



Department of Defence
An Roinn Cosanta



Óglaigh na hÉireann



2009

**Department of Defence
and Defence Forces Annual Report**



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An Roinn Cosanta



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Department of Defence and Defence Forces **Annual Report 2009**



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Foreword by the Minister for Defence

I am pleased to accept delivery of this Annual Report for 2009 encompassing the performance of both the Department of Defence and the Defence Forces.

In a year in which the main focus was on the economic challenges facing Ireland, the Defence Organisation carried out all the roles assigned to it by government to a high standard. The considerable modernisation and efficiencies achieved in recent years have enhanced the capabilities of the Defence Forces and engendered a culture of continuous improvement within the Defence Organisation.

In 2009 an adaptive and flexible approach was taken to ensure that military capability was maintained and that Defence outputs were achieved within a reduced budgetary provision and restrictions on recruitment and promotion. I am confident that we are well placed to meet the further challenges ahead and that the Defence Organisation will continue to be widely regarded as a model of public sector reform.

Among the significant developments that took place in 2009, were:

- The official visit of the United Nations Secretary General, Mr. Ban Ki-Moon, to Ireland in July 2009. During his time here, high-level meetings on matters of mutual interest were held with the President, the Taoiseach, the Minister for Defence, the Minister for Foreign Affairs, the Secretary General of the Department of Defence, and the Chief of Staff. The UN Secretary General also visited Defence Forces Headquarters and McKee Barracks where he met Irish troops, both serving and retired.



*Minister for Defence,
Mr Tony Killeen T.D.*

- In March 2009 approximately 400 Irish personnel serving in Chad transferred from the authority of the European Union (EUFOR Tchad/RCA) to the authority of the United Nations (MINURCAT). Irish troops deployed to Chad in 2008 and in 2009 they continued to play a major role in the creation of a safe and secure environment in Chad for refugees and internally displaced people.
- 1,888 members of the Defence Forces served overseas on various missions in 2009. A small number of civilian personnel also served on overseas missions during the year.



- The Defence Forces provided extensive support to the civil authorities in response to the flooding crisis during November 2009. Assistance, in the form of engineer support, transport, communications and catering back-up was provided across the country to members of the public at the request of local authorities and the HSE.

Tony Killeen, TD,
Minister for Defence

August 2010

The progress outlined in this Annual Report would not have been possible without the dedication and commitment of the staff of the whole of the Defence Organisation, both civil and military. I wish to take this opportunity to record my appreciation for the work done by the Secretary General, my predecessor as Minister, Mr Willie O'Dea T.D., and the Chief of Staff and their civil and military personnel in this regard. The report illustrates the continued modernisation and development of the Defence Forces. This is a fitting tribute to the former Chief of Staff, the late Lieutenant General Dermot Earley, whose drive and determination played a key role in transforming aspirations into achievements. He was a man who was much admired and respected by those who worked with him, those who worked for him and by all those in the wider community who witnessed and recognised his outstanding qualities of leadership and devotion to duty.

Finally, while this report highlights the many achievements that took place in 2009, it was also a year touched by deep sadness. On 12 October 2009, two Air Corps personnel, Captain Derek Furniss and Cadet David Jevens died in the course of a flight training exercise. The loss of these two young lives is a reminder of the many dangers and sacrifices that can be involved in a military career and why the men and women of the Defence Forces are held in such high regard by the Government and citizens of the State.



Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2009.



Michael Howard,
Secretary General



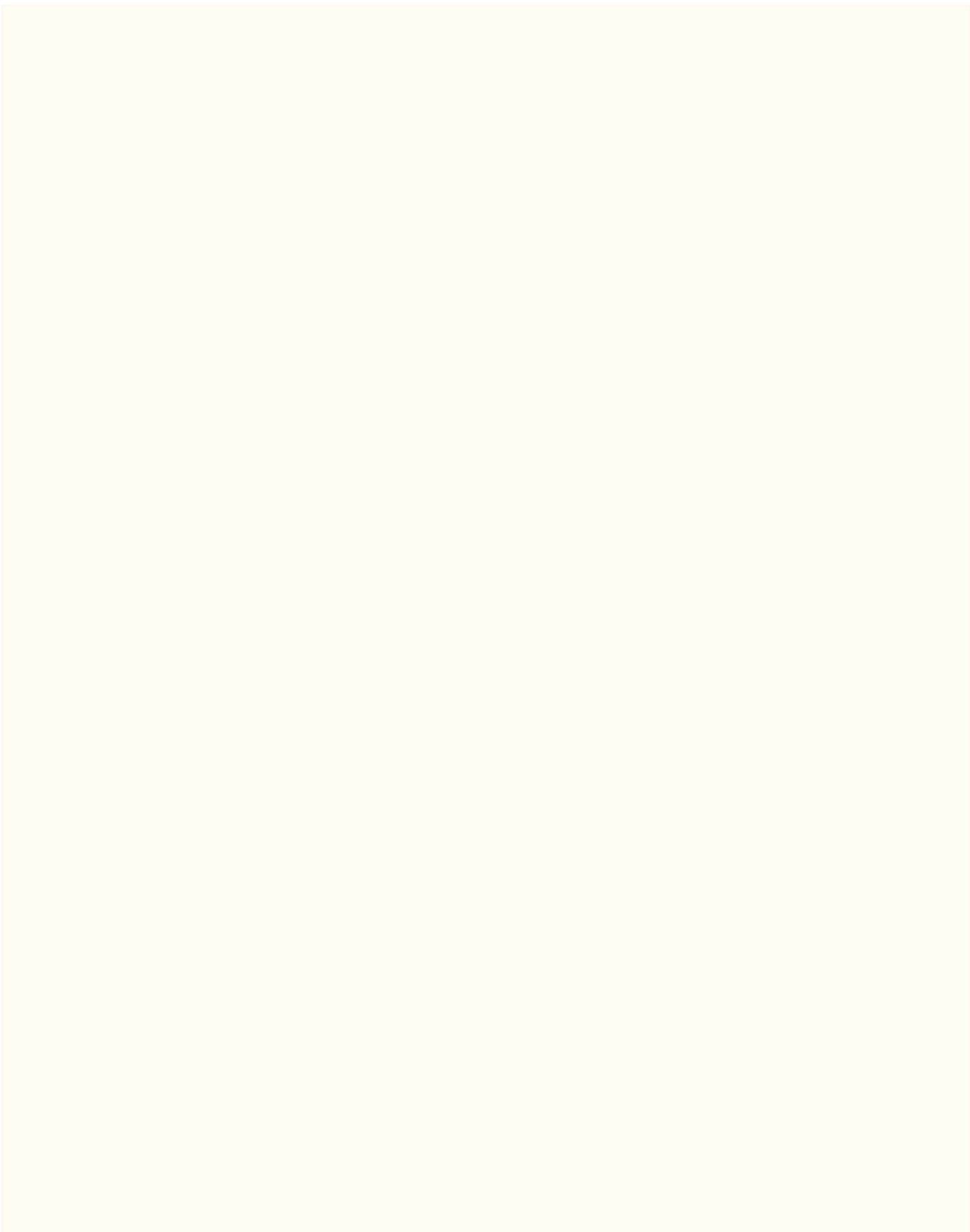
Lt. General Seán McCann,
Chief of Staff





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Introduction

DEPARTMENT OF DEFENCE AND DEFENCE FORCES STRATEGY STATEMENT

The *Department of Defence and Defence Forces Strategy Statement 2008 – 2010* defines the Defence Organisation's vision, mission and high-level goals:

Vision

In the period 2008-2010 we will continue to work to develop and sustain our vision of a defence organisation that formulates and implements effective policy, provides timely and accurate advice and is capable of deploying a modern, interoperable, sustainable force that can deliver flexible military capabilities at home and abroad.

Mission

To provide for the military defence of the State, contribute to national and international peace and security and fulfil all other roles assigned by Government.

High-level Goals

- To provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities.
- To contribute to on-island security and stability by providing, on request, aid to the civil power (ATCP), aid to the civil authority (ATCA) and other emergency and non-emergency services.
- To contribute to the maintenance of international peace and security through participation in approved UN-mandated

peace support, crisis management and humanitarian relief operations.

- To provide the best possible defence policy advice and military advice to the Minister in order to support management of all aspects of defence provision and facilitate planning for future needs.

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2009. Performance is reviewed against the programme headings and objectives set out in the Department of Defence and Defence Forces Strategy Statement 2008 – 2010, and is consistent with the structure of the Defence Annual Output Statement.

The report is set out in five sections, with one appendix, as follows:

Section 1 - Developing and Maintaining Contingent Capabilities

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

Section 2 - On-Island Security and Support to other Agencies

This section reports on activities and outputs in the areas of aid to the civil power (ATCP), aid to the civil authority (ATCA), and delivery of services to other government departments and agencies.



Section 3 - International Peace and Security

This section reports on activities and outputs in support of Government policy in promoting international peace and security and, in particular, the delivery of International Peace Support Operations (PSOs).



Section 4 - Defence Policy, Military Advice and Corporate Services

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

Section 5 – Financial Report

This section contains a report on expenditure in 2009 from Votes 36 and 37 together with an extract from the Annual Output Statement. The latter includes projections for 2010 and details of outputs for 2009.

Appendix 1 – Statutory Basis, Organisation Structure, Mission and Roles

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

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





Section 1

Developing and Maintaining Contingency Capabilities







Section 1: Developing and Maintaining Contingent Capabilities

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

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

Decisions on the extent and nature of capabilities to be maintained and resources to be devoted to defence are made by Government in this context and in the light of military advice and defence policy advice.

Implementation of White Paper objectives requires a co-ordinated effort across the Defence Organisation² involving both civil and military personnel. A joint Strategy Statement for the period 2008-2010 was published in 2008. This Strategy Statement outlines the vision, high-level goals and strategic objectives for the Department of Defence and the Defence Forces over this period.

As outlined in the Department of Defence and Defence Forces Strategy Statement 2008 – 2010, a high level goal of the Defence Organisation is:

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

The Defence Capability Framework, outlined in the Annual Output Statement 2009, describes the key components of military capability and the actions required in order to progress the development of defence capabilities. This section outlines the progress made during 2009 in equipment procurement, infrastructural and human resource development, including training.

Defensive and Other Major Equipment Purchases

Modern, effective military equipment is an essential component of military capability. In the current economic situation, it is accepted that it is not possible to continue the same rate of expenditure on equipment as has taken place in recent years. However, it is the intention to maintain investment in priority equipment programmes. In this regard, a ten year Equipment Development Plan for the Defence Forces (2009-2018) was completed and approved in 2009. This plan will provide the way forward on the acquisition of defensive equipment on a prioritised basis, to meet operational requirements.

¹ White Paper Section 13.8

² The terminology used in this Annual Report is as follows; the term 'defence' is used to refer in a broad sense to defence provision in Ireland comprising civil and military elements; the "Defence Organisation" refers to the civil and military organisation; the "Defence Forces" refers to the military organisation.



Notable recent developments are as follows:

Army

- Over recent years there has been a major investment in Mowag Armoured Personnel Carriers (APCs). As logistical support for the Mowags, a contract was signed with the Company in late 2007 in the sum of €8.5m for the supply of a strategic stock of spare parts over a three year period. This contract was completed in 2009.
- In December 2008, a contract for the supply of 27 Light Tactical Armoured Vehicles (LTAVs) to the Defence Forces was awarded to BAE Systems based in South Africa. This followed a tender competition, which was initiated in May 2008 and concluded in November 2008. The contract for the supply of the 27 RG 32M vehicles is running over a period of three years (2008 – 2010) and has a value of €19.6m, inclusive of VAT. The intention is that the LTAV will complement the Mowag Armoured Personnel Carriers (APCs) in the conduct of Operations and will fill a gap that exists between soft-skinned vehicles and the Mowag APCs. Delivery of the 27 vehicles will take place during 2010.
- A contract for the provision of four Surveillance and Target Acquisition Suites (STAs) for installation on four of the LTAVs was placed in 2009. The Suites are required to enhance the capability of the Irish Defence Forces to carry out surveillance and target acquisition for overseas Peace Support Operations. They will be used as an information-gathering asset and will provide a means to enhance force protection and the safety of Irish troops whilst on overseas missions. The four STAs vehicle variants will be delivered as part of the 27 vehicles due for delivery during 2010.
- Delivery of 120 $\frac{3}{4}$ ton 4x4 patrol vehicles took place in 2009, in addition to the delivery of 25 minibuses. Two heavy recovery vehicles for the Defence Forces were ordered in 2009, one for delivery in 2010 and the other in 2011. Other transport related acquisitions scheduled in 2010 include 22 Minibuses, 2 ambulances, another 45 $\frac{3}{4}$ ton 4 x 4 patrol vehicles and 4 midi-coaches for troop transportation.
- A contract has been awarded for the provision of 50 Roll Over Protection Systems for troop carrying vehicles and these systems will be installed in the first six months of 2010
- Placement/completion of other contracts for a range of various equipment, e.g. Chemical Detectors, various Radio Vehicular Systems, X-Ray equipment, Fire Control System, Body Armour etc. took place during the year in order to maintain Defence Force capabilities.
- HOBOT (EOD Robot) digital upgrade continued during the year as part of a Life Extension Plan at a cost of €1m. HOBOT is a wheeled remote vehicle used in bomb disposal. The robot has been in service for 30 years and is subject to continuous upgrades. This continuous upgrade plan contributes to long-term savings.



