

**Security Council**

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**Letter dated 30 December 2013 from the Chair of the
Security Council Working Group on Peacekeeping Operations
addressed to the President of the Security Council**

I have the honour to transmit herewith the report of the Security Council Working Group on Peacekeeping Operations established pursuant to the decision of the Security Council contained in the statement by its President ([S/PRST/2001/3](#)). The report contains an account of the activities of the Working Group in 2013.

It would be appreciated if the present letter and its annex could be circulated as a document of the Security Council.

(Signed) Masood **Khan**
Chair
Security Council Working Group on Peacekeeping Operations



Annex to the letter dated 30 December 2013 from the Chair of the Security Council Working Group on Peacekeeping Operations addressed to the President of the Security Council

Report on the activities of the Security Council Working Group on Peacekeeping Operations for the period from January to December 2013

I. Introduction

1. The Security Council Working Group on Peacekeeping Operations was established pursuant to the decision of the Security Council contained in the statement by its President ([S/PRST/2001/3](#)) of 31 January 2001.
2. The Ambassador and Permanent Representative of Pakistan to the United Nations, Masood Khan, was appointed as Chair of the Security Council Working Group on Peacekeeping Operations for the period ending 31 December 2013 (see [S/2013/2/Rev.1](#)).
3. On 21 January 2013, the Security Council adopted resolution [2086 \(2013\)](#), the first comprehensive resolution on peacekeeping in over a decade, in which the Council focused on multidimensional peacekeeping missions based on a comprehensive approach to address complex crises involving security, political, humanitarian and development aspects. In the resolution, the Council also recognized the need to further strengthen the cooperation between the Security Council, the troop- and police-contributing countries and the Secretariat.
4. The spotlight and new momentum on peacekeeping, generated by resolution [2086 \(2013\)](#), also informed the activities of the Working Group during 2013, which, in accordance with its mandate, considered a number of generic peacekeeping issues relevant to the responsibilities of the Council and technical aspects of individual peacekeeping operations, without prejudice to the competence of the Special Committee on Peacekeeping Operations. The present report highlights the structure and substance of the meetings of the Working Group in 2013.

II. Meetings of the Working Group in 2013

5. In 2013, the Working Group continued to contribute to the promotion of the triangular cooperation between the Security Council, the troop- and police-contributing countries and the Secretariat, aiming, in particular, to strengthen cooperation between the Council and the troop- and police-contributing countries; to improve coordination within the peacekeeping architecture; and to address important thematic issues related to peacekeeping. It held seven meetings (see paras. 7-43 below and the annex to the present report), with the participation of the troop- and police-contributing countries and briefings by senior Secretariat officials.
6. The Working Group sought to consider matters of particular relevance to United Nations peacekeeping, including both ongoing and standing issues, such as safety and security, as well as new issues, such as the use of modern technologies in peacekeeping. The range of topics addressed by the Working Group included the transition and drawdown of peacekeeping missions, a capability-driven approach,

the role of United Nations police in peacekeeping, force generation and mission start-up, and a session on the African Union Mission in Somalia (AMISOM). The meetings provided an opportunity to the participants to share their views, perspectives and concerns, with a view to better informing the proceedings and decisions of the Council.

A. African Union Mission in Somalia (25 February)

7. The Working Group held its first meeting of the year on 25 February, with the focus of discussion on AMISOM, whose mandate was due to be renewed by the Security Council in the first week of March 2013. Representatives of the African Union and the troop-contributing countries participated in the meeting, along with representatives of the Department of Field Support, including the Under-Secretary-General for Field Support, and the Departments of Peacekeeping Operations and Political Affairs.

8. The Under-Secretary-General for Field Support, Ameerah Haq, provided an update on United Nations logistical support for AMISOM operations and expressed a sense of optimism with regard to the future of Somalia. This was followed by working-level briefings by representatives of the Departments of Field Support, Peacekeeping Operations and Political Affairs. The representative of the Department of Field Support highlighted measures taken to address logistic challenges in Somalia, and reported that the expanding area under the control of pro-government forces placed greater logistic demands on the system and caused thinning of AMISOM forces. The representative of the Department of Peacekeeping Operations stated that conventional warfare still continued in Somalia and, under the circumstances, deploying a United Nations peacekeeping mission was premature. The Department favoured developing joint benchmarks for progress in conventional warfare, which could help in indicating the appropriate time for deploying peacekeeping forces. The representative of the Department of Political Affairs gave a political overview of the situation in Somalia and the ongoing preparations for establishing a special political mission in Somalia.

