

TERMS OF REFERENCE

for the evaluation of the
CGIAR Research Program on Maize



Independent
Evaluation
Arrangement

1. Background

1.1. Rationale and context

Research in the CGIAR is guided by the Strategy and Results Framework (SRF), which sets forth the System's common goals in terms of development impact (System-Level Outcomes [SLOs])¹, strategic objectives and results in terms of outputs and outcomes. The SRF was first approved in 2011 and is in the process of being updated. Currently the CGIAR's research agenda is implemented by the CGIAR Centres and their partners through 15 multi-partner CGIAR Research Programs (CRPs). It is funded through a pooled funding mechanism in the Fund² and bilateral funding to Centers. In the SRF Management Update forthcoming in 2014 a set of Intermediate Development Outcomes (IDOs) linked to the high level impact goals will be defined to form the operational results framework for the CRPs.

In the CGIAR, the Independent Evaluation Arrangement (IEA) Office is responsible for System-level external evaluations. The main mandate of the IEA is to lead the implementation of the CGIAR Policy³ for Independent External Evaluations, through the conduct of strategic evaluations of the CGIAR CRPs and institutional elements of the CGIAR and through the development of a coordinated, harmonized and cost-effective evaluation system in the CGIAR.

The IEA's first four-year Rolling Evaluation Work Plan 2014-17, approved in November 2013 by the Fund Council, foreseen the evaluation of up to 10 CRPs over 2013-2015. The order in which the CRPs will be evaluated was established on the basis of multiple criteria such as the size of the CRP, its starting date, the extent to which it carries on past Center research and time elapsed since the lead Center was evaluated through an External Programme and Management Review (EPMR).

The CIMMYT-led CRP, MAIZE, will be evaluated in 2014. This CRP encompasses nearly all the research at CIMMYT that had its last EPRM in 2004. It brings together the previously separate mandate of IITA on maize related research aiming at efficiency at the CGIAR level.

¹ Defined as four System-Level Outcomes: reduction of poverty, improvement of food security, increasing nutrition and health; and more sustainable management of natural resources.

² The CGIAR Fund is a multi-donor, multi-year funding mechanism that provides funding to (i) CRPs through two "Windows"; Window 1 across CRPs as per Consortium decision and Window 2 to donor-specified CRP; and to (ii) donor-specified Centers through Window 3.

³ http://www.cgiarfund.org/sites/cgiarfund.org/files/Documents/PDF/CGIAR_evaluation_policy_jan2012.pdf