The digital upgrade conducted in 2009 involved upgrading the digitised telemetry platforms.

Air Corps

- There was no expenditure on new aircraft for the Air Corps in 2009. However, a very significant level of investment in new equipment for the Air Corps took place in the period up to end 2008. The comprehensive investment programme included the delivery of Pilatus training aircraft, the acquisition of two light utility EC 135 helicopters, the acquisition of six utility AW 139 helicopters, and a major mid life upgrade on the two CASA maritime patrol aircraft. A sum of approximately €2.8m was expended in 2009 on maintenance work on the Gulfstream IV. This work included the overhaul of both engines on the aircraft.

Naval Service

- In the White Paper on Defence (2000), the Government approved the development of the Naval Service based on an eight-ship flotilla. A number of ships in the Naval Service are coming to the end of their useful life. A tender competition for a ship replacement programme commenced in 2007. The competition sought tenders for the purchase of two Offshore Patrol Vessels (OPVs) and one Extended Patrol Vessel (EPV), with an option for up to two additional vessels. The process comprised two stages – Stage 1, a Request for Proposals and Stage 2, an Invitation to Tender.

- During 2008, Stage 1 of the tender process was completed and, insofar as the OPVs are concerned, tenders were received in response to Stage 2. Following tender evaluation, a preferred bidder has been selected and detailed and extensive contract negotiations are now close to conclusion. The decision to proceed with the final award of contract to purchase the OPVs will be subject to Government approval and agreement on funding. In relation to the larger EPV, Stage 1 of the competition has been completed. Stage 2 will not be initiated in advance of a decision on the OPVs.

Infrastructure

The size, diversity and nature of the Department's property portfolio are dictated by the Defence Forces' requirements in relation to raising, training and maintaining military personnel, undertaking and sustaining military operations and providing accommodation and training facilities.

In addition to the letting and leasing of lands and properties, the Department disposes of property that is surplus to military requirements. This activity has become increasingly important since 1998 with the Government's decision to close and dispose of certain barracks that were surplus to requirements. The proceeds from the sales of barracks and other surplus properties, including married quarters, were used to provide funds for investment in Defence Forces equipment and infrastructure.

2009 saw the closure of barracks in Lifford, Letterkenny, Monaghan and Longford with the



transfer of personnel to Finner, Dundalk and Athlone. The planned closure of St Bricin's was also announced and will be completed over the coming years. The Department has commenced the process of disposing of the closed barracks. The Department continued to cooperate with other Departments and State agencies in making Defence facilities available for a variety of purposes including accommodation for asylum seekers, the provision of firing ranges to the Gardaí, and facilities to the media, film production, etc.

The portfolio of military training lands is the subject of a Value for Money Review, and this was progressed during 2009. This Review will be finalised and published during 2010.

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

The Department is engaged in an on-going capital building programme designed to further modernise training, operational and living accommodation available to the Defence Forces. In 2009, the Department spent approximately €12m on capital building projects. During 2009 new projects commenced in Aiken Bks Dundalk, Finner Camp Donegal, and Custume Bks Athlone.

Defence Forces Human Resources

Organisational Strength and Recruitment

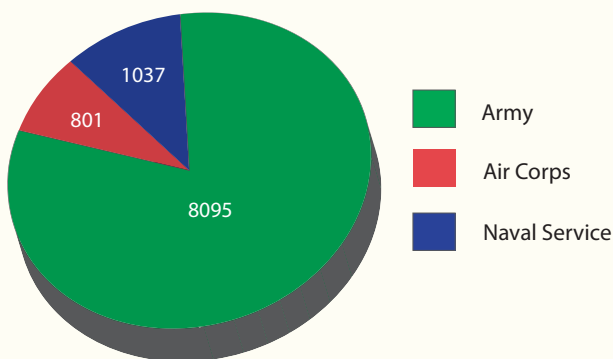
In order to meet a required 3% reduction in payroll costs, also applicable across other areas of the public service, recruitment to the Permanent Defence Force was suspended in late 2008 (with the exception of Medical Officers). On 27th March 2009, the Government introduced a moratorium on recruitment and promotions in the public service, including the Permanent Defence Force. Approval was subsequently received for a Cadet competition, which was conducted during 2009. General Service recruitment remained suspended for the duration of 2009.

The Report of the Special Group on Public Service Numbers and Expenditure Programmes published in mid 2009 recommended that the number of personnel in the Permanent Defence Force be reduced by 500 over a two to three year period as "operational requirements allow." This was reached in the course of 2009.

The White Paper on Defence (2000) set out a figure of 10,500 personnel for the Permanent Defence Force. Within the available resources, the Government is committed to maintaining the strength of the Permanent Defence Force at a level of 10,000 all ranks for which Government approval has been secured in the context of Budget 2010.

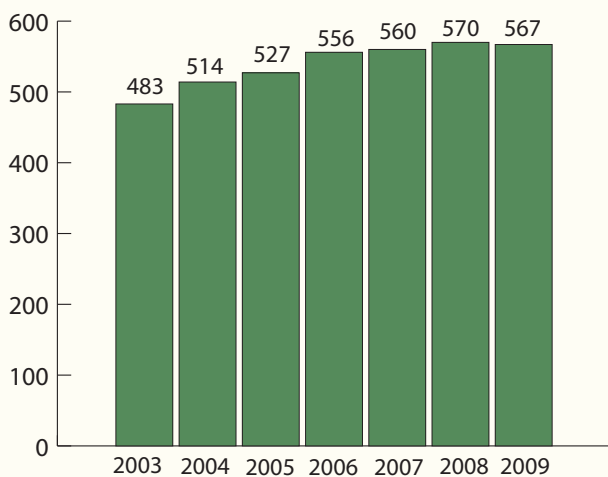


Figure 1.1 Permanent Defence Force Strength at 31 December 2009 was 9,933



Recruitment and Retention of Females in the Permanent Defence Force

Figure 1.2 below illustrates the increase in the number of females serving in the PDF in the last six years.



The number of women serving amounted to 567 in 2009, which represents 5.7% of the overall strength of the Permanent Defence Force. This comprised 462 Army, 33 Air Corps and 72 Naval Service personnel. The Defence Forces continues to implement the recommendations of the TNS

MRBI 2007 Report on the retention of women in the Defence Forces.

Specialist Recruitment

Specialist recruitment relates to Officer Cadets, Direct Entrants and Apprentices (Technicians). During 2009 the Government approved a Cadetship Competition for both the Army and Naval Service. A total of 42 cadetships were awarded, 30 Army and 12 Naval Service. The selection process was changed for this Cadetship Competition and an interactive Application Form, available on the Defence Forces' website, was the sole means for applying for the competition. Five Medical Officers were commissioned during the year.

Personnel Support Service

The Defence Forces operate a Personnel Support Service (PSS), which is a confidential service providing information, social education, support and a referral service designed to give Defence Forces' personnel access to information and services both from within the military community and outside it. Prior to deployment overseas, all personnel receive instruction in stress management. Again, before each unit returned home, trained members of the PSS visited the mission area and carried out stress debriefs in locations such as Chad and Kosovo.

Interpersonal Relationships

Following the presentation of the Report of the Independent Monitoring Group (IMG) to the Minister for Defence, a Steering Group consisting of the Assistant Chief of Staff, the Director Defence Force Training, the Director of Human Resources Management and the Director of Administration continued to oversee the implementation of the recommendations



set out in the Report. The work of the Steering Group was ongoing through 2009.

Redress of Wrongs

There was a significant decrease in the number of individual applications for redress received in 2009 as against the 2008 level. While the introduction of procedures and appeal mechanisms dealing with selection for career advancement courses etc. is a contributing factor in this reduction, the implementation of the Government Moratorium on Recruitment and Promotions in the Public Service in March 09 is also significant.

REDRESS OF WRONGS APPLICATIONS

TABLE 1.1 Redress of Wrongs Applications

Year	Career Development	Interpersonal Relations	Other
2003	22	6	8
2004	21	6	2
2005	17	3	5
2006	73	3	18
2007	107	7	95 ¹
2008	70	4	160 ²
2009	40	3	31

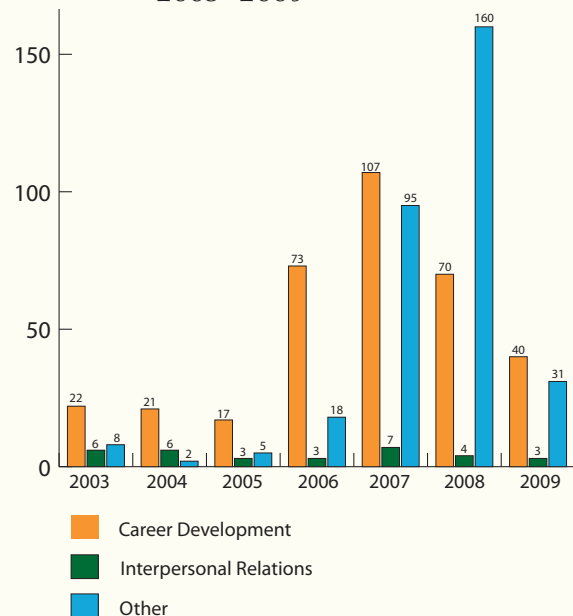
See Foot Notes for additional information

Notes

¹48 of these were received from two individuals

²113 of these were received from one individual

Figure 1.3 Applications for Redress of Wrongs 2003 -2009



Compulsory Random Drug Testing (CRDT) and Targeted Drug Testing (TDT)

In 2009, a total of 1,719 Defence Forces personnel were tested under the Compulsory Random Drug Testing Programme (CRDT). This is reflective of the complete rollout of the programme that now incorporates the Reserve Defence Force and overseas units. There were six positive tests (4 PDF, 2 RDF) in 2009 representing 0.35% of the total tests completed. Tests continued throughout 2009 in accordance with the planned schedule. The schedule consists of annual testing of 10% of the Permanent Defence Force and 10% of all Reserve Defence Force personnel who report on annual camp.

This programme has proven to be a significant contributor to achieving a drug free society within the Defence Forces. The Defence Forces, having completed seven years of random drug testing, continues to be at the forefront with



regard to Work Place Drug Testing in Ireland. Following a High Court judgment during 2008, revised procedures that apply in the case of a positive test result were developed and Targeted Drugs Testing (TDT) was introduced in March 2009. TDT may be afforded to a member of the Defence Forces (excluding members of the Army Nursing Service) in a situation where there has been a positive result on a CRDT. TDT may be initiated following a positive result on a CRDT at the discretion of the GOC/FOCNS and with the agreement of the individual concerned for a maximum period of 18 months during which the individual will be required to undergo a maximum of six TDTs.

TABLE 1.2 CRDTs for the years 2003 - 2009

Year	Total Tested	Positive Tests
2003	1,086	4
2004	1,110	4
2005	1,238	7
2006	1,212	7
2007	1,905	7
2008	1,908	6
2009	1,719	6
Total	10,178	41

TABLE 1.3 Number of CRDTs Completed by Location in 2009

DFHQ	14
1 S Bde	496
2 E Bde	446
4 W Bde	220
DFTC	4
AC	130
NS	309
Overseas Missions	100
Total	1,719

Permanent Defence Force Training

In 2009 the Defence Forces conducted 1,071 courses, which were attended by 11,229 students. These figures capture the formal side of training through authorised Defence Forces syllabi, but do not reflect the additional day-to-day training activities, exercises and pre-deployment training conducted by units.

