

**Security Council**

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**Letter dated 21 December 2017 from the Permanent Representative of Senegal to the United Nations addressed to the President of the Security Council**

In my capacity as Chair of the Security Council Working Group on Peacekeeping Operations, it is my pleasure to forward to you herewith the report on the activities of the Working Group for the period from 1 January to 31 December 2017 (see annex).

I would be grateful if you could circulate it as a document of the Security Council.

*(Signed)* Fodé Seck



**Annex to the letter dated 21 December 2017 from the Permanent Representative of Senegal to the United Nations 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 1 January to 31 December 2017**

**I. Introduction**

1. The Working Group on Peacekeeping Operations was established pursuant to the statement by the President of the Security Council adopted on 31 January 2001 ([S/PRST/2001/3](#)).
2. The Ambassador and Permanent Representative of Senegal to the United Nations, Mr. Fodé Seck, was appointed Chair of the Working Group for the period from 1 January to 31 December 2017.
3. The present report highlights the structure and substance of the meetings of the Working Group held during this period, at which, in accordance with its mandate, it considered a number of peacekeeping issues relevant to the remit of the Security Council.

**II. Meetings of the Working Group between 1 January and 31 December 2017**

4. Between 1 January and 31 December 2017, the Working Group continued to promote triangular cooperation among the Security Council, the troop- and police-contributing countries and the Secretariat, seeking, in particular, to improve coordination within the peacekeeping architecture and to address important thematic issues relating to peacekeeping. It held one organizational meeting and five thematic meetings with troop- and police-contributing countries.
5. In 2017, the Working Group discussed the following themes:
  - (a) Building synergies for peacebuilding and sustaining peace in Africa: how can the United Nations and the African Union and its regional mechanisms strengthen their strategic partnership?
  - (b) Peacekeeping-intelligence/information-gathering and analysis; update and feedback from the United Nations Secretariat on the development of a policy framework;
  - (c) Renewing the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali: challenges and possibilities;
  - (d) Special meeting with troop- and police-contributing countries on the reform of peacekeeping operations;
  - (e) Strengthening triangular dialogue among the Security Council, the Secretariat and the troop- and police-contributing countries.

**A. Building synergies for peacebuilding and sustaining peace in Africa: how can the United Nations and the African Union and its regional mechanisms strengthen their strategic partnership?**

6. On 26 April 2017, the Working Group held a joint meeting with the Ad Hoc Working Group on Conflict Prevention and Resolution in Africa, on the theme “Developing synergies for peacebuilding and sustaining peace in Africa: how can the United Nations, the African Union and its regional mechanisms strengthen their strategic partnership?”.

7. At the meeting, briefings were given by the Assistant Secretary-General for Political Affairs, Tayé-Brook Zerihoun, the Assistant Secretary-General for Peacekeeping Operations, El-Ghassim Wane, the Chair of the Peacebuilding Commission, Ambassador Cho Tae-yul, and the Permanent Observer for the African Union to the United Nations, Ambassador Tete António.

8. In his address, the Assistant Secretary-General for Political Affairs called for the strengthening of cooperation between the United Nations and the African Union to address threats to international peace and security, noting that African regional and subregional organizations have demonstrated their capacity to respond to challenges in that area. In that connection, he wished to commend, inter alia, the remarkable work of the African Union Mission in Somalia and the fruitful cooperation between the United Nations Office for West Africa and the Sahel and the Economic Community of West African States (ECOWAS), which had contributed to the resolution of the post-electoral crisis in the Gambia.

9. In addition the Assistant Secretary-General returned to the matter of United Nations support for regional organizations and said that the annual joint consultations of the United Nations Security Council and the Peace and Security Council of the African Union should allow the strengthening of partnership and enhanced cooperation between the two Councils through an exchange of views on issues of interest to both bodies in the areas of maintenance of international peace and security in Africa.

10. The Assistant Secretary-General for Peacekeeping Operations maintained that close collaboration between the United Nations Security Council and the Peace and Security Council of the African Union would increase their chances of success in the complex arena of peacekeeping.

