FOREWORD
Michael Smith T.D., Minister for Defence

In approving the Defence Forces' Strategy Statement in 1998, I was very conscious that we were beginning a new phase in the major task of modernising the Defence Forces. Three years later, I believe that we have made significant progress.

I had the privilege of publishing the first ever White Paper on Defence in February, 2000 which deals with all aspects of Defence provision and organisation and maps out a strategic blueprint for the on-going modernisation of the Department and the Defence Forces in the period to 2010. Key elements of the White Paper have been implemented already, while the implementation of many important elements is provided for in this Strategy Statement.

In particular, we have achieved a rebalancing of resource allocation within Defence which has allowed unprecedented investment in new equipment and infrastructure since 1997, including an additional £250m programme, which I announced last year. This investment is being financed from the net proceeds of the sales of barracks and other property surplus to military requirements and from pay savings.

In 1998, we faced the challenge of processing a large volume of civil actions for hearing loss compensation. Through vigorous and resolute action we have succeeded in reducing the potential cost of these while at the same time ensuring fairness for the genuine claimant. I want to pay a special tribute to the people, military and civil, whose skill and support made this possible.

This Strategy Statement for the period to 2004 is ambitious and this is as it should be. The Defence Forces have had a proud record of achievement in recent years and I know that it has the people, the resources and the will to build on these successes and to face the future with confidence.

Michael Smith T.D.,
Minister for Defence.

MESSAGE
Lieutenant General Colm Mangan - Chief of Staff

This is the third Strategy Statement published by the Defence Forces and reflects the many challenges and opportunities that confront the Defence Forces in the evolving internal and external security environment. The Strategy Statement defines the roles and outputs of the Defence Forces and how it will continue to provide quality service and maximise contribution to national development.

In the period since the last Strategy Statement, the reform process within the Defence Forces has progressed with the publication of the White Paper on Defence, the completion of the reviews of the Air Corps and Naval Service and the launch of the Steering Group Report on the Reserve Defence Force. Ireland has joined the Partnership for Peace Programme, the Planning and Review Process and the Helsinki Headline Goal commitment has been announced by the Government. Within the wider public sector, the Strategic Management Initiative's process of modernisation continued, particularly in the areas of financial reform, partnership and quality customer service. Internal reforms, international commitments and the SMI process will impact significantly on the Defence Forces over the lifetime of this strategy statement.

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

As we prepare to meet ongoing national and emerging international commitments, it is important that our structures fit our strategy and that the efficient and effective delivery of defence services remains a primary goal. The strategic planning process provides valuable assistance in ensuring this goal is achieved.

C.E. Mangan
Lieutenant General
Chief of Staff

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Introduction

The purpose of the Defence Forces is to defend the State against armed aggression from either internal or external sources and to fulfil all other roles assigned by Government.

This document, the Defence Forces' Strategy Statement 2001 - 2004, aims to improve the ability of the Defence Forces to deliver on the core activity and to fulfil the other roles assigned by Government economically, efficiently and effectively.