Career Courses

In 2009, the Defence Forces provided a variety of career advancement courses to ensure sufficient numbers of qualified personnel were available to fill leadership appointments at all levels in the organisation and that ample opportunities were available for personnel to attain career development goals.



TABLE 1.4 Career Courses 2009

Training Output	No. of Courses	Students
Strategic Leadership Course	1	25
Senior Command and Staff Course	1	18
Junior Command and Staff Course	2	63
Logistics Accountancy Course	3	38
Standard NCO Course	2	97
Potential NCO Course	4	170
Total	13	411

Defence Forces Instructors

The development of a competent and capable instructor cadre within the Defence Forces is essential for the provision of high quality instruction. The Defence Forces commit considerable resources to the training of instructors in a variety of disciplines. The table below indicates the number of instructor training courses undertaken in 2009.

TABLE 1.5 Instructors Courses 2009

Training Output	No. of Personnel Trained
Military Survival Instructors	10
Manual Handling Instructors Trainer	80

TABLE 1.5 Instructors Courses 2009

Training Output	No. of Personnel Trained
Light Infantry Support Weapons Instructors	31
Public Order Training Instructors	27
Amstar Operators / Instructors	30
Motorcycle Instructors	4
Tactical Engagement Simulation System (TESS) Instructors	18
Strategic Applications Instructors in Personnel Management System (PMS)	10
Mowag Crewman Instructors Course (Infantry)	11
ARW Military Static Line Jumpmasters	7
Cavalry Gunners Instructors	13
Cavalry Driving Instructors	7
Handbook for Military Instructor Training and Education	55
Total	303

Collective Training Exercises

The Defence Forces conducted 24 collective exercises in 2009 to maintain competencies in conventional operations. The main focus of these exercises was command and control procedures, staff procedures, fire planning and the conduct of



operations by day and night. The primary purpose of Defence Forces' collective training exercises is to prepare for the deployment of personnel on operations. Validation of competencies prior to the deployment of units on overseas operations is achieved by conducting unit level training exercises followed by evaluation in Mission Readiness Exercises (MRE's) by the Infantry School, Defence Force Training Centre (DFTC) in the case of EUFOR Tchad/RCA and by respective Brigade Headquarters in the case of KFOR pre-deployment training. A total of three MRE's were conducted in 2009 for EUFOR Tchad/RCA with a further two MRE's conducted for KFOR. These mission specific exercises are the final element of evaluation prior to overseas deployment.



Live Fire Tactical Training (LFTT)

The nature of our overseas deployments now sees LFTT as an integral part of pre deployment training. This brings a higher level of complexity to exercises with the aim of ensuring troops are

as well prepared for operations as can safely be done. LFTT exercises provide for a degree of reality that cannot be replicated in blank firing exercises.

Reserve Defence Force (RDF)

The primary task of the RDF in peacetime is to train for contingency tasks. In 2009 the RDF continued to implement the Reserve Defence Force Modernisation and Capability Programme as defined in the Reserve Defence Force Review Implementation Board Report (RDFRIBR). The RDF Physical Training Policy and the Distance Learning Concept have been developed and maintained. Recruitment to the Reserve was suspended for a period during 2009. Limited recruitment was subsequently sanctioned to the Reserve subject to the strength not exceeding, that which existed at 1st January 2009 (7,671). At the end of 2009 the strength of the Army Reserve and Naval Service Reserve was 6,644. Recruitment is ongoing during 2010.







Section 2

On-Island Security and Support to Other Agencies







Section 2: On-Island Security and Support to Other Agencies

As outlined in the Department of Defence and Defence Forces Strategy Statement 2008-2010, a high level goal of the Defence Organisation is:

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

The general approach, where services are provided to other Departments and Agencies, is to agree a Memorandum of Understanding (MOU) or a Service Level Agreement (SLA) as a framework for the provision of services.

During 2009 an MOU was completed with the Department of Environment, Heritage and Local Government. The Department of Defence has now completed MOUs with:

- Department of Agriculture, Fisheries and Food;
- Department of Environment, Heritage and Local Government;
- Department of Foreign Affairs;
- Department of Health and Children; and
- Department of Transport

SLAs have been agreed with:

- Garda Síochána Ombudsman Commission (GSOC) for the provision by the Air Corps of an Air Transport Service to GSOC Investigators;

- Department of Health and Children/HSE – regarding an Air Ambulance Service provided by the Air Corps;
- Irish Aviation Authority (IAA) – regarding Air Navigation Services between the IAA and the Air Corps;
- Department of Justice, Equality and Law Reform – regarding the Garda Air Support Unit;
- Irish Coast Guard (IRCG) – regarding Search and Rescue and other services provided by the Defence Forces to the IRCG;
- Marine Institute (MI) – regarding surveys, information sharing and training between the MI and the Naval Service, and
- Met Éireann – regarding the exchange of meteorological data between the Naval Service and Met Éireann.

Discussions are ongoing with Government Departments and agencies regarding the developments of further SLAs.

Response to Emergencies

In the event of a major emergency the support of the Defence Forces can be sought by the three Primary Response Agencies, An Garda Síochána, the Health Service Executive, and the Local Authorities, in accordance with arrangements agreed in the published document, "A Framework for Major Emergency Management". This framework document was activated on 30 September 2008 and all agencies follow the procedures detailed in the framework document.



The Defence Forces can provide a significant support role in a major emergency response with military operational capabilities that can be employed across a wide spectrum of activities. The provision of Defence Forces' support is dependent on the exigencies of other security demands, and within available resources at the time. However, the negotiation of prior agreed arrangements through MOUs and SLAs between the Department of Defence, the Defence Forces and relevant Government Departments continues to facilitate a planned and efficient response in emergency situations.

In order to be prepared to respond quickly and efficiently in emergency situations there is a requirement for all response agencies to be able to operate jointly. This requires joint training and inter-agency exercises. During 2009, the Defence Forces continued to participate in a large number of inter-agency exercises.

Participation in Emergency Planning Fora

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

- Government Task Force on Emergency Planning
- Interdepartmental Working Group on Emergency Planning
- National Steering Group on Major Emergency Management
- Interdepartmental Committee on Public Health Emergency Planning

- Emergency Response Committee on Nuclear Accidents
- Interdepartmental Committee on RADWASTE (Radioactive Material)

A (H1N1) Influenza Pandemic

The Department of Defence and the Defence Forces are represented on the Interdepartmental Committee on Public Health Emergency Planning. The Department of Defence updated its Business Continuity Plan for a human influenza pandemic to include information on the A (H1N1) virus.

The Defence Forces Influenza Pandemic Business Continuity Planning Working Group and Core Groups met to implement measures to raise awareness and put in place preventative measures to reduce the impact of the A (H1N1) virus on the Defence Forces and its operations and to plan to assist other Government Departments and agencies should the need arise. Vaccination of Defence Forces personnel considered at risk and those on Peace Support Operations commenced in November 2009.

Avian Flu

Throughout 2009, the three Brigades had designated support teams prepared to assist the Department of Agriculture and Food in the event of an outbreak in Ireland as per the draft SLA.

Aid to the Civil Power (ATCP) Operations – 2009

Internal security is primarily the responsibility of the Minister for Justice, Equality and Law Reform and An Garda Síochána. The Defence Forces have a key role in providing ATCP on request.



Table 2.1 Defence Forces ATCP Operations conducted in 2009

Type of ATCP Operations	Number of Operations 2009
Cash in Transit (CIT) Escorts ¹	2,147
Prisoner Escorts	121
Explosive Ordnance Disposal (EOD) call-outs	196
Explosive Escorts	12
Air Missions in support of ATCP (GASU) ²	2,142
Security at Government Buildings	365
Public Building Patrols	730
Central Bank Security Guard	365
Central Bank Patrols	730
Portlaoise Prison Security Duties	365
Explosive Production, Security Guard	365
Airport Security Duties	314
Shannon Airport Patrols	16
Power Installation Security	365
Fuel Storage Facilities	11
NS Salmon Patrols	1
NS involvement in Joint Task Force Operations ³	2
NS ATCP Diving Operations ⁴	13
NS Support to Garda Síochána Operation Roadrunner (Broadhaven Bay) ⁵	1
Total	8,261

Notes

¹ Details of the Air Corps contribution to these missions are outlined in table 2.2

² Details of Flying Hours are outlined in table 2.3

³ The Joint Task Forces consists of elements from the Garda Síochána, the Naval Service and Prosecution Division of the Customs and Revenue Service

⁴ Further details are provided in table 2.4

⁵ Support was provided to the Garda Water Unit over a period of 37 days involving 5 Naval Service ships

TABLE 2.2 Cash in Transit missions flown by the Air Corps in 2009

Aircraft	Missions	Flight Hrs
Cessna Fr172	335	945.75
Augusta Westland 139	13	21.75
Pilatus PC-9M	5	9.42
Total	353	976.92

GARDA Air Support Unit (GASU)

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

TABLE 2.3 Missions flown by the Air Corps GASU in 2009

Aircraft	Missions	Flight Hrs
EC 135T2	1,954	1,795.85
Defender 4000	188	359.38
Total	2,142	2,155.23



Provision of an Air Transport Service to the Garda Síochána Ombudsman Commission, (GSOC)

An SLA between the Department and GSOC was signed in November 2007. This agreement provided for the provision by the Air Corps of an air transport service for the rapid and essential transport of GSOC investigators to the scene of a serious incident.

Explosive Ordnance Disposal (EOD)

EOD teams operating in ATCP provide a unique response capability within the State to deal with EOD incidents. This capability has been developed over many years in operational environments, both at home and overseas and has been further enhanced in the area of chemical, biological, radiological and nuclear (CBRN) operations during 2009.

Joint Task Force on Drug Interdiction

The Joint Task Force (JTF) on drug interdiction enhances co-operation between An Garda Síochána, the Naval Service and the Investigation and Prosecution Division of the Customs and Revenue Service, in enforcing the law in relation to drug trafficking at sea.

In 2009, three persons were convicted for the attempted importation by sea of a substantial quantity of cocaine with an estimated street value of approximately €500 million. This followed an international intelligence led operation involving the JTF, during which the Naval Service boarded a suspect vessel in November 2008 (Operation Sea Bite). The Naval Service subsequently assisted in the preparation of evidence, provided technical expertise and witness statements.

ATCP Diving Operations

The Naval Service Diving Section (NSDS) has an air diving capability to 50 metres. It also has underwater search equipment at its disposal, including a Remotely Operated Vehicle (ROV) that allows the Section to search and survey to 1,000 metres depth.

TABLE 2.4 Naval Service Diving Section (NSDS) ATCP Operations 2009

NS Diving Operations	Operations	No of Days
Search Missing Persons/Vessels	12	60
Support to Garda Water Unit Broadhaven Bay	1	8
Total	13	68

Aid To the Civil Authority (ATCA)

Flood Relief Operations

The Defence Forces provided assistance to the civil authorities during the flooding events in November and December 2009. At national level, the Department of Defence and the Defence Forces were represented on the Emergency Response Committee, which met on a daily basis to co-ordinate the response to the crisis.

The main locations where the Defence Forces provided assistance included: Cork City, Limerick (Shannon Banks), Ennis, Ballinasloe, Athlone, Athy, Sallins, Bantry, Carlow, Clonakilty, Clonmel, Kilkenny and Longford.



The main effort was in Cork City, where Defence Forces personnel provided assistance to the local authority with engineer support at the Lee Fields pumping station, the distribution of drinking and sanitation water to approx 22 locations on the North side of the City and sandbagging duty. The Defence Forces also provided assistance to the HSE at the Mercy Hospital.



The Naval Service provided engineer support in the form of engineer teams with water pumps. The LÉ Orla provided back up assistance including communications and catering. Rigid Inflatable Boats were provided to support river searches.

The Defence Forces provided humanitarian relief in areas near Athlone and Peterswell where transport was provided to the local population due to flooding from the Shannon in the areas concerned.

The Air Corps provided assistance to the civilian authorities in the form of inspection by air of badly affected areas.