9. The representatives of the African Union and the troop-contributing countries stressed the need for predictable and sustained funding and the provision of force enablers and multipliers for AMISOM. They urged special focus on building Somali security sector institutions, stating that positive security developments in Somalia could be sustained only with international support. They appreciated the initiative to hold a meeting of the Working Group on AMISOM, as it promoted triangular cooperation between the Security Council, the troop-contributing countries and the Secretariat.

10. Members of the Working Group expressed support for AMISOM and appreciation for the work of the troop-contributing countries. They gave a clear signal on sustainable and predictable funding for AMISOM, and support to Somalia for general stabilization and rebuilding Somali security institutions. They welcomed the strategic cooperation between the African Union and the United Nations.

B. Safety and security of United Nations peacekeeping operations (3 June)

11. On 3 June, the Working Group held a meeting to discuss the safety and security of United Nations peacekeeping missions. All members of the Special Committee on Peacekeeping Operations were invited to participate in the meeting. The Under-Secretaries-General for Peacekeeping Operations and Safety and Security, and the Police Adviser and Deputy Military Adviser briefed the Working Group.

12. The Chair of the Working Group, who had circulated a concept paper prior to the meeting, noted in his opening remarks that the host country, the Secretariat, the Security Council, troop-contributing countries, the Special Committee and the general membership of the United Nations must work together to contribute to the safety and security of peacekeepers, and suggested a set of operative measures to be taken by each stakeholder for systemic improvement in safety and security.

13. In his briefing, the Under-Secretary-General for Peacekeeping Operations, Hervé Ladsous, stated that security was a high priority in the management of peacekeeping operations. A number of security measures were being taken, including the use of armoured vehicles, unmanned aerial surveillance for situational awareness and improved information-sharing through the Joint Mission Analysis Centre. The Under-Secretary-General for Safety and Security, Kevin Kennedy, noted that the Departments of Safety and Security, Peacekeeping Operations and Field Support had taken steps to incorporate specific security training as a regular feature of all peacekeeping missions deployed to dangerous environments. Resource requirements for security must be addressed from the earliest stages of establishing a mission. The Police Adviser underlined the value of intelligence and the Joint Mission Analysis Centre. The Deputy Military Adviser gave a PowerPoint presentation on the prevailing security situation and the risk-mitigating measures taken by the Secretariat.

14. Members of the Working Group and the Special Committee condemned armed attacks against United Nations peacekeepers. They called for a more detailed analysis of security threats against peacekeepers and urged that all possible measures be taken to ensure the security of peacekeepers. Many participants stressed the need for elaborate force protection measures, emergency evacuation plans and the deployment of critical enablers. Achievable and clear mandates, backed by adequate resources, would contribute to the security of peacekeeping operations.

15. In summarizing the proceedings, the Chair of the Working Group noted that the briefings by the Under-Secretaries-General showed the confidence of the Secretariat that security challenges could be faced. Critical resources and equipment for security as well as adequate funding and training for peacekeepers should be ensured. The perception of peacekeepers as a neutral entity should be preserved. Differences in opinion existed among the Member States concerning the use of modern technology, and the Intervention Brigade, whose performance on the ground would continue to be monitored for a year to evaluate its value and impact. The United Nations had the full support of Member States, which were united in their resolve to protect and promote the safety and security of peacekeeping operations.

C. Use of modern technology in United Nations peacekeeping (19 July)

16. The Working Group discussed the use of modern technology in United Nations peacekeeping operations, and related legal, operational, political and administrative issues. All troop- and police-contributing countries were invited to participate in the meeting.

17. The Chair of the Working Group circulated a concept paper for the meeting, which described technology applications relevant to peacekeeping and offered a set of legal, operational, political and administrative propositions for a deeper discussion on the scope and application of technology in peacekeeping. In his opening remarks, the Chair urged deeper discussion in various United Nations bodies and highlighted the need to promote triangular cooperation, between the Secretariat, the Security Council and the troop-contributing countries, on the use of modern technology in peacekeeping missions.

