

Terms of Reference

CCA Thematic Working Groups

Background

In the CCA/UNDAF workshop for Iraq (27-30 June 2009), the Government of Iraq (GoI) and the UN Country Team for Iraq (UNCT) made two key decisions in relation to the CCA process: 1) the UNCT will continue to support the development of the NDP sectoral analysis and 2) together with the GoI and civil society actors, the UN will undertake a complementary thematic analysis that will address cross-sectoral and cross-cutting issues. Each thematic area will be addressed by a Thematic Working Group (TWG), comprising members from the UNCT, GoI and civil society. The Groups will make use of published data and information including the pre-analysis recently undertaken by the IAU together with COSIT/KRSO.

The analysis will be carried out across the following three themes, each by a TWG:

1. Essential Services
2. Governance
3. Pro-Poor Growth

The analysis will be based on the following approaches:

1. Human Rights-Based Approach
2. Gender
3. Poverty/Vulnerability
4. Conflict analysis

Key crosscutting issues to be integrated within the analyses, as relevant and applicable, include:

1. MDGs
2. Youth
3. Protection
4. Gender equality and women's empowerment
5. Emergency preparedness
6. Environment

Key Objectives of the TWG

- Ensure an inclusive thematic/cross-sectoral analysis addressing the cross-cutting dimensions, and in line with national priorities;
- Facilitate the GoI in the further analysis of the NDP sectoral papers while highlighting issues of concern to the UNCT that might not be present in the papers;

- Ensure that views of stakeholders including duty bearers and rights holders are reflected in the analysis and that they are fully involved in the process; and
- Inform the UNCT about possible strategic directions resulting from the analyses that would utilise the UN's comparative advantage in Iraq while also addressing identified priorities for the GoI and the people of Iraq.

Expected tasks

In order to achieve the aforementioned objectives, the TWG will:

1. Use a human rights-based approach to carry out a cross-sectoral analysis for each respective thematic area. This approach will include causal analysis, role pattern analysis, capacity gap analysis, gender analysis, conflict analysis while ensuring the inclusion of all crosscutting issues;
2. Lead the identification of areas of the UN's comparative advantage (i.e. where the UN's capacity is stronger than that of the GoI) to guide the UNDAF;
3. Carry out a stakeholders analysis, including the identification and assessment of potential involvement of non-governmental stakeholders, and minority or excluded groups

Key deliverables:

Each TWG will produce a Thematic Paper (approximately 20 pages long), comprising the following sections:

1. Introduction
2. The Analysis
 - i. Roles and Patterns
 - ii. Stakeholders
 - iii. Causal analysis
 - iv. Capacity gaps
 - v. UN comparative advantage
3. Priority Development Problems and their common root causes

TWG Structure and Tasks

Each TWG will have the following core members necessary to coordinate the TWG and steer its functions:

1. UN Coordinator
2. GoI Coordinator
3. COSIT representative
4. KRSO representative

Other members may include a consultant Facilitator (if required), agencies responsible for cross-cutting themes, members of GoI sectoral committees and UN-led SOTs, Inter-Agency analysts

who engaged in the pre-analysis, academics and NGO counterparts/civil society. Civil society participants will be nominated by the UN agencies.

The UNCT has agreed on the UN Coordinators for each of the three thematic areas, as follows:

- Essential Services (UNICEF)
- Governance (UNDP)
- Pro-Poor Growth (UN-HABITAT)

The GoI Coordinator will be chosen by the GoI MoPDC in consultation with the RC, taking into consideration any recommendations from the TWG UN Coordinator.

The Coordinators, with the support of the Consultant Facilitator, will ensure that group will meet or work virtually in Baghdad/Amman. At a minimum, the group should physically meet at least twice during the drafting period. Meetings should be inclusive and participatory, and with VCT links to improve participation between Baghdad and Amman; interpretation and translation services would also be beneficial.

Each TWG will produce a thematic paper. The CCA/UNDAF Taskforce will play a guiding technical role while final decision making rests with the UNCT. The IAU will provide the necessary coordination and analytical support, while the RC Office will provide logistical and financial and coordination support, including recruitment of any facilitators. The PSG will provide feedback to the CCA document in conjunction with the Taskforce.

