



**DEFENCE FORCES**

**STRATEGY STATEMENT**

**2003 - 2005**

## Foreword by Mr. Michael Smith T.D., Minister for Defence

My overall objective as Minister for Defence is the creation of modern Defence Forces capable of meeting the needs of Government and which deliver value for money. That is also the focus of the White Paper on Defence which I published in 2000 and of this Strategy Statement.

The modernisation process is well underway and a lot has been achieved but the work continues. My main priorities as we go forward are to deliver on the Programme for Government and White Paper commitments for a new Army organisation, an Integrated Personnel Management System for the Defence Forces and the Implementation Plan for the Reserve.

I hope to continue with significant equipment and infrastructure investment programmes but these will reflect financial realities and the need to spread costs over longer timescales. I intend also to seek to find additional resources for reinvestment through the completion of property sales on hand and the identification for disposal of any other properties surplus to military requirements.

As I have often said, the Defence Forces have a proud record of service and achievement. I know that they have the people, the resources and the will to implement this Strategy Statement and to build on that record of success and achievement in the period to 2005.



A handwritten signature in black ink, which appears to read "Michael Smith". The signature is written in a cursive style.

**Mr. Michael Smith T.D.,  
Minister for Defence**

## Message from Lieutenant General Colm Mangan - Chief of Staff

This is the fourth Strategy Statement published by the Defence Forces. The statement reflects the many challenges and opportunities that confront the Defence Forces in the evolving national and international defence and security environment. The Strategy Statement is a mission focused and task-orientated one; it defines the roles and the key objectives of the Defence Forces and the strategies employed to advance our strategic goals.

In keeping with the Strategic Management Initiative process, the underlying themes of the statement remain unchanged: maximising the Defence Forces' contribution to national development; providing a quality service to the Government and public; and promoting the effective and efficient use of resources by members of the Defence Forces.

The Defence Forces must continue to evolve and develop capabilities to ensure that the State has a credible conventional military force with the flexibility to meet the Government's on-going requirements. Investment in equipment and infrastructure will need to be consistently maintained, to achieve the military organisation envisaged in the White Paper on Defence.

It is within this overall context that the Defence Forces' four strategic goals have been framed. Our primary goal of State Defence is mission driven, our Peace Support and Government Support Services goals encompass our government assigned roles and the ongoing modernisation agenda is inherent in all of the strategic goals. Our Human Resource Management goal encompasses all Defence Forces' activities and emphasises the importance the organisation places on its personnel.

As we prepare to meet ongoing national and emerging international commitments, it is important that our strategies result in the efficient and effective delivery of defence services and this remains the primary aim of the Defence Forces. The strategic planning process provides valuable assistance in ensuring that this aim is achieved.



A handwritten signature in black ink, appearing to read 'C. Mangan'.

**C.E. Mangan**  
**Lieutenant General**  
**Chief of Staff**

# DEFENCE FORCES

## STRATEGY STATEMENT 2003-2005

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# Introduction

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

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

The Defence Forces' Strategy Statement 2003 - 2005, aims to improve the capacity of the Defence Forces to deliver on its core activity and to fulfil the other roles assigned by Government efficiently and effectively.

The Defence Forces, a joint organisation with Army, Naval Service and Air Corps components, comprises a Permanent Defence Force (PDF) and a Reserve Defence Force (RDF). The Defence Forces' objective is to be a quality military organisation. This will be progressed by building on what has been achieved to date and by setting realistic, attainable and challenging goals for accomplishment in the lifetime of this Strategy Statement.

This Strategy Statement provides a blueprint for Defence Forces' activities over the next three years to meet the challenging goals that have been set and to advance the White Paper's objectives.

The Strategy Statement outlines the Defence Forces' mandate, the roles assigned to the Defence Forces by the Government and the mission derived from these roles. It describes the environment in which the Defence Forces operates and outlines the vision for the future. The strategic goals, the key organisational objectives and their associated strategies and performance indicators that must be achieved to fulfil the Defence Forces' mission are also presented. It also outlines how those strategies will be implemented within the Defence Forces.

# Mandate

## Constitutional and Legislative Basis for the Defence Forces

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

The Oireachtas enacted the Defence Act, 1954 as the primary legislative instrument from which the Defence Forces (Óglaigh na hÉireann) derives its legislative standing pursuant to the Constitution. The Defence Act has been the subject of several amendments, most recently, the Defence Amendment Act of 1998, which provides for the re-organisation of territorial boundaries and the Defence Forces' Headquarters organisation.

## Defence Forces' Headquarters and Command Arrangements

The military element of the Department of Defence consists of a Defence Forces' Headquarters, which is headed by the Chief of Staff. The Chief of Staff is directly responsible to the Minister for the overall management of the Defence Forces, including responsibility for the effectiveness, efficiency, military organisation and economy of the Defence Forces. The Chief of Staff is the principal military adviser to the Minister for Defence. Legislative provision enables the Chief of Staff to delegate duties to the Deputy Chief of Staff (Operations) and Deputy Chief of Staff (Support).

Military command is delegated by the Minister directly to the General Officers Commanding (GOCs) each of the three territorial brigades (Eastern, Southern and Western), to the GOCs of the Defence Forces' Training Centre and the Air Corps and to the Flag Officer Commanding the Naval Service. Each of these officers is responsible to the Minister for the exercise of the command delegated to

him. In practice, matters in relation to command are channelled through the Chief of Staff. In effect, this means that day-to-day operational control of the Defence Forces rests with the Chief of Staff for which he is directly responsible to the Minister.

## Defence Forces' Strength

The White Paper on Defence provides for an authorised Permanent Defence Force strength of 10,500 plus the option of having 250 recruits in training at any one time. The Reserve Defence Force, comprising of Army and Naval Service First and Second Line Reserves, had a strength of 13,743 on 31 December 2002.

## Defence Policy

The State's defence policy is set out in the White Paper on Defence. This policy is stated with a view to ensuring an appropriate level of defence capability having regard to the changing defence and security environment both at home and abroad. The defence and security environment is analysed in this Strategy Statement as are the new challenges arising, including the development of a European Security and Defence Policy.

The agreed Programme for Government, published in June 2002, also outlines the Government's commitments in the area of Defence.

## Defence Budget and Assets

Public funding for defence is provided through the Defence Vote (€731m. gross in 2003 estimates) and the Army Pensions Vote (€153m. gross in 2003 estimates). This represents in 2002 figures 0.7% of the Gross National Product. The Department of Defence has devolved 19% of the Defence Vote to the Defence Forces.

The Defence Forces permanently occupy 28 military installations. Departmental and Defence Forces' personnel are employed in almost 300 locations countrywide, including premises used by the Reserve Defence Force.

The Defence Forces have military equipment and stock assets valued at €381m.