The Strategy Statement provides a blueprint for Defence Forces' activities over the next three years. It links the roles assigned to the Defence Forces with the organisations outputs, i.e. the services that the Defence Forces provide. Section 1, sets the Defence Forces in context by identifying its unique nature and outlining the major reform initiatives affecting its evolution. Section 2, details the roles assigned to the Defence Forces by the Government, the mission derived from these roles and the key organisational objectives that must be achieved to fulfil the mission. The external environment (national and international) within which the Defence Forces operate is analysed in Section 3. This is followed by, in Section 4, an identification of the internal strengths and weaknesses, and the external opportunities and threats facing the Defence Forces.
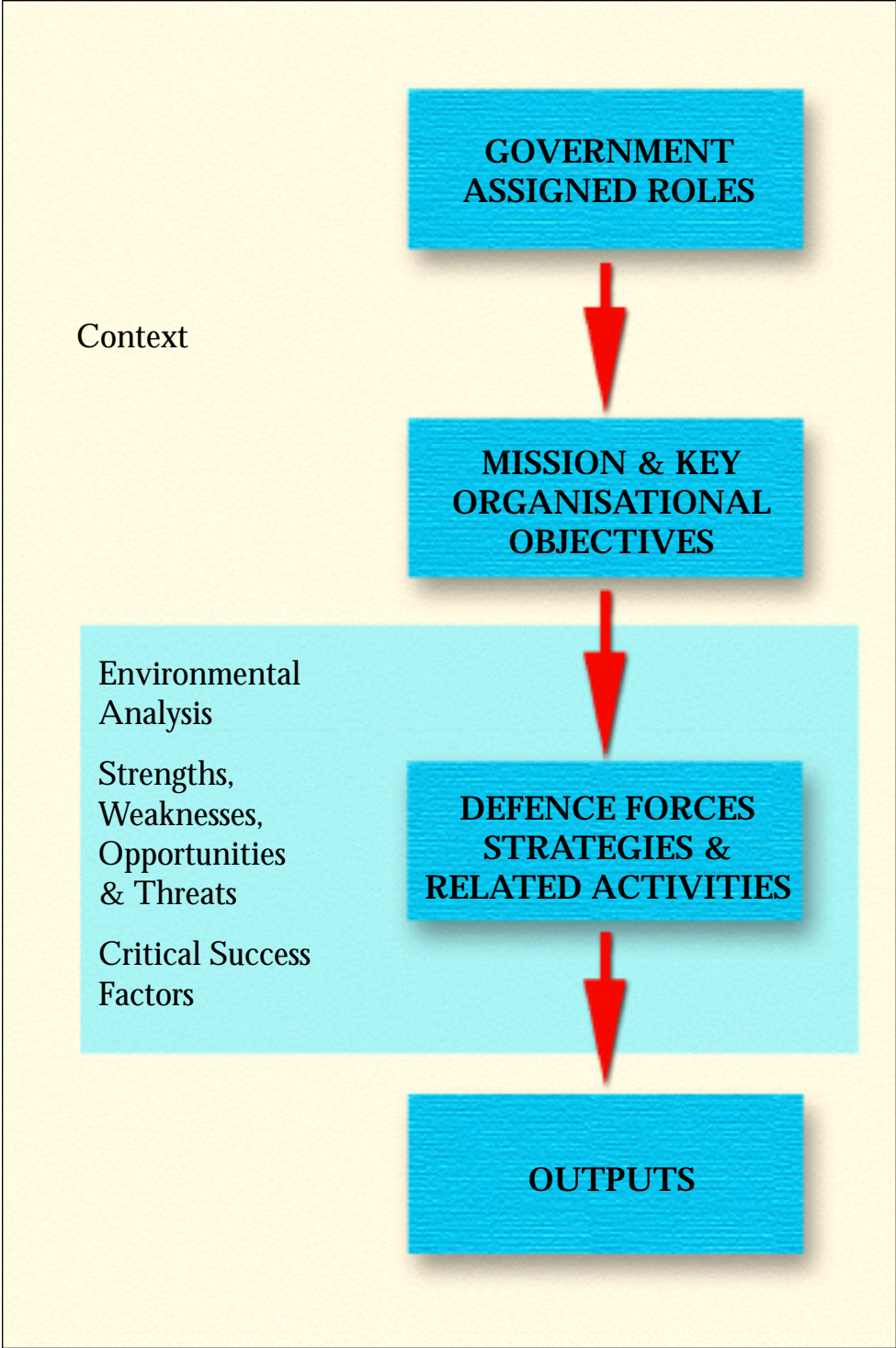
Context, roles assigned by Government, analysis of the environment and the organisations strengths, weaknesses, opportunities and threats directly impact on the strategies that the Defence Forces will pursue over the next three years. Section 5, identifies these strategies. It explains the relationship between the strategies and the objective associated with each strategy. It identifies the means by which each objective will be achieved and specific performance indicators that will track progress towards achieving the objectives. The section also outlines Defence Forces' priorities for the period covered by the Strategy Statement and concludes by identifying the critical success factors.

The Defence Forces' outputs are listed in Section 6. These are divided into four categories linked directly to the roles assigned by Government. Finally, Section 7 identifies the monitoring and review procedures that will facilitate the successful achievement of organisational objectives. The structure of the Strategy Statement is summarised in Figure 1.1.

From a planning perspective, in pursuing the various strategies, the Defence Forces are incorporating into its systems, practices, activities and culture, the requirements implicit in or derived from the following influences:

- **The Strategic Management Initiative's programme of modernisation**

- **The changes recommended by the various reviews of the Defence Forces and the White Paper on Defence**

- **New commitments arising from changes in the external environment**

Figure 1.1
Structure of Defence Forces' Strategy Statement 2001 – 2004

Context

GOVERNMENT
ASSIGNED ROLES

MISSION & KEY
ORGANISATIONAL
OBJECTIVES

Environmental
Analysis

Strengths,
Weaknesses,
Opportunities
& Threats

Critical Success
Factors

DEFENCE FORCES
STRATEGIES &
RELATED ACTIVITIES

OUTPUTS

Context

The Preservation of Ireland's Security

The ability of a sovereign nation-state to preserve and enhance the security and well-being of its people defines the defence role, and in the case of Ireland, the Defence Forces' role.

A Preventive Insurance Policy

In order to meet Ireland's defence related security concerns, interests and obligations, the Defence Forces are required, subject to allocation of resources and the approval of the Minister for Defence and the Government as appropriate, to provide the capacity to undertake conventional military operations. This military capability is designed to serve two purposes:

- to act as a sufficient deterrent to those who may consider taking actions hostile to Ireland's security interests; and,

- to apply military force when required.

The defence role acts as a preventive programme; it is an insurance service that needs to have the capability to respond effectively when a claim is made. This is underwritten by the maintenance, readiness and sustainability of an armed force.

Operational Effectiveness as the Priority Output

Military personnel are tasked with being in a constant state of readiness to deploy effective military force as and when required. In addition, the Defence Forces must prepare for and be capable of performing many other tasks effectively.

Defence Values

Defence shows total respect for national law, international law and international conventions, in particular the Law of Armed Conflict, the Hague Conventions and the Geneva Protocols. Defence adheres to the objectives of international and regional organisations such as the United Nations Organisation, the European Union and the Organisation for Security and Co-operation in Europe, thus promoting international order and stability, humanitarian principles and democratic rights. Defence supports arms control, the non-proliferation of nuclear, biological and chemical weapons, the ethos of confidence building and co-operative security, and the settlement of conflict by peaceful means. These values are reflected in the provision of a credible Defence Forces, having effective interoperability, internally with other State agencies, and externally with other nations' armed forces participating in peace support operations, humanitarian, and search and rescue missions.

