



Terms of Reference

South Sudan Recovery Fund Lessons Learned Exercise (January 2012)

1. Background

The Government of South Sudan, the United Nations and donor countries agreed in May 2008 at the Sudan Donor Consortium meeting in Oslo, Norway, to establish the South Sudan Recovery Fund (SSRF), with the overall aim of expediting delivery of recovery assistance to South Sudan. It also aims to accelerate recovery initiatives in South Sudan through high-impact, quickly disbursed projects. The Fund focuses on quick delivery of recovery results that directly affect people afflicted by war and poverty, through visible 'peace dividends' and opportunities. These will be based on increasing capacities of the Government and its partners, and the active participation and empowerment of communities, thereby laying the foundations for sustainable development and building the confidence for a lasting peace (Strategic Framework of the South Sudan Recovery Fund, May 2008). In other words, the design of the SSRF intends to bridge the gap between short-term humanitarian aid and long-term development efforts. In this regard, four key strategic priorities for recovery were identified including consolidating peace and security; delivering basic services; stabilizing livelihoods and building capacity for decentralized and democratic governance.

SSRF is one of the Multi-Donor Trust Fund (MDTF) administered by the Multi-Partner Trust Fund Office (MPTF Office) as the Administrative Agent (AA) on behalf of the Participating UN Organizations (PUNOs). This arrangement has been formalized through the Memorandum of Understanding (MOU) signed between each of the 12 Participating Organizations and the MPTF Office on 21 April 2008. The MOU sets out the roles and responsibilities of each PUNO, which assumes full programmatic and financial accountability of the funds disbursed to them. To date, there are three PUNOs participating in the implementation of projects and joint programmes of the SSRF, namely UNDP, UNOPS and WFP.

Three donors have signed the Standard Administrative Agreement (SAA) with the AA: the United Kingdom on 1 December 2008, the Netherlands on 4 December 2008 and Norway on 16 November 2011. On behalf of the PUNOs, the AA operates in accordance with the United Nations Development Group (UNDG) approved "*Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN Funds*", and serves as administrative interface with donors (see http://www.undg.org/docs/11109/Protocol-on-the-role-of-the-AA,-10.30.2008_DUP_11-03-2009_03-15-33-265_PM.doc).

The programmes/projects are designed within the Strategic Framework (2008) of the Fund to ensure that activities financed are aligned with the Government of South Sudan's priorities as outlined in the Terms of Reference (TOR) of the Fund. The United Nations Development Assistance Framework (UNDAF) 2009-2012 and the GoSS Aid Strategy (2006-2011) also provided the scope and parameters for identifying and formulating projects.

SSRF projects have been implemented in three Rounds. On 10 September 2008, SSRF Steering Committee (SC) approved the first Round that focused on improving livelihoods across the 10 states of South Sudan through international non-governmental organizations (NGOs). Eighteen projects are funded with a total budget of US\$20.8 million, for a period of between 18-36 months. The second Round prioritized capacity building in a two pronged approach, combining assistance

to community-based organizations (CBOs) and national NGOs and capacity building support to the South Sudan Reconstruction and Development Fund (Commission) to strengthen its institutional capacity to achieve its mandate and oversight of a small grants scheme established for CBOs and national NGOs . Sixty-nine small grants projects were funded under this Round in all the 10 states, with a total budget of US\$3.2 million. UNDP serves as the Managing Agent for the two Rounds and has the overall oversight and reporting responsibility. Round 3 concentrates on stabilization efforts in key conflict areas in South Sudan (Jonglei, Lakes, Eastern Equatoria and Warrap States) and the allocated budget is US\$86.6 million. SSRF's total committed funding to date from the three donors is US\$115.7 million; DFID contributed US\$76.9 million, the Netherlands US\$36.3 million and Norway US\$2.4 million.

2. Context

After more than five decades of near continuous war, and following the six-year interim period of the Comprehensive Peace Agreement (CPA), the Republic of South Sudan was established on 9 July 2011 and formally admitted into the United Nations General Assembly as the 193rd member state on 14 July and into the African Union (AU) as the 54th member state on 15 August 2011.