11. He urged the African Union to continue the work it had begun, including at the twenty-seventh African Union summit, held in Kigali in 2016, to advance towards its goal of funding 25 per cent of its peace and security operations by 2020, and to assume responsibility for guaranteeing peace and security in Africa.

12. The Chair of the Peacebuilding Commission emphasized the importance of taking the root causes of conflict into consideration in efforts to build and sustain peace and expressed his desire to work, in line with his mandate, with all relevant regional and subregional organizations — in particular the African Union, ECOWAS, the Intergovernmental Authority on Development and the Group of Five for the Sahel.

13. The Permanent Observer for the African Union to the United Nations welcomed the adoption of Security Council resolution [2320 \(2016\)](#), highlighted the strategic nature of cooperation between the United Nations and the African Union, and stressed the two organizations’ complementarity and the need for them to share the burden of peacekeeping.

14. During the discussion, various delegations emphasized, inter alia:

(a) The importance of national ownership and leadership in efforts to build and sustain peace;

(b) The importance of making partnerships between the United Nations and regional and subregional organizations more effective;

(c) The need to improve regional and subregional mediation and prevention instruments, and to strengthen the synergies between efforts to assist countries in building and sustaining peace in Africa by the United Nations, the African Union and subregional organizations;

(d) The importance of respect for international law and human rights in the strengthening of such cooperation;

(e) The need for a stronger partnership between the United Nations and the African Union, manifested through, inter alia, ongoing dialogue and increased interaction between the Peacebuilding Commission and the relevant African Union bodies.

**B. Peacekeeping-intelligence/information-gathering and analysis; update and feedback from the United Nations Secretariat on the development of a policy document**

15. The Working Group met on 26 May 2017 to discuss the above subject. The then Chief of the Policy and Best Practices Service of the Department of Peacekeeping Operations, Renata Dwan, presented a draft of the Department's policy framework; the initial ideas had been the subject of a briefing at a similar meeting that the Working Group had organized the previous year.

16. In her communication Ms. Dwan particularly focused on four aspects of the issue which delegations at the previous meeting on this topic had considered to be crucial, namely:

- definition
- confidentiality
- coordination
- training.

17. With regard to the definition of the term, Ms. Dwan indicated that Member States emphasized, at the meeting in 2016, the necessity to make a clear distinction between information-gathering in peacekeeping operations and the clandestine gathering of information.

18. According to her, the policy framework was supposed to apply to the collection of the information needed to guarantee the security and safety of peacekeepers, as well as the protection of civilians.

19. With regard to confidentiality, Ms. Dwan recalled that information collected as part of peacekeeping operations remains United Nations property, and that the United Nations must sign agreements with troop- and police-contributing countries and the host State of the relevant mission concerning information collected.

20. The Chief of the Policy and Best Practices Service also said that the United Nations intends to establish guidelines and principles on the sharing of information within peacekeeping operations, and stressed the need for a rigorous assessment of all the risks associated with disclosing such information.

21. She clarified that the head of a peacekeeping mission is the only one authorized to determine when it is necessary to share information that has been collected with the members of the mission, and that any such decision should be documented and taken in accordance with the established guidelines in force at the United Nations.

22. With regard to coordination, Ms. Dwan recalled the key role of the Joint Operations Centre and the Joint Mission Analysis Centre of a peacekeeping operation, emphasizing that the coordination model will be versatile so that it can be adapted to each mission's needs and the reality on the ground. Lastly, Ms. Dwan announced the Secretariat's decision to expand training on information management beyond senior management level.

23. During the discussion, several members of the Working Group emphasized the importance of peacekeeping-intelligence/information-gathering and analysis, especially in asymmetric environments where ensuring troops' safety and security poses a real challenge.

24. Some members also recalled that the acquisition, verification, processing, analysis and dissemination of information by United Nations peacekeeping missions must be in strict accordance with the provisions of the Charter of the United Nations and the basic principles of peacekeeping.

25. Other members expressed their disappointment at not seeing the definition of the term and modalities of work that the Special Committee on Peacekeeping Operations had adopted after several months of laborious discussions reflected in the Secretariat's draft document; they also stressed that the decisions of the Member States should guide the Secretariat.

26. The Secretariat countered that they wanted to ensure a definition in their policy that was "more simple and operable".

