

Defence Forces Annual Report 2005



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Óglagh na Héireann



ÓGLAIGH NA HÉIREANN



The Minister for Defence
Mr. Willie O'Dea T.D.

Roles assigned by Government to the Defence Forces

- 1. To defend the State against armed aggression.*
- 2. To aid the Civil Power.*
- 3. 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.*
- 4. To provide a fishery protection service in accordance with the State's obligations as a member of the European Union.*
- 5. To carry out such other duties as may be assigned from time to time.*

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Statement by the Chief of Staff



I am pleased to present the Annual Report for the Defence Forces 2005.

During 2005 the Defence Forces continued to deliver operations both at home and overseas while transforming and developing greater operational capability in keeping with the White Paper on Defence 2000, the Department of Defence Strategy Statement 2005-2007 and the Defence Forces Strategy Statement 2005-2007.

Performance Measurement

The report that follows gives an account of the Defence Forces performance for 2005. Since the Defence Forces are largely contingency based, measurement of performance is based as much on potential to deliver if called upon, as on actual operations delivered. This potential, which is referred to as the contingent based capability, with its deterrent effect, is an output in itself, contributing to the desired outcome of security and stability in the State. Measurement of this output presents a considerable challenge, not least because of the difficulty of measuring deterrent effects, but also because this contingent capability provides the pool from which personnel and equipment are drawn, on an ongoing basis, for the delivery of other outputs e.g. Peace Support Operations.

With 70% of the Defence Forces budget going towards personnel, the primary resource for the delivery of outputs is personnel costs. However because one of the great strengths of the Defence Forces lies in our multi-skilling/multi-tasking approach it is extremely difficult to cost specific programmes or outputs. For example personnel deployed on Presidential ceremonies in the morning may well be on a peace support exercise or other training exercise in the afternoon of the same day; the sergeant clerk employed at Defence Forces Headquarters will also be required to perform rostered security duties at night and at weekends and deploy overseas when required. Furthermore personnel trained in a particular skill, for the security of the State, may have to receive refresher training in this skill for an overseas mission or indeed for an ATCP mission

making it extremely difficult to apportion training costs against particular goals. Delegation of financial authority to the Defence Forces, while considerable, is not in line with specific goals, programmes or outputs.

It is against this background that this performance report is framed yet despite these constraints considerable progress has been achieved over previous years in capturing performance against targets and objectives. The introduction of the new Management Information Framework, which went live in January 2006, will provide further possibilities to refine our measurement of performance against Defence Forces Key Performance Indicators and more importantly to improve our performance standards.

International Terrorism

The domestic responsibilities of the Defence Forces centre on the threat from international terrorism, supporting An Garda Síochána (ATCP tasks) and other tasks as directed by Government. The first line of defence against international terrorism lies in good intelligence. While nothing emerged during the year which would indicate anything other than low risk, nevertheless we have continued to develop military intelligence, refine our intelligence processes and procedures and enhance our cooperation with other agencies both national and international. In regard to the consequence management of a terrorist incident, we have continued to place emphasis on our capability to deal with incidents of a Chemical, Biological, Radiological or Nuclear (CBRN) nature. Our aim is to provide a capability in each of the three Brigades, East, South and West and this expertise will be available for both home and overseas.

Peacekeeping Operations

The year 2005 marked the 50th anniversary of Ireland joining the UN organisation and much reflection and debate centred on the Defence Forces contribution to peacekeeping in the period since then¹. In contrast to the early days, today the vast majority of peace support missions are under Chapter VII of the Charter

– peace enforcement missions. While our recent equipment acquisitions for the new challenges have been well documented, of equal importance are the changes we have made in doctrine and training. Doctrinal changes include the requirement to ensure all troops deployed are able to make the transition from low to high spectrum operations as the situation requires, understand the complexity of the civil-military dimension of operations and are culturally aware of the areas into which they deploy. All of these aspects are assessed on mission specific readiness exercises before deployment.

Operations today are based on the selective deployment of personnel, based on good intelligence and awareness. This calls for improved means of reconnaissance and surveillance and improved means of processing and passing on the information gathered. In keeping with these developments we initiated a programme for the procurement of armoured reconnaissance and surveillance vehicles with state of the art surveillance capabilities and remote weapon firing stations to ensure maximum crew protection and safety. These vehicles are based on the MOWAG APC platform in service, thus giving economies in terms of maintenance and spare parts holdings. Doctrine for the use of these vehicles is being developed by way of Command Post exercises using the recently acquired simulator at the Defence Forces Training Centre. The deployable headquarters units purchased during 2005, equipped with the most modern communications suites, will provide the hub where information is assembled, processed and action decided. In the past year the Air Corps took delivery of the new EC 135 helicopter which, along with AW 139 helicopter due for delivery in 2006 and 2007, will be increasingly used in Army operations and integrated into the information network.

The Government commitment of providing up to 850 personnel to UN authorised peace operations at any one time is a well publicised and understood figure. Given the varying deployment schedules, this means

¹ A special commemorative edition of An Cosantóir, the Defence Forces magazine was published to mark the occasion (An Cosantóir, Vol 65, No. 7, UN Special 2005).

that during 2005, 2,204 personnel served overseas for some part of the year. In addition personnel undergo approximately three months mission specific training before deployment and special leave for one month on return. I would like to pay tribute to all who served overseas and while the report deals in some detail with the main missions in Liberia, Kosovo and Bosnia & Herzegovina, I would like to pay tribute to those who served in Kabul (ISAF), Aceh Monitoring Mission (AMM Indonesia), Sri Lanka (UN Joint Logistics Centre – post tsunami) and Sudan (AMIS II), as well as those who continued to serve in small numbers in other missions.

Human Resource Management

In regard to the education of our personnel, two significant developments took place in 2005. It was decided to widen the base for entry to Officer Cadet School by offering more favourable conditions to both graduates and enlisted personnel. In line with this the cadet course was streamlined and shortened and graduates were offered the rank of 1st Lieutenant on commissioning. The age limit was increased and bonus marks were given to serving soldiers presenting for interview. The new arrangements were agreed with the Representative Associations, implemented and are proving a considerable success.

The changing nature of Peace Support Operations has required that senior officers have a greater knowledge of the operational level of operations. A major study resulted in the re-orientation of the Command and Staff (C & S) course from the tactical to the operational level in keeping with today's needs and trends and the requirement for interoperability with our EU and UN peacekeeping partners. The new arrangements came into effect for the 62nd C & S course, which commenced in September 2005.

In an organisation where there is a constant turnover of personnel, where the operational demands require new skills and capabilities on an ongoing basis and where the volunteer ethos for overseas service is adhered to, the demands on the training infrastructure are enormous. This report outlines performance against targets set out in the Annual Training Plan. I would like to pay a special tribute to the Officer and NCO instructors in our units, formations and the Defence Forces Training Centre, who have continued to show great commitment, enthusiasm and professionalism in meeting the increasing demands being placed on them.

Peacekeeping Developments

The Irish approach to peacekeeping is highly acclaimed internationally and with the aim of developing our approach a number of initiatives were undertaken. The Leadership Centre at the United Nations Training School Ireland (UNTSI), which was initiated in 2004, was further developed and a number of seminars for officers and NCOs were conducted. These short seminars are based on self-development and allow for reflection and discussion on leadership issues on today's Peace Support Operations. A centre of excellence in International Humanitarian Law and LOAC (Law of Armed Conflict) was established during 2005. Ten DF personnel qualified as trainers on the international instructors course conducted at UNTSI by the UN Office of the High Commissioner for Human Rights and the training has been rolled out to DF personnel as well as engaging with the National University of Ireland Maynooth on their international course. Employment of military resources and competencies (CIMIC) in conflict and post conflict situations is another area of growth internationally but without total agreement on the concept. The Defence Forces approach is to respect fully the humanitarian space and role of UN, Government and regional

agencies as well as NGOs. Irish personnel have, during 2005, obtained the highest UN qualifications in the area of CIMIC and indeed some of our personnel were called on to address the UN's Office for the Coordination of Humanitarian Affairs advanced CIMIC Course. It is intended to build further on this key element of our peacekeeping modus operandi.

Exercises

The increased demands of operations continue to present greater demands in terms of live exercising which must be realistic and robust. Regrettably during 2005 the Cavalry Corps lost one of its finest young troopers, James Dillion who was killed during an exercise at the Curragh. Trooper Dillion was a fine young soldier and great comrade coming from a proud military family. I would like to convey on behalf of the Defence Forces our deepest sympathy and condolences to his family and friends. Go raibh rath Dé ar a anam.

Air Corps – Naval Service

The Air Corps and Naval Service continued to meet their roles not least in the area of fishery protection. Both Naval Service patrol days and Air Corps flying hours have increased considerably over the previous year. In the case of the Naval Service, 2005 marked the completion of a five-year implementation plan for improved patrolling activity, which shows a 52% increase in patrol days at sea.


Reserve

Members of the Reserve Defence Force have seen significant change, during 2005, with the completion of Phase I of the Reserve Defence Force's Review Implementation Plan. The ceremony on the 1st October marking the launch of the Reserve Defence Force (RDF) and the disestablishment of An FCÁ and An Slua Muirí represents a significant step in

the restructuring of the RDF. The newly established structure of the RDF mirrors the structure of the Permanent Defence Force (PDF), which enhances its ability to support the PDF in its contingency defence roles in an emergency, as provided for in the White Paper on Defence 2000. Significant change never comes easily and without the professionalism and dedication of the officers, and enlisted personnel of An FCÁ and An Slua Muirí, this restructuring could not have taken place as efficiently as it did. I want to put on record my sincere thanks to all former members of An FCÁ and An Slua Muirí who gave such magnificent service down through the years and also to those who continue to serve with us in the new RDF organisation.

Conclusion

In conclusion I would like to thank our Minister for Defence Mr. Willie O'Dea TD for his ongoing leadership and support throughout the year and I would also like to thank the Secretary General and the civilian staff of the Department for their continued cooperation and support. I would like to thank the members of the public for their great support of our work both at home and overseas. Above all I want to thank the men and women of Óglaigh na hÉireann who continued to modernise and transform our force while continuing to make a valuable contribution to peace and security on behalf of Ireland in a troubled world.



Jim Sreenan
Lieutenant General
Chief of Staff

Defence Overview



Introduction

The White Paper on Defence 2000 emphasised the need to ensure that Ireland has conventionally organised Defence Forces, which are affordable and sustainable, and which are capable of carrying out the roles assigned by Government. It also assessed the prevailing national and international security environments and mapped out a restructuring process for the Defence Forces.

Since the publication of the White Paper on Defence 2000 the general security environment has changed considerably not least with the attacks of the 11th of September 2001 in New York , 11th of March 2004 in Madrid and 7th and 21st of July 2005 in London. These events have highlighted a global terrorist threat bringing with it the need for measures to detect and disrupt the threat and the requirement for ‘ consequence management’ in relation to terrorist incidents. The agreement of the European Security Strategy as well as developments in European Security and Defence Policy, including the Headline Goal 2010 also impact on the current security environment. Notwithstanding these developments, the key objectives mapped out in the White Paper on Defence 2000 remain valid.

- To provide a light infantry-based force with an appropriate level of all-arms capability;
- To provide sufficient forces and capabilities to meet needs at home and to make a significant contribution abroad;
- To put in place a more cohesive and better-equipped force than existed in 2000;
- To provide significant additional resources for equipment and infrastructure broadly within the existing level of financial allocation.

The Defence Forces through its Strategy Statement 2005-2007 aims to improve its capacity to deliver on all core activities, while at the same time fulfilling the other roles assigned by Government efficiently and effectively. The statement outlined four realistic, attainable but challenging strategic goals to be progressed during the lifetime of the statement.

The main part of this report describes the progress achieved in each of the four strategic goals during 2005, while the final part deals with the financial allocations associated with the Defence Vote for the reporting year.

Mandate

Constitutional and Legislative Basis for the Defence Forces

The Constitution of Ireland exclusively vests the right to raise and maintain military and armed forces in the Oireachtas and expressly prohibits the raising and maintenance of any other force for any purpose whatsoever. The Oireachtas enacted the Defence Act, 1954 as the primary legislative instrument from which the Defence Forces (*Óglaigh na hÉireann*) derives its legislative standing pursuant to the Constitution. The Defence Act has been the subject of several amendments; most recently, the Defence Amendment Act of 1998, which provides for the re-organisation of territorial boundaries and the Defence Forces Headquarters organisation.

Defence Forces Headquarters and Command Arrangements

The military element of the Department of Defence consists of a Defence Forces Headquarters, which is headed by the Chief of Staff. The Chief of Staff is directly responsible to the Minister for the overall management of the Defence Forces, including responsibility for the effectiveness, efficiency, military organisation and economy of the Defence Forces. The Chief of Staff is the principal military adviser to the

Minister for Defence. Legislative provision enables the Chief of Staff to delegate duties to the Deputy Chief of Staff (Operations) and Deputy Chief of Staff (Support).

Military command is delegated by the Minister directly to the General Officers Commanding (GOCs) in each of the three territorial brigades (Southern, Eastern, and Western), to the GOCs of the Defence Forces Training Centre and the Air Corps and to the Flag Officer Commanding the Naval Service. Each of these officers is responsible to the Minister for the exercise of the command delegated to him. In practice, matters in relation to command are 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 Chief of Staff is directly responsible to the Minister for the overall management of the Defence Forces. Day-to-day operational control of the Defence Forces rests with Chief of Staff for which he is directly responsible to the Minister.



The Minister for Defence Mr. Willie O'Dea T.D. addresses the troops while on a recent visit to Kosovo. During 2005 a total of 2,204 soldiers served overseas for some part of the year.

Figure 1.1 Defence Forces Command Arrangements.

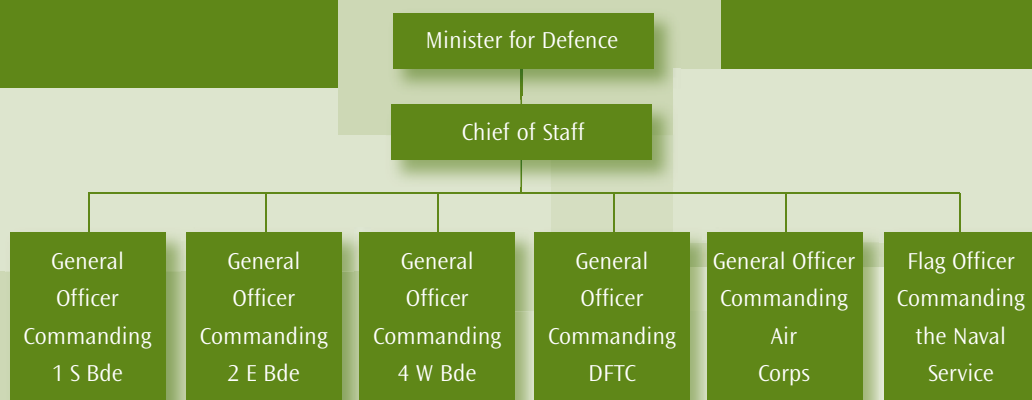
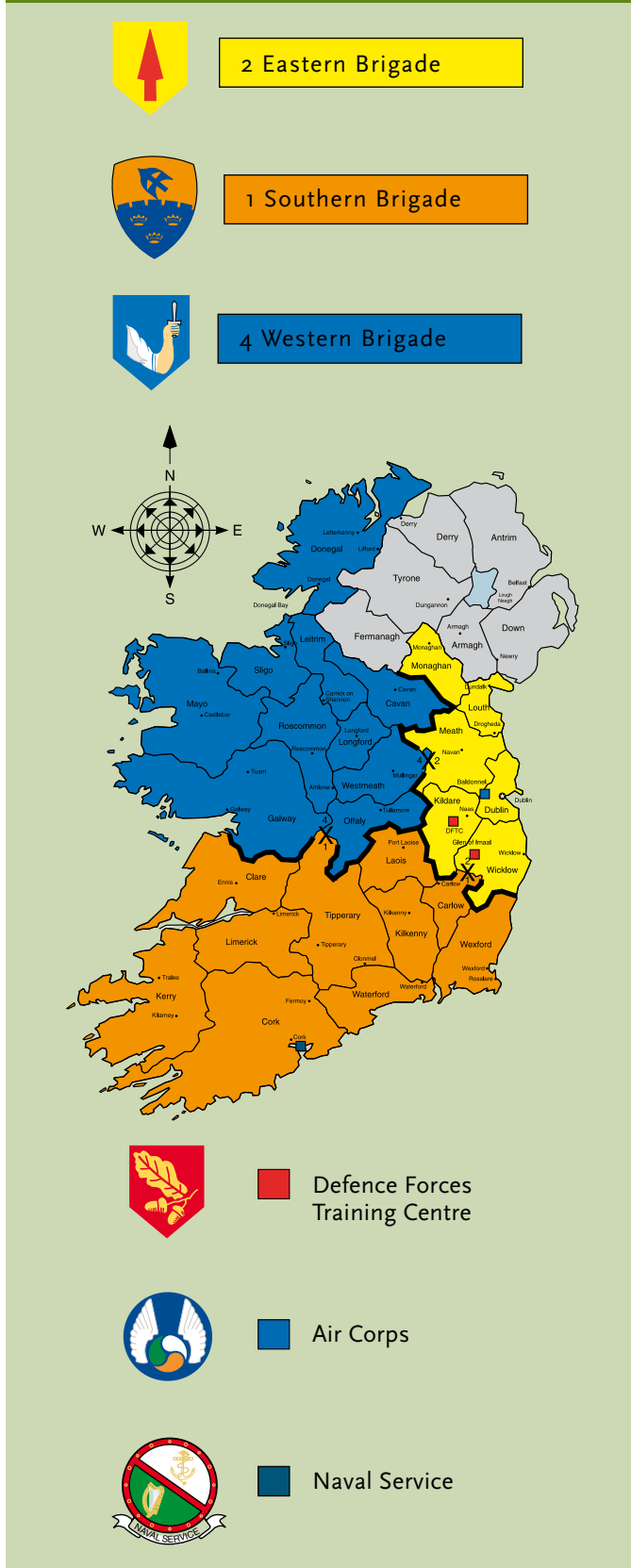


Figure 1.2 Brigade and formation Geographic Deployments



Defence Policy

The State's defence policy is set out in the White Paper on Defence 2000. This policy is stated with a view to ensuring an appropriate level of defence capability having regard to the changing defence and security environment both at home and abroad. The defence and security environment is analysed in the Defence Forces Strategy Statement 2005-2007 as are the new challenges arising, including the development of the European Security and Defence Policy. The Agreed Programme for Government, published in June 2002, also outlines the Government's commitments in the area of Defence.

Organisational Structure

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 joint military operations at home and combined military peace support operations abroad. The RDF provides the necessary contingent conventional military capability to augment and assist the PDF, when necessary. Defence Forces Headquarters acts as the strategic headquarters for the Army, Air Corps and Naval Service, and as the operational controlling headquarters for the Army.

Air Corps operational Headquarters is at Casement Aerodrome, Baldonnel and Naval Service Headquarters is at Haulbowline, Co Cork.

Permanent Defence Force

The Permanent Defence Force consists of the Army, the Air Corps and the Naval Service.

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, specific garrison locations and a recruitment area.

The Defence Forces Training Centre (DFTC) and Defence Forces Logistics Base at the Curragh support the training and logistics functions for the Permanent and the Reserve Defence Forces.

Air Corps

The Air Corps, based at Casement Aerodrome, Baldonnell, consists of an operational headquarters, two operational wings, two support wings, an 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.

