



Department of Defence
An Roinn Cosanta



Óglaigh na hÉireann

2006

DEPARTMENT OF DEFENCE AND DEFENCE FORCES
ANNUAL REPORT TO THE MINISTER FOR DEFENCE





Department of Defence
An Roinn Cosanta



Óglaigh na hÉireann

Parkgate, Infirmary Road, Dublin 7.
Tel: (01) 804 2000 Fax: (01) 670 3399
Lo-Call: 1890 251 890

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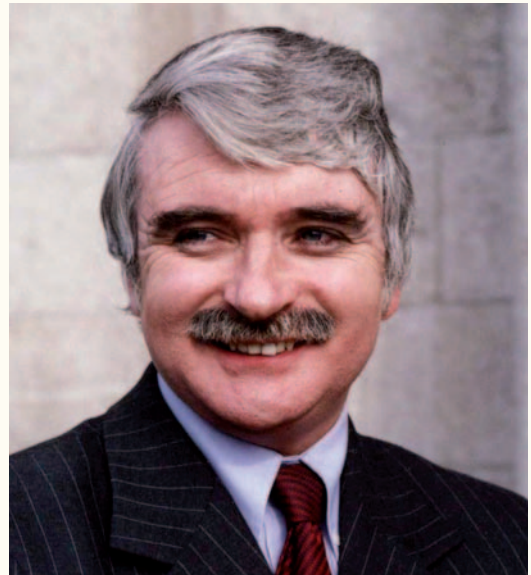
DEPARTMENT OF DEFENCE AND DEFENCE FORCES

*ANNUAL REPORT TO THE MINISTER FOR
DEFENCE FOR 2006*



FOREWORD BY THE MINISTER

I am pleased to present this report on the activities and achievements of my Department during 2006. The format of this report differs from that of previous Annual Reports in two significant ways: for the first time, the report encompasses the performance of both the Department of Defence and the Defence Forces. In addition, the structure of the report is adopted from the Annual Output Statement and performance is reviewed under the four main Programme headings set out in the Output Statement. This new format affords a more comprehensive overview of the work being done by the Department and the Defence Forces.



Since my appointment as Minister, I have made the Defence Forces modernisation process my priority, with the objective of ensuring that we maintain a modern Defence Forces capable of meeting the needs of Government and the public and delivering value for money. I am pleased to report that the modernisation process has substantially improved the value for money, affordability and sustainability of the Defence Forces.

In the past 5 years, a major rebalancing of expenditure between payroll and investment in equipment and infrastructure has taken place. The Defence Forces are equipped to meet all commitments arising at home and overseas. A strong focus has been maintained on best practice in human resources management in the Defence Forces and the HR Strategy for the Defence Forces was completed during the year.

Among the significant developments that took place in 2006, were:

- The legislative changes necessary to enable participation by the Defence Forces in EU Battlegroups were enacted and we are now preparing for participation in the Nordic Battlegroup in the first half of 2008.
- A Bill to amend the Defence Act (Part V) was published in December. This part of the Act provides for disciplinary procedures under military law and needs to be brought in line with the European Convention on Human Rights.
- Major equipment purchased during the year included the first two medium-lift AW139 helicopters for the Air Corps (a further two are due for delivery this year). In December, an option in the contract to purchase an additional two AW139's (bringing the total to 6) was exercised.
- The Task Force on Emergency Planning and the Interdepartmental Committee are continuing their work.

- A major inter-agency emergency response exercise was conducted in the Curragh in November.
- Work on the National Emergency Coordination Centre was practically complete and a contract was placed for a robust communications system.
- A European Union tender competition for advertising and public relations services in connection with an Information and Public Awareness Campaign on Emergency Planning was initiated early in November.
- Permanent Defence Forces strength of 10,500 has been maintained.
- As part of the commemoration of the 90th Anniversary of the 1916 Easter Rising, the traditional Easter Military Parade recommenced last April. Both the parade and other associated commemorative events generated great public approval and support. Later in the year, a ceremony was held to mark the 90th anniversary of the Battle of the Somme.
- The Office of the Defence Forces Ombudsman was established during the year.
- The reorganisation of the Reserve Defence Force continued during the year in accordance with the Implementation Plan approved by me in late 2005. Training has been greatly enhanced and preparations made for piloting the Integrated Reserve in 2007 across all three Brigades.

In 2005, I expressed my desire to encourage more women to join the Defence Forces. During 2006, I took two significant initiatives towards achieving that objective.

Last September, I reduced the minimum height requirement for entry into both the Permanent Defence Force and the Reserve Defence Force from 162.56cm (5'4") to 157.48cm (5'2"). This change, which applied to both males and females, had the effect of increasing the annual recruitment pool of females from 60% to 90% and males from 97% to 98%.

I also initiated more general research in the area of attracting more women to enlist in the Defence Forces. The research included interviews with currently serving female members of the Permanent Defence Force, former members of the Permanent Defence Force and members of the general public. This report was submitted in March 2007 and published on April 5th 2007. I have asked the Chief of Staff to take a number of specific actions on foot of the report. The results of this research will assist in the formulation of policy and practice in this area for the future.

Finally, I wish to take this opportunity to record my appreciation for the work done by the Secretary General, Michael Howard, the outgoing Chief of Staff, Lt. Gen. Jim Sreenan and all of their staff, civil and military. I want to congratulate the Chief of Staff, designate Maj. Gen. Dermot Earley on his appointment and to thank the outgoing Chief of Staff for his strong and positive leadership.



Willie O'Dea T.D.

June 2007



Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2006.



Michael Howard,
Secretary General,



Lt. General Jim Sreenan
Chief of Staff

CONTENTS

	Page
Introduction	6
Section 1: Statutory Basis, Organisation Structure, Mission and Roles	7
Section 2: Developing and Maintaining Contingent Capabilities	13
Section 3: On-Island Security and Support	41
Section 4: International Security	55
Section 5: Defence Policy, Military Advice and Corporate Services	75
Section 6: Financial Details	85



INTRODUCTION

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2006. As in previous years, performance is reviewed against the objectives set out in the respective Strategy Statements for the period 2005 – 2007. However, this report differs from previous Annual Reports. Firstly, it is a joint report on the performance of the Department of Defence and the Defence Forces. Secondly, the structure of the report is adopted from the Annual Output Statement - performance is reviewed under the four Programme headings set out in the Output Statement.

The Report is set out in six Sections as follows:

- **Section 1 – Statutory Basis, Organisation Structure, Missions and Roles**

This Section outlines the statutory framework within which the Department of Defence and the Defence Forces operate and sets out missions, strategic objectives and roles.

- **Section 2 - Developing and Maintaining Contingent Capabilities**

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

- **Section 3 - On-Island Security and Support**

This Section reports on activities in the areas of Aid to the Civil Power (ATCP), Aid to the Civil Authority (ACA), and delivery of services to other Government Departments and agencies.

- **Section 4 - International Security**

This Section reports on activities in support of Government policy in promoting international peace and security and particularly the delivery of International Peace Support Operations (PSO).

- **Section 5 - Defence Policy, Military Advice and Corporate Services**

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

- **Section 6 – Financial Details**

This Section contains a report on expenditure in 2006 from Votes 36 and 37 together with an extract from the Annual Output Statement. The latter includes projections for 2007 and details of outputs for 2006.

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

SECTION 1:

***STATUTORY BASIS,
ORGANISATION
STRUCTURE, MISSION
AND ROLES***



SECTION 1: STATUTORY BASIS, ORGANISATION STRUCTURE, MISSION AND ROLES

Introduction

This section describes the statutory, and organisational framework within which the Department of Defence and the Defence Forces operate. It also outlines Strategic Objectives, Missions and Roles.

Statutory framework

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

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

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

The Defence Acts 1954 to 2006 provide the legislative basis for the Defence Forces

(Óglaigh na hÉireann). The legislation provides that Defence Forces’ Headquarters (DFHQ) is the military element of the Department of Defence. The Chief of Staff of the Defence Forces heads DFHQ. As provided for in the Act, the Minister has assigned duties to the Chief of Staff. The Chief of Staff is directly accountable to the Minister for the performance of these duties, which include responsibility for the military effectiveness, efficiency, organisation and economy of the Defence Forces. As provided for in the Act and with the approval of the Minister, the Chief of Staff has, in turn, delegated responsibility for certain duties to the Deputy Chief of Staff (Operations) and to the Deputy Chief of Staff (Support).

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

The White Paper on Defence 2000

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

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

- *to defend the State against armed aggression; this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of the security and defence environment;*
- *to aid the civil power (meaning in practice to assist, when requested, the Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State);*
- *to participate in multinational peace support, crisis management and humanitarian relief operations in support of the United Nations and under UN mandate, including regional security missions authorised by the UN;*
- *to provide a fishery protection service in accordance with the State's obligations as a member of the EU and;*
- *to carry out such other duties as may be assigned to them from time to time, e.g. search and rescue, air ambulance service, Ministerial air transport service, assistance on the occasion of natural or other disasters, assistance in connection with the maintenance of essential services, assistance in combating oil pollution at sea.*

A review of progress in implementing White Paper recommendations, carried out by a civil/military Group, continued throughout 2006. The Review was approved by the Minister for Defence and published in April 2007.

Organisational Structures

DEPARTMENT OF DEFENCE

The Department of Defence comprises civil and military elements with a total of 638 personnel. Of this number 368 (whole time equivalents) are civil servants and 270 are military personnel. The military personnel constitute Defence Forces' Headquarters. In addition, some 857 civilian employees are employed throughout the Defence Forces. These civilian employees provide a range of general operative, trades and other services in military installations.

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

DEFENCE FORCES

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



Permanent Defence Force

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

Army

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

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

Air Corps

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

Naval Service

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

RESERVE DEFENCE FORCE

The Reserve Defence Force (RDF) is at present undergoing Phase 2 of the Reserve Defence Force Review Implementation Plan (RDFRIP), Phase 1 having been completed with the launch of the RDF on 1st October 2005. During 2005, RDF units were rationalised and amalgamated to facilitate the new structure. The RDF consists of the Army Reserve and Naval Service Reserve:

Army Reserve

The Army Reserve will be organised into integrated and non-integrated elements. A Reserve Brigade has been established in each PDF brigade area, mirroring the PDF brigade.

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.

STRATEGIC OBJECTIVES

Department of Defence Strategy Statement

The *Department of Defence Strategy Statement 2005 – 2007* defines the Department's mission, high-level goals and strategic objectives:

MISSION:

To meet the needs of Government and the public by providing value for money defence and civil defence services and by coordinating and overseeing the emergency planning process.

HIGH-LEVEL GOALS:

- *The creation of a modern civil and military organisation capable of achieving its mission and fully discharging its mandate and roles;*
- *The creation of a high performance organisation in which people are expected and enabled to achieve their full potential and where merit and effort are acknowledged;*
- *Achieving value for money through the best use of the financial, material and human resources entrusted to us.*

STRATEGIC OBJECTIVES:

- *The Security Objective: To contribute to the security of the State principally against the threat of armed aggression, thus contributing to political and economic well being;*
- *The Emergency Planning Objective: To promote the co-ordination of emergency planning functions across all Government Departments and other key public authorities and to oversee the emergency planning process in general;*
- *The White Paper Objective: To continue Defence modernisation by implementing the White Paper on Defence and related modernisation initiatives;*
- *The Civil Defence Objective: To provide policy advice and support in respect of Civil Defence;*
- *The Policy Advice and Support Objective: To provide the Minister for Defence with the best policy advice and support in relation to the management of Defence and to provide the full range of corporate supports.*



Defence Forces Strategy Statement

The *Defence Forces Strategy Statement 2005 – 2007* sets out the Mission, Vision and Strategic Goals of the Defence Forces in delivering on the approved roles:

MISSION:

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.

VISION:

To be a modern, loyal, highly disciplined, well-trained, well-resourced, interoperable force, which can deliver effective and flexible military capabilities at home and abroad.

STRATEGIC GOALS:

- *To enhance the Defence Forces' capability in contributing to the security of the State.*
- *To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and services.*
- *To participate in multinational peace support, crisis management and humanitarian relief operations.*
- *To provide emergency and non-emergency services to Government bodies when requested.*

SECTION 2

**DEVELOPING AND
MAINTAINING
CONTINGENT
CAPABILITIES**



SECTION 2: DEVELOPING AND MAINTAINING CONTINGENT CAPABILITIES



Engineer Corps Training

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

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

Decisions on the extent and nature of capabilities to be maintained and resources to be devoted to defence are made by Government in this context and in the light of military advice and defence policy advice. As set out in the Annual Output Statement, a high level goal of the defence organisation is ‘to provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities’. This Section reports on activities during 2006 that support the development and maintenance of contingent capabilities.

1

White Paper, Section 1.3.8

CONTINGENT CAPABILITIES

The effective provision of Contingent Capabilities means having the potential to meet current and projected tasks and being in a position to respond to unforeseen tasks. In 2006, the Defence Forces continued to maintain and develop a range of contingent capabilities that are based on the retention of conventional operational capabilities.

To meet the spectrum of demands, from providing conventional forces for conflict situations to conducting humanitarian operations, the Defence Forces are organised on conventional military lines with the personnel, the equipment, the range of skills and the flexibility to carry out all roles assigned by Government. The three Brigade all-arms structure of the Army is now complemented with the newly established three Brigade structure of the RDF. This enhances the organisation's ability to provide for the contingency defence role of defending the State against armed aggression. In addition, the Air Corps and Naval Service provide the air and sea elements of the contingent capability with appropriate conventional military operational capabilities.

DEFENSIVE AND OTHER MAJOR EQUIPMENT PURCHASES

Modern, effective military equipment is an essential component of capability development and maintenance. The re-equipment programme for the Defence Forces continued in 2006. The increased level of expenditure on equipment in recent years was made possible by the Government's decision that pay savings arising from the reorganisation of the Defence Forces set out in the White Paper of 2000, along with proceeds from the sale of surplus properties, would be reallocated for

investment in modern facilities and equipment. All elements of the Defence Forces, the Army, Air Corps, Naval Service and the Reserve have benefited from the investment in new equipment:

Army

- A total of 65 new Mowag Piranha APCs have been acquired in recent years at a total cost of €84m. Mowag APCs were deployed on operational duties in Kosovo, Liberia and Lebanon. In December 2005, a further contract was signed with Mowag for the supply in 2007 of 15 additional Piranha Armoured Vehicles at a cost of €37m. These will be used mainly in Surveillance and Reconnaissance roles on overseas missions.
- The purchase of Chemical Biological Radiological Nuclear (CBRN) protection equipment has been ongoing for a number of years. This includes approximately 9,500 suits, 800 of which were delivered in 2006. Other equipment made available includes Respirators, Biological Agent Detector and Screening Kits, Group Decontamination Equipment and Personal Decontamination Equipment. Over €8m has been expended on this programme in recent years.
- Six Field Deployable Command Post Containers were delivered in 2006. The value of the order was almost €3m. Two of the containers have been deployed to Lebanon.
- 400 General Purpose Machine Guns were delivered in late 2006. The value of the order was in the region of €4.4m.



- 1,400 new 9mm general service pistols were delivered in 2006. The pistols are carried for personal protection on security and regimental duties at home and on overseas service.

Personal Protection

- 8,000 units of body armour for the individual soldier on operational duties were delivered in 2006 at a cost of €8m.
- 12,000 helmets have been delivered at a cost of €2.5m.
- 12,000 units of Personal Load-Carrying Equipment (PLCE) ordered at a cost of €3m.

Air Corps

- Six utility AW 139 helicopters are being acquired from Agusta S.p.A. at a cost of €75m, inclusive of VAT. Two AW 139s were delivered in November 2006, a further two will be delivered in 2007 and the final two will be delivered in 2008. The AW 139 helicopters will be operated by the Air Corps in a general purpose military operational and training role. Primary taskings for the utility helicopter will include security and aid to the civil power, military exercises, infantry interoperability training and limited troop transport. They will also be used to perform air ambulance, inland Search and Rescue, aid to the civil authorities, community support and VIP transport tasks.

The new AW 139 helicopter airlifts a 105mm Light Gun during a training exercise.



- A contract has been signed for a major mid-life upgrade for the Air Corp's two CASA maritime patrol aircraft at a cost of €16.46m. The upgrade on the first aircraft will be carried out in 2007, the second in 2008.

Naval Service

In the White Paper on Defence the Government approved the development of the Naval Service based on an eight-ship flotilla. In order to maintain this position the replacement programme for Naval Service vessels is an important consideration. As a general guide, the objective is to replace vessels after approximately 30 years service. On this basis, three ships will fall due for replacement in the period 2007 to 2010 – L.E. Emer commissioned in 1978, L.E. Aoife commissioned in 1979 and L.E. Aisling commissioned in 1980. A joint Civil/Military group with representation from other stakeholders commenced work in 2006 on developing proposals for a vessel replacement strategy. The procurement programme is likely to begin with the tender process in 2007 and a contract for the first ship early in 2008.

PROPERTY AND INFRASTRUCTURE

The provision and maintenance of lands and buildings are essential in order to support capability development. The Department has a significant property portfolio requiring careful management. In addition to the letting, leasing and acquisition of properties, the Department disposes of property that is surplus to military requirements.

During 2006, the Department continued to cooperate with other Departments and State agencies in making Defence facilities available for a variety of purposes. This includes the proposed construction of a new prison on lands adjoining Kilworth Camp, accommodation for asylum seekers, the provision of firing ranges to An Garda Síochána, and facilities to the media, film production, etc.