Marginalized for decades, South Sudan is entering statehood as one of the most under-developed countries in the world. None of the public infrastructure required for growth is in place. The road grid is wholly inadequate. In one of the region's largest countries, there are only a handful of all-weather roads, and a single bridge links the east and west banks of the Nile. Up to 60 per cent of remote locations are inaccessible during the rainy season. The railroad serves only a few towns in one of the ten states of South Sudan. There is no electricity grid and no nationwide energy system. Airports are substandard, and there is no civil aviation capacity. Although mobile telephone coverage is improving, connectivity is already at capacity. Many areas are insecure because they are inaccessible, and state structures, including law enforcement, have little if any capacity to access or intervene when conflict occurs.

Some of the worst social indicators globally are found in South Sudan, particularly among women. At least 80 percent of the population is income-poor, living on an equivalent of less than USD 1 per day. More than one third of the population is food insecure and even in a good year, 20 percent of households cannot support themselves. Less than 40 percent of the population has access to any form of health care (UNDAF 2012-2013).

The prolonged conflict between the north and South Sudan has left South Sudanese society highly militarized, fragmented and characterized by a proliferation of arms and armed groups. Inter-communal conflicts remain prevalent, resulting in large numbers of casualties and mass displacement, disproportionately affecting women. In 2011 alone, more than 3,000 people have died from violent conflict within South Sudan, and 350,000 people have been displaced. In the lead-up to independence, more than 300,000 southerners who had been living in the north returned to the south, in addition to the more than two million who had already returned since 2005, often to rural communities lacking livelihoods, infrastructure, water, schools and health posts. Southerners continue to return in record numbers, exacerbating competition over scarce resources. On-going tensions between the Republic of Sudan and the Republic of South Sudan have resulted in border skirmishes and restrictions on the free movement of people and goods (Source: OCHA Reports, South Sudan 2011).

Furthermore, the gap in medium-term recovery assistance to transition from humanitarian support to longer-term developmental programmes remains. While there is no question about the length and difficulty of the transition confronting South Sudan, there are very real questions about ensuring that the right kind of strategies and programmes are in place to bridge the deficits the new state is facing.

Following independence, and as a first step in state-building, the Government of the Republic of South Sudan launched its first South Sudan Development Plan (SSDP) for 2011-2013, covering the interim period from independence to the end of 2013 and the GoSS Aid Strategy (2011-2016). The overarching objective of the SSDP is to ensure "*South Sudan is a united and peaceful new nation, building strong foundations for good governance, economic prosperity and enhanced quality of life for all.*" The Plan identifies key development objectives for the new Government, including nineteen major priorities, across four priority pillars: (1) Governance; (2) Economic Development; (3) Social and Human Development; and (4) Conflict Prevention and Security.

In parallel to the development of the SSDP, the UN Country Team (UNCT) developed its United Nations Development Assistance Framework (2012-13) for South Sudan. The priorities set forth in the mutually reinforcing strategic documents should guide the future SSRF programming for 2012-13.

Within this current context, it is an appropriate time to reflect on the experiences of the SSRF since its establishment in 2008 and identify lessons and recommendations to guide the strategic and operational direction of the SSRF in the future. The SSRF will need to address internal conflict that threatens to undermine the stability of the newly independent Republic of South Sudan, as well as the credibility, capacity and legitimacy of its national and sub-national administrators to support peaceful and stable states. As such the development of a new SSRF Strategy and revised Terms of Reference shall be developed in support of the GoSS's new priorities set forth by the GoSS and UNCT, as well as lessons learned from SSRF from 2008 to present.

3. Governance Arrangements of the Fund

The SSRF TOR provides accountability framework to ensure transparency of the governance arrangements in the management of the Fund. The chief decision-making body in the SSRF structure is the SC, under the chairmanship of Ministry of Finance and Economic Planning (MoFEP) and co-chaired by the UN Resident and Humanitarian Coordinator. The other members include the Local Government Board, SSRDF, Ministry of Foreign Affairs and International Cooperation, donors (DFID, the Netherlands and Norway), the World Bank, UN Country Team (represented by FAO or UNICEF) and NGO Forum. The SC coordinates and oversees the operations of the Fund, and provides overall strategic guidance and oversight in addition to making decisions on fund allocation. In addition, State Steering Committee (SSC) was established in all the 10 states to oversee the projects in their respective states. This ensures that SSRF funded projects are consistent with government priorities for recovery programmes and that states build their capacity to monitor projects directly. The SSC chaired by State Ministry of Finance and comprised of relevant ministry offices in line with the nature of the SSRF projects within the state.