1.2. Overview

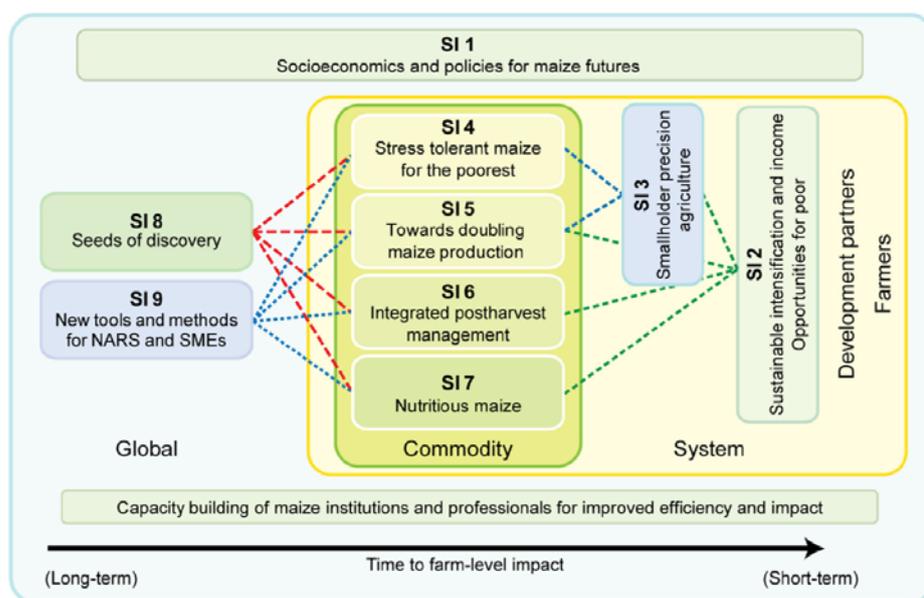
Program design

The CRP on MAIZE is led by CIMMYT and implemented in partnership with IITA and more than 300 other partners. It aims to double the productivity of maize-based farming systems, making them more resilient and sustainable and ultimately increasing farmers' incomes and livelihoods. MAIZE's main target group is smallholders who live in stress-prone environments and who have poor market access, which includes around 640 million people of which 72 million are maize dependent.

MAIZE was launched in mid 2011 following the approval (with minor adjustments) of the Proposal by the Fund Council in April 2011.

The CRP on MAIZE is built around nine Strategic Initiatives, also called "Flagship Projects" and a cross-cutting component on capacity building, which are presented in the graphic below:

Figure 1: MAIZE Strategic Initiatives



Source: MAIZE Proposal Document (2011)

There are six IDOs which MAIZE aims to achieve:

- IDO 1: Increased productivity and stability of farming systems
- IDO2 Increased income of small holder farmers
- IDO 3: Increased yields of maize for smallholder farmers
- IDO4: Increased nutritional diet
- IDO5 Reduced post-harvest losses
- IDO6: Reduced aflatoxin in maize value chain

To achieve those IDOs, MAIZE has formulated Research Strategies which integrate the Strategic Initiatives outlined in the above graphic.

The first relates to **Sustainable intensification and income opportunities for the poor** and aims to both pilot and scale-up and scale-out profitable, resource efficient maize-based farming systems and value-chain innovations with the aim to improve system productivity, resilience, sustainability and increase incomes of smallholders. It includes three large projects: MasAgro (in Mexico); SIMLESA (in eastern and southern Africa) and CSISA (in South Asia) and is supported by a number of smaller bilateral projects and Windows 1&2 funded projects in the same regions.

The second Research Strategy is called **New maize varieties for the poor**. It aims to breed new improved maize varieties include high yielding, nutritionally enhanced and stress tolerant hybrids and open-pollinated varieties (OPVs).

The third Research Strategy focuses on **integrated post-harvest management** and aims to reduce post-harvest losses and improve food safety and market opportunities (reducing aflatoxin and fumonisin in the value-chain) through the commercial production and distribution of maize storage technologies (silos and bags) and aflatoxin bio-control (Aflasafe).

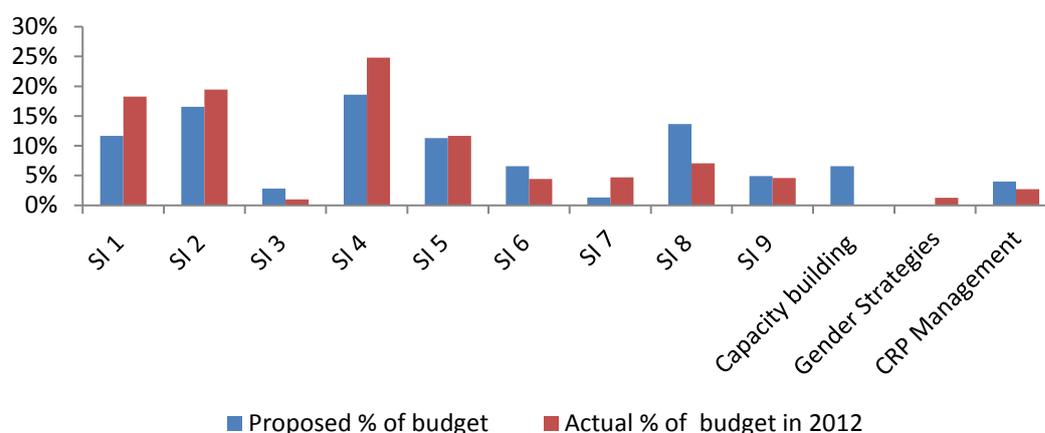
Budget and expenditure

In the Proposal, the full funding scenario for MAIZE amounted to USD 237.8 million for three years, with an investment rising to USD 97.8 million in the third year. However, lower funding scenarios were presented at about 70% of the full funding scenario.

