements - a theory of change, theory of action (program logic) and evaluation plan - will underpin each evaluation (Figure 6). These elements will be tailored to the evaluation level, purpose and scope, and guided by this Framework and its addenda, including program logics and a Data Management Guide.

Figure 6 Critical elements underpinning evaluations

Theory of change

The theory of change behind the Roadmap is articulated in the overarching vision, six priority outcomes and related objectives.

Theories of change have also been established for major Advance Queensland funded programs of work. These express the change intended to be achieved within the program specific context, outline any assumptions about how that change will occur and provide a grounding hypothesis for evaluative activities.

Established theories of change are regularly reviewed to ensure they remain current and reflect any recent developments.

Theory of action (program logic)

A theory of action, expressed as a program logic, has been developed for the Roadmap and each of the priority outcomes. These visually represent the relationships (i.e. the causal pathway) between the allocated resources (inputs), intended activities and expected outputs, outcomes and long-term impacts.

Program logics for Advance Queensland funded programs will be guided by the priority evaluation plan and designed as needed.

Evaluation plans

Evaluation plans will be developed for all evaluations. This will provide the evaluation teams and key stakeholders with clarity and detail on the evaluation purpose and scope, including what will be evaluated, how and when.

Evaluation plans can be adapted to various program and evaluation contexts, however it is likely all plans will include:

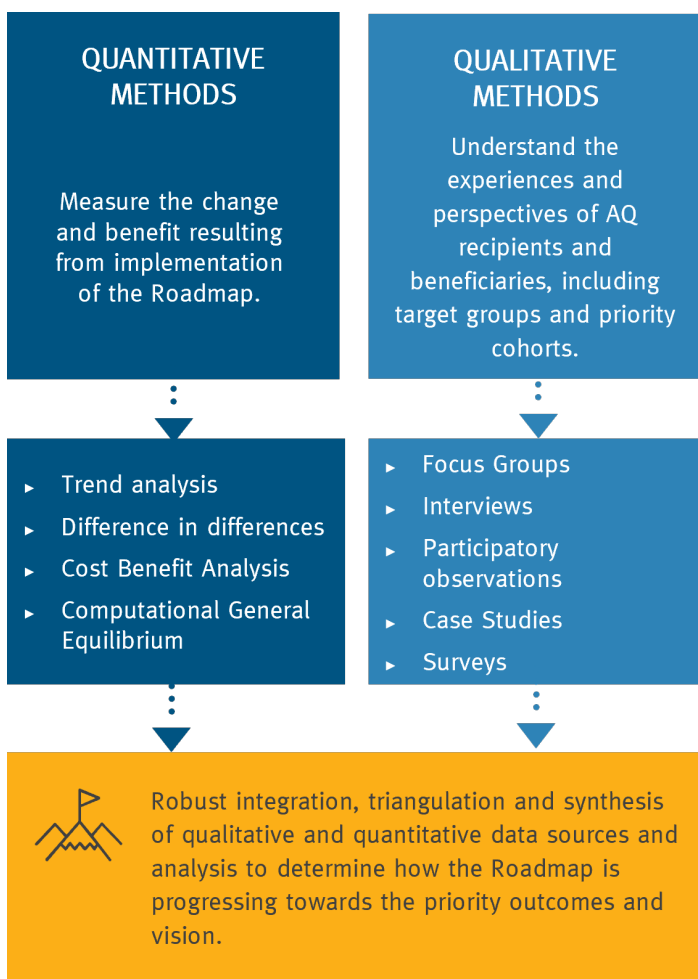
- What will be evaluated (e.g. the type of investment)
- Program logic, and if relevant theory of change
- The evaluation, level, type and purpose(s)
- Key evaluation questions
- Indicator and data collection matrix
- Stakeholder engagement map and plan
- Analysis methodology
- Delivery timeline
- Team and additional resources
- Management and governance
- Communication and reporting

Evaluation methodologies

The monitoring and evaluation of innovation policy and programs pose unique challenges due to the complexity of the innovation system, stakeholder landscape, and the different modes of delivery that address a variety of innovation dimensions. For example, outcomes and impacts associated with innovation investment can take many years to materialise, resulting in the need to capture change that may be spread over short, medium and long term horizons. There are also challenges in obtaining the myriad of data sources that can be used to measure innovation related change, and the quality of both quantitative and qualitative data.