The SC is supported by the Secretariat which provides quality assurance throughout the programme/project approval process and facilitates the preparation and decision-making of proposals submitted. It tracks project/programme progress, revisions, manages pipeline, and responsible for the consolidation of quarterly updates and annual narrative progress reports received from PUNOs, for transmission to the donors and Government.

The Inter-ministerial Appraisal Committee (IMAC) is the approving body for proposals submitted for SSRF funding, as determined in GoSS Aid Strategy (2011-2016). It confirms that proposals are aligned to Government policies and priorities and that the Government is aware of implications of projects' approvals on recurring costs budget.

Following 8 November 2010 SC meeting, the compositions of the SC members was revised. The SC reconfigured to have a Chair (Minister of Finance and Economic Planning) and one, not two

Co-chairs. Recognizing the decisions taken by the Strategic Management Board of the Joint Donor Partnership, the Joint Donor Office would no longer act as one of the Co-chairs for the SSRF. This role retained by the UN Deputy Resident Coordinator.

As clearly indicated in the MOU, PUNOs are responsible to assume full programmatic and financial accountability of the funds disbursed to them and execute the activities according to the approved programme document by the SC. The implementation of the programme activities are carried out in accordance with each PUNOs regulations, rules, directives and procedures. They also submit reports prepared in accordance with the accounting and reporting procedures applicable to them.

The MPTF Office of UNDP serves as the AA and is responsible for concluding SAAs with donors and MOUs with PUNOs. It receives, administers and manages contributions from donors. It disburses these funds to the PUNOs in accordance with the decisions of the SC. Finally, the AA prepares and submits consolidated financial reports, as well as financial statements on the SSRF account to the SC, for transmission to the Government and donors. The MPTF Office delegated the AA responsibilities to UNDP South Sudan Country Office. (See further details of the Fund governance arrangements and decision making process on <http://mdtf.undp.org/factsheet/fund/SRF00>).

4. Purpose of the Lessons Learned Exercise (LLE)

The purpose of this exercise is to identify and document the lessons learned in the two key areas i.e. *Development* effectiveness and *Operational* effectiveness and provide recommendations to improve effectiveness of the Fund in the future (see section 6 for further details). In SSRF TOR, it prescribed that an independent '*lessons-learned and review exercise*' of the entire operation of the SSRF be commissioned by the SC. DFID annual review conducted in November 2011 also recommended for independent review of the overall Fund. In this regard, the Secretariat tabled to the SC on 16 January 2012 meeting and got approval to commission an independent review at the Fund level. The SC also formed LLE working group (DFID, The Netherlands, MoFEP, UNDP and the Secretariat) to oversee the overall management of the LLE in agreement with the TOR.

The proposed exercise will assess the extent to which the programmes have contributed to building stability in South Sudan as conflict dynamics have changed over the period since the Fund was established. The response of the Fund to significant changes in country context will need to be considered. It also identifies good practices and lessons as a reference for the national government, state government, donors and PUNOs, and document achievements vis a vis constraints. The exercise will also review best practices from the other MDTFs which can be applicable to the SSRF.

Lastly, the review will help increase the knowledge and understanding of the benefits and challenges of the Fund to the SC and relevant stakeholders.

The review process will follow the United Nations Evaluation Group (UNEG) evaluation norms and standards by providing a strong evidence base for the Fund contributions towards results, while equally reflecting on the operational effectiveness.

5. Objectives and Scope of the LLE

As indicated above, the proposed LLE intends to examine the *development* and *operational* effectiveness of the Fund. The review will focus on how the Fund contributes towards the government's recovery priorities and plans. The effectiveness of the programme including

participation and ownership by beneficiaries and local institutional development will be assessed. The review will also look into the operational effectiveness of the Fund.