### **C. Renewing the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali: challenges and possibilities**

27. To prepare for the renewal of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the Working Group held a meeting on the subject on 8 June 2017.

28. In attendance to share the views of his country on the matter, the Permanent Representative of Mali to the United Nations in New York, Ambassador Issa Konfourou, said that the problem with MINUSMA was not so much the robustness of its mandate, as defined in Security Council resolution [2295 \(2016\)](#), as the lack of the necessary resources and capacity for its effective implementation.

29. He lamented the difficulties that were preventing MINUSMA from reaching full operational capacity, and expressed the hope that the implementation of the pledges made at the high-level force-generation conference held in May 2017 at United Nations Headquarters would reduce the gap that had been identified.

30. Ambassador Konfourou also emphasized the need for cooperation between MINUSMA and the Malian forces, despite the challenge that posed, and urged United Nations forces to abandon their static position so as not to give extremist groups extensive freedom of movement and the conditions conducive to organizing.

31. Ambassador Konfourou stressed that the renewed mandate for MINUSMA should include, as priorities:

- (a) The effective reform of the security sector and billeting system;
- (b) The strengthening of cooperation between MINUSMA and the Malian forces;

(c) The adoption of a more proactive posture vis-à-vis terrorist groups;

(d) National ownership and sharing of the dividends of peace with the people of Mali, who have a central role in the peace and reconciliation process;

(e) In recognition of the regional dimension of the insecurity in the Sahel, deployment of the Joint Force of the Group of Five for the Sahel, whose work will contribute to improving the environment in which MINUSMA operates.

32. The second panellist, the Leader of the MINUSMA Team in the Department of Peacekeeping Operations, Samuel Gahigi, said that strengthening the good offices missions and supporting the implementation of the Agreement on Peace and Reconciliation in Mali, which had emerged from the Algiers Process, must be among the highest priorities of the new mandate. In that connection, he stressed the importance of reconciling the Coordination des mouvements de l'Azawad coalition of armed groups and the Coalition du peuple de l'Azawad, with a view to launching joint patrols, which were indispensable if the security situation in northern Mali was to be improved.

33. Re-establishment of the presence and authority of the State, including in the Kidal region, also remains a priority according to the representative of the Department of Peacekeeping Operations.

34. Lastly, Mr. Gahigi emphasized the importance of coordination between the various forces on the ground, in the light of the anticipated deployment of the Joint Force of the Group of Five for the Sahel.

35. The Director of the New York office of the non-governmental organization International Crisis Group, Richard Atwood, also gave a briefing to the Working Group during the meeting and identified the following five priorities to be taken into account in the context of the renewal of the MINUSMA mandate:

(a) The strengthening of good offices missions;

(b) The greater involvement of MINUSMA in the national reconciliation process;

(c) The enhancement of the mobility of the mission and the strengthening of the role of peacekeepers in the protection of civilians;

(d) The clarification of the role of the Joint Force of the Group of Five for the Sahel and its links to MINUSMA;

(e) The adoption of sanctions against parties hindering the implementation of the political agreement.

36. During the discussion, delegations generally agreed that the existing mandate of MINUSMA was broadly satisfactory but that certain aspects could be improved, including the following:

(a) Good offices and support for the political process;

(b) Security sector reform and the restoration of State presence and authority;

(c) The strengthening of the resources and operational capacity of MINUSMA;

(d) Integrated planning for MINUSMA;

(e) Efforts to combat the insecurity in the centre and north of the country;

(f) The strengthening of coordination among the various forces on the ground;

(g) National ownership, development and peace dividends.

**D. Special meeting with troop- and police-contributing countries on the reform of peacekeeping operations**

37. At the request of the United States of America, the Working Group held a special meeting on 3 October 2017 in order to have a three-way dialogue on peacekeeping reform among the Secretariat, the Security Council and troop- and police-contributing countries.

38. In his statement, Ambassador Fodé Seck highlighted the importance of the meeting, which he said was a good start to the implementation of the relevant provision of Security Council resolution 2378 (2017), adopted at the initiative of Ethiopia during the Ethiopian presidency of the Security Council.

