

**Global Focal Point for Police, Justice and Corrections**

**Terms of Reference**

**REVIEW OF THE UNITED NATIONS GLOBAL FOCAL POINT  
ARRANGEMENT FOR POLICE, JUSTICE, AND CORRECTIONS**

**Background**

In September 2012, in accordance with Policy Committee decision 2012/13, UNDP and DPKO assumed responsibility for the *Global Focal Point (GFP) for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and Other Crisis Situations* to ensure a coordinated and coherent United Nations response to country-level requests for support in the area of rule of law.

The current GFP arrangement includes OHCHR, UNHCR, UNODC, UN Women, and the EOSG's Rule of Law Unit as part of the management group, each bringing in expertise, resources and support in accordance with their respective mandate and ensuring a cross-cutting approach to the three pillars of United Nations work – development, peace and security and human rights. Under the GFP umbrella, these partners have been providing joint support to field presences and host countries in three priority operational environments: transition settings, peace operations contexts and emerging/sustaining peace contexts<sup>1</sup>, with the following:

- Joint assessments, planning and analysis
- Rapid deployment of expertise
- Creation of joint policy and guidance and sharing best practices
- Joint resource mobilisation

With three major United Nations reviews conducted in 2015 on peace operations, the peacebuilding architecture, and on women, peace and security<sup>2</sup>, and in light of the Secretary General's ongoing reform processes<sup>3</sup>, a review of the GFP arrangement will provide the necessary analysis on: how the GFP can contribute to the sustaining peace agenda by preventing the outbreak, escalation, continuation and recurrence of violent conflict; and how the GFP can help build effective, accountable and inclusive justice and security institutions in accordance with the SDGs, namely goals 16, 10 and 5 respectively.

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<sup>1</sup> As per the GFP Annual Work Plan and GFP Strategic Vision for 2017.

<sup>2</sup> Report of the High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people, 16 June 2015, A/70/95–S/2015/446; Challenge of Sustaining Peace: Report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture (AGE), 29 June 2015, A/69/968–S/2015/490; Global Study on the Implementation of United Nations Security Council resolution 1325 "Preventing Conflict, Transforming Justice and Securing the Peace", 2015.

<sup>3</sup> Three reform streams have been initiated by the Secretary-General: on development, on management, and on the peace and security architecture.

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GFP partners are working to adapt to emerging needs and demands and wherefore it is timely to undertake a follow-up review on the effectiveness of the GFP arrangement in delivering police, justice and correction support to field operations and host governments.

## Objectives of the Review

The purpose of the review is to inform GFP partners, Member States and other stakeholders on how the arrangement has evolved over time and can be further strengthened to deliver rule of law assistance in peacekeeping operation settings, special political mission settings including in transition contexts and non-mission settings. It will examine progress, achievements and challenges of GFP support in select countries, and consider the preparedness and capacities of the GFP arrangement in light of on-going United Nations reforms, the implementation of the 2030 Sustainable Development Agenda, and the Secretary-General's prevention platform initiative. As such, the review should also be guided by the points raised in Section V of the "Report of the Secretary-General on Strengthening and coordinating UN rule of law activities" (A/72/268).

An independent external review team will be commissioned to:

1. Examine and provide forward-looking recommendations on the **management structures and processes of the GFP arrangement at headquarters**, including:
  - improvements to the management structures and operationalization of the GFP arrangement (including allocation of funds);
  - resources and capacities required to make the GFP arrangement sustainable;
  - the thematic expansion of the GFP arrangement and the management of such an expanded configuration, including cooperation and partnerships with non-UN regional organizations;
  - assess compliance with human rights and gender policies, as well as a people-focused approach to rule of law interventions (including the principle of leaving no one behind).
2. Review progress of **delivery to field settings through the GFP arrangement**, in terms of:
  - supporting joint assessments, planning and analysis;
  - deploying expertise;
  - providing joint guidance, share best practices and enhance interoperability;
  - mobilizing resources.
3. Analyze the **joint working arrangements developed in field settings** as a result of GFP support and **whether these joint approaches contribute to a more efficient delivery of rule of law assistance**, including:
  - the structures and levels of integration at the country-level, and the role of senior leaders at country level;
  - the impact or results of joint approaches or increased coherence in relation to national-level outcomes including from a human rights and gender perspective;
  - how GFP assistance can be measured and improved.

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## **Review Team Composition, Methodology and Deliverables**

### **COMPOSITION**

It is proposed that the review team comprise researchers and experts from a minimum of two internationally-recognized research institutes working jointly under the leadership of a senior rule of law practitioner or researcher external to the United Nations. Some research institutes have expressed interest in supporting this review namely:

- The Norwegian Institute of International Affairs (NUPI) has offered to dedicate experts to provide an internal sounding board and assume quality assurance functions.
- The Folke Bernadotte Academy (FBA) has offered to participate in this review through a senior consultant and has dedicated FBA personnel working as an internal sounding board to assume quality assurance.
- It is proposed to also engage two external expert peer reviewers to stimulate innovative thinking and provide further quality assurance.

Once the composition of the review team is agreed, the team will agree on the division of labour and attribution of roles and responsibilities of each partner institute, in coordination with the GFP Core Team. Attention will be drawn to ensuring gender balance in the composition of the review team.

### **METHODOLOGY**

The 2014 independent progress review of the UN Global Focal Point for Police, Justice and Corrections by the Folke Bernadotte Academy, the Clingendael Institute and Stimson Center will serve as a baseline for the current review. It is anticipated that the review team will adopt a similar methodology to the one used in 2014, combining a desk review, in-person headquarters and field interviews, remote interviews, as well as surveys.

As part of the review, the team will be expected to conduct a thorough desk review of GFP materials and subsequently conduct interviews with all GFP partners, stakeholders, potential collaborators and Member States. A comprehensive list of interlocutors will be provided by the GFP Core Team to the review team.

The field review will commence with a desk review of all field settings where support has been provided under the GFP arrangement. Subsequently, it is proposed that the review team conduct field visits to up to three settings which will be identified by the GFP Management Team. It is proposed that this includes: a DPKO peacekeeping setting; a DPA special political setting; and a transition or non-mission setting. A minimum of three additional field settings benefitting from GFP support will be analyzed through a combination of online surveys and remote interviews.

Once the review team is formed, it will produce a more detailed research framework, interview and survey protocol on the basis of these terms of reference. The team will organize regular or at least bi-weekly telephone conferences with the GFP Core Team to discuss progress, findings and set the direction for the coming research.

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## **DELIVERABLES**

The review will result in a report that offers an analysis of GFP experience and results to date, and suggestions to strengthen the GFP arrangement as a partnership solution for rule of law assistance delivery. The report will include an executive summary and not exceed 30 pages of body text (excluding annexes).

While the report will be the result of an independent review, GFP managers will be engaged with the review team as key partners during the research. The draft outline and draft report will be consulted with GFP managers and key stakeholders within DPKO, UNDP, UNHCR, UN Women, UNODC, OHCHR and the EOSG Rule of Law Unit, seeking timely feedback.

## **Timelines**

### **REVIEW PERIOD AND TIMELINES**

It is anticipated that the review will commence on 15 November 2017 and be completed by 15 May 2018. The review will examine GFP interventions between January 2014 (end date of the initial GFP progress review) and December 2017.

The review team will be responsible for delivering an outline of the report on 1 January 2018, a first draft of the report on 1 April 2018 and the final report on 1 May 2018. Upon finalization and publication of the report, the review team might be asked to present its findings to principals of GFP entities at headquarters.