18. In his briefing, the Under-Secretary-General for Peacekeeping Operations noted that technology was assisting a broad range of peacekeeping tasks in military, police and civilian areas. For example, peacekeeping missions used the geographic information system to analyse various trends, including the exploitation of resources and human rights violations. The capacity of individual peacekeepers could be enhanced through the use of technological applications, such as helmet cameras, night vision equipment, ground surveillance radar, electronic trackers, an encrypted communication system and advanced vehicle armour. He also touched on the use of unarmed unmanned aerial systems and specifically referred to their value in enhancing situational awareness and operational capability. He highlighted four parameters that guided the Secretariat's work on technology, namely, compliance with the mission's mandate; the consent of the host Government and due notification of neighbouring countries; coordination with the host Government; and strict confidentiality and protection of all necessary information.

19. In her briefing, the Under-Secretary-General for Field Support said that the Departments of Peacekeeping Operations and Field Support were convening a panel of experts to examine the use of technology in peacekeeping operations. Its tasks would be to identify new tools to further improve the implementation of mandated tasks; suggest means to optimize the existing use of technology; and highlight innovations and lessons learned in one mission for use in the other. She noted the utility of the regional information and communications technology initiative in the context of financial savings and improving service delivery. Missions were increasingly employing environment-friendly energy generation and water conservation techniques, for which modern technology applications were being put to use.

20. Members of the Working Group and representatives of the troop-contributing countries recognized the importance of technology for enhanced situational awareness, but noted that the use of technology should be in compliance with the Charter of the United Nations. There was a need to examine the whole range of political and legal questions arising from the use of technology. Technology applications were of a broad spectrum, not limited to unmanned aerial surveillance, which was one tool in a bigger toolkit. Information security and data protection were critical. Some Member States cautioned that technology could be an additional irritant

for neighbouring countries. The use of technology should be tailored to the needs of the mission; it should not lead to military measures that were outside the mission's mandate and should be authorized by intergovernmental bodies. A comprehensive analysis should be undertaken on the availability and applicability of technology in peacekeeping. The discussions on technology in the Working Group were appreciated as means of strengthening triangular cooperation on this important subject.

21. In his summary of the discussions, the Chair of the Working Group noted that the use of technology in peacekeeping operations had been authorized by the Security Council in its resolution 2098 (2013). The use of technology in the future, in particular unmanned aerial surveillance, should however be based on lessons learned in the existing mission, and Member States should wait for positive and negative feedback before a fuller assessment. There was no "one-size-fits-all" model for the use of technology. Member States should discuss the legal, financial and operational aspects of technology in relevant United Nations bodies. The focus on environment-friendly technology was welcomed. The composition of the panel of experts on technology should be inclusive and it should share its conclusions with Member States.

D. Transition and drawdown in United Nations peacekeeping missions (30 August)

22. The Working Group met to discuss the transition and drawdown in United Nations peacekeeping missions with the participation of representatives of the troop- and police-contributing countries, the Chair of the Peacebuilding Commission and the Department of Peacekeeping Operations. The Chair of the Working Group circulated a concept paper for the meeting, which outlined several key principles that were the foundation for successful transition and drawdown, including early planning, national ownership, national capacity development and ongoing political dialogue and effective coordination among stakeholders.

23. The representative of the Department of Peacekeeping Operations briefed participants on the United Nations policy on mission transitions in the context of drawdown and withdrawal, which provided a common framework to manage the process. The policy, which focused on areas such as early planning, integration and national ownership, was currently being rolled out to missions. There were several key lessons that had emerged, including the importance of determining the right timing of transitions; the need for sound assessment based on dialogue among all stakeholders; the need for strong leadership and senior-level engagement in the process; ensuring a gradual reduction of activities while reviewing progress against benchmarks; the need to align funding with mandates; and the importance of sustaining political and economic support. Capacity development of national institutions had become one of the most fundamental tasks of United Nations missions. The Department of Peacekeeping Operations had just completed an assessment of the lessons learned in Timor-Leste, focusing on United Nations integration, planning and reporting, communication and national staff capacity.

24. The Chair of the Peacebuilding Commission noted that in its seven years, the Commission had proved its value in its advisory capacity but much more could be done, including providing advice to the Security Council on issues related to transition. The Peacebuilding Commission could contribute on questions such as the

time for graduation, the identification of post-transition peacebuilding priorities, ensuring continued political and funding support and mobilizing resources. He noted that the Security Council could make specific requests to the Commission on issues where it needed advice.

25. Members of the Working Group and the troop- and police-contributing countries emphasized the need to establish timelines for transition and withdrawal of peacekeeping missions based upon results on the ground. The need for better coordination among all stakeholders was recognized. Some participants pointed out that development was not the primary task of peacekeeping operations. The importance of learning lessons from past transitions was noted, with Timor-Leste cited as a good example of a successful transition.