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, and an offshore 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 II of the Reserve Defence Forces Review Implementation Plan (RDFRIP), Phase I having

been completed with the launch of the Reserve Defence Force on 1st October 2005. During 2005, RDF units were rationalised and amalgamated to facilitate the new structure. The RDF is organised into a First Line Reserve and a Second Line Reserve.

The First Line Reserve comprises former members of the PDF and the Second Line Reserve comprises an Army Reserve and a Naval Service Reserve.

Army Reserve

The Army Reserve will be organised into integrated and nonintegrated elements. In total, there are nine reserve infantry battalions and eighteen combat support and combat service support units, with three air defence batteries. A reserve brigade headquarters has been established in each PDF brigade area, mirroring the PDF brigade headquarters.

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.



The Minister for Defence Mr. Willie O'Dea T.D. and the Chief of Staff examine decommissioned weapons at an arms storage facility near Tuzla, while on visit to EUFOR.

“To contribute to the security of the State by providing for the military defence of its territorial integrity and to fulfil all roles assigned by Government, through the deployment of well-motivated and effective Defence Forces.”



Mission

The mission statement identifies the core activity of the Defence Forces, points to a diverse range of additional tasks, which may be assigned by Government, and emphasises the importance of Defence Forces personnel and the need for a flexible operational capacity.

Roles

The roles assigned by Government are:

- To defend the State against armed aggression; this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of threats.
- To aid the Civil Power (meaning in practice to assist, when requested, An 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 European Union.
- 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.

Defence Forces Strategic Goals

The Defence Forces published its most recent Strategy Statement, Defence Forces Strategy Statement 2005 – 2007, in November 2005 and for the purpose of this annual report, performance during 2005 will be measured against the Strategic Goals outlined in Figure 2.1.



Figure 2.1

<p>Strategic Goal 1</p>	<p>To enhance the Defence Forces capability in contributing to the security of the State.</p>
<p>Strategic Goal 2</p>	<p>To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and defence outputs.</p>
<p>Strategic Goal 3</p>	<p>To participate in multinational peace support, crisis management and humanitarian relief operations.</p>
<p>Strategic Goal 4</p>	<p>To provide emergency and non-emergency services to Government bodies.</p>

Strategic Goal 1

To enhance the Defence Forces capability in contributing to the security of the State



Context

Defence is a core responsibility of the State and an expression of the nation's sovereignty. The first role of the Defence Forces is to defend the State against armed aggression. The security of the State has both national and international aspects, and the activities of trans-national terrorist groups must also be considered in this regard. The White Paper emphasised the Government's commitment and requirement for the maintenance of a versatile force that is equipped, organised and trained along conventional lines and which can participate in a broad spectrum of military and civil support operations. This chapter reports on progress achieved in 2005 based on the framework of the Defence Forces Strategy Statement 2005-2007 and the Chief of Staff's Annual Plan for the Defence Forces 2005.

Progress in achieving Strategic Goal 1 is outlined against five Objectives, which are:

- 1) To provide quality military advice and support to the Minister for Defence.
- 2) To provide a conventional based military force as required by Government.
- 3) To effectively aid the civil power as required in maintaining state security.
- 4) To enhance military capability through effective logistics, equipment procurement, management and related maintenance programmes.
- 5) To develop and maintain infrastructure and facilities to meet the operational, training, logistical and administrative needs of the Defence Forces.

Military Advice and Support to the Minister for Defence

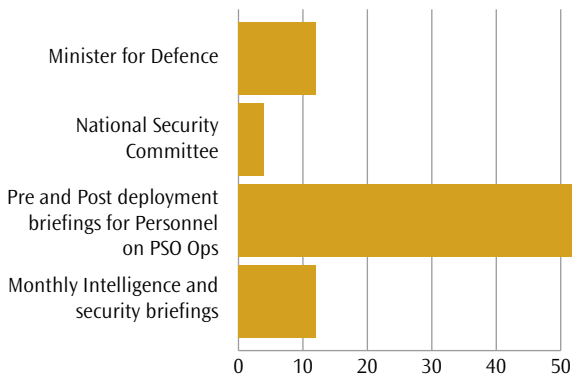
The Chief of Staff has overall responsibility for the economy, efficiency and effectiveness of military assets including human resources. The Chief of Staff is the principal military adviser to the Minister for Defence and provides support in the form of information, assessments, advice and reports to this end. This includes the military assessment of threats to the State and to the security of Defence Forces personnel deployed overseas. The timeliness and quality of this support is of key importance and depends on

Defence Forces senior military leadership and staffs' expertise, research capacity and effective management information systems.

The provision of defence and security assessments

During 2005, Intelligence Section continued to provide timely and accurate defence and security assessments to the Minister for Defence in respect of State Security and the safety and security of Irish Forces deployed overseas on Peace Support Operations. Monthly Intelligence Summaries are provided to the Minister for Defence and threat assessments and briefings are provided as required. The Defence Forces intelligence effort is closely harmonised with that of An Garda Síochána. Figure 3.1 below provides an overview of the number of briefings and assessments provided during 2005:

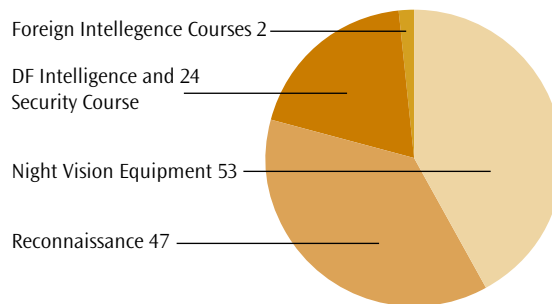
Figure 3.1 Provision of Intelligence briefings and assessments



The development of Defence Forces Intelligence Organisation

In 2005 the Defence Forces made considerable progress in training personnel with the aim of increasing our effective intelligence capability. Identified shortfalls in training for the intelligence function were addressed through the conduct of a combined Defence Intelligence and Security Course while participation in international courses further supported the development of competencies in this area. Added emphasis was given to the intelligence input for battalion and company group exercises in order to enhance the Defence Forces capability in the area of combat intelligence. Intelligence pre-deployment training was also conducted for all key appointment holders prior to deployment overseas.

Figure 3.2 Number of Personnel who underwent intelligence training during 2005 (Total number 126)



A soldier operates an AMSTAR ground surveillance radar

Development of a conventional based military force as required by Government



When not engaged in military operations either at home or overseas, the Defence Forces are primarily engaged in developing and maintaining capabilities to respond efficiently and effectively to all Government taskings.

‘The primary focus of the Defence Forces, when not engaged on operations, is training and preparation ... and is primarily based on conventional military doctrine’.

Conventional military training and education is the key driver of Defence Forces capabilities. Once trained in conventional operations the individual soldier or Unit can quickly adapt to meet the requirements of peace support operations, aid to the civil power or humanitarian operations. Conventional capabilities are created over time through the integration of Defence Forces military doctrine and training. Defence Forces training can be categorised into individual education and skills training, advanced skills/team training and collective/unit training.

This section outlines the level of training development and training undertaken in order to develop a conventional based military force and the specific training outputs achieved during 2005.

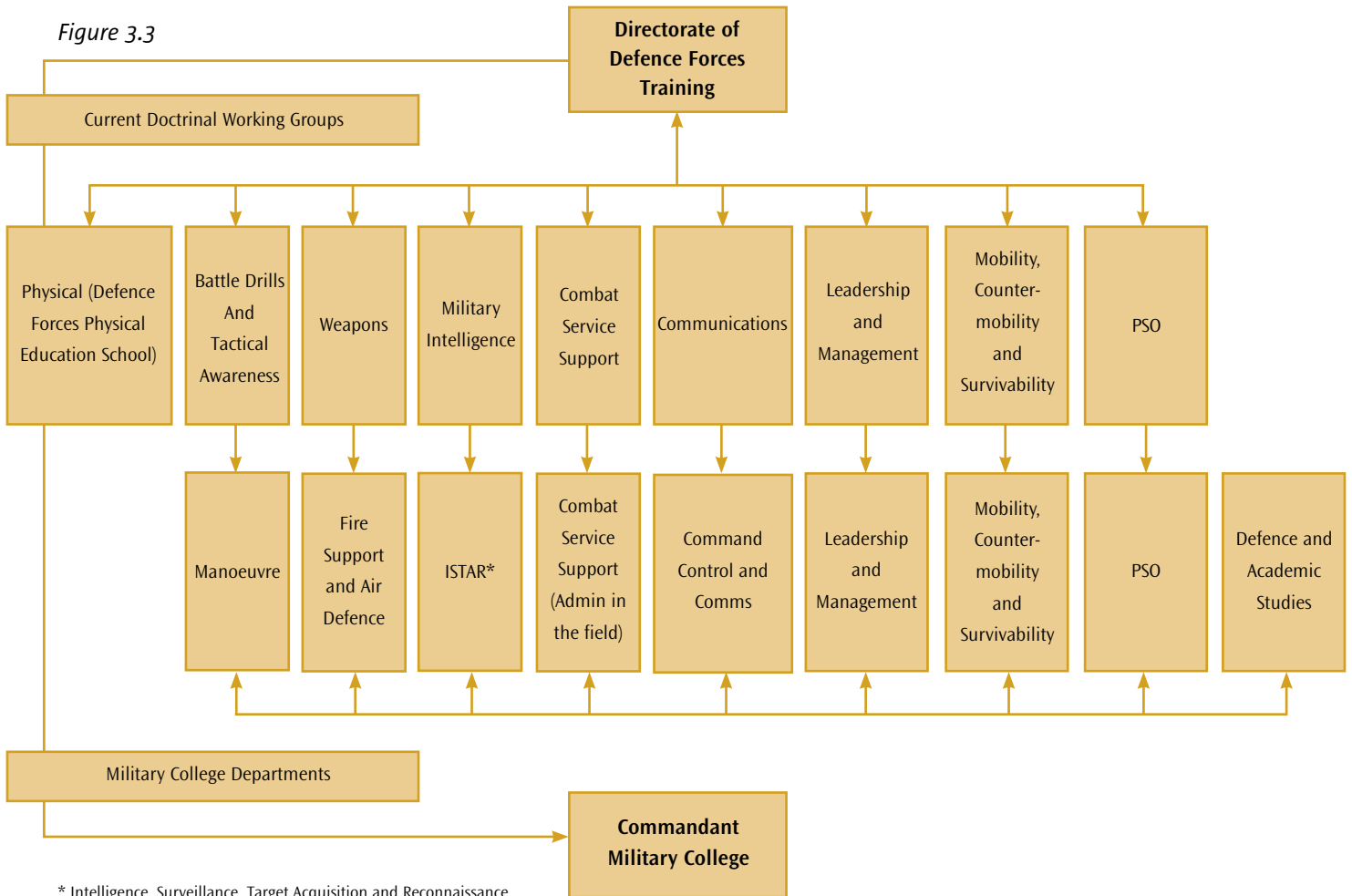
Defence Forces Training and Doctrinal Committee

Doctrine prescribes how the Defence Forces plan and conduct operations. It is a body of knowledge and understanding that is primarily derived from study and analysis of practical experience. It defines the most effective way of using military assets on the basis of practical experience in order to achieve success.

Doctrinal change is governed to a large degree by the context of operations. Peace support deployments are, more and more, to complex intra-state situations. Very often the main effort has to be in the larger cities and towns where it is always a challenge to differentiate between the law abiding citizen and the trouble maker. Winning hearts and minds is more important than ever before and conflicts require the deployment and application of more than military instruments to ensure success. Today’s Peace Support Operations require a combination of actions by military, police and civilian agencies. Accordingly doctrine must be developed to ensure a comprehensive approach in the planning of operations and in the management of operations in the field.

The decision was taken in autumn 2005 to restructure the Defence Forces Training and Doctrinal Committee in light of the changes to the structures within the Defence Forces Training Centre (DFTC). This decision resulted in the re-alignment of existing structures of the Doctrinal Working Groups to mirror the new departments of the Military College (see Figure 3.3). These changes will maximise the benefit accruing from the capture of experiences and will integrate lessons learned into our training processes.





Defence Forces Leadership Centre (DFLC)

The Defence Forces Leadership Centre (DFLC) was established in the Military College during 2005. Located within the United Nations Training School Ireland (UNTSI), its aim is to improve the quality of leadership throughout the Defence Forces by providing the opportunity for individuals within the organisation to enhance their leadership skills throughout their careers. The Leadership Centre works closely with the Department of Leadership and Management within the Military College in the development and delivery of seminar programmes. Leadership seminars have been designed to maximise the time participants spend in the Leadership Centre, while pre-seminar requirements ensure personnel arrive focused and ready to fully engage in the different aspects of the programme. External academic input into Seminar Programmes ensures that participants are exposed to best international practice in the area of leadership. Management of the Leadership Centre is vested in

a Board of Management which includes the School Commandant UNTSI, the Head of the Department of Leadership and Management in the Military College, the Director of Defence Forces Training, the Director of HRM section, the Director of Operations and the Director of the Strategic Planning Office. The Board is responsible for laying down policy for the Centre, and the identification of leadership training needs on a yearly basis. Three pilot seminars were successfully conducted during 2005, as shown in table 3.1, for Junior Officers, Senior Officers and Senior NCO's of the Defence Forces.

Table 3.1

Date	Seminar	No of Participants
13/14 Jul	Junior Officers (Lt's)	21
04/05 Oct	Senior Officers (Comdt's)	24
30 Nov/ 01 Dec	Senior NCO's (Sgts Major, Company Sergeants)	22

Change in Defence Forces Training Syllabi

Defence Forces training syllabi are reviewed, assessed and updated on a regular basis. Given the range of different competencies taught in the Defence Forces, this is a considerable undertaking. The changing requirements of the Defence Forces are reflected in the significant restructuring of the syllabi for induction training courses including a new emphasis on battlefield first aid, Chemical, Biological, Radiological and Nuclear warfare (CBRN), unarmed combat, heli-borne training, inter-personal relationships and codes of conduct. The Officer Cadet Syllabus underwent major revision during the year and was shortened from 21 to 15 months reflecting the increased number of graduates and enlisted personnel attracted to cadetships. Syllabi are now available on the Defence Forces intranet, the first phase in the planned roll-out of ensuring uniformity in training using modern technology.

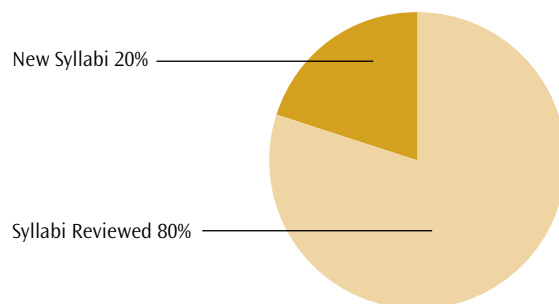
By the end of 2006 all training rooms in the Defence Forces will be able to access up-to-date lesson plans, presentations and streamed videos across the DF Intranet.



Commissioning day for officer cadets.

Figure 3.4 This table indicates the level of review of Defence Forces syllabi undertaken in 2005:

Figure 3.4 Development and Review of 650 Defence Forces Training Syllabi – 2005



Foreign Courses and Training

The Defence Forces stays abreast of international best practice and keeps up to date with modern technologies and developments by participation in courses abroad, seminars and by computer and desktop exercises. External accreditation and verification of capabilities is vital in ensuring that the outputs of the Defence Forces are in line with international best practice. Interoperability with other peace support operation troop contributing countries underlies all Defence Forces involvement with other armed forces and has been the focus of involvement in international training exercises. These have been based on crisis management, disaster relief and peace enforcement and have been conducted either under the auspices of Individual Partnership Programme (IPP) or in conjunction with other neutral countries forces.

Table 3.2 Defence Forces involvement in international activities

Course Category	Number of Activities
Doctrinal Matters	33
Basic Military Skills	4
Military Competitions	5
Training Exercises*	3

* Viking, Combined Endeavour and Crisis Management Exercise

Defence Forces Training

The Defence Forces continue to train in order to achieve the degree of operational effectiveness, which our ethos and our assigned roles demand. The ultimate aim of all Defence Forces training is to ensure success on operations. Success is achieved through the development of competent and effective leaders and through the development of operationally capable military units and formations (Army, Air Corps and Naval Service). Capable military units are created based on a range of skills at individual, team and unit level and this forms the basis for the training regime. In general terms, individual skills and basic training is carried out at unit level while instructor and more advanced courses are carried out at the Brigade Training Centres (BTCs) and in the Defence Forces Training Centre.

Individual skills training

The unique nature and diverse aspects of the Defence Forces mission both at home and abroad places a tremendous challenge on the training infrastructure in ensuring that the Defence Forces has a multi skilled force.



Table 3.3 below illustrates the level and diversity of courses conducted in the Defence Forces to meet this requirement in 2005.

Table 3.3 Defence Forces Individual Skills Training 2005

Training Outputs	DFTC	1S Bde	2E Bde	4W Bde	Air Corps	Total
Basic Infantry Weapon Skills		202	206	66	18	492
CBRN Courses	15	47	51	42		155
Communications and Information Services Courses	16	37	57			110
Cavalry	12	23	22	9		66
Public Order			112	454		566
Artillery	52	39	32	46		169
Driver Training	379	61	91		19	550
Despatch Rider		5	10			15
First Aid	70	14	56			140
Swimming	72					72
Diving	16					16
Administration, Accountancy and Logistics	206	21				227
Global Positioning System	41	6				47
Ordnance Maintenance	114					114
Night Vision Equipment		10	29	14		53
Fire Wardens		14	40		12	66
Urban Warfare	23					23
Health and Safety	12				12	24
Line Riggers Course	8					8
Basic Mountaineering					12	12
Flight Attendants					3	3
Basic Survival					7	7
Armoured Fighting Vehicle Recognition	8	17	6			31
Aircraft Recognition	8					8
Basic Parachute					24	24
Basic Reconnaissance	18					18
Basic Combat Engineer	4					4
Total (number of personnel trained)	1,074	496	712	631	107	3,020

Advanced Skills/Team Training 2005

On completion of the Individual Skills training it is necessary for personnel to undergo more advanced/ specialist training. Advanced training involves training in specialist technical areas, operating with/commanding crew weapons, and while the majority of this training is conducted within the DFTC a considerable amount of advanced skills/team training is conducted within the Brigade Training Centres.

Table 3.4 Defence Forces Advanced Skills/Team Training 2005 - DFTC

Training outputs	Total
Mowag APC Commanders Courses	69
Introduction to Mech Ops (1) Courses	168
Anti-Armour Commanders Courses	9
Military Police Specialist Courses	47
Swimming Assistant Courses	16
Ambulance Skills (3) Courses	27
FETAC Professional Cookery Courses	60
Field Catering Courses	12
Std Catering Management Courses	12
All Terrain Vehicles Courses	8
Off Road Driving Courses	246
Scania Drops Conversion Courses	10
DURO (EOD) Training Courses	43
Articulated Truck Driving Courses	4
Forklift Testing Courses	8
HR/Administration Courses	171
Computer Training Courses	239
Air Defence Specialist Courses	53
EET Technicians Courses	6
Linux Courses	21
Tactical Battlefield Management System Courses	7
CIS Det Comdrs Courses	20
Harris Radio Courses	14
Mowag Maintenance Courses	20
Total	1,290

Table 3.5 Defence Forces Advanced Skills/Team Training 2005 - Bdes

Training outputs	1S Bde	2 E Bde	4W Bde	Total
Infantry Support Weapons	287	254	236	777
CBRN Specialist	10			10
Sniper		14		14
Total	297	268	236	801

Instructor Training

The development of a competent and capable instructor cadre within the Defence Forces is paramount for the provision of high quality instruction. The Defence Forces commit considerable resources to the training of instructors in a variety of disciplines. Table 3.6 below indicates the number of instructor training courses undertaken in 2005.