39. Recalling the initiatives that were under way to streamline peacekeeping operations, in particular the reduction of personnel at certain missions, Ambassador Seck stressed that troops should be assigned according to need. He also considered that missions such as the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and MINUSMA, which were already on the road to success, needed reinforcement in terms of human and material resources to consolidate the gains that had been made.

40. Ambassador Seck also asked how the Secretariat, the Department of Peacekeeping Operations and troop- and police-contributing countries might come to an agreement on peacekeeping reform.

41. The Ambassador and Permanent Representative of the United States of America to the United Nations, Nikki Haley, paid a glowing tribute to peacekeepers, some of whom had paid the ultimate price in the service of the United Nations.

42. On the topic of peacekeeping reform, she said that three fundamental questions should be considered:

- (a) Do missions have the mandates and capacities they need to succeed?
- (b) When missions withdraw, do they leave countries stronger than they found them?
- (c) If not, how can that be changed?

43. She said that the objective of the reform process was not so much to make massive personnel cuts as to make missions smarter and more efficient. Personnel levels of peacekeeping missions should therefore be increased where warranted and reduced where operations were overstaffed and achieving inadequate results.

44. That was why the United States supported the development of clear performance indicators that would facilitate the adoption of more targeted mandates and ensure the efficiency of missions.

45. Ambassador Haley also said that the time had come to give the Secretary-General the necessary flexibility to implement his reform initiatives.

46. The Under-Secretary-General for Peacekeeping Operations, Jean-Pierre Lacroix, recalled the Secretary-General's vision for peacekeeping operations and their development. In that context, he stressed the importance of giving primacy to political issues by ensuring that peacekeeping missions were based on clear political strategies, had more targeted mandates and were subject to periodic strategic review.

47. He also considered that the situation on the ground should facilitate a transition from static to more dynamic peacekeeping. That would require establishing certain specific capacities, such as rapid response and better use of technology, where they were still lacking.

48. The Under-Secretary-General concluded by stressing the importance of supporting partnerships with intraregional and subregional organizations, such as the partnership with the African Union, in situations where the solution was not to deploy a peacekeeping mission.

49. The Under-Secretary-General for Field Support, Atul Khare, recalled that the cost per peacekeeper had been reduced by 23 per cent over the past 20 years and stressed that that had been done without any reduction in the quality of the services provided.

50. During the discussion, the members of the Working Group stressed the importance of improving triangular dialogue among troop- and police-contributing countries, the Secretariat and the Security Council in order to facilitate the better implementation of mandates.

51. They recalled that mandates should establish priorities and be better tailored. Mandates should also be adopted and reviewed on a progressive and periodic basis and be implemented in accordance with a clear timeline that included an exit strategy.

52. On the matter of streamlining peacekeeping operations, some Working Group members emphasized the importance of having performance indicators that would give them a better overview of the state of missions and enable them to better identify changes that should be made. Above all, they stressed the need for appropriate financing, which had a direct impact on the effectiveness of operations. Some members of the Working Group highlighted the need to strengthen the role and position of troop- and police-contributing countries in decision-making processes and their representation in positions of command in peacekeeping operations.

53. Other Working Group members emphasized the need to support the Secretary-General's reform initiatives and allow him the necessary flexibility to simplify those efforts, while taking into full account the views of the Member States. Some members also highlighted the issue of sexual exploitation and abuse.

**E. Strengthening triangular dialogue among the Security Council, the Secretariat and the troop- and police-contributing countries**

54. On 10 November 2017, the Working Group met to consider the issue of strengthening triangular dialogue.

55. The meeting was organized in cooperation with Pakistan and the United Kingdom of Great Britain and Northern Ireland, the facilitators of the process taking place within the Special Committee on Peacekeeping Operations to strengthen triangular dialogue.

56. The representatives of those countries spoke at the meeting, and briefings were given by the Director of the Africa II Division of the Department of Peacekeeping Operations, Jack Christofides, and a member of the International Peace Institute and author of the article "Triangular cooperation: key to all", Alexandra Novosseloff.

57. Ms. Novosseloff said that triangular cooperation should be a core principle of the United Nations, where the definition of mandates, provision of financial resources and contribution of uniformed personnel were not all carried out by the same entities.