# Defence Forces' Roles, Mission, and Vision

## Roles

In 2000, the Government set out the revised roles of the Defence Forces in the White Paper on Defence, which reflected the outcome of the defence and security environment analysis at that time. The roles, which have been assigned by Government to the Defence Forces are to:

- **Defend the State against armed aggression;** this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of threats.
- **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.
- **Participate in multinational peace support, crisis management and humanitarian relief operations in support of the United Nations (UN) and under UN mandate, including regional security missions authorised by the UN.**
- **Provide a fishery protection service in accordance with the State's obligations as a member of the European Union.**

- **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.

## Mission Statement

The Defence Forces' mission is:

**"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."**

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

## Vision

The vision for the Defence Forces is:

**“To be recognised nationally and internationally as a modern, loyal, highly disciplined, well-trained, well-resourced, interoperable force, which can deploy and deliver effective and flexible military capabilities at home and abroad.”**

This vision forms the basis of the Defence Forces’ strategic goals, which are outlined in the Strategy Statement. In order to advance the stated vision each of the Defence Forces’ components will, in the short term, attain the following:

- **The Army (PDF and RDF) component will have within its capacity:**
  - A brigade capable of being deployed and sustained anywhere within the State at seven days notice.
  - A peace support battalion group, and other elements, capable of overseas deployment, in theatre within the prerequisite time scale (rapid response elements deployable overseas at 5 to 10 days notice, once decision to deploy has been taken).
  - The capability of fulfilling the other roles assigned by Government.
- **The Air Corps will:**
  - Have a fully operational 24-hour airbase operating to international standards.
  - Have a 24-hour general helicopter capability.
  - Have a 24-hour response to Search and Rescue cover, and 24-hour Garda air support in accordance with customer needs.
  - Complete a comprehensive study on its ability to provide an enhanced air lift capability.
  - Have a limited air-to-air and air-to-ground weapons capability.
- To finalise Service Level Agreements, Memorandums of Understanding, and Working Protocols, and deliver appropriate levels of air services to all its customers.
- **The Naval Service (PDF & RDF) will:**
  - Complete the Naval Service Implementation Plan, including an overall increase in patrol days over the life of the Plan.
  - Complete a comprehensive study on its ability to provide an enhanced sea lift capability.
  - Be fully integrated as a partner in the National Maritime College.
  - Finalise Service Level Agreements, Memorandums of Understanding and Working Protocols and deliver appropriate levels of maritime services to all its customers while maintaining the capacity to deliver contingent maritime defence.



# Environmental, Organisational Analyses and Customer Focus

## Environmental Analysis

Environmental factors, which exert an influence on and can be influenced by the conduct of Defence business include: the defence and security situation at home and abroad, the Programme for Government commitments in respect of the White Paper on Defence, the ongoing modernisation of the public services, socio-economic factors, legal obligations and the public finances.

Defence policy and the implementation and resourcing of that policy must be grounded on a realistic assessment of the national and international defence and security environment and on Ireland's commitments under international agreements and membership of organisations.

The general assessment of the prevailing defence and security environment is that:

- Ireland faces a generally benign national security environment. While some threats to peace remain, the Good Friday Agreement provides the basis for a lasting peace.

- In the aftermath of September 11, Ireland has noted the new threats posed by international terrorism and the possible escalation in international tensions. In the period ahead, the risks to international stability seem likely to come as much from terrorism and the proliferation of weapons of mass destruction among less developed nations or terrorist organisations as from conventional military threats.
- The direct threat to Ireland as a target from international terrorist attack is currently assessed as low. However, when considering defence and emergency planning it will be necessary to continue to develop the readiness and flexibility to meet any associated security demands including any possible use of Ireland as a transitory location by terrorist organisations.
- The primacy of the United Nations continues to be a cornerstone of Ireland's foreign policy. A commitment to collective security through the development of international organisations and regional co-operation are also central elements of that policy. In light of the increase in the number and complexity of UN peacekeeping operations, and the requirement to meet robust peacekeeping needs, the Secretary General of the UN authorised a study<sup>1</sup> to improve UN peacekeeping and related activities. Chapter VIII of the United Nations Charter describes the role that regional organisations can play in the maintenance of international peace and security.
- European security and defence is in a process of evolution. Increasingly, proactive and preventive approaches, which entail a range of co-ordinated techniques (political, diplomatic, humanitarian, policing and military), in the form of regional peacekeeping and crisis management, are seen as necessary to ensure stability and to defend against threats to security in the European sphere. The reality is that no state or institution can deal by itself with the multifaceted challenges to international security.
- Broader security challenges have emerged both in the global and European contexts. The European Union, while acknowledging the primary role of the United Nations in the maintenance of international peace and security, is developing a range of military and civilian instruments available to it to respond to crises. These conflict prevention and crisis management capabilities, including measures to deal with the humanitarian concerns or evacuation of a Member State's citizens, are being developed under the European Security and Defence Policy (ESDP) in support of the Common Foreign and Security Policy (CFSP). Ireland is contributing to and actively involved in the development of ESDP.

- The Defence Forces have gone through a significant period of change, most recently as a result of the publication of the White Paper on Defence 2000. Many elements of the programme for change, outlined in the White Paper, were re-emphasised in the Programme for Government, published in 2002, including:

- implementing the White Paper on Defence
- maintaining the Permanent Defence Force's strength at 10,500, with the Chief of Staff having the option to have an extra 250 recruits in training at any one time
- developing the Reserve Defence Force
- introducing an integrated personnel management system
- continuing a policy of regular recruitment
- investing the total revenue from property sales in infrastructure and equipment
- contributing Irish troops to international peace support operations

### *Opportunities*

Arising from the current defence and security environment analysis, a number of opportunities exist for the Defence Forces. These include: the continuing organisational reform process; the full implementation of the White Paper on Defence and associated plans; the commitments by government in implementing the Agreed Programme for Government as they relate to Defence; the continued involvement in international and regional organisations which provide opportunities for improved levels of co-operation and interoperability with other forces such as the current arrangements with Swedish and Finnish forces in Kosovo; the reorganisation of the Reserve Defence Force; an increased public awareness through recent cross-media recruitment campaigns; the use of the Strategic Management Initiative process as a vehicle to improve the civil-military working relationships. The changes in the national security environment, as brought about by the Good Friday Agreement, have also allowed more time to be spent on collective conventional training.

### *Threats*

Parallel to the opportunities identified, a number of potential threats exist. These include: the possibility of international terrorist activity being planned or conducted within the State; the impact of an economic slowdown on the implementation of the Defence Forces' modernisation agenda as outlined in the White Paper on Defence.

## **Organisational Analysis**

In the context of mission, mandate and operating environment, an examination of the Defence Forces' current strengths and weaknesses has been undertaken.

