



An Roinn Cosanta  
Department of Defence



Óglaigh na hÉireann



**2008**

**Department of Defence  
and Defence Forces Annual Report**



An Roinn Cosanta  
Department of Defence



Óglaigh na hÉireann

# Department of Defence and Defence Forces **Annual Report 2008**



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Department of Defence



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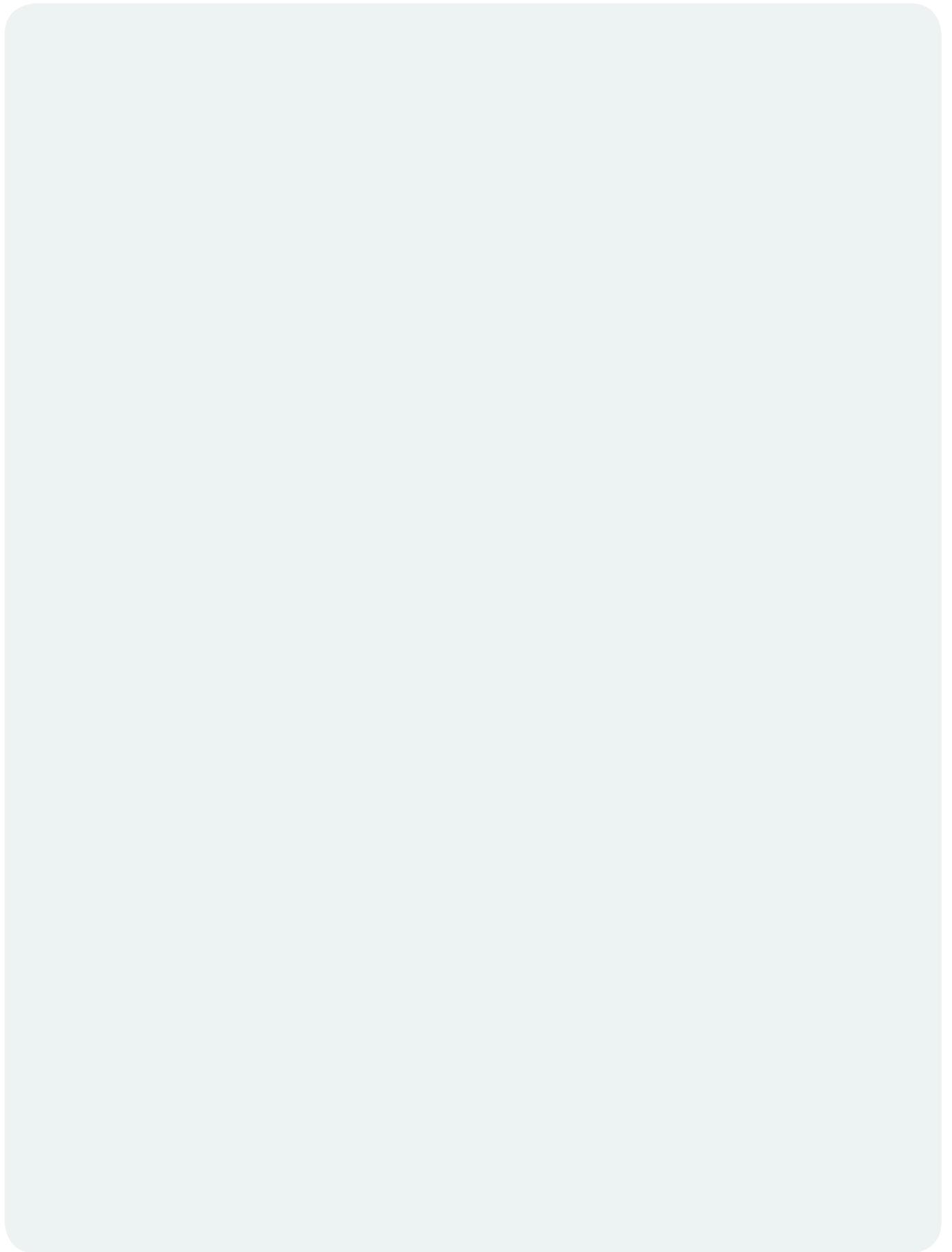
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An Roinn Cosanta  
Department of Defence



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## Foreword by the Minister for Defence

I am pleased to accept delivery of this Annual Report for 2008 encompassing the performance of both the Department of Defence and the Defence Forces.

As Minister for Defence, my main objective is to ensure that we have a flexible, modern defence organisation with the capabilities to undertake and manage all roles assigned, at home and overseas, by Government. I am pleased, yet again, to note significant progress in developing modern and flexible military capabilities. The development of the capacity of the Defence Forces to undertake increasingly challenging deployments overseas whilst continuing to deliver a broad range of services at home, highlights the progress that has been made by the Defence Organisation as a whole.

Among the significant developments that took place in 2008, were:

- The Defence Forces deployment to the UN-mandated, EU-led mission in Chad and the successful management of the complex logistical challenges, clearly illustrate some of the progress achieved by the Defence Forces in developing military capabilities. This deployment of Defence Forces' assets, both personnel and materiel, to a theatre of operations 4,500 kms away, proved the most challenging in the history of Defence Forces' overseas deployments.
- Lieutenant General P. Nash was the Operation Commander for the EU mission in Chad. His role was to command the overall military operation and to provide the military interface with MINURCAT, the UN, EU and Regional Governments. He also reported at regular intervals to the Political and Security Committee (PSC) and the European Union Military Committee (EUMC).
- Close to 2,000 members of the Defence Forces served with UN, EU, OSCE and PfP/ NATO in 2008, with the maximum number serving overseas at any one-time peaking at 830 personnel. A small number of civilian personnel also served on overseas missions during the year. The deployment of civilian personnel in overseas operations is a new and welcome development.
- During the first half of 2008, Ireland participated in the Swedish-led Nordic Battle Group (NBG). The NBG was on standby for six months commencing on 1 January 2008 and ending 30 June 2008. Ireland's contribution consisted of an Explosive Ordnance Disposal/ Improvised Explosive Device Disposal (EOD/ IEDD) component with its own security detail together with staff posts at the Operational Headquarters (OHQ) in Northwood, UK and Stockholm, Sweden. Staff posts were also located at the Force Headquarters (FHQ) in Enköping, Sweden.



*Minister for Defence, Mr Willie O'Dea T.D.*



- €26m was spent in 2008 under the on-going capital programme to modernise and enhance the training, operational and living accommodation available to the Defence Forces.
- Nine Armoured MOWAG Close Reconnaissance Vehicles (CRV) and six Armoured Mowag Medium Reconnaissance Vehicles (MRV) enabling enhanced intelligence, surveillance and reconnaissance capabilities were procured. The Defence Forces acquired a new capability with the procurement of man-portable mini-Unmanned Aerial Vehicle systems, which provide advanced intelligence and reconnaissance capability.
- Following a Government decision in October, the Defence Forces commenced the implementation of the redeployment of designated border sub-units leading to the closure of four Barracks/Posts in counties Donegal, Longford and Monaghan.
- The further development of the role of the Office of Emergency Planning continued during 2008. The implementation of a public awareness campaign on emergency planning was supported through the publication of the handbook "Preparing for Major Emergencies" which was delivered to every household in the State and the launch of the Emergency Planning website.

2008 was a special year in the history of Óglaigh na hÉireann in that it marked the 50th Anniversary of Ireland's first participation in a United Nations peacekeeping mission. The Defence Forces have brought great honour on Ireland through their participation in peace support operations across the globe, from Chad to the Middle East, Bosnia and Kosovo. I had the opportunity in February 2008 to witness at first hand the excellent work our Defence

Forces are doing overseas in Chad under extremely difficult conditions and terrain.

The progress outlined in this Annual Report would not have been possible without the dedication and commitment of the staff of the whole of the Defence Organisation, both civil and military, and I wish to take this opportunity to record my appreciation for the work done by the Secretary General, the Chief of Staff and their civil and military personnel in this regard.

Willie O'Dea, TD,  
Minister for Defence

October 2009



Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2008.



Michael Howard,  
Secretary General



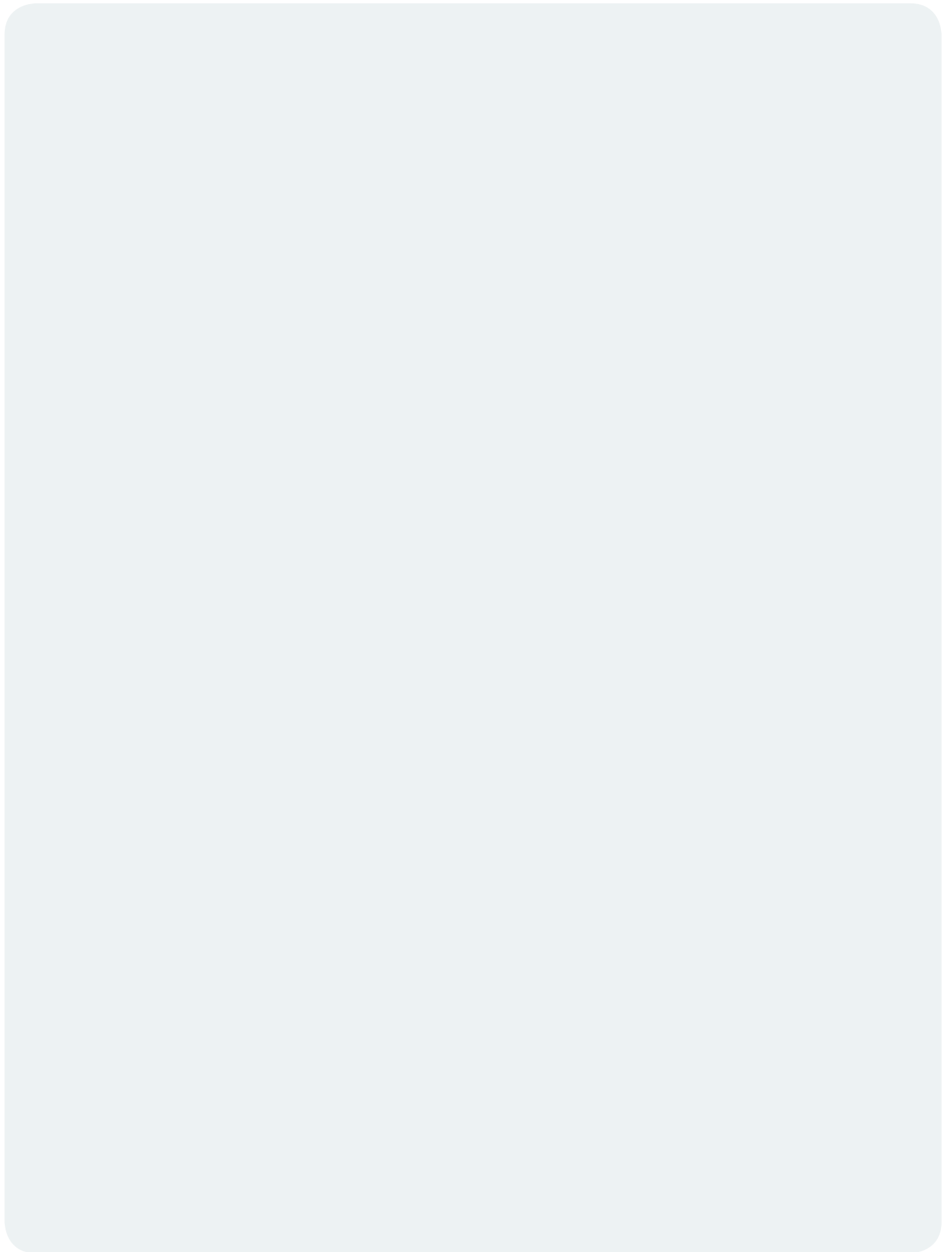
Lt. General Dermot Earley,  
Chief of Staff



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Óglaigh na hÉireann

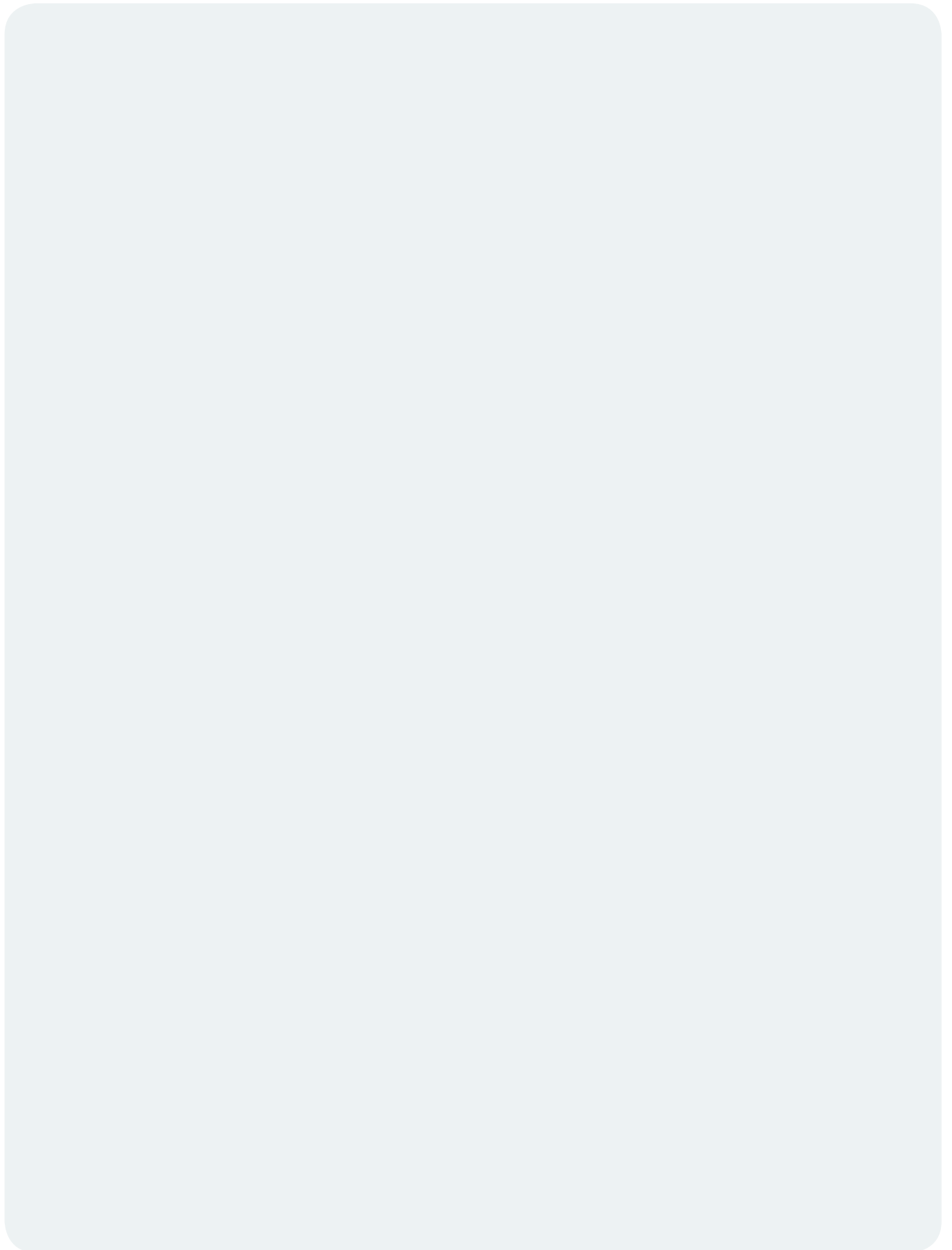




# Contents

	Page
Introduction	9
Section 1: Developing and Maintaining Contingent Capabilities	13
Section 2: On-Island Security and Support to other Agencies	25
Section 3: International Peace and Security	35
Section 4: Defence Policy, Military Advice and Corporate Services	49
Section 5: Financial Report	61
Appendix 1: Statutory Basis, Organisation Structure and Roles	67







## Introduction

### DEPARTMENT OF DEFENCE AND DEFENCE FORCES STRATEGY STATEMENT

The *Department of Defence and Defence Forces Strategy Statement 2008 – 2010* defines the Defence Organisation's vision, mission and high-level goals:

#### Vision

In the period 2008-2010 we will continue to work to develop and sustain our vision of a defence organisation that formulates and implements effective policy, provides timely and accurate advice and is capable of deploying a modern, interoperable, sustainable force that can deliver flexible military capabilities at home and abroad.

#### Mission

To provide for the military defence of the State, contribute to national and international peace and security and fulfil all other roles assigned by Government.

