



Óglaigh na hÉireann



DEFENCE FORCES ANNUAL REPORT 2003





Contents

Statement by the Chief of Staff		2
Defence Overview	Introduction	5
	Mandate	5
	Organisational Structure	5
Defence Forces' Mission Statement	Mission	9
	Roles	9
	Strategic Goals	9
Peace Support Operations		11
State Defence		19
Human Resources		25
Government Support Services		31
Financial Report		37
Appendices	2 Eastern Brigade	43
	1 Southern Brigade	44
	4 Western Brigade	45
	Defence Forces Training Centre	46
	Air Corps	47
	Naval Service	48
	Reserve Defence Force	49

Statement by the Chief of Staff

The year 2003 showed the fruits of the modernisation programme in the Defence Forces over the past few years with the deployment, in record time, of an Armoured Personnel Carrier (APC) Battalion group to Liberia and the deployment of an Infantry Group to Kosovo. On the home front the Defence Forces continued to provide support to An Garda Síochána as requested while continuing to develop capabilities and procedures to deal with the threat of international terrorism. In addition, the Defence Forces trained personnel for any possible deployment in the country's prisons as well as contributing handsomely to the 2003 Special Olympics World Games.

The manner and speed of the deployment of our unit to Liberia was tangible evidence of the success of the reorganisation, procurement and training programmes of recent years. The reorganisation, which allows one brigade take responsibility for the Liberia operation, one for Kosovo and the remaining brigade preparing the immediate replacement worked very well. The equipment programme allowed us for the first time ever to provide the UN with a fully APC-borne Quick Reaction Force. The deployment, which was effected within record time, including a reconnaissance by one of our Naval Service ships, took place to a green field site with every single item of equipment for operations and sustainment coming from Ireland.

The deployment of the Infantry Group to Kosovo was less difficult to mount being a transition from a Transport Company to an Infantry Group. However, being deployed under Partnership for Peace (PfP) arrangements, the unit was the subject of an independent assessment prior to its deployment. The unit was assessed under equipment, training and doctrinal standards and was deemed to be "very well equipped, highly motivated and mission capable".

By the end of 2003 the Defence Forces were involved in a very new situation in that we had an Infantry Group in Kosovo under the command of a Finnish Battalion, while in Liberia we had a battalion group Quick Reaction Force preparing to take a Swedish Company under our command. (This has since taken place.) The new arrangements reflect the move towards interoperability among EU nations and may well be built upon in the context of the proposed EU Rapid Response Battle Group arrangements.

Peace support operations by their nature are inherently high risk and dangerous military undertakings and so it was during a routine familiarisation patrol on 27 November 2003 that Sergeant Derek Mooney from the Army Ranger Wing tragically died following a road traffic accident on the outskirts of the Liberian capital, Monrovia. Sergeant Seán Baldwin who was also seriously

injured in the accident has now returned to duty. I would like to convey, on behalf of the Defence Forces, our deepest sympathies and condolences to Derek's family and friends.

Go raibh rath Dé ar a anam.

On 31 December 2003 the Defence Forces had 835 personnel deployed overseas. While the majority of these were with the peace support missions in Liberia and Kosovo, the Defence Forces also deployed personnel in support of twenty other missions including those in Afghanistan, Middle East, Democratic Republic of Congo, Cote d'Ivoire, Bosnia, Georgia and Cyprus. These personnel are employed as observers and as staff officers in multinational headquarters. The quality and training of these personnel make them much sought after.

A major threat to international security is the availability of weapons of mass destruction to those intent on terrorist attacks. The possibility of a dirty bomb being used against our forces operating overseas continues to be taken into consideration in our procurement and training programmes. The equipment and expertise developed in the context of overseas also enhances our capability for the domestic situation.

The Defence Forces' equipment purchasing programme is a major factor in modernising the organisation and will continue with the delivery of a further instalment of 25 MOWAG Piranha Armoured Personnel Carriers in 2004. December 2003 saw the delivery of the new €10m Learjet in Baldonnel, as part of the Government's Ministerial Air Transport Service. The Air Corps also made a down payment of €17.5m for eight PC-9M Pilatus trainer aircraft, the first three of which are due for delivery in early 2004, which will further enhance its capabilities. The main infrastructure investments for 2003 centred on the upgrading of accommodation and training facilities throughout the Defence Forces.

The Minister for Defence approved in principle a plan for the restructuring of the Reserve Defence Force in January 2003. An Implementation Group was established to bring the plan to fruition. The restructured Reserve will continue to be geographically spread over the entire country and will consist of local forces along the lines of the present day FCÁ and an integrated element which will, in accordance with the White Paper on Defence, be integrated into Permanent Defence Force units. The clothing, equipment and training standards of all elements will be raised and it is intended that the Reserve will be a significant resource to counter the threat of terrorism and to alleviate the possible consequences of a terrorist attack.

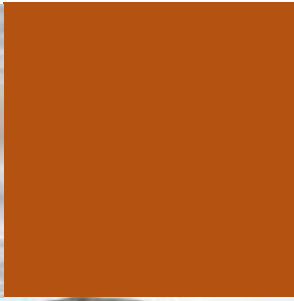
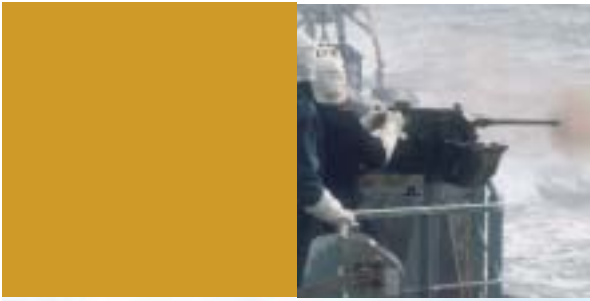
In 2003 the Government in its drive to rationalise public sector employee numbers reduced the Defence Forces by 250 personnel. This reduction is to be phased over three years and will be achieved by the end of 2005. Work continued on the production of a Strategic HRM policy for the Defence Forces while significant progress was also reported in reference to the development of an Integrated Personnel Management System. An integral part of this is the continued development of Defence Forces personnel through education and training. A significant initiative in the area of education was the agreement of a partnership programme with NUI Maynooth which provides for the award of a Master's Degree in Leadership, Management and Defence Studies to Command and Staff Course students who meet the required standards. This has served to enhance the professional standards of Defence Forces officers and brings our course into line with that of our international comparators. In response to the Government's decision on decentralisation, the Defence Forces established a working group to examine the issues involved in relocating Defence Forces' Headquarters from the greater Dublin area to the Curragh. This will be further progressed throughout 2004.

The international security situation is more volatile than at any time since the end of the Cold War. While Iraq, the Middle East, Afghanistan and the Balkans remain the focus of international attention the UN is preparing to add five new peacekeeping missions to the fifteen it already has in the field. The focus at both UN and EU level has moved to the preparation of Rapid Response Battle Groups and we must continue to develop our forces accordingly. I am satisfied that the quality of our personnel is of the highest order, our restructuring and reorganisation has greatly facilitated our preparation and deployment on multiple missions. The main effort now must be on improving our equipment, developing our tactical and operational doctrine and engaging in even more realistic and demanding exercises to ensure we are prepared to meet the many challenges that lie ahead.



Jim Sreenan
Lieutenant General
Chief of Staff





Defence Overview

Defence Overview

Introduction

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

Since the events of September 11, 2001, assessments of the security environment have changed. Consequently, the Defence Forces have refocused efforts to improve its capability to deal with threats emanating from global terrorism.

The Defence Forces through its Strategy Statement (2003-2005) aims to improve its capacity to deliver on all core activities, while at the same time fulfilling the other roles assigned by Government efficiently and effectively. The statement outlines four realistic, attainable but challenging strategic goals to be progressed during the lifetime of the statement.

The main part of this report describes the progress achieved in each of the four strategic goals during 2003, while the final part of the report deals with the financial allocations associated with the Defence Vote for the reporting year.

Mandate

Constitutional and Legislative Basis for the Defence Forces

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

The Oireachtas enacted the Defence Act, 1954 as the primary legislative instrument from which the Defence Forces (*Óglaigh na hÉireann*) derives its legislative standing pursuant to the Constitution. The Defence Act has been the subject of several

amendments; most recently, the Defence Amendment Act of 1998, which provides for the re-organisation of territorial boundaries and the Defence Forces' Headquarters organisation.

Defence Forces' Headquarters and Command Arrangements

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

Military command is delegated by the Minister directly to the General Officers Commanding (GOCs) in each of the three territorial brigades (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.

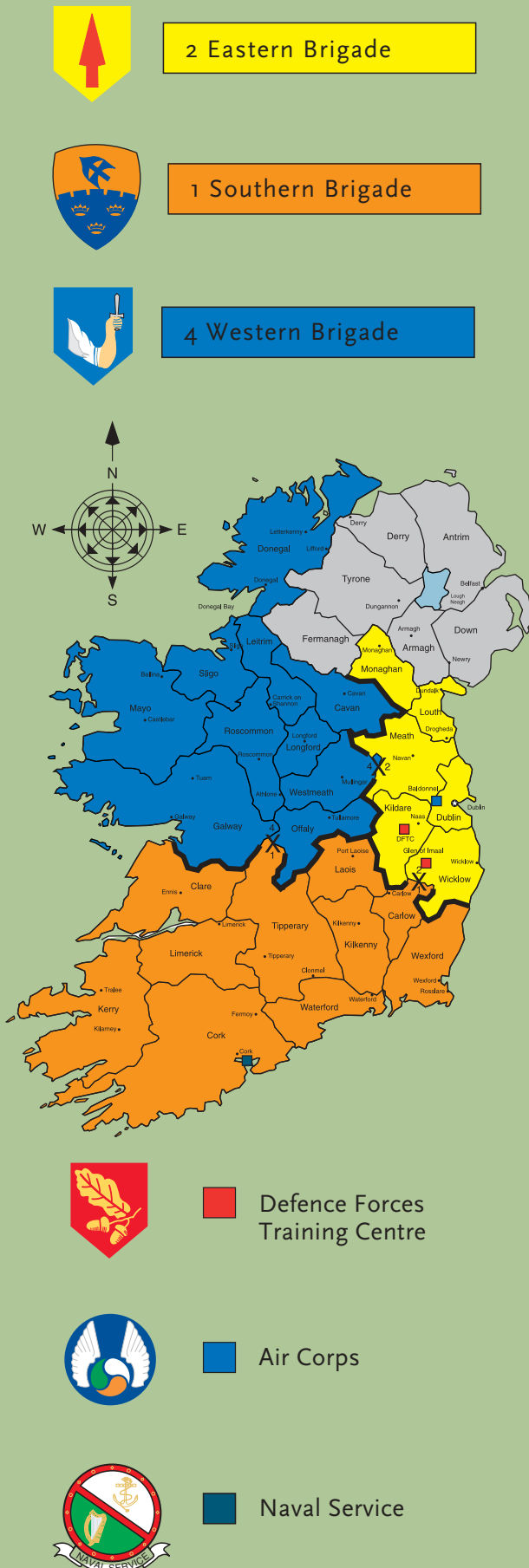
Defence Policy

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 the Defence Forces' Strategy Statement (2003-2005) as are the new challenges arising, including the development of the European Security and Defence Policy.

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



FIGURE 1.1
BRIGADE AND FORMATION GEOGRAPHIC DEPLOYMENTS



Organisational Structure

Overview

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

Defence Forces' Headquarters co-ordinates the implementation of the military aspects of defence policy.

Permanent Defence Force

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

Army

The Army is structured into three all-arms brigades, consisting of combat, combat support and combat service support elements. Each brigade is designated a territorial area of responsibility, specific garrison locations and a recruitment area as outlined in Figure 1.1.

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

Air Corps

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

Naval Service

The Naval Service, based in Haulbowline, Co. Cork, has a flotilla of eight ships, a 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, offshore patrol vessel squadron. The support command is responsible for personnel and all logistical, engineering, and maintenance functions.

Reserve Defence Force

The Reserve Defence Force will mirror the Permanent Defence Force (PDF). Units will be rationalised and amalgamated to facilitate the new structure. The RDF will be organised into the *First Line Reserve* and a *Second Line Reserve*. The First Line Reserve will comprise former members of the Permanent Defence Force and the Second Line Reserve will comprise an Army Reserve and a Naval Service Reserve.

Army Reserve

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

Naval Service Reserve

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





Defence Forces' Mission Statement

“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.”

Defence Forces' Mission Statement

Mission

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.

Roles

The roles assigned by Government are:

- **To defend the State against armed aggression;** this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of threats
- **To aid the Civil Power** (meaning in practice to assist, when requested, 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 European Union**
- **To carry out such other duties as may be assigned to them from time to time** e.g. search and rescue, air ambulance service, Ministerial air transport service, assistance on the occasion of natural or other disasters, assistance in connection with the maintenance of essential services, assistance in combating oil pollution at sea.



Strategic Goals

Arising from the roles and mission of the Defence Forces, the Defence Forces' Strategy Statement (2003-2005) outlines four strategic goals for the organisation. 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 provide the military capability to enable the Defence Forces to participate in multinational peace support, crisis management and humanitarian relief operations**
- **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 utilise Defence Forces' resources efficiently and effectively in the provision of government support services.**

In the next part of the report each of the above goals are examined and the progress achieved during 2003 for each goal is outlined.



Peace Support Operations

“To provide the military capability to enable the Defence Forces to participate in multinational peace support, crisis management and humanitarian relief operations.”

Peace Support Operations

Context

The foundation of the State's approach to international peace and security is set out in Article 29.1 of the Constitution in which 'Ireland affirms its devotion to the ideal of peace and friendly co-operation amongst nations founded on international justice and morality'.

The Defence Forces have a proud tradition of successful participation in peace support operations. Since Ireland joined the United Nations (UN) in 1955, Defence Forces personnel have performed approximately 52,000 tours of duty on 57 peace support operations worldwide. The operational experience gained continues to form a solid foundation from which to face the challenges posed by the changing nature of international conflict prevention and crisis management.

Ireland has committed up to 850 Defence Forces personnel, at any one time, to international peacekeeping operations. This is an expression of policy intent and not a binding commitment. The Government decides on a case-by-case basis whether, when and how to commit Defence Forces personnel to such operations. UN authorisation is a key factor that informs the Government's decision of a request for Defence Forces participation.

The commitments are to:

- UN Peacekeeping Operations
- EU-led Crisis Management Operations
- NATO-led PfP Peace Support Operations
- Organisation for Security and Cooperation in Europe.

United Nations

On 15 October 1998, Ireland signed a Memorandum of Understanding with the United Nations which commits the Defence Forces to participation in the United Nations Standby Arrangements System (UNSAS). By subscribing to UNSAS, Ireland offers to provide up to 850 Defence Forces personnel for UN peacekeeping operations at any given time.

European Union

In the Maastricht Treaty of 1992, the Member States of the European Union undertook to enhance cooperation on international affairs through a Common Foreign and Security Policy (CFSP). The Treaty of Amsterdam further developed the CFSP and the Treaty on European Union now reflects the Petersberg tasks:

- humanitarian and rescue tasks
- peacekeeping tasks
- tasks of combat forces in crisis management, including peacemaking.



At the Helsinki European Council of December 1999, it was agreed to develop the capability to conduct these tasks and Member States set themselves the Headline Goal:

"By 2003, to deploy rapidly within 60 days and sustain for up to one year, a military force of up to 60,000 persons capable of the full range of Petersberg tasks."

Partnership for Peace and Planning and Review Process

Ireland joined NATO's Partnership for Peace (PfP) programme in December 1999 and in 2001 joined the PfP Planning and Review Process (PARP). Initial Partnership Goals were agreed, chosen with a view to enhancing interoperability for NATO-led PfP peace support operations.

Organisation for Security and Cooperation in Europe

Ireland is a signatory to the Helsinki Final Act and contributes personnel to OSCE operations.

These international commitments underscore the capacity and readiness of the Defence Forces to participate in multinational peacekeeping operations with countries with which we share a peacekeeping tradition, and ensure that Ireland is in a position to continue to make an important contribution in the field of peace support operations.

The effectiveness of the Defence Forces in relation to this strategic goal may be assessed by progress in the following areas:

- Fulfilling **Government's International Commitments**
- Conduct of **Overseas Training**
- Participation in **International Assessments**
- Provision of **Logistical Support**
- Provision of **Field and Combat Engineering Equipment**
- Provision of military advice in relation to **European Security and Defence Policy**
- Participation in **Partnership for Peace (PfP) and the Individual Partnership Programme (IPP)**.

Government's International Commitments

The main objective associated with this goal is the *'provision of military personnel and units for peace support operations as required, in order to fulfil the Government's international security and defence commitments'*.