### *Strengths*

The Defence Forces as an organisation has many strengths. These include:

- Its capacity for considerable change.
- High levels of professionalism across all its ranks.
- Dedication and service to the State.
- The resilience of individual and collective morale.
- The recent improvements in equipment and infrastructure, including the upgrading of many training institutions, have enhanced the Defence Forces' capabilities in carrying out their assigned roles. It is, however, important that this investment continues in order to enable a credible defence capability meet the standards required of a force operating either at home or in a contemporary peace support environment.
- A comprehensive study of work place practices was undertaken and the recommendations contained in the subsequent report, "The Challenge of a Workplace," have been, or are in the process of being implemented. This study also identified that 81% of the respondents were happy with their colleagues and 77.9% indicated that they were satisfied with their lifestyle in the Defence Forces, which represents a positive outcome for the organisation in this respect.
- Since 1958 members of the Defence Forces have gained extensive and invaluable peace support operations experience through Ireland's membership of the United Nations, the European Union and the Organisation for Security and Co-operation in Europe, thus contributing to a high international reputation in this area.

## Weaknesses

A series of Defence reviews has chronicled the weaknesses of the Defence Forces at length. While a lot of progress has been made, more has to be done in the following areas:

- Awaiting the implementation of an integrated personnel management system.
- A heavy reliance on the volunteer approach for overseas service – only those recruited since 1993 are subject to mandatory selection for peace enforcement operations.
- Deficiency of timely and qualitative management information due to inadequate information systems.
- Wide dispersal of operational units and sub-units.
- The restrictions on the conduct of collective conventional military training, due to insufficient training areas.
- Inability, by regulation, to transfer personnel to meet organisational requirements.
- Diminished level of medical services to support and sustain personnel.
- Lack of sufficient training resources for the Reserve Defence Force and the inadequate legislation relating to its deployment.

Based on the defence and security environment and the other environmental factors mentioned in the above analyses, our strategies have been framed to exploit opportunities and strengths and minimise weaknesses and threats to the organisation, through the use of in-built risk management processes.

## Customer Focus

A Customer Service Action Plan has been published and it is intended that the principles of quality customer service, as approved by Government, will be applied in the Defence Forces' day-to-day dealings with customers, both internal and external.

From an internal customers perspective, members of the Defence Forces subscribe to a distinct code of military discipline and ethics, which is voluntarily entered into and involves the curtailment of personal liberty and rights.

The military ethos values integrity, patriotism, loyalty and courage in a service to the State, which will make stressful and sometimes life-threatening demands on individuals in the course of their duty.

The Defence Forces are committed to providing an efficient and effective service to the Government and the public.

A feature of the Defence Forces' customer focus is the continued development of Service Level Agreements, with various Government Departments and agencies, in conjunction with the Department of Defence.

The Defence Forces' strategic management framework comprises of organisational strategic goals, key objectives and strategies, which are set out in the next section of the Strategy Statement.

<sup>1</sup> "The Report of the Panel on United Nations Peace Operations," was a study, authorised by the UN Secretary-General in March 2000, to produce tangible and implementable recommendations to improve United Nations Peacekeeping and related activities. The final document generated by the study is more commonly known as the "Brahimi Report."

# Strategic Goals, Key Objectives, Strategies, Performance Indicators and Outputs

## Strategic Goals

Strategic goals are broad statements of intent, are outcome focused and cover a particular sphere of activity within the Defence Forces.

The Defence Forces' strategic goals are:

- **To enhance the Defence Forces' capability in contributing to the security of the State by providing for the military defence of its territorial integrity;**
- **To prepare and implement a Human Resources Management strategy, which will ensure that military personnel have the requisite skills,abilities, and motivation to effectively and efficiently execute assigned duties and responsibilities;**
- **To provide the military capability to enable the Defence Forces to participate in multinational peace support,crisis management and humanitarian relief operations;and**

- **To utilise Defence Forces' resources efficiently and effectively in the provision of Government support services.**

## Key Objectives, Strategies, and Performance Indicators

Each of the strategic goals has associated key objectives, strategies and performance indicators to be followed to ensure progress towards the goal. The strategies are co-ordinated and pursued in a manner that ensures the Defence Forces fulfil the roles assigned by Government and that resources are utilised efficiently and effectively.

These strategic goals and associated key objectives, strategies and performance indicators will form the basis of the ongoing annual military planning process, key aspects of which include the preparation of annual plans, monitoring, reviewing and reporting of progress and the publishing of annual reports.

## Outputs

The strategic goals will result in a number of high-level organisational outputs.A total of 23 Defence Forces' outputs have been identified and are listed in Annex A.



## Strategic Goal 1 *“To enhance the Defence Forces capability in contributing to the security of the State by providing for the military defence of its territorial integrity”*

### Key Objectives

The key objectives, associated with this goal are to:

- Provide military advice to the Minister for Defence.
- Conduct conventional training and education.
- Conduct contingency planning.
- Progress the new army organisation.
- Progress effective equipment, infrastructure improvement and related maintenance programmes for the Defence Forces.
- Ensure efficient programme and administrative expenditure.
- Advance the process whereby the Reserve Defence Force develops its capabilities to support the Permanent Defence Force.
- Provide military capabilities in aid of the civil power, as required.
- Progress the Strategic Management Initiative, within the Defence Forces to include annual plans, related annual reports and a risk management strategy in all spheres of activity.

### Context

Defence is a core responsibility of the State and an expression of the nation’s sovereignty. The primary role of the Defence Forces is to contribute to the security of the State by providing military defence of its territorial integrity. The capacity to fulfil this role is defined by the Government’s commitment to policy on defence.

Defence policy, as contained in the White Paper on Defence, is to maintain a military force structure that provides a basis for responding to any major change in Ireland’s strategic circumstances in the medium to long term, as well as demonstrating an appropriate commitment to national defence.

All Defence Forces’ personnel train for conventional operations at individual, unit and formation level. Conventional training is the basic requirement of the Defence Forces and provides the ability to carry out all other types of operations. Military units will be available at all times to respond to the State’s security needs even when they are deployed on other assigned roles. The current strategy of conducting conventional training will continue. The strategy of integrating elements of the Reserve Defence Force with the Permanent Defence Force, as outlined in the Reserve Defence Force Implementation Plan, will also be advanced during the lifetime of this statement.

There is a continuing need for the availability of Defence Forces’ personnel to support An Garda Síochána in undertaking security tasks. The overall level of commitment will be kept under review.

In the current security climate these tasks include, the provision of troops for cash escorts, prisoner escorts, explosive escorts, hospital guards for high-risk prisoners and the provision of military guards at a number of vital installations.

It is essential that every organisation has a risk management strategy in place in order to protect itself from exposure to risk. The Defence Forces are no different in this respect. A risk management framework needs to be developed which will address the strategic, operational, financial, regulatory and legal, and reputational risks to the Defence Forces. The Defence Forces will address the issue of risk management, in all its spheres of activity, in a logical, coordinated, and proactive manner, thus ensuring that any potential risks to the organisation are minimised. Annual plans will be used as a vehicle for outlining and integrating specific risks associated with the Defence Forces’ outputs.

The Defence Forces are committed to utilising the allocated resources to ensure that the Government and the public receive a first class service in the delivery of the State’s defence and security requirements.

## Key Objectives, Strategies and related Performance Indicators

The key objectives, strategies and performance indicators related to this strategic goal are set out in the table below.