The key objectives are:

- Identify areas of strengths, weaknesses and gaps particularly in the appropriateness of the Fund strategy, design of the programmes and generates options for redressing problems in future operations.
- Assess governance arrangements of the Fund and provide recommendations in line with best practices including role of the Secretariat.
- Assess the relevance and contributions of the Fund towards the Aid Effectives and the Fragile States Principles with a view to make recommendations on future fund and programme design.
- Assess adequacy of Fund level procedures, guidance and TOR in terms of the various structures roles and responsibilities i.e. SC, Secretariat, PUNOs, AA, etc and adherence to UNDG guidance on Joint Programming.
- Assess the development effectiveness of the Fund and showcase the contributions and results of the Fund towards recovery assistance in South Sudan.
- Review the collaboration and engagement between relevant governmental bodies, donors, PUNOs, civil society actors and local communities (on national and local levels) and highlight the strength, weakness and overall sustainability of these partnerships.
- Analyze the sustainability of the achievements under the Fund in terms of ownership among stakeholders and institutional capacities.
- Review the existing logical framework indicators of the Fund in alignment with the current South Sudan Development Plan, Aid Strategy and UNDAF.
- Assess 'value for money' across the programmes (obtaining the maximum benefit over time with the resources available or ensuring the best results possible are obtained from the money spent).

6. Guiding Framework for LLE

The proposed LLE will focus on *two* key guiding frameworks: *Development* effectiveness and *Operational* effectiveness of the Fund. The development effectiveness of the Fund will provide evidence on the contribution of the individual projects towards recovery assistance. Most of the projects especially under the first allocation were evaluated by independent consultants. These individual project evaluation reports will be reviewed. In doing so, the overall *intended and unintended achievements*; *efficiency* of the Fund in delivering results in a timely manner; *effectiveness* of the Fund in addressing instability and supporting recovery; *relevance* of the Fund for addressing recovery and the extent to which it addresses the national priorities (including implications of shifts in SSRF geographic coverage overtime) and *sustainability* of the programmes will be assessed.

The *operational* effectiveness of the Fund and programmes/projects will be assessed under various broad themes. Each theme will have sub-categories to further investigate the dynamics, relationships, strengths and weaknesses of the governance, accountability, coordination

structures and mechanisms, and their contribution to the broader national aid strategy and development plan. These themes include: *Fund design and structure* (including governance arrangement); *Alignment and harmonization* with government aid strategy and development plan; *National ownership*; Development of *national capacities*; *Mutual accountability* and *Coherence/coordination* i.e. extent and value for donor coordination and coherence generated by SSRF.

7. Suggested Methodology

Prior to starting work, the consultants are expected to prepare a detailed work plan and methodology to be reviewed by the LLE Working Group. The LLE will involve fieldwork and is expected to employ a mix of both qualitative and quantitative approaches. Some of the suggested approaches are provided below; however it should be clear that the team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UNEG).

1. *Desk review*: A number of documents that should be reviewed will include the following: SSRF TOR, SSRF Strategic Framework, GoSS Aid Strategy, the South Sudan Development Plan, Allocations Paper, Annual Reports, Quarterly reports, monitoring reports, CSAC County consultations reports, Joint Programme Documents, SC minutes, SSC minutes, Project evaluation reports, Audit reports, Concept notes, technical assessment reports, MOU, SAA, and other relevant documents (See Section 12 for relevant documents and links).

2. *Primary data* collection will be through Focus Group Discussions (FGDs), Key Informant Interviews, meetings with SC members and relevant line ministry offices (National, State and County levels); and field visits to the selected project sites.

3. *Case Study*: The exercise will also follow a case study approach to enable an in-depth review from project formulation, decision making, implementation to results. At least one case study under each allocations/rounds will be expected.

The LLE must provide evidence-based information that is credible, reliable and useful. It must be easily understood by stakeholders and applicable. The exercise is also expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, PUNOs, Implementing Partners and other key stakeholders.

Although the team, upon conduct of the review, should feel free to discuss with the authorities concerned, all matters relevant to the assignment, it is not authorized to make any commitment or statement on behalf of the SC, PUNOs or Implementing Partners.

8. Expected Deliverables

The key deliverables expected from this exercise include:

- Inception report on the feasibility of the exercise, with suggested changes to TOR and methodology to facilitate the implementation of the LLE in accordance with the agreed TOR;
- Detailed work plan with timeline, case study reports following agreed upon table of contents and methodology including questionnaires for primary data collection;
- 'Zero' draft report to share with LLE working group for comments;
- Final draft report and presentation to the SSRF Steering Committee;
- Final LLE report for dissemination.