26. Participants also agreed on the need to engage a wide range of stakeholders in the transition and drawdown process, including neighbouring countries and regional actors, as well as entities such as the Peacebuilding Commission. Some participants called for a greater role for the Special Committee on Peacekeeping Operations.

27. Summarizing the discussion, the Chair noted the emphasis laid by the participants on the determination of right timing for transition, considering the risk of relapse in case of precipitous withdrawal. While there were success stories, such as in Timor-Leste, the experience and challenges in Haiti had provided several lessons. There was also a question as to how transitions could be possible in chronic situations. The participants also recognized that transition was not a linear process and must always adjust to the situation on the ground. The need for partnerships was highlighted. It was also important to note that lessons learned in one situation could not be automatically extrapolated and applied in other situations. Early planning and national ownership were important. There was a need for more synergy between the Security Council, the Peacebuilding Commission, the troop- and police-contributing countries, the United Nations and the host countries. It was also emphasized that exit did not mean abandonment.

E. Capability-driven approach to peacekeeping (16 September)

28. The Working Group discussed the collective responsibility of the Security Council, the troop- and police-contributing countries and the Secretariat to ensure that peacekeeping missions had the capabilities to effectively deliver their diverse mandates. The New Horizon Initiative first addressed this issue, and the global field support strategy was a practical manifestation of the capability-driven approach. All troop- and police-contributing countries were invited to participate in the meeting.

29. The Chair of the Working Group circulated a concept paper for the meeting, which detailed the capability issues that had to be addressed at all stages of mission deployment. In his opening remarks, the Chair underlined the increasing relevance of a capability-driven approach in the context of the evolving nature, multifaceted challenges and complex mandates that peacekeeping missions were dealing with. He suggested several areas for discussion, including the availability of military resources; predeployment training; the planning, preparation and deployment of resources and their optimal operational utilization; key enablers; and the procurement process and reimbursement system.

30. The acting Military Adviser, Lieutenant-General Abhijit Guha, detailed the ongoing efforts in the framework of the capability-driven approach, such as the development of standards and guidance, the identification of critical gaps, the enhanced use of modern technology. He also addressed issues relating to operational readiness and training. He said that manuals for the different types of units on the ground were currently being developed, and called upon Member States to actively participate in the process.

31. The representative of the Department of Field Support briefed participants on the challenges in providing the necessary enabling capacities, describing its sources (United Nations-provided; contracted, and Member State-provided, including military formed units and/or governmental expertise) and the efforts to meet those challenges in the global field support strategy framework. In particular, he focused on critical enabling elements, such as air and ground transportation, engineering, signals and medical support.

32. Members of the Working Group and representatives of the troop- and police-contributing countries broadly agreed that ensuring consistent and adequate capabilities and capacities was crucial for increasing the effectiveness of United Nations peacekeeping. Several participants pointed out the need for specific capabilities, including engineering and aviation. The need for a clear mission statement at the planning stage and for the early determination of required capabilities was pointed out. The importance of clear and realistic mandates matched by adequate resources was highlighted. Participants also emphasized the need to develop standardized training programmes, drawing upon experience of troop-contributing countries already deployed on the ground. Several participants underscored that standards should be developed transparently and in full consultation with Member States, and called for better cooperation and dialogue between the Council, the Secretariat and the troop- and police-contributing countries.

F. United Nations police: challenges and opportunities (15 November)

33. The important and evolving role played by United Nations police in peacekeeping operations and related challenges and opportunities were discussed with representatives of the troop-contributing countries and the Department of Peacekeeping Operations, including the Assistant Secretary-General for the Rule of Law and Security Institutions and the Police Adviser.

34. The concept note circulated by the Chair noted that the role of United Nations police in peacekeeping had progressively evolved over the years in parallel with a rapid growth in numbers, with over 12,000 police currently deployed, accounting for 13 per cent of the total uniformed personnel in the field. The diversified nature and increasingly challenging mandates of United Nations police were manifest in most multidimensional peacekeeping missions. Policing functions had a vital role in building peace and ending impunity in post-conflict environments. The mandates given to United Nations police by the Security Council have put increased emphasis on support for reform, restructuring and rebuilding of host State police as well as operational support. In its resolution [2086 \(2013\)](#), the Council had emphasized the importance of strengthening of the rule of law institutions in the peacekeeping context and the need to help national authorities to develop critical priorities and

strategies in the area of policing, judicial institutions and corrections system. Security challenges including transnational organized crime, terrorism, and so forth, had also placed additional demands on United Nations police and required new ways of addressing these threats. To effectively carry out the multifarious policing mandates, sound policy, planning and predeployment training were necessary. The availability of well-trained and qualified personnel with required skills was a priority. The Chair noted that the Secretariat had been working on strategic initiatives to meet the growing demand for United Nations police and to address new challenges. The objective of the meeting was to enhance engagement and interaction with all stakeholders to keep abreast of the developments and to bring further improvements in United Nations police.