Table 3.6 Defence Forces Instructor Training 2005

Training outputs	Number of Courses	DFTC
Advanced Instrs Course	1	20
CBRN Defence Instrs Course	1	27
Fighting in Built Up Area Instrs Course	1	23
Machine Gun Instrs Course	1	22
PT Instrs Course	1	24
Swimming Teachers Course	1	12
Unarmed Combat Instrs Course	1	24
PT Supervisors Course	1	24
Occupational First Aid Instrs Courses	2	20
MT Driver Instrs Course	1	26
CBRN Collective Protection Instrs Course	1	13
APC Crewmen Instrs Course	2	10
Tactical Engagement Simulation System Instrs Course	2	22
Infantry Light Support Weapons Instrs Course	1	16
Global Positioning System Instrs Courses	2	41
105 mm Light Gun Instr Course	1	29
81mm Mortar Instrs Course	1	20
Cavalry Gunnery Instrs Course	1	8
Cavalry Driver Instrs Course	1	7
Total	23	388

Development of Training in Support of New Technologies Purchased

One of the Defence Forces key challenges in training, is to ensure that its main resource, its personnel, are capable of proficiently operating the new equipment and advanced technologies that have been purchased. Courses on the operation and maintenance of equipment newly introduced into the Defence Forces continue to be developed. All such courses are constantly reviewed and updated on conclusion of each course held. The Defence Forces in 2005



Training with the EC 135 Helicopter.

purchased the Javelin anti-armour missile system, Chemical Biological Radiological and Nuclear (CBRN) detection equipment, Mowag APCs, EC 135 Helicopters and PC-9 aircraft. Table 3.7 outlines training conducted on these equipments.

Table 3.7 Personnel trained on newly purchased equipment

Course Category	Number of Personnel Trained
Javelin	46
CBRN Detection Equipment	10
Mowag APC	450
PC-9	43
EC-135	10

Training Exercises

Collective training exercises are the final building block of Defence Forces capabilities; as such they test doctrine, skills and equipment prior to operational deployment. The focus of collective training during 2005 was on developing battalion and company level command and control techniques and procedures, together with conventional night operations and maintenance in the field. In addition to exercises conducted as part of formal military training courses, the Defence Forces also conduct exercises to confirm the maintenance of training standards. Exercises were conducted by the 1, 2 and 4 Brigades as per the table 3.8.



Ceremony to mark the launch of the RDF.

Table 3.8 Conventional Military Exercises conducted by the Formations

Formation	Number of Exercises	Numbers Exercised
1 S Bde	11	908
2 E Bde	21	2,939
4 W Bde	12	2,024
Total	44	5,871

During 2005, the Air Corps carried out a variety of missions in direct support of conventional military training. These missions primarily involved air support for troop training on mission readiness exercises prior to overseas deployments. Helicopters were used to train troops in tactical troop transport, reconnaissance and casualty evacuation procedures. Missions also included support to the DFTC training establishments such as the Military College, Combat Support College, and Combat Service Support College. In addition the fixed wing Pilatus aircraft conducted simulated strike and close air support missions for these training exercises.

Table 3.9 Air Corps Exercises

Type of Training Mission	Number of Missions
Missions in Support of the Bdes and DFTC	258
Missions in Support of the ARW	40
Air Corps Training Exercises	50

The Naval Service carried out an intensive programme of ship work-up-training and exercises during 2005. This was done on a phased, incremental basis, progressing to STPs (Ship Training Periods) which were carried out in smaller Task Groups during routine patrols. This approach enabled considerably more focused and intensive internal work-up-training to be carried out due to reduced positioning times and facilitated considerably greater flexibility and realism.

Table 3.10 Naval Service Exercises

Type	Number	Personnel Exercised
Sea Training Periods	12	543
Fleet Exercise	1	420
Search and Rescue	17	748
Diving	17	762
Naval College	23	320
Joint Exercises with Army/Air Corps	10	440

Development of Reserve Defence Force (RDF)

The Reserve Defence Force Review Implementation Plan covers the period 2004-2009 and seeks to harmonise the characteristics of the RDF with those of the PDF in order to achieve a Defence Forces in which both components can realistically be viewed as complementary.

Organisation

The first phase of the plan was completed on target on 1st of October 2005 with the formal launch of the Reserve Defence Force. The completion of Phase 1 saw the reduction of the original structure from 47 down to 27 units.

Reserve Training

A training strategy for the RDF was published during 2005. This strategy reflects the new focus of the RDF

with up-skilling of personnel and joint training being conducted with PDF units on selected exercises. The Young Officers course was modularised and successfully conducted through a combination of instructional delivery, utilising Distance Learning, Brigade Training Centres and an intensive 14-day period of full time training in the Military College.

An advance Distance Learning Working Group was established to progress this aspect of training delivery. It has made recommendations and commenced work on preparing a number of courses for delivery in part by Distance Learning.

Table 3.11 Training Outputs – RDF 2005

Training Output	1 S Bde Res	2 E Bde Res	4 W Bde Res	NS Res	Total
Career Courses					
RDF Officers Course	29	49	31	Nil	109
RDF NCO Course	8	54	79	Nil	141
Induction Training	540	505	445	Nil	1,490
					1,740
Courses (Others)					
Support Weapons Courses	39	35	51	Nil	125
Instructors Courses	162	18	18	Nil	198
Artillery Courses	228	99	6	Nil	333
Reconnaissance Courses	4	1	Nil	Nil	5
Gunnery Instr Courses	Nil	1	Nil	Nil	1
AML 90 Courses	Nil	5	Nil	Nil	5
Combat Field Engineers Courses	35	Nil	Nil	Nil	35
CIS Courses	21	15	11	Nil	47
Military Police Courses	16	1	20	Nil	37
Drivers Courses	79	29	45	3	156
Administration Courses	7	15	Nil	Nil	22
Medical Training Courses	39	2	73	Nil	114
Health & Safety Courses	15	Nil	15	10	40
Naval Reserve Training	Nil	Nil	Nil	156	156
				TOTAL	1,274

Table 3.12 Training Outputs – Combined Exercises

Output	1 S Bde Res	2 E Bde Res	4 W Bde Res	NS Res	Total
PSO Exercises	192	15	113	Nil	320
Training with Bdes	Nil	47	Nil	Nil	47
Training with DFTC	7	Nil	21	Nil	28
Training with ARW	Nil	16	Nil	Nil	16
Training with Artillery Sch	16	Nil	16	Nil	32
Training with BTCs	19	Nil	Nil	Nil	19
International Military Police Cse	Nil	13	15	Nil	28

Table 3.13 Operational Outputs

Output	1 S Bde Res	2 E Bde Res	4 W Bde Res	NS Res	Total
Security Duties	97	207	121	107	532
Seagoing Naval Vessels	Nil	Nil	Nil	83	83

Equipment

New equipments were approved for the RDF. These included

- Denel Vektor 60 mm Mortar
- General Purpose Machine Guns
- 12.7mm Heavy Machine Guns
- Increased holdings of Steyr Rifles

Aid to The Civil Power Operations (ATCP) – Supporting An Garda Síochána

Internal security is primarily the responsibility of An Garda Síochána with the Defence Forces playing a key role in providing on request, aid to the civil power. In the current security climate, tasks performed under this objective include, the provision of troops for cash escorts, prisoner escorts, explosive escorts, specialist search operations, explosive ordnance disposal, hospital guards for high-risk prisoners, the provision of military guards at a number of vital installations and the provision of specialist troops and equipment for counter terrorism operations.

ATCP Operations Conducted

The Defence Forces in delivering outputs in armed assistance to the civil power provides a variety of military operations. Although the majority of Aid to the Civil Power operations are requested in advance and therefore can be scheduled, certain operations arise

out of emergency situations such as EOD requests. This in effect means that military personnel involved are required to be on stand-by in barracks on a 24-hour basis year round.

Table 3.14 below indicates the Defence Forces commitment to ATCP operations in 2005:

Table 3.14 ATCP Outputs

Type of ATCP Operation	Number of Operations
Cash in transit Escorts	2,574
Prisoner Escorts	176
Explosive Ordnance Disposal (Bomb Disposal)	81
Major Troop Deployments	2
Explosive Escort	23
Air Missions in support of ATCP	286
Security at Key Installations	1,682
Patrols of Vital Installations	1,242
Other	14

Garda Air Support Unit (GASU)

The missions undertaken by the Air Corps in support of An Garda Síochána during the four years 2002-2005 are outlined in table 3.15. It should be noted that the number of missions undertaken by the Air Corps has been steadily increasing since 2002. In 2004 there was an exceptionally high incidence of operations relating to Ireland's presidency of the EU. The Air Corps provides pilots for the three Garda aircraft.

Table 3.15 Missions flown by Air Corps Garda Air Support Unit 2002 to 2005

	2002		2003		2004		2005	
	Missions	Flying Hrs	Missions	Flying Hrs	Missions	Flying Hrs	Missions	Flying Hrs
Ecuriel Light Helicopter	919	587	904	633	849	572	775	560
Defender Fixed Wing Twin Aircraft	451	537	452	514	404	453	603	447
EC 135 Light Helicopter	48	46	897	626	1,468	1,053	1,282	856
Total	1,418	1,170	2,253	1,773	2,721	2,078	2,660	1,863

Effective Logistics, Equipment Procurement, Management and Related Maintenance Programmes

The key goals of the development programme for the Defence Forces outlined in the White Paper on Defence 2000 provide the basis for the procurement of appropriate equipment and the development of military capabilities to fulfil the roles assigned by Government. The key goal *“To provide sufficient forces and capabilities to meet needs at home and to make a significant contribution abroad”* is of particular relevance in the procurement of equipment and the development of capabilities for the Defence Forces to effectively participate in Peace Support Operations, Humanitarian Assistance Operations, Aid to the Civil Authorities and Aid to the Civil Power.

The main objective of the strategic defensive equipment procurement plan is the development and maintenance of operational capabilities. The procurement policies of the Defence Forces are determined by the palette of forces offered to the Helsinki Headline Goal catalogue; the Partnership Goals under Partnership for Peace (PfP) and the planning templates for units committed to peace support operations under the United Nations Standby Arrangements System (UNASAS). The Defence Forces requirements are then listed in order of priority in the Defence Forces 10-Year Defensive Equipment Procurement Plan.

Partnership Goals facilitate interoperability with other modern forces and the development of operational capabilities. Procurement policy has prioritised that the Defence Forces are equipped with the necessary:

- Protection Measures based on firepower, mobility and armoured protection.
- Surveillance Capability day and night.
- Command, Control & Communications (C3).
- CBRN Protection in the areas of Detection, Individual & Collective Protection and Decontamination.



Defensive Equipment Purchase Programmes

In 2005 further advances were made in the area of equipment purchased to enhance the Defence Forces operational capabilities. These items included:

Javelin Anti-Armour Weapon System

The Defence Forces took final delivery of the Javelin Anti-Armour Weapon system in 2005 and this completed the programme of procurement in the development of the Defence Forces Anti-Armour Operational capability.



Armoured Surveillance & Reconnaissance Vehicles

The Defence Forces has commenced procurement of fifteen new Mowag Piranha III armoured vehicles. This will increase the Defence Forces Mowag Armoured fleet to eighty (80) vehicles. The new vehicles will be delivered in 2007 and will provide new operational capabilities for the conduct of reconnaissance and surveillance tasks.



A Mowag reconnaissance vehicle equipped with a 30mm gun. These will come on stream during 2007.

Field Deployable HQs Containers

The Defence Forces require the capability to deploy a Deployable HQs in the field with suitable accommodation for command and staff personnel. A purchase programme began in 2005 to meet this need.



Night Vision Equipment

The Defence Forces ability to fight at night was improved with the procurement of thermal imaging observation equipment for longer-range surveillance and target designation.



Chemical, Biological, Radiological and Nuclear Developments (CBRN)

The Defence Forces continued to develop its CBRN defence capability. The CBRN defence platoon is one of the assets that the Defence Forces have included in its 'Palette of Offers' made available to the European Union Force Catalogue. During 2005 the Defence Forces continued to progress development of the CBRN defence platoon capability for deployment at 30 days notice. CBRN expertise is not only for overseas operations but provides a capability for domestic operations as well. CBRN exercises held during

2005 in the 1 S Bde and the DFTC confirmed the capability of the CBRN defence platoon. In addition to the development of CBRN defence platoon, the Defence Forces continue to develop CBRN individual defence capability for all personnel to the appropriate standard.

Individual and Collective CBRN Protection procurement

The continuation of the procurement programme for CBRN protective equipment saw 1,200 CBRN Individual

Protection Suits purchased in 2005 with another 800 suits due for delivery in 2006. These procurements continue to enhance the Defence Forces capability in the area of CBRN emergency planning contingency. Additionally CBRN monitoring and detection systems were purchased for Mowag APCs that add to the reconnaissance capability of the CBRN platoons.

The Defence Forces continue to advance its operational capabilities through the major procurement projects currently in progress, as shown in Table 3.16 below.

Table 3.16

Project Description	Year Commenced	Completed				Year Completed
		Pre 2005	2005	Balance	Total Cost	
Javelin Anti Armour System	2003	9.5 M	2.4 M	0.4M	12.3 M	2006
Armoured Surveillance & Reconnaissance Vehicles	2005	Nil	15.1 M	21.4 M	36.5 M	2008
Integrated Protection & Load Carrying System	2005	Nil	2.8 M	9.4 M	12.2 M	2006
Field Deployable HQs Containers	2005	Nil	0.9 M	1.5 M	2.4 M	2006
General Purpose Machine Gun (GPMG)	2005	Nil	1.4 M	2.9 M	4.3 M	2006
CBRN Equipment	1999	6.39 M	0.5 M	Ongoing	Ongoing	Ongoing



A soldier decontaminates his CBRN equipment.



Communications

The Communications and Information Services Corps acquired a capability to rapidly deploy satellite communications infrastructure with the first elements of an overseas force thus enabling access by the deployed force to DF Strategic Applications e.g. personnel management system and inventory management system, as well as providing for voice communications.

Maintenance

Due to the variety and increasing technical sophistication of defence equipment, upkeep and maintenance is essential to ensure optimal performance. As part of the medium term strategy and annual planning process a number of maintenance programmes have been put in place. In addition to internal maintenance, maintenance contracts with external providers have been put in place. For example in 2005 a 'power by the hour' contract for spare parts

support was established with Eurocopter to coincide with the introduction into service of the EC (P2) 135 helicopter.

Infrastructure and Facilities

Developing and maintaining infrastructure and facilities to meet the operational, training, logistical and administrative needs of the Defence Forces remains a key objective of the modernisation process under the White Paper. The Defence Forces develops its infrastructure through the ongoing review and implementation of a rolling five-year Capital Works Programme.

Capital Infrastructure Developments.

Funding of €19.48m was made available for capital expenditure on buildings in 2005, an increase of almost a million on the previous year. The provision and upgrading of accommodation and training facilities continued to be a priority with other projects

also being undertaken to facilitate the efficient management of the Defence Forces.

Major projects completed during 2005 were:

■ The provision of accommodation facilities in:

- Casement Aerodrome (36 Bed)
- Sarsfield Barracks, Limerick (49 Bed)
- Custume Barracks, Athlone (22 Bed)

■ The provision of a Heat Target Range in The Glen of Imaal has provided the Defence Forces with extended facilities for anti-armour training.

Refurbishment projects were completed at two Brigade HQs in Cathal Brugha Barracks and in Custume Barracks while another was completed at the DFTC HQ in McDermott Barracks. Refurbishment of the Armoury and Guardroom in Dún Uí Mhaoilíosa, Renmore was also completed.

The year saw significant new projects being contracted for with completions scheduled for 2006. Accommodation was again the priority and projects in this category were commenced in:

Cathal Brugha Barracks (106 Bed)

Defence Forces Training Centre (115 Bed)

Custume Barracks (162 Bed)

Dún Uí Mhaoilíosa (95 Bed)

Finner Camp (48 Bed)

A new Sports Changing Facility for the DFTC was also commenced and will be available for Summer 2006 whilst the project to provide a new Brigade HQ and Medical Facility in the old hospital building in Collins Barracks, Cork commenced late in 2005.



Strategic Goal 2

To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and defence outputs.



Highly qualified staff in the HRM section enhance the Defence Forces efforts to achieve HRM 'best practice' standards. This photo shows Comdt. Tony McKenna who holds a M.B.S (HRM) and Capt Anita Hogan who holds a M.Sc (Work and Organisational Psychology).

Context

The personnel of the Defence Forces are its most valuable resource, and thus the effective leadership and management of that resource is of critical importance. Human Resource Management is a key aspect in the achievement of the Defence Forces roles and mission as laid down by Government. This is reflected in the White Paper, which emphasises the importance of offering rewarding and challenging careers to Defence Forces personnel and the importance of a continuous recruitment strategy.

A Human Resource Management strategy framework document for the Defence Forces was prepared in 2005 and will be issued in 2006. This strategy framework will position the organisation to meet its HRM needs in developing, motivating, and sustaining effective human resources to support the development of military capabilities and delivery of defence outputs. The HR Strategy covers such areas as recruitment and retention, leadership, succession planning, performance and career management and training and development.

This chapter reports on progress achieved in 2005 based on the framework of the Defence Forces Strategy Statement 2005-2007 and the Chief of Staff's Annual Plan for the Defence Forces 2005.

Progress is outlined against eight (8) Defence Forces Objectives under this Strategic Goal, which are:

- 1) To develop and implement a Defence Forces Human Resource Management Strategy.
- 2) To maintain Defence Forces strength at a level to effectively accomplish this mission and roles assigned by Government.
- 3) To train and develop members of the Defence Forces, so that they fulfil their roles effectively and ensure fulfilment of individual training and developmental goals.
- 4) To encourage personnel to set and attain their career goals and experience profiles aligned with Defence Forces priorities through improved performance and career management.

- 5) To develop and promote positive work relations and a secure and supportive working environment for all members of the Defence Forces.
- 6) To provide a first class health care system at home and overseas.
- 7) To promote and sustain adequate levels of health and fitness of Defence Forces personnel in order to support the Defence Forces in the execution of their assigned roles.
- 8) To modernise the disciplinary code and procedures of the Defence Forces.

HRM Strategy Development & Implementation

The newly prepared comprehensive Human Resource Management Strategy is focused on the essential Human Resource outcomes of providing competent and committed people who contribute to improved defence capability and services. This strategy outlines the Defence Forces HRM Objectives, Key Target Areas, Strategies and Initiatives and related Performance Indicators. Many of the initiatives outlined in the HRM Strategy have commenced in 2005 and will be significantly advanced following its publication in 2006. A number of other key areas that are very important to overall Defence Forces HRM strategy implementation are; HRM 'best practice' compliance, HRM administrative support, the Government 'Modernisation Agenda' and the introduction of the Ombudsman for the Defence Forces.

HRM 'Best Practice' Compliance

The Defence Forces evaluates progress in the HRM area using both internal and external assessment.

As part of this assessment the Defence Forces now aim to achieve the 'Excellence Through People' Award, which is Ireland's National Standard for Human Resource Management. The process of attaining this award began in 2005 with a feasibility study. As an initial goal it is planned to achieve the award in 2006 for various regional elements of the Defence Forces.