Up until 2012, MAIZE expenditure was USD 102 million, of which 72% came from bilateral funding and 12% from Window 3, thus allocated to CIMMYT and IITA. The remaining 16% come from Window 1 and Window 2 funding. Out of the total expenditure of 77.6 million in 2012, 91% was spent by the lead center, CIMMYT including for CPP management and MAIZE funds allocated to partners, while the remaining 9% were spent by IITA. Around USD 23 million (30%) were spent on collaborations with partners in 2012.

The largest part of expenditures in 2012 (30%) was spent within SI 4 on stress tolerant maize, followed by SI 2 on Systems intensification (18%) and SI 5 on doubling maize production (14%) and SI 1 on socioeconomic and policies (13%). The below graph presents a comparison of the percentages of total expenditure of each Strategic Initiative as outlined in the Proposal Document (2011) compared to the actual percentage in 2012. It shows that SI3, SI6, SI8, SI9 capacity building and CRP management have less weight as originally envisaged, while SI1, SI2, SI4, SI5, SI7 spent relatively more in 2012. For gender strategies there was initially no budget foreseen.

Figure 2: Proposed and actual % of total MAIZE budget



MAIZE implements a broad range of activities ranging from having national to regional to global scope.

In the beginning of 2013 a gender strategy for MAIZE was released which outlines the process and approach that the CRP has adopted in order to strengthen the integration of gender considerations in maize research for development. Initially the focus will be on setting up enabling institutional conditions for gender integration.

Only around 2% of expenditure in 2012 was related to CRP management. Currently a small management team, headed by a Program Manager, assisted by two full time and two part time staff (also working for WHEAT) is managing the CRP. Programme implementation is guided by a MAIZE Management Committee which includes three non-CGIAR Primary Research Partners. The Stakeholder Advisory Committee which provides independent oversight is made up to a large extent of non-CGIAR partners. It is chaired by CIMMYT’s DG through who it reports to the CIMMYT Board of Trustees.

2. Evaluation Focus

2.1. Evaluation purpose and clients

The primary purpose of this evaluation is to enhance the contribution that MAIZE is likely towards reaching the CGIAR goals and enhancing the productivity and sustainability of maize-based farming systems and the livelihoods of poor producers and consumers of maize in developing countries.

As all CRP evaluations, the purpose of the evaluation of MAIZE is to provide essential evaluative information for decision-making by Program management and its funders on issues such as extension, expansion and structuring of the program and adjustments in some aspects of the program.

Terms of Reference, CRP on Maize, Jan 2014

In November 2013, the Fund Council of the CGIAR agreed that all current CRPs should undergo some form of evaluation before the call for the second round of CRPs and full proposal development is initiated. In that context, the evaluation of MAIZE will provide information for decisions on the program formulation and selection in the 2nd funding call in 2016. Taking into account the stage of the program and given its nature and timelines for results, the evaluation aims to provide an overview and critical analysis of the relevance of the program and its achievements to date and/or progress towards their achievement.

The evaluation provides both accountability, re-enforcing the principle of mutual accountability and responsibility among program, donors and partners, and learning among the CRP and its stakeholders for improving program relevance and efficiency and the likelihood of sustainable results. It will look at the extent to which MAIZE within its mandate is responding to the key aspirations underlying the CGIAR reform related to vision and focus, delivery orientation, synergy through efficient partnerships and accountability.

The main stakeholders of this evaluation are the management of MAIZE, all participating Centers, partners associated to the Program, the CGIAR Fund Council, and the Consortium Board.

Stakeholders will be consulted throughout the evaluation through structured interviews, surveys, site visits, and reference group for some of them.