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

The Government approved the drafting of a Bill to provide, inter alia, for the establishment of a statutory body to manage the Curragh of Kildare, with the exception of the Curragh Military Camp. Work progressed during 2006 on the drafting of the Bill, which is scheduled for publication in 2007.

As part of the Government's Affordable Housing Initiative, the release of the Department's property at Magee Barracks, Kildare, lands at Gormanston, Co. Meath, and lands at both St. Bricin's Military Hospital, Dublin and at the Camp Field, Collins Barracks, Cork was agreed. The transfer of the site comprising c. 2.5 acres at St. Bricin's Military Hospital, Dublin to Dublin City Council was completed in October 2006 and the formalities in relation to the transfer of the other sites were progressed with the Department of the Environment, Heritage & Local Government. The Department continues to review the availability of further lands for release under this Initiative.

Approximately €32 million was spent in 2006 under the on-going capital building programme to modernise and enhance the training, operational and living accommodation available to the Defence Forces: -



TABLE 2.1 CAPITAL BUILDING PROGRAMME TO MODERNISE AND ENHANCE TRAINING, OPERATIONAL AND LIVING ACCOMMODATION

LOCATION	PROJECT	CONTRACT DATE	PROJECT COST €M
Defence Forces Training Centre, Curragh	Infantry School Refurbishment	7/7/06	1.35
Casement Aerodrome, Baldonnel	New Avionics Workshop	13/7/06	2.90
Naval Base, Haulbowline	Refurbishment of Accom. Block 6	18/8/06	2.45
Monaghan Barracks	Upgrade Kitchen and Dining Hall	5/9/06	1.14
Naval Base, Haulbowline	Upgrade Sewage System	24/11/06	1.46
Custume Barracks, Athlone	Extension to the Officers Mess	18/12/06	1.42
McKee Barracks, Dublin	New Gymnasium	5/12/06	2.55

MILITARY INTELLIGENCE

The provision of intelligence on the nature and level of threats to the security of the State and the Defence Forces is a key factor in capability development. The purpose of intelligence is to reduce uncertainty and assist decision makers through the provision of assessments, early warnings, interpretations, predictions and advice.

In regard to Defence Forces operations, Military Intelligence seeks to provide accurate and timely intelligence assessments to the Chief of Staff and the Minister for Defence on any threat to the security of Defence Forces personnel at home and in countries/regions abroad where troops are deployed or will deploy.

In relation to State Security, Military Intelligence provides regular assessments, reports and briefings to the Chief of Staff and the Minister for Defence on any threats to the security of the State and the national interest from internal or external sources. The Chief of Staff and the Garda Commissioner deliver the threat assessment to the National Security Committee, whose

role it is to ensure that the Taoiseach and Government are kept informed of high-level security issues and the State's response to them.

TABLE 2.2 INTELLIGENCE BRIEFINGS AND ASSESSMENTS 2006

BRIEFINGS AND ASSESSMENTS	NUMBER
Minister for Defence	12
National Security Committee ²	6
Monthly Intelligence and Security Reports	12
Pre and Post Deployment Briefings	46
Overseas Threat Assessments	12

The Military Archives, Cathal Brugha Barracks, are the place of deposit for the records of the Department of Defence, the Defence Forces and the Army Pensions Board under the National Archives Act 1986. The function of the Archives is to collect, to preserve, and to make available material relating to the history of the

² See also Section 5, page 76

Defence Forces from the formation of the Irish Volunteers in November 1913 up to the present day, inclusive of Defence Forces overseas service with the United Nations from 1958. The Archives also hold the Bureau of Military History collection.

The Department has a large body of material which has been previously unavailable to scholars and the public i.e. the Military Pensions and Medals Archive Collections. These contain details of applications for pensions and medals by individuals who participated in the 1916 Rising and the War of Independence. The collections comprise some 285,000 individual files. In the course of the ceremony marking the 90th Anniversary of the 1916 Rising, An Taoiseach announced that these files would be released into the public domain. Planning for this significant archival project was progressed during 2006.

PERSONNEL

The effective management of human resources in the Defence Forces is an essential requirement in providing and sustaining a contingent capability and effectively carrying out assigned tasks and roles as required by Government.

Life in the Defence Forces is indeed 'Less Ordinary'. Personnel can expect to operate for extended periods, often with unsocial hours, at home and abroad in harsh and difficult terrain, with extreme climatic conditions and in areas of armed conflict. All ranks are subject to both Irish Civil Law, Military Law and International Law and are required to undertake operations that are demanding and possibly life threatening, in order to achieve the mission.





Defence Forces Human Resources Management (HRM) Strategy

The Defence Forces HRM Strategy, published in July 2006, meets three key requirements:

- It outlines and communicates to all stakeholders the Defence Forces' priorities in managing the most important asset - its people.
- It comprehensively integrates and consolidates in one overall HRM framework various initiatives that have been successfully progressed in recent years. The framework aims to add value by providing competent and committed people to assist the Defence Forces in improving capability and service delivery.
- Most importantly, the HRM Strategy provides a yardstick from which overall HRM progress can be evaluated over the coming years.

Organisational Strength and Recruitment

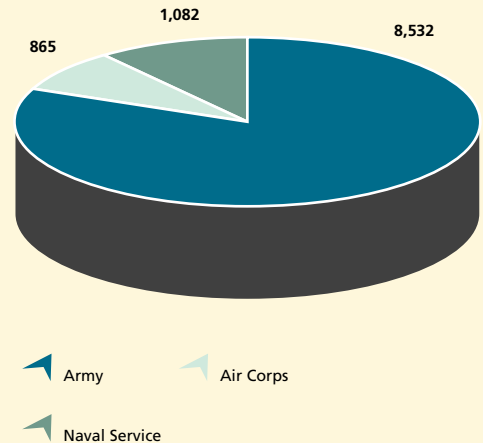
The White Paper on Defence 2000 highlighted the importance of a continuous recruitment strategy to maintain the strength of the Defence Forces at 10,500. It authorises the Chief of Staff to control automatic recruitment and the advertising budget for this is delegated to him³.

3 As per Para 4.5.6 of the White Paper on Defence 2000

Personnel Numbers

The strength of the PDF was maintained within the approved figure of 10,500 in 2006. At year-end it was 10,479. Figure 2.1 gives a breakdown of this total between the Army, Air Corps and Naval Service.

Figure 2.1
Permanent Defence Force - Strength 2006



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 number of personnel to fill vacancies and the degree to which strength targets are met across all Formations and Units.

In replenishing a 6.4% turnover on the yearly average strength, a total of 676 personnel were recruited in 2006. This represented a 41% increase in recruitment over the year 2005 (in 2005 the number was 479). A series of cross-media advertising campaigns for both General Service Recruits and Specialist Recruitment were undertaken.

Careers Exhibitions in which the Defence Forces participated were the 'Higher Options' Exhibition in the RDS, Dublin, the National Irish Guidance Counsellors Conference in Galway, the FÁS 'Opportunities 2006' Careers Exhibition in Croke Park, Dublin and the 'Career Options 2006' in Rochestown, Cork. Feedback from these events was very positive. Participation, as part of the overall recruitment strategy, is continually kept under review. An interactive Application Form was developed for all categories of induction competition. This was accessible on the Defence Forces website from February 2006 and was extensively utilised by applicants.

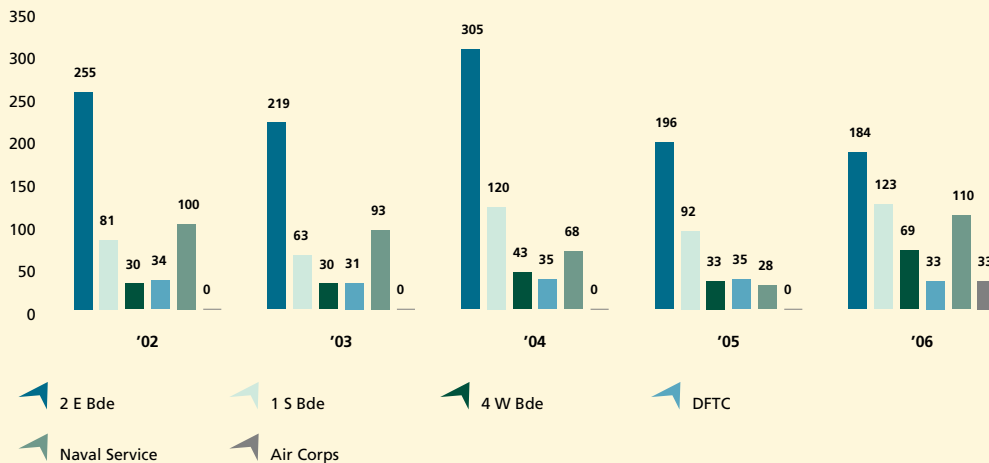


General Service Recruitment

1,976 applications were received for enlistment as General Service Recruits in 2006. A total of 559 persons were recruited in this category. A breakdown of recruitment by Brigade/Formation is included in Figure 2.2.

Figure 2.2
General Service Recruits by Brigade/Formation

Note: No requirement for General Service recruitment into the Air Corps in 2002, 2003, 2004 and 2005.





Recruitment and retention of females in the Defence Forces

Discharges during Induction Training

Over the past six years the Defence Forces has averaged a loss of 21% 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 2.3 ANALYSIS OF INTAKE VERSUS DISCHARGES

YEAR	NUMBER INDUCTED	DISCHARGED DURING INDUCTION TRAINING	DISCHARGED AS % OF INTAKE
2001	827	257	31%
2002	500	93	19%
2003	436	80	18%
2004	571	133	23%
2005	384	87	22%
2006	559	87	16%

The low Recruit Discharge percentage figure of 16% for 2006 is an indication of better selection procedures by the Brigades and Formations and the success of the trial period.

Additionally, a New Entrants Handbook was developed in December 2006 to provide comprehensive information, to all inductees outlining in detail both their obligations and entitlements as new members of the Defence Forces.

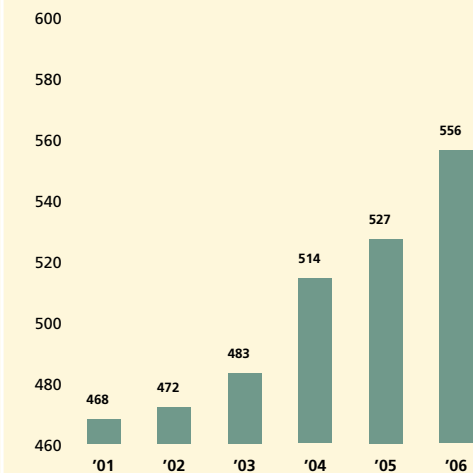


The Minister for Defence Mr Willie O’Dea T.D. with newly commissioned female officers.

Figure 2.3 below illustrates the increase in the number of females serving in the PDF in the last six years.

The number of serving females increased to 556 in 2006 which represents 5.3 % of the overall strength of the Permanent Defence Force. This comprised of 455 Army, 32 Air Corps and 69 Naval Service.

Figure 2.3
Females in Service 2001 to 2006

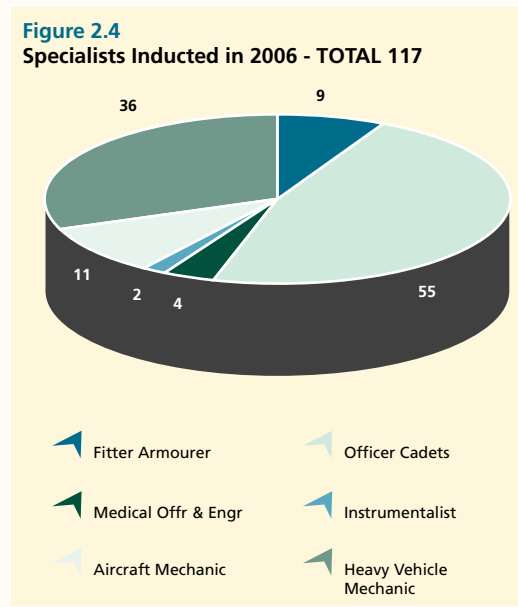


In 2006, the minimum height requirement for entry into both the Permanent Defence Force and the Reserve Defence Force was reduced from 162.56cm (5'4") to 157.48cm (5'2"). This change, which applies to both males and females, has the effect of increasing the annual recruitment pool.

In 2006, an independent market research company was commissioned to undertake research into the issue of the recruitment and retention of women in the Defence Forces. The research focussed on women's attitudes to military life and to a career in the Defence Forces. The results of the research, published in April 2007, will inform Departmental policy in this area for the future.

Specialist Recruitment

Specialist recruitment relates to Officer Cadets, Direct Entrants and Apprentices (Technicians). During the year 510 individuals applied for 56 apprenticeships on offer while 128 Direct Entry personnel applied for available posts. Figure 2.4 below shows the number of Specialists inducted into the Defence Forces during 2006.



Officer Cadets

In accordance with the recommendations set out in the White Paper, steps have been taken to widen the base of entry to Officer Cadetships. In 2005, the bonus marks available for both graduates and serving enlisted personnel were increased and the upper age limit raised to twenty-eight. This change in policy has led to an increased number of applications for Officer Cadetships in 2006. Applications increased by 9.2% and there was a significant increase in applications from both graduates and serving enlisted personnel. Table 2.4 indicates the breakdown of applications for officer cadetships during 2006.

TABLE 2.4 BREAKDOWN OF APPLICANTS FOR OFFICER CADETSHIPS				
	ARMY AND EQUITATION	AIR CORPS	NAVAL SERVICE	TOTAL
Applications	710	258	117	1,085
Passed Prelim Interview	242	97	34	373
Final Interview	158	47	36	241
Actual Intake	35	10	10	55



POSITIVE WORK RELATIONS

Work continued throughout the year, building on achievements of recent years, to enhance the working environment and work relations for all personnel:

- Administrative Instruction A7 Chapter 1 'Interpersonal Relationships in the Defence Forces' introduced in 2003, was updated and reissued in 2006 to incorporate changes resulting from Equality legislation and the Safety, Health and Welfare in the Workplace Act. Extensive briefings were conducted throughout the Defence Forces on the new Instruction.
- Training is essential for the development of Defence Forces
- Workshops focussing on bullying, harassment and sexual harassment were held for all students on courses in the Leadership Training Centre, DFTC and briefings carried out for all Recruit Training Instructors.
- The Defence Forces Equality and Equal Status Policies were updated in December 2006.
- The Equality Awareness Programme continued during 2006.



Commissioning day for Officer Cadets.

- The Defence Forces Psychologist through attendance and networking at NATO/PfP level keeps fully up to date with gender equality issues in other military organisations.
- The Defence Forces, as part of the Joint Consortium of Irish Human Rights Humanitarian and Development Agencies, including Irish Aid (Department of Foreign Affairs), work to ensure that Gender Based Violence (GBV) responses and strategies have visibility, credibility, high-level leadership and wide support.
- The Defence Forces supported the Anti-Racism week in November 2006.
- The Defence Forces operate a Personnel Support Service (PSS), which is a confidential service providing information, education, support and a referral service designed to give Defence Forces personnel access to information and services both from within the military community and outside it.
- Prior to travelling on overseas missions, all Units continued to receive instruction in stress management. Before each Unit returned home trained members of the PSS visited the mission area and carried out stress debriefs in locations such as Liberia, Bosnia-Herzegovina and Kosovo. In September, Defence Forces personnel and their dependents received stress debriefings on their return from the Middle East after the Israeli/Hezbollah clashes in Southern Lebanon.
- PSS personnel underwent Bereavement Counselling training in the spring of 2006 and an Information Booklet was printed and distributed to all Unit Commanders in the Defence Forces.
- The Overseas Service Guidance Booklet, first published in 2001, was reviewed, revised and re-published in 2006 with separate editions for serving personnel, their dependents and families.

TABLE 2.5 PSS ACTIVITY 2006

CATEGORY	MEMBER	FAMILY	EX PDF	OTHER	TOTAL
Work Related Casework	2,099	218	212	56	2,585
Personal Casework	2,100	540	474	20	3,134
Information Queries	7,123	793	770	236	8,922



INTERPERSONAL RELATIONSHIPS

Dignity at Work

The Dignity Charter for the Defence Forces commits all ranks to supporting a service environment that encourages and supports the right to dignity at work.

The figures from the Independent Confidential Helpline (Table 2.6) and the Redress of Wrongs Process (Figure 2.5) indicate that the measures put in place since late 2004 are making a significant impact. The Defence Forces contract 'Staff Care Services' to provide an independent confidential 'Helpline' and 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.

TABLE 2.6 'STAFF CARE SERVICES' - REFERRAL REPORT 2006

YEAR	NUMBER OF CALLS TO HELPLINE	NUMBER GIVEN FACE-TO-FACE COUNSELLING	NUMBER IN RELATION TO BULLYING
2004	36	36	4
2005	20	20	4
2006	20	18	1

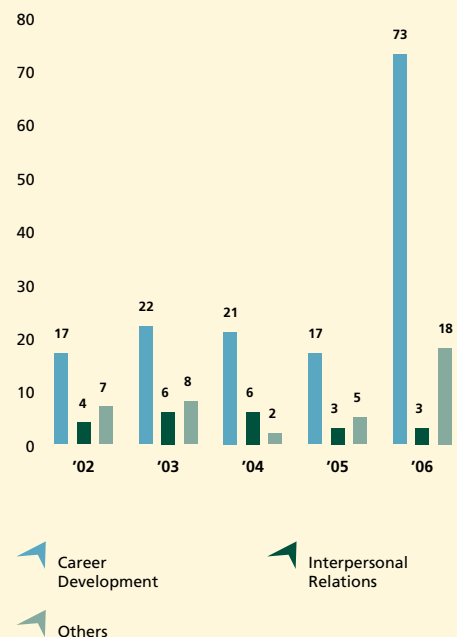
Designated Contact Persons (DCPs)

A DCP is a member of the Defence Forces of any rank who has been specifically trained for the role, who acts as a 'third party' and who must be accepted as acting as a neutral in any situation. The DCP programme was fully rolled-out in the Defence Forces by July 2006 with awareness briefings conducted in every barracks.