#### High-Level Goals

- To provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities.
- To contribute to on-island security and stability by providing, on request, aid to the civil power (ATCP), aid to the civil authority (ATCA) and other emergency and non-emergency services.
- To contribute to the maintenance of international peace and security through participation in approved UN-mandated peace support, crisis management and humanitarian relief operations.

- To provide the best possible defence policy and military advice to the Minister in order to support management of all aspects of defence provision and facilitate planning for future needs.

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2008. Performance is reviewed against the programme headings and objectives, set out in the *Department of Defence and Defence Forces Strategy Statement 2008 – 2010*, and is consistent with the structure of the Defence Annual Output Statement.

The report is set out in five sections, with one appendix, as follows:

#### Section 1 - Developing and Maintaining Contingent Capabilities

This section reports on activities and outputs in the areas of training, doctrine, equipment, infrastructure and personnel that support and maintain the development of the contingent military capabilities that are required to deliver on the assigned roles.

#### Section 2 - On-Island Security and Support to other Agencies

This section reports on activities and outputs in the areas of aid to the civil power (ATCP), aid to the civil authority (ATCA), and delivery of services to other government departments and agencies.

#### Section 3 - International Peace and Security

This section reports on activities and outputs in support of Government policy in promoting international peace and security and, in particular, the delivery of International Peace Support Operations (PSOs).



#### Section 4 - Defence Policy, Military Advice and Corporate Services

This section reports generally on the delivery of policy and military advice, the work of the Office of Emergency Planning and on the corporate services functions.

#### Section 5 – Financial Report

This section contains a report on expenditure in 2008 from Votes 36 and 37 together with an extract from the Annual Output Statement. The latter includes projections for 2009 and details of outputs for 2008.

#### Appendix 1 – Statutory Basis, Organisation Structure and Roles

This section outlines the statutory framework within which the Department of Defence and the Defence Forces operate.

This report also fulfils the requirements of Section 4(1) (b) of the Public Service (Management) Act, 1997 for an annual report to the Minister on performance against strategic objectives.



*Lt Gen Pat Nash briefing Mr Willie O'Dea, T.D. Minister for Defence and Lt Gen Dermot Earley, Chief of Staff*



EC 135



## Section 1

# Developing and Maintaining Contingent Capabilities







## Section 1: Developing and Maintaining Contingent Capabilities

The White Paper on Defence 2000 addresses all aspects of defence provision and organisation and sets out the policy for the period to 2010. The White Paper seeks to ensure a level of defence capability appropriate to the prevailing defence and security environment at home and overseas. It emphasises the need for conventionally organised Defence Forces capable of carrying out the roles set out by Government.

*"Defence is an expression of sovereignty. Defence provision is to a significant extent about preparing for and dealing with contingency; it has been likened to insurance. The defence organisation must seek to provide capabilities appropriate to the anticipated risks – the risks to the security of the State in its broadest sense...to a significant extent, defence is about preparing and maintaining a capability to respond to contingencies and threats".<sup>1</sup>*

Decisions on the extent and nature of capabilities to be maintained and resources to be devoted to defence are made by Government in this context and in the light of military advice and defence policy advice.

Implementation of White Paper objectives requires a co-ordinated effort across the Defence Organisation<sup>2</sup> involving both civil and military personnel. A new joint Strategy Statement for the period 2008-2010 was published in 2008. This Strategy Statement outlines the vision, high-level goals and strategic objectives for the Department of Defence and the Defence Forces over this period.

As outlined in the Department of Defence and Defence Forces Strategy Statement 2008 – 2010, a high level goal of the Defence Organisation is:

- To provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities.

The Defence Capability Framework, outlined in the Annual Output Statement 2008, describes the key components of military capability and the actions required in order to progress the development of defence capabilities. This section outlines the progress

made during 2008 in equipment procurement, infrastructural and human resource development, including training.

### Defensive and Other Major Equipment Purchases

Modern, effective military equipment is an essential component of capability development and maintenance. The re-equipment programme for the Defence Forces continued in 2008. The level of expenditure on equipment in recent years was made possible by the Government's decision that pay savings arising from the reorganisation of the Defence Forces set out in the White Paper of 2000, along with proceeds from the sale of surplus properties, would be reallocated for investment in modern facilities and equipment. All elements of the Defence Forces, the Army, Air Corps, Naval Service and the Reserve have benefited from the investment in new equipment.

Work on developing a new ten-year equipment plan for approval by the High Level Planning and Procurement Group was progressed during 2008.

### ARMY

- From the Army's perspective, the major investment has been in the contracts for Mowag Armoured Personnel Carriers (APCs). The total number of APCs acquired since 2001 is eighty at a combined cost of some €120m. Thirty-one of the APCs are currently overseas, twenty-two in Chad and nine in Kosovo. To provide logistical support for the Mowag's, a contract was signed with the company in late 2007, in the sum of €8.5m, for the supply of a strategic stock of spare parts over the period 2007 to 2009. This ensures that the Mowag fleet has sufficient spare parts available at home and on overseas deployments.
- In December 2008, a contract for the supply of twenty-seven Light Tactical Armoured Vehicles (LTAV) to the Defence Forces was awarded to BAE Systems based in South Africa. The intention is that LTAV will complement the

<sup>1</sup>. White Paper, Section 13.8

<sup>2</sup>. The terminology used in this Annual Report is as follows; the term 'defence' is used to refer in a broad sense to defence provision in Ireland comprising civil and military elements; the "Defence Organisation" refers to the civil and military organisation; the "Defence Forces" refers to the military organisation



Mowag APCs in the conduct of conventional and Peace Support Operations and will fill a gap that exists between soft-skinned vehicles and the Mowag APCs.

- The contract for the LTAVs will run over a period of three years and has a value of €19.6m. The cost of the programme will be covered over a number of years from the Defence budget, taking into account the current economic conditions. Sixteen of the vehicles will be delivered in late 2009 and eleven in 2010. The contract provides the option for the acquisition of further vehicles in the future, should the requirement arise.
- In recent years, significant work has been carried out on the acquisition of an Integrated Protection Load Carrying System for the individual soldier. This system includes body armour, helmets, rucksacks and battle vests. 8,000 units of body armour, 12,000 helmets and 12,000 rucksacks have been delivered in recent years at a combined total cost of €13.5m. To complete the modern Integrated Protection Load Carrying System, 12,000 battle vests were delivered in 2008 at a cost of some €2.2m. The battle vests are used for the carriage of essential items such as ammunition, personal radio, water and ancillary equipment.
- Another significant equipment acquisition for the Army in recent times was 900 General Purpose Machine Guns acquired from FN Herstal in Belgium at a cost of €10m, 500 of which were delivered in late 2008.
- In recent years, significant savings and value for money have been achieved in the acquisition of second user Air Defence equipment and Naval Cannons from the Norwegian and German Defence Forces, respectively. Opportunistic purchases of this nature continued in 2008 with the acquisition of ninety-five 120mm Mortar Systems and associated mortar

- ammunition from Ruag in Switzerland.
- ELBITT (Artillery Fire Control System). One unit was purchased in 2008 and three more units are due in 2009. This system will reduce the Target Engagement Cycle from five minutes to thirty-five seconds.
- A Mabey and Johnston Line of Communication Bridge was procured at a cost €1.5m.
- HOBO (EOD Robot) digital upgrade commenced during the year as part of a Life Extension Plan at a cost of €1m.
- Two Electronic Counter Measures (ECM) Units were acquired for deployment on Peace Support Operations at a cost €0.85m.

#### AIR CORPS

- Six AW 139 utility helicopters were acquired from Agusta Westland in Italy at a cost of €75m. Two AW 139s were delivered in November 2006, a further two were delivered in 2007 and the final two were delivered in 2008. Primary tasks for the utility helicopter include security, aid to the civil power, military exercises, infantry interoperability training and limited troop transport. They can also be used in a broad range of other roles to include air ambulance, inland search and rescue, aid to the civil authorities, community support and VIP transport tasks.
- A contract was signed in 2005 for a major mid-life upgrade for the Air Corp's two CASA maritime patrol aircraft at a cost of €16m. The upgrade on the first aircraft was carried out in 2007; the second was completed in 2008.



## NAVAL SERVICE

- In the White Paper on Defence, the Government approved the development of the Naval Service based on an eight-ship flotilla. A number of the ships in the Naval Service are coming to the end of their useful life and a tender competition for a ship replacement programme was launched in August 2007. The competition sought tenders for the purchase of two Offshore Patrol Vessels (OPV) and one Extended Patrol Vessel (EPV), with an option for up to two additional vessels. The process comprises two stages – Stage 1, a Request for Proposals and Stage 2, an Invitation to Tender.
- The tender competition for the OPVs was advanced during 2008, with the completion of Stage 1 and the receipt of tenders in response to Stage 2 of the competition. Following tender evaluation, a preferred bidder has been selected and detailed and extensive contract negotiations are now close to conclusion. The decision to proceed with the final award of contract to purchase the OPVs will be subject to Government approval and agreement on funding. Subject to such approval, it is expected that the new vessels will be delivered for acceptance by the Naval Service on a phased basis from 2012. In relation to the larger EPV, Stage 1 of the competition has been completed. Stage 2 will not be initiated until the contract for the OPVs has been concluded.

## Infrastructure

The Department manages a large property and land portfolio of 8,400 hectares approximately (made up mainly of lands at the Curragh, Co. Kildare; the Glen of Imaal, Co. Wicklow and Kilworth Camp, Co. Cork) with seventeen permanently occupied military installations including the Curragh, Casement Aerodrome at Baldonnel and the Naval Base at Haulbowline in Cork Harbour. The Defence property portfolio includes holdings in almost 100 locations throughout the

country and, in addition, premises are rented at some seventy further locations for use by the Reserve Defence Force.

The size, diversity and nature of the Department's property portfolio are dictated by Defence Forces' requirements in relation to raising, training and maintaining military personnel, undertaking and sustaining military operations and providing accommodation and training facilities. The efficient and effective management of the Department's property portfolio is a major challenge. In addition to the letting and leasing of lands and properties, the Department disposes of property that is surplus to military requirements. This activity has become increasingly important since 1998 with the Government's decision to close and dispose of certain barracks that were surplus to requirements. The proceeds from the sales of barracks and other surplus properties, including married quarters, were used to provide funds for investment in Defence Forces equipment and infrastructure.

The Department continued to cooperate with other Departments and State agencies in making Defence facilities available for a variety of purposes including accommodation for asylum seekers, the Government's Affordable Housing Initiative, the provision of firing ranges to the Gardaí, and facilities to the media, film production, etc.

The preservation, protection and conservation of natural resources are important challenges in the context of environmental management. Mindful of the importance of maintaining our property in an environmentally friendly manner, we endeavour to maintain a sustainable environment approach and to preserve the natural landscape in line with Government policy as set out in the National Heritage Plan and the National Biodiversity Plan.

As part of the Government's Affordable Housing Initiative, the release of the Department's property at Magee Barracks, Kildare, lands at Gormanston, Co. Meath, and lands at both St. Bricin's Military Hospital, Dublin and at the Camp Field, Collins Barracks, Cork was agreed together with a proposal to release





additional lands at Castlebar Co. Mayo, Bray Co. Wicklow and Knockalisheen Co. Clare.

The Department is engaged in an on-going capital building programme designed to modernise and enhance the training, operational and living accommodation available to the Defence Forces.

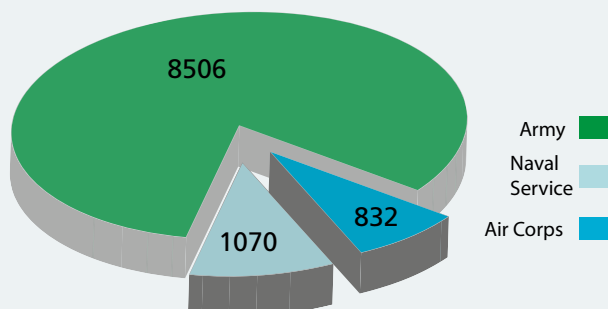
In 2008, the Department spent approximately €26m on capital building projects. Some of the main projects undertaken were in Aiken Barracks Dundalk, Finner Camp Donegal, Renmore Barracks Galway, Defence Forces Training Centre Curragh, Custume Barracks Athlone, Collins Barracks Cork and Casement Aerodrome Baldonnell.

### Defence Forces Human Resources

#### ORGANISATIONAL STRENGTH AND RECRUITMENT

The White Paper on Defence 2000 highlighted the importance of a continuous recruitment strategy to maintain the strength of the Defence Forces at 10,500. It authorises the Chief of Staff to control recruitment up to this figure. The strength of the Permanent Defence Force (PDF) was maintained within the approved figure of 10,500 in 2008. At year-end the strength of the PDF was 10,408. With the exception of Medical Officers, recruitment into the Defence Forces was suspended in October 2008 in order to achieve the required payroll savings for the Defence Vote. Figure 1.1 gives a breakdown of the end of year strength between the Army, Air Corps and Naval Service.

Figure 1.1 *Permanent Defence Force Strength at 31 December 2008 was 10,408*



### Recruitment

The personnel of the Defence Forces are the key element of military capability and must be effectively managed to ensure the right mix and quality of human resources. In replenishing a 5.34% turnover on the yearly average strength, a total of 557 personnel were recruited into the Permanent Defence Force in 2008. This represented a 14.33% decrease in recruitment over the year 2007 when 649 personnel were recruited.

A series of cross-media advertising campaigns continued for both General Service Recruits and Specialist Recruitment. Electronic and print media were successfully utilised. In addition, regional recruiting teams undertook visits to Post-Primary Schools and Third Level Institutions.

Careers Exhibitions in which the Defence Forces participated included the 'Higher Options' Exhibition in the RDS, Dublin and the FÁS 'Opportunities 2008' Exhibition in Croke Park, Dublin. Feedback from these events was very positive.

An interactive application form, available on the Defence Forces website, was utilised for all Specialist Recruitment. Online applications accounted for 85% of Cadetships, 90% of Medical Officers and 87% of Apprenticeship applications received.

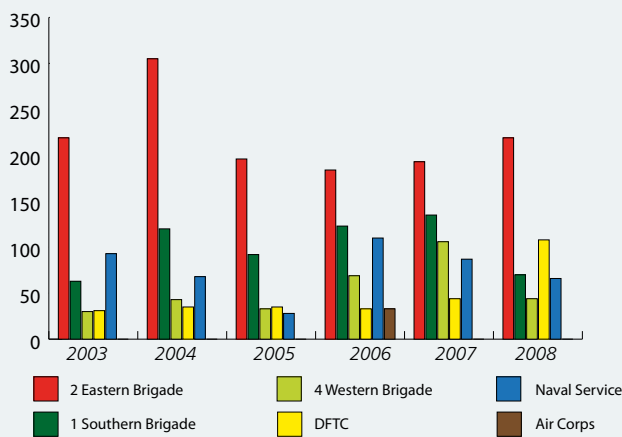
At the end of 2008, the Defence Forces had 2,629 applications for General Service recruitment registered and awaiting processing should recruitment recommence.

### General Service Recruitment

There were 5,466 applications for enlistment as General Service Recruits in 2008. This represents a 146% increase in applications over the year 2007 when the number was 2221. A total of 507 General Service Recruits were enlisted into the Permanent Defence Force in 2008. A breakdown of recruitment by Brigade/Formation is included in Figure 1.2.



Figure 1.2 *General Service Recruits by Brigade/Formation*

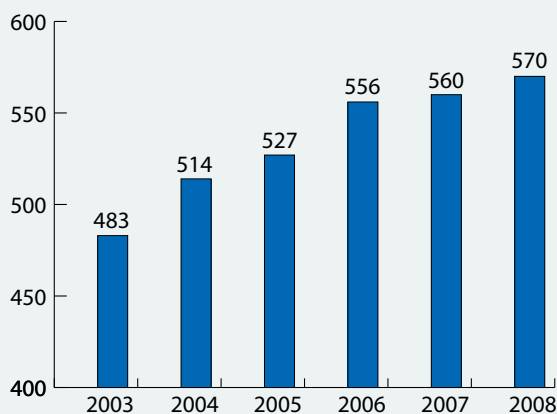


Note: No requirement for General Service intake into the Air Corps in 2003, 2004, 2005, 2007 & 2008

### Recruitment and Retention of Females in the Permanent Defence Force

The number of serving females increased to 570 in 2008 which represents 5.5% of the overall strength of the Permanent Defence Force. This comprised 468 Army, 32 Air Corps and 70 Naval Service. The Defence Forces continues to implement the recommendations of the TNS MRBI 2007 Report on the issue of recruitment and retention of females in the Defence Forces.