Given this, there is no ‘one size fits all’ approach. Rather, there are a range of suitable data collection and analysis methodologies and tools that support the various levels, purposes, and scope of evaluations. With consideration of this variability, this Framework provides a high-level outline of the possible methods and tools, as well as the approaches to data management. Further detail will be outlined in the Data Management Guide, which is an addendum to this Framework.

Figure 7 Example methodological approach



Methodological approach to evaluation

Methods and tools will be determined in the planning stage and guided by the evaluation context and key elements of this Framework

The evaluation methodology will describe the approach and tools used to collect and analyse the data identified as most appropriate to measure the intended outcomes and indicators. This includes qualitative and quantitative data sources that examine the direct and wider impacts at the system level and/or program level. The methodology and tools will be determined as part of each evaluation’s design and planning stage and reflected in the evaluation plan. It will be guided by the:

- overarching M&E principles
- evaluation level, purpose and scope
- assessment criteria (outlined above)
- key evaluation questions and indicator matrix.

A mixed methods approach will be used to capture change in a dynamic innovation system and generate insights in a real-world setting

The diversity of the types of investment delivered under the Roadmap and different delivery modes require a mixed method approach. This will comprise quantitative data to measure and demonstrate impacts (the what) and qualitative data to examine and illustrate the mechanisms for change or success (the why and how). Data will be collected using primary sources (e.g. collected first-hand) and secondary sources (e.g. obtained from existing databases). Examples of data that may be used in different evaluations include:

- **Quantitative:** Program performance data, existing records, public and subscribed data (e.g. ABS, IP Australia, Australian Business Registry, Dealroom), surveys.
- **Qualitative:** Engagement with stakeholders and beneficiaries, observational research, interviews, surveys.

A contribution analysis will examine the extent to which initiatives and programs have contributed to the Roadmap priority outcomes and achieving its vision. The contribution analysis will also assess the internal and external factors in achieving this change and provide insights about why change has or has not occurred.

The range of tools that may be used in different evaluations is outlined in Figure 7 on the left.