Provision of an Air Ambulance Service

The Air Corps Air Ambulance Service is an emergency inter-hospital transfer service for the rapid transfer of patients between hospitals or to hospitals from offshore islands where the Coast Guard is not available. The service also transports emergency organ retrieval teams. The provision of this service is covered by the terms of an SLA with the Department of Health and Children.

TABLE 2.5 Air Ambulance Missions conducted by the Air Corps in 2009

Aircraft	Missions (incl Organ Retrieval)	Flight Hrs
CASA	27	96.33
Learjet	8	22.17
AW 139	45	124.00
Total	80	242.50

Air Corps Civil Assistance

TABLE 2.6 Civil Assistance Missions conducted by the Air Corps in 2009

Aircraft	Missions	Flight Hrs	Activity
AW 139	18	48.75	9 Wildlife 4 Casevac 1 Pollution Control 2 Major Emergency Exercise 1 Ballot Boxes 1 Food Relief
EC 135P	18	43.08	Wildlife Survey
Cessna 172	14	54.50	Wildlife Survey
Total	50	146.33	



TABLE 2.7 Search and Rescue Missions flown by the Air Corps in 2009

Aircraft	Missions	Flight Hrs	Activity
AW 139	6	20.25	Mountain Rescue
Casa CN235	4	15.25	1 SAR Top Cover 2 OffShore 3 Coastal
Total	10	35.50	

Air Corps Maritime Patrols

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

TABLE 2.8 Maritime Patrols conducted by the Air Corps in 2009

Aircraft	Patrols	Flight Hrs	Vessels Logged	Remarks
CASA CN235	280	1,558.70	4,285	Offshore
Cessna FR172	21	90.00	N/A	Inland
Eurocopter 135P	3	11.75	N/A	Inland
Augusta Westland 139	2	5.50	N/A	Inland
Total	306	1,665.95	4,285	



The Ministerial Air Transport Service (MATS)

The Ministerial Air Transport Service is provided by the Air Corps to assist An t-Úachtarán and members of the Government in fulfilling their official engagements at home and abroad. The service is primarily provided by the Gulfstream IV and Learjet 45 aircraft, which were acquired specifically for that purpose. The Beech Super King Air 200 aircraft, which was used primarily in a training role and also for MATS from time to time was taken out of service in early 2009.

TABLE 2.9 Details of MATS in 2009

Aircraft	Missions	Ministerial Time on Board
Gulfstream IV	42	220.42
Learjet 45	82	239.17
Beechcraft B200	1	0.75
CASA CN235	1	0.67
Eurocopter 135P2	4	7.67
AW 139	19	30.92
Total	149	499.60



Naval Service Aid to the Civil Authorities Operations (ATCA) 2009

The Naval Service provided aid to the civil authorities as follows:

Type of ATCA Operation	Number of Ops	Activity
Inshore Patrols	8	Sea Fisheries Protection Authority
Customs and Excise Operation Samhna	1	Cigarette Smuggling
International Ship and Port Security (ISPS) Inspections	34	Marine Surveyor's Office
Search and Rescue Operations	7	Coast Guard
Marine Institute	4	Naval Service Diving Section
Recompression Chamber	4	Naval Service Diving Section
Flood Relief, Operation Fairhill	1	
Total	59	



TABLE 2.11 Courses Provided by the Naval Service

Training Course	No. of Courses	No. of Students	Activity
Personal Survival Techniques	2	19	MediCo, HSE
VHF SRC (Very High Frequency Short Range Course)	1	20	Cork University Hospital, HSE
Damage Control and Fire Fighting	15	144	Cork Institute of Technology
Total	18	183	

Naval Service Patrol Days – 2009

The Naval Service is the State's principal sea-going agency and provides the maritime element of the State's defence capabilities. In 2009, the fleet completed a total of 1,588 patrol days. The nature of Naval Service vessel capabilities and tasking means that in practice, multiple activities across a range of roles may be performed concurrently during such patrols. In meeting the patrol day output, the fleet of eight ships completed a total of 72 sailing orders ranging from one to four weeks duration.

1,426 of the completed patrol days were directed towards Programme 2 activities. This encompasses the provision of fishery protection services based on outputs agreed with the Sea Fisheries Protection Authority (SFPA).



TABLE 2.12 Naval Service Fishery Protection for 2009

Nation	Sightings	Boardings	Warnings	Detentions
Ireland	1,201	966	37	4
Spain	396	336	3	1
UK	249	217	4	5
France	309	268	8	5
Belgium	18	13	1	0
Germany	7	5	0	0
Netherlands	20	15	1	0
Russia	10	10	0	0
Norway	9	6	0	0
Iceland	2	2	0	0
Japan	1	1	0	0
Denmark	1	1	0	0
Lithuania	1	1	0	0
Total	2,224	1,841	54	15

Provision of Military Ceremonial Services

The Defence Forces continue to participate in a broad range of ceremonial events both at home and overseas. Preparation involves liaison with a variety of stakeholders to include Government Departments, Defence Forces Formations, Local Authorities and External Agencies. The range of ceremonial events includes; State Ceremonial, National Commemorative Events, Ministerial Reviews of Defence Force Units travelling

overseas and support to Formation level local events such as St Patrick's Day celebrations.

Army Equitation School

The Army Equitation School, located in McKee Barracks Dublin, was set up in 1926 for the purpose of advertising the new Irish State and promoting the Irish Horse. Its mission is to promote the Irish Sport Horse through the pursuit of excellence in world-class equestrian competition.



During 2009 Riding Officers riding Irish bred sport horses won nine international competitions. An Army Equitation School riding officer was a member of two Super League Nations Cup Teams at Aachen (Germany), where the team placed fifth and was on the winning team at Falsterbo (Sweden). These results secured Ireland's place in the premier Nations Cup league for 2010. Other highlights of the 2009 season include, winning the Puissance competition in the RDS Dublin Horse Show and the Leading Irish Rider at the show.

The Army Equitation School achieved great success in the Young Horse competitions in 2009. Three young horses were selected to represent



Ireland in the World Breeding Championships in Lanaken (Belgium). One horse won the silver medal in the Six Year Old World Final.

On the international three-day eventing circuit one Riding Officer was selected for the National Three Day Eventing Team competing at the European Championships. International success was achieved at Burnham Market (England), Tyrella (Northern Ireland), Saumur (France), Luhmullen (Germany), Hartpury (England) and Pau (France).

Civil Defence

The current Civil Defence Board was appointed by the Minister in July 2008 for a term of 3 years to July 2011. While the Minister for Defence retains overall policy responsibility in relation to Civil Defence, the Board has responsibility for the management and development of the organisation at national level. The Civil Defence Board produces its own Annual Report, which can be accessed at www.civildefence.ie.

Rapid Response Initiative

The Department of Defence and the Defence Forces continued to co-operate with the Department of Foreign Affairs and Irish Aid on the Rapid Response Initiative (RRI). The ground floor at the Eastern Expense Store at the Defence Forces Training Centre (DFTC), Curragh Camp has been made available to Irish Aid for the storage of a stockpile of humanitarian aid that will be available for rapid deployment. The Defence Forces delivered two pre-deployment training courses, at the United Nations Training School (UNTSI) for members of the Rapid Response Corps (RRC). The course in May had 29 participants and a further 22 members of the RRC attended a training course in October.

In response to a request from Irish Aid, the Defence Forces provided a Transport Sergeant from the Corps of Engineers to undertake full deployment with the RRC for a three month period from January to April 2009. The deployment was in the capacity of a humanitarian volunteer with the World Food Programme in the Peoples Republic of Korea (North Korea).





Section 3

International Peace and Security







Section 3: International Peace and Security

INTRODUCTION

A high level goal of the Defence Organisation is *'to contribute to the maintenance of international peace and security through participation in approved UN-mandated peace support, crisis management and humanitarian relief operations'*.

Ireland's international security and defence policy context is defined by our policy of military neutrality, an active political and operational role in support of the UN, our commitments to the United Nations Standby Arrangements System (UNSAS), our participation in the EU's evolving Common Security and Defence Policy (CSDP) and our participation in NATO's Partnership for Peace (PfP).

Ireland has accorded central importance to the United Nations since it became a member in 1955 and, within the UN system, has supported effective international action in areas such as disarmament, peacekeeping, development and human rights. Ireland has taken seriously its obligation under the United Nations Charter to make available to the Security Council; armed forces, assistance and facilities, in order to contribute to the maintenance of international peace and security. This is reflected in Ireland's long and well regarded history of participation in overseas missions mandated by the United Nations.

Since the end of the Cold War, the peacekeeping environment has been transformed and peacekeeping operations have grown in number, complexity and robustness. The UN is increasingly relying on regional organisations and arrangements (e.g. EU, AU, NATO, etc.) to launch and manage operations on its behalf and under its authority. In tandem with this

changing environment, the EU is today playing an increasing role within the international security domain through the development and evolution of the CSDP, which is elaborated under the European Union's Common Foreign and Security Policy (CFSP).

While the Minister for Foreign Affairs has overall responsibility for international security policy, the Minister for Defence and the Defence Organisation support this policy and have an increasing role in this area, in particular through the ongoing development of CSDP.



The establishment of a Political and Security Committee (PSC) defence delegation comprising civil and military elements in Ireland's Permanent Representation to the EU and the detachment of Defence Forces personnel to the EU Military Staff (EUMS), coupled with our participation in EU-led civil and military operations, reflect the expanding role of the Defence Organisation in the area of CSDP. Civil and military elements from the Department of Defence are also deployed to Ireland's PfP Liaison Office in NATO and there are Defence Forces personnel serving at UN HQ in New York, at NATO HQ in Brussels and in the Organisation for Security and Co-operation in Europe (OSCE) in Vienna.



Visit by United Nations Secretary General

In July 2009, the United Nations Secretary General Mr Ban Ki-Moon paid an official visit to Ireland. During his visit, the UN Secretary General held high-level meetings on matters of mutual interest with the President, the Taoiseach, the Minister for Defence, the Minister for Foreign Affairs, the Secretary General of the Department of Defence, and the Chief of Staff.



During his meetings with the Minister for Defence and the Chief of Staff the discussions were primarily focussed on Ireland's contribution to international peacekeeping. The UN Secretary General also highlighted the difficulties facing the United Nations in fulfilling its peacekeeping role in today's challenging international environment.

The UN Secretary General described Ireland as an exemplary member of the United Nations. He expressed his appreciation of the Irish Defence Forces contributions to UN peacekeeping for more than half a century and observed that Ireland today participates in almost 50% of the UN's missions. The UN Secretary General also visited McKee Barracks where he met Irish troops, both serving and retired. The official

visit ended with a wreath-laying ceremony in memory of Irish peacekeepers who died in the service of the United Nations.

Common Security and Defence Policy (CSDP)

CSDP is an integral part of the CFSP, which encompasses the EU's international obligations to the maintenance of international peace and security. Ireland's participation in CSDP takes place within the framework of our commitment to the primacy of the United Nations in the maintenance of international peace and security. Based on the provisions of the Treaty on European Union, amended by the Lisbon Treaty, the Department and the Defence Forces have continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP. Defence staff work proactively in this area in association with colleagues from the Department of Foreign Affairs.

Participation in CSDP imposes no obligation on a Member State to participate in any EU operation. The deployment of troops and personnel or the commitment to contribute financially remains the exclusive prerogative of each Member State, to be decided in accordance with its own national decision making processes. In addition, decisions in the Defence arena are made on the basis of unanimity and no operation can be launched without the unanimous approval of all Member States.

European Union Capability Development

In 2009, Ireland continued to contribute to the development of the EU's capability to conduct Crisis Management Operations. This engagement in capability development includes Ireland's offer of a palette of forces (Table 3.1), which can



be made available for EU Crisis Management Operations through the Headline Goal 2010. Ireland's contribution to the Headline Goal comes from within our existing commitment of up to 850 personnel to the United Nations Standby Arrangements System (UNSAS). An additional capability from the palette of forces reached active status on 1 January 2009, thereby increasing the range and number of Defence Forces units available for all international peace support operations. This unit was a Reconnaissance Unit which had a strength of 80 personnel and was designated on a very high readiness state.

Throughout 2009, planning and preparation took place to put an Infantry Brigade Headquarters on a high readiness state with a total strength of 150 personnel. This unit reached active status in 2010.