58. She recalled that Member States had experimented several times with initiatives in that regard, but these had not resulted in a regular and systematic process that would enable the institutionalization of the practice through the establishment of a framework (as called for by the High-level Independent Panel on Peace Operations), nor had they made it possible to replace fruitless meetings, which placed an additional burden on all members of the Security Council while failing to bring any added value, with interactive consultations that would have a real impact and benefit all parties.



59. She said that a time and a place should be set for better defining the framework referred to by the High-level Independent Panel on Peace Operations so that such interactive discussions would be held by the Security Council as a matter of course, rather than only at the initiative of individual members.

60. Her view was essentially that a balance should be achieved between the formal and informal dimensions to enable the main actors — the Security Council, troop- and police-contributing countries and the Secretariat — to build the level of trust necessary for sensitive subjects to be addressed.

61. She made the following suggestions concerning the format of the meetings:

#### **Regular consultations**

62. Ms. Novosseloff said that triangular consultations should take the form of regular informal closed meetings among the Security Council, the Secretariat and the main troop- and police-contributing countries. She considered that 10 troop- and police-contributing countries might be a suitable number for a focused discussion. A degree of flexibility would certainly be necessary with regard to the exact number of participants, but the meetings should not become another forum where no one was prepared to speak openly and informally about real problems.

#### **Nature of the meetings**

63. Ms. Novosseloff said that the meetings, which could be announced in the daily programme of the Security Council, should mainly be informal, in order to facilitate constructive dialogue. They would serve as a framework for the exchange of views on ongoing peacekeeping operations and the main challenges facing the missions. The aim would be to ensure that the views and concerns expressed by troop- and police-contributing countries were taken into account by the pen holder of the mandate and had an impact on the mandate's design, without prejudice to the decision-making prerogatives of the Security Council.

#### **Meetings to be held prior to mandate renewal**

64. Ms. Novosseloff said that triangular consultations should take place prior to the renewal of mission mandates, and also before and after major strategic reviews conducted by the Secretariat and whenever a significant crisis linked to the mission occurred.

#### **Precise timing of the consultations**

65. She said that all stakeholders must be given sufficient time to prepare the contributions they were expected to make at the meetings. The meetings could take place immediately following the transmission of the preliminary report of the Secretary-General (which was shared with the primary troop- and police-contributing countries) and could be preceded by a briefing by the Secretariat on the general elements of the future report.

#### **Participants**

66. Participants should be experts rather than permanent representatives in order to prevent the delivery of prepared or formal statements. The meetings should also be political and military, since military aspects were usually at play. That would not prevent meetings on bigger issues from being held at a higher level, in the interest of effective decision-making.

**Chair before pen holder**

67. Ms. Novosseloff said that there was a debate about whether the meetings should be organized by the pen holder of the draft resolution or by the President of the Security Council for the month, in order to give the meetings an institutional flavour. A compromise could be to have the meetings convened by the pen holder (who organized all of the work on the draft resolution) but held in the conference room near the Security Council Chamber in the Secretariat Building.

68. She said that the overall aim was to systematize the informal.

69. The second panellist, the Ambassador and Deputy Permanent Representative of Pakistan to the United Nations, Nabeel Munir, said that effective communication and consultation among the three primary stakeholders — the Security Council, the Secretariat and troop- and police-contributing countries — were essential to effective, results-based peacekeeping.

70. He recalled that troop- and police-contributing countries were a vital source of knowledge about the realities on the ground and could provide reliable and relevant information to decision makers in capitals and at United Nations Headquarters.

71. He also recalled that it was essential for troop-contributing countries to be able to express their concerns about peacekeeping issues and, even more importantly, for their points of view to be given due consideration. The ongoing reform of the peace and security architecture and the upcoming strategic reviews of peacekeeping missions would provide another opportunity to correct past mistakes and work towards building a more robust consultation process.

72. Mr. Munir said that in 2017 Pakistan and the United Kingdom had led informal consultations with a view to formulating concrete and practical recommendations for improvement, during which the following four key discussion points had emerged:

(a) Should the format of the meetings be formal or informal?