35. The Assistant Secretary-General for Rule of Law and Security Institutions, Dmitry Titov, briefed on a major overhaul of the police peacekeeping business model, tackling both doctrinal and capacity gaps. The policy and guidance had been developed under the strategic guidance framework, in broad consultation with Member States and regional organizations. The strategic guidance framework focused on the added value of United Nations police in peace operations, on tasks assigned to United Nations police and on prioritizing and sequencing activities when time and resources were limited. The Assistant Secretary-General further briefed on formed police units, and on the way the Department of Peacekeeping Operations dealt with such challenges as organized crime and new threats, resources and capacity-building.

36. The Police Adviser, Stefan Feller, reported that draft policy on United Nations police in peace operations was about to be completed, setting more consistent and standardized approaches to the provision of public safety, police reform and support to host State police. The Police Division's Standing Police Capacity in Brindisi, Italy, had brought about a major shift in rapidly deployable capacity dealing with new missions, changing support requirements or filling current gaps. The next step in that direction was completing the Senior Management Roster that would enable much faster recruitment. It had recently demonstrated its value in Mali, rapidly standing up the core of a multidimensional police component in the United Nations Multidimensional Integrated Stabilization Mission in Mali.

37. Members of the Working Group and representatives of the troop- and police-contributing countries appreciated the discussion as timely and important, and suggested to further strengthen this dialogue given the critical role of policing in peacekeeping. Several representatives emphasized the importance of issues such as support to United Nations police in dealing with organized crime and support for training and staffing procedures. The need to increase the number of female police officers, as well as their skills and expertise, was particularly stressed, as was the need for officers who speak local languages.

38. In summing up, the Chair noted the following broad points that emerged from the discussion: (a) the evolving nature of the conflict and the corresponding evolving roles and mandates of peacekeepers, including police peacekeepers; (b) the imperative of professional and well-trained police peacekeepers with the requisite specialized skills and expertise; (c) the need to provide the resources necessary to strengthen United Nations police and to enhance its efficiency and effectiveness; and (d) the enhanced support and political will of the members of the Security Council and the general membership to strengthen peacekeeping.

G. Enhancing effectiveness: force generation and mission start-up (20 December)

39. The Working Group meeting on 20 December discussed ways of enhancing the effectiveness of force generation and mission start-up. The Chair of the Working Group circulated a concept paper for the meeting, which outlined several factors in the process, including the balance in force composition and the capabilities of potential troop- and police-contributing countries corresponding to specific requirements. In his opening remarks, the Chair noted that force generation was a key activity in peacekeeping, in terms of putting on ground the personnel in the right numbers, with the right skills and within the right time. Force generation was a challenge, especially during the periods of high demand. Well-trained, well-equipped and professional peacekeepers were required to effectively implement the multifarious mandates authorized by the Security Council. There was a need to consider ways and means of improving and speeding up the traditional pledging and force generation process. As regards mission start-up, timely transportation and availability of equipment and infrastructure, including critical enablers, was crucial to attaining full operational readiness of the troops on ground. There was a need to explore options for improving mission start-up, including by making the United Nations Standby Arrangements System more effective and providing incentives for troop-contributing countries.

40. The Chief of the Force Generation Service in the Department of Peacekeeping Operations, Colonel Prit Pal Singh, briefed participants on the current force generation process, which typically was a six-month process that began with an assessment and advisory unit, and concluded with a predeployment visit. He said that there were several lessons learned from Mali, including the challenges regarding the re-hatting of United Nations troops, the need for deployment of mission enablers before the troops, and the need for better convergence within the Secretariat.

41. The Assistant Secretary-General for Field Support, Anthony Banbury, said that force generation and mission start-up were related to the broader question of the nature of the mission and the specific requirements. He noted that the lack of consensus on issues such as robust peacekeeping and offensive capabilities had a bearing on the provision of necessary capacities. A strategic approach towards force generation was required, incorporating new approaches on the timing and sequencing of deployment of mission capabilities, improved equipment and training, and the use of new technologies.