The Military Ethos

The Defence Forces subscribe to a distinct code of military discipline and ethics which is voluntarily entered into and involves the curtailment of personal liberty and rights. The military ethos values integrity, patriotism and courage in a service to the State which will make stressful and sometimes life-threatening demands on the individual in order to accomplish its assigned mission.

Leadership

Leadership is especially important for the Defence Forces. The principal requirement of a military leader is the ability to motivate those whom he/she commands. Accordingly, the development of leadership skills is emphasised at all levels in the Defence Forces.

Initiatives Impacting on the Evolution of the Defence Forces

Strategic Management Initiative (SMI)

The Defence Forces are committed to the SMI process. We will continue to embrace the concepts and principles that will facilitate the provision of Defence services economically, efficiently and effectively. In particular, over the period of this Strategy Statement, the Defence Forces will advance the following aspects of the SMI; Business Plans, Performance Indicators, Management Information Framework, Customer Service Action Plan, Partnership and e-Public Service Strategies.

Reform Process

A ten year series of external reviews and commissions resulted in the Defence Forces' Review Implementation Plan (1998) and with the Review Implementation Plans for the Naval Service (completed 2000) and the Air Corps.

White Paper on Defence

The first ever White Paper on Defence was published in February 2000 and sets out the Government's medium strategy for defence covering the period up to 2010 based on the evolving national and international security environment. The key goals of the White Paper development programme, as they pertain to the Defence Forces, are:

- 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 exists at present

- To provide significant additional resources for equipment and infrastructure broadly within the existing level of financial allocation.

In order to achieve these goals the Defence Forces require sufficient depth in terms of personnel, doctrine, training, organisation and equipment to meet existing and probable future needs. The White Paper underlines the Government's commitment to ensuring that Ireland has "a versatile force, which is organised equipped and trained along conventional lines, which can adopt readily to the requirements of different situations in the prevailing Defence and Security environment, and which can participate in the broad spectrum of military and non-military operations."

Roles Assigned to the Defence Forces by Government

- **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; and**

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

Defence Forces' Mission

The Defence Forces' Mission Statement has been derived from the roles assigned by Government. They represent the practical working mandate for the Defence Forces. The 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 a flexible operational capacity.

Key Organisational Objectives

The key organisational objectives of the Defence Forces flow from the roles assigned by Government and the Mission. The objectives can be broadly classified into two categories: Defence Capabilities and Ministerial Support.

Defence Capabilities - To ensure that the Defence Forces are at the appropriate level of operational readiness to deter or counter armed aggression and to fulfil those other roles assigned by Government.

Ministerial Support - To provide military support and military advice to the Minister for Defence in his command, and other powers in relation to the Defence Forces.

Analysis of the Defence Forces' Environment

The International Security Environment

Although the potential for large scale military confrontation in Europe has been reduced, risks and uncertainties remain which have the capacity to affect Irish interests. The Defence Forces international security environment perspective is shaped by Ireland's Foreign Policy which has developed under successive Irish Governments.

Ireland's membership of the United Nations has been an important cornerstone of the State's foreign and security policy. Ireland has agreed to supply up to 850 military personnel to overseas peace support missions as part of its commitment to the United Nations Standby Arrangement System (UNSAS). UN mandated peace support missions have been and are expected to continue to be a key task of the Defence Forces. There has been considerable change in the means by which new missions are undertaken in recent years. The Stabilisation Force in the Former Yugoslavia (SFOR) and the Kosovo Force (KFOR) are examples of this new approach. It is predicted that this form of mandating will continue.

The Helsinki Intergovernmental Conference established a goal to be achieved by the end of December 2003. The goal is for Europe to have the ability to deploy a force of up to 60,000 personnel for crisis management, peacekeeping and humanitarian operations (Petersberg Tasks), that will be capable of maintaining itself for 12 months and of deploying in theatre within 60 days. Ireland has agreed to provide, on a case by case basis, 850 personnel from within the existing commitment of 850 personnel to the United Nations Standby Arrangements System.

This, allied to Ireland's recent membership of the Partnership for Peace Programme, are indications of our commitment to international security. The Defence Forces continue to supply personnel to other non-UN organisations such as the Organisation for Security and Co-operation in Europe (OSCE) and the European Union Monitoring Mission (EUMM) in former Yugoslavia.

The National Security Environment

The Defence Forces are called on to aid the civil power (Garda Síochána) in deterring and combating subversive activity. The Defence Forces are engaged in the identification, assessment and provision of early warning in relation to any threat to the security of the State.

The Good Friday Agreement continues to be a source of hope for the political settlement of conflict in Northern Ireland. However, the activities of dissident republican and loyalist paramilitaries who remain fundamentally opposed to the peace process remain a cause for concern. The response to threats from paramilitaries is a matter for the Garda Síochána in the first instance. However there will continue to be a requirement, for the foreseeable future, for the Defence Forces to be available to support the Garda Síochána in aid to the civil power (ATCP) capacity and to respond to paramilitary activity on either a localised or nationwide basis. Therefore, the Defence Forces must prepare against a continuance of the subversive threat and activities.

Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis

In the context of mission, mandate and operating environment, an examination of the Defence Forces' internal strengths and weaknesses, and external opportunities and threats has been undertaken with the following results:

Internal Strengths

- the high level of professionalism, dedication and service to the State

- the resilience of individual and collective morale in the Forces

- the high international reputation of the Defence Forces

- the capacity for considerable change demonstrated over recent years

- the extent to which conventional military skills have been retained at individual level

- the military ethos

- a Permanent Defence Force based on experienced professional soldiers as opposed to conscripts or reservists

- the extensive experience of Defence Forces' personnel in peace support operations, at headquarters and operational level, with all the major international organisations involved in peace missions

- the improvements in equipment and infrastructure

Internal Weaknesses

A series of Defence reviews has chronicled the weaknesses of the Defence Forces at length. Some of these weaknesses remain to be addressed. These and other weaknesses are broadly summarised below:

- The absence of clear lines of accountability, authority and responsibility. The Chief of Staff currently has 18% of the Defence Vote devolved to him, while expenditure on the Defence Forces is in excess of 90% of the vote

- Human Resources - Recruitment and retention difficulties; and the inability to transfer or retire personnel to meet organisational requirements

- Deployment and Organisation - operational units too widely dispersed

- Equipment & Infrastructure - the need to continue the considerable improvement in recent years to enable a credible defence capability and to meet the standards required of a force operating in a modern peace support environment

- Training - Insufficient dedicated collective conventional military training

- The planned reform of the Reserve Defence Force will not conclude until 2007

External Opportunities

- The continuing organisational reform process

- The Naval Service and Air Corps Review Implementation Plans

- The White Paper on Defence - Commitment by the Government to a 'world class military organisation'

- Involvement in international and regional organisations

- Continuation of the process of devolving financial authority and decision making to the Defence Forces

- Using the SMI process as a vehicle to improve the civil-military working relationships

- Progressing the partnership concept as a means of enhancing the Defence Forces' reform process

- Reorganisation of the Reserve Defence Force

- Investment of payroll savings and proceeds from the sale of barracks into the Defence Forces

External Threats

- The impact of an economic slowdown on the implementation of Defence Forces' reform

- The requirement to devise a new Defence Forces' Pension scheme and the uncertainty of its effect on future recruitment and retention

Defence Forces' Strategies

To achieve the key organisational objectives the Defence Forces pursue a number of inter-related strategies. The relationship between these strategies is shown in Figure 5.1. Strategies are categorised as **Core** and **Support Strategies**. The former comprises Resource Management Strategies and Process Management Strategies.
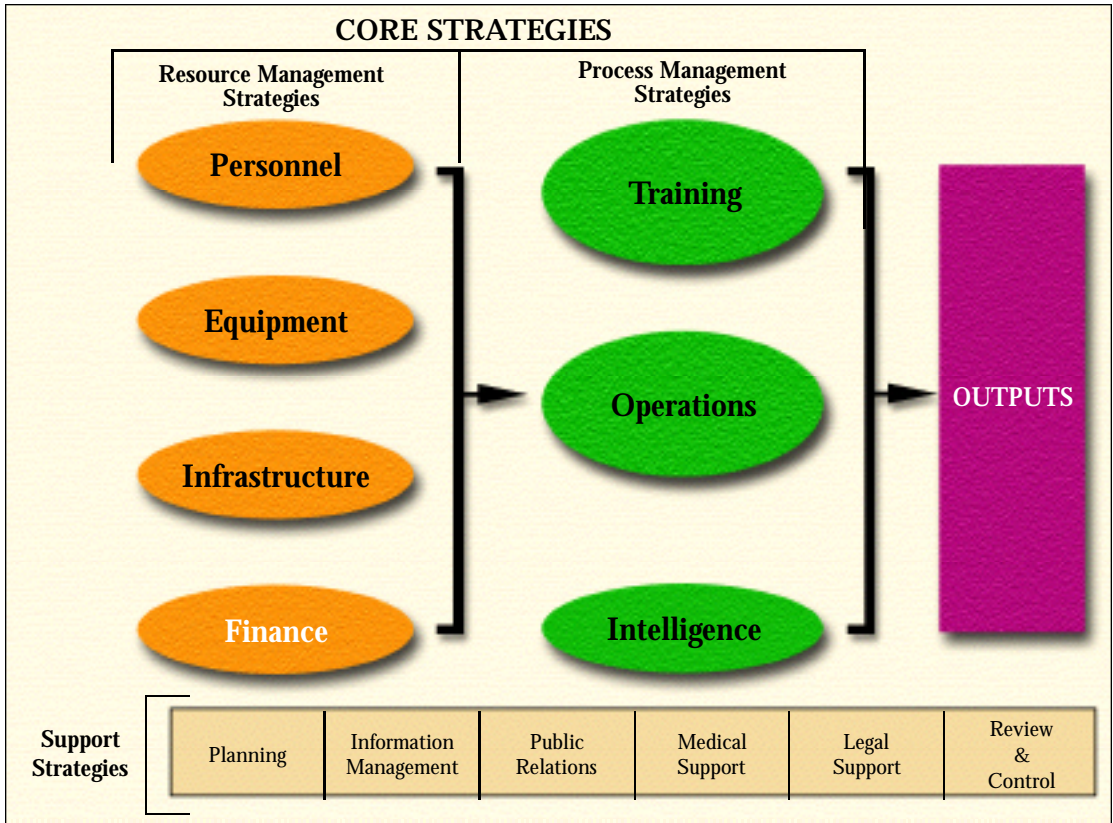