Redress of Wrongs System

The establishment of the Office of the Ombudsman for the Defence Forces has been of major significance and now provides a further option for complainants. The function of the Ombudsman for the Defence Forces is to act as the ultimate point of appeal for, and administrative investigation into, complaints made by members (and former members) of the Defence Forces against another member (or former member) of the Defence Forces, or against a civil servant of the Department of Defence. The Ombudsman may investigate a complaint in respect of an action or decision, which may have adversely affected the complainant personally. The action or decision complained of must have occurred no earlier than the 1st December 2005 (see also Section 5, page 78).

Figure 2.5 Applications for Redress of Wrongs



The majority of the 94 applications for Redress of Wrongs received during 2006 relate primarily to career development procedures and processes with promotion being the largest category. Steps have been taken to address these key areas of complaint with the publication of Selection Procedures for Career Advancement Courses and Selection Procedures for Overseas Service by the Deputy Chief of Staff (Support) (D COS Sp) in July. A new promotion system has been developed and implemented for Officers. Discussions with PDFORRA on a new promotion system for enlisted personnel have been in progress since late 2005.

HEALTH AND SAFETY

The Defence Forces continued to provide for the health and safety of military personnel in accordance with the principles of 'Best Practice' and in compliance with statutory provisions. An Instruction on Health and Safety Risk Management was promulgated throughout the Defence Forces in 2006.

During 2006, external auditors from the State Claims Agency carried out a comprehensive audit of the Defence Forces Health and Safety Management systems. This audit examined systems in Defence Forces HQ, in each Formation and in 14 different Units selected by the auditors. All areas audited met with OHSAS 18001 standards. The Defence Forces is the first State organisation to have its Safety Management System validated by the State Claims Agency.



An Cosantóir 10k Run 2006



Compulsory Random Drug Testing (CRDT)

The Defence Forces conducted its fourth year of CRDT in 2006. 7 personnel (6 PDF and 1 RDF) tested positive for controlled substances. Administrative procedures for discharge were instigated against those that tested positive.

TABLE 2.7 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
2006	1213	7	7

Work-Life Balance

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

TABLE 2.8 WORK-LIFE BALANCE

LEAVE CATEGORY	NUMBER
Adoptive	-
Carers	-
Maternity	50
Unpaid Maternity	9
Ante/Post Natal Care	-
Paternity	98
Term Time	8



OVERSEAS SERVICE



The minister for Defence Mr Willie O'Dea T.D. reviews the troops prior to their departure on overseas service.

Deployments

2,214 members of the Defence Forces served with 15 different Peace Support Operations (PSOs) in 2006. The HRM Section on behalf of D COS (Sp), along with Formation and Unit Commanders, has primary responsibility for the selection of personnel for overseas service. The selection phase is critical to producing appropriately prepared personnel. The process involves, inter alia, administrative aspects such as fitness tests, medical examinations, dental inspections, issue of clothing and equipment, processing of passports as well as ensuring reasonable time between tours of duty.

While the maximum number deployed overseas at any one time during the year was 830, the actual number of personnel required to be selected and deployed annually is greater. In total 1,448 members of the Defence Forces deployed to 15 different Peace Support Missions in 2006. 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.

TABLE 2.9 PERSONNEL SELECTED AND DEPLOYED TO OVERSEAS MISSIONS 2006

MISSION	OFFICERS	NCOS	PTES	TOTAL
UNIFIL (Lebanon)	23	54	80	157
UNMIL (Liberia)	64	184	439	687
UNTSO (Middle East)	6			6
MINURSO (Western Sahara)	6			6
UNMIK (Kosovo)	1	4		5
MONUC (DR Congo)	5			5
UNOCI (Cote D'Ivoire)	4			4
EUFOR (Bosnia-Herzegovina)	26	84		110
KFOR (Kosovo)	55	177	186	418
OSCE (Balkan and Caucasus Region)	5			5
EUMM (Balkans)	5			5
ISAF (Afghanistan)	12	9		21
EU SUDAN and DITF (Darfur)	4	2		6
EUFOR (DR Congo)	4	3		7
OSCE Vienna (Austria)	1			1
EUMS Brussels (Belgium)	3			3
PfP NATO (Belgium)	2			2
Total Selected and Deployed to Overseas Missions 2006	226	517	705	1448
Personnel serving overseas on the 1st Jan 2006	152	247	367	766
Total personnel who served overseas during 2006	378	764	1072	2214



Officers - Overseas Statistics

The Army continued to provide the majority of Defence Forces' personnel deployed on overseas service in 2006 with 38% (364) Army Officers serving overseas during the year. This percentage would be much higher if measured against the available pool of Officers which excludes those not deployable due to career courses, those recently returned home, restrictions due to Specialist Technical Officer appointments and upcoming retirements. The ranks of Lt, Capt, Lt Col and Col saw more than a third deployed (see table 2.10 below), a factor which had to be carefully planned and managed by Defence Forces HRM Section.

TABLE 2.10 OFFICERS SERVING OVERSEAS

	LT	CAPT	COMDT	LT COL	COL	BRIG.GEN	TOTAL
Deployed overseas on 01/01/06	25	43	39	30	14	1	152
Deployed overseas during 2006	51	97	42	32	4		226
Total Officers overseas during 2006	76	140	81	62	18	1	378
AC and NS Officers overseas in 2006	3	4	5	2			14
Army Officers overseas in 2006	73	136	76	60	18	1	364
Army Strength by Rank	167	293	325	127	39	6	957
% of Army Rank who served o/seas	43.7	46.41	23.4	47.2	46.2	16.7	38

Enlisted Personnel - Overseas Statistics

During 2006, 764 NCOs and 1,072 Ptes served overseas, the breakdown by rank is illustrated in table 2.11 below.

TABLE 2.11 O/RANKS SERVING OVERSEAS

	PTE	CPL	SGT	CQMS	CS	BQMS	SM	TOTAL
Serving overseas on 01/01/06	367	143	60	16	21	2	5	614
Deployed overseas during 2006	705	282	151	34	34	8	8	1222
Total overseas during 2006	1072	425	211	50	55	10	13	1836
Strength by Individual rank	4820	1938	1354	271	263	48	45	8739
% of Rank who served overseas	22.24	21.93	15.58	18.45	20.91	20.83	28.89	21.00





DEFENCE FORCES DOCTRINE AND TRAINING

Defence Forces Training and Doctrinal Board

During 2006, the Defence Forces Training and Doctrinal Board was restructured in light of changes to structures within the DFTC. This decision has resulted in the realignment of the Doctrinal Working Groups that report to the Defence Forces Training and Doctrinal Board, in order that they mirror the new Departments of the Military College. These changes will ensure the integration of the wide range of experience encompassed by the Doctrinal Working Groups with the academic knowledge of the training institutions of the DFTC, to provide the most comprehensive and consistent approach to the development of doctrinal matters within the Defence Forces.

Doctrinal Focus for 2006

A particular focus this year was the development of Defence Forces Doctrine on Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR), highlighting concepts for the employment of Defence Forces assets at the tactical level in PSOs, together with an examination of the Improvised Explosive Device (IED) threat and the way forward in Network Enabled Operations at the Tactical, Operational and Strategic levels.

In developing doctrine, the Defence Forces have had to bring the senior management course (i.e. the Senior Command and Staff Course, conducted in the Military College) to the level of European partners. In addition, this Command and Staff course, which is the primary career course for senior Officers, was fundamentally restructured to take it from the tactical to the operational level and to include a module on Combined Joint Task Force (CJTF) operations in accordance with NATO/PfP standards.

Doctrine relating to European Security and Defence Policy (ESDP)

ESDP DOCTRINE

The European Union Military Staff (EUMS) coordinates the development of EU Crisis Management Procedures and Concept Papers to enable an appropriate EU Crisis Response. The Defence Forces continued to participate in the development of such procedures and concept papers and agreed concepts were incorporated into Defence Forces strategic and operational level doctrine. Procedures and Concepts are linked into the overall EU civil/military response and are subject to the approval of the Political and Security Committee (PSC) of the EU.

PARTNERSHIP FOR PEACE/ NATO DOCTRINE

The ability to work efficiently and effectively with other armed forces is a critical factor in the success of overseas missions. Interoperability with other troop contributing countries in peace support operations is a key tenet in Defence Forces' training. It is vital that the Defence Forces remain aware of international best practice for PSOs and keep up to date with modern technologies and developments by participation in courses abroad, seminars and by computer and desktop exercises. These experiences are important because they provide external validation of our capability to work in a multinational PSO setting. Defence Forces involvement in international training exercises is focused on crisis management, disaster relief and peace enforcement scenarios. Relevant doctrine and procedures are integrated with Defence Forces' strategic and operational level education and training. This is illustrated by the inclusion of a Combined Joint Task Force Training Module on the Senior Officers' Command and Staff Course conducted at the Military College.

TABLE 2.12 EXTERNAL MILITARY TRAINING ACTIVITIES CONDUCTED ABROAD

CATEGORY	NUMBER OF ACTIVITIES
Doctrinal Matters	58
Military Skills	55
Military Competitions	8
Training Exercises (Planning, Participation, Debriefs)	22

Defence Forces Human Rights Doctrine and Cultural Awareness Education

The Defence Forces has laid considerable emphasis in recent years on the importance of incorporating human rights training and modules on the Law of Armed Conflict in all aspects of Defence Forces training. This approach, together with a strong emphasis on the dignity of the person and training in interpersonal relationships, is the foundation for a strong ethical base for Defence Forces training, which is now considered an essential element of operational capability. During 2006, the Defence Forces Training and Doctrinal Board adopted a Policy on Human Rights Training and a Training Handbook for PSOs, together with a Soldiers Card to be issued to Defence Force personnel on PSO deployments overseas. All Defence Forces career and overseas pre deployment courses now include instruction on Human Rights and Law of Armed Conflict.

Additionally, in 2006 the Chief of Staff established a Centre of Excellence for Cultural Awareness education. This Centre, which is based in United Nations Training School Ireland (UNTSI), will develop a course, using internal and external resources that will further enhance the understanding and effectiveness of Defence Forces personnel when operating in diverse cultural

environments. The course will be culture specific and mission specific as appropriate. The first course took place in May 2007.

Defence Forces Training

INDUCTION TRAINING – OFFICER CADET, RECRUIT, APPRENTICES

In 2006, the Defence Forces continued its programme of induction training for officer cadets, recruits and apprentices.

TABLE 2.13 INDUCTION TRAINING 2006

CATEGORY	NUMBER
Officer Cadets	55
Recruits	559
Apprentices	56
Total	670



Students of the 62nd Command and Staff course receive their MA (LMDS) at NUI Maynooth.



TRAINING THE TRAINER

The Defence Forces conducts a variety of instructor level courses each year. During 2006, the Defence Forces introduced a new instructor course for personnel selected to train inductees. The Defence Forces is acutely aware of the fundamental importance and lasting effect of the manner in which induction training is conducted and is constantly reviewing revising and updating the manner in which instructors are prepared for this task. Instructors from all Defence Forces Training Institutions involved in induction training completed this new Course called the ‘Specialised Instructor Course’, including those training general service recruits, apprentices and officer cadets. The course is designed to develop the instructor’s skill in maximising student performance and developing student potential by promoting skills in conducting student assessment and developing awareness of best practice in all relevant aspects of education.

Figure 2.6
Army Personnel on Training and Development Courses 2006

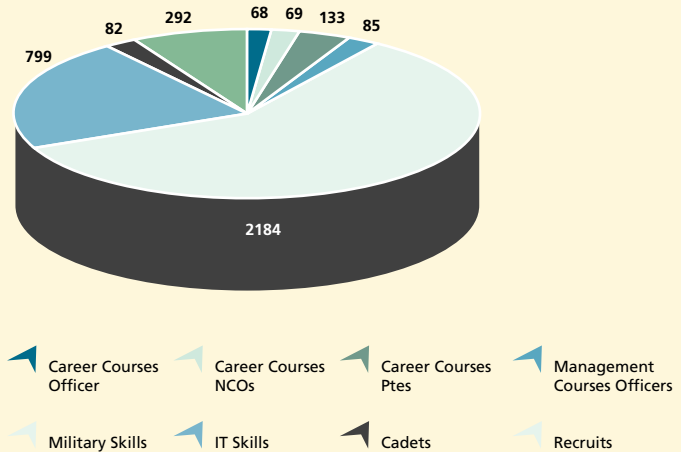


Figure 2.7
Air Corps Personnel on Training and Development Courses 2006

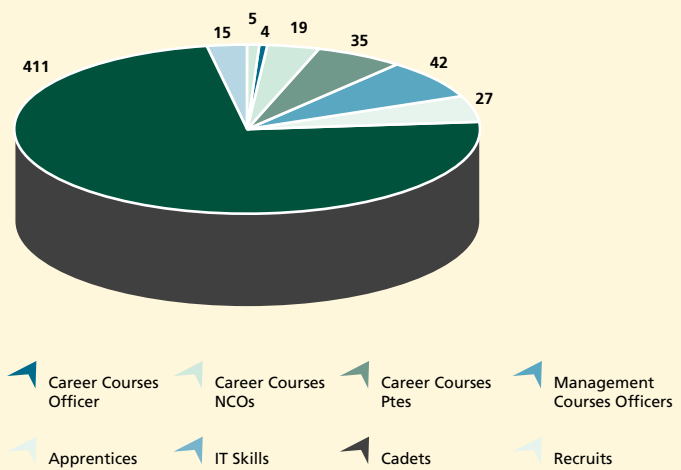
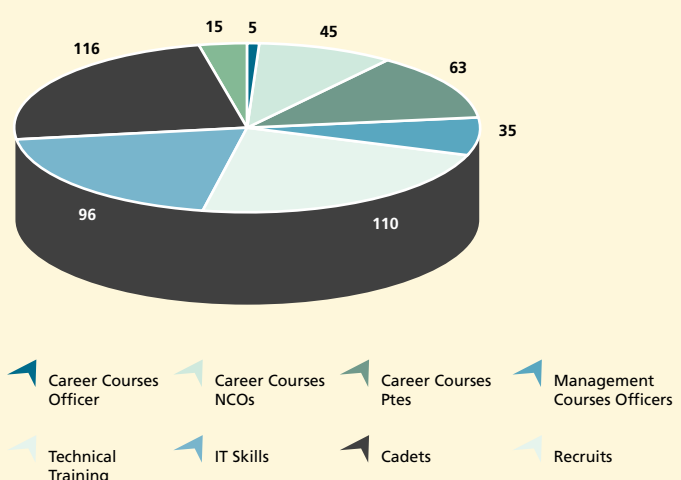


Figure 2.8
Naval Service Personnel on Training and Development Courses 2006



CAREER COURSES – OFFICERS, NCOS AND PRIVATES

In 2006, the Defence Forces provided a variety of career advancement courses to ensure sufficient numbers of qualified personnel were available to fill leadership appointments at all levels and that ample opportunities were available for personnel to attain career development goals.

THE DEFENCE FORCES LEADERSHIP CENTRE (DFLC)

The DFLC was established in the Military College in 2005. Located within 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. During 2006, the DFLC continued to develop and deliver seminars, ensuring that participants are exposed to best international practice in the area of leadership. In 2006, a total of 24 senior officers, 47 junior officers, 43 senior NCOs and 24 junior NCOs participated in leadership seminars.

The DFLC also conducted a series of one-day leadership seminars specifically targeted at instructors involved in recruit training. During the reporting year 23 Officers and 102 NCOs participated in the recruit training seminars.

CADET TRAINING

In 2006, the duration of Cadet School training for Army cadets was reduced from 21 months to 15 months to reflect changes in the profile of candidates for officer training. The new course places less emphasis on the acquisition of skills and more on developing leadership potential and giving the officer trainee a broader understanding of the nature of conflict and a

flexible approach to the continued study of crisis management.

EXTERNAL TRAINING AND DEVELOPMENTAL MEASURES

The Defence Forces engage with external training and development courses and institutions when an expertise or skills gap exists within the Defence Forces, or to benchmark best practice in national/international military and civilian training and educational institutions. A broad range of skills, whether military, academic or technical, is acquired through a number of comprehensive Defence Forces schemes to send its personnel on external civilian or foreign military courses. Throughout 2006, regular participation in civilian and military courses across the full spectrum, from workshops to graduate courses, post graduate courses, conferences, visits and seminars both at home and abroad, ensured that the Defence Forces complied with international best practice and confirmed its standards, processes and procedures.