In 2003, Ireland contributed over 1,500 Defence Forces personnel to a total of twenty-four missions; eight troop-contributing, nine observer and seven permanent staff missions. The Defence Forces' main theatre of operations during the year was concentrated on the African continent. (See Figure 3.1 – World Map depicting Defence Forces overseas missions in 2003.)

Troop-Contributing Missions

The main overseas deployment for the Defence Forces in 2003 saw the 90 Infantry Battalion, and a special operational task group of Army Ranger Wing personnel being deployed to Liberia with the United Nations Mission, UNMIL in December. (For a complete analysis of this mission, see section on Liberia).

Ireland also contributed Defence Forces personnel to KFOR in Kosovo. The 27 Infantry Group, comprising of a headquarters, a logistics company and an armoured personnel company, formed part of a Finnish Battalion in a multinational brigade environment. The infantry group replaced the Irish transport company in September, which had been serving with KFOR since 1999.

The Defence Forces continued to contribute personnel to peace support missions in Lebanon, Cyprus and East Timor.

In January 2003, the Defence Forces withdrew its military police company from the Stabilisation Force (SFOR) in Bosnia and Herzegovina. A small headquarters staff of twelve remains in Sarajevo.

In June the Defence Forces withdrew from the United Nations Mission in Ethiopia and Eritrea (UNMEE), having completed its commitments to the mission.

Observer Missions

A total of 29 officers and NCOs served abroad on six UN observer missions from places as diverse as Western Sahara and the Ivory Coast in Africa, to Jerusalem and Damascus in the Middle East. In addition, 21 officers and NCOs served on observer missions, with the Organisation for Security and Cooperation in Europe (OSCE) in the Balkans and Georgia and to the European Union Monitoring Mission (EUMM) to the former Yugoslavia.



Major General Carl Dodd,
Chief of Staff, UNTSO

Major General Carl Dodd was appointed by the United Nations in April 2002 as Chief of Staff of the multinational United Nations Truce Supervision Organisation in the Middle East. Based in Jerusalem, Major General Dodd is responsible for international observers deployed with the UN Disengagement Observer Force on the Golan Heights and with UNIFIL in Lebanon.

Operation 'Artemis' – Democratic Republic of Congo (DRC)

A new departure for Ireland in providing troops for peace support operations in 2003 was the participation of Defence Forces personnel in Operation 'Artemis', an EU-led mission in the Democratic Republic of Congo (DRC), with France as the framework nation. An international emergency multi-national force, comprising of 1,500 soldiers was deployed to a province in the north east of DRC in order to maintain peace and stability in the region. The Defence Forces contribution to this mission consisted of Lieutenant Colonel Cormac Lawlor, Company Sergeant Niall Gorey and Sergeant Rowlagh Bent, working at the Operation Headquarters in Paris. Two members of the Army Ranger Wing were also deployed to the Force Headquarters, which was located at Entebbe, Uganda.

Operation 'Concordia' – Former Yugoslav Republic of Macedonia (FYROM)

In April 2003, Colonel Don O'Keeffe was assigned as the military adviser to the EU's Special Representative, in Skopje in the Former Yugoslav Republic of Macedonia (FYROM). In his capacity as military adviser he worked closely with the Special Representative on all military aspects of "Operation Concordia", the first ever EU-led military mission.

International Security Assistance Force (ISAF) – Afghanistan



Sergeant Ronnie Burke,
Operations Cell, ISAF HQ

The Defence Forces continues to deploy personnel to ISAF HQ and to the Kabul Multi-National Brigade (KMNB) as part of the International Security Assistance Force (ISAF) in Afghanistan. Sgt Ronnie Burke is currently one of three NCOs serving with ISAF. He is employed in the operations cell of the Force Headquarters.

Table 3.1 outlines the number of Defence Forces' personnel serving overseas on 31 December 2003.

Overseas Training

The main focus is to provide for, *'the training of 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 operations environment'*.

Prior to being deployed overseas, all units and personnel undergo a concentration period where a comprehensive package of training is made available to meet the specific requirements of each particular mission. Briefings, which include information of a political, military, geographical and medical nature are also given.

United Nations Training School Ireland (UNTSI)

The Defence Forces international training school, UNTSI, which is based at the Curragh, hosts study developments in peacekeeping and conducts training courses and seminars on peacekeeping for Defence Forces personnel. It also provides training for officers and NCOs from other countries in peace keeping duties.

In 2003, UNTSI conducted a United Nations Military Observer Course and an International Military Police Course catering for a total of 41 students. Fourteen different countries were represented on these courses.



Colonel Patrick O'Sullivan and staff of UNTSI with members of the Indian Defence College.

International Assessment

The Defence Forces are required to undergo an assessment prior to deployment on overseas missions. The key criteria for this assessment is the military effectiveness of the unit to be deployed, and to ensure that troops being deployed are trained to the highest international standards, including rules of engagement.

A team of officers from Sweden and Norway visited Ireland and conducted a three-day assessment in August, prior to 27 Infantry Group's deployment to KFOR. The report on the Defence Forces was favourable and concluded that *"the company group was very well equipped, highly motivated and mission capable"*.

Logistical Support

To initiate and sustain twenty-four peace support missions and 850 personnel overseas, at any one time, the Defence Forces needs to have the correct logistical support and administrative procedures in place and functioning smoothly. In 2003, the Defence Forces withdrew from UNMEE (Eritrea) in May and redeployed, in August, some of its equipment to KFOR (Kosovo), to cater for the change in deployment from a transport company to an infantry group. The Defence Forces also deployed to UNMIL (Liberia) in December 2003.

The deployment to Liberia was the largest logistical deployment undertaken by the Defence Forces during the year. The Defence Forces deployed a total of 508 personnel, which included an engineer advance party with associated stores and equipment.

The deployment was conducted over a 28-day period, through eight airlifts – three personnel and five cargo – and one sealift, at a cost €1.9 million. Stores and equipment weighed 1,756 metric tonnes. Approximately 170 pieces of rolling stock, including armoured personnel carriers, trucks, tankers, engineer vehicles and utility vehicles were deployed by sea. The sea deployment also included 130 ISO containers.

By 27 December, 474 personnel were living independently (with food and water for 60 days) in Camp Clara, Liberia. In order to build the camp approximately 70 engineer personnel consisting of a 30-strong construction party and a 40-strong engineer platoon were deployed to Liberia a month in advance of the main deployment of troops.

Throughout 2003 a resupply programme of overseas missions was maintained. During the year the Defence Forces moved over 1,500 personnel and 2,440 metric tonnes of equipment.

Field and Combat Engineering Equipment

The equipment purchase programme for the field engineer companies continued in 2003. Approximately €5 million was spent on combat engineering equipment.

The programme included €1 million for the purchase of a fully functional camp and the upgrading of a second camp in Kosovo. Most of the field equipment purchased, including sewage treatment plants, air conditioning units, power and light systems and generators was deployed to Liberia.

Liberia

Background to Conflict

Between 1989 and 1997 civil war in Liberia claimed the lives of almost 150,000 people and led to a complete breakdown of law and order. It displaced thousands of people, both internally and beyond the borders, resulting in 850,000 refugees in the neighbouring countries. Fighting began in late 1989, and by early 1990, several hundred deaths had already occurred in confrontations between government forces and fighters who claimed membership of an opposition group, the National Patriotic Front of Liberia (NPFL), led by a former government official, Mr. Charles Taylor.

From the outset the Economic Community of West African States (ECOWAS) undertook various initiatives aimed at a peaceful settlement. After ECOWAS brokered a peace agreement in Benin in 1993, the UN Security Council established the United Nations Observer Mission in Liberia (UNOMIL). Delays in the implementation of the peace agreement and resumed fighting among Liberian factions made it impossible to hold elections in early 1994. In the following months a further number of peace agreements were negotiated. In July 1997, with a ceasefire in force Mr. Charles Taylor was elected President.

Subsequent peace-building efforts were seriously hindered by the inability of the Government and opposition party leaders to resolve their differences over key issues of governance. On 8 July 2003, as fighting between Government forces and various warring factions intensified and the scene of the humanitarian tragedy grew, the UN Secretary-General decided to appoint Jacques Paul Klein of the United States as his Special Representative for Liberia, in an effort to halt the country's drift towards total disintegration.

On 11 August, President Charles Taylor handed over power to Vice President Moses Blah, and at the invitation of the President of Nigeria, left Liberia for Nigeria. One week later, at the peace talks at Accra a comprehensive peace agreement was signed by the parties to the conflict. On 21 August Gyude Bryant, a Monrovia businessman and head of the Liberia Action Party, was appointed as Chairman of the National Transitional Government.

By the agreement, the parties also requested the UN to deploy a force to Liberia under Chapter VII of the charter of the UN, to support the National Transitional Government and assist in the implementation of the Peace Agreement.

The UN Security Council in Resolution 1509 endorsed the peace agreement, which set out a "road map" towards elections in 2005. In accordance with the terms of the peace agreement, the National Transitional Government of Liberia was inaugurated in Monrovia on 14 October 2003.

United Nations Mission in Liberia (UNMIL)

UNMIL was created when the United Nations Security Council passed Security Resolution 1509 on 19 September 2003. The Security Council authorised the deployment within UNMIL of up to 15,000 peacekeeping troops, including 250 military observers and 160 staff officers and up to 1,115 civilian police officers, including formed units to assist in the maintenance of law and order throughout Liberia.

It also decided that UNMIL's mandate would be: to support the National Transition Government of Liberia and the other parties in the effective and timely implementation of the Comprehensive Peace Agreement; to monitor adherence to the ceasefire agreement of 17 June; to assist the National Transitional Government in extending State authority throughout Liberia; to provide security at key government installations; to ensure the security and freedom of movement of United Nations personnel; to facilitate the free movement of people, humanitarian assistance and goods; to support the safe and sustainable return of refugees and internally displaced persons; and to protect civilians under imminent threat of physical violence in the areas of immediate deployment of United Nations formed military units.



Brigadier General Robert Fitzgerald, Chief of Staff, UNMIL

Brigadier General Robert Fitzgerald, is the current Chief of Staff of the 15,000-strong UNMIL force in Liberia. He was appointed at the commencement of the mission and is responsible for coordinating all staff activities in the Force Headquarters in Monrovia.

The Minister for Defence, Mr. Michael Smith TD, being briefed by Irish Troops in Monrovia



90 Infantry Battalion

Resulting from Security Council Resolution 1509, the Secretariat of the UN requested the Government of Ireland to provide forces in support of this mission. Ireland was requested to provide a “motorised infantry battalion that will be employed as the Force Commander’s Rapid Reaction Reserve, and the provision of a Special Forces Unit for a limited period under direct command of the Force Commander”. Additionally, the Secretariat requested Ireland to provide staff officers for the Force Headquarters.

On 12 November the Minister for Defence moved a resolution in Dáil Éireann approving the dispatch of a contingent of the Permanent Defence Force for service with UNMIL. This was to consist of an infantry battalion, a special operations task group comprising of 40 members of the Army Ranger Wing and eight staff officers in the Force Headquarters, including its Chief of Staff.

The Defence Forces’ reconnaissance group, consisting of nine representatives of Defence Forces Headquarters departed Ireland on 15 October. The group linked up with the LÉ Niamh, which had departed Ireland earlier, in Freetown, Sierra Leone on 16 October and landed in Monrovia on 17 October.

Detailed reconnaissance commenced on 17 October with briefings by the principal staff officers in UNMIL’s Force Headquarters and returned to Ireland on 21 October.

The fact finding mission recommended to the Chief of Staff of the Defence Forces that, the level of risk, for a UN Chapter VII operation (peace enforcement), was acceptable and that a recommendation to this effect be made to the Minister for Defence once the issues of medical support and casualty evacuation were satisfied. Arrangements were put in place for a Dutch hospital ship, HNLMS Rotterdam, to provide level 3 medical cover for Defence Forces’ personnel during their initial phases of deployment.

On the 19 November a total of 129 personnel, consisting of a construction party engineers, a security platoon, a communications detachment along with a special operations task group were deployed to Liberia in preparation for the main deployment that was to follow in December.

The 90 Infantry Battalion became operational in Monrovia on the 17 December 2003.

Lieutenant Colonel Patrick Moran, Officer Commanding 90 Infantry Battalion, UNMIL, with battalion staff members.



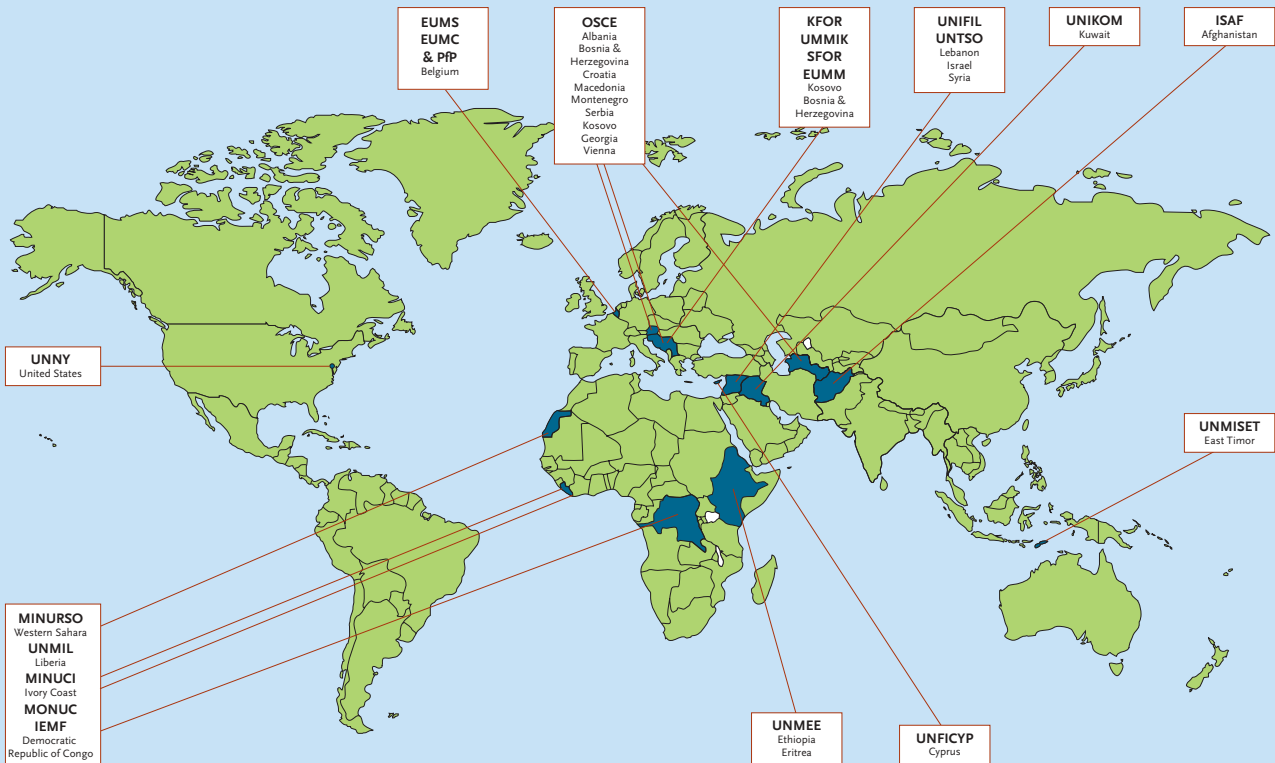
TABLE 3.1 DEFENCE FORCES’ PERSONNEL SERVING OVERSEAS AS ON 31 DECEMBER 2003

MISSION	OFFICERS	CHAPLAINS	NCOS	PRIVATES	TOTAL
UNITED NATIONS TROOP MISSIONS					
UNFIL HQ	4		3		7
UNFICYP HQ	2		3		5
UNMISSET	1				1
(UNMEE* – 89 INF BN)	(23)	(1)	(70)	(119)	(213)
UNMIL HQ	6		2		8
UNMIL – 90 INF BN	38	1	154	234	427
UNMIL – ARW SOTG	3		33		36
Total	55	1	195	234	485
UNITED NATIONS OBSERVER MISSIONS					
UNTSO	14				14
UNNY	3				3
MINURSO	4				4
UNMIK	1		2		3
MONUC	3				3
MINUCI	2				2
Total	27		2		29
EUROPEAN AND INTERNATIONAL MISSIONS					
SFOR	1		11		12
KFOR – 27 INF Group	29	1	105	126	261
(KFOR** – No 8 Transport Company)	(4)	(1)	(27)	(72)	(104)
ISAF	4			3	7
OSCE	11				11
EUMM	8			2	10
EU Military Staff	5			1	6
ESDP & PfP	11				11
Total	69	1	122	126	318
PERMANENT UN & OSCE HEADQUARTER MISSIONS					
UN & OSCE	3				3
Total	3				3
Grand Total	154	2	319	360	835

* 213 Defence Forces personnel were deployed to UNMEE up to June 2003 and are not included in the overall figure

** 100 Defence Forces personnel were deployed to KFOR – Transport Group up to September 2003 and are not included in the overall figure

FIGURE 3.1
WORLD MAP DEPICTING DEFENCE FORCES OVERSEAS MISSIONS IN 2003



European Security and Defence Policy

The capacity of the EU to prevent and manage conflict situations outside its borders is a fundamental aspect of coherent and effective engagement with the wider world. The European Security and Defence Policy is a key instrument through which the EU can in a practical way contribute to conflict prevention and crisis management.