Strategic Goal 1 To enhance the Defence Forces' capability in contributing to the security of the State by providing for the military defence of its territorial integrity.			
<i>Objectives</i>		<i>Strategies</i>	<i>Performance Indicators</i>
1.1	To provide military advice to the Minister for Defence.	<ul style="list-style-type: none"> <li>Ongoing monitoring of defence and state security related matters.</li> <li>Ongoing evaluation of the defence and security environment.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of timely and quality advice to the Minister for Defence.</li> <li>Provision of updated defence and security environment assessments.</li> </ul>
1.2	To conduct conventional training and education.	<ul style="list-style-type: none"> <li>Defence Forces' training plan incorporating appropriate level exercises to be put in place and monitored.</li> <li>Effective policy of weapons and fitness training to ensure success of training plan.</li> </ul>	<ul style="list-style-type: none"> <li>Numbers participating in conventional training and exercises.</li> <li>Training assessments/inspections completed.</li> <li>Increase the percentage of personnel that are weapon and fitness qualified.</li> </ul>
1.3	To conduct defence contingency planning.	<ul style="list-style-type: none"> <li>Formulate appropriate defence contingency plans.</li> </ul>	<ul style="list-style-type: none"> <li>Contingency plans in place.</li> </ul>
1.4	To progress the new army organisation.	<ul style="list-style-type: none"> <li>Review of army organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Review completed in 2004. Implementation on basis of timetable approved by Minister.</li> </ul>
1.5	To progress effective equipment procurement, infrastructure improvement and related maintenance programmes for the Defence Forces.	<ul style="list-style-type: none"> <li>Research and develop equipment and infrastructural needs of the Defence Forces, ensuring best practice and interoperability where appropriate.</li> <li>Implement a stock policy for all corps.</li> <li>Identification of possible areas for outsourcing.</li> <li>Rationalise maintenance activity.</li> <li>Implementation of Defence Forces' waste management strategy.</li> <li>Ongoing high level monitoring of progress of programmes and timely adjustments where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Equipment and infrastructure plans in place.</li> <li>Implementation of planned equipment and infrastructure programmes.</li> <li>Degree of progress v. plan.</li> <li>Stock policy in place.</li> <li>Defence Forces' waste management plans in place.</li> </ul>
1.6	To ensure efficient programme and administrative expenditure.	<ul style="list-style-type: none"> <li>Ongoing monitoring and review mechanisms.</li> <li>Evaluation, to include expenditure reviews of the Defence Forces' activities, procedures and to verify achievement of objectives and standards.</li> <li>Maintain pay to non-pay ratio at 70:30</li> </ul>	<ul style="list-style-type: none"> <li>Actual expenditure v. budget by subhead.</li> <li>Performance on financial inspections.</li> <li>Reduction in late payments.</li> <li>Expenditure reviews complete.</li> </ul>
1.7	To advance the process whereby the Reserve Defence Force develops its capabilities to support the Permanent Defence Force.	<ul style="list-style-type: none"> <li>Completion of Phase 1 of the restructuring reorganisation of the Reserve Defence Force.</li> <li>Annual Plan 2004 to contain detailed timeframe for implementation.</li> <li>Maintain channels of communication between all stakeholders in the process.</li> </ul>	<ul style="list-style-type: none"> <li>Progress v. plan.</li> <li>Appropriate elements of Reserve Defence Force's Review Implementation Plan completed by end-2005.</li> <li>Register of skills for application in Peace Support Operations.</li> </ul>

## Key Objectives, Strategies and related Performance Indicators

The key objectives, strategies and performance indicators related to this strategic goal are set out in the table below.

<b>Strategic Goal 1 To enhance the Defence Forces' capability in contributing to the security of the State by providing for the military defence of its territorial integrity.</b>			
	<b>Objectives</b>	<b>Strategies</b>	<b>Performance Indicators</b>
1.8	To provide military capabilities in aid of the civil power as required.	<ul style="list-style-type: none"> <li>• Conduct Aid to the Civil Power (ATCP) training to ensure skill levels are commensurate with likely requirements.</li> <li>• Respond to ATCP requests as appropriate</li> <li>• Conduct regular reviews of ATCP commitments</li> <li>• Continuous liaison with an Garda Síochána and other agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of training conducted.</li> <li>• Numbers of operations conducted annually in an ATCP role.</li> <li>• Reduction in troops committed to ATCP operations where appropriate.</li> </ul>
1.9	To progress the Strategic Management Initiative (SMI) within the Defence Forces.	<ul style="list-style-type: none"> <li>• Advancement of the SMI process within the Defence Forces.</li> <li>• Formulate plans that facilitate the achievement of organisational objectives economically, efficiently and effectively.</li> <li>• Implementation of formal risk management strategy throughout the Defence Forces.</li> <li>• Implementation of Management Information Framework (MIF) project throughout the Defence Forces.</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of Strategy Statement.</li> <li>• Annual plans, incorporating risk management, in place.</li> <li>• Annual reports linked to Strategy Statements and Annual plans.</li> <li>• Risk management strategy in place.</li> <li>• Expenditure reviews complete.</li> <li>• MIF progressed.</li> </ul>



**Strategic Goal 2** *“To prepare and implement a Human Resource Management strategy, which will ensure that military personnel have the requisite skills, abilities, and motivation to effectively and efficiently execute assigned duties and responsibilities”*

### Key Objectives

The key objectives associated with this goal are to:

- Attain, retain, and sustain a motivated and effective body of personnel to meet the requirements of the Defence Forces.
- Implement an integrated personnel management system.
- Devise a Human Resource Management Strategy Statement for the Defence Forces.
- Conform to national equality legislation thereby ensuring a secure and supportive working environment for all members of the Defence Forces.
- Train and develop members of the Defence Forces, on an ongoing basis, so that they may fulfil their role within the organisation in a competent and effective manner.
- Implement the computerised personnel management system.
- Provide first class health care at home and meet the exacting needs of personnel deployed overseas.

### Context

In March 2002 the Chief of Staff submitted a detailed set of proposals for an Integrated Personnel Management System (IPMS) to the Minister for Defence. The proposed system integrates all aspects of personnel management function including recruitment, selection, induction, training, career management and development, promotion systems and rationalises the various personnel management structures to support the new system. It also includes retention policies, which will create an organisational climate in which personnel with the required skills will continue to serve and be fully committed to the Defence Forces during their service. In submitting the IPMS it was the clear intention that it would be properly supported by appropriate superannuation arrangements. These proposals are currently being considered and will be advanced in accordance with a timetable to be agreed.

The White Paper on Defence highlighted the importance of a continuous recruitment strategy for the Defence Forces. The Defence Forces will cultivate an environment of community support for the organisation and its purpose, which will help make the Defence Forces an employer of choice. This will be done through a continuous public relations strategy and by running cross-media recruitment campaigns at appropriate times, which will result in the recruitment of the right personnel.