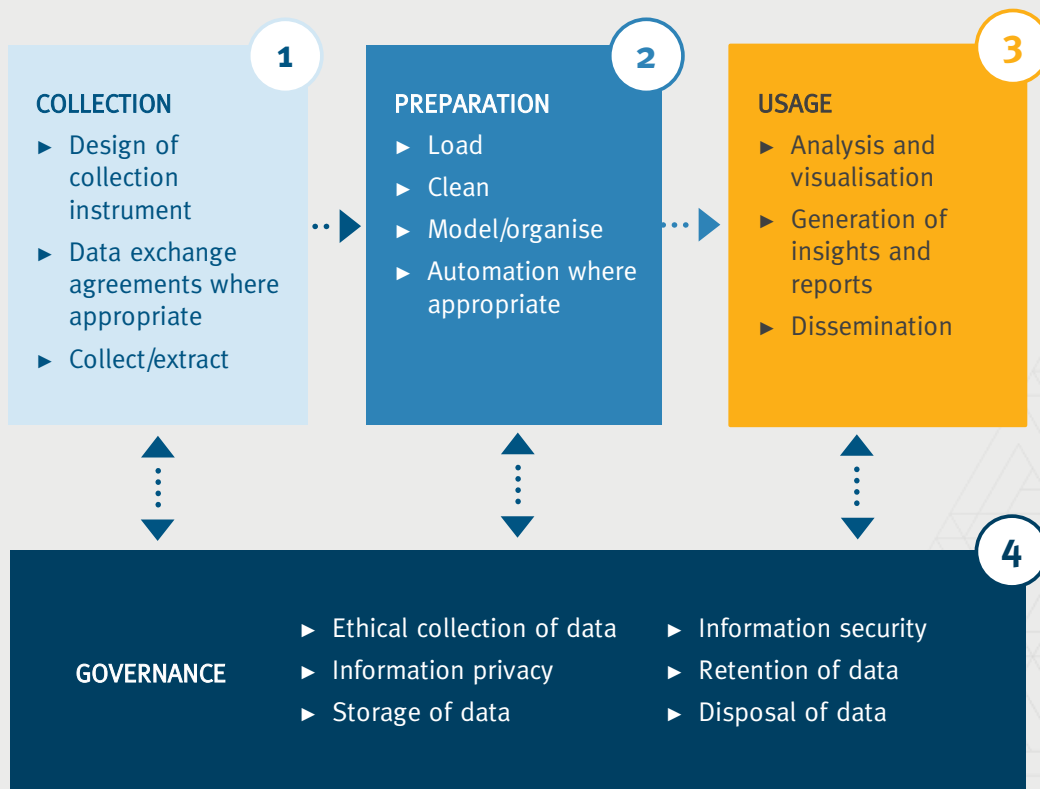
Data Management

Data sources and their management will be handled with transparency, consistency and security

This framework is supported by a comprehensive Data Management Guide. This guidance document supports the approach to tracking Advance Queensland's progress through performance monitoring and reporting and underpins the use of methods and tools for each evaluation.

It also includes a data lifecycle (see Figure 8 below) that outlines the overarching and systematic approach to managing data, from its collection through to disposal. Delivery of this lifecycle will result in useful data being made available for evaluations, while maintaining full compliance with relevant regulatory, governance and other requirements.

Figure 8 Data Lifecycle



Stakeholders and reporting

Evaluation stakeholders and audiences

Evaluation stakeholders and audiences

Monitoring and evaluation activities involve the participation of different stakeholders and audiences

The innovation system consists of a diversity of stakeholders. This includes stakeholders that are involved in the delivery of the Roadmap and/or benefit from its investment, broader Queensland stakeholders, and those in other jurisdictions that engage with, and influence or are influenced by innovation activities in Queensland.

Figure 9 (page 19) presents an overview of the main stakeholder groups and their potential levels of engagement in monitoring and evaluation of the Roadmap.³ In summary, these include:

- innovation system participants who may have an interest in and require information about evaluation outcomes
- the broader Queensland community
- recipients and others who directly benefit from the Advance Queensland initiatives
- government agencies who actively implement Advance Queensland initiatives and programs
- external data vendors who supply essential data and insights
- the Premier, Ministers and Parliament.

Stakeholders' roles and their levels of engagement with monitoring and evaluation activities may change as the Roadmap and Framework evolve over time, and as a result of shifts across the broader Queensland Government and innovation context.

Reporting of evaluation findings and insights

Insights will be communicated and reported according to the needs of key stakeholders