In early 2003, the EU invited Member States to review the manner in which they offer force elements to the Headline Goal. As a consequence Ireland now offers a 'palette of forces', which allows for greater flexibility by Government in selecting the most appropriate contribution to future peace support operations. The upper limit of 850 personnel serving overseas will continue to apply.

With Ireland taking over the EU Presidency in January 2004, the latter half of 2003 saw the Defence Forces take part in a number of activities in the build up to the Presidency, including the presentation of the *European Union Military Committee – Irish Presidency Work Programme January – June 2004*.

Partnership for Peace (PfP) and the Individual Partnership Programme (IPP)

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

Arising from membership of PfP, Ireland develops an Individual Partnership Programme (IPP) annually. The IPP contains statements of the political aims of the Partner country, the assets that may be made available for PfP purposes, the broad objectives of cooperation between the Partner and PfP in various areas of cooperation and the specific events that the country will be involved in during the year in question.

In 2003 a third Individual Partnership Programme was undertaken for the period up to 31 December 2003 containing 114 events consisting mainly of training courses, tabletop exercises, seminars and conferences. It is activities such as these that enable the Defence Forces to reach the standards of interoperability that allows the Defence Forces to participate in UN-authorized operations e.g. KFOR in Kosovo.

Exercise Viking

VIKING 03 was a Swedish-led, multinational, computer-aided exercise in the spirit of Partnership for Peace that took place in December 2003. The aim was to enhance interoperability for Peace Support Organisations, including Civil-Military Cooperation (CIMIC). VIKING 03 exemplified Computer Assisted training and distributed Peace Operation Exercises as well as promoting communication and information between the Partnership for Peace nations. The exercise involved military, civilian governmental and non-governmental organisations, police and media participation, and was conducted in remote sites in seven countries.

A Battalion staff drawn from the 1 Southern Brigade participated in the exercise. Located in the new Simulation Centre in the Curragh, they responded to a Finnish-led Nordic Brigade based in Finland. The value of this was later borne out when most of the Battalion Staff officers subsequently served as part of a Finnish-led battlegroup in Kosovo. Members of the Irish Red Cross, the Gardaí, Goal and UNHCR also took part.





State Defence

“To enhance the Defence Forces’ capability in contributing to the security of the State by providing for the military defence of its territorial integrity.”

State Defence

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. In order to fulfil all (or any) of its roles, the military must, as a fundamental, train to attain the highest standards in conventional military operations.

Since 2000, significant resources have been invested in the Defence Forces to improve its defence capability. More time has been spent on training, one of the core activities of a military force. Better equipment has been purchased to replace or improve current stocks. Major investment has been made in improving the organisation's infrastructure and a re-evaluation of the Reserve Defence Force has been conducted.

The effectiveness of the Defence Forces in relation to this strategic goal may be assessed in terms of progress in the following areas:

- Conduct of **Internal Security Operations**
- Conduct of **Conventional and Individual Training**
- Effective **Defensive Equipment Procurement Programmes**
- Improvements in organisational **Infrastructure**
- Improving the **Reserve Defence Force's Capabilities**.

Internal Security Operations

Since the foundation of the State, the Defence Forces have supported An Garda Síochána in a wide variety of Aid to the Civil Power (ATCP) operations combating serious subversive threats to the State. These operations have included: operations along the border with Northern Ireland; familiarisation patrols, checkpoints, cordon and search operations; non-border operations such as cash, explosive and prisoner escorts; military presence at blastings and prisons; specialist search operations and explosive ordnance disposal operations; specialist operations such as counter-hijacking, escorts, installation and VIP protection.

Army ATCP Operations

Aid to the Civil Power Operations for the Army can be divided into two broad areas; those of Border Operations, i.e. all operations located in and around the area of the border between the Republic of Ireland and Northern Ireland and those of Non-Border Operations, which cover all ATCP operations elsewhere within the State.

Border Operations

The units tasked primarily with border security are the 6, 27 and 28 Infantry Battalions and 4 Cavalry Squadron. They receive direct support from Explosive Ordnance Disposal teams from 2 Eastern Brigade and 4 Western Brigades and air support from the Air Corps. Additional personnel from non-border units are deployed to the border as the need arises.



Since 1998 and the Good Friday Agreement, the number of border operations decreased significantly in the subsequent years. In 2003, the main operations consisted of 134 border familiarisation patrols and twelve explosive ordnance device callouts to deal with improvised explosive devices in the border area.

Non-Border Operations

Armed Security Escorts

Armed security escorts, explosives escorts, prisoner escorts and cash-in-transit escorts continue to be conducted by the Defence Forces; by the Army on the ground and with the Air Corps providing aerial support.

Security of Key Installations

The key installations that continued to be secured by the Defence Forces during 2003 were Government Buildings, The Central Bank, Portlaoise Prison and Hospital, The Irish Industrial Explosive factory at Enfield, and Dublin Docklands (during loading and unloading of munitions on ships). The Defence Forces carried out patrols to the following key installations: Airports, Docklands, Prisons, Courts, RTÉ, ESB, CIE installations, and fuel storage facilities. A total of 2,140 armed guard parties were required to secure the installations and a further 1,156 patrols were also conducted.

Shannon Airport

During 2003, arising from a number of incidents involving US aircraft at Shannon Airport, the Defence Forces were tasked with increasing security measures at the airport. Duties included the protection of Gardaí, as well as the securing of aircraft and the airport's perimeter fence.

Explosive Ordnance Disposal

Personnel of the Ordnance Corps were called out on 79 occasions to neutralise and dispose of dangerous munitions, explosives or substances around the country. The location, age and nature of the munitions and substance varied greatly. Each case required the attention of a highly trained Explosive Ordnance Disposal team.

Air Corps ATCP Operations

Air Corps ATCP operations involve the provision of aircraft in support of other Defence Force components, for example aerial surveillance of cash and or prisoner escorts in support of the Army. In 2003, the Air Corps supported the Army's cash in transit escorts with a total of 288 flight missions, comprising of a total of 780 flying hours.

Air Support Unit to the Civil Power

The missions undertaken by the Air Corps in support of An Garda Síochána during the three years 2001-2003 are outlined in Table 4.1. The Air Corps maintains and pilots the three Garda aircraft. The duties performed on behalf of the Minister for Justice, Equality and Law Reform are traffic control, monitoring large public assemblies, sporting events and providing back-up air support to Garda ground units.

The EC-135 light helicopter completed its first year of operation in 2003, leading to a 34% increase in the number of hours flown by the unit, over 2002 figures.

**TABLE 4.1 AIR SUPPORT OPERATIONS –
GARDA UNIT, 2001, 2002 & 2003**

	2001		2002		2003	
	MISSIONS	FLYING HOURS	MISSIONS	FLYING HOURS	MISSIONS	FLYING HOURS
Ecuriel – Light Helicopter	1,134	837	919	587	904	633
Defender – Fixed-wing twin aircraft	165	240	451	537	452	514
EC-135 Light Helicopter	-	-	48	46	897	626
Total	1,299	1,077	1,418	1,170	2,253	1,773

Naval Service ATCP Operations

In 2003, the Naval Service received six requests for ATCP assistance. The requests were mainly in connection with: securing seaward access in the Shannon estuary, for the security of Shannon airport; providing security for a foreign naval ship visiting Berehaven; and in relation to the boarding of a suspect vessel in Dublin Port.

In addition, the Naval Service diving section carried out a number of diving ATCP operations.

Conventional and Individual Training

All Defence Forces' personnel train for conventional operations at individual, unit and formation level. The building block for conventional operations is the fully trained soldier. In order to conduct conventional exercises effectively, it is necessary that the participating soldiers are properly trained from an individual training perspective.

Individual Training

Individual training is designed to prepare the soldier, airman/airwoman, sailor, NCO and officer for their respective roles in the organisation. Every member of the Defence Forces undergoes a number of training courses such as recruit training and three star training in order to become fully trained, where he/she is able to take a full and effective role in military life. Other courses include skills training courses in weapons handling and physical training, and career courses, all of which develop the individual into a well-trained soldier. Two key measures of individual training within the Defence Forces are the annual Individual Weapons and Fitness Tests.

Personal Weapons Test

An integral part of military training is the annual firing of personal and section weapons. The standard personal weapon for the Defence Forces is the 5.56mm Steyr Rifle. All personnel within the combat, combat support and combat service support units must fire this weapon in an annual range practice.

Fitness Test

Fitness levels are monitored annually by means of the Annual Fitness Test. The test consists of three parts; part 1 – physical exercises, part 2 – a designated 3.2 km run and part 3 – a 10 km loaded march. All personnel are required to complete parts 1 & 2 of the test. Personnel in combat and combat support units, any personnel travelling on an overseas mission during the year and any soldier who is selected to undergo a career course, must complete part 3.



Conventional Training

Conventional training is the basis for all Defence Forces operations. The Defence Forces' three-year training plan, 2000 – 2002, emphasised the development of basic skills from the individual to the unit level. The reporting year was allocated as a year of consolidation during which the formations would review the lessons learnt in the previous three years and address the issues that arose.

Army

From a conventional training perspective, 2003 saw the requirement for brigade formations to prepare for rapid response type operations. In order to facilitate these preparations, the Army Ranger Wing conducted rapid response training for brigade personnel during the year. Each of the three brigades exercised one infantry company in this type of training. Over 360 personnel were exercised during the year.

In addition to the rapid response exercises, 150 personnel were exercised on a weeklong company in defensive exercise in July and 125 personnel partook in a two-weeklong support company weapons live firing exercise in the Glen of Imaal.

Simulation Training

The use of simulation as a support to conventional training was progressed in 2003, with the introduction of the Defence Forces Command and Staff Trainer (DFCST). The DFCST offers a cost effective method of training senior commanders and staff and complements live conventional training. All officers now receive instruction on the DFCST on career courses and the simulator has been used on various exercises including Exercise Viking (as outlined in the previous chapter).

International Combat Team Competition

The International Combat Team Conference is a competition run every four years by GSG 9, the intervention unit of the German Federal Border Guard. The Army Ranger Wing, in only its second outing to the competition, finished in third place out of a total of twenty teams. The week-long competition is very physically, tactically and mentally demanding consisting of ten events that test the individual and the team on tactics and techniques employed by special units.



Members of the Army Ranger Wing competing in the International Combat Team Competition in Germany.

Air Corps

The Air Corps in support of the army's conventional training conducted a total of 246 training missions comprising of 443 flying hours. The missions included the following types of exercises: troop transport, simulated attacks on defensive and offensive exercises and parachuting. A total of 485 personnel were involved in these exercises.

Naval Service

In 2003, the Naval Service conducted three multi-ship exercises off the South East, South West and South Coasts of Ireland. The exercises consisted of two preparatory exercises, comprising of four ships each, in June and July; culminating in a full eight-ship fleet exercise in August. Each of the 72 hour exercises practised crews in the whole range of naval operations, both in a conventional naval role and, fishery protection and drug interdiction roles. Individual and team maritime skills were also exercised and assessed. A total of 670 personnel were exercised.

The Naval Service also assisted the Army on fourteen occasions in 2003. These included acting as guard-ship for Air Corps and air defence live firing exercises off the East Coast and by providing support to landing and fighting in built up areas exercises at Fort Davis, Cork Harbour.

Defensive Equipment Procurement Programmes

An effective equipment procurement programme is an integral part of the Defence Forces' modernisation programme. The purchasing priorities during the year were determined by a number of factors: the palette of forces offered to the Helsinki Headline Goal catalogue; the Partnership Goals under Partnership for Peace (PFP) and the planning templates for units committed to peace support operations under the United Nations Standby Arrangements System (UNSAS).



Defensive Equipment

In 2003, €33 million was spent on ammunition and defensive equipment. The three main areas of defensive equipment purchases were: protection, fire power and mobility; individual and collective Nuclear Biological and Chemical (NBC) protection, and major surveillance day and night capability.

Protection, Fire Power and Mobility

The main procurement programmes in this area have been:

The *MOWAG Piranha* armoured personnel carrier (APC). A payment was made in 2003 for the delivery of a further 25 APCs in 2004. This vehicle offers greater protection levels for the transportation of personnel and equipment than its predecessors.

The *Javelin* anti-armour weapon missile system. This is a replacement for the *Milan* anti-armour system and has a range of 3,500 metres. The purpose of the weapon is to give the Defence Forces an enhanced anti-armour capability. The weapon system has a thermal imaging sight, which gives its a crew a 24-hour capability. The system will require high levels of crew training. Delivery of this system is expected in 2004/2005.

Individual and Collective NBC Protection

During 2003, the Defence Forces took delivery of various NBC equipment. This equipment allows for the protection/accommodation of personnel on NBC operations, and decontamination of personnel and equipment at company and battalion level. Software capable of early warning predictions of possible NBC fallout areas was also purchased during the year.

Major Surveillance Day and Night Capability

The Defence Forces' ability to identify and determine range to targets was enhanced in 2003, with the purchase of ground surveillance, laser range finders and thermal imaging equipment.

The effectiveness of the equipment programmes to date has resulted in the high standard of equipment available to Irish troops both serving at home and abroad on peace support missions, such as UNMIL in Liberia.

Infrastructure

While the funding available for capital infrastructural projects was considerably reduced from 2002's figure of €41.4 million, significant progress was made in 2003 with an expenditure of approximately €24 million. Priority was given to the upgrading of accommodation and training facilities throughout the Defence Forces. Major projects completed during 2003 included the refurbishment of accommodation blocks in McKee and Cathal Brugha Barracks in Dublin, and Sarsfield Barracks in Limerick.

The re-development of the training installation at Coolmoney Camp in the Glen of Imaal continued with the completion of a new water supply and fire fighting system, the construction of a new sewage treatment system, and the upgrading of the remaining accommodation units and ablutions. Similar work is ongoing in Kilworth Camp, Co. Cork and will be completed in 2004.

A new cookhouse and dining hall complex in Dún Uí Mhaoilfosa, Galway and a new central armoury in Custume Barracks, Athlone were also completed during 2003. Other projects completed included the construction of a new simulation centre in the Military College, Curragh.

Table 4.2 outlines the major capital infrastructure projects undertaken throughout the Defence Forces in 2003.

Reserve Defence Forces' Capabilities

The White Paper on Defence, 2000 stated that "*Ireland provides for its core defence requirements through the Permanent Defence Force (PDF). The availability of supplementary forces, in the form of reserves, offers a cost-effective means of achieving an overall strength target through a judicious combination of standing and reserve forces*". It also stated that reserve forces should be "...organised and equipped on a similar basis to regular forces in order to develop the interoperability necessary to train and conduct operations jointly".

In order to progress the process whereby the Reserve Defence Force (RDF) develops its capability to support the Permanent Defence Force (PDF), the advancement of the Reserve Defence Force Implementation Plan was continued.

Army Reserve

The plan requires officers and NCOs of the RDF to play the major role in the training and development of personnel within the RDF. The plan also outlined the introduction of modular training and distance learning, combined with integrated training, as being the central pillar in the new reserve training concept. In 2003, integrated training syllabi were completed thus facilitating the commencement of the actual training in 2004.



One of the main initiatives of the plan, is ensuring the advancement of interoperability, in terms of equipment, between the RDF and the PDF. In order to advance this objective, the personal weapon replacement programme continued throughout the year. The standard personal weapon of the PDF, the Steyr 5.56mm rifle, is replacing the current RDF personal weapon, the 7.62mm FN rifle.

In addition to this weapons programme, the Army Reserve will also be trained on the new Vektor 60 mm mortar, used by the PDF, in 2004. This will further enhance interoperability between the two forces.

Naval Service Reserve

In 2003, the Naval Service Reserve (NSR) continued to advance the process whereby it developed its capabilities to provide a competent and disciplined reserve of naval personnel for the Naval Service.

To achieve this, the NSR provided normal induction training at unit level for all 106 new entrants recruited into the NSR during 2003.

To further enhance their capabilities, specialist training in damage control and fire-fighting and personal survival techniques was completed at the Naval Base for all NSR personnel.

The reporting year also saw the continued attachment of NSR personnel to Naval Service ships for training and support.



