

Department of Defence and Defence Forces

Annual Report to the Minister for Defence for 2007

Foreword by the Minister

I am pleased to present this Annual Report for 2007 encompassing the performance of both the Department of Defence and the Defence Forces.

Ensuring the continued modernisation of Defence has been my main priority since becoming Minister. I am very pleased to be able to report significant progress in developing modern and flexible military capabilities. The White Paper on Defence set out a challenging programme of reform and modernisation for the Defence Organisation. Following a detailed review of the White Paper's implementation, a report outlining the findings was published in April 2007. This report highlighted that substantial progress has been made and that the many detailed recommendations for change that were laid out in the White Paper, have been implemented or are being implemented according to agreed timetables. The report also concluded that all the detailed targets should be met within the time frame of the White Paper i.e. up to 2010. I remain fully committed to ensuring the ongoing development of Defence in the years ahead.

Among the significant developments that took place in 2007, were:

- 1,646 members of the Defence Forces served with 19 different Peace Support Operations and postings in 2007, with numbers serving overseas at any one-time peaking at 830 personnel.
- The Defence (Amendment) Act 2007 was enacted by the Oireachtas in April 2007. The purpose of this Act is to modernise the military code of discipline by amending Part V of the Defence Acts relating to summary procedures and courts-martial.
- Approximately €24.7 million was spent under the on-going capital programme to modernise and enhance the training, operational and living accommodation available to the Defence Forces.
- Following Government approval the Department initiated a competition for the purchase of two Offshore Patrol vessels and one Extended Patrol Vessel with the option of two additional vessels.
- As part of the development of the European Security and Defence Policy members of the Defence Forces participated in pre-deployment training in Northern Sweden in October 2007 for the Nordic Battle-group.
- The National Emergency Co-ordination Centre in Agriculture House was opened in May 2007 and the Office of Emergency Planning launched its website. The Task Force on Emergency Planning and the Interdepartmental Committee is continuing its work.

- The reorganisation of the Reserve Defence Force continued during the year in accordance with the Implementation Plan. Training has been greatly enhanced and Pilot Integration Schemes were conducted across all three Brigades.

I have seen at first hand the dedication and quality of our Defence Forces personnel, both at home and overseas. One of my priorities is to ensure that talent and experience are acknowledged and that opportunities are provided for enlisted personnel to advance into the Officer Corps. In 2007, twenty-four candidates were selected from the internal '*Commissioning from the Ranks*' competition to participate in the 9th Potential Officers Course. I am delighted to see the progressing of these competitions and it is my intention that regular competitions will be conducted to provide non-commissioned personnel with the opportunity to obtain commissioned rank. This policy forms part of the Defence Forces Modernisation Agenda and is a commitment in the Programme for Government.

The ongoing strife in Darfur coupled with the multiple conflicts in the border areas between Darfur, Chad and the Central African Republic have scarred the lives of countless thousands of innocent men, women and children. In November 2007, I secured Cabinet approval for the deployment of 400 Irish troops for the UN mandated EU military operation in the Republic of Chad and the Central African Republic (CAR).

Ireland, as a militarily neutral country, is playing a significant and substantive role in this mission as the second largest troop contributor and provider of the overall Operation Commander, Lt. Gen. Pat Nash. This mission represents the Defence Forces' most ambitious and challenging overseas deployment to date and is indicative of Ireland's continued commitment to the United Nations.

Finally, I wish to take this opportunity to record my appreciation for the work done by the Secretary General, the Chief of Staff and all of their staff, civil and military.

Willie O'Dea T.D.

Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2007.

*Michael Howard,
Secretary General*

*Lt. General Dermot Earley,
Chief of Staff*

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Introduction

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2007. Performance is reviewed against the objectives set out in the Strategy Statements for the period 2005 – 2007. It is a joint report on the performance of the Department of Defence and the Defence Forces and the structure of the report is consistent with the Annual Output Statement - performance is reviewed under the four Programme headings set out in the 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 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 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 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 2007 from Votes 36 and 37 together with an extract from the Annual Output Statement. The latter includes projections for 2008 and details of outputs for 2007.

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 Contingent Capabilities

The White Paper on Defence 2000 addresses all aspects of defence provision and organisation and sets out 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. As set out in the Annual Output Statement a high level goal of the Defence Organisation² is ‘*to provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities*’. This Section reports on activities during 2007 that support the development and maintenance of contingent capabilities.

In 2007, the Defence Organisation continued to maintain and develop a range of contingent capabilities that are based on the retention of a conventional all arms force to meet a wide spectrum of eventualities, based on continuous threat assessments, in a rapidly changing security environment.

The Defence Forces are organised on conventional military lines with the personnel, the equipment, the range of skills, and the flexibility to carry out all roles assigned by Government. The conventional three brigade all arms structure of the Army is now more effectively complemented with the recently established three brigade structure of the Reserve Defence Force (RDF). This enhances the organisation’s ability to provide for the contingency role of defending the State against armed aggression. The Air Corps and Naval Service provide the air and sea elements of the contingent capability. Ireland’s commitment to the European Security and Defence Policy, including the Defence Forces’ contribution to the EU Battle Group Roster, its contributions to the pool of European Rapid Reaction Force capabilities, as part of the EU Headline Goal 2010, and the

¹ White Paper, Section 1.3.8

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.

commitments under the NATO/Partnership for Peace to achieve levels of interoperability with modern military forces, also further the development and maintenance of effective conventional contingent capabilities by the Defence Forces and, in particular, supports Ireland's effective engagement in UN mandated Peace Support Operations as part of Ireland's commitment to the UN and to international peace and security.

Defensive and Other Major Equipment Purchases

Modern, effective military equipment is an essential component of capability development. The re-equipment programme for the Defence Forces continued in 2007. The ongoing level of investment in equipment in recent years was made possible by efficiency gains made by the Defence Organisation as a whole, with resultant pay savings along with proceeds from the sale of surplus properties, being reallocated for investment in modern facilities and equipment. All elements of the Defence Forces, the Army, Air Corps, Naval Service and the Reserve have benefited from the investment in new equipment.