Figure 1.3 *Increase in the number of females serving in the PDF in the last six years.*

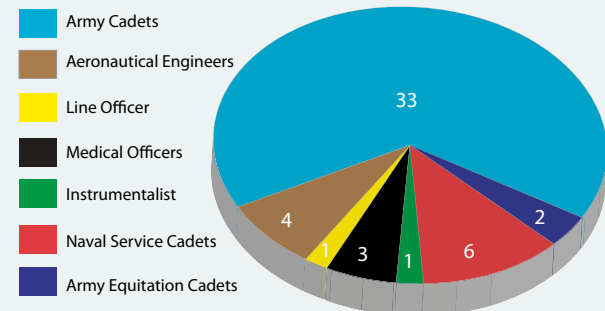


### Specialist Recruitment

Specialist recruitment relates to Officer Cadets, Direct Entrants and Apprentices (Technicians). During the year, 44 people applied for Direct Entry posts while 612 individuals applied for apprenticeships.

Three Medical Officers, one Line Officer, four Aeronautical Engineers, thirty-three Army Cadets, two Army Equitation Cadets, six Naval Service Cadets were commissioned and one Instrumentalist was enlisted during the year. Four of the fifty specialists inducted in 2008 were serving enlisted personnel.

Figure 1.4 *Specialists Inducted in 2008*



### OFFICER CADETS

In 2005, the base of entry for cadetships was widened through the awarding of bonus marks for both graduates and serving enlisted personnel and increasing the upper age limit to 28. This change in policy has led to an increased number of applications. The number of applications for officer cadetships in 2008 increased by 28% over 2007 and there was a significant increase in applications from both qualified graduates and females.



**TABLE 1.1 Breakdown of Applicants for Officer Cadetships**

	Army and Equitation	Naval Service	Total
Applications	1,046	137	1,183
Preliminary Interview	220	23	243
Final Interview	54	7	61
Actual Intake	35	6	41

### Personnel Support Service

The Defence Forces operate a Personnel Support Service (PSS) which is a confidential service providing information, social education, support and a referral service designed to give Defence Forces' personnel access to information and services both from within the military community and outside it.

Twenty-nine members of the PSS underwent stress management training with the Stress Management Institute of Ireland during the year. Prior to deployment overseas, all personnel receive instruction in stress management. Again, before each Unit returned home, trained members of the PSS visited the mission area and carried out stress debriefs in locations such as Chad, Bosnia-Herzegovina and Kosovo.

### Interpersonal Relationships

In line with the Government's commitment, as included in the Programme for Government, to "conduct regular reviews of the operation of the equality and anti-bullying measures in the military" an Independent Monitoring Group (IMG) was established in February 2008. The IMG worked under the chairmanship of Dr. Eileen Doyle and included representatives of civil and military management, PDFORRA and RACO. The IMG presented their report to the Minister for Defence in December 2008.

### Redress of Wrongs

There were a total of 234 applications for Redress of Wrongs received in 2008. It should be noted that 113 originated from one individual. Excluding such multiple applications, there was a significant decrease in the number of applications received in 2008 as against the 2007 levels. It is believed that the introduction of new interim procedures and appeal mechanisms dealing with selection for promotion and career advancement courses etc. is a contributing factor in this reduction.

A breakdown of the various categories under which applications for Redress of Wrongs were submitted is given below. There continues to be a high number of complaints related to career advancement. It is anticipated that the new amendment to Administrative Instructions, Part 10 regarding promotions will reduce applications in this area.

**TABLE 1.2 Redress of Wrongs Applications**

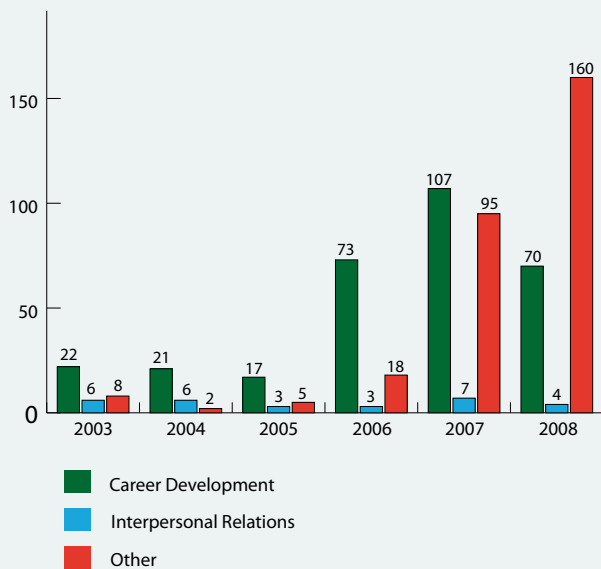
	Career Development	Interpersonal Relations	Other
2003	22	6	8
2004	21	6	2
2005	17	3	5
2006	73	3	18
2007	107	7	95 <sup>1</sup>
2008	70	4	160 <sup>2</sup>

<sup>1</sup>48 of these were received from two individuals

<sup>2</sup> 113 of these were received from one individual



Figure 1.5 Applications for Redress of Wrongs  
2003 - 2008



### Compulsory Random Drug Testing (CRDT)

In 2008, a total of 1,908 Defence Forces personnel were tested under the Compulsory Random Drug Testing Programme. This is similar to the number of tests in 2007 and is reflective of the complete rollout of the programme that now incorporates the Reserve Defence Force and overseas units. 99.69% of these tests proved negative with 6 positive tests in 2008 representing 0.31% of the total tests completed.

Following a High Court judgment during 2008, revised procedures that apply in the case of a positive test result have been developed and were introduced in March 2009. The programme of Random Drug Testing was not affected. Tests continued throughout 2008 in accordance with the planned schedule. The schedule consists of annual testing of 10% of the Permanent Defence Force and 10% of all Reserve Defence Force personnel who report on annual camp. Pending the introduction of these new procedures, the administrative processing of positive test results was put on hold. Any positive results will be processed under the revised procedures.

Compulsory Random Drug Testing supports the Defence Forces' Policy with regard to the unlawful possession, supply or use of a controlled drug being incompatible with membership of the Defence Forces. The Defence Forces, having completed six years of random drug testing, continues to be at the forefront with regard to Work Place Drug Testing in Ireland.

TABLE 1.3 Number of CRDTs Completed by Location in 2008

DFHQ	40
1 S Bde	918
2 E Bde	402
4 W Bde	437
DFTC	8
AC	0
NS	103
Total	1,908

TABLE 1.4 CRDTs for the years 2003 - 2008

Year	Total Tested	Positive Tests
2003	1,086	4
2004	1,110	4
2005	1,238	7
2006	1,213	7
2007	1,905	7
2008	1,908	6



### Permanent Defence Force Training

During 2008, the Permanent Defence Force conducted 228 training courses, which were attended by 6,943 students, a figure which represents 72% of the Permanent Defence Force. These figures do not reflect the additional day-to-day training activities, exercises and pre deployment training conducted by units.

### Career Courses

In 2008, the Defence Forces provided a variety of career advancement courses to ensure sufficient numbers of qualified personnel were available to fill leadership appointments at all levels in the organisation and that ample opportunities were available for personnel to attain career development goals. The first Strategic Leadership course was designed by the Command & Staff School, with academic facilitators from the National University of Ireland Maynooth, to improve strategic level training and education of senior officers to meet the conceptual and practical challenges for leaders in the Defence Forces in the 21st century.

**TABLE 1.5 Career Courses 2008**

Training Output	No. of Courses	Students
Strategic Leadership Course	1	25
Command and Staff Course	2	34
Junior Command and Staff Course	2	57
Senior Non-Commissioned Officers Course	1	35
Logistics Accountancy Course	2	36
Standard NCO Course	3	96
Potential NCO Course	5	218

### Collective Training Exercises

The Defence Forces conducted twenty-seven collective training exercises in 2008 to maintain competencies in conventional operations. The main focus of these exercises was command and control procedures, staff procedures, fire planning and the conduct of operations by day and night. In addition, some exercises provided the platform for the integration of the Reserve Defence Force. The primary purpose of Defence Forces' collective training exercises is to prepare for the deployment of personnel on operations. Validation of competencies, prior to the deployment of units on overseas operations, is achieved by conducting unit level training exercises followed by evaluation in Mission Readiness Exercises (MREs) by the Infantry School, Defence Forces' Training Centre (DFTC). A total of six MREs were conducted in 2008. These mission specific exercises are the final element of preparation prior to overseas deployment.

### Reserve Defence Force (RDF)

The primary task of the RDF in peacetime is to train for contingency tasks. Implementation of the Reserve Defence Force Review Implementation Plan continued during 2008. The pilot integration programme, which commenced in 2007, was extended into 2008. Whilst numbers participating were disappointing, valuable lessons have been learned.

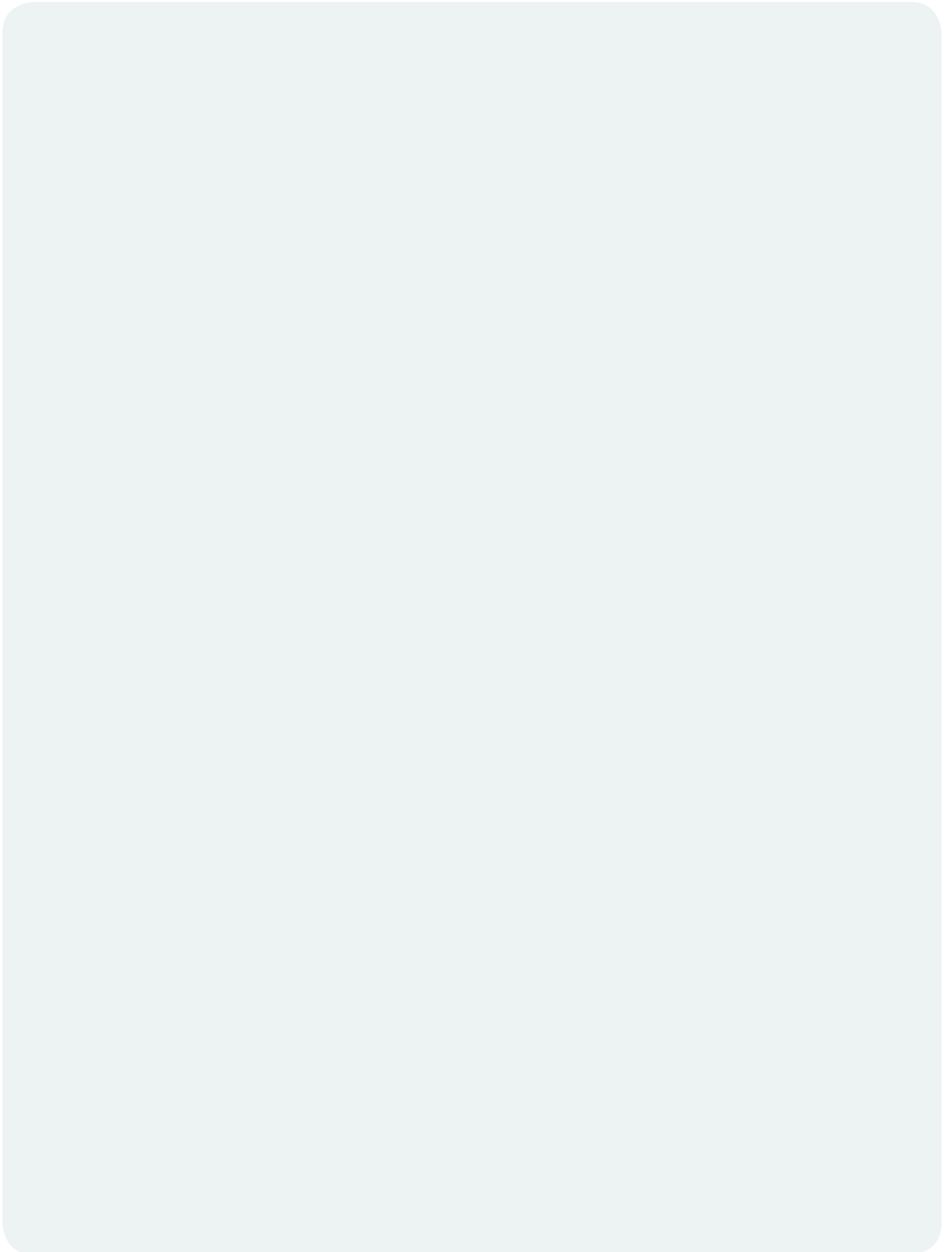


*Reservist in Training*



In line with the provisions of the Reserve Defence Force Review Implementation Plan, plans were progressed during 2008 to enable a small number of suitably qualified Reservists serve overseas in posts requiring specific skills. The project was postponed in late March 2009 in light of the moratorium on recruitment to the public service and budgetary constraints.

A new effective Unit assessment system for the Reserve Defence Force was introduced as well as an individual training logbook for all reservists. A Physical Training Policy for the Reserve Defence Force was also implemented during the year. Improvements in clothing and equipment have also been delivered.





## Section 2

# On-Island Security and Support to Other Agencies









## Section 2: On-Island Security and Support to Other Agencies

As outlined in the Department of Defence and Defence Forces Strategy Statement 2008-2010, a high level goal of the Defence Organisation is:

- To contribute to on-island security and stability by providing, on request, aid to the civil power (ATCP), aid to the civil authority (ATCA) and other emergency and non-emergency services.

The general approach, where services are provided on a recurring basis to other Departments and Agencies, is to agree a Memorandum of Understanding (MOU) or a Service Level Agreement (SLA) as a framework for the provision of services.

### Response to Emergencies

In the event of a major emergency the support of the Defence Forces can be sought by the three primary response agencies, An Garda Síochána, the Health Service Executive, and the Local Authorities, in accordance with arrangements agreed in the published document, *"A Framework for Major Emergency Management"* dated 12 September 2006. This framework document was activated on 30 September 2008 and all agencies follow the procedures detailed in the framework document.

The Defence Forces can provide a significant support role in a major emergency response with military operational capabilities that can be employed across a wide spectrum of activities. The provision of Defence Forces' support is dependent on the exigencies of other security demands, and within available resources at the time. However, the negotiation of prior agreed arrangements through MOUs and SLAs between the Department of Defence, the Defence Forces and relevant Government Departments continues to facilitate a planned and efficient response in emergency situations.

In order to be prepared to respond quickly and efficiently in emergency situations there is a requirement for all response agencies to be able to operate jointly. This requires joint training and inter-agency exercises. During 2008, the Defence Forces continued to participate in a large number of inter-agency exercises.

### Avian Flu

Throughout 2008, the three Brigades had designated support teams prepared to assist the Department of Agriculture and Food in the event of an outbreak in Ireland as per the draft SLA.

### Aid to the Civil Power (ATCP) Operations – 2008

Internal security is primarily the responsibility of the Minister for Justice, Equality and Law Reform and An Garda Síochána. The Defence Forces have a key role in providing ATCP on request.

**Table 2.1 Defence Forces ATCP Operations conducted in 2008**

Type of ATCP Operations	Number of Operations 2008
Cash in Transit (CIT) Escorts	2,210
Prisoner Escorts	118
Explosive Ordnance Disposal (EOD) call-outs	180
Explosive Escorts	18
Air Missions in support of ATCP (GASU)	2,185
Security at Government Buildings	366
Public Building Patrols	732
Central Bank Security Guard	366
Central Bank Patrols	732
Portlaoise Prison Security Duties	366
Explosive Production, Security Guard	366
Airport Security Duties	113
Shannon Airport Patrols	22
Power Installation Security	366
Fuel Storage Facilities	7
NS Salmon Patrols	5
NS Guard Ship Duties	1
NS involvement in Joint Task Force Ops	5
NS support to Garda Water Unit	1
NS ATCP Diving Operations	13
<b>Total</b>	<b>8,172</b>



**TABLE 2.2 Cash in Transit missions flown by the Air Corps in 2008**

Aircraft	Missions	Flight Hrs
Cessna Fr172	244	608.17
Euro Copter 135P	2	3.00
Augusta Westland 139	9	12.00
Pilatus PC-9M	9	13.17
Total	264	636.34

#### **GARDA AIR SUPPORT UNIT (GASU)**

The Air Corps supports An Garda Síochána in the operation of two helicopters and a fixed wing aircraft, which form the GASU. The GOC Air Corps provides regulatory oversight and piloting for the GASU and maintenance for the Defender aircraft. The Air Corps support to GASU is covered by the terms of a SLA with the Department of Justice, Equality and Law Reform.