(b) How often should meetings be held?

(c) Who should convene the consultations?

(d) What should be the level of the representatives participating in the consultations?

73. He also shared the following ideas, which had emerged from the informal consultations:

(a) The challenges to a more inclusive and substantive triangular dialogue included the lack of timely information, the lack of time for stakeholders to prepare for meetings and the irregular timing of the informal meetings;

(b) Triangular consultations should involve a balanced mix of formal and informal dialogues, since both types had their advantages;

(c) Formal meetings should be revitalized in order to make the most of the benefits they offered. To that end, troop- and police-contributing countries should be provided with relevant and timely information in order to ensure that substantive and meaningful dialogue took place well before the renewal of mandates;

(d) Non-permanent members of the Security Council could play a more active role by facilitating informal triangular discussions. The initiative of New Zealand in that regard had been very well received, but such informal initiatives were still intermittent and must become more regular and predictable in order to produce results;

(e) Existing mechanisms such as the Working Group and the Special Committee on Peacekeeping Operations should be used as forums for more in-depth discussion of common concerns about the normative aspects of peacekeeping;

(f) It must be decided whether troop- and police-contributing countries could convene informal meetings or whether that was the sole prerogative of the Secretariat and the Security Council;

(g) The schedule of meetings should take into account the schedule of the Secretary-General's reports and reviews and the deadlines for the renewal of mandates, allowing troop- and police-contributing countries sufficient time to prepare for the meetings.

74. The third briefer, the Political Coordinator at the Permanent Mission of the United Kingdom to the United Nations, Stephen Hickey, said that full use should be made of the numerous triangular cooperation mechanisms that already existed. In that connection, he recalled that:

(a) Formal meetings of troop- and police-contributing countries chaired by the President of the Security Council prior to the renewal of mandates had become standard practice and were included in the Security Council's programme of work;

(b) The Secretariat held regular briefings and formal and informal expert-level consultations with troop- and police-contributing countries and the members of the Security Council throughout the life cycle of a mission;

(c) Concerned troop- and police-contributing countries were consulted during the Secretariat's strategic reviews of peacekeeping missions and special political missions in order to ensure that their points of view were adequately reflected in the conclusions and recommendations;

(d) The Working Group on Peacekeeping Operations held meetings on cross-cutting thematic issues and mission-specific matters. Troop- and police-contributing countries were always invited to those meetings, and their participation had become more active under the leadership of Senegal.

75. Other members of the Security Council, including New Zealand in the past and Japan at the current time, were taking the initiative to organize more effective dialogue sessions.

76. However, Mr. Hickey acknowledged that, despite that series of formal and informal three-way discussions, there was still a feeling that authentic and effective dialogue was lacking at meetings.

77. He put forward some points for reflection with a view to changing that situation and making the meetings more productive.

78. He considered that the number of meetings and the balance of formal and informal meetings were more or less satisfactory. The question was how to make better use of those meetings and engage in effective and timely discussions in order to better inform the formulation, implementation and renewal of mission mandates.

79. He stressed that there was a need for the three "sides of the triangle" to agree on and adhere to a set of principles to ensure that:

(a) All parties came to meetings sufficiently prepared to enable them to engage in significant, inclusive, active and dynamic exchanges of views;

(b) Discussions were convened as needed and with enough notice to make it possible to consult relevant stakeholders and collect information from them beforehand;

(c) The objective of the meeting and the documents that would be considered were agreed and made clear to all parties in advance;

(d) Meetings took the most effective format possible, whether they were formal or informal;

(e) Meetings were announced far enough in advance to enable all concerned parties to attend.

80. He concluded by reiterating the commitment of the United Kingdom to holding informal triangular consultations prior to the creation and renewal of the mandates for which it was the pen holder.

81. Mr. Christofides suggested, in addition to his above-mentioned recommendations, that consultations should be held between the Security Council, troop- and police-contributing countries on draft resolutions prior to their adoption, and that more strategic use should be made of the Working Group. He said that that would enable the Secretariat to provide information within a reasonable amount of time, notably in relation to critical incidents but also in response to questions raised by troop- and police-contributing countries.