Table 1: CRP evaluation stakeholders

Type of stakeholder	Role in CRP	Interest in evaluation
CRP level		
CRP management	Management of CRP	Lessons learned to increase performance of CRP
CRP governance committee	Oversight of CRP Strategic advice for CRP	Accountability CRP performance Lessons learned about effectiveness of Governance committees
CRP Researchers	Carry out research in line with CRP IDOs	Research performance
Center level		
Lead center management	Management of CRP	Organizational performance Comparative advantage
Lead center board	Fiduciary responsibility Oversight of the CRP	Organizational performance Comparative advantage
Boards and management of participating centers	Oversight of CRP activities carried out by its center	Organizational performance Comparative advantage
CGIAR level		
CGIAR Fund Council	Oversight on use of funds for CRP	Accountability CRP performance Decision making for resource allocation
Donors of bilateral projects	Funding source	Accountability CRP performance

		Decision making for resource allocation
CGIAR Consortium	Integrating CRP research with other CRPs, strategic alignment of CRPs, coordinating between CRPs	Lessons learned to increase the effectiveness and relevance of the work of the CGIAR; Lessons learned to increase the efficiency and accountability of the CGIAR.
Partners		
Research partners	participate in the design and conduct of CRP research	Research Performance Collaboration mechanisms, Capacity development
Development and Boundary Partners	targeted stakeholders for implementing change	Relevance of CRP and its research, Research Performance, Collaboration mechanisms, Capacity development
Beneficiaries; e.g. farmers and policy-makers	Targeted clientele for development oriented research	Relevance, effectiveness and impact of CRP and its research

2.2. Evaluation scope

The evaluation will cover all research activities of MAIZE and related processes, thus including activities funded by Window 1, 2 and 3 as well as bilateral funded projects. In the new CGIAR framework of programmatic approach, MAIZE takes on a major component of CGIAR commodity research on maize breeding and maize systems bringing together the long-standing maize research of CIMMYT and IITA in an expanded global partnership. Thus in assessing research performance, particular emphasis will be given to MAIZE research pipeline where results maturing to outcomes and impact can be expected.

Given that the previous CGIAR level evaluations that covered maize research were conducted in 2004 for CIMMYT and in 2007 for IITA, the scope of the MAIZE evaluation is quite broad covering both **past research** for the criteria of effectiveness and impact, and current program for relevance, efficiency and quality of science. Sustainability can be assessed both retrospectively and prospectively. The dimension of this evaluation that will cover past, “transferred” research is **summative** and will determine to which extent results at outcome and impact level were achieved.

The evaluation is being undertaken at a time when the CRP has finished setting up its management and governance structure and is completing the design of its program in accordance of guidance from the CGIAR Consortium Office and within the context of the SRF. This includes defining program theories and impact pathways for the key components of the CRP, description of the Intermediate Development Outcomes, target achievement goals for the medium-term (about 10 year time span), agroecologies and beneficiary groups for them and indicators for progress and results.

As the MAIZE CRP was formally launched only in mid 2011, the dimension of this evaluation that will focus on the **new programmatic approach** is a **formative and process-oriented** and undertaken to enhance the relevance and efficiency of MAIZE and the likelihood of its effectiveness of in contributing to the CGIAR SRF vision, SLOs and outcomes as defined in the results framework

The evaluation will not only examine the quality and relevance of CRP research itself but its institutional context and relation to other CRPs. This will include examining the effectiveness and efficiency of the institutional structure and management systems of the CRP and the extent to which it incentives among scientists and partners high quality research oriented towards tangible outcomes.

The strategic issues and evaluation questions are structured around two dimensions: Research/programmatic performance and organizational performance. The Evaluation Team is tasked to refine and prioritize them during the inception phase, in consultation with the stakeholders.

Research/programmatic performance

The MAIZE evaluation will have its focus on two time frames:

- the results – outputs, outcomes and impacts – generated from research prior to establishment of MAIZE and filling the results pipeline also into the future for some time; and
- the two ½ year period during which MAIZE has been set up as a multi-partner CRP with newly defined program structure, targets and impact pathways.