HRM Administrative Support

The delivery of effective and efficient administrative support in the implementation of HRM strategy was addressed in 2005 through the further development of our Information Technology network and the Personnel Management System (PMS) as part of the ongoing implementation and rollout of the Management Information Framework (MIF).

Personnel Management System

The overall objective of the Personnel Management System (PMS) is to assist in the streamlining of Unit administration in the Defence Forces with a view to facilitating informed decision-making through access to repositories of accurate, timely and real time information. The result will be enhanced transparency and efficiency leading to improved value for money.





Ombudsman Paulyn Marrinan Quinn, S.C., F.C.I.Arb with Officers and NCOs of the 4 W Bde.

The PMS has been rolled out to all of the Permanent Defence Force units. The range of functionality includes a database of all members of the Defence Forces which outlines personal details, medical status, health and safety, range practice results, time and attendance, leave, security duty administration, overseas service record and Unit returns.

User Training was initially conducted at The Military Administration School in the Defence Forces Training Centre. This has now been devolved to Brigades and Services.

The paper-based Unit administrative system has now been radically streamlined with the development of the PMS. Electronic Unit administrative inspections have been facilitated through the use of the new automated system and this has engendered the growth of a more proactive administrative culture within the Defence Forces. Its integration into the Management Information Framework commenced in 2005.

Modernisation Agenda

The Review Group established to verify progress with the implementation of the Defence Forces Action Plan, prepared on foot of the Government's Social Partnership Agreement – 'Sustaining Progress', recorded further significant advancement in the Defence Forces modernisation process.

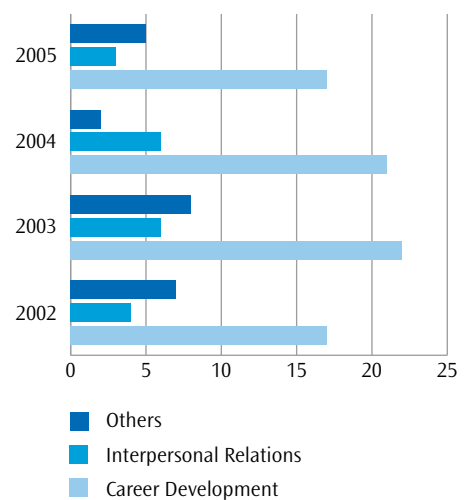
Ombudsman - Defence Forces

The establishment and appointment of an Ombudsman for the Defence Forces on the 1st of December 2005 marks a welcome addition to the long established grievance procedures within the Defence Forces. Consequently a revised Administrative Instruction on the Defence Forces complaints procedure was developed and also became effective from 1st of December 2005. The Office of the Ombudsman is an independent statutory body. Within the established Redress of Wrongs procedure personnel may forward complaints to the Ombudsman's office if they feel dissatisfied with the response they received from the military authorities to a formal complaint under Defence Act provisions.

Redress of Wrongs System

A total of 25 applications for Redress of Wrongs were received and processed in 2005. This represents a slight decrease on 2004. The majority of redresses relate primarily to career development matters, (see Figure 4.1). Reviews of career development issues, such as the criteria for selection of personnel for promotion, for career advancement courses and for overseas service commenced in 2004 to address the major categories of complaints received and discussions are currently ongoing with the Representative Associations.

Figure 4.1 Redress of Wrongs



Organisational Strength and Recruitment

The White Paper on Defence 2000 highlighted the importance of a continuous recruitment strategy to

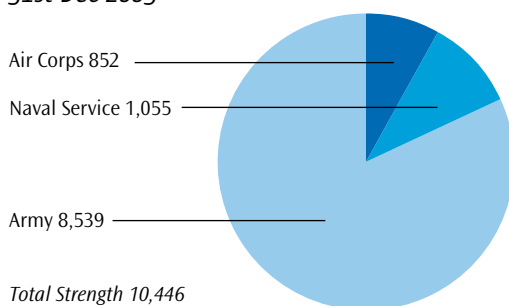
maintain the establishment of the Defence Forces at 10,500. It authorises the Chief of Staff to control automatic recruitment and the advertising budget for this is delegated to him.

The effective management of the strength of the Defence Forces is important, as the number, skills and efficiency of personnel serving determines the nature of the contingent capability and the ability to effectively carry out assigned tasks and roles. The attraction of sufficient numbers of people with the required educational and physical fitness standards to service in the Defence Forces is a cornerstone of the HRM Strategy. Due to the training and investment required for personnel and ever-increasing multi-skilling demands on them, the Defence Forces must ensure that it selects the most suitable people through improved selection procedures. A strategy that targeted these areas of recruitment and selection was further developed during 2005 to increase the overall standard of applicant.

Personnel Numbers

The overall strength of the Permanent Defence Force was maintained within the permitted figure of 10,500 in 2005. At year-end the strength was 10,446.

*Figure 4.2 Permanent Defence Force
31st Dec 2005*



Recruitment and Retention

Recruitment

The personnel of the Defence Forces are a key element of military capability and must be effectively managed to ensure the right mix and quality of human resources. Ultimately success in this area will be assessed in terms of recruiting the right quality and quantity of personnel to fill vacancies and the degree to which strength targets are met across all Units and Formations.



During 2005 the Defence Forces continued to face the challenges of recruiting from a decreasing pool of available candidates. In replenishing 5.3% turnover a total of 479 personnel were recruited, broken down into General Service (384) and Specialists (95). A series of cross-media advertising campaigns for both General Service Recruitment and Specialist Competitions was undertaken. Electronic and print media were utilised. In addition, visits to Post-Primary Schools and Third Level Institutions were undertaken by regional recruiting teams. Publicity was also sought through the Public Relations Section and a number of articles were featured in the print media while some radio interviews were also conducted.

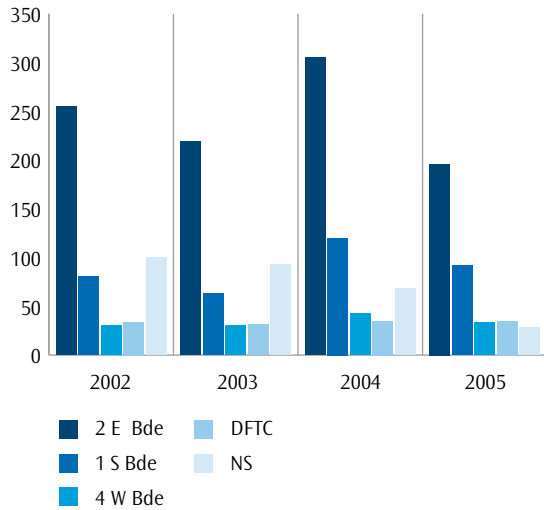
The two national Careers Exhibitions, in which the Defence Forces participated, were the 'Higher Options' Exhibition in the RDS, Dublin and the 'Opportunities 2005' Exhibition in Croke Park, Dublin. Feedback from these exhibitions was positive. Participation in these and other events, as part of our overall recruitment strategy, is continually kept under review.

An interactive Application Form was developed for all categories of competition and will be featured on the Defence Forces website from February 2006. All categories of competition for entry were subject to interview, and testing was undertaken in all cases by trained personnel.

General Service

A projected target of inducting an estimated 370 personnel for General Service was set at the beginning of the year. The out-turn shows that 384 persons were actually recruited to replace losses in this category in 2005. The Defence Forces received 1,125 applications for enlistment, which indicates that General Service continues to be an attractive choice of employment.

Figure 4.3 General Service Recruits – Brigade/Formation



Note: No requirement for General Service intake into Air Corps in 2002, 2003, 2004 & 2005. Planned induction scheduled in 2006.

Induction Training Discharges

Over the past four years the Defence Forces has averaged a loss of 20% of personnel during training, a lower percentage than other modern armed forces. A new element to the Recruit Syllabus introduced in 2005 allows for a 2-week ‘trial period’ prior to the start of Recruit training where individuals can decide if they are suited to a ‘Life Less Ordinary’.

Table 4.1

Analysis of Intake Versus Discharges			
Year	Intake	Discharge during Induction Training	Discharge as % of Intake
2001	827	257	31%
2002	500	93	17%
2003	436	80	18%
2004	571	133	23%
2005	384	87	22%

Previously no statistical data was gathered from persons who exited the organisation during training. However the most recent feedback from a pilot Exit Questionnaire for Recruits indicated that 35% cited an improved job offer while 23% stated that the job did not meet expectations (disruption to family life, harder than expected or boredom).

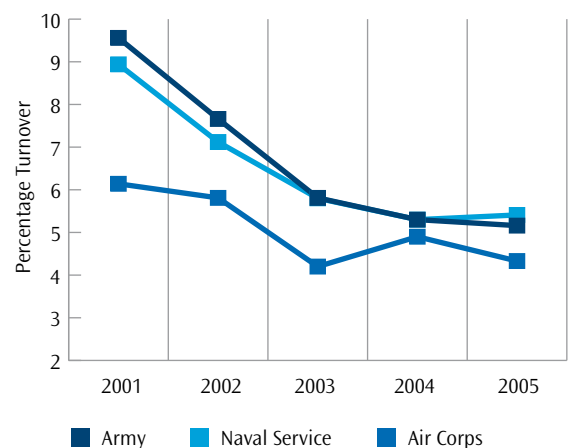
An Exit questionnaire was developed in 2005 and all persons departing the Defence Forces will complete this. This will provide solid feedback whereby issues raised concerning the early formative days can be addressed.

Retention

While acknowledging that a healthy level of turnover is important, keeping the best people and ensuring a good return from training and education investment in human resources is a key result area for the Defence Forces. The overarching strategy to achieve this relies on the successful implementation of the HRM strategy from recruitment through to exit. Additionally in terms of military capability the Defence Forces must aim to maintain age profiles in line with the recommendations of the White Paper on Defence 2000.

In recent years there has been a significant decrease in turnover rates in all services but particularly in the Army and the Naval Service, with Army turnover rates of 9.5% in 2001 reducing to just over 5% in 2005 (See Figure 4.4). Factors contributing to this reduction include improvements in pay, better conditions of service, a variety of overseas peacekeeping opportunities, the changing culture of the working environment and upgraded facilities.

Figure 4.4 Trends in Overall Permanent Defence Force Turnover

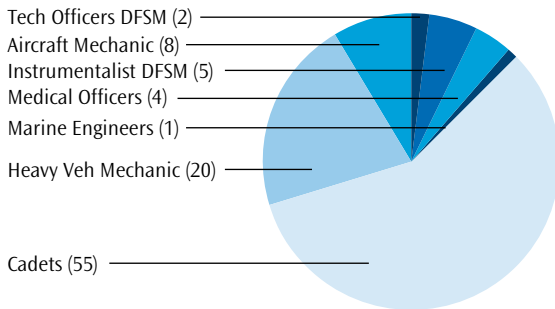


Note: Turnover is as a percentage of strength at start of the year for each category

Specialist Recruitment

Specialist recruitment relates to Officer Cadets, Direct Entrants and Apprentices (Technicians). Figure 4.5 below shows the number of specialist inducted into the Defence Forces during 2005:

Figure 4.5 Specialist Recruitment 2005



Officer Cadets

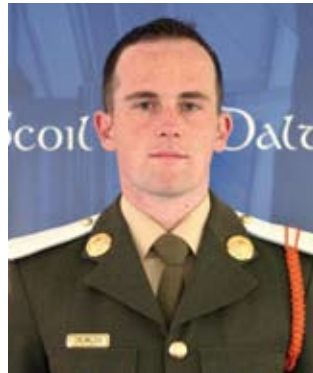
The Defence Forces embarked upon a policy of widening the base of entry to officer cadetships by increasing the bonus marks available for both graduates and serving soldiers and increasing the upper age limit to twenty-eight. The number of applications for officer cadetships in 2005 increased by 9.1% and there was a significant increase in applications from both graduates and serving soldiers.

Overseas Deployments

1,432 members of the Defence Forces deployed to 18 different Missions in 2005 (17% of the Army). The HRM Section on behalf of D COS (Sp), along with Formation and Unit Commanders are primarily responsible for the selection of personnel for overseas service. The selection phase, involving ensuring reasonable time between tours overseas as well as administrative aspect of fitness tests, medical examinations, dental inspections, issue of clothing and equipment and processing of passports, is critical to producing appropriately prepared personnel.



Cadet Trevor Gethins is 25 years old and comes from Lifford, Co. Donegal. He enlisted into the Defence Forces in 2001 and following recruit training was posted to the 4th Cav Sqn, Longford. As part of the Defence Forces education scheme he completed his Leaving Certificate in 2004. He served overseas with the 93rd Inf Bn in Liberia in 2005. In October 2005 he was awarded an Officer Cadetship and is currently a member of the 82nd Officer Cadet Class.



Cadet Martin Crumlish is 25 years old and comes from Moville, Co. Donegal. Following completion of his Leaving Certificate in 1998 he studied at the University of Ulster and graduated with a B.Sc. in Computer Science. In October 2005 he was awarded an Officer Cadetship and is currently a member of the 82nd Officer Cadet Class.

Table 4.2

Personnel Selected & Deployed to Overseas Missions 2005				
Mission	Oftrs	NCOs	Ptes	Total
UNIFIL	3	3		6
UNMIL	48	234	530	812
UNTSO	7			7
MINURSO	8			8
UNMIK	2	2		4
MONUC	6			6
UNOCI	4			4
EUFOR	30	80	2	112
KFOR	56	170	200	426
OSCE	8			8
EUMM	5			5
ISAF	12	9		21
EU Sudan & DITF	4	2		6
UNNY	1			1
UN DPKO	1			1
OSCE Vienna	1			1
EUMS	2			2
PfP/NATO	2			2
Total Required '05	200	500	732	1,432



Students of the 61st Command and Staff Course receive their MA (LMDS) at NUI Maynooth.

While the maximum number deployed overseas at any one time, during 2005, was 772, the number of personnel required to be selected and deployed annually is greater, this is due to varying lengths of tours of duty overseas in line with rotation policy (For example, deployments to UNMIL and KFOR with strengths of 406 and 213 respectively are carried out twice annually). 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.

Human Resources Training and Development

A key component of HR policy within the DF is training and continuous professional education. It is the mission of Defence Forces Training Section to seek to develop the environment, encompassing doctrine, training infrastructure, and individual and collective training, in order to enhance operational effectiveness. To achieve this goal the Annual Training Directive 2005 established the Defence Forces training plan for the year and assigned responsibilities for the training of individuals and units. This training plan covers the full spectrum of Defence Forces operations, conventional, ATCP, Peace Support etc.

Education and training of Defence Forces personnel is conducted both internally, within the training establishments of the Defence Forces, and externally in non Defence Forces Institutions both at home and abroad. Courses within the Defence Forces focus on core military skills, career courses, management training and induction training. The majority of this training is conducted in the Defence Forces Training Centre, the Brigade Training Centres, the Naval College and the Air Corps College.

The breakdown of personnel undergoing Career Military Educational Training Courses (broken down by formation) during 2005 is illustrated in Table 4.3:

Table 4.3

Type of Course	DFTC	AC	NS	2 E Bde	1 S Bde	4 W Bde	Total
Career - Officers	137		5			10	152
Career - NCO's	85	35	66	68		53	307
Career - Privates			83	276	99	31	489
Management - Officers	60						60
Management - NCO's	22		15				37
Cadets	157	22	27				206
Recruits		58	52	308	144	30	592
Apprentices/Technician Training	221		12				233

Where expertise or skills are required within the Defence Forces but the Defence Forces lacks the capacity to train personnel accordingly, training is conducted externally. A wide range of skills, military, academic and technical are acquired by Defence Forces personnel through a number of comprehensive schemes such as the Adult Education Scheme and the Courses Necessary for Defence Forces Requirements Scheme.

Personnel from the Defence Forces participated in graduate courses, post graduate courses, conferences, visits and seminars both at home and abroad through which the Defence Forces obtained necessary skills, qualifications and external validation of its application of international best practise in a number of crucial areas.

Table 4.4 outlines the breakdown of external courses conducted by Defence Forces personnel in 2005.

Table 4.4

Type of Course	Personnel
Third Level Courses – Full Time	107
Third Level Course – Part Time	15
External Courses Other Than Third Level	118

Initial Training of Defence Forces Personnel

The manner in which initial training is conducted, and specifically the manner in which trainees are treated, will leave a lasting effect on the new entrants. Defence Forces initial training systems are kept under continuous review with the emphasis on the duty of care of the Defence Forces for the welfare of those in training, while also ensuring that soldiers are properly prepared for the hazards they may meet in operations.

Leadership Development

During 2005 the Leadership Centre in the Defence Forces Training Centre conducted a range of seminars and workshops. Instruction on leadership, group dynamics, the psychology of learning and HR issues in the training environment were also delivered to the 1st Advanced Instructors Course, which included personality questionnaires and feedback interviews, conducted with a view to enhancing self-awareness and encouraging personal development. Case study workshops focusing



Students of the Standard NCOs Course receive a HETAC Higher Certificate in Military Studies on Graduation.

on bullying, harassment and sexual harassment were conducted by the Defence Forces Equality Officer and the Defence Forces Psychologist, as part of the programme of the Leadership Centre.

Performance and Career Management

A critical feature in military performance and career management is the development of transparent and consistent measure of performance. The linking of advancement and development opportunities to performance is central to HRM. The standards expected and obligations on Defence Forces personnel are communicated through induction and developmental courses. Standards are also communicated through the annual appraisal process which is formally documented and through the day-to-day management processes.

Performance Appraisal

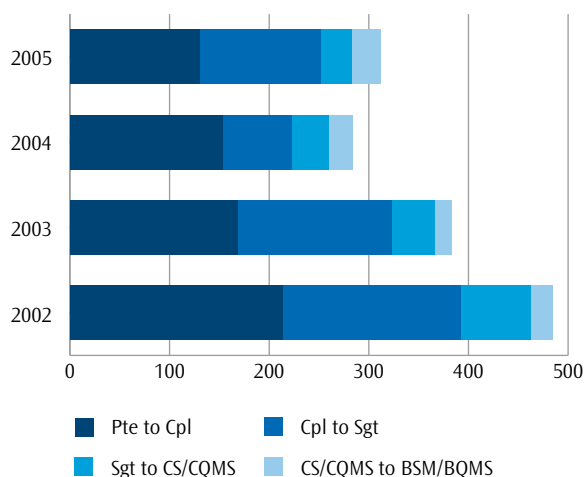
In the case of Officers, the continuous appraisal system is formally linked to the promotion system. A revised link of appraisal to promotion for NCOs and Privates was developed in HRM Section in 2005 with the review of the existing Performance Appraisal Report and Promotion System and this is now in the C&A Forum for discussion with the Representative Association. In further developing the Defence Forces appraisal system the Interpersonal Skills for Leaders program was continued in 2005 in each Formation.

Career Management

Enlisted Personnel Promotion

303 enlisted personnel were promoted in 2005. The decline in the number of personnel discharged from the Defence Forces, particularly in the higher ranks over the last 4 years is reflected by these figures (See figure 4.6).