TABLE 4.2 LIST OF MAJOR INFRASTRUCTURE PROJECTS COMMENCED OR COMPLETED DURING 2003

PROJECT	LOCATION	COST IN €M	NOTES
New Storage Buildings Ammunition Depot	DFTC, Curragh Camp	2.2	Commenced
PSO Bn Container Park	DFTC, Curragh Camp	1.2	Completed
Upgrade Sewage Network	DFTC, Curragh Camp	1.1	Completed
Building Conversion to Simulation Centre	DFTC, Military College, Curragh Camp	0.2	Completed
Upgrade Accommodation Block	Haulbowline, Cork	1.4	Commenced
Convert Old Married Quarters to Accommodation	Haulbowline, Cork	0.9	Commenced
Upgrade Accommodation Block	Cathal Brugha Barracks, Dublin	1.9	Completed
Rewire/Fire Alarms St Bricin's Hospital	St Bricin's Hospital, Dublin	0.8	Completed
Upgrade Accommodation Block	McKee Barracks, Dublin	2.1	Completed
Upgrade Sewage System	Kilbride Camp, Co. Dublin	0.25	Completed
Upgrade Accommodation, Water Supply and Sewage System	Coolmoney Camp, Co. Wicklow	2.6	Completed
New Cookhouse/Dining Hall	Dún Uí Mhaoilíosa, Galway	3.65	Completed
Upgrade Accommodation Block	Sarsfield Barracks, Limerick	0.7	Completed
New NCOs' Mess	Custume Barracks, Athlone	1.25	Commenced



Human Resources

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

Human Resources

Context

Human Resource Management as a strategic issue plays a critical role in delivering the Defence Forces' roles and mission. Defence Forces' personnel are its most valued resource and consequently the effective leadership and management of that resource is of vital importance.

The Defence Forces are fully committed to developing and implementing its strategic approach to Human Resource Management. This commitment is strongly illustrated by the development of the Defence Forces' human resources as one of four strategic goals in the Defence Forces Strategy Statement 2003-2005. In order to progress this goal, a number of objectives and strategies were developed in 2003. The effectiveness of the Defence Forces in progressing this goal may be assessed in terms of progress in the following areas:

- Development of **Human Resource Policy**
- Maintenance of **Organisational Strength**
- **Training and Development of Human Resources**
- Implementation of a **Supportive and Safe Work Environment**
- Provision of **Human Resource Management Support Systems.**

Human Resource Policy

In March 2002, the Defence Forces submitted a detailed set of proposals outlining an Integrated Personnel Management System (IPMS) to the Minister for Defence. The main elements of the IPMS constitute the organisation's current Human Resource Management strategy. Certain elements of the strategy are to be implemented as part of the adoption of the Defence Forces Action Plan as agreed in 2003, as part of the overall national modernisation agenda as outlined in the "Sustaining Progress" Agreement.

The Defence Forces recognise, however, that it will take time for a fully integrated Human Resource Management system to be agreed and implemented by all the participating stakeholders. In light of this, and the ever changing external environment which has resulted in changes in superannuation arrangements for future entrants to the forces, decentralisation across the Public Sector, ongoing change in employment legislation environment and changes in attitudes to work among individuals, the Defence Forces continues to re-examine its approach to Human Resource Management.

In November 2003 a working group, under the chairmanship of the Assistant Chief of Staff (Support), was established and tasked with drafting a Defence Forces' Human Resource Management Strategy Statement. A draft statement is expected by mid-2004,

with a final statement scheduled for submission by end-2004. This statement will guide the organisation's Human Resources policy in the coming years.

Organisational Strength

Effective management of the strength of the Defence Forces is important, as the number of personnel serving to a large extent determines the nature of the contingent capability and the ability to carry out effectively assigned tasks and roles.

The White Paper on Defence, 2000 stated that the overall establishment¹ of the Permanent Defence Force was to be reduced from 11,500 to 10,500 with the Army incurring the 1,000 reductions in its establishment. The White Paper also authorised the Chief of Staff to have an extra 250 personnel in training at any one time.

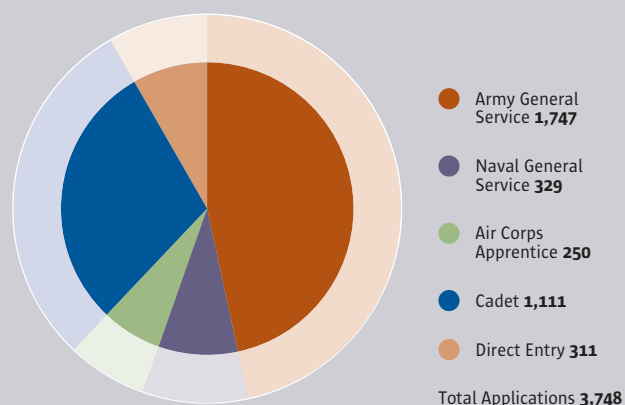
In June 2003, as part of the Government's overall reduction in public service employees, the PDF was directed to reduce its strength by 250 personnel. This will be achieved by the end of 2005. The overall strength of the Permanent Defence Force in 2003 was 10,497.

Recruitment and Selection

The Chief of Staff is the delegated authority for recruitment. He also has responsibility for the advertising of all competitions for entry into the Defence Forces. The Defence Forces recruitment policy embraces the concepts of equality and diversity. Careers in the Defence Forces are open to both male and female applicants and are also open to EU and non-EU nationals (provided they satisfy the residency/work requirements laid down by the Department of Justice, Equality and Law Reform and the Department of Enterprise, Trade and Employment).

The aim of the Defence Forces' recruitment and selection policy is to ensure that the requisite quality and quantity of new entrants are attracted to and efficiently inducted. In 2003, the PDF experienced a relatively high increase in interest from the general public relating to careers within the organisation. The high number of applicants for both general list and officer careers, as outlined in Figure 5.1, illustrates this point.

FIGURE 5.1
BREAKDOWN OF NUMBER OF APPLICANTS FOR CAREERS IN THE PERMANENT DEFENCE FORCE



¹ The establishment is a term used to describe the maximum number of personnel the Defence Forces are allowed to engage, whereas the strength describes the actual number of personnel serving at any given time.

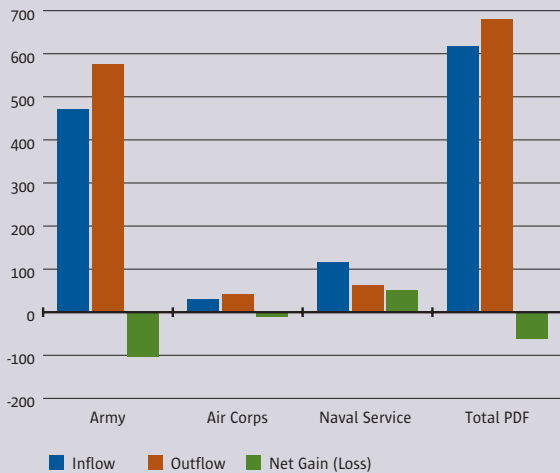
Inflows versus Outflows

In 2003, a total of 618 personnel were enlisted into the Permanent Defence Force (PDF), of which; 444 were general service recruits, 72 were cadets and 60 commissioned officers, 19 were apprentices and 23 direct entry personnel, e.g. doctors, dentists, marine and electrical engineers, dental technicians and musicians.

A total of 679 personnel left the PDF in 2003. The personnel turnover rate for the year was 6.5% of the overall PDF strength. While this figure is lower than in recent years, this level of outflow still places a considerable strain on the training and operational capacity of the PDF with over 12% of personnel strength either entering or exiting the PDF in 2003.

Figure 5.2 outlines the inflows versus the outflows of PDF personnel in 2003.

FIGURE 5.2
INFLOWS VERSUS OUTFLOWS OF PERSONNEL FROM THE PERMANENT DEFENCE FORCE IN 2003



Human Resources Training and Development

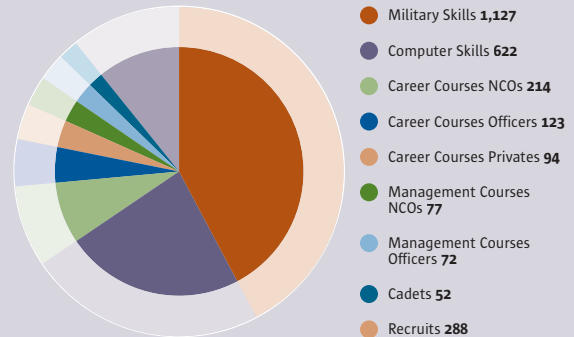
One of the key elements of Defence Forces' human resources policy is training and development. The Defence Forces' Annual Training Directive, 2003, which sets out the organisation's training and development arrangements, was issued in December 2002. All formations and units produced annual training plans, which were derived from the training directive.

The Defence Forces continued to provide high levels of developmental opportunities for its people in 2003 through the:

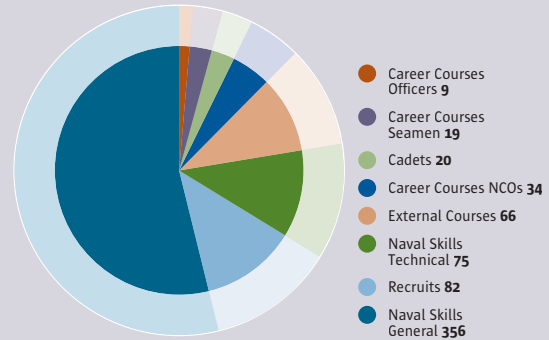
- Provision of developmental training in Defence Forces' training establishments
- Provision of formal education and training through National Universities, Technological Institutes and FÁS schemes.

FIGURE 5.3
BREAKDOWN OF NUMBER OF PERSONNEL, BY SERVICE, UNDERGOING DIFFERENT CATEGORIES OF TRAINING AND DEVELOPMENT COURSES IN THE DEFENCE FORCES

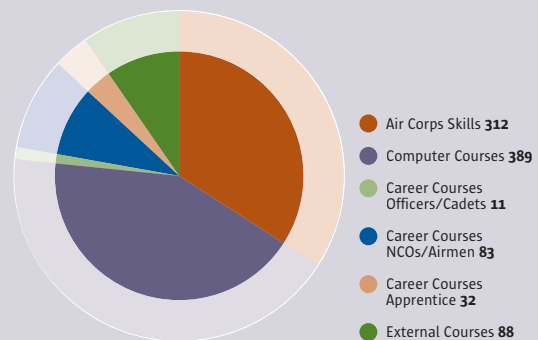
TOTAL PERSONNEL ON ARMY TRAINING & DEVELOPMENT COURSES IN 2003 (2,669)



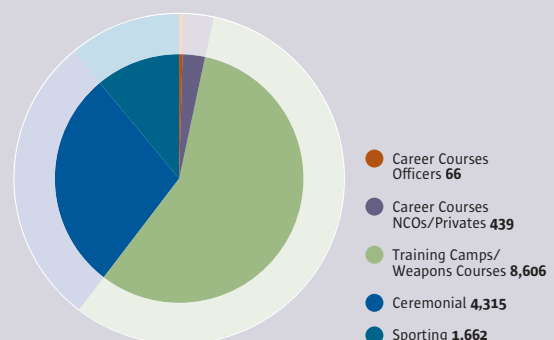
TOTAL PERSONNEL ON NAVAL SERVICE TRAINING & DEVELOPMENT COURSES IN 2003 (661)



TOTAL PERSONNEL ON AIR CORPS TRAINING & DEVELOPMENT COURSES IN 2003 (915)



TOTAL PERSONNEL ON RESERVE DEFENCE FORCES' TRAINING & DEVELOPMENT COURSES IN 2003 (15,088)



Developmental Training

Developmental training in the Defence Forces can be divided into various categories such as Military Skills, Career Courses, Management and Cadet/Recruit Training.

Most formal developmental training takes place at Brigade Training Centres, in the Defence Forces Training Centre and in the Naval Service and Air Corps Colleges. Over 4,200 PDF personnel (40%) were involved in some form of training and development activity in 2003. Figure 5.3 gives a breakdown of the number of personnel, by service, receiving training and development through Defence Forces' training establishments in 2003.

Language Training

With Ireland's continued participation in international peace support operations, it is essential that Defence Forces personnel are capable of interacting professionally with their international counterparts. An essential element of this area of interoperability, is the ability to converse in foreign languages at an internationally designated proficiency level. In 2003, over 100 personnel were trained up to a working level standard in French and seventeen in Spanish.

The Defence Forces also continued to train personnel in Irish Language skills through *Campaí Gaeilge* and courses with Irish language institutions. A total of 50 personnel participated in *Campaí Gaeilge* in 2003 at various proficiency levels.

Master of Arts Degree Programme

One of the major initiatives in the education sphere was the development of a partnership programme between the Defence Forces Command and Staff School and the National University of Ireland, Maynooth, which provided for a Master of Arts degree programme in Leadership, Management and Defence Studies. For students of the Command and Staff course the MA degree programme ensures that the military education of the Defence Forces' senior officers continues to keep pace with international comparators and equip them for the increasing demands of staff appointments at multinational headquarters.

External Education and Training

External education in the Defence Forces includes both adult education support and third level education.

Adult Education Support

Adult education is a basic tool for ensuring that members of the Defence Forces have the required skills, ability and motivation to carry out their assigned duties and responsibilities. A total of 52 personnel furthered their second level education on a part time basis during 2003.



The Minister for Defence, Mr. Michael Smith TD, with Dr. W.J. Smyth, President of the National University of Ireland, Maynooth, with members of the 59th Command and Staff Course, after receiving their MA, LMDS.

Third Level Education

A total of 149 personnel underwent graduate and post-graduate courses during 2003. The Trainee Technician Scheme, run in conjunction with FÁS, is providing the Defence Forces with technically qualified personnel. A total of 50 personnel underwent training in courses ranging from motor mechanical engineering to IT programming.

Supportive and Safe Work Environment

The provision of a supportive and a safe work environment is a priority of the Defence Forces' Human Resource Policy. Progress in this area has been achieved under the following headings; Interpersonal Relationship policy, Freedom of Information, Health and Safety and Work-Life Balance initiatives.

Interpersonal Relationship Policy

The Administrative Instruction (A7) outlining the organisation's policy on interpersonal relationships was updated in March 2003. Defence Forces-wide training was conducted to ensure that all personnel were aware of the policy. This training is now incorporated into all induction and career courses. All personnel received a copy of the policy document. An independent 24-hour telephone staff care hotline for all personnel was also introduced in March 2003. This service is provided by an external agency under the supervision of an Independent Monitoring Group. This was one of the key recommendations as outlined in the 'The Challenge of a Workplace' report by Dr. Eileen Doyle. The Independent Monitoring Group, chaired by Dr. Doyle and comprised of the Deputy Chief of Staff (Support), an Assistant Secretary from the Department of Defence, the General Secretaries of the Representative Associations of Commissioned Officers and Permanent Defence Force's Other Ranks Representative Association, oversee the implementation of the recommendations outlined in the report. Arising from the report, a Dignity Charter for the Defence Forces was published, committing the organisation to a safe and supportive working environment for all members of the Defence Forces. A Personnel Conflict Resolution Programme was also conducted for leaders in each Brigade and Service in 2003 and an Interpersonal Skills for Leaders Programme will replace this in 2004. This training will be included in all career courses from 2004 onward.



Brothers in arms – Corporals Gerral and Ronan Caldwell serving overseas in Liberia, with the 90 Infantry Battalion, UNMIL

The Defence Forces Drug Testing target of testing 10% of the Permanent Defence Force in its first year of operation was achieved. The total number of tests conducted was 1,086 of which four personnel failed and were the subject of administrative procedures. Testing was conducted on seventeen different testing dates. Training of the military members of the Defence Forces Drug Testing Team was conducted in the Medical School, Combat Services Support College, in the Curragh. Additionally, a number of highly qualified civilian testers were employed under contract to give objective and independent analysis to the military team in its task.

Work-Life Balance Initiatives

The Defence Forces continues to develop policies in order to maximise individual's work-life balance. During 2003, a number of initiatives were taken including the introduction of family friendly policies such as Term-Time Scheme, Force Majuere Leave, Parental Leave and Paternity Leave.

Human Resource Management Support Systems

The computerised Personnel Management System (PMS) was introduced on a pilot basis at three sites (2 Army, 1 Air Corps) in 2003. It is planned that PMS will go live in all Defence Forces units by mid-2004. In support of this goal, a comprehensive programme of training was conducted in order to prepare users of the system to operate the PMS. The aim of the PMS project is to allow commanders at all levels to access appropriate personnel information in real time, to support efficient decision-making. The PMS system will interface with the Management Information Framework (MIF) so that management can depend on timely, accurate information to support their management functions.