Army

- From the Army's perspective, the major investment has been in the contracts for Mowag Armoured Personnel Carriers (APC) which, in 2007, saw the final delivery of fifteen vehicles at a total cost of €36.5m – nine of the vehicles are fitted with a 12.7mm machine gun and six are fitted with an Oto Melara turret armed with a 30mm cannon. The fifteen vehicles will be used mainly in surveillance and reconnaissance roles on overseas missions. The total number of APCs acquired since 2001 is eighty at a combined cost of some €120m.
- 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 the period 2007 to 2009. This ensures that the Mowag fleet has sufficient spare parts available at home and on overseas deployments to maintain the overall serviceability of the fleet.
- In recent years, significant work has been carried out on the acquisition of a most up to date Integrated Protection and Load Carrying System for the individual soldier. This system includes helmets, body armour and rucksacks. The final payments for 8,000 units of body armour were made in early 2007. In addition, 12,000 rucksacks were delivered during 2007 at a cost of €3m.
- To complete the modern Integrated Protection and Load Carrying system, a tender competition was completed in 2007 for the acquisition of Battle Vests used for the carriage of essential items such as ammunition, personal role military radio, water and ancillary equipment. The contract for the supply of the battle vests was placed and delivery was completed in mid 2008.

Air Corps

- Six utility AW 139 helicopters are being acquired from Agusta in Italy at a cost of €75m. Two AW 139s were delivered in November 2006, two were delivered in 2007, a further one was delivered in mid 2008 and the final AW 139 will be delivered by end 2008. Primary taskings for the utility helicopter include security and aid the civil power (ATCP), military exercises, infantry interoperability training and limited troop transport. They can also be used to perform air ambulance, inland search and rescue, aid to the civil authorities (ATCA), community support and VIP transport tasks.
- A contract was signed in 2005 for a major mid-life upgrade for the Air Corp's two CASA maritime patrol aircraft at a cost of €16.46m. These aircraft are used for reconnaissance, search and rescue and fishery protection duties. The upgrade on the first aircraft was carried out in 2007; the second was recently completed.

Naval Service

- In the White Paper on Defence the Government approved the development of the Naval Service based on an eight-ship flotilla. In order to maintain this position the replacement programme for Naval Service vessels is an important consideration.
- Following Government approval to go to tender, notice of a competition for the purchase of replacement vessels for the Naval Service was sent to the Official Journal of the European Union in August 2007. The competition sought tenders for the purchase of two Offshore Patrol Vessels and one Extended Patrol Vessel, with an option for up to two additional vessels. The process comprises two stages – Stage 1, a Request for Proposals and Stage 2, an Invitation to Tender.
- The closing date for Stage 1 was 26 October 2007. The evaluation of proposals has now been completed and detailed specification development for the vessels is nearing conclusion. It is expected that the invitation to tender for the second stage of the competition for the Offshore Patrol Vessels will be issued in autumn 2008. Tender evaluation will then take place and it is intended to award a contract in early 2009.

In relation to the larger Extended Patrol Vessel, further analysis of the proposals, and a review, will be carried out before Stage 2 of the competition is initiated, probably in late 2008.

The purchase of the vessels will be subject to Government approval on funding. This matter will be reviewed in detail following the conclusion of the tender competition at which point detailed costings will be available to inform

the Government decision. It is expected that the vessels will be delivered on a phased basis between 2010 and 2012.

Approximately €24.7 million was spent in 2007 under the on-going capital programme to modernise and enhance the training, operational and living accommodation available to the Defence Forces: -

Table 1.1 Major capital building projects undertaken in 2007 to modernise and enhance training, operational and living accommodation

Location	Project	Contract date
Aiken Barracks, Dundalk	Refurbish Office and Storage accommodation	April 07
Finner Camp, Ballyshannon	Refurbish Accommodation Blocks	July 07
Collins Barracks, Cork	Refurbish Blocks	Aug 07
Naval Base, Haulbowline	Upgrade Reserve Headquarters	Aug 07
Custume Barracks, Athlone	Refurbish Accommodation	Sept 07
Curragh Camp, Kildare	New Armoured Vehicle Garaging	Oct 07
Renmore Barracks, Galway	Refurbishment of Accommodation	Oct 07
Casement Aerodrome, Baldonnel	Sewage System Upgrade	Oct 07

Military Intelligence

Changes in the international security environment have continued to emphasise the need for the provision of accurate timely intelligence as a key prerequisite for successful engagement in crisis management operations. Central to such intelligence is the imperative to ensure that Defence Forces' units and personnel deployed abroad are assured of the levels of situational awareness and threat assessments necessary to undertake operations with a detailed and accurate understanding of the dangers and risks involved. The requirement to heighten force protection measures through the provision of timely and accurate intelligence was therefore the central theme surrounding the Defence Forces' intelligence function during 2007. An increasing risk in the theatres of operations where the Defence Forces are deployed is the threat from international terrorism; this threat must be monitored carefully to ensure that personnel are not exposed to an unacceptable level of risk.

Preparations for the deployment to Chad, completed during the reporting period, served to highlight the unpredictability of operating environments and the absolute need to provide accurate intelligence prior to, and more particularly, during the deployment. Planning for a possible operation for the Nordic Battle Group (NBG) included a significant intelligence dimension. In addition, the provision of intelligence was an important enabler for the Defence Forces' role as Framework Nation in Kosovo.

The Directorate of Intelligence provided regular assessments, reports and briefings to the Chief of Staff, the Minister for Defence and the Secretary General, relating to internal or external threats to the security of the State and to national interests. The Chief of Staff and the Secretary General are both members of the National Security Committee and advise this committee on security and defence matters.

Table 1.2 Intelligence Briefings and Assessments 2007

BRIEFINGS AND ASSESSMENTS	Number
Minister for Defence/Chief of Staff/General Staff	14
National Security Committee	4
Monthly Intelligence and Security Briefings	12
Monthly Intelligence and Security Reports	12
Pre and Post Deployment Briefings	48
Overseas Threat Assessments	18
Miscellaneous Briefings	20

Formal intelligence training was enhanced during 2007 and training levels increased significantly, both domestically within Intelligence Section and through support to intelligence courses in the Military College. Training abroad also intensified, to satisfy the requirement to support force protection measures on foreign deployments. Co-operation and co-ordination within Europe are essential in identifying emerging threats and Defence Forces' Military Intelligence has developed and maintained a close relationship with our European partners. These relationships have been enhanced and built upon in the course of 2007.