TABLE 2.14 EXTERNAL TRAINING AND DEVELOPMENT 2006

EXTERNAL EDUCATION	NUMBER OF PERSONNEL
Part time Undergraduate Studies	41
Full time Undergraduate Studies	153
Post Graduate Studies	7
Officer Foreign Placement Scheme	5
Total	206



INDIVIDUAL SKILLS

The Defence Forces employ a systematic approach to skills training needs. Each year the Defence Forces identify training gaps and addresses these deficiencies with training interventions. These training courses establish a cohort of qualified personnel to provide for required Defence Forces capabilities. Due to the multi-tasking approach and the fact that major equipments are centralised at the DFTC, away from brigade personnel, skills can quickly dissipate. The volunteer ethos places particular demands on ensuring volunteers have the correct skills mix. The Defence Forces are acutely aware of the potential for 'skills fade', and takes active measures to minimise its effects with refresher courses and tailored pre-deployment training packages.

Individual skills training in the Defence Forces endeavours to provide multi skilled team members to meet unique and diverse challenges at home and abroad. These skills are normally taught at unit level or Brigade Training Centres (BTC's). Imparting these skills and core competencies is a key function of junior officers and junior NCOs, when not engaged in operations.

In 2006, considerable resources were invested in enhancing CBRN defensive capability with improvements in assessment of individual training, including the introduction of a compulsory annual test for all personnel in basic survival drills in the CBRN environment, together with extensive training for specialised ordnance disposal personnel to counteract the threat of improvised explosive devices in a CBRN environment.

TABLE 2.15 INDIVIDUAL SKILLS TRAINING 2006

TRAINING OUTPUTS	DFTC	1S BDE	2E BDE	4 W BDE	AIR CORPS	NS	TOTAL
Basic Infantry Weapon Skills Courses	105	141	93	79			418
CBRN Courses	87			52	18		157
Communication and Information Services Courses	180		8	18	411	10	627
Cavalry Courses	81	11	9	9			110
Public Order		12					12
Artillery	127	50	54	31			262
Driver Training	60	14	10	74	35	33	226
Despatch Rider	9	3					12
First Aid	80				16	132	228
Swimming	71				4		75
Diving	22			19	4		45
Administration, Accountancy and Logistics	315	25	79	7		116	542
Global Positioning System					15		15
Ordnance Maintenance	19	20		5		14	58
Night Vision Equipment		11		8			19
Fire Wardens	19			32	22		73
Health and Safety	37	39		15	49	96	236
Line Riggers Course	6						6
Basic Mountaineering					8		8
Flight Attendants					8		8
Basic Survival					12	562	574
Basic Parachute					28		28
Basic Reconnaissance		16	8				24
Basic Combat Engineer	14						14
Total	1232	342	261	349	630	963	3777



ADVANCED SKILLS

As operations can demand the employment of a broad spectrum of skills, it is necessary for personnel to undergo advanced specialist training. Development of these technical abilities, like those of a communication technician, anti-armour specialist or a sniper, normally takes place in the DFTC.

LIVE FIRE TACTICAL TRAINING

In 2006, the concept of Live Fire Tactical Training at platoon level was further developed following a concentration of skilled experts in the DFTC. This concentration is designed to refresh Platoon Commanders and Platoon Sergeants in the planning, preparation, conduct and supervision of all arms company group live firing exercises, incorporating battalion organic weapons as well as Artillery and Cavalry fire support in preparation for PSOs.

DFTC CROSS COUNTRY DRIVING TRACK

In 2006, in order to facilitate the optimum preparation of Defence Forces drivers for the unique challenges of driving on military

TABLE 2.16 ADVANCED SKILLS TRAINING AT THE DFTC 2006

TRAINING OUTPUTS	TOTAL NUMBER OF PERSONNEL TRAINED
Mowag APC Commander Courses	81
Live Fire Tactical Training	141
Anti-Armour Commander Courses	17
Military Police Specialist Courses	65
Swimming Assistant Courses	11
Ambulance Skills Courses	17
FETAC Professional Cookery Courses	62
Field Catering Courses	5
Standard Catering Management Courses	5
Coach Driving Courses	25
Transport Corps Concentration	80
Scania Drops Conversion Courses	2
Ammunition Examiner Courses	15
Driving Tester Courses	8
Operators Self Recovery Course	8
Vehicle Basic Recovery Course	9
HR/Administration Courses	67
Computer Training Courses	191
Air Defence Specialist Courses	28
Specialist Search Training	79
Karcher Field Kitchen Training	5
Personnel Management System Courses	144
CIS Detachment Commanders Courses	9
Javelin Courses	22
MOWAG Maintenance Courses	19
Language Training	88
CIMIC Training	52
Sniper Instructor Courses	14
Total	1269

operations, the DFTC Cross Country Driving Track in the Glen of Imaal was completed. This facility provides realistic preparation for the testing conditions of overseas operations.



INSTRUCTOR COURSES

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 2.17 below indicates the number of instructor training courses undertaken in 2006.

TABLE 2.17 INSTRUCTOR TRAINING COURSES AT THE DFTC 2006

OUTPUTS	NUMBER OF COURSES	STUDENTS
Advanced Instrs Course	2	25
CBRN Defence Instrs Course	1	17
Anti Armour Instrs Course	2	34
81mm Mortar Instrs Course	1	17
PT Instrs Course	1	24
Swimming Teachers Course	2	16
Unarmed Combat Instrs Course	1	17
PT Supervisors Course	1	21
Occupational First Aid Instrs Course	2	20
MT Driver Instrs Course	3	20
CBRN Instrs Course	1	17
Javelin Instrs Course	1	17
Live Fire Tactical Training Instrs Seminar	1	11
Snipers Instrs Course	1	14
Infantry Assault Bridge Instrs Course	1	13
Recruit Training Instrs Course	8	121
Cavalry MOWAG Instrs Course	1	12
Cavalry Driver Instr Course	1	5
Total	31	421

COLLECTIVE TRAINING EXERCISES

In 2006, the Defence Forces conducted day and night platoon and company group level exercises, under Brigade control to maintain competencies in conventional operations. The main focus of these exercises was on command and control procedures, staff procedures, fire planning and the conduct of a co-ordinated night attack.

TABLE 2.18 COLLECTIVE MILITARY EXERCISES 2006

FORMATION	NUMBER OF EXERCISES	NUMBERS EXERCISED
1 S Bde	10	656
2 E Bde	15	720
4 W Bde	10	639
Total	35	2015

RESERVE DEFENCE FORCES (RDF)

The primary task of the RDF in peacetime is to “train for contingency tasks”. Accordingly most RDF activities during 2006 were relevant to the capability development process. An additional priority during 2006 was to plan for the conduct of integration pilot schemes in 2007.

2006 was the first full year of the new RDF (Non Integrated) organisation. Nominal strength was reduced over the course of the year from 9,967 to 9,264. This reflected a significant decrease in the number of non-effective personnel. The revised training strategy, including training delivery through Distance Learning, affiliated PDF unit, and the newly established Reserve Defence



RDF personnel conduct a live firing exercise in the Glen of Imaal.

Forces Training Authority (RDFTA) was also implemented. The main developments during 2006 were:

- Capability development targets for the period 2006 – 2009 were published.
- A system of assessment of Infantry units was developed and implemented.
- The Heavy Machine Gun (HMG) was introduced to the RDF and live firing conducted by all formations.

Major exercises were conducted by Brigades:

- 2 E and 4 W Brigades each conducted Combined Weapons Shoots.
- 1 S and 4 W Brigades each conducted a PSO Exercise.
- 1 S Brigade conducted an Artillery Shoot.
- 1 S and 4 W Brigades each conducted a Company Exercise.

While the numbers of personnel attending full time training was reduced, this was anticipated as a result of reorganisation in late 2005. In accordance with the training

strategy there was a greater focus on full time training than had previously been the case. A Distance Learning Working Group continued its work of preparing elements of syllabi for delivery through this medium. A CD was prepared and issued for students attending the RDF Young Officers Course in 2006.

Planning, including the selection of personnel, for the conduct of integrated reserve pilot schemes was conducted during 2006. There are now sufficient suitable personnel to conduct viable pilot schemes across all relevant corps.

TABLE 2.19 RDF TRAINING OUTPUTS – EXERCISES (MAN DAYS)				
OUTPUT	1 S BDE RES	2 E BDE RES	4 W BDE RES	TOTAL
Exercises with PDF	1758	Nil	210	1968
RDF Exercise	4520	1825	2724	9069
Training with DFTC	160			160
Training with Artillery School	417	143	361	921
TOTAL				12118



TABLE 2.20 RDF OUTPUTS DELIVERY (MAN DAYS)

OUTPUT TASKS	1 S BDE RES	2 E BDE RES	4 W BDE RES	RDFTA	NS RES	TOTAL
Security Duties	144	86	296	Nil	148	674
Seagoing Naval Vessels	Nil	Nil	Nil	Nil	2268	2268
Ceremonial	1984	986	3022	Nil	275	6267
Total						9209

TABLE 2.21 RDF TRAINING OUTPUTS - 2006

TRAINING OUTPUT	1 S BDE RES	2 E BDE RES	4 W BDE RES	RDFTA	NS RES	TOTAL
<i>Career Courses</i>						
Y/O Cse (RDFTA)	4	5	5	4	Nil	18
Pot Offrs Cse	8	6	7	Nil	2	23
Std NCOs Cse	12	13	14	1	Nil	40
Pot NCO Cse	60	27	20	Nil	12	119
2-3 Star Trg	324	338	127	Nil	Nil	789
Induction Trg	323	372	152	Nil	57	904
<i>Courses (Other) –(Man days)</i>						
Sp Wpns Trg	1491	1159	763	Nil	Nil	3413
MOI Cse	154	817	3069	127	Nil	4167
<i>Corps Skills</i>						
Artillery Corps	5419	2254	2160	207	Nil	10040
Cavalry Corps	896	540	856	Nil	Nil	2292
Engineer Corps	940	240	637	Nil	Nil	1817
CIS Corps	610	210	555	Nil	Nil	1375
MP Corps	1428	445	833	Nil	Nil	2706
Transport Corps	686	410	837	Nil	Nil	1933
Medical Corps	1316	321	592	Nil	Nil	2229
Seamanship	Nil	Nil	Nil	Nil	2149	2149
MT Dvrs Cse	560	154	448	Nil	Nil	1162
Support for International MP Cse	119	84	98	Nil	Nil	301
TOTAL						33584

SECTION 3:

ON-ISLAND SECURITY AND SUPPORT



SECTION 3: ON-ISLAND SECURITY AND SUPPORT

In addition to the development and maintenance of contingent defence capabilities the White Paper on Defence sets out other roles for the Defence Forces. These include the provision of support and services to other public sector agencies and the community in general (White Paper, Section 3.3.3).

Thus, a high level goal of the defence organisation is *‘to contribute to on-island security and stability by providing, on request, aid to the civil power and to provide other emergency and non-emergency services’*.

Services provided in delivering on this goal fall under two broad headings: Aid to the Civil Power (ATCP) and Aid to the Civil Authority (ACA). Details of activities in these areas in 2006 are set out below.

The general approach where services are provided on a recurring basis to other departments and agencies is to agree a Memorandum of Understanding (MOU) or Service Level Agreement (SLA) as a framework for provision of services:

TABLE 3.1 MOUs / SLAs IN PLACE OR BEING DEVELOPED

DEPARTMENT	AREA COMPREHENDED BY MOU/SLA
Communications, the Marine and Natural Resources	Fishery Protection
	Central Fisheries Board
	BIM
	Marine Institute
Justice, Equality & Law Reform	Garda Air Support Unit (GASU)
	Maritime Security
Health & Children	Air Ambulance
	Pandemic Planning
Agriculture & Food	Foot & Mouth Disease
	Avian Flu
	Animal Culling
Transport	Coastguard
	Maritime Safety Directorate
	Air Accident Investigation Unit
	Bird Hazard
Environment, Heritage & Local Government	Seal/Bird Count
Enterprise, Trade & Employment	Mines – Air Sp for transport of mine rescue teams
Foreign Affairs	Rapid Response Initiative
	Crisis Management

RESPONSE TO EMERGENCIES

The Defence Forces can provide a significant support role in a major emergency response with military operational capabilities that can be employed across a wide spectrum of activities. The provision of support at any point in time is, of course, dependent on the prevailing security demands and available resources at that time.

In anticipation of such tasks, the Department continues to progress arrangements for the provision of support services to Government Departments under various emergency plans. Departments and public authorities with responsibility for emergency planning will identify the nature and level of the support required. This enables the Defence Forces to plan accordingly. In this regard, it is envisaged that an MOU will be signed by each lead Department setting out the respective roles and responsibilities, backed up with an SLA addressing operational issues.

In the event of a major emergency the support of the Defence Forces can be sought by the three Primary Response Agencies of An Garda Síochána, the Health Service Executive, and the Local Authorities, in accordance with arrangements agreed in the recently published “A Framework for Major Emergency Management” document ⁴.

Training and exercising is a vital part of emergency planning for all response agencies. The first Inter-Agency Exercise carried out under the Framework for Major Emergency Management (FMEM) was held at the Defence Forces’ Training Centre (DFTC), Curragh Camp on 16th November 2006 with 140 participants. This was a “Third Party” ⁵ CBRN/IEDD ⁶ exercise and all Primary Response Agencies participated. A complete After Action Review to capture ‘lessons identified and lessons learned’ was completed.



A soldier takes radiological readings during exercise ‘Silent Echo’. This was the first inter-agency exercise carried out under the Framework for Emergency Management (FMEM).

PARTICIPATION IN EMERGENCY PLANNING FORUMS

The Department of Defence and the Defence Forces have representation on the following National level committees/groups

- Government Task Force on Emergency Planning
- National Steering Group on Major Emergency Management

4 Published by the Department of the Environment, Heritage and Local Government in Sep 2006.

5 As per Para 4.5.6 (Page 47) of ‘A Framework for Major Emergency Management’ of 12 Sept 2006.

6 Chemical, Biological, Radiological and Nuclear/Improvised Explosive Device Disposal



- Interdepartmental Working Group on Emergency Planning
- Interdepartmental Committee on Public Health Emergency Planning
- Emergency Response Committee on Nuclear Accidents
- HSE Flu Pandemic Working Group

AID TO THE CIVIL POWER OPERATIONS – 2006

Internal security is primarily the responsibility of the Minister for Justice, Equality and Law Reform and An Garda Síochaná. The Defence Forces have a key role in providing, on request, Aid to The Civil Power. In the current security climate, tasks performed 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 provision of specialist troops and equipment for counter terrorism operations.

In delivering ATCP outputs, the Defence Forces provide a variety of different types of military operations. Although the majority of ATCP operations are requested in advance and therefore can be scheduled, certain operations arise out of emergency situations. This in effect means that designated military personnel are required to be on stand-by in barracks on a 24-hour basis year round.

Table 3.2 sets out the Defence Forces’ commitment to ATCP operations during 2006:

TYPE OF ATCP OPERATIONS	NUMBER OF OPERATIONS
Cash in Transit (CIT) Escorts	2271
Prisoner Escorts	114
Explosive Ordnance Disposal (EOD) / Bomb Disposal	77
Explosive Escorts	88
Air Missions in support of ATCP	283
Public Building Security	365
Public Building Patrols	312
Central Bank Security	365
Bank Patrols	730
Prison Security Duties	730
Hospital Guards for Prisoners	6
Explosive Production Security	365
Airport Security Duties	154
Airport Patrols	26
Visiting Ships Security	2
Power Installations Security	334
Fuel Storage Facilities Security	12
Other	14
Total	6248

Garda Air Support Unit (GASU)

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

TABLE 3.3 MISSIONS FLOWN BY THE AIR CORPS GASU IN 2006

AIRCRAFT	MISSIONS	FLIGHT HRS
AS 355N Squirrel	657	651
EC 135	1423	1133
Defender	245	434
Total	2325	2218



Explosive Ordnance Disposal (EOD)

EOD teams operating in ATCP provide a unique response capability within the State to deal with EOD incidents. This capability has been developed over many years both at home and overseas and has been further enhanced in the area of CBRN operations during 2006, where the Defence Forces provide a rapid response capability and advise lead agencies within the State.

During 2006, an EOD team was assigned to Gormanston Camp, Co Meath in order to provide an immediate response to possible EOD incidents at Dublin Airport. Ordnance personnel also provided technical advice to airport staff in relation to Bomb Incident Planning and continuous liaison to relevant agencies with responsibility for Airport Security.

TABLE 3.4 EOD OPERATIONS CONDUCTED IN 2006

TYPE OF EOD OPERATIONS	NUMBER OF OPS
Disposal of devices classed as 'Criminal' (by GS & EOD)	18
Hoax Devices (declared by EOD Officer)	10
Publicly discovered 'Old Ordnance' Items	15
False Devices (declared by EOD Officer)	13
Disposal of 'time expired' Pyrotechnics / Flares	14
Total	70



Naval Service ATCP Operations

The role of the Naval Service in the provision of ATCP is primarily exercised through the Joint Task Force on Drugs. The Task Force enhances co-operation between An Garda Síochána, Revenue Commissioners, and the Naval Service in enforcing the law in relation to drug trafficking. The Naval Service also provides assistance, where requested, to An Garda Síochána with the Annual Salmon Patrol Programme, Shannon security operations, and through provision of a guard ship for visiting foreign naval vessels. Table 3.5 indicates the number of Naval Service ATCP Operations undertaken in 2006.

TABLE 3.5 NUMBER OF NAVAL SERVICE ATCP OPERATIONS UNDERTAKEN IN 2006	
TYPE OF ATCP OPERATION	NUMBER OF OPS
NS Annual Salmon Patrol Programme	7
Guard Ship for Visiting Naval Vessels (HMS OCEAN, USS O'SULLIVAN & the Norwegian Royal Yacht 'NORGE')	3
Involved in JFT Operations	3
Shannon Security Operations	3
Total	16

L.E. Eithne on maritime patrol.