**TABLE 2.3 Missions flown by the Air Corps GASU in 2008**

Aircraft	Missions	Flight Hrs
EC 135T2	2,068	1,916
Defender 4000	117	201
Total	2,185	2,117

#### **PROVISION OF AN AIR TRANSPORT SERVICE TO THE GARDA SÍOCHÁNA OMBUDSMAN COMMISSION, (GSOC)**

A SLA between the Department and GSOC was signed in November 2007. This agreement provided for the provision by the Air Corps of an air transport service for the rapid and essential transport of GSOC investigators to the scene of a serious incident.

#### **EXPLOSIVE ORDNANCE DISPOSAL (EOD)**

EOD teams operating in ATCP provide a unique response capability within the State to deal with EOD incidents. This capability has been developed over many years in operational environments, both at home and overseas, and has been further enhanced in the area of chemical, biological, radiological and nuclear (CBRN) operations during 2008.

**Table 2.4 EOD Operations conducted in 2008**

Type of EOD Operations	Number of Operations 2008
Disposal of Devices	54
Hoax Devices	58
Publicly discovered 'Old ordnance' Items	27
Discovered Ordnance on military ranges (Mainly Glen of Imaal)	7
False Devices	10
Disposal of 'Time Expired' Pyrotechnics/Flares	12
Washed ashore objects	6
Commercial explosives, investigations and others	6
Total	180



### NAVAL SERVICE ATCP OPERATIONS

The Naval Service continues to provide a range of services in the ATCP role. The Joint Task Force (JTF) on drugs enhances co-operation between An Garda Síochána, Revenue Commissioners, and the Naval Service in enforcing the law in relation to drug trafficking. An International Operation involving the JTF was carried out off the southwest coast in November 2008. In adverse weather conditions, a boarding operation was undertaken by the Naval Service on a 60-foot yacht. Three individuals were arrested. A substantial number of suspect packages of cocaine with an estimated street value of approximately €500m were discovered onboard the yacht. The JTF believes that this intelligence led operation has resulted in a significant international success in drug interdiction.

The Naval Service also provides assistance, when requested, to An Garda Síochána with the Annual Salmon Patrol Programme, Shannon Airport security operations and through the provision of a guard ship for visiting foreign naval vessels. The Naval Service supported the Garda Water Unit in Broadhaven Bay, County Mayo during August and September. Six naval vessels were rotated during the period for a total of 39 days. The following table indicates the number of Naval Service ATCP operations undertaken in 2008.

**TABLE 2.5 Naval Service ATCP Operations 2008**

Type of ATCP Operation	Number of Operations
NS Annual Salmon Patrol	5
NS Guard Ship duties	1
Involvement in JTF Operations	5
NS Support of Garda Water Unit - Broadhaven Bay	1
NS ATCP Diving Operations	13
<b>Total</b>	<b>25</b>

### Naval Service Patrol Days – 2008

The Naval Service provides the maritime element of the State's defence. In 2008, the Naval Service fleet undertook a total of 75 sailing orders ranging from one to four weeks duration. Naval Service vessels patrolled a total of 155,495 nautical miles in support of Irish national interests. On a day-to-day basis its primary activity is the provision of fishery protection services based on outputs agreed with the Sea Fisheries Protection Authority (SFPA).

The Naval Service Implementation Plan (2000) set a target of allocating 90% of annual patrol days to fishery protection activity. This target was once again achieved in 2008. Total patrol days for the year were 1,658 with 90% (1,493 days) focused on fishery protection duties.

**TABLE 2.6 Naval Service Fishery Protection for 2008**

Nation	Sightings	Boardings	Warnings	Detentions
Ireland	1,351	1,021	60	17
Spain	446	389	718	3
UK	221	188	0	0
Portugal	1	1	18	0
France	316	272	1	7
Belgium	18	14	0	0
Germany	5	3	0	0
Holland	19	13	0	0
Russia	11	5	0	0
Norway	8	8	0	0
Japan	1	0	0	0



**TABLE 2.6 Naval Service Fishery Protection for 2008**

Nation	Sightings	Boardings	Warnings	Detentions
Faroe Islands	4	3	0	0
Denmark	1	1	0	0
Lithuania	2	2	0	0
<b>Total</b>	<b>2,404</b>	<b>1,920</b>	<b>104</b>	<b>27</b>

### Air Corps Maritime Patrols

The Air Corps operates two CASA CN235 Maritime Patrol aircraft in support of the fishery protection effort. These long-range aircraft patrol throughout the Irish exclusive fishery limits. In addition, other fixed wing aircraft and occasionally helicopters are used to monitor inshore fishing activities.

**TABLE 2.7 Maritime Patrols conducted by the Air Corps in 2008**

Aircraft	Patrols	Flight Hrs	Vessels Logged	Remarks
Casa CN235	268	1,566.34	4,195	Offshore
Cessna FR172	21	62.42	N/A	Inland
Eurocopter 135P	9	28.45	N/A	Inland
Augusta Westland 139	1	4.33	N/A	Inland
<b>Total</b>	<b>299</b>	<b>1,661.54</b>	<b>4,195</b>	<b>27</b>



*Air Corps Helicopter on ATCA Operation*

### The Ministerial Air Transport Service (MATS)

The Ministerial Air Transport Service is provided by the Air Corps to assist An t-Úachtarán and members of the Government in fulfilling their official engagements at home and abroad. The service is primarily provided by the Gulfstream IV and Learjet 45 aircraft, which were acquired specifically for that purpose. The Beech Super King Air 200 aircraft, which is now used primarily in a training role, is used for MATS from time to time, mainly for internal flights and for short haul European destinations.

**TABLE 2.8 Details of MATS in 2008**

Aircraft	Missions	Ministerial Time on Board (Hrs)
Gulfstream IV	72	357.5
Learjet 45	97	248.67
Beechcraft B200	22	73.17
CASA CN235	4	5.58
Augusta Westland 139	25	34.75



**TABLE 2.8 Details of MATS in 2008**

Aircraft	Missions	Ministerial Time on Board (Hrs)
Eurocopter 135P2	21	24.5
<b>Total</b>	<b>241</b>	<b>744.17</b>

### Aid To the Civil Authority (ATCA)

During 2008 the Defence Forces provided assistance to the civil authority as follows:

#### PROVISION OF AN AIR AMBULANCE

The Air Corps Air Ambulance Service is an emergency inter-hospital transfer service for the rapid transfer of patients between hospitals or to hospitals from offshore islands where the Coast Guard is not available. The service also transports emergency organ retrieval teams. The provision of this service is covered by the terms of an SLA with the Department of Health and Children.

**TABLE 2.9 Air Ambulance Missions conducted by the Air Corps in 2008**

Aircraft	Missions (incl Organ Retrieval Missions)	Flight Hrs
CASA	21	62.90
Learjet	12	29.17
Beechcraft	10	45.33
Augusta Westland 139	40	105.20
Eurocopter 135P2	4	10.00
<b>Total</b>	<b>87</b>	<b>252.60</b>

### CIVIL ASSISTANCE

**TABLE 2.10 Civil Assistance Missions conducted by the Air Corps in 2008**

Aircraft	Missions	Flight Hrs	Remarks
CASA CN235	1	1.50	Pollution Control
AW 139	5	10.50	Major Emergency Exercise
EC 135 P	1	8.00	Island Relief
AW139	2	6.92	Wildlife Survey
Cessna 172	5	20.00	
EC 135P	10	31.17	
<b>Total</b>	<b>24</b>	<b>78.09</b>	

#### AIR CORPS SEARCH AND RESCUE OPERATIONS

The Air Corps took part in a major emergency response operation at Corriebracks Mountain, Co. Wicklow on 26/27 October 2008 following the fatal crash of a Piper 28 single engine aircraft. This involved the initial airlift and re-supply of Gardaí, Mountain Rescue and Air Accident Investigation personnel. In addition, the deceased were airlifted to Naas General Hospital and the aircraft wreckage was airlifted to an inspection site the following day.



**TABLE 2.11 Search and Rescue Missions flown by the Air Corps in 2008**

Aircraft	Missions	Flight Hrs	Remarks
CASA CN235	3	7.25	SAR Top Cover
AW 139	2	5.75	Mountain Rescue
EC 135 P	1	1.58	Mountain Rescue
<b>Total</b>	<b>6</b>	<b>14.58</b>	

#### NAVAL SERVICE SEARCH AND RESCUE OPERATIONS

Naval Service vessels assisted in 16 major search and rescue operations throughout 2008. During these operations, the Naval Service provided a range of services which assisted the Coastguard and the State to fulfil their mandates of protecting life at sea and safeguarding the environment. When not deployed at sea, Naval Service vessels are maintained at high readiness in order to be prepared to respond to requests in support of other naval units at sea or undertake operations as required.

#### Naval Service Diving Section (NSDS) Operations

The Naval Service Diving Section (NSDS) has an air diving capability to 50 metres. It also has underwater search equipment at its disposal, including a Remotely Operated Vehicle (ROV), that allows the section to search and survey to 1000 metres depth. The Naval Diving Team carried out a total of 88 operational diving missions during the year, 67 of which were for the Naval Service and the other 21 were ATCP and ATCA as detailed in Table 2.12.

**TABLE 2.12 Naval Service Diving Operations in 2008**

NS Diving Operations	Operations	No. of Days
<i>ATCP</i>		
Search Missing Person/Vessel	10	30
Support to Garda Water Unit Broadhaven Bay	2	7
Berth Clearance Visiting Ships	1	1
<i>Non ATCP</i>		
Ship Repair	2	2
Aid to the Civil Authority	4	9
Recompression Chamber RCC) and Remotely Operated Vehicle (ROV)	2	2
<b>Total</b>	<b>21</b>	<b>51</b>

#### Central Fisheries Board

The Naval Service provided services to the Central Fisheries Board primarily in two areas:

#### SALMON PROTECTION WITHIN TERRITORIAL SEAS

In conjunction with its commitment to sea fisheries, the Naval Service met the requirements of the Central Fisheries Board for Salmon Patrolling. The commitment entailed the embarkation of Regional Board Officers and members of An Garda Síochána for approximately



36 days in 2008. In order to increase effectiveness, the Naval Service vessels rotated between salmon fisheries protection and sea fisheries protection, depending on the intensity of activity.

#### **SALMON FISHERIES PROTECTION OFFSHORE**

All Naval Service vessels are also committed to the delivery of a fishery protection service focused on the protection of salmon fisheries in the area outside the twelve nautical miles limit.

#### **Provision of Military Ceremonial Services**

The Defence Forces continue to participate in a broad range of ceremonial events both at home and overseas. Preparation involves liaison with a variety of Government Departments and participation in events from State Ceremonial, National Commemorative Events and Ministerial Reviews of Defence Force Units travelling overseas to many events at Formation Level such as St Patrick's Day celebrations. The number of personnel involved can range from an Honour Guard of seven to a full Captain's Guard of Honour of one hundred and seven.

#### **National Memorial**

In November, An tÚachtarán, accompanied by An Taoiseach and the Minister for Defence, laid a wreath at the Ceremony of Dedication of the National Memorial to members of the Defence Forces who died in the service of the State. The Head Chaplain together with representative bodies from each of the Brigades, DFTC, Air Corps, Naval Service and the RDF participated in the ceremony.



*National Memorial to members of the Defence Forces who died in the service of the State*





### Army Equitation School

The Army Equitation School, located in McKee Barracks Dublin, was set up in 1926. Its mission is to promote the Irish sport horse through the pursuit of excellence in world-class equestrian competition.

During 2008, riders from the Army Equitation School won fifteen international competitions, and were part of seven Irish Nations Cup Teams at Lisbon (Portugal), Prague (Czech Republic), La Baule (France), Madrid (Spain), Rotterdam (Holland), Aachen (Germany) and in Hickstead (England). International wins were at Tattersalls, La Baule, Prague, Barcelona and at the Cavan International which included winning the Grand Prix.

International three-day eventing success was achieved at Burnham Market (England), Tyrella, Necarne Castle and Ballygraffin (Northern Ireland), Stzergom (Poland), Lignieres (France) Boekelo (Holland), in Hong Kong (China) at the Olympic Games and at Tattersalls World Cup Qualifier. The School competed at thirty-five national and local horse shows and at ten national horse trials throughout Ireland.

### Civil Defence

The current Civil Defence Board was appointed by the Minister in July 2008 for a term of 3 years to July 2011. While the Minister for Defence retains overall policy responsibility in relation to Civil Defence, the Board has responsibility for the management and development of the organisation at national level.

The Civil Defence Board produces its own Annual Report which can be accessed at [www.civildefence.ie](http://www.civildefence.ie)



AW139 on a Training Exercise with RNLI Lifeboat



## Section 3

# International Peace and Security







## Section 3: International Peace and Security

### INTRODUCTION

A high level goal of the Defence Organisation is *'to contribute to the maintenance of international peace and security through participation in approved UN-mandated peace support, crisis management and humanitarian relief operations'*.

Ireland's international security and defence policy context is defined by our policy of military neutrality, an active political and operational role in support of the UN, our commitments to the United Nations Standby Arrangements System (UNSAS), our participation in the evolving ESDP and our participation in NATO's Partnership for Peace (PfP).

Ireland has accorded central importance to the United Nations since it became a member in 1955 and, within the UN system, has supported effective international action in areas such as disarmament, peacekeeping, development and human rights. Ireland has taken seriously its obligation under the United Nations Charter to make available to the Security Council; armed forces, assistance and facilities, in order to contribute to the maintenance of international peace and security. This is reflected in Ireland's long and well regarded history of participation in overseas missions mandated by the United Nations. 2008 marked the 50th anniversary of Ireland's first contribution to a UN Peace Support Operation.

Since the end of the Cold War, the peacekeeping environment has been transformed and peacekeeping operations have grown in number, complexity and robustness. The UN is increasingly relying on regional organisations and arrangements (e.g. EU, AU, NATO, etc.) to launch and manage operations on its behalf and under its authority. In tandem with this changing environment, the EU is today playing an increasing role within the international security domain through the development and evolution of the European Security and Defence Policy (ESDP) which is elaborated under the European Union's Common Foreign and Security Policy (CFSP).

While the Minister for Foreign Affairs has overall responsibility for international security policy, the Minister for Defence and the Defence Organisation support this policy and have an increasing role in this area, in particular through the ongoing development of ESDP.

The establishment of a Political and Security Committee (PSC) defence delegation comprising civil and military elements in Ireland's Permanent Representation to the EU and the detachment of Defence Forces personnel to the EU Military Staff (EUMS), coupled with our participation in EU-led civil and military operations, reflect the expanding role of the Defence Organisation in the area of ESDP. Civil and military elements from the Department of Defence are also deployed to Ireland's PfP Liaison Office in NATO and there are Defence Forces personnel serving at UN HQ in New York, at NATO HQ in Brussels and in the Organisation for Security and Co-operation in Europe (OSCE) in Vienna.

### European Security and Defence Policy (ESDP)

ESDP is an integral part of the CFSP, which encompasses the EU's international obligations to the maintenance of international peace and security. Participation in ESDP takes place within the framework of Ireland's commitment to the primacy of the United Nations. Based on the provisions of the Treaty on European Union, the Department and the Defence Forces have continued to participate in the ongoing development of EU military and civilian crisis management capabilities under ESDP. Defence staff work proactively in this area in association with colleagues from the Department of Foreign Affairs.

Participation in ESDP imposes no obligation on a Member State to participate in any EU operation. The deployment of troops and personnel or the commitment to contribute financially remains the exclusive prerogative of each Member State, to be decided in accordance with its own national decision making processes. In addition, decisions in the Defence arena are made on the basis of unanimity and no operation can be launched without the unanimous approval of all Member States.



### European Union Capability Development

In 2008, Ireland continued to make a contribution to the development of European Security and Defence Policy (ESDP) by participating in the processes to enhance the EU's capability to conduct Crisis Management Operations. This engagement in capability development includes Ireland's offer of a pallet of forces (Table 3.1), which can be made available for EU Crisis Management Operations through the Headline Goal 2010. Ireland's contribution to the Headline Goal comes from within our existing commitment of up to 850 personnel to the United Nations Standby Arrangements System (UNSAS). Three new capabilities from the pallet of forces reached active status on 1 January 2008, thereby increasing the range and number of Defence Forces units available for all international peace support operations. These units were:

- a Logistics Battalion HQ of fifty personnel
- a CBRN Decontamination Unit of thirty personnel
- an EOD/IEDD Team (CBRN capable) of five personnel.

Throughout 2008, planning and preparation took place to prepare a very high readiness reconnaissance unit of 80 personnel. This unit will reach active status in 2009.