Table 1.3 Intelligence Training 2007

DEFENCE FORCES TRAINING	Number
Induction Training Directorate of Intelligence	5
National Intelligence Cell Course	2
Specialist Training	2
Language Training	1
Assistance to Military College	2
Command & Staff and Junior Command & Staff Courses	2
Cultural Awareness Course	1
Potential Officer Course	1
Intelligence Modules on Standard and Senior NCO Courses	3
Defence Intelligence & Security Course (DISC) – Analysis Module	1

Table 1.4 Intelligence Training 2007

FOREIGN TRAINING	Number
European Defence Agency (EDA) Courses - Intelligence Understanding of the Mission Area	4
Imagery Intelligence for Decision Makers Course EU Satellite Centre	3
Language Training	4
Specialist Training	4
Medical Intelligence Course	1
Open Source Intelligence (OSINT) Course	1

Military Archives

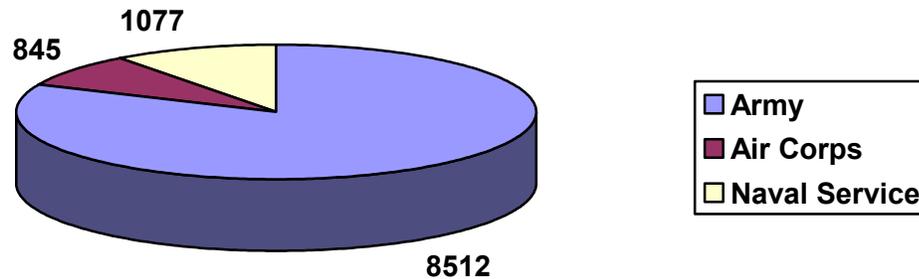
In 2007, Military Archives continued to facilitate research, postal, telephone and other enquiries. Archives also provided information retrieval services to the Department of Defence and the Defence Forces for tribunals of inquiry, commissions of investigation and Freedom of Information requests. In addition, planning for a major project to facilitate the release into the public domain of a collection of material containing military service pensions and medal applications in respect of both 1916 and the War of Independence was finalised in 2007. The project commenced in Cathal Brugha Barracks in early 2008 and will roll out over the years leading to 2016.

Personnel

Organisational Strength and Recruitment

The White Paper on Defence 2000 highlighted the importance of a continuous recruitment strategy to maintain the strength of the Defence Forces at 10,500. It authorises the Chief of Staff to control ongoing recruitment up to this figure and the advertising budget for this is delegated to him. The strength of the Permanent Defence Force (PDF) was maintained within the approved figure of 10,500 in 2007. At year-end it was 10,434. Figure 1.1 gives a breakdown of this total between the Army, Air Corps and Naval Service.

Figure 1.1 -Permanent Defence Force as at 31 December 2007



Recruitment and Retention

Recruitment

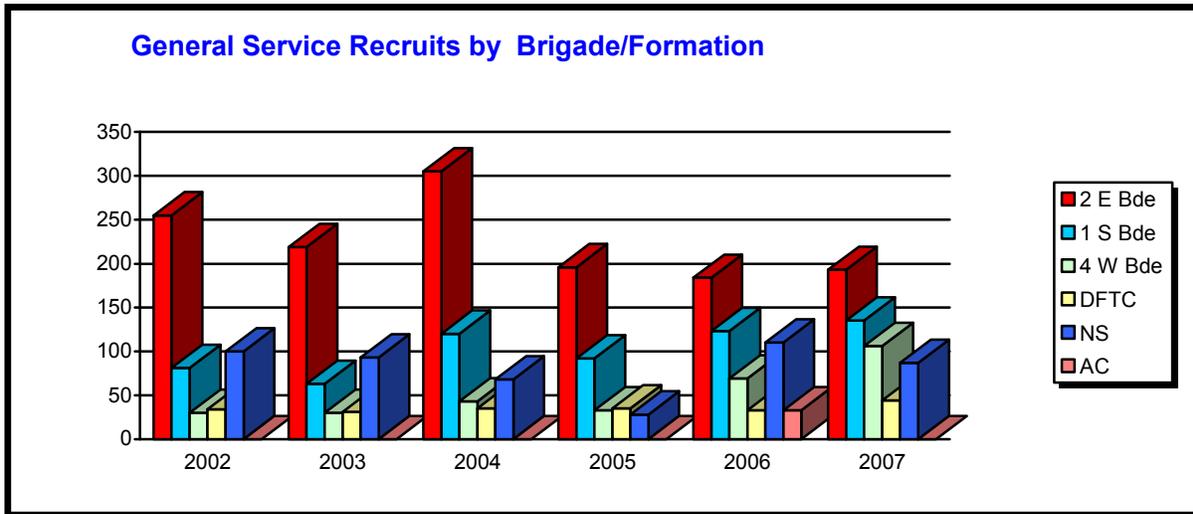
The personnel of the Defence Forces are the key element of military capability and must be effectively managed to ensure the right mix and quality of human resources. In replenishing a 6.6% turnover on the yearly average strength, a total of 649 personnel were recruited in 2007. This represented a slight decrease in recruitment over the year 2006 when 676 personnel were recruited. A series of cross-media advertising campaigns for both general service recruits and specialist recruitment were undertaken. Electronic and print media were successfully utilised. In addition, regional recruiting teams undertook visits to post-primary schools and third level institutions. Publicity was also sought through the Defence Forces' Public Relations Section using the print media, radio and television.

Careers exhibitions in which the Defence Forces participated included the 'Higher Options' exhibition in the RDS, Dublin, the FÁS 'Opportunities 2007' exhibition in Croke Park, Dublin and the Institute of Guidance Teachers Careers Fair. Feedback from these events was very positive. An interactive application form, available on the Defence Forces' website, was utilised for cadetship and apprenticeship competitions during 2007. Online applications accounted for 71% of cadetship and 41% of apprenticeship applications received.

