

CRDC Response to Independent Performance Review
September 2023

| | RECOMMENDATION | SECTION OF REPORT | RATING |
|---|---|-------------------|-----------------|
| 1 | CRDC should consider the application of <i>ex-ante</i> benefit-cost evaluations to ensure appropriate allocation of investments across the RD&E portfolio and within investment plans for each theme. | 6.1 | Better practice |
| | CRDC response: CRDC’s theme-level and investment-level plans under the new Strategic Plan incorporate high-level <i>ex-ante</i> analysis to ensure appropriate allocation of investments. Through the General Manager, Innovation, CRDC will also consider the application of <i>ex-ante</i> benefit-cost evaluations. Consideration will be finalised by February 2024 and any approach developed will be incorporated with the Board’s investment governance requirements. | | |
| 2 | CRDC should actively communicate to all R&D partners the move towards investment plans and a focus on larger, longer-term programs of activity within the RD&E portfolio. | 6.1 | Better practice |
| | CRDC response: Agreed. Communication of this change has commenced and will be formally communicated to research partners via the General Managers of Communication & Extension and Innovation in coordination with upcoming investment calls and/or before December 2023. | | |
| 3 | CRDC should engage with Cotton Australia and other key stakeholders to re-design the RD&E consultative process to ensure it is fit for purpose as CRDC implements the new strategic plan. | 6.2 | Important |
| | CRDC response: CRDC is committed to on-going engagement with Cotton Australia and other stakeholders to optimise the RD&E consultative process. Responsibility for ensuring continuous improvement in the RD&E consultative process rests with the Executive Director and General Manager, Innovation. | | |
| 4 | CRDC should critically review its current capacity and capability in R&D management and develop a staffing plan to allow it to deliver on the ambitions of the new strategic plan. | 6.3 | Important |

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| | <p>CRDC response: CRDC has reviewed current capacity and capability and identified the initial high-priority additional resources required in a new organisational structure. Capacity and capability will be reviewed regularly by the Executive Director.</p> | | |
| 5 | CRDC should include greater detail in the monitoring and evaluation framework to accompany the new strategic plan, for example to clarify how it will track progress towards outcomes. | 6.8 | Better practice |
| | <p>CRDC response: Agreed. CRDC is recruiting for a dedicated Monitoring and Evaluation (M&E) Manager, who will lead the development and implementation of CRDC's new RD&E M&E framework for the 2023-28 Strategic RD&E Plan. Responsibility for this recruitment lies with the Executive Director and General Manager, Communication & Extension.</p> | | |
| 6 | CRDC should consider the revitalisation of the Cotton Innovation Network, with a focus on building multiparty investment programs of RD&E. | 7.4 | Better practice |
| | <p>CRDC response: CRDC will review the role of the Cotton Innovation Network and building multiparty investment programs of RD&E (such as the Australian Cotton Disease Collaboration). Responsibility for reviewing the role of the Cotton Innovation Network will rest with the Executive Director and will be completed by June 2024. Responsibility for building multi-party investment programs rests with the General Manager, Innovation, as an on-going responsibility.</p> | | |
| 7 | CRDC should ask its impact assessment researchers to provide more detailed commentary on the likely distribution of benefits from projects / clusters between sectors of the Australian cotton industry, notably between cotton growers, ginners, merchants, and shippers. | 8.4 | Better practice |
| | <p>CRDC response: Agreed. Responsibility is with General Manager, Innovation and the deadline for more detailed commentary is 30 June 2024.</p> | | |
| 8 | CRDC should consider a project to conduct a literature review of non-market valuation studies of environmental and social attributes of the Australian cotton industry as input into future assessments of the environmental and social impacts of CRDC-funded projects. | 8.5 | Better practice |
| | <p>CRDC response: Agreed. A literature project will be established during 2023-24. Responsibility will rest with the General Manager, Innovation.</p> | | |