1. **Assignment title**

Review of the South African Institute for Aquatic Biodiversity (SAIAB).

2. **Assignment principal and Evaluation Reference Group**

The Assignment Principal is the President and CEO of the National Research Foundation (NRF). The Evaluation Reference Group comprises the NRF President, the NRF Vice-President and the Executive Director: Knowledge Management and Strategy.

The role of the Review Reference Group is to:

- approve the terms of reference;
- approve the review plan and budget from the review management service provider;
- appoint the review panel;
- receive the final report from the review panel and the response of the management of SAIAB;
- provide comments and recommendations on the review process and the extent to which the terms of reference for the review have been addressed.

The Assignment Principal will forward the following to the NRF Board:

- the final report by the review panel including
- the response of the management of SAIAB as well as
- the comments and recommendations by the Review Reference Group on the review process and the extent to which the terms of reference for the review have been addressed.

3. **Review Management Service Provider**

The Evaluation Centre of the NRF will act as the Review Management Service provider. The responsibilities of the service provider are to:

- develop a plan for the review exercise, including a budget;
- manage, coordinate and administer the entire review process, including logistics;
- provide support to the review panel, including compiling reports;
- source the necessary information from SAIAB.

4. **The purpose of the review**

The purpose of the review will be to provide:

- a retrospective view on the performance of SAIAB in terms of the objectives stated in the strategic and business plans;
5. **The scope of the review**

The focus of the review will be over the past five financial years ending in March 2004.

6. **Review dimensions**

The review panel is requested to conduct the review and to determine the strengths, weaknesses and impact of SAIAB in terms of the aspects outlined below:

6.1 **Strategic direction of the facility**

- Provide an assessment of how successful SAIAB’s transition has been from a declared cultural institution to a national research facility;
- Comment to what extent the criteria of a National Research Facility as identified in the System Wide Review of 1998 have been met;
- Comment on the implication of the creation of the South African National Biodiversity Institute (SANBI) on the mandate, governance and management of SAIAB.

6.2 **Performance of the facility**

- Comment on the effectiveness and efficiency in creating and growing the collections for the benefit of the users (both internal and external) of the facility;
- Relate the input of the facility to its output both in terms of external and internal users, i.e. determine whether the facility provided value for money in terms of its goal attainment;
- For benchmarking purposes, relate the performance of the facility, where appropriate, to similar facilities in other countries;
- Where possible, comment also on the appropriateness of the performance indicators (output, outcome and impact) used by the facility.

6.3 **Utilisation of the facility by external users**

Comment on the:
- Appropriateness of mechanisms utilized by SAIAB to facilitate access to their collections and infrastructure by both national and international users;
- Extent of use by users;
- Appropriateness and extent of current and envisaged collaborations with external users.

6.4 **Management of the facility**

- Assess whether the management structures and processes were well designed and appropriate to achieve the objectives of SAIAB;
- Assess the roles of the respective role players in the management of the facility;
Comment on the appropriateness and efficient and effective use of resources (financial and human);

Comment on the review, monitoring and control of activities supported by the facility;

Comment on the continuous development of and learning by SAIAB to address emerging needs.

6.5 Transformation

Comment on the:

- internal transformation of SAIAB in terms of transformation policies such as employment equity (in particular, race and gender), staff development, access, etc;
- external transformation i.e. to what extent did SAIAB contribute to transformation within the National System of Innovation, including race and gender.

6.6 Facility impact and stakeholder satisfaction

- Explore the relevance of the facility objectives and the impact of its performance for the users of the facility, the participating Higher Education Institutions, industry, etc (i.e. determine the extent to which the expectations of stakeholders have been met and the extent to which the facility is addressing national needs and priorities as identified in the NRF Strategic Plan, the White Paper on Science and Technology, and the National R&D Strategy);

7. The review process

7.1 The appointment of the review team, preparations and programme

- The assignment principal will appoint the review panel and convenor of the review panel;
- The review panel should comprise no more than four persons with appropriate experience and skills to conduct the review. Panel members should represent the spectrum of SAIAB stakeholders and should include a foreign expert;
- The assessment will be based on the documents listed in the Annexure. The resource documents for the review will be available to the panel well in advance of the commencement of the review;
- The service provider will draw up a review programme in consultation with the assignment principal and SAIAB management. The review panel will have the opportunity to interrogate the proposed programme and to recommend amendments and additions should the need arise;
- The team will have the opportunity to interview members of the SAIAB management, stakeholders from industry, the Higher Education Sector, project leaders, team members, student beneficiaries, users of the research, etc;
- The review team will decide on and pursue its own line of questioning during interviews and will likewise decide on the format of its report.

7.2 Deliverables

- A feedback session between the assignment principal, the management of SAIAB and participants;
• A preliminary report by the review panel on completion of the *in situ* reviews;

• A final report including an executive summary and recommendations for SAIAAB by the review panel within two weeks of completion of the *in situ* reviews. The report will, inter alia, outline the following:
  o strengths, weaknesses and impact of the facility;
  o efficient ways to reach objectives and improve on performance and impact;
  o lessons for future strategies to be followed, etc;

• A response from the management of SAIAAB within two weeks after receipt of the final report;

• Comments and recommendations by the Reference Group on the review process and the extent to which the terms of reference for the review have been addressed within two weeks after receipt of the final report;

• Placement of the final report on the NRF website within two weeks of its consideration by the NRF Board.

8. **Time frame**

The review will take place during September 2004.

9. **Budget**

9.1 The Evaluation Centre will submit a budget for the evaluation to the Evaluation Reference Group for its approval.

9.2 The costs incurred for the evaluation will be covered from NRF Executive funds.

*The terms of reference may be amended should the need arise.*
Annexure

Documents for the review panel

- Self-evaluation report by the South African Institute for Aquatic Biodiversity
- NRF Act
- South African National Biodiversity Institute Act
- White Paper on Science and Technology
- SETIs (Science, Engineering and Technology Institutions) Report on the System Wide Review
- SETIs (Science, Engineering and Technology Institutions) Report on National Facilities (completed in 1998)
- SETIs (Science, Engineering and Technology Institution) Report on the National Research Foundation and the Agency Function (completed in 1998)
- South Africa’s National Research and Development Strategy
- NRF Strategic Plans
- Strategic and Business plans of the South African Institute for Aquatic Biodiversity
- Latest annual reports of SAIAB