FISHERY PROTECTION

The Naval Service provides the maritime element of the State's defence. On a day-to-day basis its primary activity is the provision of fishery protection services based on outputs agreed with the Department of Communications, Marine and Natural Resources (DCMNR).

Work was advanced during 2006 to develop a Service Level Agreement (SLA) with the new Sea Fisheries Protection Agency (SFPA) which assumed responsibility for sea fishery law enforcement from 1st January 2007.

Air Corps Maritime Patrols

The Air Corps operates two CASA CN235 aircraft in support of the fishery protection effort. These long-range aircraft patrol throughout the Irish exclusive fishery limits. In addition, Cessna fixed wing aircraft and occasionally helicopters (Alouette III and EC 135) are used to monitor inshore fishing activities.

TABLE 3.6 OFFSHORE PATROLS CONDUCTED BY THE AIR CORPS IN 2006

AIRCRAFT	PATROLS	FLIGHT HRS	VESSELS LOGGED	REMARKS
CASA CN235	251	1423	3775	Offshore
Cessna	19	56	N/A	Coastal
Alouette III	9	39	N/A	Coastal
EC 135	1	2	N/A	Coastal
Total	280	1520	3775	

Naval Service Fishery Protection Returns

Table 3.7 breaks down Naval Service Fishery Protection for 2006.

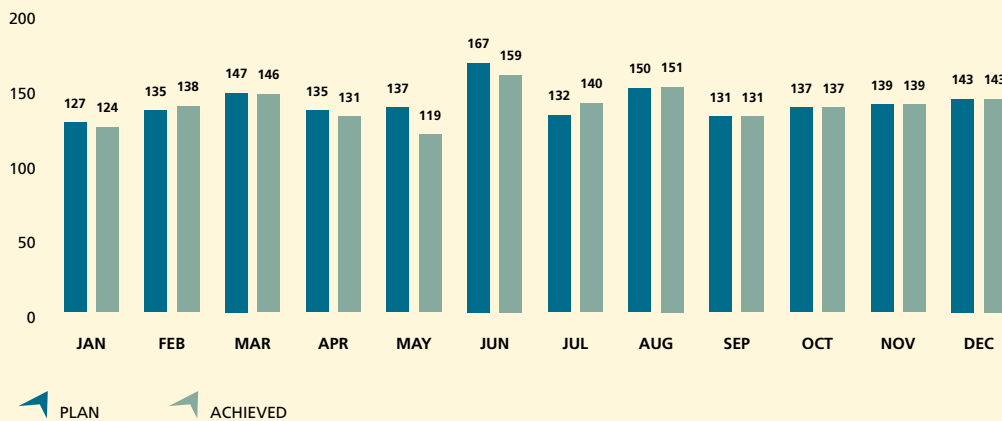
TABLE 3.7 NAVAL SERVICE FISHERY PROTECTION FOR 2006.

NATIONALITY	SIGHTINGS	BOARDINGS	WARNINGS	DETENTIONS
Irish	1284	915	102	13
Irish Reg Spanish	14	13	0	0
Spanish	491	435	11	2
UK	103	88	9	0
UK Reg Spanish	78	69	3	1
French	407	313	20	3
Belgian	29	24	2	0
German	7	4	0	0
Dutch	11	7	0	0
Russian	13	13	0	0
Norwegian	9	9	0	0
Japanese	3	1	0	0
Faeroese	2	2	1	0
Portuguese	1	1	0	0
Lithuanian	2	2	0	0
Greenland	1	1	0	0
Total	2452	1897	148	19

Naval Service Patrol Days – 2006

The Naval Service Implementation Plan (2000) set a target of allocating 90% of annual patrol days to fishery protection activity. This target was once again achieved in 2006. Total patrol days for the year was 1,658 with over 90% (1,540 days) focused on fishery protection duties. Figure 3.1 indicates the number of Naval Service patrols conducted on a month by month basis throughout 2006.

Figure 3.1 Fleet patrol Days





The Ministerial Air Transport Service (MATS)

The MATS provides secure transport to An tÚachtarán, members of the Government and their staffs. International flights are carried out by the Gulfstream G IV executive aircraft, the Learjet 45 and the Beechcraft.

AID TO THE CIVIL AUTHORITY

The Defence Forces are from time to time called upon to provide assistance to the Civil Authorities. This assistance is provided to Government Departments or Agencies in accordance with existing agreements, during industrial disputes, natural disasters, and in the event of major emergencies. Assistance to the Civil Authority during 2006 was provided as follows:

TABLE 3.8 NUMBER OF MATS MISSIONS CONDUCTED IN 2006	
AIRCRAFT	MISSIONS
Gulfstream IV	101
Lear jet 45	85
Beechcraft	59
Total	245

Avian 'Flu

Support Teams from the three Brigades prepared to assist the Department of Agriculture and Food in their Outbreak Control Measures. Approximately 300 Defence Forces personnel were on standby throughout 2006 for this purpose. Personnel on these teams were medically inoculated and provided with specialised equipment for avian 'flu related operations.

Provision of an Air Ambulance Service

The Air Corps Air Ambulance Service is an emergency inter-hospital transfer service for the rapid transfer of patients between hospitals and is designed to facilitate:

- Inter-hospital transfer for spinal and other serious injuries and illnesses
- On island air transport of Neonates requiring immediate medical intervention.
- Air transport of patients requiring emergency organ transplant in the UK.
- On island air transport of Organ Harvest Teams.
- Air transport of patients from offshore islands to mainland hospitals where the Irish Coast Guard service is not available.



The provision of this service is covered by the terms of an SLA with the Department of Health and Children.

Naval Service Search and Rescue Operations

Naval Service vessels assisted in 55 major search and rescue operations during 2006. In the conduct of these operations the Naval Service provided a range of services which assisted the Coastguard and the State in fulfilling their mandates of protecting life at sea and safeguarding the environment.

TABLE 3.9 NUMBER OF AIR AMBULANCE MISSIONS CONDUCTED BY THE AIR CORPS IN 2006

AIRCRAFT	MISSIONS (INCL. ORGAN HARVEST MISSIONS)	NO. OF PERSONS ASSISTED	FLIGHT HRS
CASA CN235	41	35	142
Lear jet 45	10	9	19
Beechcraft	10	9	23
Gulfstream 1V	2	1	3
Dauphin	3	3	6
Alouette III	10	10	29
EC135	14	13	43
Total	90⁷	80	265

7 This figure includes ten Organ Harvest Missions by various aircraft, which are accounted for within the 'Flight Hrs' total.



Naval Service Diving Section (NSDS) Operations

The NSDS has an air diving capability to 50 metres. It also has underwater search equipment at its disposal, including a remote Operated Vehicle (ROV) that allows the Section to search and survey to a depth of 1000m . The roles performed include:

- Search and Rescue / Recovery Operations
- Underwater Surveys
- Underwater Explosive Ordnance Disposal
- Underwater Engineering
- Provide assistance in Drug Searches / Seizures.

The NSDS conducted one search of a suspect merchant vessel at Foynes, Co. Limerick on the 14th July 2006 and searches for missing persons as per Table 3.10.

Naval Service Foreign Visits

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 Department of Foreign Affairs, Enterprise Ireland, Bórd Bia and other agencies involved in the promotion of Ireland abroad

Table 3.11 below indicates the number of foreign visits undertaken by the Naval Service during 2006.

TABLE 3.10 MISSING PERSON SEARCHES 2006

DATE /LOCATION	TASK	NO. OF DAYS
06 Apr, New Ross, River Barrow	Search for Missing Person	4
05 May, Cork City, River Lee	Search for Missing Person	1
29 May, Cork City, River Lee	Search for Missing Person	2
22 Jun, Cork City, River Lee	Search for Missing Person	2
07 Jul, Cobh	Recovery of Body from a car in River Lee	1
24 Jul, Cork City, River Lee	Search for missing person	4
13 Dec, Cork Harbour	Recovery of Body at White Point	1
18 Dec, Cork City, River Lee	Search for missing person	18
Total		33

TABLE 3.11 NUMBER OF FOREIGN VISITS UNDERTAKEN BY THE NAVAL SERVICE DURING 2006

UNIT	DATES	DESTINATION	REMARKS
LÉ EITHNE	11Feb – 28 Mar	South America	
LÉ RÓISÍN	27 May – 19 Jun	Mediterranean	Posidonia 2006
LÉ AOIFE	11 Feb – 17 Feb	Barcelona	3GSM Conference
LÉ EMER	17 Jun – 26 Jun	Kiel	Kiel Week Festival
LÉ CIARA	24 May – 28 May	Ostende	Ostende voor Anker
LÉ ORLA	30 Jun – 03 Jul	Liverpool	Clipper Homecoming Festival

Provision of Military Ceremonial Services

The Defence Forces continued to participate in a broad range of ceremonial events during 2006. Defence involvement encompasses planning ceremonial activities, event co-ordination, precise rehearsal 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; Formation groups 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 to much larger numbers.

Military participation in State ceremonial ranges from those parades involving visiting Heads of State, National Commemorative Events, Ministerial Reviews of Defence Forces' Units travelling overseas and more local occasions such as St Patrick's Day celebrations throughout the country. Considerable time is invested in training and preparation for any ceremonial event as the highest standards of drill and deportment are always expected when representing the Defence Forces and the State.

The highlight of the year was undoubtedly the 90th Anniversary of the Easter Rising of 1916, commemorated by a military parade in Dublin on Sunday, 16 April 2006. Approximately 2,500 personnel representing all branches of the Defence Forces, together with representatives of ex-service personnel and veterans of UN service, participated in the parade. A reading of the Proclamation took place outside the GPO with appropriate military honours. Many members of the public attended the parade which was also televised live.

Over 200 Defence Forces personnel participated in the Commemoration of the Battle of the Somme in July in a moving tribute to those Irishmen who lost their lives in that battle.

TABLE 3.12 DEFENCE FORCES PARTICIPATION IN CEREMONIAL EVENTS 2006

CEREMONIAL EVENT	NUMBER	NO. OF PERSONNEL
State Visits by An tUachtarán	1	390
Visits by Heads of State to Ireland	3	524
Official Visits by An tUachtarán (Outside State)	3	252
Official Visits (Inside State)	1	114
Presentation of Credentials by Ambassadors	8	1064
1916 Parade Dublin	1	2,500
1916 Commemoration Arbour Hill	1	238
National Day of Commemoration Royal Hospital Kilmainham	1	395
Battle of the Somme Commemoration	1	272
UNMIL (Liberia) Troop Reviews	2	1032
KFOR (Kosovo) Troop Reviews	2	522
UNIFIL (Lebanon) Troop Review	1	224
Visits by Foreign Chiefs of Staff	2	262
Medal Presentation McKee Bks, Lt Gen G.O' Sullivan (Retd)	1	109
RDS Horse Show	1	102
Deceased Members Mass McKee Bks	1	77
State Funeral Former Taoiseach Charles J. Haughey	1	614
National Museum Exhibition, Collins Bks, Dublin	1	97
Total	32	8,788





Military Band Engagements

Band engagement for the three Defence Forces Bands are outlined in Table 3.13 below.

TABLE 3.13 BAND ENGAGEMENTS 2006				
CATEGORY	ARMY NO.1	1 S BDE	4 W BDE	TOTAL
Free Public Recitals	13	15	21	49
Free to Festival	13	8	17	38
Military Events	83	92	82	257
Paid Events	9	3	2	14
School Visits	4	16	28	48
State Occasions	19	2	3	24
Trumpeter/ Drummer	30	32	36	98
Instrumentalists	1	2		3
Total Engagements	172	170	189	531

The Equitation School

The mission of the Army Equitation School is to promote the Irish horse abroad through participation in international competitions. During the 2006 campaign, riders from the School won fourteen International Competitions. These wins were achieved at shows all over the European continent, stretching from France to Greece and from Cavan to Croatia. Riders from the School represented Ireland as members of Nations Cup teams on nine separate occasions. The School was also represented at the Dublin International Show where a number of riders competed. An Army rider was also on the Agha Khan Nations Cup Team.

The School was also represented at the World Equestrian Games in Aachen, Germany as part of the Three Day Eventing Team. For the first time the School was represented at the World Cup Final for Three Day Eventing, which was held in France.

The School also attended National Horse Shows and Events throughout the 32 counties of Ireland. The School also hosted, in conjunction with various National Equestrian organisations, several seminars/training days for the benefit of the sport and the Defence Forces.

CIVIL DEFENCE

The second Civil Defence Board was appointed by the Minister in June 2005. While the Minister for Defence retains overall policy responsibility in relation to Civil Defence, the Civil Defence Board has responsibility for the management and development of the Civil Defence organisation at national level. The Board published its first Strategic Plan in mid-2005. As outlined in the Plan, the Civil Defence Mission Statement is *“To promote, develop and maintain Civil Defence as an effective volunteer based professional organisation providing emergency response and community support services”*. The Board has agreed a work programme grounded in its Strategic Plan aimed at modernising and streamlining the organisation for the future.

In May 2006, a Stand Down Parade was held to mark the official closing of Ratra House in the Phoenix Park. Ratra House had served as Civil Defence Headquarters for 56 years. Later that month, the decentralisation of the Civil Defence School and headquarters of the Civil Defence Board to a new state of the art facility at Benamore, Roscrea, Co. Tipperary was completed.



RAPID RESPONSE INITIATIVE

The White Paper on Irish Aid 2006 provides for the creation of Ireland's own specific operational capabilities in responding to humanitarian emergencies: the Rapid Response Initiative (RRI). The Department has been working closely with the Department of Foreign Affairs on this initiative in relation to assistance that this Department and the Defence Forces may be in a position to provide. A site in the Curragh has been identified for the storage of a stockpile of humanitarian aid that will be available for rapid deployment. The Department and the Defence Forces will contribute to the creation of a register of skilled and experienced individuals ready for rapid deployment. The Defence Forces will also assist in training personnel of the Rapid Response Corps.

SECTION 4:

INTERNATIONAL SECURITY



SECTION 4: INTERNATIONAL SECURITY

INTRODUCTION

The Minister for Foreign Affairs has overall responsibility for international security policy. The Minister for Defence and the Defence organisation support this policy and have an increasing role in this area through the ongoing development of the European Security and Defence Policy (ESDP) being elaborated under the European Union's Common Foreign and Security Policy (CFSP). A high level goal of the defence organisation is *'to contribute to the maintenance of international peace and security'*. Ireland's international security and defence policy context is informed by our policy of military neutrality, an active political and operational role in support of the UN, our commitments to the United Nations Standby Arrangements System (UNSAS), our participation in the evolving ESDP and our membership of Euro-Atlantic Partnership Council (EAPC) and NATO's Partnership for Peace (PfP).

The establishment of a Political and Security Committee (PSC) delegation comprising civil and military elements in Ireland's Permanent Representation to the EU, the deployment of Defence Forces personnel within the EU Military Staff, together with our participation in EU led civil and military operations, reflect the expanding role of Defence in the area of International Peace and Security. Civil and military elements from the Department of Defence are also deployed to Ireland's PfP Liaison Office in NATO, along with military personnel serving in UNHQ, SHAPE (NATO) and in the OSCE.

EUROPEAN SECURITY AND DEFENCE POLICY

The ESDP is an integral part of the CFSP, which encompasses the EU's international obligations to the maintenance of international peace and security. Participation in ESDP takes place within the framework of Ireland's commitment to the primacy of the United Nations in the maintenance of international peace and security. Military means are but one element among a wide range of instruments which the EU can deploy in this regard, which include economic, political, administrative, rule of law etc. The ability of the EU to contribute to conflict prevention, peacekeeping and crisis management continues to be of primary importance to Member States and is carried out within the context of ESDP. Based on the provisions of the Treaty on European Union, the Department and the Defence Forces have continued to participate in the ongoing development of EU military and civilian crisis management capabilities under ESDP. Defence staff work proactively in this area in association with colleagues from the Department of Foreign Affairs.

EU Military Capabilities

In the Headline Goal 2010, the EU set itself the objective, inter alia, of being able "to respond with rapid and decisive action applying a fully coherent approach to the whole spectrum of crisis management operations covered by the Treaty on the European Union". A key element of the Headline Goal is the capability to deploy forces at high readiness, broadly based on the Battlegroups concept. Member States have committed the required number of Battlegroup packages up to the first half of 2010 and as of January 2007, the EU has achieved full operational capability, which means that two Battlegroups are on standby for a period of 6 months at a time.

The Defence (Amendment) Act, 2006, was enacted in July and updated the provisions of the Defence Acts relating to the despatch of members of the Permanent Defence Force on overseas duties. The Act amends the definition of an International United Nations Force to reflect changes in the organisation of International UN operations. In addition, the Act formalises arrangements for the despatch of members of the Permanent Defence Force for other reasons, including carrying out official duties, undergoing training and undertaking humanitarian tasks in response to disasters or emergencies.

In November 2006, on a proposal from the Minister for Defence, the Government formally approved the arrangements for Ireland's participation in the Nordic Battlegroup including the signing of the Memorandum of Understanding (MoU), subject to the approval of Dáil Éireann. The MoU is an agreement between the participants in the Nordic Battlegroup that sets out the principles in relation to the operation, deployment and management of the Battlegroup.

Ireland's accession to the MoU was approved by Dáil Éireann on the 5th April 2007. The MoU on the use of Northwood in the UK for the Operational Headquarters

for the Battlegroup was approved in the same manner. Ireland will now join the MoU through an exchange of letters with each of the existing participants.