The evaluation of programmatic performance will address all the evaluation criteria presented below.

The evaluation will look at the process and analytical rigor in the development of impact pathways including the plausibility of linkages between outputs and outcomes to the IDOs and beyond towards the SLOs and the assumptions including those that relate to external factors that are crucial for the planned outcomes and impact. It will look at the validity of the assumptions underlying the program theory for impact and the research hypotheses related to those assumptions.

The evaluation will examine the extent to which the challenges for linking research outputs to development outcomes and scaling out promising results are addressed in the program. It will take into account the extent to which gender analysis is incorporated into research design and targeting, dissemination strategies and analysis of results. Partnership approaches, capacity strengthening and communication strategies will be examined regarding their efficiency for overcoming constraints to adoption and sustainability of results and enhancing the likelihood of impact.

Organizational performance

The evaluation organizational performance will primarily pertain to aspects of efficiency and effectiveness with focus on CRP design, structure and processes from the organizational and management point of view.

Areas of emphasis include the changes and value-added brought about by the CRP structure relative to the previous programs, including in organizational effectiveness, management structure, system, partnership management and transaction costs; resource allocation and fund distribution between institutions and program components, and alignment of different funding with program objectives; adherence to legal arrangements, including the appropriateness of IP management and System-level obligations; and organizational learning for improving likely efficiency and effectiveness.

3. Evaluation Criteria and Questions

3.1. Evaluation Criteria

The MAIZE evaluation will address the six evaluation criteria; relevance, efficiency, effectiveness, impact, sustainability and quality of science through a set of evaluation questions, which will be refined during the inception phase. A tentative list of evaluation questions is give below. These will be refined and further elaborated during the inception phase by the Evaluation Team in consultation with relevant stakeholders.

3.2. Evaluation Questions

Relevance

Coherence

- Is the MAIZE CRP strategically coherent and consistent with the main goals and System Level Outcomes presented in the CGIAR's Strategy and Results Framework?
- Rationale for and coherence between CRP Flagship Projects?
- Use of core-type funding (Windows 1 and 2) for leveraging bilateral funding and alignment of bilateral projects within program strategy

Comparative advantage

- What is the comparative advantage of MAIZE relative to in terms of the CGIAR's mandate of delivering international public goods; other international initiatives and research efforts, including the private sector; and partner country research institutions or development agencies?
- In the different areas of research (Flagship Projects, Clusters of Activity) does MAIZE play an appropriate role as global leader, facilitator or user of research compared to partners and other research suppliers?

Program design

- Does the program target an appropriate set of Intermediate Development Outcomes (IDOs) and do the activities (in the CRP Clusters of Activities) cover all relevant areas for achievement of program objectives?
- Do the impact pathways logically link the principal clusters of activities to the IDOs and are the IDO linked to the SLOs through plausible theories that take into account trade-offs between multiple objectives? Have constraints to outcomes and impacts been considered in the program design, for example through assessment of the assumptions and risks in reliance on policies, actions of national institutions, capacity and partnerships?
- Have the CRP research activities been adequately prioritized in line with resource availability and partner needs?

Efficiency

- Are the MAIZE institutional arrangements and management and governance mechanisms efficient and effective?
- To what extent have the reformed CGIAR organizational structures and processes increased (or decreased) efficiency and successful program implementation?
- Is the level of collaboration and coordination with other CRPs appropriate and efficient for reaching maximum synergies and enhancing partner capacity?
- Are the facilities and services used efficiently and are there areas where efficiency could be improved, for instance through outsourcing?
- Is the monitoring and evaluation system efficient for recording and enhancing CRP processes, progress, and achievements?

Quality of science

- Does the research design, problem setting and choice of approaches reflect high quality in scientific thinking, state-of-the-art knowledge and novelty in all areas of research?
- Is it evident that the program builds on the latest scientific thinking and research results?
- Are the internal processes and conditions, including research staff and leadership quality, adequate for assuring science quality?
- Are the research outputs, such as publications, of high quality?