Building on the "Initial Long Term Vision (LTV) for European Defence Capability and Defence needs", the European Defence Agency (EDA) developed a Capability Development Plan (CDP). The CDP addresses the issues of both the existing capability shortfalls and future shortfalls up to 2025, in the context of Crisis Management Operations. The CDP was approved by the EDA Steering Board in July 2008 and since then, work to identify and prioritise capability requirements for the union was undertaken. The EDA and the EU Military Committee are addressing the initial prioritised list of requirements.

TABLE 3.1 Defence Forces Contribution - EU Headline Goal 2010¹

Unit	Personnel	Readiness ²	Brigade
Infantry Bde HQs	150	M	4 W Bde
Logistics Bn HQs	50	H	1 S Bde
Light Infantry Bn with 1 Inf Coy	750	H V	Lead Brigade
Field Artillery Battery	80	H	2 E Bde
Reconnaissance Unit	80	V	DFTC
Medium Truck Pallet Cargo	60	H	DFTC
Medium Transport Unit	60	H	DFTC
Special Ops Forces Unit	40	V	ARW
CBRN Decon Unit ³	30	H	2 E Bde
Cimic Group ⁴	30	H	1 S Bde
Cimic Tactical Elements	25	H	1 S Bde
EOD/IEDD Team	5	H	2 E Bde
EOD/IED ⁵ Team (CBRN)	5	H	2 E Bde
Military Observation Team	12	V	4 W Bde
Operations Liaison Recce Team	10	V	4 W Bde
Military Provost Marshal Office	10	H	1 S Bde
Military Police Detachment	10	H	1 S Bde
Media Operations Unit	6	H	2 E Bde

Notes

¹ The Table provides for many combinations of units up to a maximum commitment of 850

² Readiness States are measured in Days: Very High 1-20; High 21-60; Medium 61-90 Days

³ CBRN: Chemical, Biological, Radiological and Nuclear

⁴ Cimic: Civil-Military Cooperation

⁵ EOD/IEDD: Explosive Ordnance Disposal/Improvised Explosive Device and Disposal



Rapid Response Elements (Battlegroups)

A key element of the Headline Goal is the capability to deploy forces at high readiness, broadly based on the Battlegroup concept. Since 1 January 2007, the EU has had two Battlegroups on permanent standby. The purpose of these Battlegroups is to provide a very rapid level of response to developing international crises, allowing the EU to intervene during the critical early stages. Planning for Ireland's participation in the Nordic Battlegroup in 2011 continued in 2009.



European Defence Agency (EDA)

Ireland joined the EDA when it was established in 2004. The Agency is headed by the High Representative (HR) for CFSP. The work of the Agency is achieved through a Steering Board comprising of EU Defence Ministers of the participating Member States. On a day-to-day basis, the Minister is represented in the EDA by officials from his Department. Departmental and Defence Forces personnel also participate in the EDA's Integrated Development Teams (IDT), Project Teams (PT) and in the area of the Capability Development Plan (CDP).

The EDA's main aims are to support Member States in the area of capability development, to

support greater efficiency and competition in the European defence equipment market and to support and improve investment in Defence and Security Research and Technology (R&T). Ireland participates in the Code of Conduct on Defence Procurement and the Electronic Bulletin Board for Defence Contracts. Ireland also participates in the Code of Best Practice in the Supply Chain, which is designed to open up Industry-to-Industry defence contracts.

Ireland continues to participate in the EDA's Research and Technology Joint Investment Project on Force Protection. The force protection programme is a broad project that aims to enhance the security of deployed operations through improved doctrine, best practice and emerging technologies. Ireland's key interest in the programme is in the development of technologies to protect troops from threats such as snipers, booby traps and improvised explosive devices (IED). Body armour, sensors and counter IED devices are key elements of the programme. Force Protection is a vital consideration in defence planning and procurement, and in all military operations. Ireland also supports the Agency's work in capability development, Research and Technology and market initiatives within the framework of CSDP and the relevant treaty provisions.

As part of the Lisbon Treaty package it was agreed that any future participation by Ireland in any specific project or programme of the EDA would be subject to Government and Dáil approval. This requirement was enacted into legislation in the Defence (Miscellaneous Provisions) Act 2009.



EU Co-operation with International Organisations

Co-operation between the EU and other international actors, particularly the UN, in the area of crisis management, has developed substantially. Ireland has continued to encourage and promote the ongoing development of EU-UN co-operation in the area of humanitarian action, crisis management, peacekeeping and conflict prevention, with a particular emphasis on EU action in support of UN operations.

Following on from the September 2003 Declaration on EU-UN Cooperation in Crisis Management, relations between the EU and the UN remain strong. An EU liaison office was established at UN Headquarters in New York in November 2005 in order to enhance operational co-ordination between the two organisations. Regular meetings between representatives of both organisations continue to take place.

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

Partnership for Peace (PfP)

Ireland joined NATO's Partnership for Peace (PfP) in December 1999. PfP is a cooperative arrangement between NATO and partner countries. Cooperation focuses, in particular, on defence-related work, including defence reform, defence policy and planning, civil-military relations, education and training, crisis management, and civil emergency planning. The essence of the PfP programme is a partnership formed individually between each Partner country and NATO, tailored to individual needs and jointly implemented at the level and pace chosen by each participating government.

Ireland's ninth annual Individual Partnership Programme (IPP), covering the period 2009-2010, was completed in consultation with the Departments of Foreign Affairs; Environment, Heritage and Local Government; Justice, Equality and Law Reform; Health and Children; and Communications, Marine and Natural Resources.

In 2009, the Defence Forces and the Department of Defence implemented its IPP, which consisted of 95 approved events that the Defence Forces attended. These events facilitate the achievement of the Defence Forces Partnership Goals (PGs) and ensure that the Defence Forces can incorporate best international practice into its doctrine and Standing Operating Procedures for Peace Support Operations (PSOs). Other nations continue to attend Defence Forces' courses that were offered as part of Ireland's contribution to the Partnership Work Programme.

Ireland, in common with other neutral EU Member States who are members of PfP, also participates in the PfP Planning and Review Process (PARP) mechanism. Ireland's involvement in PARP is focused on enhancing interoperability so that Defence Forces personnel can operate efficiently and effectively in a multi-national environment.

The Organisation for Security and Co-operation in Europe (OSCE)

OSCE is a pan-European security body, which operates in a regional arrangement under Chapter VIII of the UN Charter. The OSCE is a primary instrument for early warning, conflict prevention, crisis management and post conflict rehabilitation. Its unique approach to security is comprehensive and deals with three dimensions of security: the human, the politico-military and the economic-environmental.



Overseas Deployments on Peace Support Operations

The Defence Forces made a major contribution to international peacekeeping in 2009 through their participation in overseas Peace Support Operations (PSOs). Over the past number of years, the Defence Forces have progressed from participation in UN Charter, Chapter VI type peacekeeping missions to deploying highly mobile mechanised wheeled units for Chapter VII peace enforcing missions in support of UN mandated operations. In the area of logistics, there has been a shift away from traditional reliance on UN support to the Defence Forces, to deploying self-sustaining units to green field sites. These developments reflect the increasing capability and capacity of the Defence Forces to contribute effectively to international PSOs.

In planning and supporting overseas operations, the joint engagement of the Defence Forces and Departmental staff in reviewing potential operations, rotation planning, procurement planning and training is an essential element in the effective management of deployments. The Department and the Defence Forces work together to ensure the maximisation of options available to Government to meet its international obligations, in furtherance of Ireland's foreign policy objectives.

During 2009, a total of 1,888 members of the Permanent Defence Force deployed to various missions including postings in the UN, EU, OSCE and PfP/NATO. Table 3.2 gives the breakdown as per the Mission categories on 1 January 2009 and on 31 December 2009.

The Defence Forces continue to deploy personnel to UN mandated PSOs, to the EU-led operation in Bosnia and Herzegovina and the NATO-led

mission in Kosovo. In 2008 the Defence Forces undertook one of its most challenging peace support operations to date, with the deployment of an Irish-led battalion to Operation EUFOR Tchad/RCA. The Defence Forces continue to serve in this challenging theatre under a UN Flag since the transfer of authority on 15 March 2009. In these situations, the Defence Forces are required to continually refocus to ensure that they develop and maintain the necessary capabilities. They must meet contemporary international standards in order to maintain credibility in the international context and demonstrate ongoing interoperability with other forces.

Staff Officers and Military Observers continued to make valuable contributions to PSOs in countries and regions such as Afghanistan, Democratic Republic of the Congo, Ivory Coast, Western Sahara, the Middle East and throughout the Balkans serving in the United Nations, and the Organisation for Security and Cooperation in Europe (OSCE) led missions. Defence Forces' personnel also serve in the military staffs of the EU and NATO/PfP in Brussels and with the OSCE in Vienna, where they hold a variety of appointments.

Department of Defence

Four civilian staff from the Department of Defence are deployed to the EU PSC delegation and two to the NATO/PfP liaison office in Brussels. During 2009 one member of staff from the Department of Defence was seconded to the European Union Rule of Law Mission in Kosovo. In addition during 2009, one member of staff seconded from the Department of Foreign Affairs was deployed as political advisor to the Operation Commander for EUFOR Tchad/RCA.



**TABLE 3.2 Department and Defence Forces
Overseas Postings - 2009**

Mission	01 Jan 2009	31 Dec 2009
<i>UN Led Peace Keeping Operations</i>		
UNTSO (Middle East)	12	12
MINURSO (Western Sahara)	3	3
MONUC (Democratic Rep of Congo)	3	3
ONUCI (Cote d'Ivoire)	2	2
UNMIK (Kosovo)	4	Nil
UNIFIL HQ (Lebanon)	6	8
MINURCAT Core Planning Team (NY)	1	Nil
MINURCAT HQ (Chad)	Nil	13
MINURCAT Bn (Chad)	Nil	406
Total (UN)	31	447
<i>EU Led Crisis Management Operations</i>		
EUFOR (Bosnia and Herzegovina)	44	43
Nordic Battlegroups HQ (Sweden)	Nil	4
EU Tchad/RCA FHQ (Chad)	23	Nil
EUFOR Tchad/RCA OHQ (Paris)	18	Nil
EUFOR Tchad/RCA Bn	384	Nil

**TABLE 3.2 Department and Defence Forces
Overseas Postings - 2009**

Mission	01 Jan 2009	31 Dec 2009
Total (EU)	469	47
<i>NATO/PfP Led Peace Support Operations</i>		
KFOR (Kosovo)	218	216
KFOR HQ	15	20
ISAF (Afghanistan)	7	7
Total NATO/PfP	240	243
<i>OSCE Led Operations</i>		
OSCE	5	4
Total OSCE	5	4
<i>Military Reps/Advisors/Staff Postings</i>		
UNNY Per Rep (New York)	1	1
EUMS (Brussels)	6	8
NATO/PfP (Belgium)*	6	5
Irish Delegation to OSCE (Vienna)	1	1
ESDP/PSC (Brussels)*	8	8
Total (Mil Reps/ Advisors/Staff)	22	23
Total Personnel Overseas	767	764

* Both Civil and Military staff from the Department of Defence are deployed to CSDP/PSC and NATO/PfP offices in Brussels.

Note: 2 persons deployed with Operation ATALANTA (EUNAVFOR) from June 2009 until November 2009.



Specific Missions

UN Mission in Tchad and the Central African Republic (MINURCAT)

United Nations Security Council Resolution 1778 (2007) approved the establishment of a UN Mission in Tchad and Central African Republic (MINURCAT). This resolution authorised the deployment of EUFOR Tchad/RCA in these countries, as a bridging operation in advance of the establishment of the military element of MINURCAT, and for a one year-period from the declaration of Initial Operational Capability, which was achieved on 15 March 2008.

The deployment of Defence Forces' assets, both personnel and materiel, to a theatre of operations 4,500 km distant has presented the most comprehensive logistics challenge in the history of Defence Forces' overseas deployments. This logistical operation was further compounded by extremely limited infrastructure in the area of operations. The complexity of the logistical operation and the challenge of sustaining the deployment were successfully managed by the Defence Forces.