CORE STRATEGIES

Resource Management Strategies	Process Management Strategies
Personnel	Training
Equipment	Operations
Infrastructure	
Finance	Intelligence

OUTPUTS

| Support Strategies | Planning | Information Management | Public Relations | Medical Support | Legal Support | Review & Control |

Figure 5.1

The Core and Support Strategies are co-ordinated and pursued in a manner that ensures the Defence Forces fulfil the roles assigned by Government effectively and resources are utilised efficiently. Within these parameters the Core and Support Strategies focus on achieving a number of organisational priorities.

Defence Forces' Priorities 2001 - 2004

- Develop and maintain the most effective **all-arms conventional military capability** possible within existing resource and policy constraints in order to fulfil all roles assigned.

- Meet the State's commitments to Peace Support Operations. This necessitates developing, training and equipping the Defence Forces to international standards. These standards are defined and must be achieved to enable participation in UN or regional peace support operations. The Defence Forces must prepare to meet the following:

  - United Nations Standby Arrangement System (UNSAS)

  - EU Headline Goal commitment

  - Partnership for Peace/ Planning and Review Process

  - Peace Support & Humanitarian missions as directed by Government

    As part of UNSAS the State has offered to provide up to 850 Defence Forces' personnel on overseas service at any given time. Under the EU Headline Goal it has committed 850 Defence Forces' personnel to a force that is prepared and available to partake in Petersberg Tasks at short notice, i.e. to be deployed within the theatre of operations within 60 days for crisis management, peacekeeping and humanitarian operations. Ireland's commitment to the EU Headline Goal and UNSAS will be provided from the same 850 personnel.

- Reform and restructure the Air Corps, Naval Service and Reserve Defence Force in accordance with the review implementation plans.

- Continue to develop the Defence Forces in accordance with the aims of the Strategic Management Initiative process as part of the wider modernisation of the public service.

Each of the Core and Support strategies have an objective associated with it. The following tables list the objectives, the means by which these objectives will be achieved (Enabling Initiatives) and Performance Indicators that will be used to track the achievement of each objective.

Detailed action plans will be formulated by those with primary responsibility for the achievement of each objective. These plans will specify the actions necessary to achieve the objectives, assign responsibility for their completion to specific sections of the Defence Forces, identify the resource implications and time schedule the programme of work. The action plans will be formulated in line with Defence Forces' regulations, guidelines on Health and Safety, Interpersonal Relationships and other issues. The plans will be reviewed annually and revised if necessary. The Strategic Planning Office will co-ordinate the various plans to ensure Defence Forces' priorities are pursued, resources are used efficiently and the key organisational objectives are achieved.

CORE STRATEGIES

RESOURCE MANAGEMENT STRATEGIES

PERSONNEL

Objectives	Enabling Initiatives	Performance Indicators
To attain, retain and sustain a motivated, effective and disciplined body of people to meet the requirements of the Defence Forces. To conform to best practice in the management of personnel, including performance management and career development.	• The Defence Forces' study on an Integrated Personnel Management System (IPMS) • Examination of a performance related pay system appropriate to Officers of General rank • Chief of Staff's authority to recruit and promote • Retention Strategy • Policy of continuous recruitment • Recruitment campaign, including an integrated advertising campaign incorporating television, cinema and print media • Policy of mandatory selection for overseas service • Other Ranks transfer and posting policy • Integrated career skills and training policy • External consultants expertise • Policy on long-term medically non-effective personnel • Introduction of a military ombudsman • Scheme for the recruitment of technicians • Personnel Annual Plan	• Implementation of an IPMS • Personnel strength levels • Age profile • Percentage of long-term medically non-effective • Percentage of targeted key personnel retained • Wastage rates

EQUIPMENT

Objectives	Enabling Initiatives	Performance Indicators
To acquire, maintain and manage sufficient assets and materiel at the appropriate level of operational readiness in a cost effective manner.	• Equipment schedules and plans • Combat development plan • Procurement plans • High level planning and procurement group • Investment of 100% of pay savings and proceeds from the sale of barracks on equipment • Inspection programmes • Maintenance programmes	• Operational capacity - actual equipment V's required • Proportion of equipment in serviceable state • Cost effectiveness of maintenance programmes • Inspection reports • Extent to which a Battalion Group is equipped with adequate armoured protection and appropriate combat support and combat service elements that meet the international standards required of a unit operating in a modern peace support role • Pay to non-pay expenditure ratio

INFRASTRUCTURE

Objectives	Enabling Initiatives	Performance Indicators
To develop and maintain infrastructure and facilities which meet the operational, training, logistical and administrative needs of the Defence Forces. To secure economy and efficiency in the provision and management of property assets.	• Review of accommodation • Refurbishment and maintenance programme • Review of the land required and available for training purposes • Study identifying properties surplus to requirements • Infrastructure Annual Plan	• Infrastructure required to fulfil Defence Forces' roles V's actual infrastructure • Rationalisation of properties (Actual capacity V's Required) • Development of training areas suitable for Battalion/APC exercises. • Implementation of the refurbishment and maintenance programme.