Effectiveness, impact and sustainability

- To what extent have planned outputs and outcomes been achieved or are likely to be achieved?
- Have there been sufficient efforts to document outcomes and impact from past research with reasonable coverage over research areas?
- What can be concluded from the findings of *ex post* studies, for instance in terms of magnitude of impact in different geographical regions relevant for MAIZE and equity of benefits?
- Have adequate constraint analyses and lessons from *ex post* studies informed program design for enhancing the likelihood of impact?
- To what extent have benefits from past research likely been sustained?
- To what extent are positive outcomes demonstrated at pilot or small-scale level likely to be sustained and out-scalable?
- What are the prospects for sustaining financing, for example, for long-term research programs and key partnerships?

3.3. Cross-cutting issues:

Gender

The evaluation of gender pertains particularly to:

Relevance:

- Have gender been adequately considered in research design in terms of relevance to and effect on women?

Effectiveness and impact:

- Has gender been adequately considered in the impact pathway analysis, in terms of the differential roles of women and men along the impact pathway, generating equitable benefits for both women and men and enhancing the overall likelihood enhancing the livelihoods of women?

Capacity building

The evaluation of capacity building will address particularly

Relevance:

- To what extent do capacity building efforts address partners' needs?
- Does capacity building target women as well as men adequately and their differential needs taken into account?

Effectiveness and sustainability:

- To what extent are capacity issues taken into account in the impact pathway analysis?
- Are capacity building efforts integrated with the research mandate and delivery of the CRP?
- Are the capacity building efforts and incentives among partners adequate for enhancing the long-term sustainability of program effects?

Partnerships

The evaluation will consider the partnerships among the implementing centers (CIMMYT and IITA), linkages with other CRPs and partnerships with both research and development partners as well as boundary partners upon whom the development outcomes depend.

Relevance:

- To what extent are the partnerships relevant and cover the relevant partner groups to achieve program objectives?

Efficiency and effectiveness:

- Are the partnerships chosen and managed so as to maximize efficiency for results?

4. Evaluation approach and methodology

4.1. Approach and Methodologies

Given the history of maize research in the CGIAR on which the CRP builds on one hand and the early phase of the implementation of the CRP on the other hand, the evaluation will combine both **summative** and accountability oriented and **formative and forward-looking** components in its

approach. The former will look at achievements regarding results so far, particularly from research that continues from the past. It will draw, to the extent possible, on existing studies, adoption and impact assessments, records and other data for conducting meta-analysis of available evaluative information and estimating the achievements from past research. This approach will be complemented by other means such gathering perception information during site visits and stakeholder interviews.

The forward-looking component will review inter alia, program design and processes, progress made so far towards results, gender mainstreaming, governance and partnership aspects as well as other innovative modalities of work introduced with the Reform. Approaches will be selected that use, for instance, benchmarking with other comparable programs, lessons and good practices in research and management established elsewhere, and information from primary contacts.

The evaluation process will be attentive that in developing findings, conclusions and recommendations there is broad consultation among stakeholders for capturing a broadly representative range of viewpoints. The evaluation team should ensure that the findings are informed by evidence. This implies that all perceptions, hypotheses and assertions obtained in interviews will be validated through secondary filtering, cross checks by a triangulation of sources, methods, data, and theories. The main phases of the evaluation are described below.

4.2. Evaluation Phases

Preparatory phase

During the Preparatory Phase the IEA, in consultation with relevant stakeholder, will review key documents, carry out a preliminary mapping of the CRP activities, and define the scope and issues surrounding the evaluation.