Following the transfer of authority from the European Union (EUFOR Tchad/RCA) to the United Nations (MINURCAT) on 15 March 2009, approximately 400 Irish personnel transferred to the authority of MINURCAT. Brigadier General Gerald Aherne, was appointed Deputy Force Commander of MINURCAT. Also, Defence Forces personnel fill staff appointments at the Force Headquarters in Abéché.

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

Throughout 2009, EUFOR maintained its over-watch posture with situational awareness provided by liaison and observation teams. The

Defence Forces maintained their commitment of deploying 43 personnel to theatre. These personnel serve as Force Headquarters staff, on verification teams, within the military police unit and in a national support element.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led PSO in Kosovo (KFOR). Some 239 personnel, comprising an Infantry Company Group, serve as part of a Multinational Task Force Centre with KFOR. Twelve personnel serve at KFOR Headquarters. The other troop contributors to MNTF(C) were Sweden, Finland, Slovakia, and the Czech Republic.

Nordic Battlegroup (NBG)

In 2009, the Government approved Ireland's participation in the Nordic Battlegroup, which will be on standby from 1 January 2011 to 30 June 2011. The other members of the Nordic Battlegroup are Sweden, acting as Framework Nation, Finland, Norway and Estonia.

Ireland's contribution to NBG 2011 consists of a Reconnaissance ISTAR (Intelligence Surveillance Target Acquisition Reconnaissance) core Group together with NBG Force Headquarter (FHQ) support elements. The total Defence Forces contribution to this Battlegroup is 153 personnel. To date, four Defence Forces officers have deployed to NBG FHQ in Enköping, Sweden. Preparation and planning for NBG 2011 commenced in 2009 and will continue throughout 2010.

Battlegroups, as a concept, are intended to be operationally deployed within the theatre of operations no later than 10 days after the decision to launch the operation. Notwithstanding our commitment to NBG 2011, any decision by Ireland to participate in a specific Battlegroup



operation is subject to our national sovereign decision-making procedures- "Triple Lock".

United Nations Interim Mission in Lebanon (UNIFIL)

The Defence Forces continues its presence in UNIFIL with a small contingent of staff officers in the critical HQ cells. Four officers and four NCOs filled key staff appointments at the Force HQ in Naqoura.

International Security Assistance Force (ISAF) – Afghanistan

During 2009, seven Defence Forces' personnel continued to serve in Afghanistan as part of the International Security Assistance Force. Defence Forces personnel held appointments in both the three star (ISAF Joint Command HQ) and four star (ISAF HQ) headquarters, both of which are located in Kabul, during the year.

The Organisation for Security and Co-operation in Europe (OSCE)

Five officers were deployed with the organisation in Austria, Bosnia and Herzegovina, and Serbia during 2009.

Mission Preparation and Mission Readiness Exercises

Preparations for the provision of overseas units continues to be based on the Defence Forces' "Lead Brigade" concept whereby designated Brigades (East, South or West) in turn have the responsibility for the preparation and provision of a unit for overseas service. The brigade standby period is typically of six months duration, coinciding with the deployment period overseas. However, because of the extreme environmental and operational conditions in Tchad/RCA, deployment to this mission was reduced to four months and the Lead Brigade standby period was reduced accordingly.

During 2009, the Lead Brigade concept proved once again to be an effective operational tool for the preparation and provision of troop deployments to meet Government commitments to UNSAS, EU Headline Goal and Partnership for Peace. The Government may also direct the Defence Forces to carry out evacuation and/or humanitarian operations as a result of a sudden natural catastrophe or an escalating threat. The Lead Brigade concept facilitates a very high readiness capability that is available to the Defence Forces to respond to such situations. The Lead Brigade prepares and trains the unit for deployment under a programme developed by the Director of Defence Forces Training. Training is in four phases with phase four taking place in the mission area. Phase one is preparation and administration of individuals. Phase two encompasses refresher training and continuation training. It also provides the additional skills training necessary for any particular mission, including modules on cultural awareness and human rights training. Phase three involves a tailored pre-deployment Mission Readiness Exercise (MRE), which includes Battalion Staff training with the Command and Staff simulator, tactical drills and skills practiced in pre-deployment Situational Training Exercises (STE). The Unit will also complete Live Fire Tactical Training and a Battle Inoculation.

Interoperability for Peace Support Operations

The ability to work efficiently and effectively with other armed forces is a critical factor in the success of overseas missions and operations. Interoperability with other troop contributing countries in PSOs is a key tenet in Defence Forces' training. It is vital that the Defence Forces remain aware of international best practice for PSOs and keep up to date with modern technologies and developments by participation



in courses abroad, international seminars and by computer and desktop exercises. These experiences are important because they provide external validation of our capability to work in a multinational setting. Defence Forces involvement in international training exercises is focused on crisis management, disaster relief and peace support scenarios. Relevant doctrine and procedures are then integrated into Defence Forces strategic, operational and tactical level education and training.

United Nations Training School Ireland (UNTSI)

UNTSI, a crisis management training centre within the Military College, develops doctrine and conducts civil military cooperation (CIMIC), human rights, cultural awareness and leadership training courses and seminars as well as mission specific pre-deployment briefs to prepare Defence Forces' personnel for service overseas. It also provides security awareness training to the Rapid Response Corps (Department of Foreign Affairs). In addition to conducting courses and seminars, UNTSI, as required, receives and briefs members of the Diplomatic Corps, Irish and foreign academics and Defence Attachés accredited to Ireland, aid workers and members of the press corps. UNTSI has an ongoing programme of instructor exchange with other UN and International Peace Support Training Centres, thus ensuring that instruction is up to date and follows current best practice.

International Exercises and Training

EX HIBERNIA 2009

In accordance with the EU Headline Goal Commitments, the Defence Forces conducted a Peace Support Operation Brigade level Command Post Exercise (Ex Hibernia 2009). This

exercise was based on a scenario that required the deployment of a single Brigade into a crisis management scenario under the auspices of an EU-led mission.

The exercise was conducted in the Defence Forces Training Centre (DFTC) and exercise staff were augmented by a Political Advisor (POLAD) from the Department of Defence, a Legal Advisor (LEGAD) from the Naval Service and a Brigade Air Support Officer from the Air Corps. There was also participation from a number of Non Governmental Organisations (NGOs), including the Irish Red Cross and Concern.

The exercise provided the opportunity for co-operation and co-ordination between - military units, civilian organisations, international organisations and NGOs.



EU CRISIS MANAGEMENT EXERCISE (CME) 09

Defence Forces personnel participated in the EU Crisis Management Exercise (CME) 09 which took place during the period between 23 November 2009 and 04 December 2009. The exercise was conducted in the following locations; Brussels, Member States (Capitals) including Dublin, and the EU Satellite Centre



(SATCEN) at Torrejón (Spain). The purpose of the exercise was to evaluate a range of EU crisis management structures, procedures and consultation arrangements in the context of crisis management operations requiring a Rapid Response. Department of Defence staff and Defence Forces personnel participated in planning meetings for CME 09.

EU MILITARY EXERCISE 09

Defence Forces personnel participated in EU MILEX 09, a military exercise concentrating on military aspects of crisis management, which was held at the EU OHQ in Larissa, Greece from 15 – 26 June 2009.

The exercise was agreed in the EU Exercise Programme 2008-2012 and it was conducted with the participation of the EU Operation Headquarters (EU OHQ) in Larissa, Greece and an IT EU Force Headquarters (EU FHQ) in Naples. The aim of MILEX 09 was to exercise and evaluate military aspects of EU crisis management at the military strategic and operational levels, based on a scenario for an EU-led military operation without recourse to NATO common assets and capabilities. The exercise concentrated on the interaction between the EU OHQ and the EU FHQ in an operation, which included maritime aspects.

PFP CRISIS MANAGEMENT EXERCISE (CMX) 09

CMX 09 was a joint civilian / military exercise designed to promote a 'comprehensive approach' to crisis management. It incorporated the exercising of NATO strategic political and military structures with those of national capitals.

The final planning conference for CMX 09 was held in Krakow, Poland, between 22 and 27 October 2009 where exercise documents and

final arrangements were agreed ahead of the commencement of the exercise, which will run from the 4 — 10 March 2010.





Section 4

Defence Policy, Military Advice and Corporate Services







Section 4: Defence Policy, Military Advice and Corporate Services

As outlined in the Department of Defence and Defence Forces Strategy Statement 2008-2010, a high level goal of the Defence Organisation is:

- To provide the best possible defence policy advice and military advice to the Minister in order to support management of all aspects of defence provision and facilitate planning for future needs.

This section reports on the policy and military advice function (including the Office of Emergency Planning). The corporate services functions for the Defence Organisation are also reviewed. This programme facilitates and supports development and maintenance of capability but also links directly to the formulation of defence policy. Many of the activities associated with this programme have been described in previous sections. The policy and military advice function encompasses all areas of Defence provision and underpins the requirement to ensure that the State develops appropriate responses in line with Government requirements.

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

The **High Level Planning and Procurement Group** (HLPPG) is jointly chaired by an Assistant Secretary of the Department of Defence and the Deputy Chief of Staff (Support). A key task

of this joint civil-military group is to develop and implement five to ten year rolling plans for equipment procurement, infrastructural development and property acquisition and disposal. The HLPPG met 9 times during 2009.

The **National Security Committee** continued to meet and receive regular briefings throughout the year. The Committee comprises the Secretary General to the Government, the Secretary General of the Department of Justice, Equality and Law Reform, the Garda Commissioner, the Secretary General of the Department of Defence, the Chief of Staff of the Defence Forces and the Secretary General of the Department of Foreign Affairs. The Committee receives threat assessments from the Garda Commissioner and the Chief of Staff and reviews the overall security situation in the domestic and international environment.

Military Intelligence

During 2009, The Directorate of Military Intelligence provided security and intelligence services to the Defence Organisation and to Government, primarily in the areas of State Security and Defence Forces' Operational Security. In the domain of State Security, the Directorate of Military Intelligence operated in conjunction with other National agencies (particularly An Garda Síochána), in partnership with EU security-related organisations and in co-operation with EU Member States.

In the domain of Defence Forces' operational security and focusing particularly on the force protection of Defence Forces' contingents, the Directorate of Military Intelligence monitored and assessed the security environments in which Defence Forces' peace support operations were actually being conducted or where contingency planning identified potential deployments.



Office of Emergency Planning

The Office of Emergency Planning is a civil/military office within the Department of Defence. Its main roles are to promote the coordination of emergency planning functions across government departments, agencies, and other key public authorities, to oversee the emergency planning process in general and to provide support to the Minister as Chairman of the Government Task Force on Emergency Planning.

The Task Force is the top-level structure that provides policy and direction, supports coordination and oversees the emergency planning activities of government departments and agencies. The Task Force receives presentations and briefings on a range of emergency planning issues.

The Office of Emergency Planning chairs the Inter-Departmental Working Group on Emergency Planning. The Task Force charges this Working Group with carrying out specific tasks and developing particular aspects of emergency planning that cut across a number of departments and agencies.

The website www.emergencyplanning.ie is managed and updated on an ongoing basis by the Office of Emergency Planning. The website is a useful reference for those seeking information on emergency planning in Ireland.

The Office of Emergency Planning also manages the National Emergency Coordination Centre. The primary function of the Centre is to provide a facility where Ministers and/or senior officials can meet to co-ordinate the strategic response to a major emergency. The Centre has robust communications systems in place, in addition to facilities for setting up an incident room and

other essential services. Key departments and agencies involved in emergency planning have direct communication links with the Centre. The Office of Emergency Planning continues to promote the use of the Centre, and to maintain and expand on its facilities.

An important function of the Office of Emergency Planning in 2009 was the further development of its oversight role to improve emergency planning and to strengthen coordination across government departments. Oversight was carried out with all Departments during the year and the Minister submitted a confidential Annual Report on Emergency Planning to Government, in December 2009.

Civil Service and Civilian Employee Human Resources

The Department recognises that its success in meeting its goals is due in no small part to the dedication, enthusiasm and commitment of staff. The Department continues to invest in HR through a range of initiatives, including:

- Successful integration of PMDS with HR policies. Over 97% of staff completed an Annual Review in 2009.
- Supporting Partnership as a valuable forum for staff and management to discuss issues of mutual interest.
- Competency based interviews for all internal interview competitions held in the Department.
- Completion of a significant refurbishment programme of our offices in Galway.