In addressing capability developments beyond 2010, in October 2006 the European Defence Agency (EDA) Steering Board endorsed an Initial Long Term Vision (LTV) for European Defence Capability and Defence needs. The LTV document looks at the Global Security situation and its impact on international security up to 2025. In July 2008, the EDA noted the Capability Development Plan (CDP). The CDP is a follow-on product of the LTV, and it outlined the type of capabilities which would be required to effectively address the changing security and defence environment of the future for ESDP.

**TABLE 3.1 Defence Forces Contribution - EU Headline Goal 2010<sup>1</sup>**

Unit	Due 01 Jan	Personnel	Readiness <sup>2</sup>	Brigade
Logistics Bde HQs	2008	50	H	1 S Bde
CBRN <sup>3</sup> Decon Unit	2008	30	H	2 E Bde
EOD/IED <sup>3</sup> Team (CBRN))	2008	5	H	2 E Bde
Recce Unit	2009	80	V	DFTC
Infantry Bde HQs	2010	150	H	4 W Bde
Light Infantry Bn	TBC	750	H	Lead Brigade
with 1 Inf Coy	TBC		V	
Medium Truck Pallet Cargo	TBC	60	H	DFTC
Special Ops Forces Unit	TBC	40	V	ARW
Medium Transport Unit	TBC	60	H	DFTC

<sup>1</sup> The Table provides for many combinations of units up to a maximum commitment of 850.

<sup>2</sup> Readiness States are measured in Days: Very High 1-20, High 21-60; Medium 61-90 Days.

<sup>3</sup> CBRN: Chemical, Biological, Radiological and Nuclear.



**TABLE 3.1 Defence Forces Contribution  
- EU Headline Goal 2010<sup>1</sup>**

Unit	Due 01 Jan	Personnel	Readiness <sup>2</sup>	Brigade
CIMIC <sup>4</sup> Group	TBC	30	H	1 S Bde
CIMIC Tactical Element	TBC	25	H	1 S Bde
EOD/IED <sup>5</sup> Team	TBC	5	H	2 E Bde
Field Artillery Battery	TBC	80	H	2 E Bde
Military Observation Team	TBC	12	V	4 W Bde
Operations Liaison Recce Team	TBC	10	V	4 W Bde
Military Provost Marshal Office	TBC	10	V	4 W Bde
MP Detachment	TBC	10	H	1 S Bde
Media Operations Unit	TBC	6	H	2 E Bde

<sup>4</sup> CIMIC: Civil-Military Cooperation.

<sup>5</sup> EOD/IED: Explosive Ordnance Disposal/Improvised Explosive Device Disposal.

### Rapid Response Elements (Battlegroups)

A key element of the Headline Goal is the capability to deploy forces at high readiness, broadly based on the Battlegroups concept. Since 1 January 2007, the EU has had two Battlegroups on permanent standby. The purpose of these Battlegroups is to provide a very rapid level of response to developing international crises, allowing the EU to intervene during the critical early stages.

### European Defence Agency (EDA)

Ireland joined the EDA when it was established in 2004. The Agency is headed by the Secretary General/High Representative (SG/HR) for CFSP. The work of the Agency is achieved through a Steering Board comprising EU Defence Ministers of the participating Member States. On a day-to-day basis, the Minister is represented in the EDA by officials from his Department. Departmental and Defence Forces personnel also participate in the EDA's Integrated Development Teams (IDT), Project Teams (PT) and in the area of the Capability Development Plan (CDP).

The EDA's main aims are to support Member States in the area of capability development, to support greater efficiency and competition in the European defence equipment market and to support and improve investment in Defence and Security Research and Technology (R&T).

Ireland participates in the *Code of Conduct on Defence Procurement* and the *Electronic Bulletin Board for Defence Contracts*. Ireland also participates in the *Code of Best Practice in the Supply Chain*, which is designed to open up Industry-to-Industry defence contracts.

Ireland continues to participate in the EDA's Research and Technology Joint Investment Project on Force Protection. The force protection programme is a broad project which aims to enhance the security of deployed operations through improved doctrine, best practice and emerging technologies. Force Protection is a vital consideration in defence planning and procurement, and in all military operations.



Ireland also supports the Agency's work in capability development, R&T and market initiatives within the framework of ESDP and the relevant treaty provisions.

### Co-operation with International Organisations

Co-operation between the EU and other international actors, particularly the UN, in the area of crisis management, has developed substantially. Ireland has continued to encourage and promote the ongoing development of EU-UN co-operation in the area of humanitarian action, crisis management, peacekeeping and conflict prevention, with a particular emphasis on EU action in support of UN operations.

Following on from the September 2003 Declaration on EU-UN Cooperation in Crisis Management, relations between the EU and the UN remain strong. An EU liaison office was established at UN Headquarters in New York in November 2005 in order to enhance operational co-ordination between the two organisations. The office comprised staff from different areas of the Council General Secretariat and the post of military liaison officer to the UN Department of Peacekeeping Operations (DPKO) was held by an Irish Officer up until November 2008. Regular meetings between representatives of both organisations continue to take place.

The EU and NATO have continued to develop their strategic partnership in crisis management with co-operation in particular at operational level in the Balkans and Afghanistan.

### Partnership for Peace (PfP)

Ireland joined NATO's Partnership for Peace (PfP) in December 1999. PfP is a cooperative arrangement between NATO and partner countries. Cooperation focuses, in particular, on defence-related work, including defence reform, defence policy and planning, civil-military relations, education and training, crisis management, and civil emergency planning. The essence of the PfP programme is a partnership formed individually between each partner country and NATO, tailored to individual needs and jointly implemented

at the level and pace chosen by each participating government.

Ireland's eighth annual Individual Partnership Programme (IPP), covering the period 2008-2009, was completed in consultation with the Departments of Foreign Affairs; Environment, Heritage and Local Government; Justice, Equality and Law Reform; Health and Children; and Communications, Marine and Natural Resources.

In 2008, the Defence Forces and the Department implemented its IPP, which consisted of 95 approved events that the Defence Forces attended. These events facilitate the achievement of the Defence Forces Partnership Goals (PGs) and ensure that the Defence Forces can incorporate best international practice into its doctrine and Standard Operating Procedures for Peace Support Operations. Other nations have attended Defence Forces courses that were offered as part of Ireland's contribution to the Partnership Work Programme.

Ireland, in common with other neutral EU Member States who are members of PfP, also participates in the PfP Planning and Review Process (PARP) mechanism. Ireland's involvement in PARP is focused on enhancing interoperability so that Defence Forces personnel can operate efficiently and effectively in a multi-national environment. In 2008, the Department and the Defence Forces completed a Survey of Overall Interoperability within the PARP context, which will be assessed in 2009.

### The Organisation for Security and Co-operation in Europe (OSCE)

The OSCE is the largest regional security organisation in the world. It operates under Chapter VIII of the UN charter. The OSCE is a primary instrument for early warning, conflict prevention, crisis management and post conflict rehabilitation. Its unique approach to security is comprehensive and deals with three dimensions of security: the human, the politico-military and the economic-environmental.



## Overseas Deployments on Peace Support Operations

The Defence Forces made a major contribution to international peacekeeping in 2008 through their participation in overseas Peace Support Operations (PSOs). The profile of the Irish peacekeeper continues to evolve. Over the past number of years, the Defence Forces have made the jump from participation in UN Charter Chapter VI type peacekeeping missions to deploying highly mobile armour protected units for Chapter VII peace enforcing missions in support of UN mandated operations. In the area of logistics, there has been a shift away from traditional reliance on UN support to the Defence Forces, to deploying self-sustaining units to green field sites. These developments reflect the increasing capability and capacity of the Defence Forces to contribute effectively to international PSOs.

In planning and supporting overseas operations, the joint engagement of the Defence Forces and Departmental staff in reviewing potential operations, rotation planning, procurement planning and training is an essential element in the effective management of deployments. The Department and the Defence Forces work closely together to ensure the maximisation of options available to Government to meet its international obligations, in furtherance of Ireland's foreign policy objectives.

During 2008, a total of 1,574 members of the Permanent Defence Force deployed to various missions including postings in the UN, EU, OSCE and PFP/NATO. Table 3.2 gives the breakdown as per the Mission categories on 1 January 2008 and on 31 December 2008.

The Defence Forces continue to deploy personnel to UN mandated PSOs, to the EU-led operation in Bosnia and Herzegovina and the NATO-led mission in Kosovo. 2008 saw the Defence Forces undertake one of its most challenging peace support operations to date, with the deployment of an Irish-led battalion to Operation EUFOR Chad and the Central African Republic. In these situations, the Defence Forces are required to continually refocus to ensure that they

develop and maintain the necessary capabilities. They must meet contemporary international standards in order to maintain credibility in the international context and demonstrate ongoing interoperability with other forces.

Staff Officers and Military Observers continued to make valuable contributions to PSOs in countries and regions such as Afghanistan, Democratic Republic of the Congo, Ivory Coast, Western Sahara, the Middle East and throughout the Balkans serving in the United Nations, and the Organisation for Security and Cooperation in Europe (OSCE) led missions.

Defence Forces' personnel also serve in the military staffs of the EU and NATO/PfP in Brussels and with the OSCE in Vienna, where they hold a variety of appointments.

## Department of Defence

Four civilian staff from the Department of Defence are deployed to the EU PSC delegation and three to the NATO/PfP liaison office in Brussels. During 2008, one member of staff from the Department of Defence was seconded to the European Union Rule of Law Mission in Kosovo. In addition, during 2008, two members of staff seconded from the Department of Foreign Affairs were deployed as political advisors to the Commander of the KFOR Multinational Task Force Central in Kosovo and to the Operation Commander for EUFOR Chad/CAR.





**TABLE 3.2 Department and Defence Forces  
Overseas Postings - 2008**

Mission	01 Jan 2008	31 Dec 2008
<i>UN Led Peace Keeping Operations</i>		
UNMIL Force Headquarter (FHQ)	1	0
UNTSO (Middle East)	14	12
MINURSO (Western Sahara)	3	3
MONUC (Democratic Rep of Congo)	3	3
ONUCI (Cote d'Ivoire)	1	2
UNMIK (Kosovo)	4	4
UNIFIL HQ (Lebanon)	7	6
UNNY (New York)	1	1
Total (UN)	34	31
<i>EU Led Crisis Management Operations</i>		
EUFOR (Bosnia and Herzegovina)	40	43
EU OHQ OP ALTHEA (Belgium)	1	1
EUMM (The Balkans)	5	0
EUFOR (Tchad/RCA) OHQ and FHQ	18	41
EUFOR (Tchad/RCA)	0	384

**TABLE 3.2 Department and Defence Forces  
Overseas Postings - 2008**

Mission	01 Jan 2008	31 Dec 2008
DITF (Sudan)	3	0
NORDIC BG (Sweden and UK)	12	0
EUMS (Belgium)	7	6
EUMS MLO UNNY	1	0
ESDP/PSC (Brussels)*	8	8
TOTAL (EU)	95	483
<i>NATO/PfP Led Peace Support Operations</i>		
KFOR (Kosovo)	279	233
ISAF (Afghanistan)	7	7
NATO/PfP Staff (Belgium)*	6	6
Total NATO/PfP	292	246
<i>OSCE Led Operations</i>		
Total OSCE	7	6
Total Personnel Overseas	428	766

\* Both Civil and Military staff from the Department of Defence are deployed to ESDP/PSC and NATO/PfP offices in Brussels.



### European Union Force (EUFOR) Chad and Central African Republic

United Nations Security Council Resolution 1778 (2007) approved the establishment of a UN Mission in the Central African Republic and Chad (MINURCAT). This resolution authorised the deployment of EUFOR Tchad/RCA in these countries, as a bridging operation in advance of the establishment of the military element of MINURCAT, and for a one year-period from the declaration of Initial Operational Capability, which was achieved on 15 March 2008.

In October 2007, Lieutenant General Pat Nash, a former Deputy Chief of Staff (Operations), assumed the position of Operation Commander of EUFOR Tchad/RCA. This prestigious appointment is a practical and tangible recognition of the standing of the Defence Forces in the field of peace support operations.

The Army Ranger Wing deployed to Chad in January and February 2008 as part of the multinational Initial Entry Force Special Task Group. This was followed by the full deployment in May and June. This deployment of Defence Forces' assets, both personnel and materiel, to a theatre of operations 4,500 kms distant has presented the most comprehensive logistics challenge in the history of Defence Forces' overseas deployments. There was also the added challenge of moving the personnel and materiel assets of a partner contingent from the Netherlands. This involved deploying 665 personnel, 294 containers, 126-wheeled units and 4,255 tonnes of cargo. The distance from the Sea Port of Disembarkation to the area of operations is approx. 2,700 kms, traversing two African countries. This logistical operation was further compounded by extremely limited infrastructure in the area of operations. The complexity of the logistical operation and the challenge of sustaining the deployment were successfully managed by the Defence Forces.

### European Union Force (EUFOR) – Bosnia and Herzegovina (BiH)

Throughout 2008, EUFOR maintained its over-watch posture with situational awareness provided by liaison and observation teams. The security situation in BiH has improved and the ability of the local authorities to

deal with threats to the safe and secure environment has been enhanced. The Defence Forces maintained their commitment of 44 personnel to this mission. These personnel serve as Force Headquarters staff, on verification teams, within the military police unit and in a national support element.

### Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led PSO in Kosovo (KFOR). Some 218 personnel, comprising an Infantry Company Group, serve as part of a Multinational Task Force with KFOR. Eleven personnel serve at KFOR HQ. On 1 August 2007, Ireland assumed the role of Framework Nation (FN) for the Multi National Task Force Centre (MNTF (C)) in KFOR for twelve months to 31 July 2008. Brigadier General Gerry Hegarty from the Defence Forces assumed command of the MNTF (C) 1,800 troops. The other troop contributors to MNTF(C) were Sweden, Finland, Slovakia, Latvia and the Czech Republic. This was the first time Ireland had participated at this level in a multinational PfP-led PSO. In addition, for the first time, Ireland deployed a civilian political adviser to support the Taskforce commander.

### Nordic Battlegroup (NBG)

In 2008, Ireland participated in the Swedish-led Nordic Battlegroup (NBG), which was on standby for six months commencing on 1 January 2008 and ending 30 June 2008. Other participants in the NBG were Estonia, Finland and Norway. The Irish contribution to the 2,700 strong NBG was designed to complement Ireland's other contributions to European Security and Defence Policy (ESDP); this consists of highly trained elements at very high readiness levels which can contribute to large scale EU rapid response crisis management operations. Battlegroups, as a concept, are intended to be operationally deployed within the theatre of operations no later than 10 days after the decision to launch the operation.

Ireland's contribution consisted of an Explosive Ordnance Disposal/Improvised Explosive Device Disposal (EOD/IEDD) component with its own security element together with staff posts at the Operational Headquarters (OHQ) and at the Force Headquarters



(FHQ). A total number of 100 Defence Forces personnel and their equipment and vehicles remained on call in Ireland for rapid deployment throughout the standby period. The NBG was not activated during the standby period. However, 12 personnel were deployed at the OHQ and FHQ during this time.

### United Nations Interim Mission in Lebanon (UNIFIL)

The Defence Forces continues its presence in UNIFIL with a small contingent of staff officers in the critical HQ cells. Four officers and three NCOs filled key staff appointments at the Force HQ in Naqoura.

### International Security Assistance Force (ISAF) – Afghanistan

During 2008, seven Defence Forces' personnel continued to serve in Afghanistan as part of the International Security Assistance Force.

### The Organisation for Security and Co-operation in Europe (OSCE)

Eight officers were deployed with the organisation in Austria, Bosnia and Herzegovina, Serbia, Georgia and Macedonia during 2008.

### Defence Forces Humanitarian Work

Overseas Units are deployed to some of the poorest and most war ravaged areas of the world. As part of their engagement with local communities, the Defence Forces undertake some humanitarian and community support projects with funding provided by Irish Aid.

During 2008, under a formal agreement between the Department of Defence and the Department of Foreign Affairs, overseas Units continued to support a range of approved humanitarian projects in Kosovo. During the year, Irish Aid provided funding of €43,380 to four approved humanitarian projects in the Irish area of operations. In addition to the Irish Aid projects, Irish troops serving in KFOR raised approx €20,000 which was used to support other humanitarian projects in their area of operations.