42. Participants noted the many developments in United Nations peacekeeping in 2013, in particular with regard to Mali, the Democratic Republic of the Congo, the Central African Republic and South Sudan. They called for better coordination and information-sharing between stakeholders to make the force generation process more efficient. The importance of sharing lessons learned and best practices was also emphasized. Noting the recent trend towards inter-mission cooperation, the inherent limitations of this option were also pointed out.

43. Summarizing the discussion, the Chair said that the meeting had yielded important insights regarding the force generation and mission start-up. For increased effectiveness, there was a need to make the force generation process more inclusive, and responsive to the nature of the mission and particular circumstances in terms of

training, equipment and inter-operability. New technologies had the potential for enhancing productivity, safety and security, and effective implementation of mandates. There was a need to develop “win-win-win” scenarios through enhanced cooperation between the troop-contributing countries, the Secretariat and troops on the ground. Greater synchronization between the missions and the headquarters, including frequent feedback from the force commanders, could help to refine policy, strategies and tactics. As the spectrum of needs had increased, the force generation process should have a strategic vision. There was also potential in cooperation with regional and subregional organizations with respect to mobilizing resources. It was also important to take into account the views of the host countries.

III. Working Group website

44. At the end of 2013, the website of the Working Group underwent a major revision. The new website covers materials related to the Working Group, including relevant Security Council decisions, meetings and reports of the Working Group, and other relevant information. The website will be launched at www.un.org/sc/committees/wgpk/.

IV. Conclusions and recommendations

45. The Working Group is an important subsidiary body of the Security Council considering the centrality of peacekeeping in the work of the Council. The Working Group has a lot of room and potential to contribute to the deliberations of the Security Council on matters related to peacekeeping. Accordingly, during the reporting period, the Working Group had a wide-ranging and substantive agenda, which was also responsive to the current peacekeeping issues.

46. Organization of the agenda was facilitated by full cooperation and support extended to the Chair by the Members of the Working Group. The Secretariat was also consulted extensively and the Working Group benefited from the engagement and briefings by the Secretariat officials at the highest levels.

47. The Working Group may continue to play its role in enhancing cooperation and synergy on peacekeeping issues among the relevant stakeholders particularly in strengthening interaction between the Security Council, the troop- and police-contributing countries and the Secretariat.

48. The continued involvement and participation of the troop- and police-contributing countries in the activities of the Working Group makes the discussions more productive and substantive in addition to enhancing transparency and inclusion in its work.

Annex

Meetings of the Working Group in 2013

<i>Date</i>	<i>Participants</i>	<i>Briefer</i>	<i>Subject matter</i>
25 February	Members of Working Group and troop- and police-contributing countries	Under-Secretary-General for Field Support Director of Africa I Division, Department of Political Affairs Leader of the Somalia Planning Team, Department of Peacekeeping Operations	African Union Mission in Somalia
3 June	Members of Working Group and troop- and police-contributing countries	Acting Head of the Department of Safety and Security Under-Secretary-General for Peacekeeping Operations Acting Deputy Military Adviser, Department of Peacekeeping Operations	Safety and security of United Nations peacekeeping operations
19 July	Members of Working Group and troop- and police-contributing countries	Under-Secretary-General for Peacekeeping Operations Under-Secretary-General for Field Support	Use of modern technology in United Nations peacekeeping
30 August	Members of Working Group and troop- and police-contributing countries	Officer in Charge, Policy, Evaluation and Training Division, Department of Peacekeeping Operations Chair of the Peacebuilding Commission	Transition and drawdown in United Nations peacekeeping missions
16 September	Members of Working Group and troop- and police-contributing countries	Acting Military Adviser, Department of Peacekeeping Operations Department of Field Support	Capability-driven approach to peacekeeping

<i>Date</i>	<i>Participants</i>	<i>Briefer</i>	<i>Subject matter</i>
15 November	Members of Working Group and troop- and police-contributing countries	Assistant Secretary-General for Peacekeeping Operations Police Adviser, Department of Peacekeeping Operations	United Nations police: challenges and opportunities
20 December	Members of Working Group and troop- and police-contributing countries	Assistant Secretary-General for Field Support Chief, Force Generation Service, Department of Peacekeeping Operations	Enhancing effectiveness: force generation and mission start-up