General Service Recruitment

There were 2,221 applications for enlistment as general service recruits in 2007. This represents a decrease in applications over the year 2006 when the number was 2,495. A total of 565 persons were recruited in this category. A breakdown of recruitment by brigade/formation is included in Figure 1.2.

Figure 1.2 – General Service Recruits by Brigade/Formation



Note: No requirement for General Service intake into the Air Corps in 2002, 2003, 2004, 2005 & 2007

Discharges during Induction Training

Over the past seven years the Permanent Defence Force (PDF) has averaged a loss of 21% of personnel during training, a lower percentage than other modern armed forces. A new element to the recruit syllabus allows for a 2-week ‘trial period’ prior to the start of recruit training where individuals can decide if they are suited to a ‘Life Less Ordinary’ in the Defence Forces. Additionally, the introduction of the New Entrants Information Handbook provides a comprehensive document to all inductees outlining both their obligations and entitlements as new members of the Defence Forces.

Table 1.5 Analysis of Intake Versus Discharges

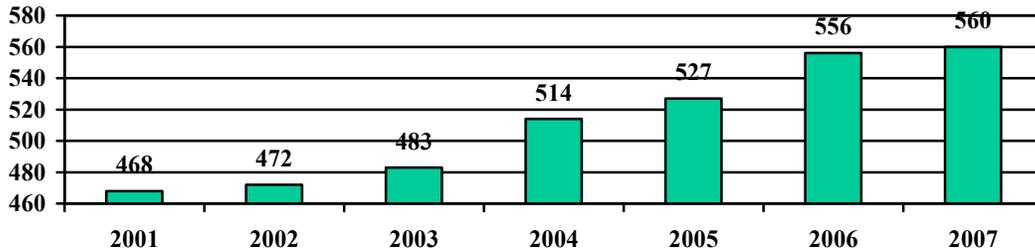
Year	Number Inducted	Discharged During Induction Training	Discharged as % of Intake
2001	827	257	31%
2002	500	93	19%
2003	436	80	18%
2004	571	133	23%
2005	384	87	22%
2006	559	87	16%
2007	565	108	19%

Recruitment and retention of females in the Permanent Defence Force

Figure 1.3 below illustrates the increase in the number of females serving in the PDF in the last 7 years.

The number of serving females increased to 560 in 2007 which represents 5.4 % of the overall strength of the PDF. This comprised of 456 Army, 33 Air Corps and 71 Naval Service personnel.

Figure 1.3 Females Serving 2001-2007

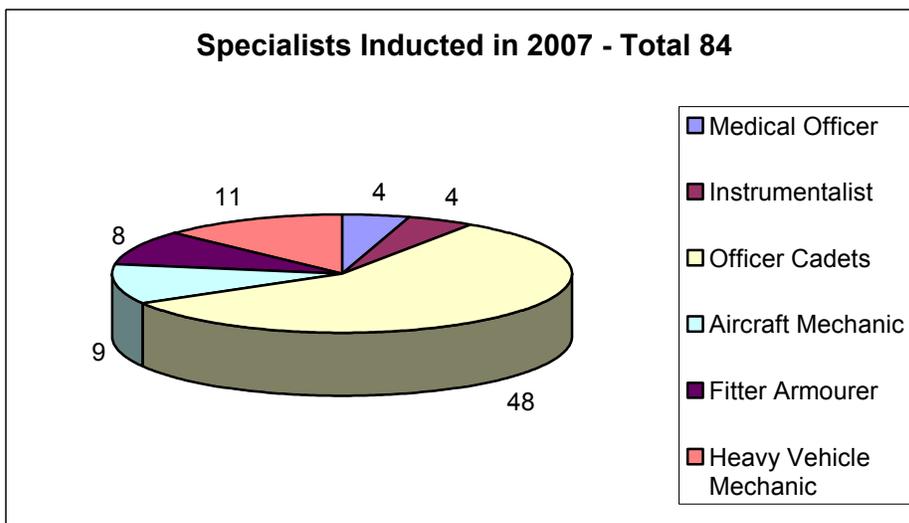


In 2007, an independent company was commissioned to undertake market research into the issue of the recruitment and retention of females in the Defence Forces. The research tested female attitudes to military life and to a career in the Defence Forces. The results of the research, published in April 2007, will inform policy in this area for the future.

Specialist Recruitment

Specialist recruitment relates to officer cadets, direct entrants and apprentices (technicians). Figure 1.4 below shows the number of specialists inducted into the Defence Forces during 2007.

Figure 1.4 Specialists Inducted in 2007



Officer Cadets

The White Paper on Defence 2000 recommended that we should widen the base of entry to officer cadetships. This commenced in 2005 when the bonus marks available for both graduates and serving enlisted personnel were increased and the upper age limit raised to 28. This change in policy has led to an increased number of applications. The number of applications for officer cadetships in 2007 increased by 23% over 2006 and there was a significant increase in applications from both graduates and serving enlisted personnel.

Table 1.6 Breakdown of applicants for officer cadetships

	Army and Equitation	Air Corps	Naval Service	Total
Applications	820	304	107	1,231
Prelim Interview	198	89	40	327
Final Interview	94	35	14	143
Actual Intake	35	5	8	48

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.

Table 1.7 PSS Activity 2007

Category	Member	Family	Ex PDF	Other	Total
Work Related Casework	2,144	254	184	17	2,599
Personal Casework	2,012	506	403	40	2,961
Information Queries	5,361	662	515	225	6,763

PSS personnel underwent stress management training during the year. Prior to travelling on overseas missions, all units 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 Liberia, Bosnia-Herzegovina and Kosovo. A new bereavement policy training plan was issued during the year.

Interpersonal Relationships

Dignity at Work

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

The figures from the Independent Confidential Helpline (Table 1.8) and the Redress of Wrongs Process (Figure 1.5) indicate that the measures put in place since 2004 continue to make a significant impact. The Defence Forces contract a company called 'Staff Care Services' to provide an independent confidential 'helpline' and counselling service, external to the services provided by the PSS, for personnel in need of emergency counselling. This service is widely publicised within the Defence Forces.