82. During the debate, the members of the Working Group recognized the need to revitalize triangular dialogue among the Security Council, the Secretariat and troop- and police-contributing countries. Certain members stressed that there was a need to brainstorm ways to improve peacekeeping missions, work towards systematizing the informal and bring about the equal mobilization of the three participants in the dialogue.

83. Some pointed out that it is essential to invite all the Security Council members, including members which are not troop- and police-contributing countries, to informal meetings so that they can be better prepared for discussions on draft resolutions by better understanding the views of troop- and police-contributing countries.

84. Several Working Group members endorsed the proposals on measures to strengthen the triangular dialogue made by the panellists. Other recalled the importance of also taking into account the measures set out in the note by the President of the Security Council (S/2017/507), which had recently been revised by the Security Council Informal Working Group on Documentation and Other Procedural Questions.

### **III. Conclusion and recommendations**

85. In 2017, as in 2016, large-scale participation by troop- and police-contributing countries and contribution by the Secretariat to the work of the Working Group were signs of strong interest in the activities of the Working Group.

86. That positive trend should therefore be harnessed in order to further strengthen the strategic dialogue among the Security Council, the Secretariat and troop- and police-contributing countries.

87. At the most recent Working Group meeting on improving triangular dialogue, which had been organized in cooperation with the facilitators of the consultation process on the matter that had been established by the Special Committee on Peacekeeping Operations, the foundations for closer cooperation between the Security Council and troop-contributing countries had been established with a view to joining and synergizing efforts to establish renewed trust, which was a precondition for a more productive dialogue, and to raise the expectations of the different stakeholders.

88. The Security Council, the Special Committee and the Secretariat should strengthen this synergy of efforts and initiatives to improve triangular cooperation, in order to promote open and continuous dialogue among the different actors and promote discussions based on in-depth and objective analysis of situations on the ground, including consideration of the capacities required to address those situations.

## Annex

## Meetings of the Working Group, 1 January–31 December 2017

<i>Number</i>	<i>Date</i>	<i>Panellists</i>	<i>Theme</i>
1	26 April	Mr. Tayé-Brook Zerihoun, Assistant Secretary-General for Political Affairs  Mr. El-Ghassim Wane, Assistant Secretary-General for Peacekeeping Operations  Mr. Cho Tae-yul, Ambassador, Chair of the Peacebuilding Commission  Mr. Tete António, Ambassador, Permanent Observer for the African Union to the United Nations	Building synergies for peacebuilding and sustaining peace in Africa: how can the United Nations and the African Union and its regional mechanisms enhance their strategic partnership?
2	26 May	Ms. Renata Dwan, Chief, Policy and Best Practices Service, Department of Peacekeeping Operations	Peacekeeping-intelligence/ information-gathering and analysis; update and feedback from the United Nations Secretariat on the development of a policy document
3	8 June	Mr. Issa Konfourou, Ambassador and Permanent Representative of Mali to the United Nations  Mr. Samuel Gahigi, MINUSMA Team Leader, Department of Peacekeeping Operations  Mr. Richard Atwood, Director, New York office, International Crisis Group	Renewing the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA): challenges and possibilities
4	3 October	Ms. Nikki Haley, Permanent Representative of the United States of America to the United Nations  Mr. Jean-Pierre Lacroix, Under- Secretary-General for Peacekeeping Operations  Mr. Atul Khare, Under-Secretary- General for Field Support	Special meeting with troop- and police-contributing countries on peacekeeping reform

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<i>Number</i>	<i>Date</i>	<i>Panellists</i>	<i>Theme</i>
5	10 November	<p>Mr. Nabeel Munir, Ambassador and Deputy Permanent Representative of Pakistan to the United Nations</p> <p>Mr. Stephen Hickey, Political Coordinator, Permanent Mission of the United Kingdom to the United Nations</p> <p>Mr. Jack Christofides, Director, Africa II Division, Department of Peacekeeping Operations</p> <p>Ms. Alexandra Novosseloff, member of the International Peace Institute and author of the article “Triangular cooperation: key to all”</p>	Strengthening triangular dialogue among the Security Council, the Secretariat and the troop- and police-contributing countries

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