The outline for the Final LLE Report shall be presented in English in line with the following proposed outline:

1. Title
2. Acronyms, table of contents
3. Executive Summary
4. Introduction
 - 4.1 Background
 - 4.2 Purpose
5. Methodology
6. The Context (past and present situation, strengths and challenges)
7. Findings (Lessons Learned):
 - 7.1 Development Effectiveness
 - 7.2 Operational Effectiveness
8. Recommendations (based on Lessons Learned)
9. Summary and Conclusion
10. Annexes (Case study reports, list of persons interviewed and sites visited; data collection instruments; TOR for the exercise; and other relevant documents)

9. Implementation Arrangements and Tentative Time Schedule

The entire process will be managed under the guidance and direction of the SC while the principal responsibility for coordinating this exercise lies with the Secretariat. The Secretariat will contract the consultants through UNDP South Sudan and responsible for liaising with the team to set up stakeholder interviews, FGD, coordinating with the Government, etc.

The team will consist of two consultants: one international consultant (Team Leader) and one national consultant. The Team Leader should have demonstrated experience in managing such processes, in accordance with the parameters defined in this TOR and the standards observed in the UN system, to ensure that the process remains neutral, impartial, objective, inclusive, sensitive to local context, culture, religious and social norms etc. The consultants will report to the LLE working group through the Head of the Secretariat and work closely with the LLE working group and Secretariat Monitoring and Evaluation Specialist.

The Team Leader will have overall responsibility on the quality and timely submission of the LLE report. Specifically, the team leader will perform the following tasks:

- Undertake an inception mission and submit an inception report on the feasibility of the exercise, with suggested changes to TOR and methodology to facilitate the implementation of the LLE in accordance with the agreed TOR;
- Lead and manage the LLE;
- Design the detailed work plan, evaluation scope and methodology including questionnaires for primary data collection;
- Conduct the exercise in accordance with the proposed objective, scope and methodology;
- Prepare draft report and share with working group for comments;
- Prepare a presentation on the LLE including the methodology, main findings and recommendations to the Working Group and the SC;
- Incorporate comments from the LLE working group and key stakeholders;
- Finalize the report in line with agreed outline and submit it to the Secretariat;
- Maintain a direct and regular interface with the LLE working group.

The national consultant will perform the following tasks:

- Review documents;
- Participate in the design of the evaluation methodology;
- Organize meeting and facilitate field trips;
- Conduct the exercise in accordance with the proposed objective and scope;
- Draft related parts of the report ;
- Assist the Team Leader in finalizing the draft evaluation report through incorporating suggestions received.

Role of Steering Committee:

- Endorse formation of LLE working group;
- Review and endorse the LLE report for dissemination to the donors, government, PUNOs and other stakeholders;
- Participate in review through interviews, identify staff to participate, etc

Role of LLE Working Group:

- Review and endorse the TOR for the LLE;
- Provide feedback to the methodology, work plan and case study contents;
- Provide periodic feedback to the consultant's report on the process;
- Guide and facilitate the work of the consultants by ensuring access to primary and secondary sources; and
- Provide oversight on the process and ensure it is undertaken in line with the agreed TOR and with highest quality standards.

Role of PUNOs (all signatories) and UNCT:

- Meet with consultants and provide information for the desk review as specified in the list of documents to be reviewed;
- Share the results of relevant documentation for desk review;
- Respond to any request to help support the successful completion of the LLE.

Role of Donors:

- Meet with consultants and provide information within specified scope of the review;
- Respond to relevant information and feedback requests;
- Participate in review through interviews with lead staff

Role of Secretariat:

- Draft TOR and submit to the LLE working group for review and endorsement;
- Follow up recruitment of the consultants and manage contractual obligations and verification of deliverables and payments;
- Provide background information and any other secondary data;
- Facilitate field visits for the consultants and provide logistics support;
- Meet with consultants and provide information for the desk review; and
- Overall coordination for the LLE.

Role of AA (New York and Juba)

- Meet with consultants and provide information for the desk review;
- Respond to any information and feedback requests.