Table 1.8 Staff Care Services - Referral Report 2007

Year	Calls to Helpline	Face-to-face Counselling	Number in Relation to Bullying/ Harassment/Sexual Harassment
2004	36	36	4
2005	20	20	4
2006	20	18	1
2007	17	16	1

Designated Contact Persons (DCPs)

A DCP is a member of the Defence Forces of any rank who has been specifically trained to act as an informal resource for any member of the Defence Forces who wishes to discuss any incident of alleged improper interpersonal relationships in the workplace, and who acts as a 'third party' and who must be accepted as acting as neutral in any situation. There were 232 trained DCP's available in the Defence Forces in 2007.

Chaplaincy Service

The Defence Forces' Chaplain is responsible for the religious ministrations to, and for the promotion of the spiritual and moral welfare of all Defence Forces' personnel and their families.

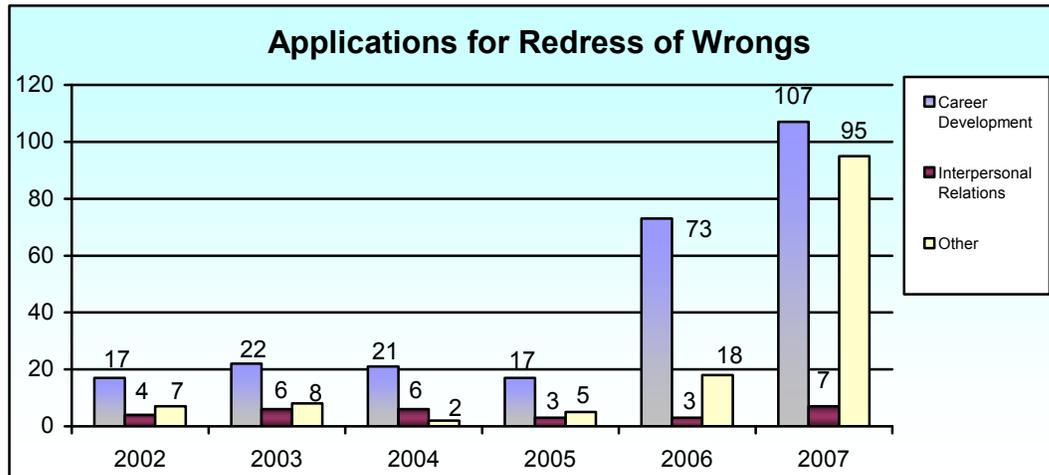
Overseas deployment featured large in the demands placed on Chaplains. Chaplains served during the year with the 34th and 36th Infantry Groups in Lebanon, 96th Infantry Battalion in Liberia and 33rd, 35th, and 37th Infantry Groups in Kosovo. A key element in the role of Chaplains overseas was their involvement in humanitarian work. The generous response and compassion of so many who contributed to the '*Books for Liberia*' appeal has meant that the communities in Liberia where the Defence Forces were

deployed can look forward with hope to a brighter future. The distribution of €10,000 and twenty containers of books and medical supplies have helped in some way to improve their conditions and enhance their lifestyle.

Redress of Wrongs

There was an increase in the number of Redress of Wrongs received in 2007, though it should be noted that 48 of these originated from two individuals. The majority of the applications for Redress of Wrongs received during the year relate primarily to career development procedures and processes in relation to promotion and selection for courses. Steps have already been taken to address these key areas of complaint with the publication of ‘Selection Procedures for Career Advancement Courses’ and ‘Selection Procedures for Overseas’. Discussions are ongoing with PDFORRA on a new promotion system for enlisted personnel.

Figure 1.5 Applications for Redress of Wrongs



Health and Safety

The Defence Forces continued to provide and maintain a safe and healthy working environment for all personnel in 2007 in accordance with the Safety, Health and Welfare at Work Act, 2005. The State Claims Agency Annual Report for 2006 recorded that the Defence Forces was one of two state organisations that showed the most dramatic reduction in the origination of claims against the State. During 2007, external auditors from the State Claims Agency carried out a comprehensive audit of the Defence Forces health and safety management systems. This audit examined systems in all formations and in 12 units randomly selected by the auditors. All areas audited met with Occupational Health and Safety Assessment Series (OHSAS) 18001 Standard.

Work – Life Balance

The Defence Forces continued to implement various work-life balance initiatives.

Table 1.9 Work – Life Balance

LEAVE CATEGORY	NUMBER
Adoptive	2
Maternity	49
Unpaid Maternity	7
Paternity	51
Term Time	7

Compulsory Random Drug Testing (CRDT)

The unlawful possession, supply or use of a controlled drug is incompatible with membership of the Defence Forces and all necessary measures are taken to achieve a drug free society within the organisation. These measures include:

- a. Pre-Enlistment Screening
- b. Education
- c. Compulsory Random Drug Testing
- d. Administrative action on confirmation of a positive test.

It is Defence Forces' policy to test a minimum of 10% of all ranks annually. In 2007, a total of 1,905 Defence Forces personnel were tested under the Compulsory Random Drug Testing Programme. This represented a 57% increase on the 2006 figure of 1,213 tests and is reflective of the complete rollout of the programme that now incorporates overseas units and a more effective mechanism for randomly selecting units. There were six positive tests in 2007 representing 0.31% of the total tests completed. This compares favourably with 0.58% of tests proving positive in 2006. Administrative procedures for discharge were instigated against those who tested positive. This programme has proven to be a significant contributor to achieving a drug free society within the Defence Forces. The Defence Forces, having completed five years of random drug testing, continue to be at the forefront with regard to work place drug testing in Ireland.