**TABLE 3.3 Irish Aid Projects Completed by the Defence Forces in Kosovo**

	Funding	Date Opened
Janjevo School	€4,000.00	2 June 2008
Peshter School	€12,380.00	16 July 2008
Janjevo Health Centre	€11,000.00	23 July 2008
Petrovic School	€16,000.00	24 September 2008
<b>Total</b>	<b>€43,380.00</b>	

### Mission Preparation and Mission Readiness Exercises

Preparations for the provision of overseas units continues to be based on the Defence Forces' "Lead Brigade" concept whereby designated Brigades (East, South or West) in turn have the responsibility for the preparation and provision of a unit for overseas service. The brigade standby period is typically of six months duration, coinciding with the deployment period overseas. However, because of the extreme environmental and operational conditions in Chad and CAR, deployment to this mission was reduced to four months and the Lead Brigade standby period was reduced accordingly.

During 2008, the Lead Brigade concept proved once again to be an effective operational tool for the preparation and provision of troop deployments to meet Government commitments to UNSAS, EU Headline Goal and Partnership for Peace. The Government may also direct the Defence Forces to carry out evacuation and/or humanitarian operations as a result of a sudden natural catastrophe or an escalating threat. The Lead Brigade concept facilitates a very high readiness capability that is available to the Defence Forces to respond to such situations. The Lead Brigade prepares and trains the unit for



deployment under a programme developed by the Director of Defence Forces Training. Training is in four phases with phase four taking place in the mission area. Phase one is preparation and administration of individuals. Phase two encompasses refresher training and continuation training. It also provides the additional skills training necessary for any particular mission, including modules on cultural awareness and human rights training. Phase three involves a tailored pre-deployment Mission Readiness Exercise (MRE), which includes Battalion Staff training with the Command & Staff simulator, tactical drills and skills practiced in pre-deployment Situational Training Exercises (STE). The Unit will also complete Live Fire Tactical Training and a Battle Inoculation.

### Interoperability for Peace Support Operations

The ability to work efficiently and effectively with other armed forces is a critical factor in the success of overseas missions and operations. Interoperability with other troop contributing countries in PSOs is a key tenet in Defence Forces' training. It is vital that the Defence Forces remain aware of international best practice for PSOs and keep up to date with modern technologies and developments by participation in courses abroad, international seminars and by computer and desktop exercises. These experiences are important because they provide external validation of our capability to work in a multinational setting. Defence Forces involvement in international training exercises is focused on crisis management, disaster relief and peace support scenarios. Relevant doctrine and procedures are then integrated into Defence Forces strategic, operational and tactical level education and training.

### United Nations Training School Ireland (UNTSI)

UNTSI, a peacekeeping training centre within the Military College, develops doctrine and conducts civil-military coordination (CIMIC), human rights, cultural awareness and leadership training courses and seminars as well as mission specific pre-deployment briefs to prepare Defence Forces' personnel for service overseas. It also provides security awareness

training to the Rapid Response Corps (Department of Foreign Affairs). In addition to conducting courses and seminars, UNTSI, as required, receives and briefs members of the Diplomatic Corps, Irish and foreign academics and Defence Attachés accredited to Ireland, aid workers and members of the press corps. UNTSI has an ongoing programme of instructor exchange with other UN and International Peace Support Training Centres, thus ensuring that instruction is up to date and follows current best practice.

### International Exercises and Training

#### *EXERCISE VIKING 08*

Exercise Viking 08 took place in Defence Forces Training Centre (DFTC) from 3 November to 14 November 2008 and was the fifth in a series of major joint civilian-military exercises organised and managed by Sweden. Viking 08 was a Command Post Exercise/ Computer Assisted Exercise which, in effect, meant that there were no military personnel deployed on the ground. As one of the hosting countries, Defence Forces participation was at Brigade HQ level with additional staff officers located at the Exercise HQ in Sweden. The exercise provided the opportunity for co-operation and co-ordination between and amongst military units and civilian organisations and agencies, international and regional civilian organisations and agencies as well as non-governmental organisations. A total of 124 Defence Force personnel participated in Viking 08 along with Department of Defence civilian personnel. Personnel from Civil Defence, An Garda Síochána, the Prison Service, Irish Aid, the Irish Red Cross, the Health Service Executive (HSE), Goal, Concern and the UNHCR took part and so added a dimension of inter-agency realism to the exercise.

#### *EU CRISIS MANAGEMENT EXERCISE 08*

Ireland participated in the EU crisis management exercise (CME 08) which was held from 24 November 2008 to 5 December 2008. The purpose of this exercise was to test parallel operational planning for a military operation and a reconfigured civilian ESDP mission engaged in the same theatre. The exercise involved the European Operational Headquarters in Mont Valérien (France), which is also involved in the



conduct of the EUFOR Tchad/RCA operation. CME 08 also saw the Civilian Planning and Conduct Capability (CPCC) Unit participate in an EU crisis management exercise for the first time. Defence Organisation personnel maintained a national response cell and attended meetings of EU Council bodies.

### **EU MILITARY EXERCISE 08**

The third EU Military Exercise (MILEX 08) took place from 19-27 June 2008, focusing on military aspects of crisis management at the military strategic and operational level for an envisaged EU-led crisis management operation, without recourse to NATO common assets and capabilities. It focused mainly on the interaction between an EU Operation Headquarters and an EU Force Headquarters.

### **PfP MILITARY EXERCISE 08**

Ireland also participated in NATO PfP Crisis Management Exercise (CMX 08) in April 2008. The objective of this event-driven crisis management exercise was to practice political, military and civil crisis management procedures and the collective decision making process. The objectives of the exercise were met and lessons learned will be incorporated into future exercises.

### **Selection and Deployment of Personnel for Overseas Missions/Postings**

The Human Resources Management Section, on behalf of Deputy Chief of Staff (Support) and in coordination with Formation and Unit Commanders, has primary responsibility for the selection of personnel for overseas service. The selection and preparation phase is a critical element in producing appropriately prepared personnel. The process involves, inter alia, administrative aspects such as fitness tests, medical examinations, dental inspections, issue of clothing and equipment, processing of passports as well as ensuring reasonable time between tours of duty. In general, the selection process is volunteer based but in the case of some appointments mandatory selection is necessary.

**TABLE 3.4 Personnel Selected and Deployed to Overseas Missions and Postings 2008**

Mission	Officers	NCOs	Ptes	Total
UNIFIL Lebanon	5	6	0	11
UNTO Middle East	12	0	0	12
MINURSO Western Sahare	6	0	0	6
MONUC DR Congo	6	0	0	6
UNOCI (Cote D'Ivoire)	4	0	0	4
EUFOR Bosnia \ Herzegovina	14	70	0	84
EUFOR CHAD inc OHQ/FHQ	89	398	505	992
KFOR Kosovo	70	164	202	436
OSCE Balkan and Caucus Region	3	0	0	3
EUMM Balkans	2	0	0	2
ISAF Afganistan	8	6	0	14
OSCE Vienna, Austria	1	0	0	1



**TABLE 3.4 Personnel Selected and Deployed to Overseas Missions and Postings 2008**

Mission	Officers	NCOs	Ptes	Total
EUMS Brussels, Belgium	2	1	0	3
Total Deployed to Overseas Missions 2008	222	645	707	1574
Personnel Serving Overseas on 1 Jan 2008	127	153	134	414
Total who served overseas during 2008	349	798	841	1988

While the maximum number of Defence Forces' personnel deployed overseas at any one time during the year was 830, the actual number of personnel required to be selected and deployed annually is far greater. In 2008, a total of 1,574 members of the Permanent Defence Force deployed to various missions including postings in the UN, EU, OSCE and PfP/NATO. The requirement to train for and deploy overseas remains a key operational output of the Defence Forces and thus an important challenge for human resource managers.

### Officers - Overseas Statistics

The Army continued to provide the majority of Defence Forces' personnel deployed on overseas service in 2008. Thirty two percent (32%) of Army officers (340) served overseas during 2008. The breakdown is illustrated in table 3.5.

### Enlisted Personnel - Overseas Statistics

During 2008, a total of 1,639 enlisted personnel or 19% of all Enlisted Personnel served overseas. The breakdown is illustrated in table 3.6.



*Defensive position in Chad*



**TABLE 3.5 Officers Serving Overseas in 2008**

	Lt	Capt	Comdt	Lt Col	Col	Gen	Total
Deployed Overseas on 1/1/2008	5	21	52	31	14	4	127
Deployed Overseas during 2008	26	71	83	33	9	0	222
Total Overseas During 2008	31	92	135	64	23	4	349
AC & NS Officers Overseas in 2008	0	1	6	2	0	0	9
Army Officers Overseas in 2008	31	91	129	62	23	4	340
Army Strength by Rank	346	237	305	131	41	11	1,071
% of Army Rank who Served Overseas	9%	38%	42%	47%	56%	36%	32%

**TABLE 3.6 Enlisted Personnel Serving Overseas in 2008**

	Pte	Cpl	Sgt	CQMS	Coy Sgt	BQMS	Sgt Maj	Total
Serving Overseas on 1/1/2008	134	60	50	13	23	2	5	287
Deployed Overseas during 2008	707	329	211	41	54	3	7	1,352
Total Overseas During 2008	841	389	261	54	77	5	12	1,639
Strength by Individual Rank	5,014	1,813	1,399	281	257	50	45	8,859
% of Army Rank who Served Overseas	17%	21%	19%	19%	30%	10%	27%	19%



## Section 4

# Defence Policy, Military Advice and Corporate Services









## Section 4: Defence Policy, Military Advice and Corporate Services

As outlined in the Department of Defence and Defence Forces Strategy Statement 2008-2010, a high level goal of the Defence Organisation is:

- To provide the best possible defence policy advice and military advice to the Minister in order to support management of all aspects of defence provision and facilitate planning for future needs.

This section reports on the policy and military advice function (including the Office of Emergency Planning). The corporate support functions for the Defence Organisation are also reviewed. This programme facilitates and supports development and maintenance of capability but also links directly to the formulation of defence policy. Many of the activities associated with this programme have been described in previous sections. The policy and military advice function encompasses all areas of Defence provision and underpins the requirement to ensure that the State develops appropriate responses in line with Government requirements.

The **Strategic Management Committee (SMC)** is a joint civil-military committee providing a forum for the discussion of major policy issues. The SMC members are the Secretary General (Chairman), the Chief of Staff, the two Deputy Chiefs of Staff and the two Assistant Secretaries of the Department. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services.

The **High Level Planning and Procurement Group (HLPPG)** is jointly chaired by an Assistant Secretary of the Department of Defence and the Deputy Chief of Staff (Support). A key task of this joint civil-military group is to develop and implement five to ten year rolling plans for equipment procurement, infrastructural development and property acquisition and disposal.

The **National Security Committee** continued to meet and receive regular briefings throughout the year. The Committee comprises the Secretary General

to the Government, the Secretary General of the Department of Justice, Equality and Law Reform, the Garda Commissioner, the Secretary General of the Department of Defence and the Chief of Staff of the Defence Forces. The Committee receives threat assessments from the Garda Commissioner and the Chief of Staff and reviews the overall security situation in the domestic and international environment.

Military Intelligence provides regular assessments, reports and briefings to the Minister for Defence, the Chief of Staff and the Secretary General on any threats to the security of the State and the national interest from internal or external sources.

### Office of Emergency Planning

The Office of Emergency Planning (OEP) is a civil/military office within the Department of Defence supporting the Minister as Chairman of the Government Task Force on Emergency Planning. The Task Force is the top-level structure which provides policy and direction and which supports co-ordination and oversees the emergency planning activities of government departments and agencies. The Government Task Force met on four occasions during 2008.

The Inter-Departmental Working Group (IDWG) on Emergency Planning also met on four occasions during 2008. The Task Force charges this Working Group with carrying out specific tasks and developing particular aspects of emergency planning.

In January 2008, the Government approved the publication of a handbook on emergency planning, 'Preparing for Major Emergencies', as part of a public information and awareness campaign. In April 2008, the campaign was launched and, as a central element of the campaign, the handbook was delivered to every household in the country.

This was the first time that information on the State's key emergency plans was presented to the public in this way. A nationwide advertising campaign was launched to announce the distribution of the handbook,



its purpose, and encouraging everyone to read it and keep it safe and readily available for reference purposes.

Also, the Office of Emergency Planning's website, [www.emergencyplanning.ie](http://www.emergencyplanning.ie), was redesigned as part of the Public Information and Awareness Campaign. The website is a useful reference for those seeking information on emergency planning in Ireland.

The Office of Emergency Planning continues to manage the National Emergency Coordination Centre. The primary function of the centre is to provide a facility in which Ministers and/or senior officials can meet to co-ordinate the strategic response to a major emergency. In 2008, all of the key departments and agencies established and tested their direct communication links with the Centre. The Office of Emergency Planning continues to promote the use of the Centre in order that departments and agencies become familiar with all of its facilities.

On 22 October 2008, the Government Task Force approved a revised Annex 'A' – "Lead, Principal Support and Other Support Roles" - to the document "Strategic Emergency Planning Guidance", issued by the Minister for Defence in 2004. The original document identified the 'Lead Government Department' concept as one of the central principles of strategic emergency planning. The new roles and responsibilities document expands Annex 'A' and clarifies roles across a wider range of emergency scenarios – over 40 in all - at a strategic level. It also complements the Framework for Major Emergency Management arrangements for scaling up of the response by the principal response agencies.

An important function of the Office of Emergency Planning in 2008 was the ongoing development of its oversight role to improve emergency planning generally and to strengthen coordination across government departments. Oversight was carried out with all departments during the year and the Minister submitted a confidential Annual Report on Emergency Planning to Government in December 2008.

## Civil Service and Civilian Employee Human Resources

Human Resources Branch (HRB) manage the Department's human resource function for civil service and civilian employees. While numbers of staff vary throughout the year, the number of civil servants at year-end was 385 and the number of civilian employees was 820.

The dedication, enthusiasm and commitment of all staff is evidenced by the independently validated *Excellence Through People* award from FÁS. The *Excellence Through People* scheme is run by FÁS as Ireland's National Human Resource Management Standard. The Department recognises that its staff are central to delivering on its strategic objectives. For this reason, we continue to invest in Human Resources (HR) to create a more dynamic, modern and agile Department through a range of initiatives, including:

- Ongoing implementation of the HR Strategy
- Promoting the Department's Partnership Committees as a valuable forum for staff and management to discuss issues of mutual interest
- Working proactively on Industrial Relations (IR) issues through agreed IR structures and bilateral meetings with unions
- Competency based interviews for all internal interview competitions held in the Department
- Phase I of a refurbishment programme of our accommodation in Galway
- A health-screening programme made available to all staff.



The Department continued its successful implementation of the integrated Performance Management and Development System (PMDS) model, which links PMDS with other elements of HR policy. Over 96% of staff participated in the PMDS Annual Review in 2008. The Department's PMDS Steering Group continued to monitor the consistent application of PMDS across the Department and the Department is satisfied that the system is contributing to enhanced performance at individual and organisational level.

HRB continued to facilitate and support local management in actively dealing with HR issues at local level, insofar as is possible, in recognition that this is the most effective means of managing people and the Department's human resources.

The services of the Disability Liaison Officer (DLO) and the Employee Assistance Officer (EAO) continued to be available to staff as additional supports. The Department's policy is that all personnel be accorded equality of opportunity and treatment. The HR Strategy reflects this policy position and includes a programme of affirmative action.

During the year, the Department continued to work and to support initiatives in compliance with its obligations under the Disability Act, 2005.

#### **CIVILIAN EMPLOYEES**

Civilian employees, engaged under the provisions of the Defence Act 1954, are based at some thirty military locations around the country. The majority of these employees are made up of the craft, general operative and related grades and are involved mainly in the maintenance of military installations. The remaining civilian employees are mostly involved in clerical and storekeeping duties for the Defence Forces and also include aircraft inspectors and various technical grades.

#### **CIVIL SERVICE TRAINING AND DEVELOPMENT**

A comprehensive induction training programme continued to run in 2008. Our focus remained on

delivering training that would have a positive impact on individual performance and on the effective discharge of the business of the Defence Organisation.

Learning and development initiatives covered a broad range of issues including Project Management, Policy Analysis, Regulatory Impact Analysis, Public Procurement, Return on Investment and Health & Safety. In all, 230 training courses were delivered in 2008 with a total of 893 participants. The Government target of 4% of payroll invested in training and development was met by the Department of Defence in 2008.

#### **EQUALITY**

The Department's policy is that all personnel be accorded equality of opportunity and treatment. The HR Strategy reflects this policy position and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by females. Currently, 31% of Assistant Principals are female. In addition, 5 of our 14 Principal Officers (36%) are female.