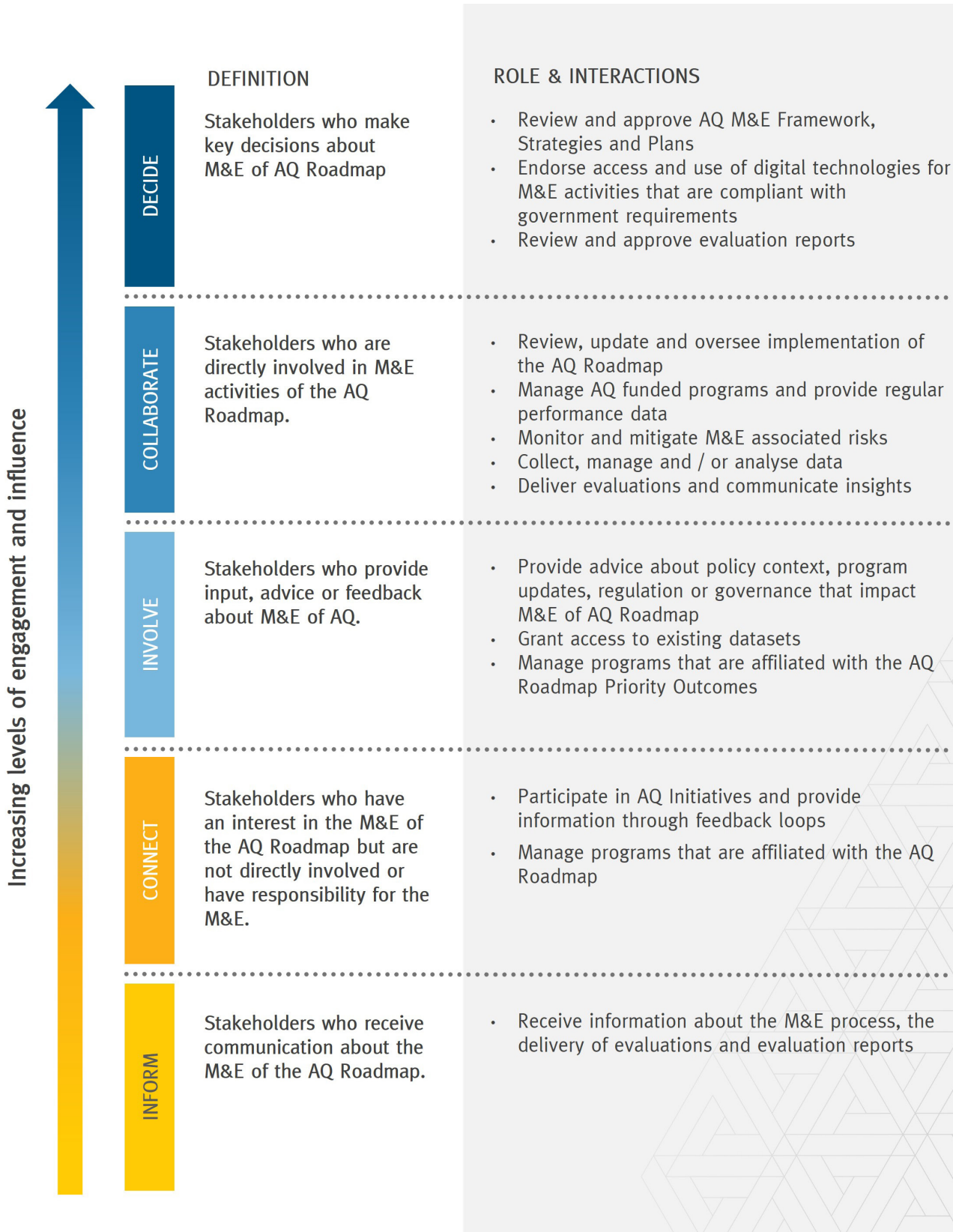
The approach to reporting and communicating evaluation findings will be guided by three criteria.

1. The communication medium will be determined by each evaluation's target audiences. Regardless of the medium, reporting of insights and findings will be accessible and relevant.
2. Where appropriate, reporting of evaluation findings and recommendations will be curated to optimise their uses by the target audience and key stakeholders, for example in briefings, media releases, budget bids, program design or proposals.
3. The reporting of findings will be embedded in the broader stakeholder engagement approach. This ensures that evaluation insights have relevance at various stages of engagement (inform, connect, collaborate, decide).

Evaluation reporting will complement regular performance and progress reporting (as outlined on page 13), which is published online.

³ The categories are adapted based on the IAP2 Framework for stakeholder engagement. See <https://iap2.org.au/>.

Figure 9 Levels of engagement with different stakeholder groups



Appendix A

Evaluation purposes

Each evaluation will consist of one or more of the following purposes and gather evidence across the domains of appropriateness, effectiveness and efficiency.