Table 1.10 Number of Tests Completed by location in 2007

DFHQ	1 S Bde	2 E Bde	4 W Bde	DFTC	AC	NS	Total
38	585	271	440	301	166	104	1905

Table1.11 CRDT for the years 2003-2007

Year	2003	2004	2005	2006	2007
Total Tested	1086	1110	1238	1213	1905
Positive Tests	4	4	7	7	6

Defence Forces Human Rights Doctrine

The Defence Forces has put considerable emphasis in recent years on the importance of incorporating human rights training and modules on the law of armed conflict in all aspects of Defence Forces training. This approach, together with a strong emphasis on the dignity of the person and training in interpersonal relationships, is the foundation for a strong ethical base for training, which contributes in no small way to operational capability. All Defence Forces career and overseas pre-deployment courses now include instruction on human rights and the law of armed conflict.

Defence Forces Training

Training the Trainer

The Defence Forces conduct a variety of instructor level courses each year. During 2007 the rollout of the new specially customised instructor course for personnel selected to train inductees continued. The Defence Forces are acutely aware of the fundamental importance and lasting effect of the manner in which induction training is conducted and are constantly reviewing, revising and updating the manner in which instructors are prepared for this task. The Course is designed to develop the instructor's skill in maximising student performance and developing student potential by promoting skills in conducting student assessment and developing awareness of best practice in all relevant aspects of adult education.

Career Courses – Officers, NCOs & Privates

In 2007, 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.

Strategic Level Training

In 2007, the Defence Forces in concert with academic facilitators examined requirements for improving strategic level training and education of senior officers to meet the conceptual and practical challenges for leaders in the Defence Forces in the 21st century. This study will form the basis of proposed changes to senior officers education designed in collaboration with representatives of the Defence Forces and the National University of Ireland. The proposed Certificate in Strategic Leadership will provide for the developmental needs of Lieutenant Colonels and Colonels from among the Army, Air Corps and Naval Service and will integrate contemporary theory and practices in organisational leadership. The nature of this course will be reflective and self-critical to

facilitate the further development of the ‘learning organisation’ concept within the Defence Forces.

In 2007, the first graduates of the revised Standard Cadet Course were commissioned. The course was reduced from 21 months to 15 months to reflect changes in the age profile of candidates for officer training. The new course places less emphasis on the acquisition of skills and more on giving the officer trainee a broader understanding of the nature of conflict and a flexible approach to the continued study of crisis management.

External Training and Developmental Measures

The Defence Forces engage with external training, development courses and institutions when an expertise or skills gap is identified, or to benchmark best practice in national/international military and civilian training and educational institutions. A broad range of skills is acquired through a number of comprehensive Defence Forces’ schemes to send personnel on external civilian or foreign military courses. Throughout 2007, regular participation in civilian and military courses across the full spectrum, from workshops to graduate courses, post graduate courses, conferences, visits and seminars both at home and abroad ensured that the Defence Forces identified international best practice and confirmed its standards, processes and procedures.

Table 1.17 Military Training Activities Conducted Abroad in 2007

Category	Number of Activities
Doctrinal Matters	6
Military Skills	2
Military Competitions	10
Training Exercises (Planning, Participation, Debriefs)	11

Individual Skills

The Defence Forces employ a systematic approach to skills training needs. Each year the Defence Forces identify gaps and systematically address these deficiencies with training interventions. These training courses establish a cohort of qualified personnel to provide for required Defence Forces’ capabilities. Due to the exigencies of the service and the considerable demands that overseas commitments place on personnel, the currency of skills, particularly intricate technical skills, can quickly dissipate. The Defence Forces are acutely aware of the potential for ‘skills fade’, and take active measures to minimise its effects with refresher courses and tailored pre-deployment training packages.

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

Advanced Skills

As operations can demand the employment of a vast repertoire of skills, it is necessary for personnel to undergo advanced specialist training. Development of these technical abilities, like those of a communication technician, anti armour specialist or a sniper, normally takes place in the Defence Forces Training Centre (DFTC) at the Curragh.

Live Fire Tactical Training (LFTT)

In 2007, the concept of LFTT was brought to a new and higher level of complexity and realism, with the aim of ensuring troops are as well prepared for operations as can safely be done. Throughout 2007, plans were put in place to conduct another LFTT Instructors Course in the Infantry Weapons Wing early in 2008, with the aim of conducting company level LFTT exercises during 2008, thus upgrading our skill set and involving more personnel in LFTT exercises.

Instructor Courses

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 2007.

Table 1.18 Instructor Training Course 2007

Training Outputs	Number of Courses	Number of Personnel Trained
Physical Training Instructors Course	1	19
Swimming Instructors Course	1	7
Unarmed Combat Instructors Course	1	14
Physical Training Supervisors Course	1	24
Occupational First Aid Instructors Course	2	16
Motor Transport Driver Instructors Course	1	10
Recruit Training Instructors Course	1	28
Fighting In Built-Up Areas Instructors	1	29
Infantry Light Support Weapons Instructors	1	8
Map Reading and Navigation Instructors	1	36
Sea Survival Instructors Course	1	1
Specialised Instructors Course	1	25

Collective Training Exercises

The Defence Forces conducted company group level exercises in 2007 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 a co-ordinated night attack. 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. These mission specific exercises are the final element of evaluation prior to overseas deployment.

Training

In 2007, the Defence Forces continued their programme of induction training for officer cadets, recruits and apprentices.

Table 1.19 Induction Training 2007

Category	Number
Officer Cadets	48
Recruits	565
Apprentices	28
Total	641

Table 1.20 External Training and Development 2007

External Education	Number of Personnel
Part time Undergraduate Studies	25
Full time Undergraduate Studies	206
Post Graduate Studies	12
Officer Foreign Placement Scheme	6
Total	249

Table 1.21 Collective Military Exercises 2007

Formation	Number of Exercises (PDF)	Numbers Exercised (PDF)
1 S Bde	12	1095
2 E Bde	8	1865
4 W Bde	13	780
Naval Service	5	900
Air Corps	3	450
Total	41	5090

Reserve Defence Forces (RDF)

The primary task of the RDF in peacetime is to train for contingency tasks. This was the second year of the establishment of the non-integrated reserve and there were significant advancements in the areas of administration and training. The main output was the completion of an audit in November 2007 of the first two years of force development. This audit is consistent with the recommendations of the Reserve Defence Force Review Implementation Board Report (RDFRIBR). The audit measures progress to date and makes recommendations to develop the force to 2011, in line with the recommendations contained in the White Paper on Defence.