FINANCE

Objectives	Enabling Initiatives	Performance Indicators
To put in place a financial management system which captures the cost of military activities and provides management information for decision making, control and reporting purposes. To manage Defence Forces' finances efficiently and effectively. To secure sufficient funding to enable the Defence Forces adequately fulfil the roles assigned by Government. To attain responsibility and accountability for budgets related to Defence Forces outputs.	• Defence Estimates • Defence Vote • Continued investment of funds arising from the sale of properties and payroll savings. • Devolution of financial authority • SMI • Recommendations from Defence Forces Review Process • Management Information Framework • Development of a military finance section • Financial management training • Expenditure reviews • Audits • Government strategy on e-Procurement • Finance Annual Plan.	• Budget V's Actual expenditure • Adequacy of funding • Extent of financial devolution. • Internal and external audit reports. • Progress at implementing the Management Information Framework.

PROCESS MANAGEMENT STRATEGIES

TRAINING

Objectives	Enabling Initiatives	Performance Indicators
To train for the development of an all-arms combat capability for current and future conventional tasks while maintaining standards necessary for current activities To ensure that the Defence Forces have an effective and verifiable method of developing and preparing force to meet multilateral engagements	• Training doctrine • Individual training programme • Collective training programme • Educational and development programmes • Review of appropriate training infrastructure • Training Exercises • Training Competitions • Training inspections • Training Annual Plan	• Training needs assessment - Individual & Collective Training; Actual V's Required • Pass rates for personal weapons tests and personal fitness tests • Percentage of planned courses completed & pass rates • Identification of training areas suitable for Battalion and APC exercises. • Assessment of Training against accepted international standards of performance

OPERATIONS

Objectives	Enabling Initiatives	Performance Indicators
To direct the operational activities of the Defence Forces both at home and abroad, by means of planning, guidance and control of operational matters.	• Defence Forces' operational plans, orders and doctrine for the Army, Naval Service and Air Corps. • Contingency plans • Liaison with deployed personnel • Operations debriefs & reviews • Annual forecast of operational requirements • Service level agreements • Foreign Policy • UN Charter & Mandates • Ireland's Individual Partnership Programme • EU Headline Goal commitment • Reserve Defence Force review implementation plan • Operations Annual Plan	• Ability to satisfy on-island operational commitments; Actual V's required • Qualitative assessment of operational performance; Plan V's actual • Capacity to satisfy Peace Support commitment (UN, EU and OSCE) • Extent to which a Battalion Group meets the international standards required of a unit operating in a modern peace support role • Implementation of the Reserve Defence Force review plan

INTELLIGENCE

Objectives	Enabling Initiatives	Performance Indicators
To provide accurate and timely assessments of any threat to the security of the State and the Defence Forces from internal or external sources. To provide accurate and timely assessments of threats in countries/ areas where Defence Forces are likely to be deployed. To provide Military Intelligence, analysis and assessments to Government, Minister, Interdepartmental Committee and other departments as required	• Intelligence estimates • Information/Intelligence collection plans • Liaison with other agencies • Counter intelligence plans • Information Databases & Archives • Intelligence evaluation & review process • Intelligence dissemination plans • Intelligence Annual Plan	• End user satisfaction with intelligence product; assessed via debriefings • Accuracy and relevance of intelligence;

SUPPORT STRATEGIES

INFORMATION MANAGEMENT

Objectives	Enabling Initiatives	Performance Indicators
To provide an efficient and effective communications and information system for the command, control and administration of the Defence Forces at home and abroad. Enabling Initiatives	• Communication & Information Services (CIS) Corps Strategic Plan • CIS Annual Plan Performance	• Communications and information system's ability to effectively meet management's requirements • Assessment of CIS Plan V's Actual • Cost of service provision V's benefits gained

PUBLIC RELATIONS

Objectives	Enabling Initiatives	Performance Indicators
To establish and maintain goodwill and mutual understanding between the Defence Forces and the general public. To enhance the reputation of the Defence Forces.	• Public opinion evaluation process • Public Relations strategy • Public Relations Annual Plan Performance Indicators	• Public awareness of Defence Forces' activities • Public's opinion of the Defence Forces' contribution to society

LEGAL SUPPORT

Objectives	Enabling Initiatives	Performance Indicators
To provide legal support to the operational and administrative requirements of the Defence Forces and to provide for the administration of military law. Support Unit Commanders in the prevention and investigation of crime within the Defence Forces and on overseas missions.	• Review of Defence Act 1954 - 1998 • Defence Forces' Regulations and Administrative Instructions • Procedures and practices • Legal Support Systems • Military Police • Defence Act review • Legal Support Annual Plan	• Number of courts-martial outstanding • Average waiting period for legal advice • End user satisfaction with legal support • Percentage of cases unsolved by category • Number of crimes reported by category