The implementation of the recommendations contained in the “Challenge of a Workplace” report continues. These recommendations are directed at improved Human Resource Management practices and the elimination of harassment, bullying, sexual harassment, and any form of discrimination prescribed under the provisions of the Employment Equality Act, 1998. A number of strategies have been included to support the advancement of this process.

Human Resource Management is a strategic issue and as such, plays a critical role in delivering the mission and roles of the Defence Forces. The Defence Forces fully recognises that its personnel are its most valued resource and consequently the leadership and management of that resource is vitally important to the organisation's capability to deliver on its mission and roles.

The Defence Forces' personnel function, which is governed by regulation and instructions, is very complex (and traditionally has lent itself to an administrative approach to personnel issues). A strategic approach to Human Resource Management is now underway and many of the planned initiatives will come to fruition during the lifetime of this Strategy Statement.



## Key Objectives, Strategies and related Performance Indicators

The key objectives, strategies and performance indicators related to this strategic goal are set out in the table below.

Strategic Goal 2 To prepare and implement Human Resource Management strategy, which will ensure that military personnel have the requisite skills, abilities, and motivation to effectively and efficiently execute assigned duties and responsibilities.			
	<b>Objectives</b>	<b>Strategies</b>	<b>Performance Indicators</b>
2.1	To attain, retain and sustain a motivated and effective body of personnel to meet the requirements of the Defence Forces.	<ul style="list-style-type: none"> <li>• Conduct a continuous recruitment strategy</li> <li>• Provide the necessary medical facilities to reduce the number of non-effective personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment numbers.</li> <li>• Turnover rate.</li> <li>• The percentage of long-term medically non-effective</li> <li>• Strength Vs Establishment figures.</li> </ul>
2.2	To implement an integrated personnel management system.	<ul style="list-style-type: none"> <li>• A recruitment policy that, while ensuring a steady rate of induction, is also in position to address changing personnel trends</li> <li>• Move towards a largely graduate entry for cadetships with scope for school leavers and commissioning from the ranks.</li> <li>• To develop a career management and performance appraisal system which will allow all members of the Defence Forces to realise their full potential.</li> <li>• A retention policy that identifies those suitable for advancement at an early stage and that can offer rewarding careers for personnel identified.</li> <li>• An exit policy that ensures that the necessary number of personnel exit at each level on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a manpower planning cell.</li> <li>• Increased number of graduate applicants.</li> <li>• Progress on implementation of an Integrated Personnel Management System Vs Plan.</li> <li>• Revised performance appraisal system for NCOs and Privates.</li> <li>• Appropriate superannuation arrangements in place.</li> <li>• Provision of information to personnel to make decisions on future career options.</li> </ul>
2.3	To devise a Human Resource Management Strategy Statement for the Defence Forces.	<ul style="list-style-type: none"> <li>• Establish a working group to propose a HRM Strategy Statement for the Defence Forces.</li> </ul>	<ul style="list-style-type: none"> <li>• Submissions of Statements.</li> <li>• Agreement of Stakeholders.</li> </ul>
2.4	To conform to national equality legislation thereby ensuring a secure and supportive working environment for all members of the Defence Forces.	<ul style="list-style-type: none"> <li>• Conduct review of the implementation of the recommendations contained in The Challenge of a Workplace report.</li> <li>• Conduct pilot survey of personnel policy programmes.</li> <li>• Embrace family friendly policies.</li> <li>• Ongoing application of the Dignity Charter for the Defence Forces throughout the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation of the recommendations contained in The Challenge of a Workplace report.</li> <li>• Personnel reaction to policy programmes.</li> <li>• Implementation of family friendly policies.</li> <li>• High satisfaction rating with the workplace environment.</li> </ul>
2.5	To train and develop members of the Defence Forces on an ongoing basis, so that they fulfil their role within the organisation in a competent and effective manner.	<ul style="list-style-type: none"> <li>• Training and education - develop all appropriate military skills in a structured way throughout all levels of the Defence Forces.</li> <li>• Promote further / continuous education within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Defence Forces' Annual Training Directive.</li> <li>• Number of personnel undergoing career development courses.</li> <li>• The percentage of personnel undergoing further education.</li> </ul>
2.6	To implement the computerised personnel management system.	<ul style="list-style-type: none"> <li>• Modules to be introduced in 2004.</li> </ul>	<ul style="list-style-type: none"> <li>• System to be fully operational by the end of 2004.</li> </ul>
2.7	To provide first class health care at home and meet the exacting needs of troops overseas.	<ul style="list-style-type: none"> <li>• Recruitment of Medical Officers</li> <li>• Provision of continuous professional development opportunities for Medical Officers.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased strength of Medical Officer numbers.</li> <li>• Provision of external training.</li> </ul>



### **Strategic Goal 3 “To provide the military capability to enable the Defence Forces to participate in multinational peace support, crisis management and humanitarian relief operations”**

#### **Key Objectives**

The key objectives associated with this goal are to:

- Provide military personnel and units for peace support operations, as required, in order to fulfil the Government’s international security and defence commitments.
- Train Defence Forces’ units and personnel to contemporary peace support standards, to ensure that they meet the requisite standards of proficiency and interoperability in a multinational peace support operation’s environment.
- Contribute to policy formulation in relation to United Nations, European Security and Defence Policy (ESDP), Partnership for Peace (PfP), and Organisation for Security and Cooperation in Europe (OSCE).

#### **Context**

The Defence Forces have a proud tradition of successful participation in peace support operations over the past fifty years. This participation and associated operational experience forms a solid foundation upon which to face the future challenges posed by the changing nature of international conflict prevention and crisis management.

International risks and uncertainties remain which have the potential to affect National peace and security interests. The Defence Forces’ international defence and security environment perspective is shaped by Ireland’s Foreign Policy.

Membership of the United Nations has been an important cornerstone of Ireland’s foreign and security policy. Ireland has agreed to provide up to 850 military personnel on overseas service at any one time, as part of its commitment to the United Nations Standby Arrangement System (UNASAS). UN authorised peace support missions have been and are expected to continue to be a key tasking of the Defence Forces. There has been considerable change in the means by which new missions have been undertaken in recent years. The Stabilisation Force (SFOR) in Bosnia & Herzegovina and the Kosovo Force (KFOR) in Kosovo to which the Defence Forces contribute, are some examples of a new approach. It is predicted that this form of regional authorisation will continue into the future, together with UN-authorized missions.

The Helsinki European Council established a goal (The Helsinki Headline Goal) to be verified by the year 2003. The goal is for the EU to have the ability to deploy forces of up to 60,000 persons with a capability across the full range of Petersberg Tasks. These forces should be militarily self-sustaining with the necessary operational capabilities including command, control, intelligence, logistics, other combat support services and additionally, as appropriate, air and naval elements. Member States should be able to deploy in full at this level within 60 days, and within this to provide smaller rapid response elements available and deployable at very high readiness. They must be capable of sustaining such a deployment for at least twelve months. Ireland has agreed to provide, on a case-by-case basis, up to 850 personnel to the Helsinki Headline Goal.