The number of whole time equivalents serving in the Department at 31 December 2009 was 352. During 2009, the Incentivised Schemes for Early Retirement and Career Breaks were introduced. Approval was granted to 14 members of staff to avail of early retirement and 8 members of staff to avail of career breaks.

The Department continues to support family friendly work initiatives / policies, with 18% of staff availing of work sharing arrangement while 6% of staff availed of parental leave.

Civilian Employees

Civilian Employees engaged under the provisions of the Defence Act 1954, are based at various military locations around the country. The majority of these employees are made up of the craft, general operative and related grades and are involved mainly in the maintenance of equipment and military installations. The remaining civilian employees are mostly involved in clerical and storekeeping duties for the Defence Forces and also include aircraft inspectors and various technical grades.

Civil Service Training and Development

In 2009 there was a strong emphasis on delivering training to support staff in Public Financial Management and Planning for Retirement given their importance right across the organisation.

A comprehensive training programme was put in place to address all training needs. Learning and Development initiatives covered a broad range of categories that included Information and Communications Technologies (ICT), Language Training and ongoing training to support the Management Information Framework (MIF). Training was also delivered in Health and Safety, which covered Safe Pass, Manual Handling, Fire Safety and Occupational First Aid - Cardiac First Response.

There were 120 training courses delivered in 2009, with a total of 570 participants. The Department invested 3% of its payroll in training and development.

Equality

The Department's policy is that all personnel be accorded equality of opportunity and treatment. The HR Strategy reflects this policy position and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. Currently, 29% of Assistant Principals are women. In addition, 6 of our 15 Principal Officers (40%) are women. In compliance with Part 5 of the Disability Act 2005 a voluntary survey on the employment of people with disabilities for year ending 2008 was carried out by the Department of Defence. For the Department the results of the survey showed that the percentage of civil servants with a disability was 3% and the percentage of civilian employees employed by the Department on behalf of the Defence Forces was 4.2%. When aggregated for the Department as a whole the rates are in line with the employment rate of people with disabilities across all Government Departments of 3.9% for 2008.

The Department of Defence participated in the Job Shadow Initiative on Wednesday 22 April 2009.



Decentralisation

The Government decision on decentralisation provides for the transfer of all of the Department's Dublin-based civil service staff, together with a number of military personnel, to Newbridge, Co. Kildare.

Planning is ongoing to relocate all Dublin based civil servants together with a number of military staff to the new decentralised offices located at Station Road, Newbridge Co. Kildare. At the end of 2009, 88% of the Department's administrative and clerical staff due to relocate to Newbridge were in place. Work commenced on the construction of the new accommodation during 2008 and the building is expected to be occupied by mid 2010.

Under the Government decision on decentralisation, a further 335 military personnel posts together with 78 support staff posts were due to decentralise to the new Defence Forces Headquarters (DFHQ) building in the Curragh Camp. A state owned site for the new building has been identified in the Curragh.

In December 2009, as part of Budget 2010, the Minister for Finance indicated that it was necessary to suspend any further development

of the DFHQ project pending the outcome of a review of all decentralisation projects to be carried out in 2011.

Ombudsman for the Defence Forces (ODF)

The Office of the Ombudsman for the Defence Forces (ODF) was established under the Ombudsman (Defence Forces) Act 2004. In September 2008, Ms. Paulyn Marrinan-Quinn SC was re-appointed by the President, upon the recommendation of the Government, for a further period of three years as the ODF.

The ODF is, in accordance with the Act, independent in the performance of her duties and is required by the Act to prepare a report on the performance of her functions to be laid annually before each House of the Oireachtas. These are available online from the ODF website at www.odf.ie

Support to Veterans Groups

In line with the Government's commitment to officially recognise veterans groups, ONET and IUNVA received annual grant-in-aid of €40,000 and €10,000 respectively from the Vote of the Department of Defence in 2009.

Internal Audit

The Department's Internal Audit Section is an independent unit reporting directly to the Secretary General. As a service provider, the Section follows closely the Professional Practice Standards set down by the Institute of Internal Auditors by providing to management, both civil and military, an independent and objective assurance and consulting activity which is designed to add value and improve the Department's operations through the evaluation and improvement of the effectiveness of the



risk management, control and governance processes in the Department. The Section works to an annual audit plan, covering a range of systems, compliance and stores audits, which is approved by the Secretary General. The Section's work is reviewed on an ongoing basis by the Department's Audit Committee. During 2009, the Section carried out an audit programme of some 120 audits.

Prompt Payment of Accounts

With effect from 15 June 2009 Government Departments are required to make payments to suppliers of goods and services within 15 days from receipt of a valid invoice. The Department of Defence put measures in place to meet this commitment in 2009 and produces quarterly reports on payments to suppliers.

TABLE 4.1 Prompt Payment Statistics for 2009

Total Number of invoices processed	44,281
Total Value of all payments	€189m
Total number of late payments	95
Total Value of late payments	€439,895
Value of late payments as a % of total payments	0.23%
Amount of interest paid	€2,518
Amount of interest as a % of total payments	0.0013%

Information and Communications Technologies (ICTs)

The overall governing body for ICT matters in the Department and the Defence Forces is the

Information Technology Steering Committee (ITSC) comprising civil and military members at senior levels in the organisation. The ITSC ensures that a strategic view is taken of programmes and that the principles of Value for Money (VFM) are applied to ICT expenditure. Expenditure programmes are also subject to specific sanction from the Department of Finance IT Control Section.

ICT support provides the technical platforms to enable the business managers to carry out their functions. Upgrading and maintenance of these technical platforms formed an integral part of the 2009 support programme for the full range of IT applications and office systems in daily use. The upgrading of the Payroll software to web based technology, which commenced in 2008, was completed in 2009. The build of a Disaster Recovery site for the Payroll systems was also completed in 2009. In addition, Microsoft Exchange 2007 /Outlook was rolled out as an enterprise wide mail solution for the Department during 2009.

As part of the preparation for decentralisation, a further programme of staff turnover was completed during the year, and all new ICT staff are now in place. Intensive training and up skilling of the new staff is ongoing. In preparation for the move to Newbridge contracts for a wide area network and a new telephony system were also put in place.

ICT Security was again a major concern in the private and public sector during 2009. Internal security subgroups, under the aegis of the ITSC, are tasked with the ongoing examination of specific areas of activity where security needs to be strengthened. In this context, security penetration testing of all strategic applications



was completed in 2009 and implementation of the recommendations arising from the penetration testing will be completed during 2010.

The Department was awarded ISO27001 certification for IT Security in October 2006. A surveillance audit carried out in 2009 extended the existing certification. A full audit programme to maintain certification will be scheduled after the move to Newbridge.

iExpenses

iExpenses is the system used for the electronic claiming of travel and subsistence payments through the Oracle e-Business suite module of the Management Information Framework (MIF). Rollout of the facility to all brigades and formations was completed in August 2009 and as a result all travel and subsistence claims for members of the PDF may now be made online.

Value for Money (VFM) and Policy Reviews

A Value for Money Review of Naval Service Vessel Maintenance was published in April 2009. The Review found that there was a low incidence of unscheduled maintenance resulting in lost patrol days and that the maintenance function was appropriately focused on supporting the operational targets of the Naval Service. This is under-pinned by an ongoing programme of planned preventative maintenance. The Steering Committee made a number of recommendations, largely centred on improving performance management. The Steering Committee noted that the Naval Service was actively addressing many of the issues highlighted. The Naval Service have subsequently progressed implementation of the review recommendations.

Work on preparing a Value for Money Review of Military Training Lands continued in 2009 and it will be completed in 2010.

Programme for Simplification and Reform of Legislation and Regulations

The Department of Defence has an extensive programme of work underway on the simplification and reform of both primary and secondary legislation.

In the second half of the year the Defence (Miscellaneous Provisions) Act 2009 was enacted in order to give effect to the provisions in the National Declaration on the Lisbon Treaty in relation to the European Defence Agency and Permanent Structured Cooperation. The Act provides that participation by Ireland in certain projects and programmes of the European Defence Agency and in Permanent Structured Cooperation will be subject to prior Government and Dáil approval, subject to the Government being satisfied that participation by Ireland will enhance the capabilities of UN-mandated missions engaged in peace-keeping, conflict prevention and strengthening international security, in accordance with the principles of the United Nations Charter.

Work was progressed on the drafting, in conjunction with the Office of the Parliamentary Counsel, of a Defence (Amendment) Bill to amend the provisions of Part V of the Defence Act, 1954, primarily relating to offences against military law and extended provisions for arrests and detention. In the area of Defence Force Regulations, substantial progress was made over the course of the year on the re-write of those regulations dealing with Leave (DFR A11) and Enlistment, Promotions, Reductions, Transfer to the Reserve Defence Force and Discharge



(DFR A10). Work also continued on rewriting and simplifying DFR L1 (Accommodation and Engineer Works), DFR L4 (Equitation, Survey of Stores, Transport and Travelling, Welfare Schemes and Canteens) and on DFR S3 (Pay and Allowances).

In addition, a total of 19 amendments were made to existing Defence Force Regulations, including substantial amendments to Defence Force Regulations A7 (Discipline) to provide for Targeted Drugs Testing in the context of the Compulsory Random Drugs Testing (CRDT) programme, and to Defence Force Regulations S3 (Pay and Allowances). The processing of a further 15 amendments was commenced.

Regulatory Impact Analysis (RIA)

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

The need for the Department to prepare a RIA did not arise in respect of any legislation commenced during 2009.

Change Management

The Defence Organisation continued its efforts to improve how we do our business. Achievements delivered in 2009 included:

- A review of the Finance Branch in Galway was undertaken which resulted in opportunities for staff savings and increased efficiencies and effectiveness.
- The operation of the Strategic Management Committee was reviewed and measures were introduced to enhance its effectiveness.
- A Change Management Team was established to drive the implementation of

recommendations arising from a process which identified actions for change at both branch and departmental level.

- An assessment of corporate governance arrangements in the Department was undertaken which will lead to the strengthening of systems and procedures and the clarification of roles and responsibilities.
- The Defence Forces Medical Report by PA Consulting Group was presented to and accepted by the Minister in June 2009. A joint Programme Group was established to drive the implementation of the Medical Services review. The primary purpose of the review is to recommend a future model of medical service provision for the Defence Forces, designing a structure that delivers medical expertise in an efficient, effective and economic manner.

Customer Service Action Plan

During 2009 the development of a joint Department of Defence and Defence Forces Customer Charter and Customer Service Action Plan, was progressed. This is the first joint Customer Service Charter and Action Plan for the Department of Defence and the Defence Forces as a whole and it is anticipated that this plan will be finalised and published in 2010.





Freedom of Information (FOI)

Since the Freedom of Information Act was enacted, the Department of Defence, The Army Pensions Board and the Defence Forces have been regarded as separate bodies for the purposes of the Act. In June 2007, the act was extended to take in additional public bodies, including the Civil Defence Board and Coiste an Asgard.

No Freedom of Information requests were received by the Army Pensions Board or the Civil Defence Board during 2009. Coiste an Asgard received two FOI requests.

TABLE 4.2 Department of Defence FOI requests 2009

Requests Received	62
Granted	30
Part-Granted	10
Refused	10
Transferred	5
Withdrawn or Handled outside FOI	5
Finalised	60

TABLE 4.3 Defence Forces FOI requests 2009

Requests Received	94
Granted	73
Part-Granted	21
Refused	6
Transferred	1
Withdrawn or Handled outside FOI	3
Finalised	104

Partnership

Civil Service

The main Partnership committee, together with its Dublin and Galway subcommittees, continued to operate successfully in the Department during 2009 in dealing with various local issues in an effective and inclusive way.

Civilian Employees

There are currently seven local partnership committees throughout the country. There is also a National Partnership Steering Committee for civilian employees, which meets a number of times annually with representatives from the local committees, Military, Unions and Management.

Defence Forces

During 2009 Partnership training continued for the Brigades and Formations in order to facilitate the committees to function more effectively along with introducing new committee members to the concept of Partnership. The Defence Forces National Partnership Steering Group (DFNPSG) continued to function efficiently in 2009, meeting on six occasions throughout the year.