The IEA will carry out the following tasks:

- Finalize the Terms of Reference
- Compile information on research projects under MAIZE and existing evaluation material and other key documents pertaining to MAIZE
- Set up a Reference Group for the evaluation
- Select the evaluation team leader and in consultation with her/him, the evaluation team and contract all team members

Inception phase

The inception phase is the responsibility of the Evaluation Team with support from the IEA. The evaluation's scope, focus, approaches and methods, and the evaluation questions in detail will be defined during the inception phase. The tasks during the inception phase include:

- Review and synthesis of monitoring information pertaining to MAIZE that form basis evaluation plan as presented in the inception report, including: (i) information derived from the CRP's monitoring and evaluation system; (ii) impact assessments; (ii) management related materials
- Development of an analytical framework for the assessment of MAIZE research

- Refinement of the evaluation questions and an evaluation matrix that identify means of addressing the questions, including an outline of the data collection methods/instruments
- Detailed specification of the evaluation timetable which includes plan for site visits
- Indicative evaluation report outline and division of roles and responsibilities among the team
- Preliminary list of strategic areas of importance prioritized for emphasis in the course of the inquiry phase.

These elements will be drawn together in an evaluation inception report which, once agreed between the team and the IEA will represent the contractual basis for the team's work. Subject to the agreement of the Head IEA, adjustments can be made in a transparent fashion during evaluation implementation in the light of experience.

Conduct of evaluation

The Evaluation will build on the outputs of the inception phase and proceed with the inquiry, by acquiring more information and data from documents and relevant stakeholders, to deepen the analysis. The methods and approaches that are refined in the inception report, may include:

- Interviews with a variety of stakeholders both within and outside the CGIAR for obtaining qualitative views on, for instance, relevance and quality of research, likely effectiveness and aspects of partnership management.
- Surveys among CRP researchers, partners and other stakeholders for gauging general perceptions and satisfaction with CRP relevance, progress and achievements.
- Site visits to CIMMYT and IITA research sites to generate information of program activities and partner relations. Use will be made of management and research meetings that allow engagement with a range of stakeholders
- Case studies of selected research areas or projects.

Dissemination phase

See 5.4

4.3. Quality Assurance

In order to ensure technical rigor to the Evaluation, the following quality assurance mechanisms will be implemented during the evaluation exercise:

The IEA, as manager of the evaluation will conduct quality control throughout the evaluation process. The IEA will work closely with the evaluation team throughout the evaluation and will ensure that the conduct of the evaluation and its approaches, methods and deliverables are in line with the Evaluation policy and Standards.

The IEA's Quality Assurance Advisory Panel (QAAP) will also provide feed-back at different milestones, including terms of reference, inception report and evaluation report.

An expert panel, consisting of external, independent experts in subject matter areas of maize will examine the quality of the evaluation report in terms of substance, including the technical and contextual and financial soundness of the evaluation findings and conclusions.

Evaluation findings and conclusions are to consider actual resources available to WHEAT and state what recommendations are resource-neutral and what recommendations imply a greater/smaller budget

4.4. Main limitations and constraints of evaluation

Due to the limited time that the CRP has been in operation, the evaluation has only a relatively short time for assessing program performance and achievements to-date. The evaluation's ability to assess achievements and impact from past research relevant to the current CRP may be limited by the lack of evaluative information across program areas. The size and geographic spread of the CRP may limit the scope of the evaluation which will need to select suitable methods to assess the CRP through, for example, representative sampling.

5. Organization and Timing of the Evaluation

5.1. Evaluation team qualifications

The evaluation team leader will have suitable background given the CGIAR's mandate MAIZE and solid experience in leading evaluations of complex programs. The team leader will be supported by a team of experts who will between them have extensive and proven experience at international level, working for research or development agencies, on issues, programs and policies related to crop production and farming systems in developing country context. They will also have demonstrated knowledge of the main global institutions involved in maize improvement.

The team is likely to include 3-4 experts, in addition to the team leader. Among its members, the team will have an excellent understanding and knowledge of the research issues and international debate on following areas:

- crop production, such as biotechnology, germplasm conservation and enhancement;
- natural resource and crop management in maize farming systems;
- climate change and sustainability of maize systems;
- factors influencing maize research strategies and impact;
- consumer perspectives; and
- policy environment relevant to maize production systems.