This, allied to membership of the Partnership for Peace, its associated Planning and Review Process (PARP) and the Individual Partnership Programme (IPP), is an indication of Ireland’s commitment to international peace and security. The Defence Forces continue to supply personnel to the Organisation for Security and Co-operation in Europe and the European Union Monitoring Mission.

In order to maintain Ireland’s long and well-regarded history of participation in UN-authorized peace support operations, the Defence Forces’ preparations must ensure that military planning embraces the circumstances of the global political, defence and security climate. This suggests that the proliferation of conflict, which threatens international and regional peace and security, is likely to place more demands on the international peacekeeping community. The following considerations will influence the nature of Defence Forces’ preparations:

- The implementation of the Brahimi<sup>2</sup> reforms at United Nations level;
- Evolution of the European Security and Defence Policy within the EU including the development of a rapid response capability with its requirements for timely deployment supported by essential pre-deployment arrangements and procedures;
- The movement from the classic model of involvement in inter-state conflicts to involvement in intra-state conflict situations;
- Peace support operations developing in conjunction with tasks such as humanitarian assistance and the protection of human rights;

- Measures to deal with the humanitarian concerns or evacuation of a Member State's citizens.

### Key Objectives, Strategies and related Performance Indicators

The key objectives, strategies and performance indicators related to this strategic goal are set out in the table below.

<sup>2</sup> See footnote on page 7

<b>Strategic Goal 3 To provide the military capability to enable the Defence Forces to participate in multinational peace support, crisis management and humanitarian relief operations.</b>			
	<b>Objectives</b>	<b>Strategies</b>	<b>Performance Indicators</b>
3.1	To provide military personnel and units for peace support operations in order to fulfil the Governments international security and defence commitments.	<ul style="list-style-type: none"> <li>• Implementation of HR policies, which ensure availability of personnel for overseas service.</li> <li>• Participation in an inclusive planning process.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of units, staffs, elements and personnel to United Nations Standby Arrangements System (UNSAS).</li> <li>• Availability of units, staffs, elements and personnel to the Helsinki Headline Goal (HHG)</li> <li>• Number of Troops available to participate in international and regional security missions</li> <li>• Number of troops available to sustain overseas unit rotations.</li> </ul>
3.2	To train Defence Forces' units and personnel to contemporary peace support standards, in order to ensure that they meet the requisite standards of proficiency and interoperability in a multinational peace support operations environment.	<ul style="list-style-type: none"> <li>• Preparation of Peace Support Training Plan to ensure Defence Forces personnel and units attain necessary standards, linked to the PARP/IPP process.</li> <li>• Developing of the EU Capabilities Development Mechanism process.</li> <li>• Selection of partnership goals that enhance the Defence Forces' capability for participation in peace support operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of progress towards preparation for participation in Helsinki Headline Goal.</li> <li>• External Validation reports of standards of proficiency and interoperability.</li> <li>• Attainment of capabilities in achieving the HHG.</li> </ul>
3.3	To contribute to policy formulation in relation to UN, ESDP, PFP and OSCE.	<ul style="list-style-type: none"> <li>• Strategic monitoring of developments.</li> <li>• Provide Support and participation in EU Military Committee, EU Military Staff, Headline Goal Task Force, European Capability Action Plan and European Atlantic Partnership Military Committee.</li> <li>• Provide Military advice to the Department of Defence and to the Military Permanent Representatives and Ambassadors, as appropriate.</li> <li>• Support for Irelands Presidency of the EU in the first six months of 2004.</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation in the inter-departmental Committee on Peacekeeping.</li> </ul>



## Strategic Goal 4 *“To utilise Defence Forces’ resources efficiently and effectively in the provision of Government support services”*

### Key Objectives

The key objectives associated with this goal are to:

- Ensure that the delivery of emergency and non-emergency support and assistance to the civil authorities is planned and carried out efficiently and effectively.
- Improve the efficiency and effectiveness in the delivery of fishery protection provided by the Defence Forces.
- Secure working protocols by means of Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) with all client Departments, agencies and service recipients for the provision of services.

### Context

The Defence Forces has varying capabilities that can be utilised, when available, to provide a range of services to Government Departments / Agencies. The capacity to provide such service varies with the component of the Defence Forces involved.

Maintenance of essential services in an emergency or an industrial dispute is primarily the responsibility of the functional Government Department. However, occasions arise when the civil authorities may request the assistance of the Defence Forces in carrying out the task of

maintaining and restoring essential services. The Defence Forces, as required, will assist in maintaining essential services and will provide assistance in the event of natural disasters occurring. Every effort is made by the Defence Forces to respond as swiftly and as effectively in the prevailing circumstances.

For operational and procedure purposes, Aid to the Civil Authority (ACA) operations are categorised as follows:

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

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

### Air Corps

The Air Corps undertake a range of tasks in support of Government Departments, Local Authorities and agencies. These tasks include inter alia the provision of the following services:

- Ministerial Air Transport Service (MATS) to the Department of An Taoiseach.
- Search and Rescue (SAR) on behalf of the Department of Communications, Marine and Natural Resources.
- Air Ambulance Service to the Department of Health and Children.
- Support to An Garda Síochána.
- Maritime Patrols, on behalf of the Department of Communications, Marine and Natural Resources, in the exercising of its fishery protection role.
- Island Relief.

- Wildlife Surveys.

Where appropriate, the relationship between the Air Corps and client is regulated by a Memorandum of Understanding (MOU) or Service Level Agreement (SLA)

### Naval Service

The sustainable development of the marine resources, over which the State has sovereign rights, is a national interest. The protection of such resources will be upheld with the assistance of services delivered by the Naval Service and the Air Corps. The Defence Forces is tasked with providing a fishery protection service.

As Ireland's principal sea-going agency, the Naval Service conveys a signal of the State's commitment in the 900,000 square kilometres approx of sea area over which the State has sovereign rights, or currently or potentially exercises sovereignty, and in the seas beyond where the State has interests.

The direct authority of the Naval Service is backed by State legislation to act on behalf and under the guidance of client Government Departments. Where such authority exists the relationship between the Naval Service and client is regulated by an appropriate Memorandum of Understanding (MOU) or Service Level Agreement (SLA). These mechanisms are also used in the case of services sought on an ongoing basis, such as meteorological, marine survey and radiological data collection.

### Key Objectives, Strategies and related Performance Indicators

The key objectives, strategies and performance indicators related to this strategic goal are set out in the table below.