Defence Forces Conciliation and Arbitration Scheme

There were approximately 200 claims processed through the Conciliation and Arbitration Scheme during 2009. Major issues resolved included a review of border duty allowance, implementation of new pension arrangements for the Defence Forces and the closure of Lifford, Rockhill, Longford and Monaghan barracks within the agreed timeframe identified by Government.

RACO

During 2009 the Association lodged a number of new claims at Conciliation Council, which were



discussed at five Council meetings. Five reports recording agreement were signed, while eight recorded disagreement. Four sub-committees met on 17 occasions during the year to discuss issues raised at Conciliation Council.

There were two Facilitation hearings, dealing with five claims and one Adjudication hearing dealing with two claims from Conciliation Council. The DFHQ Military Forum continued to meet with RACO, meeting on four occasions, while sub-committees of the Forum met on one occasion.

PDFORRA

During 2009, PDFORRA lodged a number of new claims at Conciliation Council. These claims were addressed at six Council meetings. In total 14 Council Reports were delivered, 11 recording disagreement and three recording agreement. Two disagreed reports were referred to third party adjudication. Two sub-committees met on six occasions during the year to discuss issues raised at Conciliation Council. There were also three meetings of the DFHQ Military Forum at which a range of issues were discussed, progressed and finalised.

PDFORRA also lodged Judicial Review proceedings in the High Court in relation to the reduction of the RDF allowance. This is expected to be resolved in 2010.

Litigation

Personal Injuries Claims

Since December 2001 the management of the majority of new non-hearing loss claims lodged against the Minister for Defence has been delegated to the State Claims Agency (SCA). During 2009, 164 claims were referred to the

agency. In all, 251 cases were finalised by the Agency during this period. Total expenditure on claims finalised by the Agency during 2009 amounted to €2.7m, plus €1.4m in legal costs. In relation to claims that have not been delegated to the SCA, 106 claims were finalised in 2009 leaving 196 claims outstanding at year-end. Total expenditure in 2009 on these claims amounted to approximately €1.2m plus €0.74m in legal costs.

Judicial Reviews and Other High Court Proceedings

During 2008, 7 judicial reviews and other High Court actions regarding administrative decisions relating to members of the Defence Forces were initiated against the Minister for Defence. 13 cases were finalised during 2009. At year-end 35 cases were on hand including appeals to the Supreme Court in 6 cases.

Military Archives

Progress on the project to make the Military Service Pensions Archive collection available to the public has continued. The provision of data storage equipment has been progressed. The work of processing the information on the files that make up this collection for release into the public domain has been advanced.





Section 5

Financial Report





Section 5: Financial Report

DEFENCE EXPENDITURE

<i>Details of Defence Vote Expenditure for 2009 by Category</i>		
	€M	%
PDF Pay and Allowances	527	65.5
Pay and Allowances of Civilian employees and RDF	41	5.1
Defensive Equipment	33	4.1
Air Corps — Equipment, fuel, maintenance etc.	20	2.5
Naval Service - Equipment, fuel, maintenance etc.	14	1.8
Barrack Expenses, repairs and maintenance of land	32	4.0
Building Capital	14	1.8
Military Transport - new vehicles, fuel, repairs and maintenance	23	2.9
Compensation	6	0.7
Other non-pay Military expenditure	62	7.7
Administrative Budget	24	3.0
Civil Defence Board, Irish Red Cross Society and Coiste an Asgard	8	0.9
Total (Gross) (incl. capital carryover of 3m)	804	100

<i>Details of Army Pensions Expenditure for 2009 by Category</i>		
	€M	%
Defence Forces (Pensions) Scheme and Payments in respect of Transferred Service	204.1	95
Wound and Disability Pensions, allowances and gratuities to or in respect of former members of the Defence Forces	8.9	4.1
Payments to or in respect of Veterans of the War of Independence	1.7	0.8
Miscellaneous	0.1	0.1
Total Gross	214.8	100

Note: Minor Discrepancies may arise due to rounding.

1. The Defence Annual Output Statement 2009

The Output Statements are a key element of the Budget and Estimates Reform measures announced by the Minister for Finance in Budget 2006. The Output Statements are designed to match key outputs and strategic impacts to financial and staffing resources for the financial year. The following is an extract from the 2009 Annual Output Statement for Defence. Information on outturn for 2009 is included in the statement.



These outputs are grouped into five discrete programme areas as follows:

Programme 1. Contingent Capabilities.

The primary outputs under Programme 1 are contingent capabilities, which are measured in terms of progress towards White Paper objectives and capability development targets. This programme's objective is to maintain an appropriate level of defence capability in the light of the legitimacy of, and the necessity for, a military response to certain situations. When not engaged in operations, the focus is on training and preparation.

Programme 2. On Island Security and Support to other agencies

Programme 2 outlines the activities and associated costs of developing and deploying capability in ATCP and ATCA operations. Typical outputs under this programme are Cash and Prisoner Escorts, Portlaoise Prison Guard, Explosive Ordnance Disposal teams, Ceremonial services, Maritime Patrols, Ministerial Air Transport Services and Air Ambulance flights. In addition, the costs of preparing for and responding to interruptions to essential services are included under this programme. This programme also encompasses Civil Defence, which is funded by a Grant-In-Aid from Vote 36.

Programme 3. International Peace and Security.

Programme 3 focuses on meeting Government commitments for overseas peace support, crisis management and humanitarian relief operations. The main outputs for this programme are overseas missions under UN authority (these may be led by the UN, EU or NATO) together with OSCE missions. The Defence Forces continue

to develop and maintain military capability while deployed overseas, through operational experience. These deployments have the effect of expanding organisational corporate knowledge and experience in terms of military best practice and enhance overall Defence Forces military capabilities. Personnel can expect to deploy on international security operations on average once every 3 years.

Programme 4. Defence Policy and Military Advice.

Programme 4 outlines the costs associated with the formulation of policy and military advice and management functions for the Defence Organisation. It also includes the support provided by the Office of Emergency Planning to the Government Task Force on Emergency Planning. While this programme contributes to developing and maintaining capability, it also links directly to the formulation of Defence Policy and Defence Strategic Goals and Objectives. The Grants-In-Aid to the Irish Red Cross Society and Coiste an Asgard are also comprehended within this programme.

Programme 5. Military Pensions and Gratuities.

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

2. Total Budget for the Department

The total Budget for Defence is provided in the Defence Vote (Vote 36) and the Army Pensions Vote (Vote 37).



Vote 36 - Defence

	2009 Estimate €m	2009 Outturn €m	2010 Estimate €m	% Change on Outturn
Net Voted Expenditure	786.3	761.9	705.5	-7.4%
Appropriations in Aid	36.3	39.4	49.9	26.6%
Gross Voted Expenditure	822.6	801.3	755.4	-5.7%
Deferred Surrender	3.0	3.0	3.0	-66.7%
Total Gross Expenditure	825.6	804.3	756.4	-6.0%
<i>of which - Exchequer Pay</i>	581.8	588.1	536.2	-8.8%
<i>No of Public Service Employees</i>	11,482	11,119 ²	11,164	

¹ Funding for Coiste An Asgard has been discontinued in 2010

² As at year end

Vote 37 - Army Pensions

	2009 Estimate €m	2009 Outturn €m	2010 Estimate €m	% Change on Outturn
Net Voted Expenditure	202.0	209.2	202.5	-3.2%
Appropriations in Aid	7.0	5.6	6.5	16.1%
Gross Voted Expenditure	209.0	214.8	209.0	-2.7%
Total Gross Expenditure	209.0	214.8	209.0	-2.7%
<i>of which - Exchequer Pay</i>	208.9	214.8	208.9	-2.7%
<i>No of Public Service Employees and Pensioners</i>	11,640	11,640	11,810	



Breakdown of total gross expenditure at 2 above by Programme

The total gross expenditure outlined at 2 above is broken down across the Programme areas listed below. These are consistent with the Programmes set out in the Strategy Statement 2008-2010.

Vote 36 - Defence

Gross Programme Expenditure	€ Million 2009 Estimate	€ Million 2009 Outturn	€ Million 2010 Estimate	% Change on Outturn
Programme 1 Contingent Capabilities	484.8	451.7	416.9	-7.7%
Programme 2 On Island Security and Support to Other Agencies	138.9	137.9	157.9 ¹	14.5%
Programme 3 International Peace and Security	161.6	173.9	141.2	-18.8%
Programme 4 Defence Policy and Military Advice I	40.3	40.8	40.4	-1.0%
Total Gross Programme Expenditure	825.6	804.3	756.4	-6.0%

Vote 37 - Army Pensions

Gross Programme Expenditure	€ Million 2009 Estimate	€ Million 2009 Outturn	€ Million 2010 Estimate	% Change on Outturn
Programme 5 Military Pensions and Gratuities	209.0	214.8	209.0	-2.7%
Total Gross Programme Expenditure	209.0	214.8	209.0	-2.7%

¹ As part of the continuous AOS improvement process, the methodology for assigning costs has been refined for 2010. The revised methodology has resulted in approximately €31.5 million being re-assigned from Programme 1 to Programme 2 for 2010 estimates.



Appendix

Statutory Basis, Organisation Structure, Mission and Roles







Appendix 1: Statutory Basis, Organisation Structure, Mission and Roles

INTRODUCTION

This appendix describes the statutory and organisational framework within which the Department of Defence and the Defence Forces operate.

Statutory framework

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

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

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

The Defence Acts 1954 to 2007 provide the legislative basis for the Defence Forces (Óglaigh

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

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

The White Paper on Defence 2000

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



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

to defend the State against armed aggression; this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of the security and defence environment;

to aid the civil power (meaning in practice to assist, when requested, the Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State);

to participate in multinational peace support, crisis management and humanitarian relief operations in support of the United Nations and under UN mandate, including regional security missions authorised by the UN;

to provide a fishery protection service in accordance with the State's obligations as a member of the EU; and,

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

A review of progress in implementing the White Paper recommendations, carried out by a civil/military group, was published in April 2007. We will continue the implementation of the White

Paper and seek to advance the recommendations of the Review of the White Paper.

Organisational Structures

Department of Defence

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

Defence Forces

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

Permanent Defence Force

The Permanent Defence Force consists of the Army, the Air Corps and the Naval Service. The White Paper on Defence (2000) sets out the strength of the Permanent Defence Force as, 10,500 personnel. Within the available resources, the Government is committed to maintaining the strength of the Permanent Defence Force at a level of 10,000 all ranks for which Government approval has been secured in the context of Budget 2010.



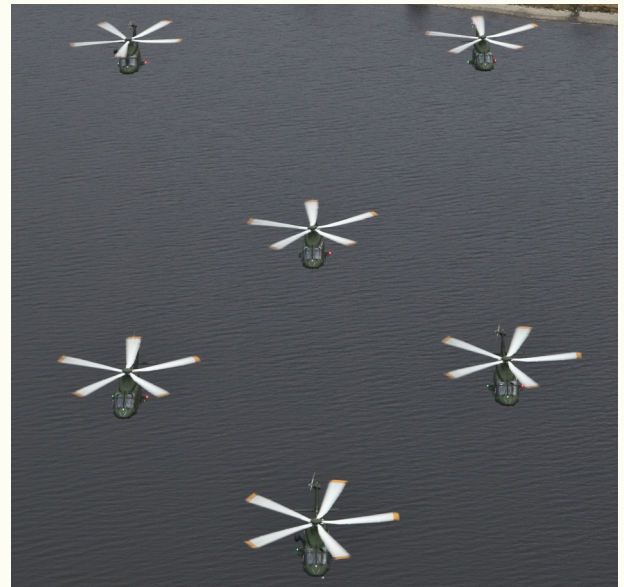
ARMY

The Army is structured into three all-arms brigades, consisting of combat, combat support and combat service support elements. Each brigade is designated a territorial area of responsibility with specific garrison locations. The Defence Forces' Training Centre (DFTC) and Defence Forces' Logistics Base in the Curragh, Co. Kildare support the training and logistics functions for the Permanent and the Reserve Defence Forces.



AIR CORPS

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



NAVAL SERVICE

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





Reserve Defence Force

The Reserve Defence Force (RDF) consists of the First Line Reserve, the Army Reserve and Naval Service Reserve:

First Line Reserve

The First Line Reserve comprises former Permanent Defence Force personnel.

Army Reserve

The Army Reserve is organised into three Brigades, mirroring the PDF structure.

Naval Service Reserve

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