Role of SSC:

- Meet with consultants and provide any relevant information for the desk review;
- Facilitate meetings at various levels of government as well as community members;
- Respond to any information and feedback requests.

The activity and timeframe are broken down as follows:

- Briefing of consultants, finalize the evaluation design and work plan - 2 days;
- Desk review - 2 days;
- Meetings and interviews (Juba level) - 4 days;
- Field visits, focus group discussions - 9 days (3 days per location);
- Undertake data analysis - 3 days;
- Debriefing, presentation of draft findings for comments - 1 day;
- Drafting of report - 3 days;
- Finalization of the report based on feedback from the SC, PUNOs, Implementing Partners and relevant stakeholders - 3 days
- Submission of final report to the Secretariat.

Total - 27 days

10. Consultant specification

International consultant (team leader)

- S/he should have extensive experience in conducting lessons learned review and evaluations, strong working knowledge of UN Coordination and UN Agencies, the civil society and working with government authorities.
- Excellent practical and theoretical understanding of humanitarian, recovery and development work in developing countries. Experience in South Sudan and/or regional experiences is an added value.
- Strong knowledge of Multi-Donor Trust Fund arrangement, Aid Effectiveness Agenda, UN Reform initiative "Delivering as One" and UN Development Assistance Frameworks (UNDAFs).
- Strong knowledge of Results Based Management and Logical Framework analysis.
- Strong knowledge in data collection, analysis and presentation.
- Well developed interpersonal and team skills and proven ability to be flexible in demanding situations.
- Master's degree in a relevant field with at least 10 years of professional experiences in international development cooperation, especially in post-conflict countries, in programme evaluation, impact assessment including strong reporting skills.
- Strong analytical, presentation and interpersonal skills.
- Demonstrated understanding of integrating gender and diversity issues in multi-sector programmes.
- Excellent written and spoken English.

National Consultant

- S/he should have a university degree and at least 5 years of work experience in the area of humanitarian, recovery and development programmes, especially in South Sudan.
- S/he should have a sound knowledge and understanding of the environment area and have experience in conducting evaluations.
- S/he should have good English and Arabic languages.
- Familiarity with the national and state institutions and local governance structures.

11. Evaluation Ethics

The LLE shall be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation” and should describe critical issues evaluators must address in the design and implementation of the exercise, including ethics and procedures to safeguard the rights and confidentiality of information providers, measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality. It should also follow application of OECD DAC guidelines for evaluating conflict prevention and peacebuilding.

For evaluations ethics details please visit <http://www.unevaluation.org/ethicalguidelines>

12. Document for study by the consultants

- SSRF Terms of Reference
- Strategic Framework of the SSRF
- South Sudan UNDAF
- Republic of South Sudan Aid Strategy
- South Sudan Development Plan
- Memorandum of Understanding
- Standard Administrative Agreement
- UNDG Guidance Note on Establishing, Managing and Closing Multi-Donor Trust Funds (7 January 2011)
- UNDG Guidance Note on Joint Programming (2003)
- UNDG Generic SC TOR
- Consolidated Annual reports (2009 & 2010)
- Quarterly Progress Reports
- Project Evaluation Reports
- Audit Reports
- Field visits reports
- Bi-lateral donor review report
- OCHA South Sudan conflict related incidents reports and maps
- Approved programme documents and
- Other relevant documents.

Useful links

<http://mdtf.undp.org/factsheet/fund/SRF00>

<http://www.undg.org/index.cfm?P=1370>

<http://ss.undp.org/SD-recovery-fund.php.html>

<http://www.unocha.org/south-sudan/>

To apply:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- Letter of interest explaining why you consider yourself the most suitable for the work;
- CV including past experience in similar assignments and contact details (e-mail addresses) of 3 referees.
- At least two previously done evaluation reports and/or LLE reports and
- Confirm availability to undertake the assignment (Feb – April, 2012)

Fee payment

- Fee to be paid on deliverables i.e. 30% of the fee will be paid after submission of 'zero' draft report and the remaining 70% after submission of the final report

13. Annexes

Annex 1: Strategic Framework of the SSRF, May 2008

Annex 2: SSRF Terms of Reference, April 2008

Annex 3: SSRF Governance and Funding Allocations