The Defence Forces contribution to the Nordic Battlegroup will comprise an Explosive Ordnance Disposal (EOD)/Improvised Explosive Device Disposal (IEDD) contingent with its own security detail, together with staff posts at the Operational and Force Headquarters. It is expected that between 80 and 100 Defence Forces personnel will be involved. This commitment will only arise should the Battlegroup be called upon to undertake an operation. The number of personnel involved during the standby period (first 6 months of 2008), where the Battlegroup has not been mobilised to undertake an operation, will be approximately 15.

Any contribution to a Battlegroup will be met within the context of the overall commitment of 850 personnel serving overseas at any one time and will have no adverse impact on our existing peace support operations. Notwithstanding our commitment to the Nordic Battlegroup, any deployment of the Irish element of the Battlegroup on an operational mission will, as always, be subject to the requirements of the Triple Lock on a case by case basis.



Troops in action during battlegroup exercise 'Northern Lights' (Photo courtesy of Mr. G. Desmond)



EU Headline Goal

Since the adoption of the Headline Goal 2010 in 2004, the EU has been engaged in a process of further developing its military capabilities, including the Battlegroup concept, with a view to achieving the objectives of the HG2010. The capabilities

required to enable the EU to undertake the agreed range of tasks were identified in a requirements catalogue and member States were invited to offer contributions against this catalogue. In November 2006, the EU Council noted the Force Catalogue 2006, which details the forces and capabilities that have been contributed by member States.

TABLE 4.1 DEFENCE FORCES CONTRIBUTION TO THE EU HEADLINE GOAL 2010⁸

UNIT	WITH EFFECT FROM 01 JAN	PERSONNEL	READINESS ⁹	BRIGADE RESPONSIBLE
Infantry Brigade Headquarters	2010	150	H	4 W Brigade
Logistics Battalion Headquarters	2008	50	H	1 S Brigade
Light Infantry Battalion	2006	750	H	Designated Lead Brigade
Light Infantry Company Group of above Battalion	2006	300	V	Designated Lead Brigade
Field Artillery Battery	2006	80	H	2 E Brigade
Reconnaissance Unit	2009	80	V	DFTC
Medium Transport Unit	2006	60	H	DFTC
Medium Truck Pallet Cargo	2006	60	H	DFTC
Special Operations Forces Unit	2006	40	V	ARW
CBRN ¹⁰ Decontamination Unit	2008	30	H	2 E Brigade
CIMIC ¹¹ Group	2006	30	H	1 S Brigade
CIMIC Tactical Elements	2006	25	H	1 S Brigade
EOD/IEDD ¹² Team	2006	5	H	2 E Brigade
EOD/IEDD Team (CBRN)	2008	5	H	2 E Brigade
Military Observation Team	2006	12	V	4 W Brigade
Operations Liaison Reconnaissance Team	2006	10	V	4 W Brigade
Military Provost Marshall Office	2006	10	H	1 S Brigade
Military Police Detachment	2006	10	H	1 S Brigade
Media Operations Unit	2006	6	H	2 E Brigade

8 The Table provides for many combinations of units up to a maximum commitment of 850.

9 Readiness States are measured in Days: Very High 1-20, High 21-60; Medium 61-90 Days.

10 CBRN: Chemical, Biological, Radiological and Nuclear.

11 CIMIC: Civil-Military Cooperation

12 EOD/IEDD: Explosive Ordnance Disposal/Improvised Explosive Device Disposal.

EU Crisis Management Operations

A key priority for the EU in ESDP is the successful conduct of EU peacekeeping and crisis management operations and the preparation of new missions. In 2006, the EU conducted 10 operations across three continents, two of which are purely military crisis management operations.

As confirmed in the National Declaration made by Ireland at the Seville European Council, in June 2002, any decision by Ireland to participate in a EU-led military crisis management operation will be for sovereign decision on a case-by-case basis, in line with Irish constitutional and legislative arrangements. In accordance with the Defence Acts, Ireland's Defence Forces will only participate in peace support operations mandated by the United Nations.

European Defence Agency (EDA)

Ireland joined the EDA when it was established in 2004. The Agency is headed by the Secretary-General High Representative (SG/HR) for the CFSP. The guiding role in the work of the Agency is achieved through a Steering Board comprised of EU Defence Ministers of the participating Member States. The EDA's main aim is to support Member States in the area of capability development and to support greater efficiency and competition in the European defence equipment market. Ireland is supportive of developments which improve market efficiencies, potentially yielding economies of scale for equipment procurement for the Defence Forces and providing opportunities for Irish enterprise, given the increasing convergence in the research activities of both the civil security sector and the military sector.

Following the initial start-up phase during 2004 and 2005, several major initiatives were undertaken in 2006. A Long Term Vision (LTV) for European defence

capability and capacity needs was developed in 2006 setting out a view of a possible future global context and, against this background, the potential capabilities required by the EU for ESDP operations.

Towards the end of the year the Steering Board agreed on a major Joint Investment Programme on Force Protection and a programme for the development of Software Defined Radio. Ireland has agreed to take part in the EDA Joint Investment Programme on Force Protection, which is a broadly based Research and Technology Programme.

The Minister for Defence represents Ireland on the EDA Steering Board. On a day to day basis, the Minister is represented in the EDA by officials from his Department. Defence Forces personnel participate in the EDA's Integrated Development Teams (IDT), Project Teams (PT) and in the area of Capability Development Plan (CDP).

PARTNERSHIP FOR PEACE (PFP)

Ireland joined the EAPC and NATO's Partnership for Peace (PFP) in December 1999. Ireland's annual Individual Partnership Programmes (IPP) focuses on the enhancement of skills and expertise in such areas as operational and generic planning for peacekeeping and peace support, communications, command and control, operational procedures and logistics.

Ireland's sixth IPP, covering the period 2006-2007 was completed in consultation with the Departments of Foreign Affairs, Environment, Heritage and Local Government, Justice Equality and Law Reform, Health and Children, and Communications, Marine and Natural Resources. A total of one hundred and eighteen activities were chosen representing participation by the Department of Defence, the Defence Forces, and the Department of Environment, Heritage and Local



Government. Activities consist of training courses, seminars, workshops, conferences, staff exercises and desktop exercises.

Ireland, in common with other neutral EU Member States who are members of PfP, also participates in the PfP Planning and Review Process (PARP) mechanism. Ireland joined PARP in 2001, and our 37 Partnership Goals were chosen with a view towards enhancing interoperability with our PfP partners in such areas as tactics, operational cohesion and logistics so that Defence Forces personnel can operate efficiently as part of a multinational force in peace support operations.

Ireland sees PfP in general, and the PARP in particular, as having a significant role to play in co-operation and planning for participation in humanitarian, rescue, peacekeeping and crisis management tasks (the Petersberg Tasks) in support of the European Union's CFSP.

THE ORGANISATION FOR SECURITY AND CO-OPERATION IN EUROPE (OSCE)

OSCE is a pan-European security body, which operates in a regional arrangement under Chapter VIII of the UN charter. The OSCE is a primary instrument for early warning, conflict prevention, crisis management and post conflict rehabilitation. Its unique approach to security is comprehensive and deals with three dimensions of security: the human, the politico-military and the economic-environmental. Eight Defence Forces officers were deployed with the organisation at OSCE HQ in Vienna, Bosnia and Herzegovina, Serbia, Georgia, and Montenegro during 2006.

CO-OPERATION WITH INTERNATIONAL ORGANISATIONS

Ireland continues to encourage and foster the ongoing development of EU-UN co-operation in the area of humanitarian action, crisis management, peacekeeping and conflict prevention, with a particular emphasis on EU action in support of UN operations.

Following on from the September 2003 Declaration on EU-UN Cooperation in Crisis Management, relations between the EU and the UN have continued to develop. An EU military liaison office was established at UN Headquarters in New York in November 2005 to enhance operational co-ordination and this post has been filled by an Irish Defence Forces officer. Regular meetings between representatives of both organisations continue to take place.

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

PEACE SUPPORT OPERATIONS

A key element of Ireland's contribution to international peace and security is the commitment of personnel to international peace support operations under a UN mandate.

The Defence Forces continued to make a major contribution to international peacekeeping throughout 2006 through their participation in overseas peace support operations. The profile of the Irish Peacekeeper continues to evolve. Over the past number of years, the Defence Forces have enhanced their military capabilities enabling them to participate effectively in UN Charter Chapter VII peace enforcement

missions. In the area of logistics, there has been a shift away from traditional reliance on UN support for deployed contingents, to an arrangement whereby the Defence Forces deploy self-sustaining units to green field sites. These developments reflect the increasing capability and capacity of the Defence Forces. The maintenance and upgrading of Defence Forces capabilities on an ongoing basis is essential if Ireland is to meet its UN and international obligations and maintain its contribution to such operations.

An increasing element of Ireland's engagement in UN operations is the deployment of joint contingents with other like-minded nations. UNMIL in Liberia, where Ireland partnered Sweden in the provision of a Quick Reaction Force and UNIFIL, where Ireland is participating with Finland in providing an integrated Engineering Battalion, are examples of this development and of the increasing need to co-operate with partners in our international peace support operations. Ireland's ongoing engagement with NATO/PfP, in the Partnership Goal process and with the PARP process are key factors in supporting interoperability and capability development enabling Ireland to contribute high-end capabilities to UN operations.

New missions bring new challenges for the Irish Peacekeeper. PSOs now have more robust rules of engagement while the peacekeeper remains subject to Irish Law, the Laws of Armed Conflict and International Human Rights Law. Personnel are also required to have an understanding of the complex issues of cultural diversity affecting both the host nation and troops from other contributing nations. These challenges are reflected in the training and preparation of units prior to their deployment.

In planning and supporting such operations, the joint engagement of the Defence Forces and Departmental Staff in reviewing potential operations, rotation planning, procurement planning and training is an



A member of the Defence Forces serving with the Finnish-Irish Battalion serving in Lebanon.

essential element in the effective management of deployments. The Department and the Defence Forces work closely together to ensure that the options available to Government to meet its international obligations, in furtherance of Ireland's foreign policy objectives, are maximised.

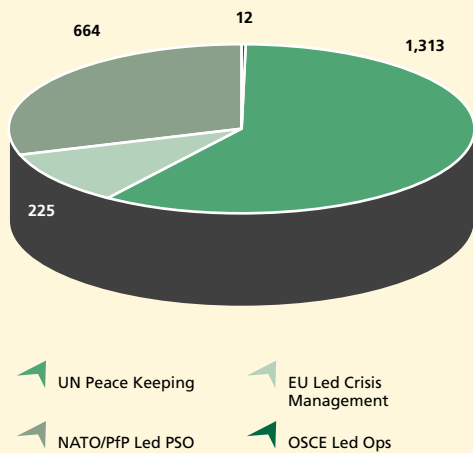
The main overseas missions during 2006 were in Liberia, Lebanon, Kosovo and Bosnia and Herzegovina. At the end of the year, some 828 (see table 4.2) Defence



Forces personnel were serving in 15 different missions throughout the world. This is close to Ireland's total commitment of up to 850 personnel to the United Nations Standby Arrangements System (UNSAS).

Figure 4.1 below shows the mission categories in respect of all Defence Forces overseas deployment in 2006.

Figure 4.1
Defence Forces overseas deployment categories



A total of 2,214 Defence Forces personnel served individual tours of duty overseas during 2006. Of this number a total of 2,075 served with the four troop missions:

• UNMIL	1,094
• KFOR	639
• UNIFIL	169
• EUFOR	173

TABLE 4.2 DEFENCE FORCES OVERSEAS STRENGTH - 2006

MISSION	01 JAN 2006	31 DEC 2006
<i>United Nations led Peace Keeping Operations</i>		
UNMIL (Liberia)	419	324
UNMIL FHQ	6	1
UNTSO (Middle East)	13	12
MINURSO (Western Sahara)	4	3
MONUC (Democratic Rep of Congo)	3	3
ONUCI (Cote d'Ivoire)	2	2
UNMIK (Kosovo)	4	4
UNIFIL	-	155
UNIFIL HQ (Lebanon)	6	7
UNNY (New York)	3	2
TOTAL (UN)	460	513
<i>European Union led Crisis Management Operations</i>		
EUFOR (Bosnia & Herzegovina)	55	60
EU SP to OP ALTHEA (Belgium)	1	1
EUFOR RD Congo	-	2
EUMM (The Balkans)	6	5
AMM (Aceh)	1	-
DITF (Sudan)	3	3
EUMS (Brussels)	5	7
ESDP (Brussels)	4	4
TOTAL (EU)	75	82
<i>NATO/ PfP led Peace Support Operations</i>		
KFOR (Kosovo)	201	203
KFOR HQ	12	12
ISAF (Afghanistan)	7	7
NATO/ PfP Staff (Belgium)	3	3
TOTAL NATO/PfP	223	225
<i>OSCE Led Operations</i>		
OSCE	8	8
TOTAL (OSCE)	8	8
TOTAL PERSONNEL OVERSEAS	766	828

Mission Preparation and Mission Readiness Exercises

Preparations for the provision of overseas units are based on the Defence Forces' 'Lead Brigade' Concept whereby designated Brigade Commanders (East, South or West) in turn have the responsibility for the preparation and provision of a unit for overseas service.

In 2006, the Lead Brigade concept proved planning to be an effective operational tool for the preparation and provision of troop deployments to meet Government commitments, particularly given the deployment of three unit sized elements to Liberia, Kosovo and Lebanon.

The Government may also direct the Defence Forces to carry out evacuation and/or humanitarian operations as a result of a sudden natural catastrophe or an escalating threat. The Lead Brigade Concept facilitates the development of a very high readiness capability to enable the Defence Forces to respond to such situations. Table 4.3 depicts the operation of the Lead

Brigade Concept during the period 2005-2007.

The Lead Brigade provides and trains the unit for deployment under a programme developed at Defence Forces HQ. Training is in four phases. Phase 4 takes place in the various mission areas. Phase 1 is selection, preparation and administration of individuals. Phase 2 encompasses refresher training and continuation training. It also provides whatever additional skills training is necessary for the particular overseas deployment, including modules on cultural awareness and human rights training.

This is followed by a tailored pre-deployment field-training programme (Phase 3), which includes Battalion Staff training with the Defence Forces Command & Staff Trainer (DFCST), tactical drills and skills practiced in pre-deployment situational training exercises. The unit will complete Live Fire Tactical Training and a Battle inoculation and the phase culminates in a high tempo Mission Readiness Exercise (MRE) involving the unit's mechanised companies to validate competencies.

TABLE 4.3 LEAD BRIGADE CONCEPT PERIODS OF STANDBY AND DEPLOYMENT 2005 - 2007

BRIGADE/YEAR	2005	2006	2007
1 S Brigade	UNMIL (Dec 04-Jun 05)	KFOR (Oct 05-Apr 06)	UNIFIL (Nov 06-Apr 07)
		UNMIL (May-Dec 06)	KFOR (Oct 07-Mar 08)
2 E Brigade	KFOR (Apr 05-Oct 05)	UNMIL (Dec 05- May 06)	UNIFIL (May 07-Oct 07)
		KFOR (Oct 06-Apr 07)	
4 W Brigade	KFOR (Oct 04-Apr 05)	KFOR (Apr 06-Oct 06)	KFOR (Apr 07-Sep 07)
	UNMIL (Jun-Dec 05)	UNMIL (Dec 06-May 07)	UNIFIL (Nov 07-Apr 08)
DFTC	Tasked with supporting the Lead Bde throughout		

**TABLE 4.4 NUMBERS EXERCISED ON MRES IN 2006**

1 S Bde	141
2 E Bde	210
4 W Bde	550
Total	901

In 2006 a Brigade Command Post Terrain Exercise (CPTE) 'Exercise Hibernia' was conducted as a Peace Support Operation (PSO) Brigade level CPTE, based upon a multinational brigade, which has its area of operations in Kosovo. The scenario was based upon a PSO being conducted in KFOR under its current configuration. The exercise involved the use of the DFCST as a pre-deployment staff training aid over a 24-hour period. The field element of the exercise was conducted over a 36-48 hour period. An After Action Review was conducted, and included analysis, recommendations and observations. Table 4.4 outlines the number of personnel exercised on MREs during 2006.

United Nations Training School Ireland (UNTSI)

In order to train units and personnel to contemporary peace support standards the Defence Forces established a peacekeeping training centre within the Military College. This training centre, UNTSI, develops doctrine and coordinates human Rights, cultural awareness and Civil Military Co-operation (CIMIC) training courses and seminars to prepare Defence Forces personnel prior to serving overseas. In addition to the conduct of courses and seminars, UNTSI briefed members of the Diplomatic Corps, Irish and foreign academics and Defence Attaches accredited to Ireland. In UNTSI, overseas experiences and conceptual peacekeeping studies are integrated in the recently established Centre of Excellence in Human Rights and LOAC (Law of Armed Conflict).

In 2006 Human Rights training was integrated into career courses and a programme of Human Rights Instructor Courses conducted by UNTSI commenced.

Table 4.5 indicates the level of courses undertaken by UNTSI during the reporting year.