MEDICAL SUPPORT

Objectives	Enabling Initiatives	Performance Indicators
To satisfy the occupational and personal medical requirements of serving personnel economically, efficiently and effectively. To provide medical support on field, peace support and humanitarian operations. To conform to best practice in the provision of medical support	• Medical Corps Efficiency Audit Report • Report on the Review of the provision of Medical Services to the Defence Forces (2000) • Co-operation between St Bricins Hospital and the Health Board to share resources • Recruitment of medical officers • Development plan for the Army Nursing Service • Medical Support Annual Plan	• Type and quantity of medical services available to Defence Forces' personnel • Type and quantity of field medical services available • Type and quantity of medical support available to units serving overseas • Treatment success rate. • Average waiting period by treatment classification • Percentage of soldiers medically unfit to engage in operational and training activities • Number of personnel awaiting assessment by a medical board

PLANNING, REVIEW AND CONTROL

Objectives	Enabling Initiatives	Performance Indicators
To formulate realistic plans that facilitate the achievement of organisational objectives economically, efficiently and effectively. To evaluate Defence Forces' activities, procedures and processes to verify achievement of objectives and standards.	• Strategy Statement • Annual Plans to achieve each of the a/m objectives • Annual Report • Performance management systems and practices	• Success at achieving organisational objectives

CRITICAL SUCCESS FACTORS

The factors identified by the Defence Forces as critical to the fulfilment of the Mission in an operationally effective and cost efficient way are:

- **The reorganisation of the Defence Forces as a conventional light infantry force with an appropriate all-arms capability based on three Brigades, staffed equipped and trained to fulfil the roles assigned at home and overseas while providing the capacity and flexibility to adopt to a changing environment .**

- **The rationalised deployment of military units.**

- **Clear alignment of decision-making authority, accountability and responsibility.**

- **Recruitment and retention policies that ensure the Defence Forces maintain full strength while retaining an adequate skills, expertise and experience base.**

- **Appropriate legislative and policy change to address personnel issues which arise as a consequence of any strength adjustment, review or external commitment.**

- **Military equipment procurement consistent with achieving a modern all-arms force.**

Defence Forces' Outputs

A total of 23 Defence Forces' Outputs have been identified. For ease of reference, and to provide a direct link with the Defence Forces' Roles and Capabilities, the outputs are classified under four categories. The four categories are:

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

Conventional Defence Forces' Outputs

The associated Defence Forces' Capability is: "A Defence Forces' Land, Sea and Air Capability to conduct conventional operations in a national defensive context". The maintenance of a credible Defence Force is an outward manifestation of the State's intention to assert its sovereignty and to defend its territory. The outputs outlined under Conventional Defence Forces' Outputs define the activities for which the Defence Forces must be trained and equipped in order to fulfil its obligation to defend the State and to safeguard our national interests.

Army Output - Conventional Operations

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

Air Defence Output - Conventional Operations

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

Special Operations Output - Conventional Operations

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

Naval Service Output - Conventional Operations

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

Naval Service Output - Sovereignty Operations

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

Air Corps Output - Conventional Operations

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

Air Corps Output - Sovereignty Operations

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

Internal Security Defence Forces' Outputs

The associated Defence Forces' Capability is: "A Defence Forces Land, Sea and Air Capability to conduct and sustain low intensity operations, including Aid to the Civil Power". Since the foundation of the State, the Defence Forces have provided Aid to the Civil Power during a succession of subversive campaigns. Since 1969, the Defence Forces have had a continuous requirement to support An Garda Síochána in a wide variety of tasks combating a serious subversive threat to the State. Internal Security Defence Forces' Outputs involve resources identified for other outputs and include formations, units, staffs and specialist elements such as search teams and EOD teams.

Army Output - Internal Security

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

Special Operations Output - Internal Security

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

Naval Service Output - Internal Security

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

Air Corps Output - Internal Security

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

International and Regional Security Defence Forces' Outputs

The associated Defence Forces' Capability is: "A Defence Forces Land, Sea and Air Capability to conduct and sustain multinational peace support missions, humanitarian operations, and confidence and security building measures, under the auspices of international and regional organisations, on the basis of the UN Charter and International Law". Since Ireland joined the UN in 1955, approximately 50,000 tours of duty have been performed by personnel of the Defence Forces on 55 peace support operations. Ireland continues to make a substantial contribution to international peacekeeping operations. The increase in the number of peacekeeping missions initiated on behalf of the UN has been accompanied by increased complexity in the nature of these missions. Defence Forces' specialist personnel have also participated in humanitarian and disaster relief operations in Europe, Africa and Central America. As an active member of the OSCE, Ireland continues to support international and regional confidence and security building measures. International Security Defence Forces' Outputs involve resources identified for other outputs and include units, staffs and specialist elements for military involvement outside the national territory.

Peace Support Operations - International Security

United Nations
Provision of Defence Forces' units, staffs and elements in response to requests from international and regional organisations for a contribution to peace support operations, including peacekeeping and peace enforcement, on a case by case basis. Maintenance of a peace support capability of 850 trained and equipped personnel for UN deployment as part of the UN Standby Arrangement System (UNSAS), drawn from all components of the Defence Forces.