<i>Strategic Goal 4 To utilise Defence Forces' resources efficiently and effectively in the provision of Government support services.</i>			
	<b>Objectives</b>	<b>Strategies</b>	<b>Performance Indicators</b>
4.1	To ensure that the delivery of emergency and non-emergency support and assistance to the civil authorities is carried out efficiently and effectively.	<ul style="list-style-type: none"> <li>• Ongoing review and monitoring of procedures.</li> <li>• Development of contingency plans.</li> <li>• Liaison with relevant Government Departments, Local Authorities and agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Level and effectiveness of responses to Aid to the Civil Authority requests.</li> </ul>
4.2	To improve the efficiency and effectiveness in the delivery of fishery protection provided by the Defence Forces by achieving an increase in Naval Service patrol days.	<ul style="list-style-type: none"> <li>• Progressing the Naval Service Implementation Plan to support the structures necessary to allow a percentage increase in patrol days.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in Naval Service patrol days by end-2005.</li> </ul>
4.3	To secure working protocols by means of Memorandum of Understanding (MOUs) and Service Level Agreements (SLAs) with all client Departments, agencies and service recipients for the provision of services.	<ul style="list-style-type: none"> <li>• Define protocols in relation to the Defence Forces providing support to the civil authority, particularly in the area of marine environment protection and pollution control.</li> </ul> <p>Agree SLAs with principal Naval Service and Air Corps customers as follows;</p> <ul style="list-style-type: none"> <li>• Department of Communications, Marine and Natural Resources on fishery protection;</li> <li>• Department of Justice, Equality and Law Reform on Air Corps support for the Garda Air Support Unit;</li> <li>• Department of Communications, Marine and Natural Resources on Air Corps support for Search and Rescue;</li> <li>• Department of Health and Children and Health Boards on provision of Air Ambulance service by the Air Corps.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement on procedures and protocols by mid - 2004.</li> <li>• Definitive SLA in place by end - March 2004</li> <li>• Definitive SLA in place by end - 2004.</li> <li>• Interim SLA in place by end - 2003.</li> <li>• Definitive SLA in place by end - 2004.</li> <li>• Interim SLA in place by end - 2003.</li> <li>• Definitive SLA in place by end - June, 2004.</li> </ul>

# Inter-Departmental Relations and Implementing Strategy

## Inter-Departmental Relations

The success of many of the strategies outlined in this Strategy Statement is dependent on effective liaison structures being in place between the Defence Forces, Department of Defence and numerous Government Departments and agencies. These Departments include the Departments of Foreign Affairs, Justice Equality and Law Reform, Health and Children and Communications, Marine and Natural Resources. The Defence Forces play a very significant role in the delivery of specific services in each of these Departments and the liaison structures, which are in place, have been successful in the planning and integration of this service delivery.

The National Security Committee is chaired by the Department of An Taoiseach and comprises representatives from the Department of Defence and Justice, Equality and Law Reform, the Defence Forces and the Garda Síochána. The function of the Committee is to advise Government on all aspects of national security and it meets on a regular basis.

An inter-departmental Committee on Peacekeeping was established in 1996. The Committee is chaired by the Department of Foreign Affairs and comprises representatives from the Department of Defence and Justice, Equality and Law Reform, the Defence Forces and the Garda Síochána. The function of the committee is to provide a forum to exchange views on policy relating to

Ireland's participation in international peacekeeping with a view to increasing the effectiveness and coherence of policy in this area and to ensure that policy and its implementation can keep pace in a coordinated way with developments in international peacekeeping.

## Implementing Strategy

The Strategic Management Committee, the High Level Civil-Military Planning and Procurement Group, the Annual Planning Process, the Defence Forces Annual Report and the Management Information Framework (when implemented) are forums and methodologies, which will assist the Defence Forces in implementing the strategies outlined in the Strategy Statement.

### *Strategic Management Committee*

The Strategic Management Committee (SMC) provides an important forum for discussion and decision of major defence policy issues. Comprised of top military and civil management, its role is to focus on strategic planning and on policy formulation and review.

### *High Level Civil-Military Planning and Procurement Group*

The purpose of the High Level Civil-Military Planning and Procurement Group, which was established in the White Paper on Defence, is to identify the Defence Forces' equipment requirements and agree a procurement programme. The strategic focus of the investment programme for the period 2000-2010 is the acquisition of broad range of equipment in order to achieve a balanced increase in operational capacity throughout the Defence Forces.

### *Annual Planning Process*

The annual planning process is an integral part of implementing the Strategy Statement. During the lifetime of the current Strategy Statement the annual planning process will be cascaded down through the organisation to unit level. The annual plans will be used as a management tool to ensure that the strategic goals of the Defence Forces are being advanced, throughout the organisation.

## *Annual Report*

The Annual Report will become the key element for evaluating progress in the implementation of strategy, and for measuring and reporting progress on the implementation of associated Annual Plans.

## *Management Information Framework*

The SMI continues apace within the Defence Forces. The Strategic Management Framework has been firmly established with annual plans being developed and implemented. The Management Information Framework (MIF) is progressing. The management systems contained in the MIF, should provide senior staff with quality management information to support input / output measurement, planning, decision-making, value for money analysis and devolution of budgets.

The objectives, strategies and performance indicators outlined in this Strategy Statement are specific and framed in a way that ensures that implementation can be more easily measured. They will become an integral part of the annual planning process, throughout the organisation, and if necessary corrective action can be taken in order to ensure that the strategic goals of the Defence Forces are achieved.

# Annex A

## Defence Forces' Outputs

A total of 23 Defence Forces' Outputs have been identified. For ease of reference, the outputs are classified under four categories. The four categories are:

- **Conventional Defence Forces' Outputs**
- **Internal Security Defence Forces' Outputs;**
- **International and Regional Security Defence Forces' Outputs and**
- **Governmental Support Defence Forces' Outputs.**

## Conventional Defence Forces' Outputs

**Army Output - Conventional Operations**  
Provision of Army formations with organic headquarters, combat units (infantry), combat support units (artillery, cavalry, engineer and communications) and combat service support units (military police, transport, medical, ordnance, administration and logistics), for the conduct of prompt and sustained conventional combat operations on land.

### **Air Defence Output - Conventional Operations**

Provision of an Army unit for the conduct of prompt and sustained conventional ground forces air defence operations, protecting Army, Naval Service and Air Corps forces, and vital installations.

### **Special Operations Output - Conventional Operations**

Provision of an Army unit at the highest state of readiness for the conduct of prompt and sustained conventional specialist activities, specifically; surveillance, reconnaissance, offensive and defensive operations.

### **Naval Service Output - Conventional Operations**

Provision of Naval Service elements for the conduct of prompt and sustained operations at sea, specifically: naval presence; surveillance; control national sea lanes; the protection of shipping; demonstrating rights of passage; mine-laying; defending naval bases; and to conduct such sea operations, including sea-lift, interdiction and close naval support as may be necessary to support Army operations.

### **Naval Service Output - Sovereignty Operations**

Provision of Naval Service elements for the assertion of Ireland's national sovereignty, the integrity of its territorial waters, the enforcement of maritime law within Irish jurisdiction, and the protection of Irish rights and activities at sea, specifically: routine naval presence; routine surveillance; routine maintenance of the security of vital ports, anchorages and sea lanes.

### **Air Corps Output - Conventional Operations**

Provision of Air Corps Units and elements for the conduct of prompt and sustained operations in territorial airspace, specifically: surveillance; air presence; demonstrating rights of passage; controlling vital air areas and to conduct such air operations, including tactical air reconnaissance, close air support, air interdiction of land forces and communications facilities, and aerial photography, as may be necessary to support Army and Naval operations.