Table 3 Evaluation purposes

Purpose	Description	Domain		
		1	2	3
Formative improvements and learning for program adjustments and enhancements.	Formative evaluations are typically undertaken at the beginning of a program to assess the appropriateness of a program in addressing its identified need. They will explore early implementation of the investment to understand if this is occurring as intended, and determine the key enablers to effective and efficient delivery. Insights generated through these evaluations will strengthen the design and implementation of the specific investment, and support improvements across a range of others.	x	x	x
Summative judgement of the overall value to inform and support major decision making.	The purpose of summative judgement is to assess the effectiveness of the investment e.g. the extent to which it achieved its intended (and unintended) goals. It asks, 'has the investment worked?'. This type of evaluation will occur towards the end, or on completion of a type of investment. For long term investments (e.g. the Roadmap), summative evaluations may be conducted at multiple touchpoints across its timeline when short, medium and/or long term outcomes are likely to have been achieved and are demonstrable. To determine the effectiveness, these evaluations will also need to assess its appropriateness.	x	x	
Accountability to demonstrate resources are well-managed and efficiently used to attain results.	Measuring the accountability of investments is a secondary focus area and is likely to be incorporated into most others e.g. formative, summative and developmental. These evaluations are likely to include assessment of activities against the relevant benchmark or standards, the available/allocated resources against what was required for effective implementation and/or a comparison of intended versus actual implementation.	x		x
Developmental to capture dynamic conditions, emergent changes, adapt to complex and uncertain environments.	Developmental evaluation will be delivered in parallel to implementation of an investment with the intent of generating insights in 'real time'. These evaluations primarily strengthen the implementation of specific investments, though also provide insights to be harnessed within the design and delivery of other individual or grouping or programs, as well as the Roadmap as a whole. These evaluations will seek to assess and determine: <ul style="list-style-type: none"> • how change is occurring in a complex system • how the evaluators, evaluation audiences and owners and other stakeholders are contributing (or not) to the intended change • the investment's impact in a context of complex dynamics and interdependencies. 		x	
Knowledge generation for better understanding and identification of principles of effectiveness or 'what works, when and where'.	Knowledge generation will be incorporated into all evaluations through the testing, contextualisation and validation of insights with key stakeholders. This enables the evaluators to: <ul style="list-style-type: none"> • assess if the patterns, themes or principles can be generalised from the program, project or activity • ensure findings are corroborated by theory, experts, industry wisdom and participant/customer feedback • generate buy in and mitigate push-back regarding findings • identify lessons learned. 	x	x	x
Monitoring to manage the program and identify and resolve any issues.	Evaluations that monitor the implementation of programs and initiatives can be used to assess whether a program of work is progressing as intended. It also tracks program specific inputs and outputs, and identifies issues, bottlenecks and other challenges that emerge during implementation that require resolution. Insights gathered through performance monitoring will be captured in some evaluations, where appropriate and will support evaluations across all domains.	x	x	x

Appendix B

Performance Reporting for Advance Queensland funded programs

All Advance Queensland funded programs are required to report quarterly on the following implementation and performance measures.

Table 4 Performance reporting measures and drill downs

Measures	Definition
Program budget	
Budget	Total Queensland Government Advance Queensland funds approved for the life of the program.
Expenditure	Actual total amount of Queensland Government funds expended for the program up to the end of any given reporting period.
Contractual commitments	Queensland Government funds contractually committed to funding recipients or service providers as at the end of any given reporting period.
Total commitments	Sum total of Expenditure and Contractual commitments.
Applicants and recipient	
Applications received	Number of applications/entries/tenders received for Advance Queensland funding/other opportunities (e.g., grants, scholarships, partnership arrangements, procurement opportunities, competitions).
Recipients <ul style="list-style-type: none"> • <i>Regional recipients</i> • <i>Female recipients</i> • <i>First Nations recipients</i> 	Number of successful applications (individuals or organisations) approved for Advance Queensland funding or other opportunities (including, but not limited to, grant and scholarship recipients, successful tenderers, partnership opportunities, competition winners).
Funds leveraged	
External investment leveraged	Total dollar investment contractually committed by sources outside the Queensland Government, including industry and investors. This may include cash equivalent contributions accepted as meeting initiative guidelines.
Jobs supported	
New jobs reported <ul style="list-style-type: none"> • <i>Regional jobs</i> 	Number of jobs reported by recipients as having been established in Queensland as a direct result of Advance Queensland investment.
New jobs forecast <ul style="list-style-type: none"> • <i>Regional jobs</i> 	Additional Qld jobs reported by recipients as forecast to be established in Queensland within three years of project completion as a direct result of Advance Queensland investment.