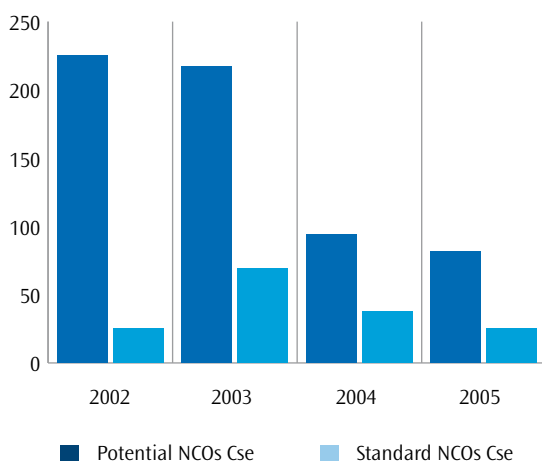
Figure 4.6 Promotions - Enlisted Personnel



Career Advancement Courses for Enlisted Personnel

There has been a significant reduction in career advancement courses for enlisted personnel in the last 4 years in line with decreases in turnover particularly in the more senior NCO ranks, the effect of which cascades down through the NCO ranks.

Figure 4.7 Courses - Enlisted Personnel



Officer Promotion Competitions 2005

The new Officer promotion system, which was agreed in 2004 for Army and Air Corps Officer promotion, was further advanced in 2005 with the agreement of the Naval Service Officer promotion system by the Promotion Review Sub-Committee of C&A Council.

Officers Career Courses

Two particular courses are an essential requirement for promotion. In 2005, a total of 21 Officers completed the Command & Staff Course while 25 Officers completed the Junior Command & Staff Course in the Military College.

Reserve Defence Force (RDF) Re-organisation

A system in respect of promotion from Commandant to the new RDF rank of Lieutenant Colonel was developed, agreed with Reserve Defence Force Representative Association (RDFRA) and formalised with the relevant Administration Instruction being issued in August 2005. Promotion Boards were then appointed and trained, and later conducted interviews in the Brigades and DFTC the outcome of which saw the successful candidates being promoted on the 1st of October 2005, the day of the launch of the re-organised Reserve Defence Force.

Provision of a Safe and Supportive Work Environment

A safe and supportive work environment is a high priority. Progress in 2005 is assessed under the following headings:

- Equality & Dignity in the Workplace
- Defence Forces Policy on Gender Equality
- Diversity
- Work-Life balance
- Communication

Equality and Dignity in the Workplace

A number of key areas were advanced in 2005 relating to Equality and Dignity in the workplace.

- The Defence Forces carried out awareness briefings on all matters relating to 'The Response to the Challenge of a Workplace' with all formations and services between October 2004 and January 2005, while briefings for members of the Reserve Defence Force were concluded by the end of the Summer Camps in late August 2005.

- A Senior Officer within the Defence Forces Human Resource Management Section at Defence Forces Headquarters was assigned responsibility for and tasked with advancing Equality matters.
- The Defence Forces Ombudsman was appointed on the 1st of December 2005.
- A fast developing review of Defence Forces regulations and procedures will ensure compliance with Equality and Employment legislation.
- Defence Forces recruitment and competitions procedures were reviewed in 2005 and barriers, and perceived barriers, that might be considered discriminatory were removed from the induction and recruitment process.
- The Designated Contact Persons (DCP) process, which aims to provide a voluntary informal resource for personnel of any rank, who may wish to discuss an incident of alleged bullying or harassment or sexual harassment, was further progressed with its formal launch in September 2005. The training of DCPs and DCP Trainers was progressed and the Consultative Team at National level chaired by the Director of HRM Section, as envisaged by the 'Response to the Challenge of a Workplace' Report, was set up and is fully functional.
- The Equality Awareness programme continues to be rolled-out and, as a priority, has focused to date on the Brigade and Formation Commanders and their Human Resource and recruitment staff. The overall target is to embed equality in every level and facet of the organisation.

Defence Forces Policy on Gender Equality

In the Defence Forces, men and women have 'equality of opportunity' for employment and career advancement on the basis of merit and ability. This policy ensures that differences between men and women are not used unjustly or unfairly to favour a man over a woman or a woman over a man. Discrimination is prohibited and all appointments and ranks are open to qualified personnel irrespective of gender. It is Defence Forces policy that all members have a right to be treated with respect and dignity and to carry out their duties free from any form of sexual



The Minister for Defence Mr. Willie O'Dea T.D. with female NCOs during a recent visit to Kosovo.

harassment, harassment or bullying. This commitment requires all personnel to treat colleagues with respect and ensure that their own actions and behaviour do not cause offence or contribute to unacceptable behaviour.

Those applying for General Service (male and female) are interviewed at the end of each recruitment campaign and are then selected on an equal opportunity basis and listed in order of merit. They are then called for enlistment strictly in compliance with this list.

Figure 4.8 below illustrates that female numbers have increased from 4.4% of overall strength in 2001 to 5% in 2005. The strength of females in the Air Corps has not reached the same percentage as in the Army and this stems from the fact that there was no General Service recruitment in the Air Corps from 2002 to 2005.

Figure 4.8 Females in Permanent Defence Force

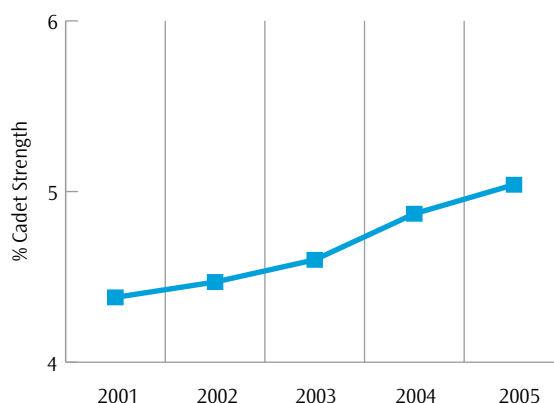
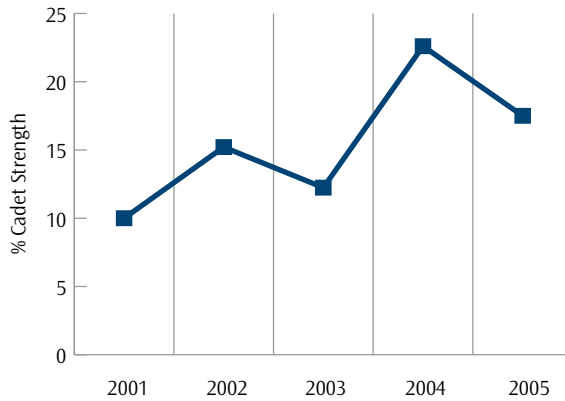


Figure 4.9 below illustrates the strength of female Officer Cadets as a percentage of Army Officer Cadet strength.

Figure 4.9 Female Officer Cadets



While female applicants for General Service are relatively low the Defence Forces has, in five years, doubled the average percentage intake of female Officer Cadets. This represents the attainment of an important equality goal in that female junior commanders (supervisors and decision makers) are being posted to and are serving in line Units.

Diversity

The Defence Forces conforms to current employment and equality legislation and adheres to the Government stated policy on diversity. Current practices in the Defence Forces have as a basis the main objectives of the Government's commitment on diversity. As earlier indicated Defence Forces recruitment and competitions were reviewed and barriers and perceived barriers that might be considered discriminatory were removed from the induction/recruitment process. The Defence Forces is committed to embracing the emerging diversity in Irish society.

Work-Life Balance

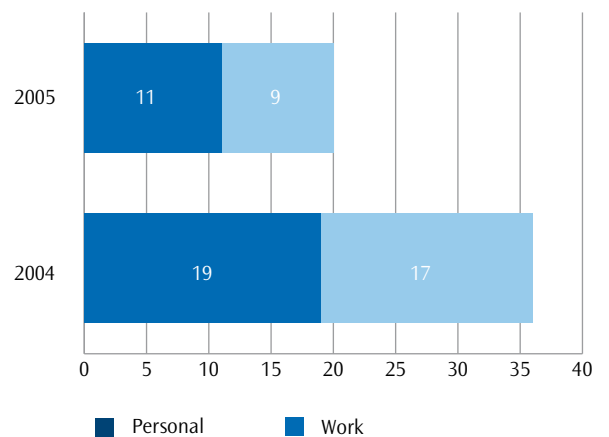
The Defence Forces continued to implement various work-life balance initiatives in line with the military ethos and capability outputs.

Table 4.5

Work-Life Balance		
Leave Category	Officers	Enlisted Personnel
Adoptive	-	1
Carers	-	1
Maternity	13	28
Unpaid Maternity	4	1
Ante/Post Natal Care	-	1
Paternity	24	84
Term Time	2	6

In addition to work-life balance policy development, the Defence Forces also provides a number of welfare services. Welfare in the Defence Forces consists of all means, which enrich, develop or enhance the quality of the lives of personnel and their families. The Defence Forces operates a Personnel Support Service (PSS), which is a confidential information, education, support and referral service designed to give our personnel access to information and services both from within the military community and outside it. The Defence Forces contracted 'Staff Care' to provide an independent 'Helpline' and confidential counselling service, external to the services provided by the PSS, for personnel in need of emergency counselling. This service is widely publicised within the Defence Forces. The number of calls in 2005 is an indicator of the low level of workplace interpersonal issues now being encountered.

Figure 4.10 Independent 'Helpline' - Statistics



Communication

Partnership (C&A)

The Defence Forces Partnership Steering Group continued to meet on a regular basis and established a number of sub-committees which dealt with specific issues such as the roll out of the Partnership Framework in the organisation and childcare facilities. The Brigade/Services Partnership Committees were established throughout the organisation and these committees will undergo formal training in the Partnership Concept in 2006.

FOI Requests

The Freedom of Information Office received a total of 239 requests in 2005, which represented an increase of 37 requests (18%) on 2004. The increase in requests in 2005 is attributable to the number of applications from unsuccessful candidates in the 2005 Cadet Competition who requested feedback on their performance. Journalists made 6 requests, business groups made 4 requests, serving personnel submitted 107 requests and 122 requests came from other sources which included former members and families of deceased former members.

Table 4.6

	Journalists	Business	Staff	Others	Total
2004	3	3	116	80	202
2005	6	4	107	122	239

Decisions were made on 235 requests during the year (and one request was transferred and one request was withdrawn). 105 requests (45%) were granted, 75 requests (32%) were part-granted and 18 requests (7%) were refused. 37 requests (16%) were dealt with outside of FOI, which originated mainly from unsuccessful applicants for the Cadet Competition. 12 requests (5%) were received for Internal Review and five requests were accepted by the Information Commissioner.

Table 4.7

	Granted	Part Granted	Refused	Transferred	Withdrawn	Total
2004	84	77	24	3	19	207
2005	105	75	18	1	1	200

During the summer of 2005, internal procedures were amended to allow serving personnel access to their personal file at Unit, Brigade and DFHQ levels. It is expected, therefore, that the number of requests for personal information from serving personnel will decrease.

Table 4.8

Status of Information Requests	
Requests Live 01.01.2005	7
Number of requests received 2005	239
Number of Decisions made 2005	235
Transferred and Withdrawn	2
Number of requests Live 31.12.2005	9

Health Care

Defence Forces health and fitness policy aims to encourage a healthy lifestyle for all personnel through the use of annual fitness testing, health related fitness assessment and through the development of sports policy and health education. The review of Defence Forces medical services, in partnership with the Representative Associations, continued in 2005 and will be finalised in 2006. It will seek as a priority to address the shortage of doctors in the Defence Forces. It will form the basis of the Defence Forces Health Policy.



Pte Henry Coyle celebrates on receipt of his gold medal.



Health & Fitness

Defence Forces Fitness Testing

Table 4.9 below outlines the percentage of Defence Forces personnel who successfully completed the Defence Forces fitness test from 2002 to 2005.

Table 4.9

Formation	2002	2003	2004	2005
1 S Bde	79%	72%	70%	68%
2 E Bde	56%	79%	68%	69%
4 W Bde	80%	69%	72%	70%
DFTC	62%	55%	49%	51%
Naval Service	43%	38%	37%	46%
Air Corps	40%	62%	54%	31%
Total	64%	70%	62%	63%

Compulsory Random Drug Testing

The Defence Forces commenced the third year of Compulsory Random Drug Testing (CRDT) in 2005. The Defence Forces Drug Testing Team conducted all testing operations in accordance with EU guidelines for legally defensible workplace drug testing. In the testing year 1,238 personnel were tested (1,184 PDF and 54 RDF) of whom 7 PDF personnel tested positive for controlled substances. Administrative procedures were instigated immediately against those that tested positive. Table 4.10 shows testing results from 2003 to 2005.

Table 4.10

Compulsory Random Drug Testing			
Year	Total Tested	Positive Tests	Administrative Discharge Scheduled/ Completed
2003	1086	4	4
2004	1110	4	4
2005	1238	7	7

Defence Forces Sports, Defence Forces Athletic Association (DFAA) & Conseil International Du Sport Militaire Participation (CISM)

Those values that are most readily associated with sporting prowess and ability are also those that are most synonymous with and equally valued in the military sphere of endeavour. These include leadership, teamwork, dedication, fitness, and stamina. The DFAA now caters for fourteen different team sports, which includes both Men's and Women's teams. In 2005 a total of 27 Defence Forces championships took place, and 31 representative games in all disciplines.

The International Military Sports Council (Conseil International du Sport Militaire), known by its acronym "CISM", is an international sports association open to the armed forces of all nations. The aims of CISM are to develop friendly relations between the Armed Forces of member nations and promote physical education and sports activities.

In 2005, the Defence Forces competed in a total of seven CISM sports and over 100 personnel travelled abroad representing the Defence Forces in locations ranging from Karachi in Pakistan to South Africa (See table 4.11 over). The Defence Forces achieved notable distinctions by winning the Defence Forces first CISM Gold medal in the Boxing Championships with Pte Henry Coyle winning in South Africa, and the Defence Forces soccer team winning the bi-annual game against the French for the first time in the history of the competition.

The six disciplines governed by the Defence Forces Council for Adventure Training (DFCAT) support confidence training which is a vital dimension of military life where confidence in one's physical and mental ability and equipment is an essential requirement. In 2005 a number of courses were conducted in all DFCAT sports, to increase the number of participants and qualified personnel in each area. The ongoing procurement of equipment and continued training of personnel through courses both at home and abroad will continue in order to ensure that best practice and instruction is available to all Defence Forces personnel.

Table 4.11 CISM Championship Events - 2005

Competition	Competitors	Location
Athletics - Marathon	1	CISM World C/ships - Italy
Soccer	20	CISM Biannual - France
Orienteering	12	CISM World C/ships - Finland
Golf	6	CISM World C/ships - Pakistan
Rifle Shooting	2	CISM C/ships - Switzerland
Rugby	25	CISM - South Africa
Boxing	2	CISM World C/ships - South Africa

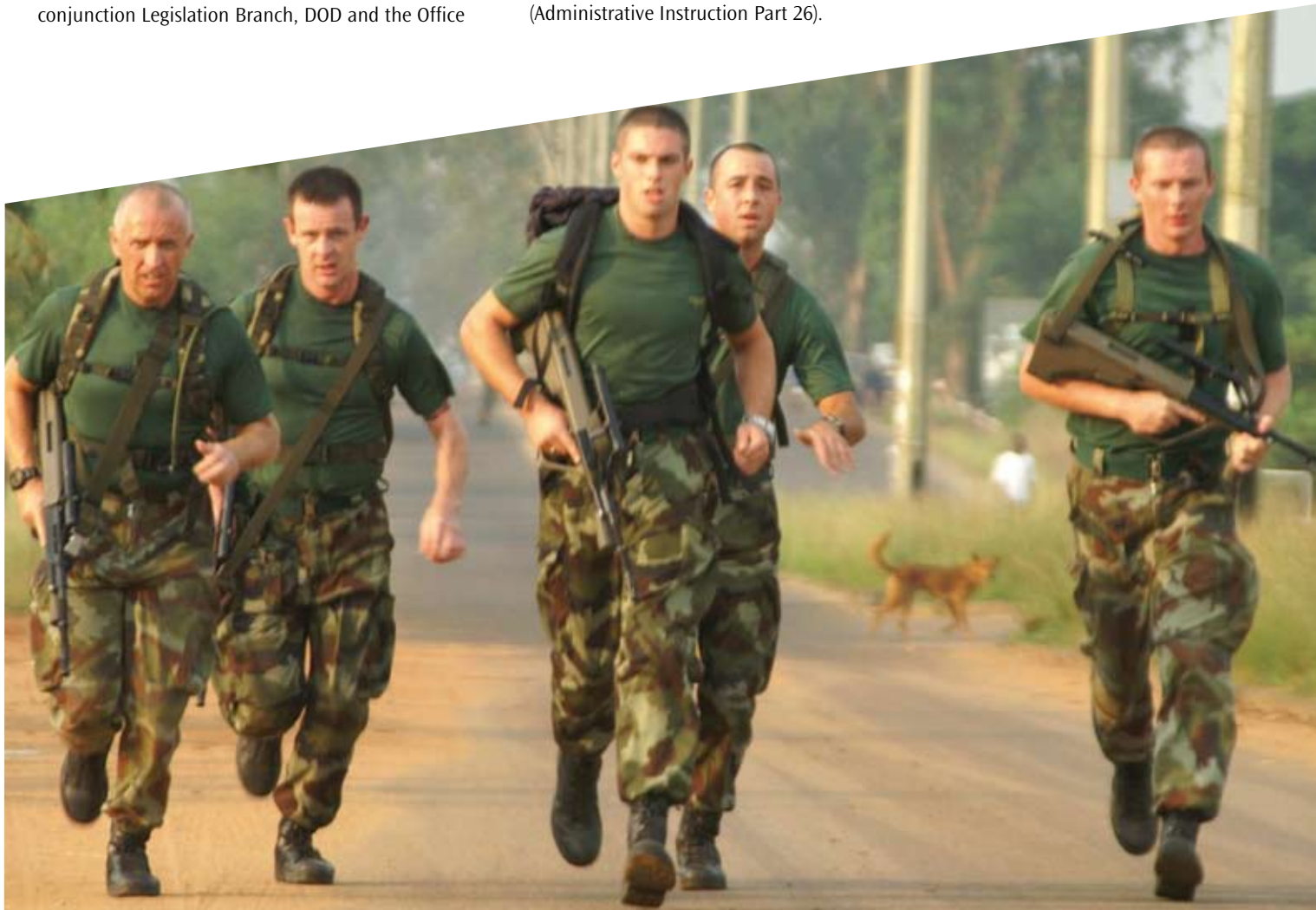
Disciplinary Code & Administrative Procedures

In 2005 the Defence Forces continued the process of reviewing its Disciplinary and Administrative Procedures. The Defence Forces Legal Section in conjunction Legislation Branch, DOD and the Office

of the Attorney General undertook a fundamental review of the Defence Forces disciplinary code. This review involves the amendment of the Defence Act, with particular reference to Part V - Discipline. The subsequent amendment of the Defence Act will be put before the Oireachtas in 2006.

The Defence Forces completed reviews of Defence Forces Regulationns (DFRs) relating to the introduction of the Ombudsman (DFR A7), the restructuring of the Reserve Defence Force (DFR R5) and the introduction and Training of Cadets (DFR A3). Additionally a new Administrative Instruction A15 was completed relating to Officer promotions.

The Defence Forces also commenced reviews of regulations relating to Leave (DFR A11), Criteria for continuance in service, extensions and re-engagement (DFA A10) and Dress (DFR A9). Reviews were also commenced of Administrative Procedures relating to Compulsory Random Drug Testing (Administrative Instruction A7, Chapter 3) and Overseas Service (Administrative Instruction Part 26).



To participate in multinational peace support, crisis management and humanitarian relief operations.