A voluntary survey on the employment of people with disabilities was carried out by all Government Departments during 2007, so as to report on Compliance with Part 5 of the Disability Act, 2005. For the Department of Defence, the results of the survey showed that the percentage of civil servants with a disability was 2.8% and the percentage of civilian employees employed by the Department on behalf of the Defence Forces was 2.0%. When aggregated for the Department as a whole the rates are in line with the employment rate of people with disabilities across all Government Departments of 2.4%, based on the survey results.

During the year the Department participated in a project to support the employment of graduates with disabilities through a work experience programme. The project has partners in the public, private and voluntary/community sectors and is part funded under the EQUAL initiative.



### Ombudsman for the Defence Forces

The Office of the Ombudsman for the Defence Forces was established under the Ombudsman (Defence Forces) Act 2004. In September 2008, Ms. Paulyn Marrinan-Quinn SC was re-appointed by the President, upon the recommendation of the Government, for a further period of three years as the Ombudsman for the Defence Forces.

The Ombudsman for the Defence Forces (ODF) is, in accordance with the Act, independent in the performance of her duties and is required by the Act to prepare a report on the performance of her functions to be laid annually before each House of the Oireachtas. These are available online from the ODF website at [www.odf.ie](http://www.odf.ie)

### Support to Veterans Groups

In line with the Agreed Programme for Government of June 2007, arrangements were put in place during 2008 for the officially recognised veterans groups, ONET and IUNVA, to receive an annual grant-in-aid from the Department of Defence.

### Internal Audit

The Department's Internal Audit Section is an independent unit reporting directly to the Secretary General. As a service provider, the Section follows closely the Professional Practice Standards set down by the Institute of Internal Auditors. It provides management, both civil and military, with an independent and objective assurance and consulting service which is designed to add value and improve the Department's operations. It achieves this through the evaluation and improvement of the effectiveness of the risk management, control and governance processes in the Department. The Section works to an annual audit plan, covering a range of systems, compliance and stores audits, which is approved by the Secretary General. The Section's work is reviewed on an ongoing basis by the Department's Audit Committee. During 2008, the Section carried out an audit programme involving some 100 audits.

### Prompt Payment of Accounts

The Department complies with the provisions of the Prompt Payment of Accounts Act 1997 and the European Communities (Late Payment in Commercial Transactions) Regulations 2002. It is the Department's policy to settle all invoices promptly with due regard to contractual terms where applicable, good financial and cash management practices and the provisions of the Act and Regulations. Procedures to ensure compliance with the legislation are in place and provide reasonable, but not absolute, assurance against material non-compliance.

**TABLE 4.1 Prompt Payment Statistics for 2008**

Total Number of invoices processed	49,389
Total Value of all payments	€233.9m
Total number of late payments	109
Total Value of late payments	€468,292
Value of late payments as a % of total payments	0.20%
Amount of interest paid	€6,258
Amount of interest as a % of total payments	0.0027%

### Decentralisation

Over 200 Dublin-based civil servants and 40 military staff will be decentralised to Newbridge, Co. Kildare under the Government's decentralisation programme. By the end of 2008, almost 90% of the Department's administrative and clerical staff due to relocate to Newbridge were in place. Work began on the construction of the new accommodation in Newbridge during 2008.



The Defence Forces will relocate over 400 personnel from Dublin to the Curragh as part of the decentralisation programme. At end of 2008, the planning process for the new building in the Curragh had been completed and the Office of Public Works was in the process of finalising arrangements for inviting tenders for the work.

### Information and Communications Technologies (ICTs)

The overall governing body for ICT matters in the Department and the Defence Forces is the Information Technology Steering Committee (ITSC) comprising civil and military members at senior levels in the organisation. The ITSC ensures that a strategic view is taken of programmes and that the principles of Value for Money (VFM) are applied to ICT expenditure. Expenditure programmes are also subject to specific sanction from the Department of Finance IT Control Section.



Information and Communications Staff

ICT support provides the technical platforms to enable the business managers to carry out their functions. Major upgrading and replacement was carried out during 2008 in relation to payroll software and to the technical infrastructure. Upgrading and maintenance of these technical platforms formed an integral part of the 2008 support programme for the full range of IT applications and office systems in daily use. Part of this upgrading programme was due to the need to ensure a modernised and stable infrastructure prior to the expected move to new decentralised offices in Newbridge by end 2009. A programme of executive support systems was put in place during the year to support business managers in key areas. These relate to case management and tracking systems and interactive HR systems.

As part of the preparation for decentralisation, a programme of staff turnover was completed during the year, and 80% of new ICT staff are now in place, with the first modules of necessary training and up skilling completed.

ICT security was a major concern in the private and public sector during 2008. Internal security subgroups, under the aegis of the ITSC, were tasked with examining specific areas of activity where security needed to be strengthened. As a result of these activities, security measures were put in place to protect a number of key systems. In addition, the Department was awarded ISO27001 certification for IT Security in October 2006 and carried out a number of audits during 2008 to maintain certification, which was successfully achieved.

### iExpenses

iExpenses is the tool used for the electronic claiming of subsistence through the Oracle E Business Suite module of the Management Information Framework (MIF). The rollout of iExpenses continued throughout 2008. Briefs were conducted in each of the Brigades and Formations to instruct personnel of the Defence Forces on the iExpenses system. Officers of the PDF have been claiming subsistence online using the system since November 2008 and all Units of 2 Eastern Brigade have been claiming subsistence for



all ranks of their unit using the multiple entry facility since December 2008.

The rollout continues with full implementation of iExpenses due to be achieved by the end of 2009.

### Benchmarking, Sustaining Progress and Towards 2016

Approval was received during the year from the relevant Performance Verification Groups (PVG) for the various sectors, for the payment of pay increases to civil servants and civilian employees with effect from 1 March 2008 and 1 September 2008.

Progress continued with the Representative Associations on achieving the deliverables under the Towards 2016 Social Partnership agreement. Those deliverables are reflected in specific actions and commitments that are enshrined in Action Plans that are in place on both the civil service side of the Department and in the Defence Forces. The Civil Service Performance Verification Group assesses progress against the Action Plan while a similar body exercises that role in respect of the Defence Forces.

The third and fourth phase payments due under Towards 2016 were made to both the civil service side of the Department and the Defence Forces in March and September 2008 following verification of satisfactory co-operation with flexibility, ongoing change and satisfactory implementation of elements of the agenda for modernisation.

### Value for Money (VFM) and Policy Reviews

Work continued in 2008 on preparing a Value for Money Review of Naval Service Vessel Maintenance and the final report was published in March 2009. Work commenced on a Value for Money Review of Military Training Lands and it is anticipated that this report will be published in 2009.

### Programme of Simplification and Reform of Legislation and Regulations

The Department has an extensive programme of work underway on the simplification and reform of both primary and secondary legislation. In the context of

this programme the main focus for 2008 was on the commencement of the provisions of the Defence (Amendment) Act 2007. The primary purpose of this Act is to modernise the military code of discipline by amending and updating the provisions of Part V of the Defence Act relating to summary procedures and courts-martial and to provide for:

- The summary disposal of charges against military law
- The establishment and jurisdiction of the summary courts-martial
- The appointment of a Courts-Martial Administrator, a Director of Military Prosecutions and a Military Judge
- The constitution of courts-martial and membership of a court-martial
- Matters of procedure before courts-martial, including the award and execution of punishments and the suspension of sentences and
- The establishment of a Courts-Martial Rules Committee and the making of Court-Martial Rules.

In order to give effect to the Defence (Amendment) Act 2007 work was completed on the drafting of Rules and Regulations to provide for:

- Revised Rules of Procedure for courts-martial
- New Courts-Martial Rules
- Revised Courts-Martial (Legal Aid) Regulations
- Amendments to a further 6 Defence Force Regulations to reflect the provisions of the Act and
- A Commencement Order for the remaining sections of the Act.



The revised Rules of Procedure for courts-martial regulate the procedures around the Courts-Martial Administrator, the Director of Military Prosecutions and the preparation of cases to be tried by courts-martial. The Courts-Martial Rules signed by the Courts-Martial Rules Committee, with the concurrence of the Minister, regulate the practice and procedure before courts-martial.

The provisions of the Act, with the revised courts-martial process, took effect from 1 September 2008.

In the area of Defence Force Regulations (DFR), substantial progress was made over the course of the year on the re-write of those regulations dealing with Leave (DFR A11) and Enlistment, Promotions, Reductions, Transfer to the Reserve Defence Force and Discharge (DFR A10). Work also continued on rewriting and simplifying Defence Force Regulations DFR L1 (Accommodation and Engineer Works), DFR L4 (Equitation, Survey of Stores, Transport and Travelling, Welfare Schemes and Canteens) and on DFR S3 (Pay and Allowances). These re-writes are at an advanced stage and will be further progressed during 2009.

In addition, a total of 18 amendments were made to existing Defence Force Regulations and the processing of a further 18 amendments was commenced.

### Regulatory Impact Analysis (RIA)

The Defence Acts and Regulations made thereunder are focussed on the Defence Forces only and do not apply to the ordinary citizen or to business. Notwithstanding this, the Department applies the principles set out in the RIA Guidelines where appropriate.

The need for the Department to prepare a RIA did not arise in respect of any legislation commenced during 2008.

### Change Management

The Department is constantly seeking to improve how we do our business. During 2008, the Department commenced a process, which involved all staff, with a view to identifying the main actions for change both

at branch and departmental level. These actions will guide us in the next stages of reform.

In mid 2008, the Management Advisory Committee (MAC) revised its procedures with a view to improving how the Committee operates and how the MAC communicates and interacts with staff members of the Department. The changes introduced included:

- Adopting a more formal and structured approach to ensuring that all key issues are considered by the MAC at the appropriate time
- Meeting all of the Principal Officers in turn to receive briefings on key policy and operational issues and review annual business plans
- A more formal system of keeping records of meetings and recording decisions including the appointment of a secretary to the MAC
- Establishment of an intranet page with minutes of MAC meetings and Management Group meetings to ensure better communication and information sharing with all staff of the Department
- A more formal structure around the holding of meetings at Divisional and Branch level and
- Ongoing review of governance within the organisation in accordance with the recommendations of the Mullarkey Report and further public service developments in this area.

### Review of Finance Branch

A review of Finance Branch in Renmore was initiated as part of the process of branch reviews in the Department. The review examined the processes, procedures and organisational structures in Finance Branch with a view to making recommendations to improve the efficiency and effectiveness of the Branch.





### Customer Service Action Plan

The Department's previous Customer Charter and the Customer Service Action Plan were published in 2004. During 2008 work was progressed on developing a joint Department of Defence and Defence Forces Customer Charter and Customer Service Action Plan. It is anticipated that these will be finalised and published in 2009.

### Freedom of Information (FOI)

Since the Freedom of Information Act was enacted, the Department of Defence, the Army Pensions Board and the Defence Forces have been regarded as separate bodies for the purposes of the Act. In June 2007, the Act was extended to take in additional public bodies, including the Civil Defence Board and Coiste an Asgard.

No Freedom of Information requests were received by the Army Pensions Board or the Civil Defence Board during 2008. Coiste an Asgard received one FOI Request.

**TABLE 4.2 Department of Defence FOI requests 2008**

Requests Received	52
Granted	21
Part-Granted	13
Refused	2
Transferred	15
Withdrawn or Handled outside FOI	2
Finalised	48

**TABLE 4.3 Defence Forces FOI requests 2008**

Requests Received	218
Granted	155
Part-Granted	41
Refused	12
Transferred	0
Withdrawn or Handled outside FOI	3
Finalised	211

### Partnership

#### CIVIL SERVICE

The Dublin and Galway subcommittees, established by the main Partnership Committee in 2002, continued to operate successfully in 2008 by dealing with various local issues in an effective and inclusive way.

#### CIVILIAN EMPLOYEES

There are currently seven local partnership committees throughout the country. There is also a National Partnership Steering Committee for civilian employees, which meets a number of times annually with representatives from the local committees, Military Unions and Management.

#### DEFENCE FORCES

During 2008, Partnership training was conducted for the Defence Forces National Partnership Steering Group (DFNPSG) and for the Brigades and Formations. This allowed the committees to function more effectively and to introduce new committee members to the concept of Partnership. The DFNPSG continued to function efficiently in 2008, meeting on six occasions throughout the year.



## Defence Forces Conciliation and Arbitration Scheme

There were over 200 claims processed through the Conciliation and Arbitration Scheme in 2008. Major issues resolved included rationalisation of Flying Pay, revised pension scheme for enlisted personnel and claims in relation to Overseas Peace Support Allowance.

### RACO

During 2008, the Association lodged new claims at Conciliation Council, which were discussed at five Council meetings. Five sub-committees met on thirty-one occasions during the year to discuss issues raised at Conciliation Council. Fifteen Council Reports recording agreement were signed, while four recorded disagreement. There were two Facilitation hearings, dealing with five claims from Conciliation Council. The DFHQ Military Forum continued to meet with RACO, meeting on four occasions, while sub-committees of the Forum met on four occasions.

### PDFORRA

During 2008, PDFORRA lodged a number of new claims at Conciliation Council. These claims were addressed at five Council meetings. In total ten Council Reports were delivered, five recording agreement and five recording disagreement. One disagreed report, in relation to Flying Pay, was referred for third party adjudication, with the finding in favour of PDFORRA. There were also three meetings of the DFHQ Military Forum during the year at which a broad range of issues were discussed, progressed and finalised.

## Litigation

### PERSONAL INJURY CLAIMS

Since December 2001, the management of the majority of new non-hearing loss claims lodged against the Minister for Defence has been delegated to the State Claims Agency (SCA). During 2008, 140 claims were referred to the agency. In all, 102 cases were finalised by the Agency during this period. Total expenditure on claims finalised by the Agency during 2008 amounted to €1.7m, plus €1.4m in legal costs.

In relation to non-hearing loss claims that have not been delegated to the SCA, 27 claims were finalised in 2008 leaving 300 claims outstanding at year-end. Total expenditure in 2008 on these claims amounted to approximately €0.62m, plus €0.36m in legal costs.

Since September 2005, the management of all outstanding hearing loss claims has been delegated to the SCA. Total expenditure on hearing loss claims during 2008 amounted to €2.1m including approximately €1.8m in legal costs. Costs paid in 2008 in relation to cases settled prior to September 2005 are included in these figures. The quantum in settlements and awards of hearing loss cases in 2008 was at an average level of €8,818 plus costs.

## Judicial Reviews and Other High Court Proceedings

During 2008, thirteen judicial review and other High Court actions regarding administrative decisions relating to members of the Defence Forces were initiated against the Minister for Defence. Twelve cases were finalised during 2008. At year-end twenty five cases were on hand with appeals to the Supreme Court being taken in another six cases.

## Military Archives

Military Archives continued to facilitate research throughout the year by correspondence, phone and through the medium of the reading room in the main public office in Archives in Cathal Brugha Barracks, Rathmines. In addition, other services included the provision of material to both the Department of Defence and the Defence Forces for various commissions of enquiry, tribunals and under Freedom of Information legislation.

During the course of the year, a number of long term projects commenced relating to the cataloguing and listing of collections and quite a number of donations were received by the archive adding to a collection of over 990 private collections already held by the archive.