### **Air Corps Output - Sovereignty Operations**

Provision of Air Corps Units and elements for the assertion of Ireland's national sovereignty and the integrity of its territorial airspace, specifically: routine air presence and routine surveillance.



# Internal Security Defence Forces' Outputs

## *Army Output - Internal Security*

Provision of Army formations, units, staffs and elements in response to requests for assistance from An Garda Síochána in Aid to the Civil Power operations. The provision of army units to support Garda operations along the border with Northern Ireland, and as a deterrent to cross-border subversive activity. The provision of units, staffs and elements strategically garrisoned, and other forms of military presence, throughout Ireland to support Garda operations. The provision of resources for the conduct of prompt and sustained internal security operations, specifically: cordon and search operations; cash, explosives and prisoner escorts; vehicle checkpoints; security of vital installations and VIPs; specialist search operations; explosive ordnance disposal operations on land; the provision of military resources in specific high risk internal security situations where An Garda Síochána acknowledge that operational control is beyond their capacity.

## *Special Operations Output - Internal Security*

Provision of an Army unit at the highest state of readiness, for the conduct of prompt and sustained special operations in an internal security environment, specifically: surveillance; reconnaissance; counter-hijacking; escorts; installation and VIP protection.

## *Naval Service Output - Internal Security*

Provision of Naval Service units, staffs and elements in response to requests for assistance from An Garda Síochána in Aid to the Civil Power operations; the provision of Naval Service vessels to support Garda and Custom and Excise operations; the provision of resources for the conduct of prompt and sustained internal security operations, specifically: maritime surveillance; patrolling; protection and interdiction; lifting of blockades; marine engineering; diving operations, including underwater ordnance disposal; and support for Army internal security operations.

## *Air Corps Output - Internal Security*

Provision of Air Corps units, staffs and elements in response to requests for assistance from An Garda Síochána in Aid to the Civil Power Operations; the provision of a fixed wing and rotary capacity to support Garda operations - including the Garda Air Support Unit, and Army and Naval Service internal security operations; the provision of resources for the conduct of prompt and sustained internal security operations, specifically: airlift; air surveillance; air photography; air exclusion; and support for Army and Naval internal security operations.

# International and Regional Security Defence Forces' Outputs

## *United Nations - International Security*

Provision of Defence Forces' units, staffs and elements in response to requests from international and regional organisations for a contribution to peace support operations, including peacekeeping and peace enforcement, on a case by case basis. Maintenance of an all arms peace support capability, task organised, for deployment of up to 850 trained and equipped personnel for UN deployment as part of the UN Standby Arrangement System (UNSAS). Provision of military support for the Irish Permanent Representative to the UN.

## *European Union - International / Regional Security*

Provision of Defence Forces' units, staffs and elements in response to Ireland's commitment to the EU Headline Goal and possible participation in Petersberg Tasks. Maintenance of an all arms peace support capability, task organised, for deployment of up to 850 trained and equipped personnel for EU deployment as part of the Helsinki Headline Goal. Provision of military support to the Irish Military Representative to the EU Military Committee (EUMC).

## *Partnership for Peace - International / Regional Security*

Provision of Defence Forces' units, staffs and elements in response to Ireland's membership of the Planning and Review Process of Partnership for Peace (PfP). As part of its Individual Partnership Programme the Defence Forces are committed to the achievement of approximately 35 partnership goals. Provision of resources for the hosting and participation in selected PfP activities, specifically: unit

and staff training exercises; exchange programmes; courses and seminars. Provision of military support to the Irish Military Representative to the EAP MC.

## *Humanitarian and Disaster Relief Operations - International Security*

Provision of Defence Forces' units, staffs and elements in response to requests from Government Departments and Non-Governmental Organisations for assistance in overseas humanitarian and disaster relief. Provision of resources for the conduct of humanitarian operations and disaster relief, specifically: staffs and advisors; engineer, medical, transportation, communication and general services elements.

## *Confidence and Security Building Measures - International Security*

Provision of Defence Forces' units, staffs and elements in response to international obligations arising from arms control, disarmament and confidence and security building measures, particularly those under the remit of the UN and the OSCE. Provision of military support to the Irish OSCE delegation. The exchange of military information, prior notification of large scale military activities, and military co-operation and contacts under the Vienna Document. Provision of Defence Forces' resources for formal inspections by international teams. The conduct of arms control, disarmament, and confidence and security building verification activities, specifically: exchange programmes; foreign visits; inspection teams and monitors.

## *United Nations Training School Ireland - International Security*

Provision of the UN Training School Ireland for the conduct of national and international courses and seminars in peace support operations, for the evaluation and development of doctrine and interoperability for such operations, and associated exchange programmes.

## *Training and Security Co-operation - International Security*

Provision of Defence Forces' instructors, students, units, staffs and elements in response to requests for training and security co-operation in support of defence or foreign policy, thus promoting Irish interests and international standing. Provision of resources for the conduct of combined and joint training activities, specifically: instructors; student exchange programmes; foreign visits; training exercises; demonstrations and seminars.

# Governmental Support Defence Forces' Outputs

## *Defence Forces' Output - General Support of Government*

Provision of a military infrastructure, including the provision of military advice, intelligence, communications, the protection of installations, the provision of military support for emergency planning, and military support for State ceremonial and protocol functions.

## *Army Output - Governmental Support*

Provision of Army formations, units, staffs and elements in response to requests for assistance from Government Departments, within specific terms of agreement. Provision of resources for the conduct of prompt and sustained operations, as required.

## *Naval Service Output - Governmental Support*

Provision of Naval Service, units, staffs and elements in response to requests for naval assistance from Government Departments, within specific terms of agreement. Provision of resources for the conduct of prompt and sustained operations, specifically: fishery protection; search and rescue; maritime drug and contraband interdiction; search and recovery operations; diving operations; and assistance in combating oil pollution at sea.

## *Air Corps Output - Governmental Support*

Provision of Air Corps, units, staffs and elements in response to requests for air assistance from Government Departments, within specific terms of agreement. Provision of fixed wing and rotary aircraft resources for the conduct of prompt and sustained operations, specifically: maritime surveillance; search and rescue; air ambulance; ministerial air transport service; island support and disaster relief.

## *Defence Forces' Output - Aid to the Civil Authorities and Community*

Provision of Defence Forces' units, staffs or elements for the conduct of prompt and sustained operations in Aid to the Civil Authorities and Community, where operational commitments and resources allow, specifically: the contingency planning, preparation and military technical and operational support in response to major disasters (e.g. aircraft, shipping, train crashes, or oil, nuclear and chemical spillage); natural disasters (e.g. flooding, forest fires, storm and snow); the maintenance of essential services (e.g. public transport, public electricity or water supplies, fire fighting, and ambulance); to assist the community at large; and such other duties as may be assigned from time to time.