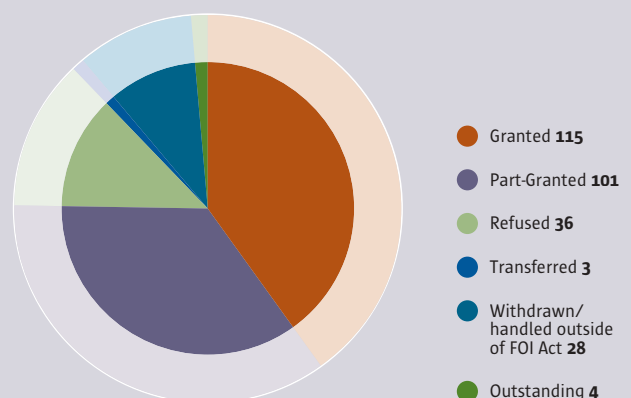
Freedom of Information (FOI)

The Defence Forces aim to improve communication and transparency through the ongoing management of the FOI system particularly in relation to dealing with requests from serving personnel and the general public. During 2003, the Defence Forces' Freedom of Information office received 295 requests under the Freedom of Information Act, 1997. This represents a 18% increase on 2002. Freedom of information requests from Defence Forces' personnel represent 53% of all requests in 2003. Figure 5.4 outlines the statistical breakdown of FOI decisions made by the Defence Forces in 2003.

Health and Safety

Crucial to the health and safety of Defence Forces' personnel is the need to ensure a safe work environment. One of the Defence Forces' main initiatives over 2003 was the implementation of a compulsory random drug-testing programme. The programme was drawn up in accordance with the EU Guidelines for Legally Defensible Workplace Drug Testing.

FIGURE 5.4
BREAKDOWN OF FOI DECISIONS IN 2003







Government Support Services

“To utilise Defence Forces’ resources efficiently and effectively in the provision of government support services.”

Government Support 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 support varies with the component of the Defence Forces involved.

Support of essential services in an emergency, or an industrial dispute, is primarily the responsibility of the functional Government Department. Occasions, however, do 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.

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

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

The effectiveness in relation to this goal may be assessed in terms of progress in the following areas:

- Provision of services in **Aid to the Civil Authority**
- Provision of a **Fishery Protection** service
- Provision of a **Search and Rescue** service



- Provision of a **Ministerial Air Transport Service**
- Provision of an **Air Ambulance Service**
- Provision of military **Ceremonial Services**
- Development of **Memorandums of Understanding and Service Level Agreements** with customer Departments.

Aid to Civil Authorities (ACA)

Defence Forces' personnel provided assistance to local and civil authorities across a broad spectrum of activities during 2003. The wide range of professional services provided is indicative of the depth of expertise and professionalism available within the defence forces. For operational and procedure purposes, ACA operations are categorised as follows:

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

Aid to Civil Authorities during 2003 included the activities as outlined in Table 6.1.

TABLE 6.1 DETAILS OF MILITARY ASSISTANCE TO CIVIL AUTHORITIES IN 2003

PERIOD ASSISTANCE	DETAILS	BRIEF OUTLINE OF ASSISTANCE
January to March	Ambulance Strike Cover	An emergency ambulance service was provided to Midlands Health Board providing cover to Longford, Tullamore, Mullingar, Birr and Portllington regions.
January to February	Fire Strike Cover	Provision of Defence Forces fire tenders and crews in the Lifford and Bridgend areas of Co. Donegal during UK fire strikes.
January	Flats Lift Dispute	Provision of technical services providing continuous lift repairs & maintenance in the Ballymun Flat Complex – Dublin.
January	Flood Relief	Flood water engineering and relief assistance to Letterkenny General Hospital.
April	Forest/Gorse Fires	Assistance in fighting forest/gorse fires in Galway and Co. Wicklow areas.
May to July	Ambulance Strike Cover	Provision on emergency ambulance service to South East Health Board to cover strike.
October to November	Landslide	Provision of assistance to Galway Co. Council with regard to bog slide at Derrybrin, Gort, Co. Galway.

Ongoing Emergency Planning

The Defence Forces are continuously involved in contingency planning in relation to the provision of emergency services when public services are threatened by strike action such as transport, and emergency Fire and Ambulance support services. Two Defence Forces officers are members of the inter-departmental Emergency Planning Office, which was established following the events of September 11, 2001.

Air Corps Assistance to Civil Authorities

The Air Corps provide a service to local authorities, mainly in the form of flood relief and island relief, i.e. evacuation/repatriation of islanders due to bad weather or ill health. A total of 138 flying hours, involving 66 missions, was devoted to these activities in 2003.

Threatened Prison Strike

Contingency planning is an ongoing process within the operations section of Defence Forces Headquarters. Contingency plans were drawn up, on Government direction, in November 2003 for the deployment of Defence Force personnel to prisons in the event of a threatened strike by Prison Officers in early 2004. Almost 2,000 personnel were trained for this task.

Special Olympics

In June 2003, the Defence Forces contributed significant numbers of personnel and equipment to help in the running of the Special Olympics. Specifically, the Communications Information Services (CIS) corps provided 138 personnel who handled all radio communications needs for the Games. This included the establishment, staffing and running of communications centres at all the Games' sites countrywide and also the provision of back up and maintenance facilities. A total of 2,500 radios and 600 PCs were made available to contribute to the smooth running of the Games.

In addition to the CIS support, the Reserve Defence Force contributed in excess of 800 personnel in support areas, of driving and administrative duties, communications, medical and ceremonial, to the Games.

Gaisce Awards

Each year, members of Defence Forces units assist in the running of the President's annual Gaisce event. The participants endure a gruelling four-day army survival training programme in the Wicklow Mountains, where their leadership, team building and endurance skills are challenged.

Fishery Protection

The third role of the Defence Forces is *'to provide a fishery protection service in accordance with the State's obligations as a member of the European Union'*. Ireland's exclusive fishery limits extend to 200 nautical miles and encompass an area of 132,000 square miles. In this sea area Ireland, together with other members of the EU, has sovereign rights over the sea fisheries. In addition to this sea area, Ireland has exclusive sovereign rights,



Corporal Regina Cleary, 9 Field Artillery Regiment, Mullingar – Croke Park, June 2003.

of varying significance, over almost 250,000 square miles of sea area. Ireland's sovereign rights over the seabed and the sub-seabed resources in this area are not open to other EU member states.

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

Naval Service

The primary focus of the Naval Service in 2003 was to continue to maximise its effort in the area of fishery protection. During the year, the Naval Service undertook regular patrols through all of the sea areas over which Ireland has an interest. Virtually all sailing orders issued to Naval Service vessels proceeding on patrol focused on fishery protection duties as the main service delivered. Some key points relating to 2003 were:

Patrol Days

Over 96% of the total output was primarily focused on fishery protection. NS ships devoted 1,353 days to delivering this service, an increase of 10% on 2002 and consistent with the Naval Service Implementation Plan for fishery protection.

Sightings

A total of 2,974 sea fisheries vessels were sighted and reported to the Sea Fisheries Section of the Department of the Marine.

Boardings

A total of 1,950 boardings of sea fisheries vessels were carried out on behalf of the Department of the Marine and Natural Resources.

Offences

A total of 154 offences were detected of which 119 resulted in the issue of formal written warnings and 35 in the detention of the sea fisheries vessel.

In addition to the normal sea fisheries responsibilities, 2003 saw national commitments to allocate Naval Service fishery protection resources to the North East Atlantic Fisheries Commission as well as to tuna related patrols. These commitments brought the Naval Service patrol effort deep into the Atlantic several hundred miles offshore.

Air Corps

The Air Corps operates two CASA CN235 maritime patrol aircraft in support of the Naval Service. In 2003, the Air Corps flew 333 maritime surveillance missions in support of the Naval Service in their fishery protection role. These missions totalled over 1,800 hours and 4,676 sightings of fishing vessels were made. This represented an increase of 43% on patrolling hours from 2002. Table 6.2 outlines the number of offshore patrols conducted by the Air Corps in 2003.

TABLE 6.2 NUMBER OF OFFSHORE PATROLS CONDUCTED BY THE AIR CORPS IN 2003

AIRCRAFT	PATROLS	FLIGHT HOURS	VESSELS LOGGED
CASA	333	1,841	4,676
Cessna	20	60	n/a
Total	353	1,901	4,676

Search and Rescue (SAR)

Throughout 2003 the Air Corps and the Naval Service continued to contribute to the provision of a vital Search and Rescue service in the State and around its coastline in support of the Irish Coast Guard.

Air Corps

The Air Corps has provided a SAR service to the State for almost forty years. In 2003, the Air Corps provided the following aircraft and crew in support to the Irish Coast Guard and in the process assisted 68 people in distress:

Finner Camp, Co. Donegal

One Dauphin helicopter with flying and maintenance crew on twenty-four hour standby for SAR in the northwest area. The 365-day² service is provided by qualified SAR Crews consisting of two pilots, one winch operator, and one winch man, supported by aircraft technicians, communications specialist and crash rescue crew. Response time is fifteen minutes by day and forty-five minutes by night.

2 In July 2003 operations were transferred to Sligo airport, utilising a larger and more capable Sikorsky S-61 helicopter. In December 2003, however, the Minister for Defence announced the termination of the Air Corps' involvement in providing SAR cover to the Coast Guard. It is anticipated that a civilian contractor will take over the Sligo operation in Summer 2004.

Other Assets

The CASA Maritime Patrol aircraft carries droppable SAR equipment (dinghies, flares, etc.) while on patrol. The aircraft is not a declared asset to the Coast Guard but may be diverted from a task to assist or act as on-scene commander in emergencies, when requested by the Irish Coast Guard.

Table 6.3 outlines the number of SAR missions undertaken by the Air Corps in 2003 and the total number of people who were assisted.

TABLE 6.3 SEARCH AND RESCUE MISSIONS CARRIED OUT BY THE AIR CORPS IN 2003

AIRCRAFT	MISSIONS	PERSONS ASSISTED	FLIGHT HOURS
Dauphin	38	38	69
S-61N	46	30	78
CASA	1	(Top Cover)	4
Total	85	68	151

Naval Service

During 2003, Naval Service vessels responded to 27 distress calls and were required to render assistance in eight cases. The principal services provided in these cases included maritime search, casualty evacuation, fire-fighting, towing and general maritime support. A total of 16 lives were saved during these call outs.

Ministerial Air Transport Service (MATS)

The MATS provides secure transport to An tÚachtarán, An Taoiseach, An Tánaiste, members of Government and their staffs, both on and off-island. International flights are carried out by the Gulfstream G IV executive aircraft. The Beechcraft is used when the G IV is not available; on-island flights are carried out in fixed-wing or helicopters as appropriate. Table 6.4 illustrate the number of missions, passengers carried and flying hours provided to MATS in 2003.

TABLE 6.4 NUMBER OF MISSIONS AND FLYING HOURS FOR MINISTERIAL AIR TRANSPORT SERVICE IN 2003

AIRCRAFT	MISSIONS	FLIGHT HOURS
Gulfstream GIV	199	624
Beechcraft	80	148
Total	279	772

Air Ambulance Service

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

- Inter-hospital transfer of seriously-ill patients
- Neo-natal transfers requiring immediate medical intervention
- Air transport of organ harvest teams within the State
- Air transportation of transplant patients to the UK
- Air medical evacuations from offshore islands to on-shore hospitals.

Table 6.5 outlines air ambulance missions by the Air Corps in 2003.

TABLE 6.5 NUMBER OF AIR AMBULANCE MISSIONS CARRIED OUT BY AIR CORPS IN 2003

AIRCRAFT	MISSIONS	PERSONS ASSISTED	FLIGHT HOURS
Alouette	21	21	45
Dauphin	20	20	37
S-61	9	9	11
CASA	19	19	35
Beechcraft	9	9	13
Cessna	1	1	2
Total	79	79	143

Government Learjet

In December the Minister for Defence, on behalf of the Government, took charge of *Bombardier Learjet 45*, in preparation for the EU Presidency. The jet has a military as well as a civilian casevac/air ambulance role. The Lifeport Air Ambulance System is a totally integrated system that is specifically designed for the aircraft. After removing three chairs the Lifeport system has all the regular hospital equipment needed for a medical team to keep someone alive while they are in flight and it is quite easy to get a stretcher both on and off the aircraft.

Ceremonial Services

The Defence Forces continue to participate in a broad range of ceremonial events. Military involvement encompasses liaison with government departments, planning ceremonial activities, event co-ordination and military participation in the event. Participation may comprise one or more of the following elements: guards of honour; escorts of honour; artillery gun salutes; military bands; colour parties (i.e. flag bearers); military police; representative bodies and marshals. In addition, bearer parties, pall bearers, 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. A State ceremony usually comprises a number of the military elements as outlined. For example, on the occasion of the presentation of credentials by an ambassador to An t-Úachtarán an escort of honour, guard of honour, military band, temporary aides-de-camp, marshals and military police, some 110 personnel in total will partake in the ceremony. While the actual ceremony is often brief, considerable additional time and effort is required to train and prepare to the high standards expected of personnel representing the Defence Forces and the State. During the year a Ceremonial Review Board assembled and made recommendations with a view to improving the level of ceremonial accorded by the Defence Forces. These recommendations are currently being addressed.

Ceremonial elements are also provided for non-State events such as ministerial reviews of units travelling overseas, or wreath-laying ceremonies by visiting dignitaries. In addition, there are numerous

requests from organisations for military involvement in various civilian events. These range from the RDS Horse Show to local festivals countrywide. Normally, these requests are acceded to and may involve employing the Army band or assigning a variety of ceremonial tasks to PDF or RDF troops. Ceremonies for visiting Chief of Defence Staff's were held in the Royal Hospital Kilmainham during the year. This location continues to be a very appropriate and suitable venue for such events.

In May the next of kin of 82 Defence Force members who lost their lives while serving with the United Nations were presented with the Dag Hammarskjöld medal in Cathal Brugha Barracks, an additional 37 medals were presented to personnel who served with the Irish Rwanda Support Group.

The opening ceremony of the Special Olympics in June provided an ideal opportunity for Defence Forces personnel to play an important ceremonial role. All one hundred and fifty seven participating Nations were led out by personnel of the Reserve Defence Forces.

In November, the 90th Anniversary of the founding of the Irish Volunteers was commemorated at the volunteer memorial outside the Garden of Remembrance. The Minister for Justice, Equality and Law Reform Mr. Michael Mc Dowell TD laid a wreath and then addressed the assembly.

Table 6.6 outlines the number of major ceremonial events, which the Defence Forces participated in during 2003. It also indicates the number of personnel involved in each event.

TABLE 6.6 MILITARY PARTICIPATION IN MAJOR CEREMONIAL EVENTS IN 2003

CEREMONY	NUMBER OF EVENTS	NUMBER OF PERSONNEL INVOLVED
State Visits (Outside State)	2	708
State Visits (Inside State)	3	766
Official Visits	1	130
Presentation of Credentials	12	1,378
1916 Commemoration	1	220
National Day of Commemoration	1	316
UNMIL Review	1	510
KFOR Review	2	600
Chief of Staff (Foreign) visits	4	408
Special Olympics Ceremony	1	175
RDS Horse Show	1	110
Military Archives Ceremony	1	100
Medal Parade Dag Hammarskjöld	1	110
Tree Planting Ceremony	1	120
European C/ships PuncHESTOWN	1	150
Irish Volunteers Ceremony	1	180
Total	34	5,981

Military Bands

The bands of the Defence Forces contribute to many military and State ceremonial occasions throughout the year. The Defence Forces' School of Music consists of three bands, located in Dublin, Cork and Athlone. The School of Music also trains musicians for the Pipe Bands. The bands join together annually at the RDS horse and form the massed bands of the Defence Forces. Personnel of the No 1 Army Band and the bands of the Southern and Western Brigades are appointed as full-time professional bandsmen, while those of the pipe bands are soldiers of operational units who perform their musical duties in addition to their normal military occupations. Table 6.7 outlines the engagements of the military bands during 2003.

TABLE 6.7 NUMBERS OF MILITARY BAND ENGAGEMENTS CARRIED OUT BY EACH BAND IN 2003

ENGAGEMENT CATEGORY	MILITARY BAND			TOTAL
	ARMY NO 1	WESTERN BRIGADE	SOUTHERN BRIGADE	
Military	122	54	48	224
State Ceremonial	48	0	4	52
Free Public Recitals	4	12	20	36
Free to Festivals	0	20	10	30
Civilian (contract)	13	0	6	19
School Concerts	15	28	8	51
Trumpet and Drummer	44	42	33	119
Instrumentalists (Paid)	4	0	0	4
Total	250	156	129	535

Memoranda of Understanding and Service Level Agreements

One of the main objectives associated with this goal is *to secure working protocols by means of Memoranda of Understanding (MoU) and Service Level Agreements (SLA) with all client Departments, agencies and service recipients for the provision of services.*

While the Department of Defence negotiate specific MoUs and SLAs at an interdepartmental level; the Naval Service and Air Corps, as the main service providers, have significant input into the determination of services provided. In 2003, this objective has been progressed mainly by the Naval Service and Air Corps elements of the Defence Forces.