RDF Financial Administrative Instruction R5 was completed and a new promotion system from Captain to Commandant was introduced during 2007. The General Purpose Machine Gun and the H&K Universal Self-Loading Pistol were introduced to the RDF. A Distance Learning Working Group continued its task of preparing elements of syllabi for delivery through this medium.

The RDF strength was reduced over the course of the year from 9,134 on 1 January 2007, to 8,408 on 31 December 2007, due mainly to the discharge of non-effective personnel.

The Director of Reserve Forces prepared a new strategic training development plan (TI 02/2007) for non-integration RDF training for the period 2007–2009.

Table 1.22 RDF Manday Outputs 2007

Output (Man Days)	2 E Bde RDF	1 S Bde RDF	4 W Bde RDF	Naval Service Reserve	Total
Security Duties	42	115	186	121	464
Naval Vessels (Seagoing)	-	-	-	1,550	1,550
TOTAL	42	115	186	1,671	2,014

All brigades conducted major RDF exercises during the year as follows:

- 1 S Brigade conducted a PSO company group exercise with PDF elements and an artillery shoot.
- 2 E Brigade conducted both a combined weapons shoot and an artillery shoot.
- 4 W Brigade conducted a combined weapons shoot, a company exercise and an artillery shoot.

The total number of personnel exercised is as follows:

Table 1.23 Training Exercises (Personnel)

Output (Man Days)	2 E Bde RDF	1 S Bde RDF	4 W Bde RDF	RDF Training Authority	Naval Service Reserve	Total
Exercises with PDF	48	391	55	-	-	494
RDF Exercise	148	95	143	-	-	386
Training with DFTC	12	78	11	-	-	101
Training with Arty School	78	103	27	8	-	216
International MP Course	12	18	7	2	-	39
TOTAL						1236

In 2007, the Cadet School together with the RDF Training Authority conducted the RDF Potential Officers Course (Module 2). The RDF Standard Officers Course was conducted in the Infantry School, The Military College.

Integration Pilot Schemes

Pilot integration schemes were conducted in all formations from March to September 2007 and audits on the outputs of these pilot schemes were completed in order to critically analyse the schemes and make appropriate recommendations for future force development. Brigade Training Centres and the RDF Training Authority ran the following RDF career courses in 2007:

Table 1.24 Training Outputs – RDF 2007 Career Courses

Training Output	2 E Bde RDF	1 S Bde RDF	4 W Bde RDF	RDF Training Authority	Naval Service Reserve	Total
Std Offr Cse	6	7	7	1	-	21
Pot Offr Cse Mod 1	8	2	5	-	-	15
Pot Offr Cse Mod 2	5	4	5	-	-	14
Std NCO Cse	5	6	6	-	-	17
Pot NCO Cse	39	14	32	-	-	85
2* to 3*	124	113	109	-	23	369
Recruit Trg	262	369	197	-	21	849
Methods of Instruction	22	77	17	-	-	116
NCO Logs Admin	3	6	15	1	-	25
12.5mm HMG Y/E Cse	19	24	26	-	-	69
60mm Vektor Cse	13	12	41	-	-	66
81mm LMLB	18	18	26	-	-	62
84mm At/Tk	9	11	25	-	-	45
Driving Modules 1,2,3	62	21	21	-	-	104
Tp Leaders Cse	3	3	1	-	-	7
Mag S/F Cse	6	12	13	-	-	31
RDF Cont Trg Rifle Marksmanship	196	286	209	-	-	691
RDF Cont Trg Tactical	134	148	114	-	-	396
RDF Cont Trg CIS	28	56	38	-	-	122
RDF Cont Trg Engr	12	23	13	-	-	48
RDF Cont Trg Med	20	29	10	-	-	59
Leadership Seminars	14	10	12	2	4	42
CIMIC Cse	-	2	2	1	1	6
DF Human Rights Cse	1	2	1	1	-	5
Gunnery Cse	5	-	1	-	-	6
Combat Leaders & Radar Operators Cse	-	1	-	-	-	1
EL 70/40mm Gun Det Comdr Cse	-	10	-	-	-	10
Health & Safety Cse	4	1	17	-	3	25
Ambulance Skills Cse	6	3	3	-	-	12
Basic First Aid cse	20	14	8	-	-	42
First Aid Instr Cse	5	3	1	-	-	9
TOTAL	1049	1287	975	6	52	3369

The following RDF courses were conducted in 2007 under the auspices of Corps Directorates and the Naval Service Reserve:

Table 1.25 Corps Skills - (Personnel)

	2 E Bde RDF	1 S Bde RDF	4 W Bde RDF	RDF Training Authority	Naval Service Reserve	Total
Artillery Corps	30	221	77	-	-	328
Cavalry Corps	35	9	39	-	-	83
Engineer Corps	37	23	32	-	-	92
CIS Corps	28	56	48	-	-	132
MP Corps	17	23	57	-	-	97
LSB Transport Coy	68	52	42	-	-	162
LSB Medical Coy	24	44	36	-	-	104
AD Bty	33	28	-	-	-	61
Seamanship	-	-	-	-	271	271
TOTAL	272	456	331		271	1330

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

As set out in the White Paper on Defence the roles for Defence include the provision of support and services to other public sector agencies and the community in general (White Paper, Section 3.3.3).

Thus, a high level goal of the defence organisation is *“To contribute to on-island security and stability by providing, on request, aid to the civil power (ATCP), aid to the civil authority (ATCA) and other emergency and non-emergency services”*.

The major distinction between the two types of aid is that the Defence Forces’ response to requests for aid to the civil power is primarily an armed response while Defence Forces response to requests for aid to the civil authority is unarmed.

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

Table 2. 1 SLAs in place or being developed

DEPARTMENT	SLA
Agriculture, Fisheries & Food	Sea Fishery Protection Agency (SFPA) BIM Marine Institute Foot & Mouth Disease Avian Flu Animal Culling
Justice, Equality & Law Reform	Garda Air Support Unit (GASU)
Garda Síochána Ombudsman Commission	Air Transport Service
Health & Children	Air Ambulance Service Pandemic Planning
Transport	Irish Coastguard (IRCG) Maritime Safety Directorate Air Accident Investigation Unit
Irish Aviation Authority	Air Navigation Services
Environment, Heritage & Local Government	Met Eireann

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”*.