Context

Article 29.1 of the Constitution states '*Ireland affirms its devotion to the ideal of peace and friendly co-operation amongst nations founded on international justice and morality*'. The White Paper on Defence 2000 sets out Defence Forces policy requirements in relation to international and regional responsibilities arising from membership of the UN and our commitment to European security. The Defence Forces have a proud tradition of successful participation in peace support operations. The operational experience gained continues to form a solid foundation from which to face the challenges posed by the changing nature of international conflict prevention and crisis management. The Government decides on a case-by-case basis whether, when and how to commit Defence Forces personnel to such operations. Defence Forces participation is based on the triple lock – Government approval, Dáil approval and UN authorisation.

The context for peace support operations has changed significantly from earlier missions when conflicts were usually inter-state and forces normally deployed following a peace agreement. Today's conflicts are more often intra-state or civil war often with cross border dimensions and if a peace agreement is in place it is not always adhered to by all parties to the conflict. The response to such situations is that peacekeeping mandates are now more robust typically under Chapter VII of the United Nations charter and forces must be prepared accordingly. Of the 14 missions that the Defence Forces now participate in 7 are deployed under Chapter VII of the United Nations Charter.

One of the key goals set out in the White Paper on Defence 2000 is the provision of a light infantry based force with an appropriate level of all arms capability and to provide sufficient forces and capabilities to meet needs at home and to make a significant contribution abroad. These capabilities are formally expressed in our commitments to International Security, Defence and Crisis Management as follows:

- **UNITED NATIONS STANDBY ARRANGEMENTS (UNSAS):** Ireland subscribes to the UNSAS under which the State offers up to 850 personnel on overseas service at any one time under a UN mandate.
- **PARTNERSHIP FOR PEACE (PfP):** Ireland has indicated under PfP that it can make available on a case by case basis up to an Infantry Battalion Group with a National Support Element (NSE), for PfP activities.
- **EU HELSINKI HEADLINE GOAL (HHG):** 850 troops are offered to the HHG. The troops are on 30 days Notice to Move (NTM) from the time the European Council decides that the EU will deploy a Crisis Management Operation. The HHG Palette of Offers provides for many combinations of units up to a maximum commitment of 850 as shown in table 5.1 below.

Table 5.1

HHG Palette Of Offers	
Type of Unit	Strength
Light Infantry Battalion	650
Light Infantry Battalion Group	750
Light Infantry Company	300
Platoon – Army Ranger Wing	40
NBC Platoon	30
Truck Cargo Container Company	100
CIMIC Team	30
Explosive Ordnance Disposal Teams	10
Augmentees	30
Military Police	10
Observers	20
Press/Media Group	06

In preparation to meet these Government commitments the Defence Forces have designed a process that addresses and improves these capabilities with annual Doctrinal Reviews, Operational Assessments, Mission Readiness Exercises, Overseas Deployment, After Action Reviews, Lessons Identified and Lessons Learned.

In 2005, Operational Assessments were conducted to determine progress being made in regard to the preparations for deployment of a Stand-By- Battalion, and other elements of the Palette of Offers to the Helsinki Headline Goal. The aim of the operational

assessments was to determine the status of Brigade preparedness and operational readiness to participate in overseas operations. The assessments were an in-depth examination of the level of preparedness of the Brigades in terms of training, personnel, administration, logistics and equipment. The assessment also determines Combat Support and Combat Service Support assets that could be deployed and sustained. The results of the Operational Assessments can be seen in the successful deployment of units, primarily to Liberia and Kosovo but also to Bosnia & Herzegovina and other missions overseas as referred to in the following pages of this section of the Annual Report.

Preparations for the provision of overseas units are based on the ‘Lead Brigade’ Concept whereby nominated Brigades have the responsibility for the provision of a Light Infantry Battalion during its period on standby which is normally for a period of twelve months incorporating a six month pre-deployment phase in Ireland followed by a six month deployment phase overseas. Table 5.2 depicts the operation of the Lead Brigade Concept. In 2005 the Lead Brigade concept has proved an effective operational tool in the preparation and provision of personnel to meet Government commitments to UNSAS, PfP and the HHG.



Table 5.2 Lead Brigade Concept Periods of Stand-by & Deployment 2004- 2006

BDE/YEAR	2004	2005	2006
1 S BDE	KFOR (Apr-Oct 04)	UNMIL (Dec 04-Jun 05)	KFOR (Oct 05-Apr 06) UNMIL (May-Dec 06)
2 E BDE	KFOR (Oct 03-Apr 04) UNMIL (Jun-Dec 04)	KFOR (Apr 05-OCT 05)	UNMIL (Dec 05-May 06)
4 W BDE	UNMIL (Dec 03-Jun 04)	KFOR (Oct 04-Apr 05) UNMIL (Jun-Dec 05)	KFOR (Apr 06-Oct 06)
DFTC	Tasked with supporting the Lead Bde throughout		

Due to its current overseas commitments, each of the three DF Bdes will deploy as Lead Bde to either UNMIL or KFOR during the calendar year. During the period immediately prior to deployment the Bde in question will be designated as Stand-By Bde. The DFTC is tasked with supporting the respective Lead Bdes.

This chapter reports on progress achieved in 2005 based on the framework of the Defence Forces Strategy Statement 2005-2007 and the Chief of Staff's Annual Plan for the Defence Forces 2005. Progress is outlined against three (3) Defence Forces Objectives under this Strategic Goal, which are:

- 1) To provide mission capable military personnel, logistics and equipment to fulfill international security, defence and crisis management commitments.
- 2) To train Defence Forces personnel to contemporary peace support standards including interoperable capabilities that will readily integrate with other armed forces in the conduct of multinational operations.
- 3) To contribute to the development of the EU Security and Defence Policy (ESDP).

Peace Support Operations

Peace Support Operations (PSO) mandates are increasingly robust and complex. It is essential, therefore, that personnel deployed to these missions are prepared in accordance with a well-developed threat assessment. It is always advisable to prepare for a worst-case scenario particularly in the case of UN operations where out of theatre reserve forces are not usually maintained. The preparation and maintenance of the Defence Forces along conventional lines facilitates the provision of these peace support units, together with the use of well-prepared mission-readiness training exercises and evaluation. In this regard there is considerable cross over between the outcomes in Strategic Goal 1 and Strategic Goal 3. This is also true in the area of logistics development. During 2005, the Defence Forces continued to deploy personnel on UN authorised peace support missions with the UN in Liberia, the EU in Bosnia &

Herzegovina, NATO/PfP led mission in Kosovo and with OSCE in the Balkans/Eastern Europe. In addition individual personnel and teams made valuable contributions in places ranging from Afghanistan, Sudan, and Democratic Republic of the Congo, The Ivory Coast, Western Sahara, Indonesia to the Middle East. In 2005 a total of 2059 Defence Forces personnel served overseas with three main troop contributing missions:

- UNMIL - 1308
- KFOR - 639
- EUFOR - 112

Meeting Government Commitments - Operations

In 2005 the Defence Forces deployed units/personnel to designated mission areas, thereby ensuring that Government commitments to UN/ EU/ NATO-PfP/OSCE, in relation to troop contributions for overseas service were fulfilled. Table 5.3 overleaf shows the missions and totals of Defence Forces personnel deployed on overseas service on 1st January and 31st December 2005.



Preparing for a dawn patrol in Kosovo (KFOR).



Patrolling a village in Liberia (UNMIL).

Table 5.3 Defence Forces Overseas Strength – 2005

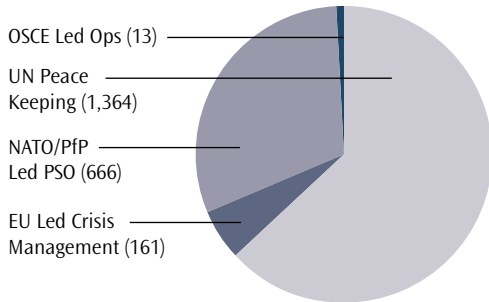
Mission	01 Jan 2005	31 Dec 2005	Remarks
UNITED NATIONS LED PEACE KEEPING OPERATIONS			
UNMIL (Liberia)	428	419	
UNMIL FHQ	6	6	
UNTSO (Middle East)	13	13	
MINURSO (Western Sahara)	4	4	
MONUC (Democratic Rep of Congo)	3	3	
ONUCI (Cote d'Ivoire)	2	2	
UNMIK (Kosovo)	4	4	
UNFICYP (Cyprus)	1	NIL	Closed May'05
UNIFIL HQ (Lebanon)	5	6	
UNNY (New York)	3	3	
UNJLC (Sri Lanka)	4	NIL	Closed March'05
TOTAL (UN)	473	460	
EUROPEAN UNION LED CRISIS MANAGEMENT OPERATIONS			
EUFOR (Bosnia & Herzegovina)	52	55	
EU SP to OP ALTHEA (Belgium)	1	1	
EUMM (The Balkans)	5	6	
AMM (Aceh)	NIL	1	
DITF (Sudan)	1	3	Addis Ababa
EUMS (Brussels)	6	5	
ESDP (Brussels)	4	4	
TOTAL (EU)	69	75	
NATO/ PfP LED PEACE SUPPORT OPERATIONS			
KFOR (Kosovo)	196	201	
KFOR HQ	12	12	
ISAF (Afghanistan)	7	7	
NATO/ PfP Staff (Belgium)	3	3	
TOTAL NATO/PfP	218	223	
OSCE LED OPERATIONS			
OSCE	12	8	
TOTAL (OSCE)	12	8	
TOTAL PERSONNEL OVERSEAS	772	766	

Tours of duty are for four, six, twelve or twenty-four months resulting in a total of 2,204 personnel serving overseas for some part of 2005.

All elements completed pre-deployment training and were successfully deployed to their associated mission

areas during the period in question. Agreed levels of deployment on all missions were maintained. Figure 5.1 over shows the mission categories in respect of all Defence Forces overseas deployments in 2005.

Figure 5.1



United Nations Mission In Liberia (UNMIL)

The Defence Forces main effort in 2005, continued to be the United Nations Mission in Liberia (UNMIL). The Irish Battalion in Liberia, with a Swedish Mechanised company under operational command, continued to provide the Quick Reaction Force (QRF), which is the Force Commander’s Reserve unit, prepared for any situation that might arise. Three units – the 92nd, 93rd and 94th Battalions – saw service in UNMIL during 2005.

During 2005 the focus of UNMIL’s efforts was to create



a secure and stable environment to enable Liberians to elect a democratic government, in free and fair elections. The QRF was tasked with Framework, Reserve and Reactive operations in support of this goal.

The conduct of Liberian elections for the Presidency, Vice Presidency, the Senate and the House of Representatives on the 11th October 2005 and the Presidential ‘run-off’ poll on 9th November 2005, marked the busiest operational period for the 93rd Battalion. Essentially the goal of the UNMIL operation was to ensure that the elections could be held in a fair and open manner and to prevent any build up of violence that might

interfere with the electoral process. Throughout October and November the QRF was tasked to maintain a high profile, particularly in the city of Monrovia, which is recognised as the ‘centre of gravity’ for Liberian affairs. The QRF deployed two mechanised companies into the city conducting ‘round the clock’ patrolling for the period, and prepared to immediately react to any threatening situation that developed. A further company was maintained on a high state of readiness (1 hours notice to move) in camp throughout the operation. The plan was successful as the highly visible presence of well-equipped troops on the streets of the city was a deterrent to any potential troublemakers. The security provided by UNMIL prior to and during the conduct of national elections in October and November 2005 contributed in no small way to the success.

“The peaceful conduct of the recent elections in Liberia is a concrete testament to the invaluable contribution they (the Defence Forces) have made as that tragic country struggles to emerge from a cruel civil war”.



On 23 November 2005 the National Electoral Commission returned Mrs Ellen Johnson Sirleaf as the victor in the Presidential election, and security planning commenced for her inauguration in Monrovia on 16th January 2006.

In late 2005 the UNMIL mandate was further extended under the terms of UN Security Council Resolutions 1626 and 1638 to provide security support to the Special Court for Sierra Leone (SCSL) in Freetown, in neighbouring Sierra Leone. On the 15th December 2005, the Irish

1 President Mary McAleese. Connect, Vol 10, Issue 11, December 2005

government authorised additional roles for Irish troops serving in UNMIL in respect of the SCSL.



Special Court for Sierra Leone building in Freetown.

The concept of operations envisages that should the need arise for the evacuation of the staff of the SCSL or the detainees, a mechanised company of the QRF would be deployed into Sierra Leone. The Irish led QRF plays a pivotal role in the security necessary for this court to operate and bring to justice those responsible for war crimes and crimes against humanity.

The adoption of local humanitarian projects is a feature of Irish peace support operations. During 2005, the Irish Battalion, undertook a number of worthy projects throughout Liberia.



These humanitarian efforts were greatly assisted by the annual contribution of €30,000 from *Irish Aid* for expenditure on approved projects. The fundraising efforts of the Irish troops generated an additional €55,000. The projects assisted by the Irish Battalion during 2005 included:

- Aids Hospice – Monrovia
- Alfred and Agnes Orphanage
- Holy Family School – Monrovia
- Carpentry Apprentice School – Saniquellie
- Adult Education Scheme – Jatondo IDP Camp
- St Dominic's Technical School – Tubmanburg



Fr G O'Neill, Chaplain 92nd Battalion with some Liberian children at an orphanage.

Kosovo Force (KFOR)

The Defence Forces continued to provide an Infantry Group to the NATO/PfP-led KFOR mission in Kosovo. The majority of Irish troops are part of the Czech Republic led Multinational Brigade Centre (MNB(C)), which also consists of troops from Finland, Latvia, Slovakia and Sweden. The KFOR mission, in accordance with UNSCR 1244 and in support of the United Nations Mission in Kosovo, *'is to maintain a safe and secure environment by keeping the initiative, having a firm control of the key communities, and upholding its own freedom of movement in order to set the conditions for a peaceful and democratic society in Kosovo'*. Irish troops as part of MNB(C) successfully implemented this mission during a year in which the situation in Kosovo remained volatile but relatively calm. Kai Eide, the UN Secretary General's Special Envoy completed his report on the Comprehensive Review of Standards for Kosovo and following his recommendation to the UN

Security Council in September 2005, the UN took the decision to begin talks on the future status of Kosovo in early 2006. KFOR's ability to maintain a safe and secure environment will be key to the successful outcome to these talks. Amongst their wide variety of tasks, Defence Forces personnel conduct standard 'framework' operations such as patrolling and the conduct of vehicle check points; they also participate in cross boundary operations which are designed to enhance inter-operability with other contingents and familiarise personnel with key areas/ locations throughout Kosovo which are outside of their own area of operations.



Renovations to local school in Banjica in progress.



Irish troops on patrol in the Drenica Valley Kosovo.

In 2005, *Irish Aid* provided funding of €50,000 to the Defence Forces units in KFOR for the completion of three approved humanitarian projects in their area of operations, namely:

- The construction of a classroom extension, the digging of a new well and the building of a new toilet block for the local school in the village of Banjica.
- The construction of an outdoor sports facility in Gornja Gusterica.
- The construction of an office/training facility the village of Stimlje for the Handikos organisation working with the physically/mentally handicapped.

In addition to the *Irish Aid* projects Irish troops serving in KFOR raised approx €15,000 which was used to support other humanitarian projects in their area of operations.

European Union Force (EUFOR) – OPERATION 'ALTHEA' – Bosnia & Herzegovina

On 2nd December 2004, SFOR (NATO-led mission) was replaced by an EU military mission under the European Security and Defence Policy (ESDP), known as Operation 'ALTHEA' or EUFOR. The Defence Forces continues to fulfil its commitment to the Austrian-led multi-national Task Force based in Tuzla and provides Staff Officers and personnel to EUFOR HQ in Sarajevo



Hazardous winter road conditions in Bosnia & Herzegovina.

As part of a multinational task force in Bosnia & Herzegovina, Ireland continues to act as 'lead nation' for the military police unit and the verification teams, thus providing a central headquarters role in respect of these elements. The Defence Forces military police role involves the provision of the Provost Marshal for the Task Force and enables it to build on the experience of its previous military police deployments.



Comdt Mary Carroll served as Information Operations Planning Officer in the Theatre Information Coordination Centre in ISAF HQ, Kabul, Afghanistan during 2005. She was responsible for the planning and monitoring of Information Operations campaigns in the ISAF Area of Operations.

The verification teams, to which Finland and Portugal also contributed in 2005, were involved in inspecting weapon and ammunition storage sites, monitoring the movement of arms and troops and supervising the training of the two (2) forces in Bosnia & Herzegovina. This is to ensure both sides comply with their obligations under the Dayton accord.

International Security Assistance Force (ISAF) – Afghanistan

Throughout 2005 the Defence Forces continued to deploy personnel on a four (4) month tour of duty to ISAF HQ and to the Kabul Multi-National Brigade (KMNB) as part of the International Security Assistance Force (ISAF) in Afghanistan. The Presidential election held in late 2004 was the first election to be held in Afghanistan since the 1960's. President Hamid Karzai was sworn in on 7th December 2004. Parliamentary and local elections were successfully conducted in 2005 and the inaugural meeting of the Parliamentary houses were held in January 2006. Notwithstanding the ongoing security issues the international community has reaffirmed its commitment to Afghanistan with the Afghan Concept, issued in January 2006, which sees large international contributions further develop the country in the coming years. Irish Staff Officers operating in ISAF HQ operate within the information operations branch, which contributes to the HQ's information strategy. This involves acting as liaison between ISAF HQ and the Government of Afghanistan, International Organisations and Non Governmental Organisations. Personnel are employed in the Combined Joint Operations Centre ISAF HQ and in the Kabul Multi National Brigade (KMNB). The personnel in the KMNB are employed as liaison teams with specific responsibility for liaison with the United Nations Assistance Mission to Afghanistan and the Afghan Security Partners. This involves regular meetings and coordination with many Afghani Government Departments, the United Nations and other international organisations.



Map of Afghanistan

United Nations Joint Logistics Centre (UNJLC) – Sri Lanka



Comdt. Damien McEvoy inspects the damage in the aftermath of the Tsunami.

In response to the Indian Ocean Tsunami that took place on 26th December 2004 the Defence Forces deployed a team of specialist logistic officers to the United Nations Joint Logistics Centre (UNJLC) in Sri Lanka from the 17th of January until 10th of March 2005. The UNJLC operated under the auspices of the World Food Programme (WFP), an interagency facility whose mandate is to coordinate and optimise the logistics capabilities of humanitarian organisations in large-scale emergencies.

The Irish team were assigned tasks in relation to road and transport assessments as well as with gathering, compiling and disseminating information for all UN Agencies, Foreign Military and International Non Governmental Organisations (INGOs). The Irish team also participated at Military Coordination meetings hosted by the Sri Lankan Army and attended by senior

representatives of all foreign military forces providing support to Sri Lanka.

Disaster Relief – USA

In the aftermath of Hurricane Katrina, the most destructive natural disaster in the history of the United States of America, the Defence Forces conducted contingency planning to deploy to the New Orleans declared disaster area to provide humanitarian assistance in order to support the EU relief effort. The Defence Forces offered to provide materials and personnel and to operate in a humanitarian assistance role.

The Defence Forces placed the following items on stand by in the event of their being required:

- Camp Ireland – a tented accommodation camp for 500 displaced persons
- Supply and operate two water treatment/purification plants, and
- 3,000 ration packs.

Cyprus

The Defence Forces association with the UN Force in Cyprus (UNFICYP) ended in May 2005. Since the inception of UNFICYP in 1964, members of the Defence Forces completed some 9,655 tours of duty on the island.



