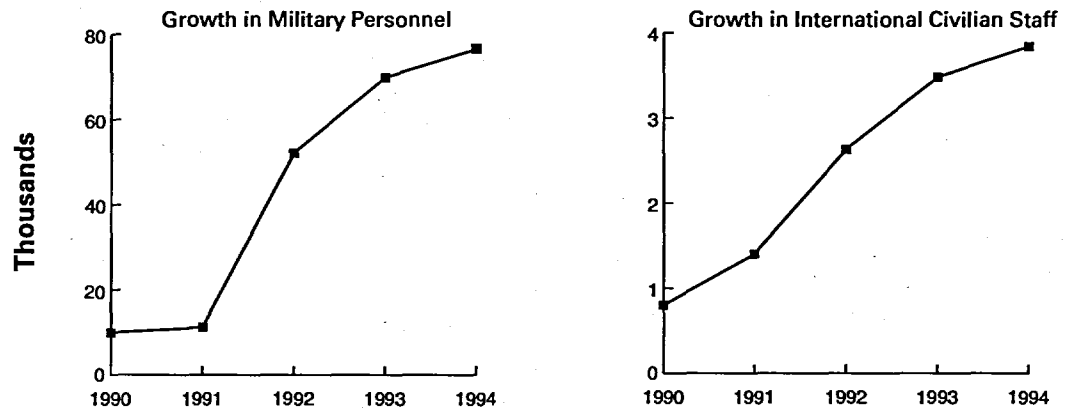# United Nations Field Operations
Increase in Total Field Mission Staffing 1990-1994

Source: DPKO, 1994

not constrained by the limitations of the present environment, particularly its reliance on state contributions for personnel, equipment and finances. Hence Chapter Six envisages a range of possibilities, ambitious in today's environment, but perhaps approaching realization in early years of the next century. Finally, Chapter Seven summarizes the report's conclusions and recommendations.

This study is intended to offer Canada's perspective on how rapid reaction might be achieved. It is not presented as the definitive work on the subject. Rather it is one contribution among many to a process that is bound to be marked by more hurdles than throughways. It is as well to bear in mind from the outset the potential difficulties involved in implementation, partly so as not to raise expectations beyond the ability of any organization or structure to satisfy. "The history of international organization is full of episodes in which high ambition has led to disappointment and adverse political reaction," Adam Roberts, Montague Burton Professor of International Relations at Oxford University, has observed, to which he then added: "None of this is a reason to abandon the effort to get a better quick reaction capability under UN auspices."[10]

This is an apt description of the Canadian approach. The way is fraught with obstacles. That is a given. But this study is designed to offer both a series of possibilities for the way ahead and a series of practical recommendations to initiate the process of arriving at our destination. The late Secretary-General of the UN, Dag Hammarskjöld, in reflecting on the differences between high ideals and problems of implementation, noted in 1960, "The UN reflects both aspiration and a falling short of aspiration, but the constant struggle to close the gap between aspiration and performance now, as always, makes the difference between civilization and chaos."[11] This study seeks to contribute to that difference.

16