European Union - Petersberg Tasks
Provision of Defence Forces' units, staffs and elements in response to the Ireland's commitment to the EU Headline Goal and possible participation in Petersberg Tasks (case by case basis). Provision of resources for the conduct of prompt and sustained Petersberg Task operations specifically: Light Infantry Battalion of 750 (APC based), Army Ranger Wing detachment of 40 and 60 Augmentees comprising headquarters staffs, unarmed observers and press support group.

Partnership for Peace - Multi-National Crisis Management Operations
Provision of Defence Forces' units, staffs and elements in response to Ireland's membership of the Planning and Review Process of Partnership for Peace (PfP). As part of its Individual Partnership Programme the Defence Forces are committed to the achievement of approximately 30 partnership goals leading to an APC infantry battalion group. Provision of resources for the hosting and participation in selected PfP activities specifically: unit and staff training exercises; exchange programmes; courses and seminars in respect of peace support; search and rescue; and humanitarian operations.

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

United Nations Training School Ireland - International Security

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

Confidence and Security Building Measures- International Security

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

Training and Security Co-operation - International Security

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

Governmental Support Defence Forces' Outputs

The associated Defence Forces' Capability is: "A Defence Forces' Land, Sea and Air Capability to conduct and sustain activities, using military resources, in support of Government Departments and Local Authorities". The majority of Governmental Support Defence Forces' Outputs involve the commitment of Defence Forces' resources for non-military Government tasks. The provision of non-military services to Government Departments, Local Authorities and agencies is contingent on the fact that spare Defence capacity is available to provide such support. On such occasions, the employment of Defence Forces' resources for non-military tasks will be prescribed in formalised service level agreements between the Defence Forces and the third party customers. Governmental Support Defence Forces' Outputs may be performed in conjunction with other national agencies and involves resources identified for other outputs and includes units, staffs and specialist elements.

Defence Forces Output - General Support of Government

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

Army Output - Governmental Support

Provision of Army formations, units, staffs and elements in response to requests for assistance from Government Departments, within specific terms of agreement, where operational commitments and resources allow. Provision of resources for the conduct of prompt and sustained operations specifically: military police, medical, engineer and general service elements.

Naval Service Output - Governmental Support

Provision of Naval Service, units, staffs and elements in response to requests for naval assistance from Government Departments, within specific terms of agreement, where operational commitments and resources allow. Provision of resources for the conduct of prompt and sustained operations specifically: fishery protection; search and rescue; maritime drug and contraband interdiction in support of the national and international counter-drugs effort; salvage operations; and oil pollution at sea.

Air Corps Output - Governmental Support

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

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

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

Monitoring and Review Procedures

Defence Forces' Annual Report

The Defence Forces published its first Annual Report in 1999. The Report provides a mechanism by which the performance of the organisation over a period of a year may be assessed against prescribed objectives and goals. The performance outputs, outlined in section 6, will form the substance of future Reports.

The Strategic Management Committee (SMC)

The SMC, established in 1996, provides an important forum for the discussion of major policy. Its membership comprises top civil and military management. Its role is:

- to provide a forum for discussion and agreement on combat development plans

- to facilitate the process by which annual estimates are prepared for the Defence Vote

- to provide a forum for discussion and agreement on major policy issues

- to enable joint monitoring of expenditure, achievement of targets and operational performance to take place and

- to monitor the implementation of decisions taken on foot of reviews of the Defence Forces and to oversee the progress of the Strategic Management Initiative.

The White Paper on Defence envisaged that the role of the SMC would be further enhanced through a greater emphasis on strategic planning and on policy formulation and review. This would ensure that the Minister has the best possible advice available to him. It is intended that the SMC would meet on a monthly basis to facilitate the decision making process and to progress the implementation of the White Paper on Defence.

Inter-departmental Committee - Defence and Security Environment

The White Paper on Defence identified the need for a more formalised arrangement to ensure that the Government is kept up to date on the implications for defence and the Defence Forces of developments in the defence and security environment. For this reason the Government established an Inter-departmental committee. There have been a number of strategic developments in the defence and security environment since the publication of the White Paper and there is now an increased requirement for the Defence Forces to contribute to this Committee.

Internal Audit Committee

The joint civil-military Internal Audit Committee reports on the adequacy of controls which operate within the Defence Forces.

Next Steps

The strategic management process in the Defence Forces is concerned with developing a military organisation capable of meeting the opportunities and challenges posed by Ireland's security and economic environment in the 21st century. In the three year life span of this Statement progress will be made by the Defence Forces towards achieving this strategic goal. The completion of the long term procurement plan, Integrated Personnel Management strategy and the special study into rationalising military accommodation, along with the programme of reform envisaged in recent reviews and the White Paper, will lay the foundation for a revitalised Defence Forces.

The Defence Forces are committed to ensuring the delivery of Value for Money defence services to the Irish people. On-island demands will continue to be satisfied; assisting the Civil Power in ensuring the internal security of the State, aiding the Civil Authority in maintaining essential services and providing relief during accidents and emergencies and completing the other many and varied duties assigned by Government. On the open seas, the Defence Forces will continue to meet the State's obligations to fishery protection and to demonstrate and defend the State's sovereignty and sovereign rights at sea. Abroad, the Defence Forces will continue to make a significant contribution to peace and international security. These roles will be fulfilled while simultaneously ensuring that, from the resources available, the Defence Forces maintain the maximum capacity to defend the State.

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