Naval Service

Fishery Protection

The Naval Service devotes over 90% of their patrol days to fishery protection on behalf of the Department of Communications, Marine and Natural Resources (DCMNR). In March 2003, an interim-SLA was signed with the DCMNR. The Naval Service in conjunction with the Department of Defence will finalise in 2004 a three year fishery protection SLA covering 2004-2006.

Marine Environment Protection and Pollution Control

The Naval Service are developing SLAs with the Coast Guard, Marine Institute and the Marine Safety Directorate. The SLAs cover the delivery of Naval Service resources committed to environmental protection and pollution control.

Naval Service MOUs

In 2003, the Naval Service continued to establish a formalised level of service to a number of stakeholders. MOUs were developed with agencies in relation to education, observational data for weather forecasting, and the provision of medical services at sea. MOUs were agreed with:

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

Air Corps

Garda Air Support Unit (GASU)

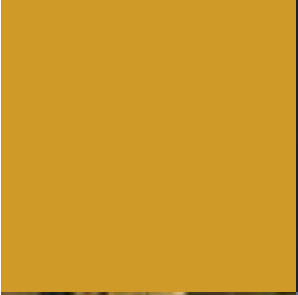
The Air Corps provide pilots to fly the GASU aircraft. In 2003, the Air Corps negotiated a final draft SLA covering all aspects of the Air Corps commitments to flying the Garda aircraft. The final draft SLA with the Garda Air Support Unit (GASU) was agreed in late 2003 and will be signed in 2004.

Air Ambulance Service

The Air Corps provides an air ambulance services to the Department of Health and Children as requested. In 2003, a draft SLA was agreed for discussion at interdepartmental level with the client Department for the provision of air ambulance services by the Air Corps.

Search and Rescue

In June 2003, implementation of the SLA with the Irish Coast Guard was completed. In December 2003 the Minister for Defence announced termination of Air Corps involvement in providing SAR to the Coast Guard. It is expected that the Air Corps will cease providing this service in 2004.



Financial Report

Financial Report

The 2003 Book of Estimates provision for Defence subheads was €722.491 million. 97.3% of this provision was expended. Table 7.1 gives a detailed account, by subhead, of both the provisions and out turn of Defence Expenditure for 2003 and 2002.

TABLE 7.1 DEFENCE EXPENDITURE 2003 AND 2002

Defence Expenditure 2003 and 2002

SUBHEAD	CATEGORY	2003	2003	2002	2002
		PROVISION	OUT TURN	PROVISION	OUT TURN
		€'000	€'000	€'000	€'000
Admin A	Dept of Defence Administration (Note 1)	21,319	20,008	20,081	18,676
	Defence Forces & Pay Allowances				
B	Permanent Defence Forces' Pay	384,338	371,465	368,332	362,707
C	Permanent Defence Forces' Allowances	48,456	39,250	48,299	40,047
D	Reserve Defence Force's Pay	11,570	11,106	11,139	10,499
E	Chaplains' Pay & Allowances	1,119	1,024	1,067	973
F	Civilian Employees Pay	35,197	32,919	35,382	31,957
	Defence Forces Non-Pay Expenditure				
G	Defensive Equipment	29,816	33,046	41,972	41,108
H	Aircraft	33,522	47,305	41,799	38,468
I	Military Transport	11,911	15,803	12,287	11,675
J	Ships & Naval Equipment	10,996	10,842	11,042	11,097
K	Barrack Expenses & Engineering Equip	15,360	18,461	14,420	15,992
L	Buildings	33,597	34,911	26,958	35,578
M	Ordnance, Clothing & Catering	14,959	17,782	15,470	15,526
N	Communications & Information Technology	9,440	11,688	8,940	9,359
O	Military Training (Courses & Equipment)	2,489	3,651	3,055	4,279
P	Travel & Freight	3,265	3,785	2,810	3,704
Q	Medical Expenses	1,943	2,998	2,800	2,919
R	Land Maintenance & Rents	970	1,470	1,442	1,621
S	Equitation	900	1,013	1,077	1,153
T	Compensation	50,788	24,214	62,581	42,787
U	Miscellaneous Expenses	2,789	2,261	2,907	2,689
	Other Services				
V	Civil Defence	4,323	4,539	4,257	4,293
	Barrack Reinvestment Programme (Note 2)	–	–	24,473	16,000
W	Irish Red Cross (Grant-in-Aid)	821	821	805	805
X	Coiste an Asgard	657	657	625	625
Z	Appropriation in Aid	(8,054)	(7,944)	(8,116)	(11,619)
	Total Defence Expenditure (Note 3)	722,491	703,075	754,771	712,918

Note 1: These figures include rollover savings carried forward under the terms of the Administrative Budget Agreement.

Note 2: The Barrack Reinvestment Programme was completed in 2002.

Note 3: There may be slight discrepancies when totalling columns, due to rounding.

Significant Variances in Defence Expenditure and Estimate Provision

The total Defence expenditure for 2003 amounted to €703m, with €19.4m being returned to Central Funds. The returned funds were specifically allocated for compensation claims. There was an overall underspend of €53.4m across the Defence Vote. This was made up mainly from savings in Pay & Allowances (€25m) and Compensation (€26.5m). However much of this was offset by approved overspends across a number of subheads as outlined in Table 7.2.

The savings in pay and allowances arose as a result of a reduction in overseas allowances, attributed to the period between the withdrawal from Eritrea and the deployment to Liberia; and (in the area of pay) due to an overall reduction in the number of personnel serving in the Defence Forces during the year. A saving of €2.2m was also made in civilian employees pay due to the deferral of Benchmarking payments from 2003 to 2004. The savings in compensation were due to a reduction in the number and size of claims finalised during the year.

The Government approved the offset of some of these savings to purchase a new Learjet for the Ministerial Air Transport Service.

The overspend of €3.2m in Defensive Equipment was used to procure NBC (Nuclear, Biological and Chemical) protection equipment, along with additional specialist equipment for the overseas deployment to Liberia. The purchase of the Government Learjet resulted in an overspend of €13.7m. There was an overspend of €3.1m in barrack expenses and engineering equipment which was mainly due to increased costs in the area of utilities.

The deployment of an infantry battalion to Liberia resulted in overspends in a number of subheads: an additional €2.8m was allocated to ordnance, clothing and catering to provide equipment for the Stand-by Battalion for Peace Support Operations, the majority of which was deployed to Liberia; and an additional €1m was spent on medical expenses, this was used to procure inoculations and specialist medical equipment.

TABLE 7.2 SIGNIFICANT VARIANCES IN DEFENCE EXPENDITURE AND ESTIMATE PROVISION

UNDERSPEND	€M	OVERSPEND	€M
Administration	1.00	Defensive Equipment	3.25
Pay & Allowances	25.20	Aircraft	13.80
Compensation	26.50	Military Transport	3.90
Others	0.70	Barrack Expenses & Engineering Equipment	3.10
		Buildings	1.30
		Ordnance, Clothing & Catering	2.80
		Communications & Info Technology	2.25
		Military Training (Courses & Equipment)	1.15
		Medical Expenses	1.05
		Others	1.10
Total Underspend	53.40	Total Overspend	33.70

TABLE 7.3 PAY TO NON-PAY RATIOS, 1997-2003

YEAR	PAY	NON-PAY
1997	78%	21%
1998	76%	24%
1999	74%	26%
2000	73%	27%
2001	66%	34%
2002	68%	32%
2003	69%	31%

Source: Deputy Chief of Staff (Support) Financial Reports, 1997-2003.



Ratio of Pay to Non-Pay Expenditure

Following a review of the Defence Forces in 1994, Pricewaterhouse Coopers recommended that the ratio of pay to non-pay expenditure should be in the order of 70:30, the ratio for 2003 was 69:31. While the ratio changed by one percentage point in favour of pay from that of 2002, it still reflects a continued substantial investment in Defence Forces infrastructure and equipment in 2003.

The main cause of the change in ratios between the two years is that the barrack reinvestment programme was completed in 2002. This is the third year in a row in which the recommendations of the Pricewaterhouse Coopers report have been achieved or exceeded in relation to the ratio of expenditure between pay and non-pay items.

Continued progress in the area of internal efficiencies, investment in equipment and buildings, and an overall reduction in strength have all contributed to achieving these results.

Table 7.3 outlines the pay to non-pay ratios from 1997 to 2003.

During the period 2002 to 2003 the percentage of GNP spent on Defence has remained at 0.8%. This figure has been consistent over the last four years.

Table 7.4 outlines the Government's financial allocation to Defence from 1991 to 2003.

TABLE 7.4 GOVERNMENT FINANCIAL ALLOCATION TO DEFENCE, 1991-2003

YEAR	DEFENCE VOTE OUT TURN €'000	% GNP	TOTAL GOVERNMENT BUDGET OUT TURN €'000	% OF GOVERNMENT BUDGET
1991	412,872	1.6	9,008,604	4.58
1992	417,045	1.5	9,956,166	4.19
1993	424,642	1.5	10,927,408	3.89
1994	450,362	1.4	11,905,345	3.78
1995	471,482	1.3	13,035,960	3.62
1996	489,357	1.3	13,694,540	3.57
1997	541,218	1.1	16,311,872	3.32
1998	541,156	1.0	16,319,413	3.32
1999	577,421	0.9	18,338,006	3.15
2000	626,097	0.8	20,651,924	3.03
2001	712,054	0.8	25,340,212	2.80
2002	712,918	0.8	28,849,696	2.47
2003	703,075	0.8	30,736,653	2.28

Source: The Dept of Finance Revised Estimates for Public Services 1991 to 2003 and the Annual Report of the Controller & Auditor General 2001 to 2002.

TABLE 7.5 COMPARISON OF NON-PAY SPENDING BY FUNCTION, 2000 – 2003

YEAR	SPEND €'000	EQUIPMENT €'000	MAINTENANCE €'000	OPERATING COSTS €'000	BUILDINGS €'000	TRAINING €'000
2000	168,800	74,900	27,900	40,000	22,800	3,200
	100%	44.50%	16.50%	24.00%	13%	2.00%
2001	217,000	86,000	31,000	39,000	55,000	6,000
	100%	39.50%	14.50%	18.00%	25.50%	2.50%
2002	209,547	85,191	34,308	41,250	41,076	6,722
	100%	41.13%	16.37%	19.69%	19.60%	3.21%
2003	205,016	97,720	32,155	45,718	24,248	5,175
	100%	48.00%	15.50%	22.00%	12.00%	2.50%

Non-Pay Expenditure by Function

Non-pay expenditure is grouped into five functional areas; equipment, maintenance, operating costs, buildings and training. Table 7.5 shows the percentage of expenditure from non-pay subheads apportioned to each functional area from 2000 to 2003. Operating costs comprise expenditure on clothing, rations, utilities, telecommunication charges, barrack services, medical, fuel and transportation. Training refers only to expenditure on courses, professional development and training equipment.

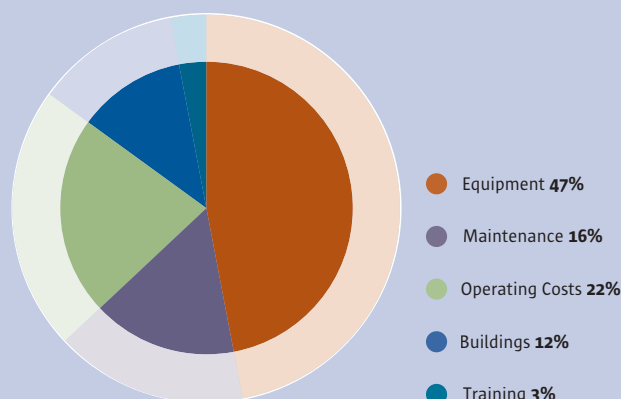
The figures reflect the marginal cost of maintenance, operational costs and training to the organisation. The implementation of the Management Information Framework project will greatly enhance the Defence Forces' ability to establish the full cost of these activities and related outputs in the future.

When compared to 2002, the spend on equipment in 2003 increased in real terms and as a percentage of the overall spend (€97.7m versus €85.2m). Maintenance costs in 2003 were reduced over those of 2002 by €2.1m (6.27%). This reflects the increased investment in new equipment, and the resultant reduction in the level and cost of maintenance required.

There was an increase in operating costs of €4.5m over that of 2002. Most of this increase can be attributed to increased fuel, clothing and medicine costs along with costs resulting from the deployment to Liberia. There was a substantial decrease in spending on Buildings in 2003 when compared to 2002 (€24.2m versus €41.1m). This was due to the completion of the Barrack Reinvestment Programme in 2002 and the consequent reduction in funds available. There was a reduction in expenditure on training equipment of €1.5m in 2003 over 2002. Additional funds were made available in 2002 for major training infrastructural projects such as the Command & Staff Simulation Trainer.

Figure 7.1 shows the percentage expenditure from non-pay subheads apportioned to each functional area in 2003.

FIGURE 7.1
NON-PAY EXPENDITURE BY FUNCTION, 2003



Devolution

In line with the White Paper on Defence (2000), the process of delegation continued in 2003, with 19.75% of the Defence provision delegated to the control of the Chief of Staff. This remained consistent with 2001 and 2002 where the percentages delegated were 19.00% and 19.66% respectively. As a percentage of non-pay funds, the amount delegated represented 54.48% of Defence Forces' subheads.

Multi-Annual Budgets

The multi-annual budget framework has enhanced the procurement planning process by allowing programmes to be undertaken over a number of years. This is particularly useful and has been demonstrated to work well with large and complex projects such as the *MOWAG* Armoured Personnel Carrier and the *Pilatus* Trainer Aircraft programmes.

TABLE 7.6 MAJOR ONGOING CAPITAL INVESTMENT PROJECTS (EXCLUDING BUILDINGS)

PROJECT DESCRIPTION	YEAR COMMENCED	PRE-2003 €'000	EXPENDITURE 2003 €'000	BALANCE €'000	TOTAL €'000	PLANNED COMPLETION DATE
Phase 2 – Armoured Personnel Carrier – MOWAG	2002	13,500	0	19,400	32,900	2005
Command & Staff Trainer	2001	1,250	1,250	2,200	4,700	2005
Digital Indoor Range Theatre	1999	2,200	220	150	2,600	2004
Ground Surveillance Radar	2002	900	1,500	1,500	3,900	2004
NBC Equipment	1999	2,200	2,500	3,000	7,700	2005
Trainer Aircraft – Pilatus	2002	14,890	17,400	27,850	60,090	2005
Medium Range Anti-tank Guided Weapon – Javelin	2003	0	5,093	9,600	15,000	2005
Fuel Farm	2003	0	125	1,275	1,400	2005

The annual budgeting cycle now forms a major part of the estimates process with greater delegation to subhead holders as a result of a bottom up approach. This requires greater planning and participation by the Subhead Holder, while at the same time encouraging a sense of ownership and stewardship.

Table 7.6 lists the major ongoing capital investment projects, excluding building projects.

Financial Reform

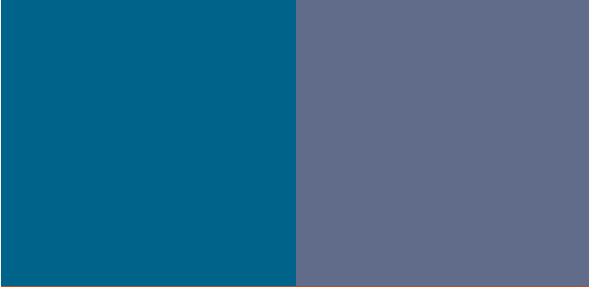
Much progress has been made in the area of financial reform in recent years, such as the delegation of financial authority from the Secretary General to the Chief of Staff, the introduction of a medium term budgetary framework (multi-annual budgeting) and the ongoing Management Information Framework (MIF) project.

The Management Information Framework is a Government-sponsored initiative. An effective MIF system will present management with timely and accurate information on the day-to-day workings of the organisation and greatly assist in the planning and decision-making process at all levels. The introduction of the MIF will take the on going financial reform to a new level, contributing to improved efficiencies and transparencies in the area of financial management. In the Department of Defence, a Department/Defence Forces Project Board is jointly managing this project.

During 2003, a full time project structure was put in place consisting of a contracted project manager and in-house project implementation teams. There are nine staff working full time on the project at this time and this will rise to 30 (some part time) during phases of the implementation. During 2003, a specification for the MIF solution was prepared and sent to public tender. Evaluations of the tender responses were completed by end-2003. The awarding of the contract will be early-2004. The projected date for installation of the system is December 2004 with further modules going live during 2005. The estimated cost of the system is €2.7m with additional, recurring annual licence and maintenance costs of €1.4m.

In 2002, the layout of the Defence Forces' Financial Report was brought in line with the standard format used in best business practice. This allowed for a clear and accurate presentation of the organisation's 2003 financial performance and further contributed to financial transparency within the Defence Forces as an organisation.