TABLE 4.5 COURSES CONDUCTED BY UNTSI - 2006

COURSE TITLE	NO OF COURSES CONDUCTED	NUMBER OF PERSONNEL
International Military Observer and Staff Officers	1	24
International Military Police (IMPC)	1	24
International Human Rights	1	26
Civil Military Co-ordination (CIMIC)	2	52
Defence Forces Level Human Rights	1	18
Leadership Seminar Senior Officers	1	23
Leadership Seminar Junior Officers	2	46
Leadership Seminar Senior NCOs	3	62
Leadership Seminar Junior NCOs	1	21
Leadership Seminar Recruit Trg Staff	8	121
EUFOR (Bosnia) Trg	3	78
ISAF (Afghanistan) Trg	2	13
KFOR (Kosovo) Trg	3	87
MINURSO (Western Sahara) Trg	1	3
UNIFIL (Lebanon) Trg	1	20
UNMIL (Liberia) Trg	2	55
UNTSO (Israel/Syria/Lebanon) Trg	1	2
UNMIL Debrief	1	8
Total	35	683

OVERSEAS OPERATIONS:

United Nations Mission in Liberia (UNMIL)

The Defence Forces contingent in Liberia was Ireland's largest overseas deployment during 2006, involving 325 personnel. The Defence Forces served with UNMIL since December 2003 and completed their service with this mission in May 2007. The Irish Battalion with a Swedish Mechanised Company under operational control provided the Quick Reaction Force (QRF) as the Force Commander's Reserve. This unit was capable of deploying by land, sea or air, throughout the mission area, which also included responsibility for the Special Court for Sierra Leone in Freetown.



Col Paul Pakenham, supervises security during 'Operation Lansdowne' at Lungbi Airport, Freetown.

Following a request from the Secretary General of the United Nations, the Government decided to defer Ireland's withdrawal from UNMIL for 6 months. A Mechanised Company from Pakistan replaced the Swedish Contingent as the junior partner in the UNMIL QRF in December 2006.

The UNMIL mission is currently in the consolidation phase, following the election of Ms Ellen Johnson-Sirleaf, and is tasked to support the new government in establishing its authority. The Minister for Defence Mr Willie O'Dea T.D. visited Liberia in March 2006 and subsequently wrote:

"During my visit to Liberia in March I met the Liberian President Ellen Johnson-Sirleaf who paid tribute to the Irish peacekeeping troops serving there. She asked me to convey her thanks and appreciation to the Irish Government on her behalf for Ireland's significant contribution and role in keeping peace in Liberia".

On 29 Mar 06 Charles Taylor, the former President of Liberia, was apprehended in Nigeria and was immediately transferred via Liberia to be detained at the Special Court for Sierra Leone in Freetown to face an eleven count indictment for crimes against humanity. Acting under United Nations Security Council Resolution (UNSCR) 1688, the UN subsequently decided that his trial should be held in The Hague. His transfer took place on 20 June 06 and involved the deployment of 100 Irish troops from Monrovia as part of 'Operation Lansdowne' commanded by Col Paul Pakenham, Chief Operations Officer, UNMIL.



Irish and Pakistani Troops worked closely together throughout 2006.

The support of local humanitarian projects remains an important feature of Irish PSOs. During 2006, the partnership between Defence Forces and Irish Aid assisted such projects to the value of €65,000 in Liberia.

Projects assisted by the Irish Battalion during 2006 included:

- Aids Hospice – Monrovia.
- Carr High School – Caldwell, Monrovia
- Holy Family School – Monrovia
- Carpentry Apprentice School – Saniquellie
- Adult Education Scheme – Jatondo IDP Camp
- St Dominic’s Technical School – Tubmanburg

United Nations Interim Force in Lebanon (UNIFIL)

On 31 October 2006, a contingent of the Permanent Defence Force returned to service with the United Nations Interim Force in Lebanon (UNIFIL) under its expanded mandate. At the request of the UN the Government agreed to deploy an Infantry Group (158 personnel) with twelve Mowag APCs and four AML armoured reconnaissance vehicles to South Lebanon as part of an integrated Finnish-Irish Engineer Battalion.



Lt. Col. Johnny Molloy served as Chief Liaison Officer at UNIFIL HQ in Lebanon during 2006. He was responsible for liaison with Primary parties to the conflict in Lebanon. In particular, he was prominent in arranging the tripartite negotiations, which agreed the phased withdrawal of Israeli forces from south Lebanon, and the deployment of Lebanese Army Units up to the agreed ceasefire line.



Óglaigh na hÉireann



Department of Defence
An Roinn Cosanta



The Battalion has been extremely busy conducting necessary battlefield area clearance and developing infrastructure projects to support the needs of the expanded UNIFIL.

A view of the newly constructed Camp Ida home to the Finnish-Irish Battalion

In addition, throughout 2006, three officers and three NCOs filled key staff appointments at Force Headquarters in Naqoura.

Kosovo Force (KFOR)

Ireland continued to contribute to the UN authorised and NATO-led peace support operation in Kosovo (KFOR). Some 215 personnel, comprising an Infantry Company Group serve as part of a Multinational Task Force with KFOR. The KFOR mission, in accordance with UNSCR 1244 *'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'*.

In September 2006, the Government agreed to Ireland taking on the role of Framework Nation for Multinational Task Force Centre for a twelve-month period, commencing on 1st August 2007. This role requires the Defence Forces to provide the commander for the Task Force and to assume responsibility for the co-ordination and control of the Headquarters. The planning and preparation process, in advance of Ireland assuming the role of Framework Nation for the Task Force, was progressed during 2006.

During the year, Irish Aid provided funding of €25,000 to three approved humanitarian projects in the Irish area of operations in Kosovo:

- The upgrading of ablution facilities in Bandulic junior school.
- The construction of a sports and play area at the junior school in Oklap.
- The refurbishment of three classrooms at the junior school in Rasince.

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





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

The largest EU military operation is EUFOR (“Operation Althea”) in Bosnia-Herzegovina (BiH), which was launched in December 2004. It is a military peacekeeping operation aimed at consolidating peace, reconciliation and reconstruction. At the end of December 2006 a total of 60 Defence Forces personnel were serving in EUFOR, the EU led, UN-mandated mission in Bosnia and Herzegovina. The Defence Forces provide staff officers and NCOs to EUFOR HQ, Sarajevo and a component to Multinational Task Force North in Tuzla.

During the year the transfer of authority from EUFOR to local administration continued. Defence Forces personnel in Task Force North, played a key role in this process. National elections were held in October and the conduct of these elections was widely welcomed by the International Community. Following the general elections in October 2006, and subject to the security

situation in BiH and the overall stability of the Western Balkans, the current 6,200 strong operation will be downsized during 2007.

International Security Assistance Force (ISAF) – Afghanistan

During 2006, seven Defence Forces personnel continued to serve in Afghanistan as part of the ISAF. Defence Forces personnel were deployed to ISAF HQ to work within the Information Operations Branch and in the Combined Joint Operations Centre. This involved acting as liaison between ISAF HQ and the Government of Afghanistan, International Organisations and Non Governmental Organisations. Outside of the HQ, personnel are deployed with Regional Command – Capital, as liaison teams to the United Nations Assistance Mission to Afghanistan and the Afghan Security Partners.



Sgt Gordon Fitzgerald, Comdt Padraig O’Gallchóir and Comdt TC O’Brien of the Regional Command-Capital Liaison Team plan an operation in Kabul City Centre, ISAF.

EUFOR Democratic Republic of Congo

In March 2006 the EU agreed to support MONUC, the UN mission in the Democratic Republic of the Congo in its efforts to provide a capable, visible and credible presence in supporting the UN sponsored elections.

The Defence Forces deployed personnel to the Operational HQ in Potsdam, Germany and to the Force HQ, Kinshasa. The Operational HQ staff were involved in developing operational plans and co-ordinating Civil–Military liaison. The operation concluded on 30 November 2006 in accordance with its mandate.



Defence Force Staff at the OHQ – L to R BQMS Davis, RSM Galvin, Lt Cols Lenihan, Meehan and Dwyer.



Other ESDP Operations

The remainder of the EU's ESDP crisis management operations are civil or civil-military. The EU civilian-military supporting action to AMIS II – the African Union Mission in Sudan (Darfur) continued in 2006. The EU aims to assist the African Union in its political, military and police efforts to address the crisis in the Darfur region of Sudan, while respecting the principle of African ownership. Three members of the Defence Forces are deployed to this mission in Addis Ababa.

Following a peace agreement between the Government of Indonesia and the Free Aceh Movement (GAM) in Helsinki on 15 August 05, the EU launched a monitoring mission to Aceh to monitor the compliance of the parties to their commitments under the agreement. An initial Monitoring Presence was put in place on 15 August 05 and the Aceh Monitoring Mission (AMM) became operational on 15 September 05.

Ireland initially contributed three Defence Forces officers to AMM. This mission which oversaw the agreement between the Government of Indonesia and the Free Aceh Movement (GAM), is widely regarded as being a major success for the EU crisis intervention policy. The mission ended in 2006.



Staff and Observer Missions

Defence Force officers continued to be deployed to the military staffs at UN HQ in New York, the EU and NATO/PfP at Brussels and OSCE in Vienna, where they hold a variety of diverse and demanding appointments. In 2006, observers were deployed to seven UN/EU/OSCE missions, across a total of 14 different countries. Defence Forces personnel also filled headquarters or staff posts on a variety of missions, and continued to serve with a range of observer and monitoring missions in countries such as Indonesia, Sudan, the Ivory Coast, Western Sahara and also in the Middle East and throughout the Balkans.

Pictured above: Lt Col Mc Dermott, Deputy Chief, Integrated Training Service, DPKO, on an assessment visit to El Salvador, and is taken at the office of the Vice Minister for Foreign Affairs. Also in the photo are the Ambassador of El Salvador to the UN, and the Chief of the Force Generation Service at DPKO.



Defence Forces Humanitarian Work

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

Irish Aid. During 2006, under formal agreements between the Department of Defence and the Department of Foreign Affairs, overseas units continued to support a range of approved humanitarian projects in Liberia and Kosovo to the value of €90,000.

SECTION 5:

*DEFENCE POLICY,
MILITARY ADVICE
AND CORPORATE
SERVICES*



SECTION 5: DEFENCE POLICY, MILITARY ADVICE AND CORPORATE SERVICES



This section reports on the policy/advice function (including the Office of Emergency Planning) during 2006. The provision of corporate services is also reviewed.

In contributing to the security of the State and to the promotion of international peace and security, the Department and Defence Forces work closely with other Government Departments who also carry policy responsibilities in these areas – the Department of Justice, Equality and Law Reform and Department of Foreign Affairs.

The provision of defence policy advice and military advice is an important contributor to the development of overall Government policy on defence and international peace and security.

The White Paper on Defence, published in February 2000, sets out Government policy on defence and makes a series of recommendations to position the Department and the Defence Forces to deliver on that policy. The White Paper

covers the period up to 2010. A review of progress made in implementing White Paper recommendations has been carried out and was published by the Minister in April 2007.

The Department’s Strategic Management Committee (SMC) is a joint civil-military committee providing a forum for the discussion of major policy issues. The SMC members are the Secretary General (Chairman), the Chief of Staff, the two Deputy Chiefs of Staff and the two Assistant Secretaries of the Department. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. The Committee met on six occasions during 2006.

Significant policy issues with a high public and political profile that arose during 2006 have been outlined earlier in this report – *inter alia*, the decision to withdraw from UNMIL in mid-2007; the decision to deploy Defence Forces personnel to the new UNIFIL mission in southern Lebanon; the

Government decision in favour of Ireland's participation in the Swedish-led Nordic Battlegroup and the enactment of the Defence (Amendment) Act, 2006. Some other important policy decisions during 2006 were, *inter alia*, the decision to procure two additional AW139 helicopters, initiation of the ship replacement programme, the publication of the Defence (Amendment) (No. 2) Bill amending Part V of the Defence Act, reduction of the minimum height requirement for entry into the Defence Forces and commissioning of market research into factors influencing the recruitment and retention of women in the Defence Forces. This research was subsequently published in April 2007.

The National Security Committee continued to meet and receive regular briefings throughout the year. It also receives threat assessments from the Garda Commissioner and the Chief of Staff. The Committee comprises of the Secretary General to the Government, the Secretary General, Department of Justice, Equality and Law Reform, the Garda Commissioner, the Secretary General, Department of Defence and the Chief of Staff.

OFFICE OF EMERGENCY PLANNING

The Office of Emergency Planning (OEP) is a civil/military Office within the Department of Defence supporting the Minister as Chairman of the Government Task Force on Emergency Planning. The Government Task Force met on seven occasions during 2006. The Task Force is the top-level structure providing policy and direction and which coordinates and oversees the emergency planning activities of government departments and public authorities.

In 2006 the main issues addressed by the Task Force included: avian flu and the potential threat of an influenza pandemic, the preparation of the Public Information

and Awareness Campaign on Emergency Planning and the development of the National Emergency Coordination Centre.

The Inter-Departmental Working Group (IDWG) on Emergency Planning met on six occasions during 2006. The Task Force charges this Working Group with carrying out specific tasks and developing particular aspects of emergency planning. A key area of activity during 2006 continued to be the ongoing development of the oversight function in order to improve and develop the process and to increase public confidence in emergency planning.

CORPORATE SERVICES

Human Resources

As successive Strategy Statements and the White Paper have pointed out, the management and development of staff is critical to mission success. HRM developments in the Defence Forces have been considered in detail in Section 2 above. On the civil service side, significant changes have been made in the human resources area in recent years, including selection for promotion through competitive interview and a major investment in training and development to ensure that staff are given the opportunity to reach their full potential. Implementation of the Department's Human Resources Strategy is ongoing and the ISO and FÁS 'Excellence Through People' accreditations are important benchmarks of quality in the delivery of HR services.

The Defence Forces aim to achieve 'Excellence Through People' accreditation also. This process began in 2006 with four (4) Units being assessed for the Standard Award by FÁS. All were successful. The achievement of this award throughout the Defence Forces is a priority for the coming years.



Civil Service Training and Development:

In 2006 there was a strong focus on delivering training to support the Management Information Framework (MIF) given its importance right across the organisation.

A new approach was also adopted in relation to Induction training in order to ensure that people joining the Department for decentralisation assimilate quickly into the work and culture of the Defence organisation.

In 2006, a total of 166 training courses were provided with a total attendance of 843. The courses covered a broad range of issues including Government Accounting, Taxation, Freedom of Information, IT, Health & Safety, Coaching, Process Mapping, Induction and five strands of MIF training. 4.54% of the Department's payroll was invested in training and development, exceeding the Government target.

Equality:

The Department's policy is that all personnel be accorded equality of opportunity and treatment. The HR Strategy reflects this policy position and includes a programme of affirmative action (overcoming obstacles to career progression) to address such issues as the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. This target was met. In addition, 4 of our 13 Principal Officers are now women – a fourfold increase since 2003.

The Department continues to exceed the Government's target on the employment of people with disabilities and during 2006 participated in a project to support the employment of graduates with disabilities through a work experience programme.

The project has partners in the public, private and voluntary/community sectors and is part funded under the EQUAL initiative.

OMBUDSMAN FOR THE DEFENCE FORCES

The Office of the Ombudsman for the Defence Forces was established under the Ombudsman (Defence Forces) Act 2004. On the 19th September 2005, Ms. Paulyne Marrinan-Quinn SC was appointed by the President, upon the recommendation of the Government, as the first Ombudsman for the Defence Forces.

The function of the Ombudsman for the Defence Forces is to act as the ultimate point of appeal for, and administrative investigation into, complaints made by members (and former members) of the Defence Forces against another member (or former member) of the Defence Forces, or against a civil servant of the Department of Defence. The Ombudsman for the Defence Forces may investigate a complaint in respect of an action or decision which may have adversely affected the complainant personally. The action or decision complained of must have occurred no earlier than the 1st December 2005.

In 2006, the role of the office of the Ombudsman became firmly established within the culture of the Defence Forces. During the year, the Ombudsman submitted fifteen (15) Final Reports to the Minister for Defence. Some thirteen (13) reports of a preliminary nature have also been submitted. The primary focus of complaint has been on selection for promotion, selection for military career courses and selection for overseas service.

The Ombudsman for the Defence Forces is, in accordance with the Act, independent in the performance of her duties and is required by the Act to prepare a report on

the performance of her functions to be laid annually before each House of the Oireachtas.

PROMPT PAYMENT OF ACCOUNTS

The Department complies with the provisions of the Prompt Payment of Accounts Act 1997 and the European Communities (Late Payment in Commercial Transactions) Regulations 2002. It is the Department's policy to settle all invoices

promptly with due regard to contractual terms where applicable, good financial and cash management practices and the provisions of the Act and Regulations. Procedures to ensure compliance with the legislation are in place and provide reasonable, but not absolute, assurance against material non-compliance.

FINANCIAL MANAGEMENT

As part of the Civil Service-wide MIF initiative, the Department and Defence Forces went live with the Oracle eBusiness Suite in January 2006. The suite consisted of full set of procure to payment modules as well as expenses, inventory and asset management components.

Efforts continued during 2006 to encourage electronic payment as the preferred salary and pension payment method and increased numbers opted for this method of payment. As the following table shows, 98% of the Department's civil servants, civilian employees and PDF personnel are now being paid electronically.