Expected role of TWG Coordinators

1. Ensure the process remains inclusive and participatory
2. Guide, facilitate and coordinate the inputs of all stakeholders while providing clarity on timeframes, division of labour and roles and responsibility of members within the TWG
3. Develop workplan and share with TWG and CCA Taskforce
4. Coordinate and finalize the production of the TWG Thematic Paper;
5. Coordinate the Thematic Working Group meetings;
6. Ensure the membership of the TWG is representative of the topics under analysis and inclusive of relevant individuals and agencies able to contribute in their areas of competency;
7. Ensure that all crosscutting dimensions, as applicable, are incorporated within the analysis and that the analysis is evidence based, methodologically rigorous and builds on national challenges and priorities;
8. Ensure that the thematic analysis is inline with UN principles
9. Brief the CCA/UNDAF Taskforce on a regular basis on the work of the group, the progress being achieved and the problem areas that have to be addressed;

Tasks of the TWG:

- **Agree** upon timetable, staffing, finances, and division of labour

- **Analyse** all data, information and reports, identify ‘key UN development challenges’ and carry out causal, responsibility and role pattern and gaps analysis, stakeholder and comparative advantage analysis, and make recommendations to the writer.
- **Review** draft analysis and make change recommendations
- **Finalise** the analysis as per suggested format for submission to CCA/UNDAF Task Force and the UNCT
- **Participate**, through one designated writer, in the production of the CCA document with representatives from the other two TWGs.

The TWGs will submit their reports to the IAU/RC’s Office for sharing with the CCA/UNDAF Taskforce, UNCT and the Ministry of Planning and Development Cooperation for review. The TWGs’ designated writers will then produce the draft CCA based on a consolidation of the three thematic reports.

IAU Role in Supporting TWGs

The IAU will support the work of the TWGs by:

1. Coordinating with the TWG Coordinators to ensure the incorporation of the cross-cutting and cross-sectoral themes, and to ensure that the objectives, tasks and timeline specified in this document are fulfilled
2. Being present in all three TWGs to ensure continued and consistent support
3. Making available all necessary background documentation
4. Responding to additional requests for information, where available
5. Support the three designated authors from the TWGs in consolidating the three Thematic Papers produced by the TWGs into one UN CCA Document

RCO Role in Supporting TWGs

The RCO will support the work of the TWGs by:

1. Participating in the TWG analytical work and TWG discussions
2. Reviewing the Thematic Analysis for consistency in line with agreed crosscutting themes and analytical tools

Next steps

Process	Responsible	Date completed by
Finalisation of ToRs based on approved generic ToRs	IAU, RCO, CCA/UNDAF Taskforce, TWGs	15 July
Preliminary identification and distribution of topics for each thematic group	Taskforce	15 July
Approval and distribution of topics identified	UNCT	21 July

Recruitment of consultants	RCO	20 July
Nomination of GoI Coordinators	GoI, RCO	23 July
Nomination of TWG members	UN Agencies	23 July
Develop work plan and timetable to share with UNCT and Taskforce	TWG Coordinators	23 July
Additional support/ resource requirements	IAU, RCO, Taskforce	Ongoing
Analysis undertaken and reviewed	TWGs	7 August
Write-up and review of analysis	TWGs	21 August
Feedback received from CCA/UNDAF Taskforce, PSG and MoPDC	Taskforce, PSG	27 August
Incorporation of changes	TWGs	31 August
Consolidation of Draft 1 of the CCA completed and submitted to TF/PSG	TWGs, Taskforce, PSG	12 September
Draft 2 shared with UNCT	TWGs, UNCT	19 September
Draft 3 shared with GoI	TWGs, GoI	26 September
Finalisation of CCA document	RC	10 October

Background Documentation

All relevant documentation is posted on the IAU website (<http://www.iauiraq.org/cca-undaf.asp>)

1. CCA/ UNDAF Guidelines
2. NDP Sectoral Papers
3. Comments / Reports from NDP review by SOTs, Consultants, etc.
4. CCA pre-Analysis
5. Community-Based Conflict Assessments Summary
6. CCA/UNDAF Workshop Tools and Documentation
7. Any other relevant sources
8. Global list of MDGs and current proposed MDG framework from the GoI