Appendices

- 2 Eastern Brigade
- 1 Southern Brigade
- 4 Western Brigade
- Defence Forces Training Centre
- Air Corps
- Naval Service
- Reserve Defence Forces

2 Eastern Brigade

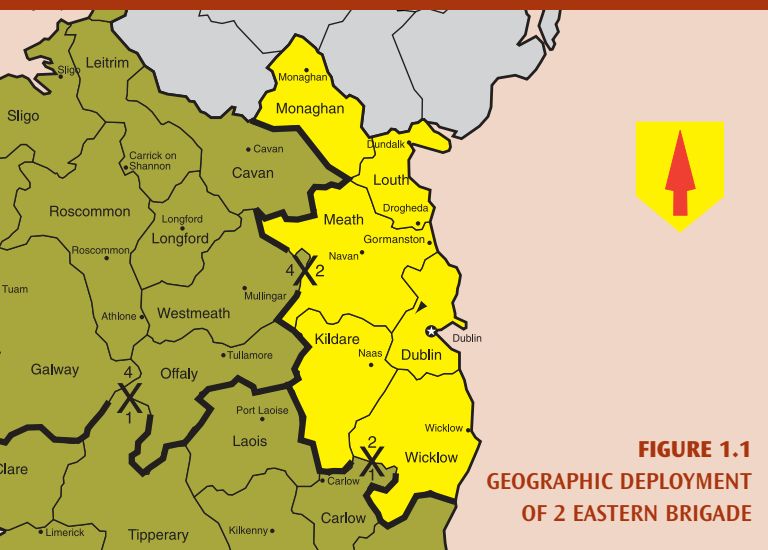


FIGURE 1.1
GEOGRAPHIC DEPLOYMENT
OF 2 EASTERN BRIGADE

Conventional Exercises

During 2003, 2 Eastern Brigade conducted six exercises at brigade and battalion level, exercising a total of 840 personnel. The exercises are detailed in table 1.1 and covered conventional military operations, Partnership for Peace integration, peace support training.

TABLE 1.1
MILITARY EXERCISES SUMMARY 2 EASTERN BRIGADE

EXERCISE NAME	NUMBERS EXERCISED
APC Company Exercise	141
Rapid Response Exercise	141
Brigade exercise	141
Company level exercise in support of the Young Officers Course	151
Support Company Concentration and Exercise	125
KFOR Assessment	141
Total	840

Strength v Establishment

The establishment of the Brigade is laid down at 2,330 personnel. The strength of the Brigade for 2003 was on average 2,398. This represents 102% of its establishment. Table 1.2 depicts the quarterly inflows and outflows of personnel, overall, the net gain was 49 personnel.

TABLE 1.2
QUARTERLY INFLOW AND OUTFLOW OF PERSONNEL IN
2 EASTERN BRIGADE FOR 2003

	JAN-MAR	APR-JUN	JUL-SEPT	OCT-DEC	TOTAL
Inflow	16	84	13	132	236
Outflows	64	53	32	38	187
Net Gain/Loss	-48	31	-19	85	49

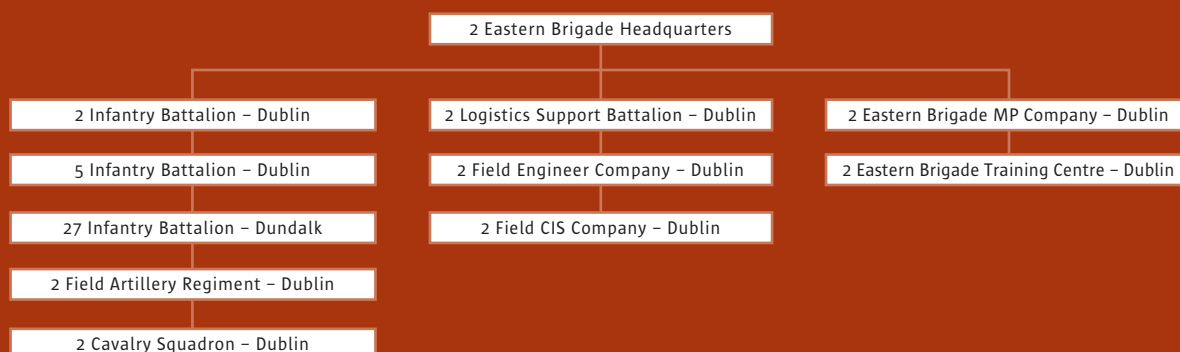
Personnel Deployed on Peace Support Operations

The 2 Eastern Brigade was the lead formation for the KFOR mission providing a total of 192 personnel for this deployment. A total of 377 Brigade personnel, comprising of 47 Officers and 230 NCOs and Privates served on overseas missions during the year.

Operational Commitments

During 2003, 2 Eastern Brigade Personnel performed over 800 escorts including, cash, explosive, prisoner and explosive ordnance disposal. A total of 182 personnel completed security duties in Portlaoise Prison. The Brigade also supplied personnel to security duties at Shannon Airport.

FIGURE 1.2 ORGANISATION OF 2 EASTERN BRIGADE



1 Southern Brigade

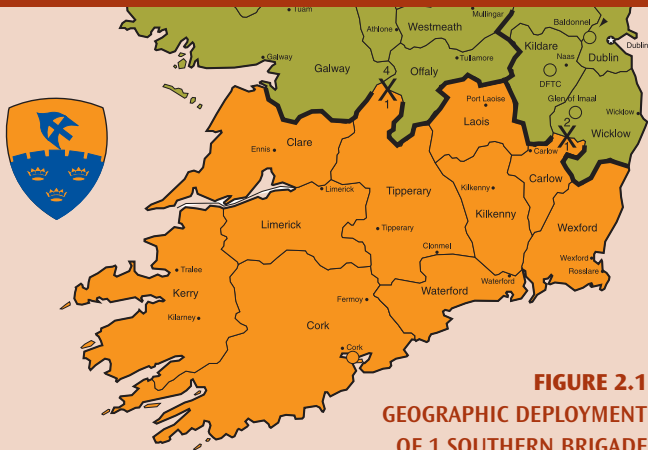


FIGURE 2.1
GEOGRAPHIC DEPLOYMENT
OF 1 SOUTHERN BRIGADE

Conventional Exercises

During 2003, 1 Southern Brigade conducted seven exercises at brigade and battalion level, exercising a total of 673 personnel. The exercises are detailed in Table 2.1 and covered conventional military operations, Partnership for Peace integration, Peace Support Training and Aid To the Civil Power.

TABLE 2.1
MILITARY EXERCISES SUMMARY 1 SOUTHERN BRIGADE

EXERCISE NAME	NUMBERS EXERCISED
Rapid Response	96
PSO Battalion Command Post Exercise (CPX)	24
PSO Battalion Exercise	402
Fire Planning Exercise	22
CIT Exercise	60
Exercise Kosovo	27
Viking 03	15
Total	673

Strength v Establishment

The establishment of the Brigade is laid down at 2,330 personnel. The strength of the Brigade for 2003 was on average 2,007. This represents 86% of its establishment. Table 2.2 depicts the quarterly inflows and outflows of personnel, overall, the net loss was 37 personnel.

TABLE 2.2
QUARTERLY INFLOW AND OUTFLOW OF PERSONNEL IN
1 SOUTHERN BRIGADE FOR 2003

	JAN-MAR	APR-JUN	JUL-SEPT	OCT-DEC	TOTAL
Inflow	8	31	14	30	83
Outflows	35	30	30	25	120
Net Gain/Loss	-27	1	-16	-5	-37

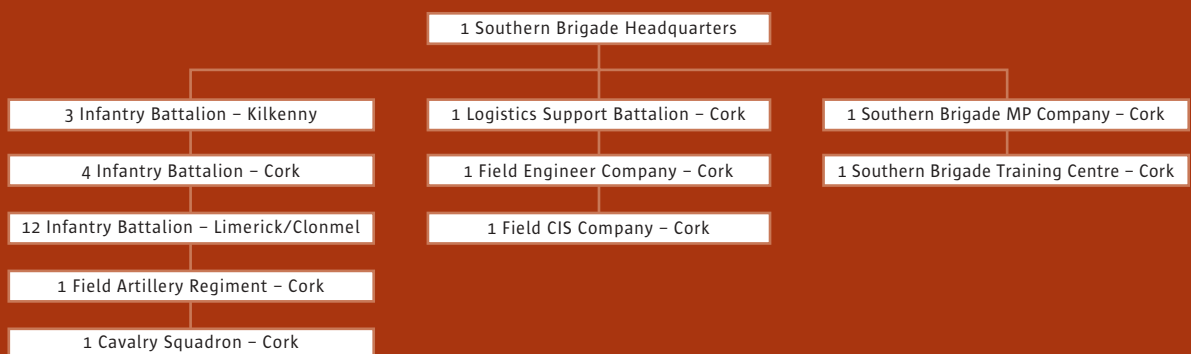
Personnel Deployed on Peace Support Operations

The 1 Southern Brigade was the lead formation for the United Nations Mission in Ethiopia and Eritrea, providing a total of 204 personnel for this deployment. An additional 172 Brigade personnel comprising of 19 Officers and 153 NCOs and Privates were deployed on overseas missions during the year.

Operational Commitments

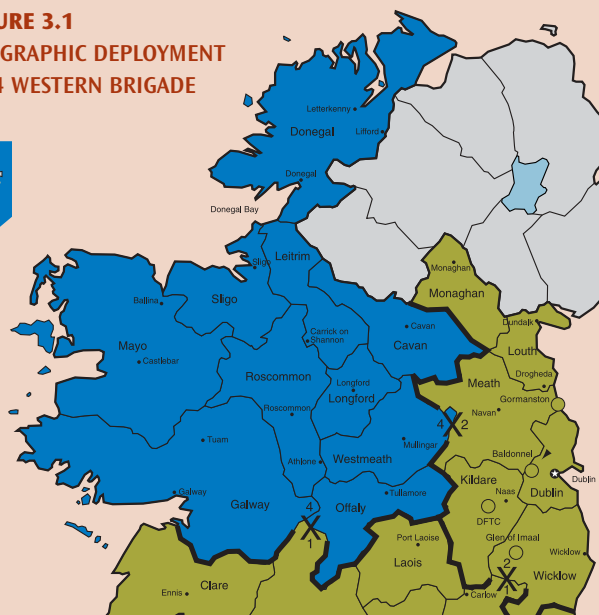
During 2003, 1 Southern Brigade was heavily committed to the provision of Government Support Services. Over 15,000 man-days were committed to security operations in Shannon Airport. On an annual basis, units conducted over 900 security escorts and patrols.

FIGURE 2.2 ORGANISATION OF 1 SOUTHERN BRIGADE



4 Western Brigade

FIGURE 3.1
GEOGRAPHIC DEPLOYMENT
OF 4 WESTERN BRIGADE



Conventional Exercises

During 2003, 4 Western Brigade conducted five exercises at brigade and battalion level, exercising a total of 1,382 personnel. The exercises are detailed in Table 3.1 and covered conventional military operations, Partnership for Peace integration and Aid To the Civil Power.

TABLE 3.1
MILITARY EXERCISES SUMMARY 4 WESTERN BRIGADE

EXERCISE NAME	NUMBERS EXERCISED
Rapid Response Exercise – Alpha	106
Rapid Response Exercise – Bravo	106
Exercise Rebel Song	934
APC Exercise	236
Total	1,382

Strength v Establishment

The establishment of the Brigade was laid down at 2,330 personnel. The strength of the Brigade for 2003 was on average 2,277. This represents 98% of its establishment. Table 3.2 depicts the quarterly inflows and outflows of personnel, overall, the net loss was 84 personnel.

TABLE 3.2
QUARTERLY INFLOW AND OUTFLOW OF PERSONNEL IN
4 WESTERN BRIGADE FOR 2003

	JAN-MAR	APR-JUN	JUL-SEPT	OCT-DEC	TOTAL
Inflow	6	0	41	9	56
Outflows	39	29	40	32	140
Net Gain/Loss	-33	-29	1	-23	-84

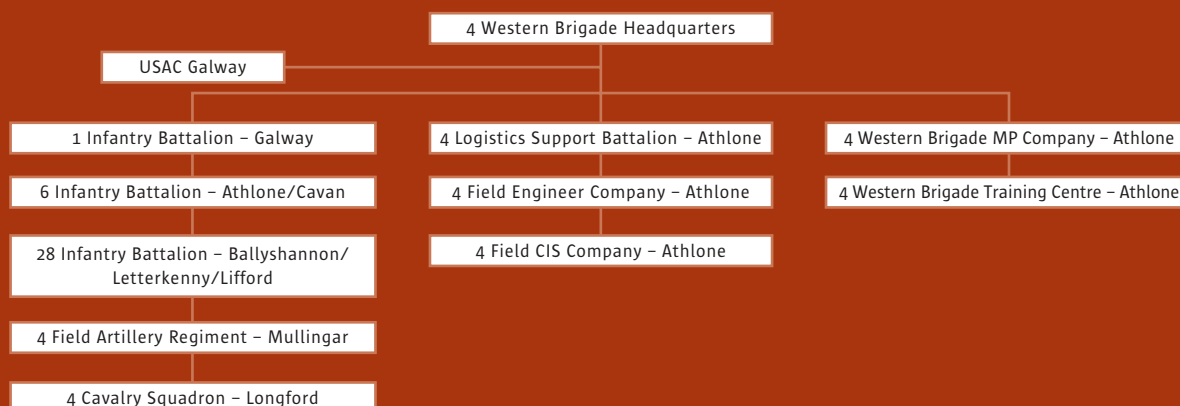
Personnel Deployed on Peace Support Operations

The 4 Western Brigade was the lead formation for the United Nations Mission in Liberia, providing a total of 433 personnel for this deployment. A total of 556 Brigade personnel, comprising of 52 Officers and 504 NCOs and Privates, were deployed on overseas missions during the year.

Operational Commitments

In 2003, 4 Western Brigade conducted a total of 597 Aid to the Civil Power type operations involving a total of 7,195 personnel. These operations included cash escorts, explosive ordnance disposal escorts, and Engineering Specialist Search Teams. The total figure includes 531 personnel who were deployed to Shannon Airport. The Brigade also provides a guard to the explosive factory in Enfield, Co. Meath.

FIGURE 3.2 ORGANISATION OF 4 WESTERN BRIGADE



Defence Forces Training Centre



FIGURE 4.1
GEOGRAPHIC DEPLOYMENT OF DEFENCE FORCES TRAINING CENTRES

Conventional Exercises

The primary role of the Defence Forces Training Centre is the provision of military education and training to the Defence Forces. During 2003, over 700 personnel were exercised in conventional training, APC training and Aid to The Civil Power type operations. Over 3,000 personnel completed courses and seminars in the various Defence colleges covering combat, combat support and combat service support. During the year, 85 personnel completed career courses that are required for promotion. These courses range in length from 13 weeks to 9 months.

Strength v Establishment

The establishment of the Defence Forces Training Centre is laid down at 1,294 personnel. The strength of the Training Centre for 2003 was on average 1,576. This represents 122% of its establishment. Table 4.1 depicts the quarterly inflows and outflows of personnel, overall, the net loss was 17 personnel.

TABLE 4.1
QUARTERLY INFLOW AND OUTFLOW OF PERSONNEL IN THE DEFENCE FORCE TRAINING CENTRE FOR 2003

	JAN-MAR	APR-JUN	JUL-SEPT	OCT-DEC	TOTAL
Inflow	11	12	87	3	113
Outflows	19	23	70	18	130
Net Gain/Loss	-8	-11	17	-15	-17

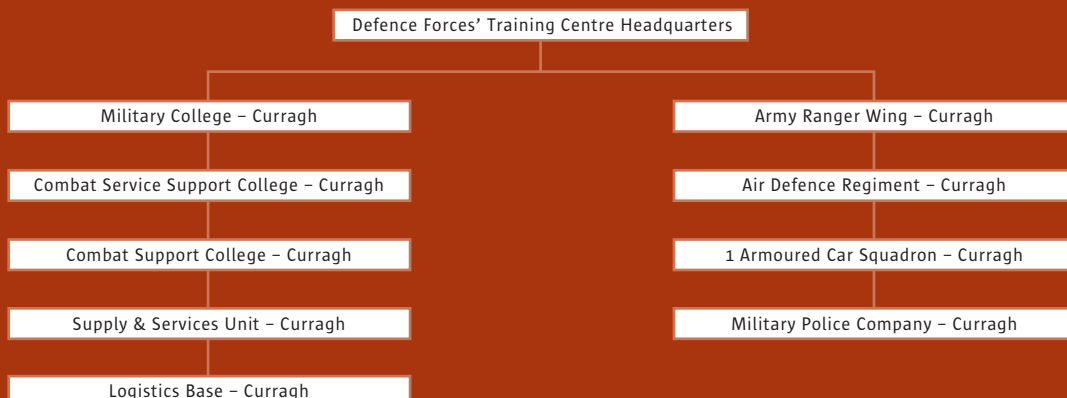
Personnel Deployed on Peace Support Operations

The Defence Forces Training Centre contributed personnel to a variety of missions during 2003. A total of 144 personnel, comprising of 22 Officers and 122 NCOs and Privates served on overseas missions during the year.