TABLE 5.1 FINANCIAL STATISTICS FOR 2006

Total number of invoices processed	47,973
Total value of all payments	€219.8m
Total number of late payments	1,015
Total value of late payments	€3.3m
Value of late payments as a % of total payments	1.5%
Amount of Interest paid	€0.028m
Amount of interest as a % of total payments	0.013%

TABLE 5.2 ELECTRONIC SALARY PAYMENT

PAYROLL TYPE	TOTAL NO. OF EMPLOYEES ON PAYROLL	NO. OF EMPLOYEES PAID BY EFT	NO. OF EMPLOYEES PAID BY CHEQUE	%AGE OF EMPLOYEES PAID BY EFTS
PDF - Officers, Chaplains, Cadets, Nurses	1,527	1,523	4	99%
PDF - NCOs and Privates	8,933	8,801	132	99%
Civil Servants	437	422	15	97%
Civilian Employees	836	741	95	89%



INTERNAL AUDIT

The Department's Internal Audit Section works to an annual audit plan, covering a range of systems, compliance and stores audits, which is approved by the Secretary General. The Section's work is reviewed on an ongoing basis by the Department's Audit Committee. During 2006, the Section carried out an audit programme of some 130 audits.

DECENTRALISATION

Over 200 Dublin-based civil servants and 40 military staff will decentralise to new offices at Newbridge, Co. Kildare. A further 470 Defence Forces personnel will relocate from Dublin to the Curragh.

The Office of Public Works (OPW) has identified a suitable site in Newbridge and has received tenders for the construction of the Department's new Headquarters building. A contractor will be appointed in 2007. The OPW has advised that they are working towards completion of construction by 2009. The process of transferring staff into and out of the Department in preparation for decentralisation is ongoing. By the end of 2006, 52% of the administrative staff of the Department due to relocate to Newbridge was in place.

At end 2006 the OPW had agreed the brief for the new Defence Forces Headquarters building at the Curragh. The next stage in the process is for OPW to take the project through the planning process and invite tenders for construction. The building is expected to be completed towards the end of 2009.

INFORMATION AND COMMUNICATIONS TECHNOLOGIES (ICT'S)

The overall governing body for ICT matters in the Department and the Defence Forces is the Information Technology Steering Committee (ITSC) comprising civil and military members at senior levels in the organisation. The ITSC ensures that a strategic view is taken of programmes and that the principles of VFM are applied to ICT expenditure.

The implementation of the MIF which went live in January 2006, was supported by the joint civil/military technical teams.

The Department was awarded ISO7799 certification for IT Security in October 2006.

Upgrading and maintenance of technical platforms formed an integral part of the 2006 support programme for the full range of IT infrastructure.

BENCHMARKING, SUSTAINING PROGRESS AND TOWARDS 2016

The final payment under the Sustaining Progress agreement was made in June 2006. The payment was made following verification of satisfactory co-operation with flexibility and ongoing change and satisfactory implementation of the Modernisation Agenda and Action Plans for both civil and military personnel.

Agreement has been reached with the civil service side of the Department on a new Action Plan under the Towards 2016 Social partnership agreement. Discussions are ongoing with the Representative Associations of the Defence Forces on a Modernisation Agenda and Action Plan for

the Defence Forces and are expected to conclude early in 2007.

In July 2006, the Department made a written submission to the Public Service Benchmarking Body (PSBB) in relation to the ranks in the Defence Forces up to and including the rank of Colonel. This was followed by oral submissions to the Body in November. The Body is expected to report in late 2007.

VFM AND POLICY REVIEWS

The Value for Money Review of Aircraft Maintenance in the Air Corps was published in 2006.

Work continued on the 2006 to 2008 round of reviews. By year-end, the Review of the Defence Forces Clothing Programme was at drafting stage and the Review of Naval Service Vessel Maintenance was in progress with a number of meetings of the Steering Group and Working Group having taken place.

PROGRAMME OF SIMPLIFICATION AND REFORM OF LEGISLATION AND REGULATIONS

The Department has a substantial programme of work on the simplification and reform of legislation and Regulations. The primary focus in 2006 was on the Defence (Amendment) (No. 2) Bill 2006 which was published in December. Its primary purpose is to modernise the military code of discipline by amending and updating the provisions of Part V of the Defence Acts relating to summary procedures and courts-martial. The General Scheme of the Bill, as approved by the government in 2005, was wider in scope than this. However, because of the importance of bringing forward

modernising legislation as soon as possible, and the complexity and extent of the proposed legislation, it was decided to focus, initially, on the more urgent amendments to the provisions of Part V relating to summary procedures and courts-martial. The remaining proposals in the General Scheme will be included in a separate Bill at a later date. The Bill passed all stages in the Oireachtas in April 2007.

The civil service - military Project Team established in 2003 for the purpose of rewriting and simplifying the Logistics Defence Force Regulations and related Military Administrative Instructions continued its work in 2006. As part of this project the new logistics regulation dealing with Supplies was signed into effect in July 2006.

A major project to complete all outstanding amendments to the existing pay and allowances regulation was also completed during the year.

As a consequence of resource limitations and the priority attached to the re-write of Part V of the Defence Act, the project to review the managerial and administrative aspects of the Act and associated regulations was not progressed during 2006.



REGULATORY IMPACT ANALYSIS (RIA)

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

Two General Schemes/Heads of Bills amending the Defence Acts were brought to Government by the Department in 2006. These were technical in nature and a RIA was not appropriate in either case.

No RIA was prepared in respect of any Statutory Instruments during 2006.

The Department has no lead responsibility for any draft EU Directives.

BUSINESS PLANNING AND RISK ASSESSMENT

Following consultation with staff, each Branch in the Department produced a Business Plan and Risk assessment in respect of its operations. These were subsequently approved by the Management Advisory Committee (MAC). The Risk Assessments and the degree of progress made in implementing Business Plans are formally reviewed throughout the year by MAC and Branch Heads.

During the year, an Instruction on Risk Management was implemented throughout the Defence Forces. It provides for the implementation of the Chief of Staff's Risk Management Policy, setting out responsibilities at Senior Commander, Formation and Corps levels.

CUSTOMER SERVICE ACTION PLAN

The Department's first Customer Charter and the Customer Service Action Plan were published in 2004. Most of the customer service activity during the past year centred on the continuing implementation and monitoring of the Plan. Towards the end of the year work commenced on preparations for a customer survey through use of Focus Groups.

FREEDOM OF INFORMATION

TABLE 5.3 DEPARTMENT

REQUESTS RECEIVED	GRANTED	PART-GRANTED	REFUSED	TRANS-FERRED	WITH-DRAWN OR HANDLED OUTSIDE FOI	FINALISED
52	25	8	7	11	4	55

Note: 5 requests received in late 2005 were finalised in 2006 and 2 requests received in late 2006 were carried into 2007.

TABLE 5.4 DEFENCE FORCES

REQUESTS RECEIVED	GRANTED	PART-GRANTED	REFUSED	TRANS-FERRED	WITH-DRAWN OR HANDLED OUTSIDE FOI	FINALISED
185	120	36	19	0	10	185

Thirteen requests for Internal Review were received and there were 3 appeals to the Office of the Information Commissioner.

Since the Freedom of Information Act was enacted, the Department of Defence, the Army Pensions Board and the Defence Forces have been regarded as separate bodies for the purposes of the Act. In June 2006, the Act was extended to take in additional Public Bodies, including the Civil Defence Board and Coiste an Asgard.

No Freedom of Information requests were received by the Army Pensions Board, the Civil Defence Board or Coiste an Asgard, during 2006.

PARTNERSHIP

Civil Service

The Dublin and Galway subcommittees, established by the main Partnership Committee in 2002, continued to operate successfully in 2006 by dealing with various local issues in an effective and inclusive way.

Defence Forces

The National Partnership Forum and Steering Committee and the Partnership Sub-Committee continued to meet on a regular basis during 2006.

The rollout of partnership structures to the Brigades and Services has taken place. Partnership committees have been established in each of the Formations. The training of members of the Formation Partnership Committees has commenced and will be finalised in February, 2007. Some of the committees were up and running at the end of the year and all will be fully functional in 2007.

HEARING LOSS AND GENERAL ACCIDENT CLAIMS

Hearing Loss

Total expenditure on hearing loss claims finalised during the year amounted to €2.35m, including approximately €1.63m in legal costs. The level of quantum in hearing loss cases that were awarded or settled was maintained at an average level of €5,183 plus costs.

General Claims

Since December 2001 the management of the majority of new (non-hearing loss) claims lodged against the Minister for Defence has been delegated to the State Claims Agency (SCA). During 2006, 164 claims were referred to the agency. In all, 77 cases were finalised during this period. Total expenditure on claims finalised by the Agency during 2006 amounted to €0.91m, plus €0.80m in legal costs.

In relation to (non-hearing loss) claims that have not been delegated to the SCA, 30 claims were finalised in 2006 leaving 344 claims outstanding at year-end. Total expenditure in 2006 on these claims amounted to approximately €1.54m plus €0.57m in legal costs.



PENSION SCHEME FOR DEFENCE FORCES PERSONNEL RECRUITED SINCE 1 APRIL 2004

Discussions with the Representative Associations regarding the detailed terms of the new pension scheme to apply to military personnel recruited on or after 1 April 2004 continued throughout 2006, and are expected to conclude in the near future. The new scheme, which follows from the enactment of the *Public Service Superannuation (Miscellaneous Provisions) Act 2004*, will bring Defence Forces pension terms more into line with public service pension schemes generally.

CERTIFICATES ISSUED FOR EASTER RISING, 1916 AND WAR OF INDEPENDENCE 1917-1921 SERVICE MEDALS

The issuing of certificates in respect of medals which have been lost, stolen or destroyed began toward the end of 2006 and will continue as applications are received and processed. Over 550 enquiries and 400 completed forms have been received to date in the Department. Following investigation, entitlement to certificates has so far been established in 275 cases. By February 2007 a total of 152 of these cases had been finalised involving the issue of 486 certificates.

SECTION 6:

FINANCIAL DETAILS



SECTION 6: FINANCIAL DETAILS

DEFENCE EXPENDITURE

The following table shows, by category, expenditure in 2006 from Vote 36, the main Defence Vote:

EXPENDITURE CATEGORY	2006 €M	%
PDF Pay and Allowances	484	62.6
Pay and Allowances of Civilian Employees and RDF	42	5.4
Air Corps: Equipment, Fuel, Maintenance, etc.	44	5.7
Defensive Equipment	34	4.4
Barracks Expenses, Repairs and Maintenance of lands	31	4.0
Naval Service: Equipment, Fuel, Maintenance etc.	14	1.8
Military Transport: New vehicles, Fuel, Repairs and Maintenance	19	2.4
Buildings – Capital	18	2.4
Compensation	6	0.8
Other non-pay Military Expenditure	52	6.7
Administrative Budget	21	2.7
Civil Defence, Irish Red Cross Society and Coiste an Asgard	8	1.0
TOTAL (Gross)	773	100%

ARMY PENSIONS

This Table shows expenditure in 2006 on military pensions, gratuities, allowances etc, which are funded from Vote 37:

EXPENDITURE CATEGORY	2006 €M	%
Defence Forces (Pensions) Schemes and payments in respect of transferred service	164.1	93.3
Wound and disability pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	8.7	4.9
Payments to or in respect of Veterans of the War of Independence	2.8	1.6
Army Pensions Board and other miscellaneous payments	0.3	0.2
TOTAL (Gross)	175.9	100%

Note: Minor discrepancies due to rounding may arise.

THE DEFENCE ANNUAL OUTPUT STATEMENT

The Output Statements are a key element of the Budget and Estimates Reform measures announced by the Minister for Finance in Budget 2006. The Output Statements are designed to match key outputs and strategic impacts to financial and staffing resources for the financial year. The following is an extract from the 2007 Annual Output Statement for Defence. Some information on outturn for 2006 is included in the statement.

Summary of Defence High Level Goals

HIGH LEVEL GOAL 1

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

High Level Indicators

Defence Forces as envisaged in the White Paper – 10,500 Permanent Defence Force personnel, flexible, interoperable, well trained, with capabilities appropriate to the defence and security environment, comprising an Army based on light infantry forces with an appropriate level of all-arms capability, Naval Service based on an 8 ship flotilla, Air Corps and, in addition, a re-organised Reserve with enhanced capabilities.



HIGH LEVEL GOAL 2

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

High Level Indicators

100% response to all approved aid to the civil power and aid to the civil authority requests. Other emergency and non-emergency services delivered to defined Memoranda Of Understanding and Service Level Agreement specifications.

HIGH LEVEL GOAL 3

To contribute to the maintenance of international peace and security.

High Level Indicators

- Meet all Government commitments to the following;
 - Peace Support Operations (PSO)
 - Crisis Management
 - Humanitarian Assistance
- Satisfaction of mission sponsors with Irish Defence Forces' contribution to missions / operations.

STRATEGIES AND PROGRAMMES

The High Level Goals are pursued through the strategies outlined in the Department of Defence and Defence Forces Statements of Strategy 2005 - 2007. The outputs required to implement these strategies can be grouped into five discrete programme areas as follows:

Programme 1. Contingent Capabilities.

The primary outputs under this programme are contingent capabilities, which are measured in terms of progress towards White Paper objectives and meeting force readiness targets. This programme entails training, support and maintenance of military capability, including major equipment procurement and infrastructure projects, in order to deliver on required tasks, as directed.

Programme 2. On Island Security & Support to other agencies

This programme outlines the activity and associated costs in developing and deploying capabilities to aid the civil power (ATCP) and deploying capabilities in aid to the civil authority (ACA). Typical outputs under this programme are Cash & Prisoner Escorts, Explosive Ordnance Disposal teams, Ceremonial services, Fishery Protection Patrols, Ministerial Air Transport Services and Air Ambulance flights. In addition, the costs of preparing for and responding to industrial disputes are included under this programme.

The primary high-level target with respect to this programme focuses on meeting all approved aid to the civil power requests and Memoranda of Understanding / Service Level Agreement targets. While engaged in these activities, the Defence Forces not only deliver the specific output required but also continue to develop and maintain military capability through on-the-job experience and lessons learned. In the delivery of certain ACA outputs, full military capabilities are not utilised and for these particular outputs the cost of developing military capability is not apportioned.

This programme also encompasses Civil Defence, which is funded by a Grant-In-Aid from Vote 36.



Programme 3. International Peace and Security.

The primary high-level target focuses on meeting Government commitments for overseas peace support, crisis management and humanitarian relief operations. The main outputs for this programme are overseas missions under a UN mandate (these may be led by the UN, EU or NATO/PfP) together with OSCE missions. Similar to ATCP activities, the Defence Forces continue to develop and maintain military capability while deployed overseas, through operational experience. These deployments have the effect of expanding organisational corporate knowledge and experience in terms of military best practice and add significantly to overall Defence Forces military capabilities. Personnel are expected to deploy on international security operations on average every 3 years. The annual cost of this programme should be viewed in this context.

Programme 4. Defence Policy, Military Advice and Corporate Services.

This programme outlines the costs associated with the formulation of policy and military advice and includes the corporate support functions for the Defence Organisation. It also includes the support provided by the Office of Emergency Planning to the Government Task Force on Emergency Planning. This programme not only feeds back into developing and maintaining capability but also links directly to the formulation of Defence policy and Defence Strategic Goals & Objectives. The Grants-In-Aid to the Irish Red Cross Society and Coiste an Asgard are also comprehended within this programme.

Programme 5. Military Pensions and Gratuities.

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

BREAKDOWN OF TOTAL GROSS EXPENDITURE BY PROGRAMME:

Programme 1

	€ MILLION 2006 OUTTURN	€ MILLION 2007 ESTIMATE	% CHANGE ON OUTTURN
CONTINGENT CAPABILITIES			
Programme Expenditure	474.1	515.7	8.7%
Programme Administration	8.7	9.3	6.9%
Total Gross Programme Expenditure	482.8	525.0	8.7%
Appropriations in Aid	7.2	8.6	19.4%
Net Programme Expenditure	475.6	516.4	8.6%

Programme 2

	€ MILLION 2006 OUTTURN	€ MILLION 2007 ESTIMATE	% CHANGE ON OUTTURN
ON ISLAND SECURITY AND SUPPORT TO OTHER AGENCIES.			
Programme Expenditure	123.4	131.9	6.9%
Programme Administration	0.6	0.6	0%
Total Gross Programme Expenditure	124.0	132.5	6.9%
Appropriations in Aid	6.2	8.5	37.1%
Net Programme Expenditure	117.8	124.0	5.3%

Programme 3

	€ MILLION 2006 OUTTURN	€ MILLION 2007 ESTIMATE	% CHANGE ON OUTTURN
INTERNATIONAL PEACE AND SECURITY			
Programme Expenditure	120.9	114.7	- 5.1%
Programme Administration	1.2	1.1	- 8.3%
Total Gross Programme Expenditure	122.1	115.8	- 5.2%
Appropriations in Aid	6.1	7.8	27.9%
Net Programme Expenditure	116.0	108.0	- 6.9%

**Programme 4**

	€ MILLION 2006 OUTTURN	€ MILLION 2007 ESTIMATE	% CHANGE ON OUTTURN
DEFENCE POLICY, MILITARY ADVICE AND CORPORATE SERVICES			
Programme Expenditure	43.3	48.8	12.7%
Total Gross Programme Expenditure	43.3	48.8	12.7%
Appropriations in Aid	0.1	0.1	0.0%
Net Programme Expenditure	43.2	48.7	12.7%

Programme 5

	€ MILLION 2006 OUTTURN	€ MILLION 2007 ESTIMATE	% CHANGE ON OUTTURN
MILITARY PENSIONS AND GRATUITIES			
Programme Expenditure	175.8	183.6	4.4%
Programme Administration (Army Pensions Board)	0.1	0.1	0.0%
Total Gross Programme Expenditure	175.9	183.7	4.4%
Appropriations in Aid	6.2	5.8	- 6.4%
Net Programme Expenditure	169.7	177.9	4.8%