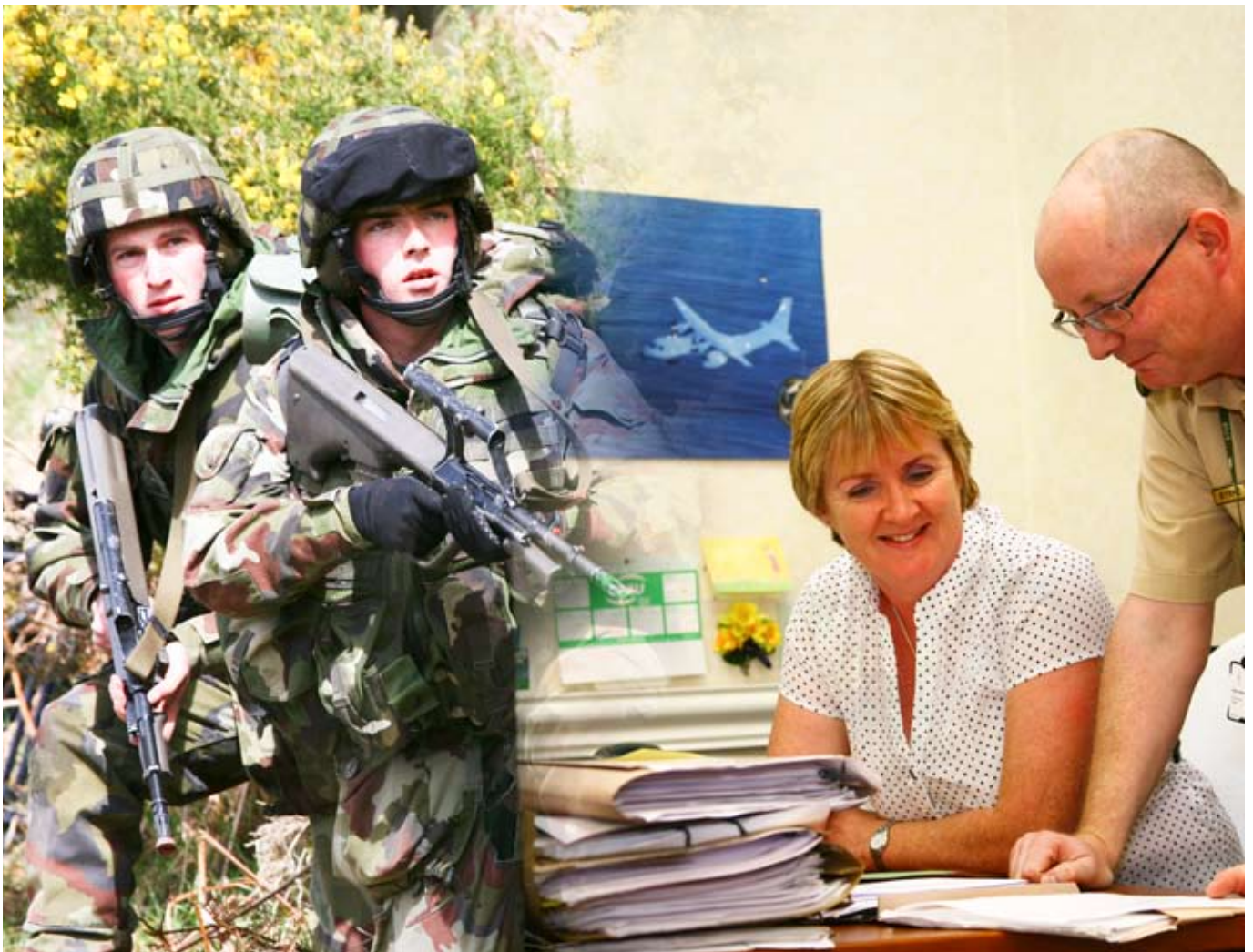
### **Military Pensions Archive Project**

The start-up phase of the project to make the Military Service Pensions Archive collection available to the public has been progressed. One project manager/senior archivist and three archivists have been recruited to work on this project. Office accommodation at Cathal Brugha Barracks, Rathmines, Dublin 6, including office and ICT equipment, has been set up. Material identified as vital to the collection has been gathered from departmental offices and centralised at Cathal Brugha Barracks. The work of preparing the collection for release into the public domain has commenced.



## Section 5

# Financial Report







## Section 5: Financial Report

### DEFENCE EXPENDITURE

<b>Details of Defence Vote Expenditure for 2008 by Category</b>		
	€M	%
PDF Pay and Allowances	525	59.7
Pay and Allowances of Civilian employees and RDF	45	5.1
Defensive Equipment	45	5.1
Air Corps - Equipment, fuel, maintenance etc.	41	4.7
Naval Service - Equipment, fuel, maintenance etc.	16	1.8
Barrack Expenses, repairs and maintenance of land	33	3.8
Building Capital	26	2.9
Military Transport - new vehicles, fuel, repairs and maintenance	35	4.0
Compensation	6	0.7
Other non-pay Military expenditure	75	8.5
Administrative Budget	25	2.8
Civil Defence Board, Irish Red Cross Society and Coiste an Asgard	8	0.9
<b>Total (Gross)</b>	<b>880</b>	<b>100</b>

<b>Details of Army Pensions Expenditure for 2008 by Category</b>		
	€M	%
Defence Forces (Pensions) Scheme and Payments in respect of Transferred Service	192.6	94.6
Wound and Disability Pensions, allowances and gratuities to or in respect of former members of the Defence Forces	8.8	4.3
Payments to or in respect of Veterans of the War of Independence	2.1	1.0
Miscellaneous	0.2	0.1
<b>Total Gross</b>	<b>203.7</b>	<b>100</b>

Note: Minor discrepancies may arise due to rounding.

#### 1. The Defence Annual Output Statement

The Output Statements are a key element of the Budget and Estimates Reform measures announced by the Minister for Finance in Budget 2006. The Output Statements are designed to match key outputs and strategic impacts to financial and staffing resources for the financial year. The following is an extract from the 2009 Annual Output Statement for Defence. Information on outturn for 2008 is included in the statement.

These outputs are grouped into five discrete programme areas as follows:



### Programme 1. Contingent Capabilities

The primary outputs under Programme 1 are contingent capabilities, which are measured in terms of progress towards White Paper objectives and capability development targets. This programme's objective is to maintain an appropriate level of defence capability in the light of the legitimacy of, and the necessity for, a military response to certain situations. When not engaged in operations, the focus is on training and preparation.

### Programme 2. On Island Security and Support to Other Agencies

Programme 2 outlines the activities and associated costs of developing and deploying capability in ATCP and ATCA operations. Typical outputs under this programme are Cash & Prisoner Escorts, Portlaoise Prison Guard, Explosive Ordnance Disposal teams, Ceremonial Services, Fishery Protection Patrols, Ministerial Air Transport Services and Air Ambulance flights. In addition, the costs of preparing for and responding to interruptions to essential services are included under this programme. This programme also encompasses Civil Defence, which is funded by a Grant-In-Aid from Vote 36.

### Programme 3. International Peace and Security

Programme 3 focuses on meeting Government commitments for overseas peace support, crisis management and humanitarian relief operations. The main outputs for this programme are overseas missions under UN authority (these may be led by the UN, EU or NATO) together with OSCE missions. The Defence Forces continue to develop and maintain military capability while deployed overseas, through operational experience. These deployments have the effect of expanding organisational corporate knowledge and experience in terms of military best practice and enhance overall Defence Forces military capabilities. Personnel can expect to deploy on international security operations on average once every 3 years.

### Programme 4. Defence Policy and Military Advice

Programme 4 outlines the costs associated with the formulation of policy and military advice and management functions for the Defence Organisation. It also includes the support provided by the Office of Emergency Planning to the Government Task Force on Emergency Planning. While this programme contributes to developing and maintaining capability, it also links directly to the formulation of Defence Policy and Defence Strategic Goals & Objectives. The grants-in-aid to the Irish Red Cross Society and Coiste an Asgard are also comprehended within this programme.

### Programme 5. Military Pensions and Gratuities

The programme outlines the costs of the various pensions, gratuities and other analogous benefits paid from Vote 37.

## 2. Total Budget for the Department

The total budget for Defence is provided in the Defence Vote (Vote 36) and the Army Pensions Vote (Vote 37).

Vote 36 provides for the pay and allowances of the Office of the Minister, civil service and military personnel, military equipment and infrastructure and other expenses. This Vote also includes grants-in-aid to the Civil Defence Board, Irish Red Cross Society and Coiste an Asgard.

Vote 37 provides for the pensions and retirement gratuities of retired military personnel and for other analogous payments.



### Vote 36 - Defence

	2008 Estimate €m	2008 Outturn €m	2009 Estimate €m	% Change on Outturn
Net Voted Expenditure	875.1	862.4	786.3	-8.8%
Appropriations in Aid	13.0	14.5	36.3 <sup>1</sup>	150.3
Gross Voted Expenditure	888.1	876.9	822.6	-6.2%
Deferred Surrender	3.0	3.0	3.0	0%
Total Gross Expenditure	891.1	879.9	825.6	-6.2
<i>of which - Exchequer Pay</i>	597.7	590.6	584.86	-1.0
<i>No of Public Service Employees</i>	11,815	11,652	11,482	

### Vote 37 - Army Pensions

	2008 Estimate €m	2008 Outturn €m	2009 Estimate €m	% Change on Outturn
Net Voted Expenditure	183.8	196.7	202.0	2.7%
Appropriations in Aid	6.8	7.0	7.0	0%
Gross Voted Expenditure	190.6	203.7	209.0	2.6%
Total Gross Expenditure	190.6	203.7	209.0	2.6%
<i>of which - Exchequer Pay</i>	190.5	203.6	208.9	2.6%
<i>No of Public Service Employees and Pensioners</i>	11,671	116,71	11,640	

<sup>1</sup> Includes €22 million pension levy





## Breakdown of Total Gross Expenditure at 2 above by Programme

The total gross expenditure outlined at 2 above is broken down across the Programme areas listed below. These are consistent with the Programmes set out in the Strategy Statement 2008-2010.

<b>Vote 36 - Defence</b>				
Gross Programme Expenditure	€ Million 2008 Estimate	€ Million 2008 Outturn	€ Million 2009 Estimate	% Change on Outturn
Programme 1 Contingent Capabilities	508.7	510.9	484.8	-5.1%
Programme 2 On Island Security and Support to Other Agencies	141.3	142.0	138.9	-2.2%
Programme 3 International Peace and Security	188.7	176.7	161.6	-8.5%
Programme 4 Defence Policy and Military Advice <sup>1</sup>	52.4	50.3	40.3	-19.9%
<b>Total Gross Programme Expenditure</b>	<b>891.1</b>	<b>879.9</b>	<b>825.6</b>	<b>-6.2%</b>

<b>Vote 37 - Army Pensions</b>				
Gross Programme Expenditure	€ Million 2008 Estimate	€ Million 2008 Outturn	€ Million 2009 Estimate	% Change on Outturn
Programme 5 Military Pensions and Gratuities	190.6	203.7	209.0	2.6%
<b>Total Gross Programme Expenditure</b>	<b>190.6</b>	<b>203.7</b>	<b>209.0</b>	<b>2.6%</b>

<sup>1</sup> The 2008 outturn and estimate includes corporate support costs in programme 4. From 2009 these costs are apportioned across all programmes



# Appendix 1

## Statutory Basis, Organisation Structure and Roles







## Appendix 1: Statutory Basis, Organisation Structure and Roles

### INTRODUCTION

This appendix describes the statutory and organisational framework within which the Department of Defence and the Defence Forces operate.

### Statutory framework

The Constitution of Ireland vests the right to raise and maintain military or armed forces exclusively in the Oireachtas and expressly prohibits the raising and maintenance of any other force for any purpose whatsoever.

The Department of Defence was established by the Ministers and Secretaries Act, 1924 and the Act assigns to the Department “*the administration and business of the raising, training, organisation, maintenance, equipment, management, discipline, regulation and control according to law of the military Defence Forces*”.

The Act provides that the Minister is ‘Head’ of the Department. The Minister is assisted in discharging his functions by the civil and military elements of the Department. The Secretary General is the “principal officer” of the Department and is also appointed by the Minister for Finance as the Accounting Officer for all Defence expenditure in accordance with the Exchequer and Audit Departments Act 1866. The authority, responsibility and accountability of the Secretary General are further elaborated in the Comptroller and Auditor General (Amendment) Act, 1993 and the Public Service Management Act, 1997. The 1997 Act also requires the Secretary General to prepare a Strategy Statement for the Minister’s approval and an Annual Report on performance.

The Defence Acts 1954 to 2007 provide the legislative basis for the Defence Forces (*Óglaigh na hÉireann*). The legislation provides that Defence Forces Headquarters (DFHQ) is the military element of the Department of Defence. The Chief of Staff of the Defence Forces heads DFHQ. As provided for in the Act, the Minister has assigned duties to the Chief of Staff. The Chief of Staff is directly accountable to the Minister for the performance of these duties, which include responsibility for the military effectiveness, efficiency,

organisation, and economy of the Defence Forces. As provided for in the Act and with the approval of the Minister, the Chief of Staff has, in turn, delegated responsibility for certain duties to the Deputy Chief of Staff (Operations) and to the Deputy Chief of Staff (Support).

The Act also provides for delegation by the Minister of military command to General Officers Commanding the Brigades, the Defence Forces Training Centre, the Naval Service and the Air Corps. In practice, matters relating to command are normally channelled through the Chief of Staff. In effect, this means that day-to-day operational control of the Defence Forces rests with the Chief of Staff for which he is directly responsible to the Minister.

### The White Paper on Defence 2000

The White Paper was approved by Government and published in February 2000. It deals with all aspects of Defence provision and organisation and sets out the policy on defence for the period to 2010. The objective of the White Paper is to ensure an appropriate level of defence capability, having regard to the changing defence and security environment. The White Paper has been of central importance in informing Department of Defence and Defence Forces strategic objectives since its publication.

The roles of the Defence Forces as set out in the White Paper are:

*to defend the State against armed aggression; this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of the security and defence environment*

*to aid the civil power (meaning in practice to assist, when requested, the Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State)*



*to participate in multinational peace support, crisis management and humanitarian relief operations in support of the United Nations and under UN mandate, including regional security missions authorised by the UN*

*to provide a fishery protection service in accordance with the State's obligations as a member of the EU; and*

*to carry out such other duties as may be assigned to them from time to time, e.g. search and rescue, air ambulance service, Ministerial Air Transport service, assistance on the occasion of natural or other disasters, assistance in connection with the maintenance of essential services, assistance in combating oil pollution at sea.*

A review of progress in implementing the White Paper recommendations, carried out by a civil/military group, was published in April 2007. We will continue the implementation of the White Paper and seek to advance the recommendations of the Review of the White Paper.

## Organisational Structures

### DEPARTMENT OF DEFENCE

The Department of Defence comprises civil and military elements with a total of approximately 680 staff. Of this number 385 (whole time equivalents) are civil servants and 295 are military personnel. The military personnel constitute Defence Forces Headquarters. In addition, some 820 civilian employees are employed throughout the Defence Forces. These civilian employees provide a range of general operative, trades and other services in military installations.

The primary role of the Department is to support the Minister as Head of the Department, in particular by providing policy advice and support on Defence matters. This includes assistance with policy formulation and the implementation of policy as directed by the Minister. The Secretary General is the Minister's principal defence policy advisor and the Chief of Staff is the Minister's principal military adviser.

### DEFENCE FORCES

The Defence Forces are organised on conventional military lines providing a sufficiently flexible structure to carry out all the roles assigned by Government. The Defence Forces consist of a Permanent Defence Force (PDF) and a Reserve Defence Force (RDF). The former is a standing force and provides the primary capabilities for military operations at home and military peace support operations abroad. The RDF provides a contingent capability to augment and assist the PDF, when necessary.

#### Permanent Defence Force

The Permanent Defence Force consists of the Army, the Air Corps and the Naval Service. The authorised Permanent Defence Force strength is 10,500.

#### Army

The Army is structured into three all-arms brigades, consisting of combat, combat support and combat service support elements. Each brigade is designated a territorial area of responsibility with specific garrison locations.

The Defence Forces' Training Centre (DFTC) and Defence Forces' Logistics Base in the Curragh, Co. Kildare support the training and logistics functions for the Permanent Defence Force and the Reserve Defence Force.

#### Air Corps

The Air Corps, based at Casement Aerodrome, Baldonnel, Co. Dublin consists of an operational headquarters, two operational wings, two support wings, the Air Corps Training College, and a Communication and Information Services Squadron. The operational wings consist of a training/light strike squadron, helicopter squadrons, a maritime squadron, a transport squadron and a fixed wing reconnaissance squadron. The support wings are tasked with specialist maintenance of the aircraft fleet and administration and logistical support for the Air Corps.



### *Naval Service*

The Naval Service, based in Haulbowline, Co. Cork, has a flotilla of eight ships, an operational headquarters, an operations command, a logistical support command and a Naval Service College. The flotilla consists of a helicopter patrol vessel squadron, large patrol vessel squadron, an offshore patrol vessel squadron and a coastal patrol vessel squadron. The support command is responsible for personnel and all logistical, engineering, and maintenance functions.

### *Reserve Defence Force*

The Reserve Defence Force (RDF) is at present undergoing Phase 2 of the Reserve Defence Force Review Implementation Plan (RDFRIP). Phase 1 was completed in 2005 when RDF units were rationalised and amalgamated to facilitate the new structure. The RDF consists of the First Line Reserve, the Army Reserve and Naval Service Reserve:

#### *First Line Reserve*

The First Line Reserve comprises former Permanent Defence Force personnel.

#### *Army Reserve*

The Army Reserve is organised into three Brigades, in line with standard PDF structures including combat, combat support and combat service support units.

#### *Naval Service Reserve*

The Naval Service Reserve is divided into two groups known as the Eastern Group and the Southern Group. Each group consists of two companies: Dublin and Waterford in the Eastern Group and Cork and Limerick in the Southern Group.



MOWAG - MRV



MOWAG - MRV and CRV variants