Operational Commitments

The Defence Forces Training Centre took part in 380 operations during 2003, including cash and prisoner escorts and three deployments to Shannon Airport. Medics were also supplied to provide cover during the ambulance strikes in the Midland and South Eastern Health Board areas.

FIGURE 4.2 ORGANISATION OF THE DEFENCE FORCES TRAINING CENTRE



Air Corps

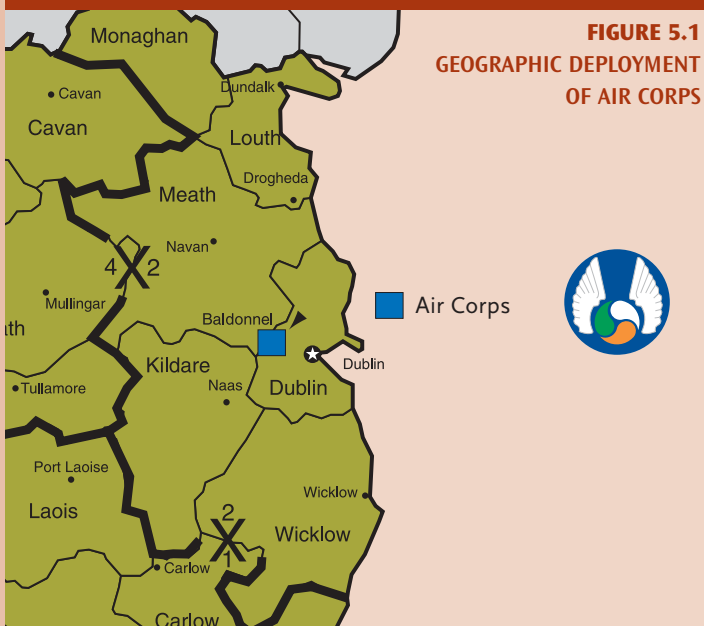


FIGURE 5.1
GEOGRAPHIC DEPLOYMENT
OF AIR CORPS

Strength v Establishment

The establishment of the Air Corps is laid down at 930 personnel. The strength for 2003 was on average 903. This represents 97% of its establishment. Table 5.2 depicts the quarterly inflows and outflows of personnel, overall, the net loss was 3 personnel.

TABLE 5.2
QUARTERLY INFLOW AND OUTFLOW OF PERSONNEL
IN THE AIR CORPS FOR 2003

	JAN-MAR	APR-JUN	JUL-SEPT	OCT-DEC	TOTAL
Inflow	8	1	26	9	44
Outflows	13	3	11	20	47
Net Gain/Loss	-5	-2	15	-11	-3

Personnel deployed on Peace Support Operations

The Air Corps contributed personnel to a variety of missions during 2003. A total 27 personnel, comprising of 6 Officers, 21 NCOs and Privates were deployed on overseas missions during the year.

Conventional Exercises

During 2003, the Air Corps conducted 246 training exercises involving 479 personnel. The exercises are detailed in Table 5.1 and covered cordon and search, conventional training, troop transport, simulated attack and parachuting.

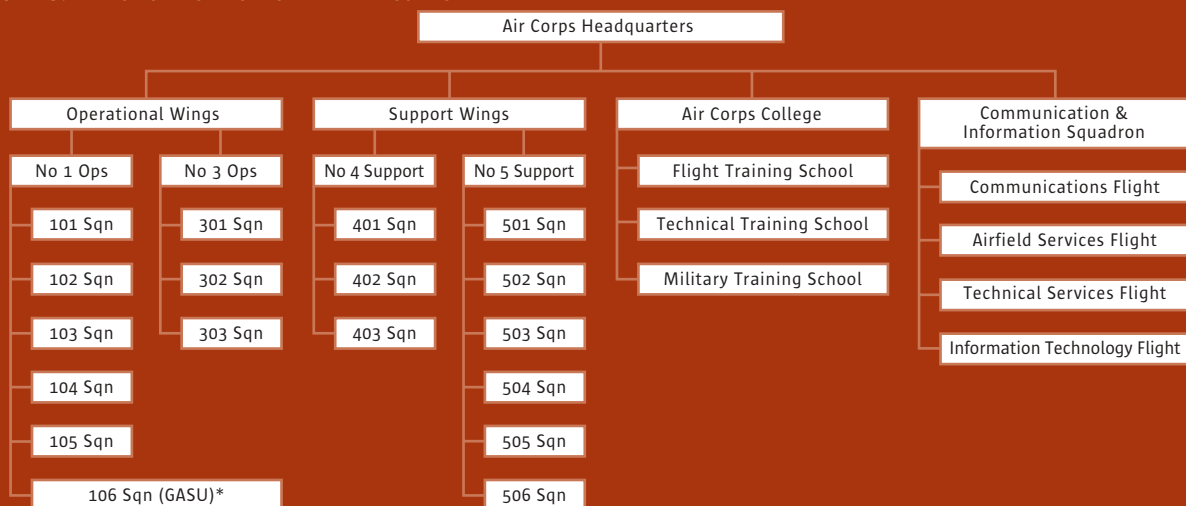
TABLE 5.1
CONVENTIONAL TRAINING EXERCISES IN AIR CORPS 2003

EXERCISE NAME	NUMBERS EXERCISED
Troop Training	190
Troop Transport	169
Simulated Attack	52
Parachuting	68
Total	479

Operational Commitments

The Air Corps provide air cover and surveillance assistance on a variety of Aid to The Civil Power type operations. During 2003, over 2,600 such missions were completed including, cash in transit, search and rescue, civil assistance (eg flood relief, island relief) and air ambulance.

FIGURE 5.2 ORGANISATION OF THE AIR CORPS



*Garda Air Support Unit

Naval Service

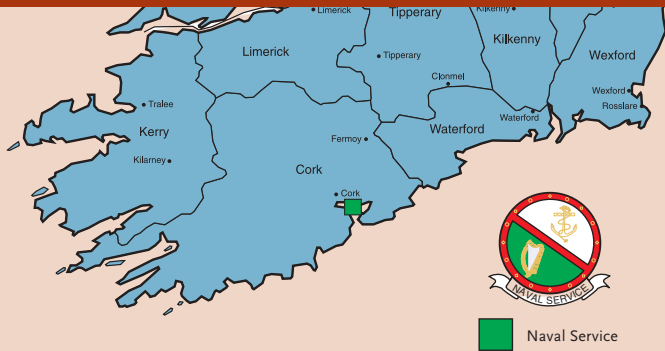


FIGURE 6.1
GEOGRAPHIC DEPLOYMENT OF NAVAL SERVICE

Conventional Exercises

In addition to normal ship exercises the Naval Service conducted three multi ship exercises during 2003 and exercised a total of 670 personnel. Units were exercised in fleetwork, towing, armed boardings, weapon skills and naval manoeuvres. The Naval Service also provided assistance to 14 Army and Air Corps exercises in 2003.

TABLE 6.1
CONVENTIONAL TRAINING EXERCISES IN NAVAL SERVICE 2003

EXERCISE NAME	NUMBERS EXERCISED
Exercise Encapsulate	160
Exercise Final Garryowen	160
Exercise Garryowen	350
Total	670

Strength v Establishment

The establishment of the Naval Service is laid down at 1,144 personnel. The strength for the Naval Service in 2003 was on average 1,056. This represents 92% of its establishment. Table 6.2 depicts the quarterly inflows and outflows of personnel, overall, the net gain was 45 personnel.

TABLE 6.2
QUARTERLY INFLOW AND OUTFLOW OF PERSONNEL
IN THE NAVAL SERVICE FOR 2003

	JAN-MAR	APR-JUN	JUL-SEPT	OCT-DEC	TOTAL
Inflow	34	1	62	29	126
Outflows	22	13	31	15	81
Net Gain/Loss	12	-12	31	14	45

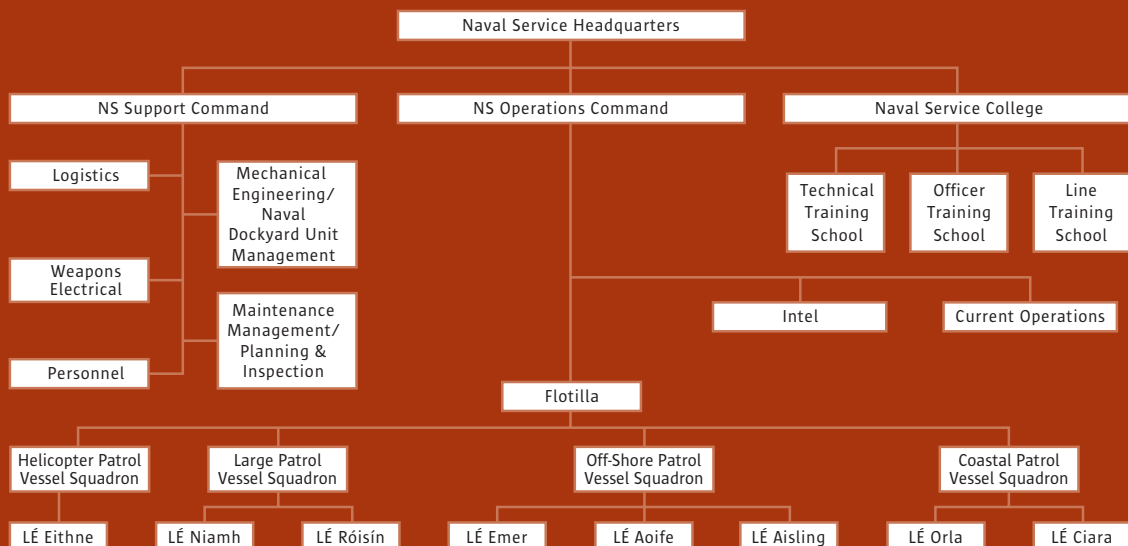
Personnel Deployed on Peace Support Operations

A total of 34 personnel, comprising of 5 Officers and 29 NCOs and privates served on overseas missions during the year. The LÉ Niamh was deployed to Liberia for the reconnaissance mission prior to the deployment of the Irish Battalion. The crew of 51 personnel were deployed for three weeks.

Operational Commitments

The primary operational commitment of the Naval Service is to fishery protection. In 2003, 1,353 patrol days were devoted to fishery protection. Four Naval Ships responded to requests for Aid to the Civil Power type operations. The missions included securing seaward access, boarding of suspect vessels and providing security for visiting ships. Naval Service diving teams also provided Aid To the Civil Power relating to Explosive Ordnance Disposal and underwater searches.

FIGURE 6.2 ORGANISATION OF THE NAVAL SERVICE



Reserve Defence Forces

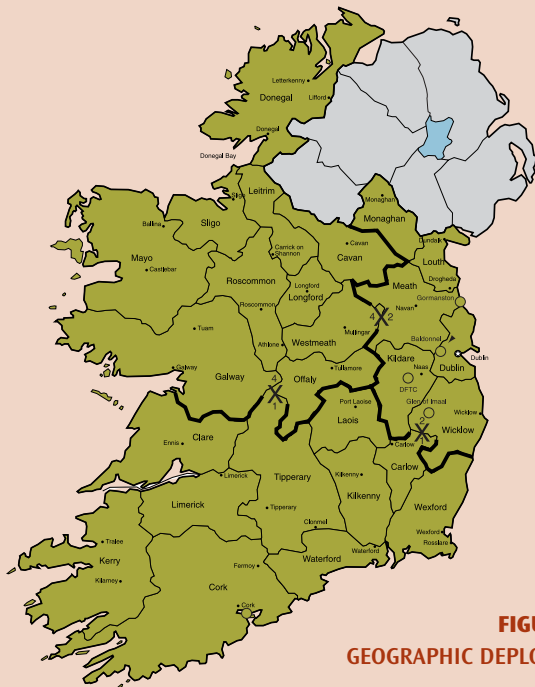


FIGURE 7.1
GEOGRAPHIC DEPLOYMENT

Location

The Reserve Defence Forces is represented in all permanently occupied military posts and has training facilities in each of the twenty-six counties.

Organisation

The current FCÁ organisation and command structure was set up in 1979. In 2003, the Minister of Defence agreed in principle to the Reserve Defence Forces Implementation Plan. This will result in the current organisation structure changing to reflect the Permanent Defence Forces with combat, combat support and combat service support units. Figure 7.2 outlines the Reserve Defence Forces' current organisation and distribution.

Personnel

The strength of the Reserve Defence Forces in 2003 was 13,532. A total of 2,037 personnel were recruited during the year and 1,949 were discharged. This represents a net gain of 88 personnel.

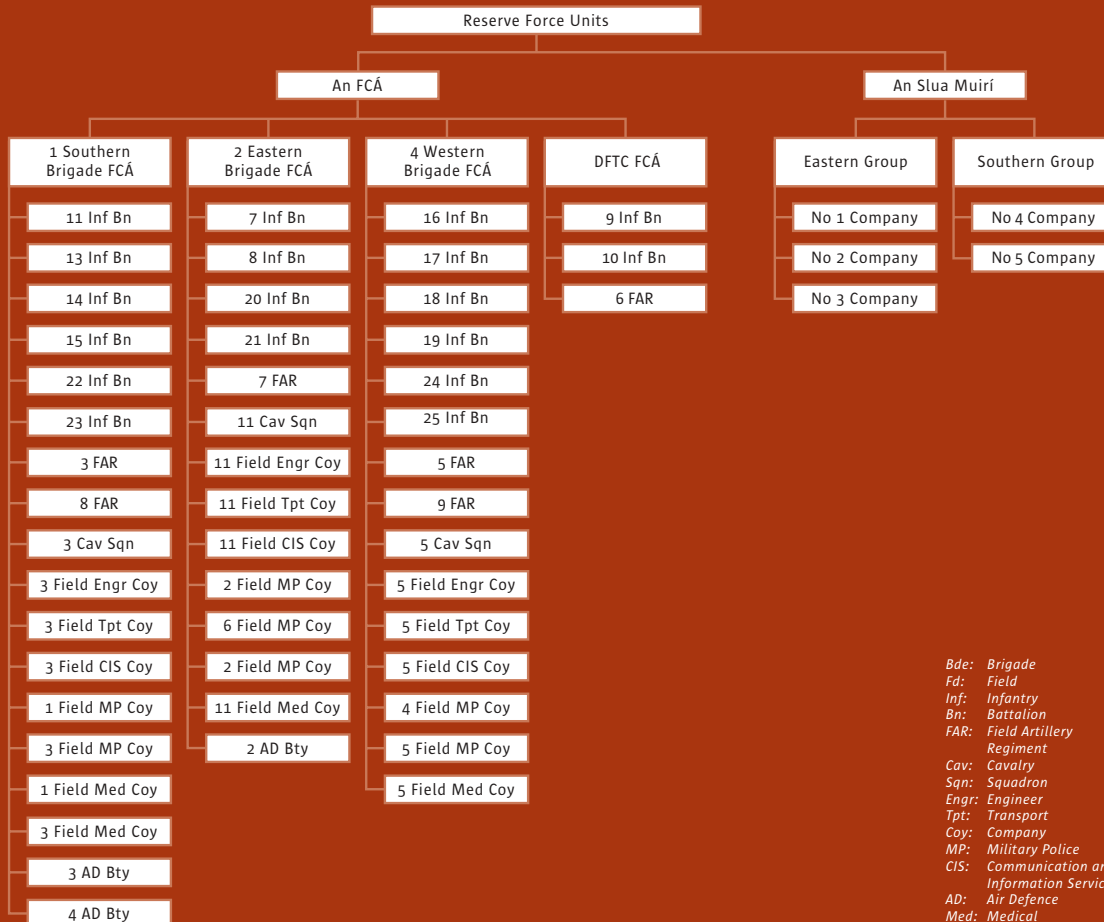
Training

FCA/SM training is carried out by way of:

- Nightly training parades
- Field days at weekends
- Full time training
- 7 and 14 day specialists courses.

Each year, all personnel of the Reserve Defence Forces must undergo and successfully complete their Personal Annual Weapons Test.

FIGURE 7.2 CURRENT ORGANISATION OF THE RESERVE DEFENCE FORCE



Bde: Brigade
Fd: Field
Inf: Infantry
Bn: Battalion
FAR: Field Artillery Regiment
Cav: Cavalry
Sqn: Squadron
Engr: Engineer
Tpt: Transport
Coy: Company
MP: Military Police
CIS: Communication and Information Services
AD: Air Defence
Med: Medical