In addition the team will have competence to assess:

- program governance, organization and management, including financial management
- sociological and gender issues
- capacity building issues
- institutional and policy analysis in the context of development
- research planning, methods and management

- intellectual property issues
- communication and partnership

5.2. Evaluation governance/roles and responsibilities

The Evaluation will be conducted by a team of **independent external experts**. The team leader has final responsibility for the evaluation report and all findings and recommendations, subject to adherence to CGIAR Evaluation Standards. The evaluation team is responsible for submitting the deliverables as outlined in more detail below.

The **IEA** will be responsible for planning, initial designing, initiating, and managing the evaluation. The IEA will also be responsible for the quality control of the evaluation process and outputs, and dissemination of the results. The IEA will take an active role in the preparatory phase of the evaluation by collecting background data and information and by carrying out preliminary analysis on the CRP on Maize. An evaluation manager supported by an evaluation analyst will provide support to the team throughout the evaluation.

A **Reference Group** will be set-up to work with the IEA evaluation manager to ensure good communication with, learning by, and appropriate accountability to primary evaluation clients and key stakeholders, while preserving the independence of evaluators. The Reference Group, composed of CRP stakeholders, can be thought of as a 'sounding board' and it will give views and inputs at key decision stages in the evaluation design and implementation process, such as finalising the TOR, the inception report and evaluation report.

5.3. Timeline

The CRP evaluation is scheduled to take place between March 2014 and early 2015.

Table 2: Proposed timeline for evaluation

Phase	Period	Main outputs	Responsibility
Preparatory Phase	Dec 2013 – March 2014	Final ToR Evaluation team recruited	IEA
Inception Phase	March 2014 – May 2014	Inception Report	Evaluation team
Inquiry phase	Jun 2014 – Oct 2014	Various reports and analysis products as defined in inception report	Evaluation team
Reporting phase			
Drafting of Report	Nov 2014 – Jan 2015	Draft Evaluation Report	Evaluation team

Presentation of preliminary findings	Jan 2015	Presentation of preliminary findings Feedback from main stakeholders	Evaluation team IEA
Final Evaluation Report	Feb 2015	Final Evaluation Report	Evaluation team
Management Response	Mar 2015	Management Response	CRP Management
Dissemination phase	Mar 2015	Communications products	IEA Team leader CRP Management

5.4. Deliverables and dissemination of findings

The **Inception Report** - builds on the original terms of reference for the evaluation, outlines the team's preliminary findings, as well as the proposed approach to the main phase of the evaluation. It constitutes the guide for conducting the evaluation, by (i) Outlining the scope of the evaluation; (ii) Providing a detailed evaluation matrix; (iii) Clarifying the analytical frameworks which will be utilized by the evaluation; (iv) Developing the methodological tools and (v) Providing a detailed work plan for the Evaluation.

The **Evaluation Report** - the main output of this evaluation - will describe findings, conclusions, and recommendations, based on the evidence collected in the framework of the evaluation questions defined in the Inception Report. The recommendations will be evidence-based, relevant, focused, clearly formulated and actionable. They will be prioritized and addressed to the different stakeholders responsible for their implementation. The main findings and recommendations will be summarized in an executive summary.

Presentations will be prepared by the Team Leader for disseminating the Report to targeted audiences. The exact forms of these presentations will be agreed during the inception phase. Adequate consultations with MAIZE stakeholders will be ensured throughout the process, with debriefings on key findings held at various stages of the evaluation. The final report will be presented to key CGIAR stakeholders. Following this, the IEA will interact with the management of MAIZE during the preparation of the management response.

MAIZE Management will prepare a response to the evaluation for the consideration of the Consortium Board. The management response will be specific in its response to evaluation recommendations as to the extent to which it accepts the recommendation and reasons for partial acceptance and non-acceptance, and for those recommendations which it accepts partially or in full, what follow-up action it intends to take, in what time-frame. The consolidated response of MAIZE management and the Consortium Board will be a public document made available together with the evaluation report for the consideration of the CGIAR Fund Council.

Several events will be organized and several means considered to disseminate the evaluation results. A dissemination strategy will be developed during the inception phase.