The Flag is lowered for the last time on Irish participation in the UN mission in Cyprus (UNFICYP)

Aceh Monitoring Mission

Following a request from the EU to Member States, the DF deployed a team of officers to the Aceh Monitoring Mission (AMM) in Indonesia, which was launched by the EU on the 15th of September 2005. The aim of the mission is to monitor the implementation of the peace agreement concluded by the Government of Indonesia and the Free Aceh Movement (GAM) on the 15th of August 2005. The key tasks of the mission are:

- To monitor the relocation of non-organic Indonesian military forces and non-organic police personnel;
- To monitor respect for the end of hostilities between the parties;
- To monitor the demobilisation of GAM fighters and to decommission their armaments;
- To monitor the reintegration of GAM members into civil society;
- To monitor the human rights situation in the context of the disarmament and demobilisation of active GAM members;
- To fulfill certain responsibilities in ruling on disputed amnesty cases in line with agreed dispute settlement procedures;
- To investigate and fulfill responsibility in ruling on complaints and alleged violation of the MOU.



During 2005 BQMS Joe Quigley deployed to Addis Ababa as Administration Officer to the EU Special Representative. The EU Senior Military Officer had this to say of BQMS Quigley "He was entrusted with very large sums of money to pay bills for accommodation, air travel, vehicles and offices for the EU Officers deployed in support of the AU mission in Sudan (AMIS). His honesty and integrity were at all times beyond reproach. Additionally he had to take care of the multi-million euro CIS account and keep control of all the EU equipment issued to officers in Ethiopia and Sudan".



Comdt B Hughes accepting the last GAM weapon to be surrendered to the EU weapons decommissioning teams.

Observer & Staff Missions

In 2005 the Defence Forces supplied observers to 7 UN/EU/OSCE Observer missions, covering a total of 14 different countries, including Sudan, Democratic Republic of Congo (DRC), Western Sahara and the Ivory Coast in Africa, to Jerusalem, Beirut and Damascus in

Figure 5.2

Map showing the location of the various missions in which Defence Forces personnel participated during 2005.



the Middle East, the Balkans and Georgia in Europe. In addition the Defence Forces continued to supply a small complement of staff to the UNIFIL FHQ in Lebanon. Officers are also deployed to the military staffs at UN HQ in New York, the EU and NATO/PfP at Brussels and OSCE in Vienna. The Defence Forces also deployed personnel to Addis Ababa as part of the EU advisory group to the African Union (AMIS 11) mission in Darfur.

Development of capabilities to participate in multinational Peace Support Operations

“When I attended the opening of your United Nations Training School in 1994, I remarked that the founding of the school was evidence of Ireland’s commitment to ensuring a quality contribution to United Nations missions. I am gratified to see that, eleven years on, that commitment remains strong”.

The second key objective associated with this strategic goal requires the Defence Forces to train units and personnel to contemporary peace support standards, to ensure they meet the requisite standards of

proficiency and operability in a multinational peace support operation’s environment. The Defence Forces United Nations Training School Ireland (UNTSI), which is based in the Defence Forces Training Centre, develops doctrine, and conducts training courses and seminars to prepare Defence Forces personnel prior to serving overseas. UNTSI also provides instruction on Peace Support Operations to students attending courses within the Military College. The school also trains Irish and International students for UN Peace Support Operations. In addition to courses and seminars, UNTSI receives and briefs members of the Diplomatic Corps, Irish and Foreign Academics and Defence Attaches accredited to Ireland. UNTSI is a member of the International Association of Peacekeeping Training Centres with Staff attending peacekeeping seminars both nationally and internationally. UNTSI staff also participate in instructor exchange programmes with a number of peacekeeping training institutions in other countries.

During 2005 UNTSI conducted a broad range of courses and seminars and this is detailed in Table 5.4.

Table 5.4

Course Title	No. of courses conducted	Number of personnel
International Human Rights Train the Trainers Course for Military Personnel*	1	40
UN Military Observer Training	1	10
Debrief 91 Inf Bn UNMIL	1	29
Debrief 28 Inf Gp KFOR	1	10
ISAF (Afghanistan) Training	3	11
KFOR (Kosovo) Training	3	74
Civil Military Cooperation Course	2	62
UNMIL (Liberia) Training	2	9
UNTSO (Middle East) Training	1	2
International Military Observer and Staff Officers Course	1	20
EUFOR (Bosnia) Training	1	2
International MP Course	1	22
UN Seminar	1	36

*Conducted in UNTSI by UN office of HCHR

Law of Armed Conflict (LOAC) and Human Rights Law

United Nations Training School Ireland (UNTSI) has been designated by the Chief of Staff as a centre of excellence for training in Human Rights Law and the Law of Armed Conflict (LOAC). The centre was made available to the UN Office of the High Commissioner for Human Rights, in March 2005 for an international instructors course on Human Rights for military personnel. Ten Defence Forces personnel qualified as trainers on this course. Following this initiative the Defence Forces have developed a coherent doctrine on human rights and the LOAC, conforming to international best practise. All Defence Forces career courses now include instruction on Human Rights Law and the LOAC. All personnel travelling overseas attend LOAC and human rights lectures during pre-deployment training. The Defence Forces also assisted the National University of Ireland Maynooth (NUIM) on their International Course on Human Rights, conducting exercises for students in the DFTC. Human Rights and LOAC now form an integral part of Defence Forces operational doctrine.

Civil Military Co-Operation (CIMIC)

Civil Military Co-ordination (CIMIC) involves the use of military resources in support of the civilian population. The provision of military support is aligned with national activities, Government agencies and NGOs.

Instructors and students of the International Human Rights Train the Trainers Course for Military Personnel.





A MOWAG APC passes the flag of Sierra Leone. On the 15th December 2005, the Irish government authorised additional roles for Irish troops serving in UNMIL in respect of the Special Court for Sierra Leone in Freetown.

Defence Forces CIMIC doctrine is based on accumulated experience from many missions abroad, and is firmly routed in international best practice; it respects humanitarian space and the role of both UN agencies and NGOs. 2005 saw the Defence Forces expand its involvement in CIMIC operations with personnel serving in CIMIC appointments in Liberia and Bosnia & Herzegovina. Projects completed in co-operation with agencies, NGO's and consultants included the building of bridges, distribution of vaccines, conservation of a national park, the return of internally displaced persons and the repatriation of prisoners of war.

Peace Support Operations - Preparation

All members of Irish contingents travelling overseas during 2005 underwent a comprehensive series of briefings, which prepared them for their duties in mission. These briefings covered areas such as security awareness, culture and customs, and refreshed their knowledge of LOAC, Human Rights and CIMIC.

The preparation for Irish contingents travelling to KFOR and UNMIL involved a specially designed four phase training programme. Phase 1 encompassed preparation and administration of individuals for overseas service. In Phase 2 the troops underwent refresher/continuation training and up-skilling based on conventional military skills requirements. Phase 3 involved a tailored pre-deployment programme lasting four weeks starting with mission specific briefings and modules on particular skills required for the mission and moving to intensive tactical training modules. It included staff training with the Command and Staff trainer simulator. Tactical drills and procedures were practiced by all troops during specially designed pre-deployment situational training exercises. The units completed live fire tactical training and a Battle inoculation exercise. The phase culminated in a Mission Readiness Exercise for each Unit. This exercise has undergone considerable development in recent years to ensure it comprehensively verifies and validates all aspects of pre deployment training. In 2005 it involved the deploying units mechanised companies being evaluated in a high tempo exercise over a seventy-two hour continuous period. In the mission area, training continued both within the contingent and on a collective basis with other nationalities. All training was geared at mission readiness, in ensuring that the Irish contingent was fully interoperable with other UNMIL/KFOR elements and capable of responding to all mission requirements especially contingencies that were not foreseen prior to deployment. Table 5.5 outlines the number of peace support exercises conducted in 2005.

Minister for Defence Mr Willie O'Dea pays a courtesy visit to Mr Paddy Ashdown, EU Special Representative to Bosnia and Herzegovina, during a visit to the EUFOR Mission.



Table 5.5 PSO Mission Readiness Exercises 2005

Exercise	Number of Exercises Conducted	Number of Personnel Exercised			
		DFTC	1 S Bde	2 E Bde	4 W Bde
Human Rights Field Exercise	1	28			
Mission Readiness Exercises – KFOR	2		215	240	
Mission Readiness Exercises – UNMIL	2			492	337
Command Post Exercises	1		22		
Peace Support Operations Exercise 'NEW DAWN'	1		536		
Total	7	28	773	732	337

European Security and Defence Policy (ESDP)

ESDP continues to evolve owing to changes in the European geopolitical landscape. Increasingly, proactive and preventative approaches which entail a range of co-ordinated instruments (political, diplomatic, humanitarian, policing, economic and military) in the form of regional crisis management operations are seen as necessary to ensure stability and to defend against threats to security in the European sphere. Irish staff at Brussels supported by home staff continue to contribute to the development of ESDP in accordance with Government policy.

The Requirements Catalogue, developed during 2005 is based on a broad range of scenarios taking into account a realistic level of threat, including terrorist threat, and settings for man-made and natural disasters against which capability requirements have been derived for planning purposes.

Partnership For Peace

Partnership for Peace (PfP) was launched in January 1994 as a co-operative security initiative designed to intensify political and military co-operation in Europe, promote stability, reduce threats to peace and build strengthened relationships by promoting practical co-operation amongst its participants.

Arising from membership of PfP, Ireland agrees Partnership Goals (PG) through the Planning and Review Process (PARP) on a bi-annual basis. The individual goals are focused on continually improving our operational capability and readiness for Peace Support Operations.

In 2005 the Defence Forces undertook a Survey of Overall Interoperability in PARP. The survey, which was conducted by an external validation team, is a detailed analysis of the Defence Forces progress in achieving its current PG package of thirty-three goals for 2004 – 2006. Generally good progress was reported, a fact that will underpin the process of agreeing an updated package for 2006 – 2008.

In 2005, the Defence Forces carried out its 2005 Individual Partnership Programme whereby the Defence Forces participated in over seventy-eight events. These events enabled the Defence Forces to ensure that it maintained its awareness of the best international Peace Support Operations, Crisis Management Operations and Humanitarian Relief practice and doctrine. The insights gained from these events were used in the development and refinement of Defence Forces procedures and doctrine.



On the 7th November 2005 Col Fergus Bushell was appointed as the EU Military Staff Liaison Officer to the UN in New York. Col Bushell is responsible for liaison with the UN Secretariat, in particular with the Dept of Peacekeeping Operations on military and defence matters.

Western Patrol, Kosovo.



Strategic Goal 4

To provide emergency and non-emergency services to Government Bodies.



During the 50th anniversary of Ireland's accession to the UN on 14th Dec 2005, the Minister for Defence Mr. Willie O'Dea T.D. meets Congo veterans, Cpl. Michael Connolly, Sgt. Gerard Higgins and Sgt. Timothy O'Sullivan.

Context

Support of essential services in an emergency or an industrial dispute, is primarily the responsibility of the functional Government Department. However, occasions may arise when the civil authorities request the assistance of the Defence Forces in carrying out the task of maintaining and restoring essential services. The Defence Forces has a range of capabilities that can be utilised, when available, to provide services to Government departments and agencies.

Contingency planning

Contingency planning for Aid to the Civil Authority (ACA) operations is an ongoing process to provide for the various ACA operations that may occur. As part of the planning process, co-ordination and liaison with relevant Government departments and local authorities (including Interdepartmental Working Groups and other agencies) is conducted on a regular basis, to ensure that appropriate arrangements are in place to meet contingencies. The primary focus is to successfully support the civil authorities in maintaining and restoring essential services.

One of the major Government support services provided by the Defence Forces is fishery protection. The Naval Service and Air Corps are responsible for the joint delivery of this support service to the Department of Communications, Marine and Natural Resources (DCMNR).

This chapter reports on progress achieved in 2005 based on the framework of the Defence Forces Strategy Statement 2005-2007 and the Chief of Staff's Annual Plan for the Defence Forces 2005.

Progress is outlined against four Defence Forces Objectives under this Strategic Goal, which are:

- 1) To meet the needs of government in providing fishery protection.
- 2) To ensure that the delivery of emergency, non-emergency services and assistance to the civil authorities is carried out efficiently and effectively.
- 3) To contribute to the development of Emergency Planning.



L.E. Niamh
departs on
Fishery Patrol.

- 4) To secure working protocols by means of Service Level Agreements (SLAs) with all client departments, agencies and service recipients for the provision of services.

Provision of a Fishery Protection Service

The White Paper on Defence 2000 assigns, to the Defence Forces, the role of providing 'a fishery protection service in accordance with the State's obligations as a member of the European Union'. Ireland's exclusive fishery limits extend to 200 nautical miles and encompass an area of 132,000 square miles. In this sea area Ireland, together with other members of the EU, has sovereign rights over the sea fisheries. In addition to this sea area, Ireland has exclusive sovereign rights, of varying significance, over almost 250,000 square miles of sea area. Ireland's sovereign rights over the seabed and the sub-seabed resources in this area are not open to other EU member states.

The fishery protection service is jointly delivered to the Department of Communications, Marine and Natural Resources (DCMNR) by the Naval Service and Air Corps. The Naval Service is the main provider and is assisted in an air-monitoring role by the Air Corps.

Naval Service Patrol Days

From a target effort of 1680 patrol days in 2005, the Naval Service met its target with 1682 days on Patrol. Of these days, 1565 days (or 93% of the total) were dedicated to Fisheries Protection duties. This figure amounts to an increase of 77 days over that which was achieved in 2004, which represents an increase

of just over 5%. This increase is again consistent with the Naval Service Implementation Plan for Fishery Protection.

Table 6.1 breaks down the NS Fishery Protection effort, as of 31st December 2005.

Table 6.1

Nationality	Sightings	Boardings	Detentions	Warnings
Irish	1,201	899	22	78
Irish Reg Spanish	27	21	2	3
Spanish	588	501	4	6
UK	89	78	0	6
UK Reg Spanish	98	82	2	3
French	383	324	8	11
Belgian	37	32	0	1
German	11	11	1	1
Dutch	25	15	0	2
Russian	76	36	0	0
Norwegian	115	55	0	0
Japanese	2	1	0	0
Faroese	22	10	0	0
Portuguese	3	3	2	0
Total	2,677	2,068	41	111

Air Corps

The Air Corps operates two CASA CN235 maritime patrol aircraft in support of the Naval Service. In addition Cessna aircraft are used to monitor inshore fishing. In 2005, the Air Corps flew 278 maritime surveillance missions in support of the Naval Service in their fishery protection role. These missions totalled over 1,382 hours and 2882 sightings of fishing vessels were made.



1 White Paper on Defence 2000, Para 3.3.3

Table 6.2 Offshore patrols conducted by the Air Corps in 2005

Aircraft	Patrols	Flight Hours	Vessels Logged
CASA	247	1,307	2,882
CESSNA	31	75	N/A
Total	278	1,382	2,882

Aid to the Civil Authority

Defence Forces personnel provided assistance to local and civil authorities across a broad spectrum of activities during 2005. For operational and procedural purposes, ACA operations are categorised as follows:

- Major emergencies and natural disasters such as fires, explosions, floods, gas releases, spillage of dangerous substances, animal disease (foot and mouth), blizzards or major accidents.
- Maintenance of essential services arising from industrial disputes such as bus, ambulance, fire, prison, fuel supply, water supply or refuse strikes.
- Provision of non-emergency tasks such as courier service (elections or referenda), technical engineer advice and assistance, and catering and transport.



The Defence Forces provided assistance to the civil authority during 2005 as follows:

Prison Officers Dispute

During 2005 the Defence Forces prepared and trained 2,000 personnel for a broad range of support to the Irish Prison Service. These personnel remained on general standby; in the event the support was not required.

Ambulance Drivers Dispute

The Defence Forces conducted contingency planning in respect of the maintenance of essential services threatened by industrial action involving South Eastern Health Board ambulance personnel. The Defence Forces were prepared to provide an Emergency Ambulance Service from May 2005 to assist the South Eastern Health Board, if required. The industrial action was resolved and Defence Forces assets and resources were not required.

Provision of a Ministerial Air Transport Service (MATS)

The MATS provides secure transport to An tUachtarán, An Taoiseach, An Tánaiste, members of Government and their staffs. International flights are carried out by the Gulfstream G IV executive aircraft, the Learjet 45 and the Beechcraft. A total of 287 missions were flown with 1088 hrs flying hours recorded.

Table 6.3 Number of MATS carried out by the Air Corps in 2005

Aircraft	Missions	Flight Hours
Gulfstream IV	102	508
Learjet 45	103	364
Beechcraft	82	216
Total	287	1,088 hrs

Provision of an Air Ambulance Service

The Air Corps supplies air transport services to the Department of Health and Children in a number of areas. These are:

- Inter-hospital transfer of seriously ill patients.
- Neo-natal transfers requiring immediate medical intervention.

- Air transport of organ harvest teams within the State.
- Air transportation of transplant patients to the UK.
- Air medical evacuations from offshore islands to on-shore hospitals.

Table 6.4 Number of Air Ambulance Missions carried out by the Air Corps in 2005

Aircraft	Missions	Persons Assisted	Flight Hours
Alouette	5	8	14
Dauphin	18	19	51
EC 135	1	1	3
CASA	19	19	39
Beechcraft	3	5	5
Learjet 45	9	11	14
Total	55	63	126 hrs



Naval Service Search and Rescue (SAR)

Naval Ships were involved in a total of 16 Search and Rescue operations at sea in support to the Irish Coastguard.

Naval Service Diving Section

The Naval Service Diving Section (NSDS) carries out tasks for a number of State Agencies. As well as providing diving capability to 50 metres, the NSDS have underwater search equipment at their disposal, including a Remote Operated Vehicle (ROV), Side Scan Sonar and Magnetometer. These allow the Section to search and survey to a much greater depth than divers can operate. The ROV can operate in depths of over 1,000 metres. In deep water where diving is severely

restricted or unattainable, the search equipment allows the NSDS to search and recover. The roles of the NSDS are many and varied and tend to change on a frequent basis. The main roles are:

- Search and Recovery
- Underwater Survey
- Explosive Ordnance Disposal
- Underwater Engineering

Tables 6.5 and 6.6 below outline the operations conducted by the NSDS during 2005. Each table is compared with the total number of days spent on the same operations in 2004.

Table 6.5 ACA – Missing Persons (2004 – 42 days)

Location	Task	No of Days
Middleton, Co Cork	Search for missing person	4
Clifden, Co Galway	Search for missing person	6
Cork City	Search for missing car & person	1
Wexford	Search for missing fisherman	7
Doolin, Co Clare	Search for missing persons (3)	2
Cork City	Search for missing person	8
Limerick	Search for missing person	2
Kilmore Quay, Wexford	Search for missing fishing vessel and missing persons (2)	14
Total		44 days

Table 6.6 ACA – Customs Searches (2004 – Nil)

Location	Nature of the Search	No of Days
Foynes 29/30 Aug 05	Search of suspect Merchant Vessel	2
Foynes 5/6 Sept 05	Search of suspect Merchant Vessel	2
Foynes 3/4 Oct 05	Search of suspect Merchant Vessel	2
Total		6 days

Naval Service International Ship and Port Security (ISPS) Project

During 2005, the NS ISPS Project Team was involved in the review of several main port facilities at the request of the Maritime Safety Directorate of the DCMNR. These reviews were of facilities that had received temporary approval in 2004 and were awaiting the completion of infrastructural developments to gain the normal five-year approval.

Naval Service Foreign/Home Waters Visits – 2005

The Naval Service conducts visits abroad to participate in naval reviews, courtesy visits and other maritime events. An important function of these visits is the promotion of Irish culture and business interests on the international stage. This is achieved in conjunction with the Dept of Foreign Affairs, Enterprise Ireland, Bord Bia and other agencies involved in the promotion of Ireland abroad.

Table 6.7 below indicates the number of foreign visits undertaken by the Naval Service during 2005.

Table 6.7

Unit	Dates	Destination	Remarks
P31	06 May – 09 May	NI (Derry)	Foyle Days – 4 Days
	27 Jun - 05 July	UK (Portsmouth)	Int. Fleet Review - 9 Days
	09 Sep – 11 Sep	NI (Derry)	NI Cancer Fund – 3 Days
	17 Dec – 19 Dec	NI (Derry)	Maritime Heritage W/End – 3 Days
P52	17 Jun – 27 Jun	GY (Kiel)	Kiel Week – 11Days
	12 Nov – 17 Nov	UK (London)	International Tourism Mart – 6 Days
P51	07 Mar – 31 Mar	USA (New York)	Courtesy – 25 Days
P23	16 May – 23 May	FR (St. Nazaire)	Courtesy – 8 Days
	07 Jul – 11 Jul	BE (Ostend)	Fleet Review – 5 Days
P22	14 Jul – 18 Jul	FR (Cherbourg)	Tall Ships – 5 Days
P21	26 Aug – 01 Sep	PO (Lisbon)	Courtesy – 7 Days
P42	18 Jun – 22 Jun	UK (Liverpool)	Mersey Festival – 5 Days
P41	13 Sep – 20 Sep	SP (Bilbao)	Courtesy – 8 Days





Provision of Military Ceremonial Services

The Defence Forces continue to participate in a broad range of ceremonial events. Military involvement encompasses liaison with Government departments, planning ceremonial activities, event co-ordination and military participation in the event. Participation may comprise one or more of the following elements: guards of honour; escorts of honour; artillery gun salutes; military bands; colour parties (i.e. flag bearers); military police; representative bodies and marshals. In addition, bearer parties, pallbearers, firing parties and route-lining troops may be required for State funerals. The number of personnel involved in a particular element may vary from three in the case of colour parties to 107 for a Captain's Guard of Honour.

State Ceremonial Events

A State ceremony usually comprises a number of the military elements mentioned above. For example, on the occasion of the presentation of credentials by an ambassador to An tUachtarán an escort of honour, guard of honour, military band, temporary aides-de-camp, marshals and military police, some 110 personnel in total will partake in the ceremony. While the actual ceremony is often brief, considerable additional time and effort is required to train and prepare to the high standards expected of personnel representing the Defence Forces and the State. Ceremonial elements are also provided for non-State events such as ministerial reviews of units deploying overseas, or wreath-laying ceremonies by visiting dignitaries. In addition, there are numerous requests from organisations for military involvement in various civilian events. These range from the RDS Horse Show to local festivals countrywide. Normally, these requests are acceded to and may involve employing the Army

bands or assigning a variety of ceremonial tasks to PDF or RDF troops.

During 2005 the Defence Forces participated in a broad range of Ceremonial events both at home and abroad. In this context the major ceremonial outputs were the continuing programme of bringing Ministerial Reviews of departing overseas units around the country. There was also the significant ceremonial associated with the stand-down of An FCÁ/SM and the launch of the new RDF. The other notable ceremony in 2005 was the major parade held in Dublin to mark the 50th Anniversary of Ireland's membership of the United Nations. Table 6.8 outlines the activities for 2005.

Table 6.8 Defence Forces participation in Ceremonial Events in 2005

Ceremonial Event	Number of Events	Number of Personnel
State Visit by An tUachtarán	1	195
State Visits to Ireland	2	390
Official Visits outside the State by An tUachtarán	3	252
Presentation of Credentials	13	1,729
1916 Commemoration	1	238
National Day of Commemoration	1	395
UNMIL Reviews in Athlone and Dublin	2	1,032
KFOR Reviews in Dublin and Limerick	2	522
Chiefs of Staff (Foreign) visits	2	238
RDS Horse Show	1	102
Stand Down Parade for An Fórsa Cosanta Áitiúil	1	560
50th Anniversary of Irelands Membership of the United Nations	1	455
TOTAL	30	6,108

Military Bands

The bands of the Defence Forces contribute to many military and State ceremonial occasions throughout the year. The Defence Forces School of Music (DFSMS) consists of three bands, located in Dublin, Cork and Athlone. The DFSMS also trains musicians for the Pipe

Bands. Personnel of the No 1 Army Band and the bands of the Southern and Western Brigades are appointed as full-time professional bandmen, while those of the pipe bands are soldiers of operational units who perform their musical duties in addition to their normal military occupations.

Table 6.9 Band Engagements 2005

Category	Army No.1 Band	1 S Bde Band	4 W Bde Band	Total
Military	101	91	87	279
State Ceremonial	22	2	0	24
Free Public Recitals	13	23	20	56
Free to Festival	2	9	17	28
Civilian Paid	10	1	1	12
School Concerts	13	16	33	62
Trumpet + Drummer	44	39	19	102
Instrumentalist Paid	5	1	0	6
Total	210	182	177	569



Official Languages Act 2003

In the latter part of 2004 a 'Comhairle Gaeilge' was established to assist with coordinating Irish language development within the Defence Forces. An Comhairle Gaeilge produced an Official Languages Policy that came into effect in November 2004. The aim of this policy is to ensure that Óglaigh na hÉireann fulfils its obligations under the terms of the Official Languages Act 2003 and that it abides by the principles of the Quality Customer Service as set out by Government under the Strategic Management Initiative (SMI). Significant progress was achieved in implementing this policy in 2005, including the establishment of Irish language committees in the Brigades/Services/DFTC. An Irish Language Training Camp was also held in Dún Uí Mhaoilíosa in May 2005 and in the latter part of the year the Comhairle Gaeilge began drafting the language 'Scheme' required under the Official Languages Act.

Ongoing Emergency Planning

The Defence Forces are represented on the Government Task Force on Emergency Planning and Interdepartmental working group on Emergency planning. These are the top-level structures, which coordinate and oversee the emergency planning

activities of all Government Departments and public authorities. Two Defence Forces officers are members of the staff of the Office of Emergency Planning, Department of Defence, one of which provides technical expertise that supports the Minister for Defence as chairman of the Government Task force on emergency planning.

Development of Memoranda of Understanding and Service Level Agreements

One of the main objectives associated with this goal is to secure working protocols by means of Memoranda of Understanding (MoU) and Service Level Agreements (SLA) with all client Departments, agencies and service recipients for the provision of services. While the Department of Defence negotiate specific MoUs and SLAs at an interdepartmental level; the Naval Service and Air Corps, as the main service providers, have significant input into the determination of services to be provided. In 2005, this objective has been progressed mainly by the Naval Service and Air Corps elements of the Defence Forces.

Naval Service MOUs

The NS continued to develop MOUs and SLAs with the Irish Coastguard and the Marine Safety Directorate. Apart from the MOU agreed with DCMNR the following are those already in place:

- UCC, in relation to the Coastal Marine Resource Centre.
- Met Éireann for the provision of observational data.
- The Department of Education and Science with regard to the Naval Service's partnership with Cork Institute of Technology and National Marine College of Ireland.
- The Southern Health Board with regard to the provision of the Medico service, which is designed to provide emergency medical assistance at sea.

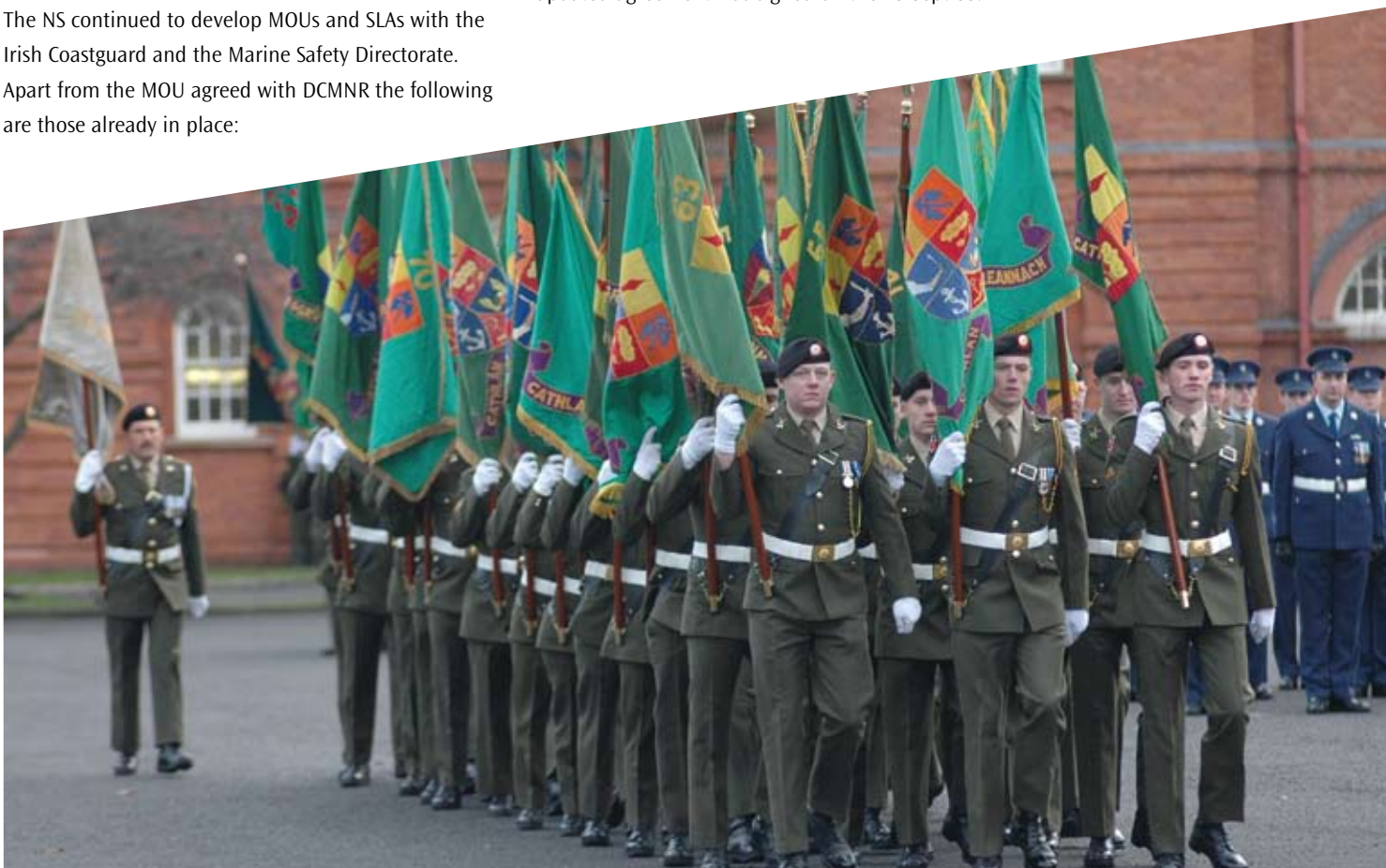
Air Corps

Air Ambulance Service

In 2004, the Air Corps agreed a draft SLA for discussion between the Department of Defence and Department of Health and Children for the provision of air ambulance services. This SLA was finalised and signed in December 05.

SLA Fisheries Protection/Maritime Patrolling

During 2005 the Air Corps updated and amended its Service Level Agreement (SLA) with DCMNR. The updated agreement was signed on the 13 Sept 05.



Defence Forces Annual Report 2005



Financial Report



ÓGLAIGH NA HÉIREANN

The 2005 Book of Estimates provision for Defence Subheads was €737.982 million. 99.19% of this provision was expended.

Table 7.1 Defence Expenditure 2005 and 2004

Subhead		2005 Provision €'000	2005 Outturn €'000	2004 Provision €'000	2004 Outturn €'000
A	DOD Administration	22,858	21,131	21,662	20,787
Defence Forces & Pay Allowances					
B	Permanent Defence Force's Pay	422,379	412,380	400,000	394,108
C	Permanent Defence Force's Allowances	53,222	53,616	55,015	49,649
D	Reserve Defence Force's Pay	12,553	10,542	12,129	11,234
E	Chaplain's Pay & Allowances	1,150	1,158	1,180	1,071
F	Civilian Employees Pay	39,270	36,949	38,355	37,641
Defence Forces Non-Pay Expenditure					
G	Defensive Equipment	35,155	46,498	34,540	37,332
H	Aircraft	43,200	44,237	44,800	55,392
I	Military Transport	10,020	13,244	8,292	11,957
J	Ships & Naval Equipment	11,444	12,861	9,284	10,835
K	Barrack Expenses & Engineering Equipment	14,711	15,916	13,377	14,087
L	Buildings	33,447	32,983	30,331	29,791
M	Ordnance, Clothing & Catering	14,969	14,810	12,458	13,570
N	Communications & Info Technology	11,036	14,248	7,540	10,483
O	Military Training (Courses & Equipment)	3,558	2,271	3,569	3,568
P	Travel & Freight	4,495	4,582	3,853	4,904
Q	Medical Expenses	3,080	3,091	3,005	3,028
R	Land Maintenance & Rents	1,023	1,033	997	980
S	Equitation	952	1,006	929	1,008
T	Compensation	14,000	5,902	24,000	10,672
U	Miscellaneous Expenses	2,682	2,165	2,480	3,294
V	EU Security & Defence Policy Costs	1,200	289	-	-
Other Services					
W	Civil Defence	5,767	5,767	5,593	5,593
X	Irish Red Cross (Grant-in-Aid)	888	888	866	866
Y	Coiste an Asgard	1,123	1,123	693	693
Z	Appropriation in Aid	(26,200)	(26,719)	(37,292)	(37,515)
Total Defence Expenditure		737,982	731,971	697,656	695,028

Table 7.2 Ratio of Pay to Non-Pay Expenditure

Pay to Non-Pay Ratios		
Year	Pay	Non-Pay
1997	78%	21%
1998	76%	24%
1999	74%	26%
2000	73%	27%
2001	66%	34%
2002	68%	32%
2003	69%	31%
2004	71%	29%
2005	71%	29%

Source: Deputy Chief of Staff (Support) Financial Reports, 1997 to 2005.

Table 7.3 Government Financial Allocation to Defence 1995-2005

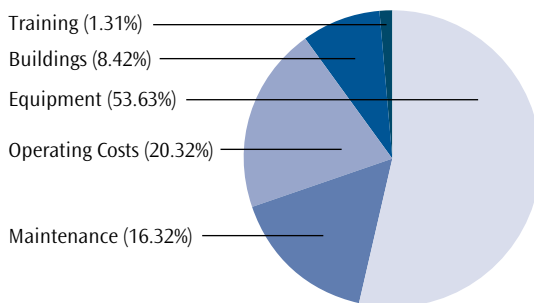
Government Financial Allocation				
Year	Defence Vote Outturn €'000	% GNP	Total Govt Budget Outturn €'000	Defence Vote as % Of Govt Budget
1995	471,482	1.3	13,035,960	3.62
1996	489,357	1.3	13,694,540	3.57
1997	541,218	1.1	16,311,872	3.32
1998	541,156	1.0	16,319,413	3.32
1999	577,421	0.9	18,338,006	3.15
2000	626,097	0.8	20,651,924	3.03
2001	712,054	0.8	25,340,212	2.80
2002	712,918	0.8	28,849,696	2.47
2003	703,075	0.7	30,736,653	2.28
2004	695,028	0.7	32,502,685	2.13
2005	731,971	0.7	35,559,035	2.05

Source: The Dept of Finance Revised Estimates for Public Services 1995 to 2005 and the Annual Report of the Controller & Auditor General 2001 to 2004.

Table 7.4 Non-Pay Expenditure by Function

Comparison of Spending by Function						
Year	Spend €'000	Equipment €'000	Maintenance €'000	Operating Costs €'000	Buildings €'000	Training €'000
2000	168,800	74,900	27,900	40,000	22,800	3,200
	100%	44.50%	16.50%	24.00%	13%	2.00%
2001	217,000	86,000	31,000	39,000	55,000	6,000
	100%	39.50%	14.50%	18.00%	25.50%	2.50%
2002	209,547	85,191	34,308	41,250	41,076	6,722
	100%	41.13%	16.37%	19.69%	19.60%	3.21%
2003	205,016	97,720	32,155	45,718	24,248	5,175
	100%	48.00%	15.50%	22.00%	12.00%	2.50%
2004	200,229	95,932	34,037	46,619	18,439	5,200
	100%	47.91%	17.00%	23.28%	9.21%	2.60%
2005	228,928	122,748	37,369	46,523	19,284	3,003
	100%	53.63%	16.32%	20.32%	8.42%	1.31%

Figure 7.1

Non-Pay Spending by Function**Delegation of Financial Authority**

Financial authority in respect of approx. 53 % of the Defence Forces non-pay expenditure is delegated to the Chief of Staff.

Table 7.5 Multi-Annual Expenditure

Major Ongoing Capital Investment Projects (excluding buildings)						
Project Description	Year Commenced	Pre 2005 €'000	Expenditure 2005 €'000	Balance €'000	Total €'000	Planned Completion Date
Light/Utility Helicopter	2004	14,170	13,617	33,213	61,000	2008
PC-9 (Pilatus Trainer Aircraft)						
Incl Weapons Package	2002	55,089	9,400	-	64,489	2005
CASA - Mid-life Upgrade	2005	-	4,500	7,500	12,000	2007
APC (Phase 3)	2005	-	15,100	21,400	36,500	2008
MRATGW - Javelin	2003	9,500	2,400	400	12,300	2005
Integrated Protection & Load Carrying System	2005	-	2,800	9,400	12,200	2006
Field Deployable HQs	2005	-	900	1,500	2,400	2006
GPMG Weapons	2005	-	1,400	2,900	4,300	2006
Command & Staff Trainer	2001	4,011	238	-	4,249	2005
Digital Indoor Range Theatre (DIRT)	1999	2,217	-	350	2,567	2006
*MIF Project	2003	4,629	4,300	-	8,929	2006
PRR (Personal Role Radio)	2002	507	803	-	1,310	On-going

*Includes cost associated with infrastructure upgrade, which was necessary prior to rollout of the MIF.

Significant progress was made in 2005 in relation to Military Programmes with expenditure in this area up €9.49 million (3.41%) over 2004. This was particularly significant in the area of equipment where an additional €8 million was spent in 2005 over and above that of 2004. Much of this is accounted for by the commencement of Phase 3 of the Mowag procurement plan, with the placement of a contract for fifteen-specialist role Mowag reconnaissance vehicles, which will be delivered over the next two (2) years.

Financial Reform

Financial Reform continued throughout 2005 with preparation for the rollout of the Management Information Framework (MIF) in January 2006. This involved a major reform in the layout and presentation of the Defence Forces Estimates. All expenditure in

future will fall into one of three categories, 'Capital Item', 'Inventory Item' or 'Expense Item'. All financial transactions will take place on the Management Information Framework. This will present management with timely and accurate information on the day-to-day workings of the organisation and greatly assist in the planning and decision-making process at all levels.

The layout of the Defence Forces Financial Report continues to be brought in line with the standard format used in best business practice. This has allowed for a clear, accurate and transparent presentation of the financial performance of the organisation. This process of improvement will continue into the future so as to make the best use of financial information provided by the MIF.