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 2007, the Defence Forces participated in a number of inter-agency exercises. Examples of the diverse nature of such exercises are set out below:

Exercise EURANOS

The Defence Forces participated in the inter-agency exercise EURANOS during 2007. The exercise was centered in the new National Emergency Co-ordination Centre (NECC), Kildare Street, Dublin. The purpose of the exercise was to test the suitability and applicability of the EURANOS handbook for Food Production in supporting the mitigation and remediation of a radiological incident in Ireland. The Emergency Response Co-ordination Committee (ERCC), which includes representation from the Department of Defence and the Defence Forces, was activated for this exercise. The ERCC were exercised at the strategic level, which required the committee to analyse the overall effect of the incident on the country, and then prepare briefings for Government on the likely and most appropriate courses of action to take. The exercise also required the ERCC to deal with information management, public awareness and public health issues.

Exercise RADMON

This exercise took place on two occasions during 2007, and involved Operations Section DFHQ, the RDF and the Radiological Protection Institute of Ireland (RPII). Exercise RADMON required the RDF to conduct radiological monitoring of 27 sites throughout the country. The results were then passed to the RPII for analysis and as in the case of Exercise EURANOS its product was a key factor in the decision making process of the ERCC.

Explosive Ordnance Demolition (EOD)

On 11 June 2007, an EOD team from 2 E Bde took part in a joint structured exercise, which included the Garda Síochána, Fire Service and Ambulance personnel. The scenario was an emergency in Dublin Port that included an improvised explosive device (IED) on board a ferry.

Cross Border Medical Emergency Exercise

During the period 20 to 22 April 2007 the Air Corps provided helicopter support and MEDEVAC capability for a major cross border emergency exercise in the Derry area. The Health Service Executive, the Northern Ireland Ambulance Service and the British Royal Air Force also took part.

Air Crash Exercise

The Air Corps took part in a major emergency exercise at Birr Airfield, County Offaly, on 19 May 2007. The exercise scenario was of a well attended air display at which a display aircraft crashes on the airfield. The Air Corp's involvement included the provision of one helicopter based in Tullamore Hospital as MEDEVAC, transfer of VIPs and aerial reconnaissance of crash site.

Avian Flu

Throughout 2007, the three Brigades had designated support teams prepared to assist the Department of Agriculture and Food in their outbreak control measures in the event of an outbreak in Ireland.

Participation in Emergency Planning Fora

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

- Government Task Force on Emergency Planning
- National Steering Group on Major Emergency Management
- Interdepartmental Working Group on Emergency Planning
- Interdepartmental Committee on Public Health Emergency Planning
- Emergency Response Committee on Nuclear Accidents
- HSE Flu Pandemic Working Group

Emergency planning will remain a key element of security strategy and must be informed by ongoing risk assessment. The scale of international terrorist attacks in the past has shown that the full range of national resources is often called upon to respond to such incidents. The Defence Organisation has a vital role to play in planning for, and responding to, emergency situations, in support of the lead agencies.

Aid To the Civil Power (ATCP) Operations – 2007

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. Tasks performed include, the provision of troops for cash escorts, prisoner escorts, explosive escorts, specialist search operations, explosive ordnance disposal, hospital guards for high-risk prisoners, the provision of military guards at a

number of vital installations and provision of specialist troops and equipment for counter terrorism operations.

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

Table 2.2 Defence Forces ATCP Operations conducted in 2007

Type of ATCP Operations	Number of Operations
Cash in Transit (CIT) Escorts	2291
Prisoner Escorts	100
Explosive Ordnance Disposal (EOD) call-outs	98
Explosive Escorts	35
Air Missions in support of ATCP	2011
Security at Government Buildings	365
Public Building Patrols	730
Central Bank Security Guard	365
Central Bank Patrols	730
Portlaoise Prison Security Duties	730
Hospital Guard	4
Explosive Production Security Guard	365
Airport Security Duties	304
Airport Patrols	172
Visiting Ships Security	2
Power Installation Security	366
Fuel Storage Facilities	9
NS Salmon Patrols	8
NS Guard Ship Duties	2
NS involvement in Joint Task Force Ops	5
Total	8692

Garda Air Support Unit (GASU)

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

Table 2.3 Missions flown by the Air Corps GASU in 2007

Aircraft	Missions	Flight Hrs
AS 355N Squirrel	414	371
EC 135	1505	1265
Defender	71	139
Total	1990	1775

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 2007.

Table 2.4 EOD Operations conducted in 2007

Type of EOD Operations	Number of Ops
Disposal of devices classed as 'Criminal' (by GS & EOD)	23
Hoax Devices (declared by EOD Officer)	9
Publicly discovered 'Old Ordnance' Items	19
Discovered ordnance on military ranges (mainly Glen of Imaal)	14
False Devices (declared by EOD Officer)	6
Disposal of 'time expired' Pyrotechnics / Flares	12
Washed ashore objects	3
Commercial explosives, investigations and others	12
Total	98

Naval Service ATCP Operations

The role of the Naval Service in the provision of ATCP is primarily exercised through the Joint Task Force (JTF) on Drugs. The Task Force enhances co-operation between the Garda Síochána, Revenue Commissioners, and the Naval Service in enforcing the law in relation to drug trafficking. The Naval Service also provides assistance where requested to by An Garda Síochána with the Annual Salmon Patrol Programme, Shannon Airport security operations and through the provision of a guard ship for visiting foreign naval vessels. The following table indicates the number of Naval Service ATCP operations undertaken in 2007:

Table 2.5 Naval Service ATCP Operations 2007

Type of ATCP Operation	Number of Ops
NS Annual Salmon Patrols	8
Guard ship duties	2
Involvement in JTF Operations	5
Total	15

Naval Service Patrol Days – 2007

The Naval Service provides the maritime element of the State's defence. In 2007, the Naval Service fleet undertook a total of 84 sailing orders ranging from one to five weeks duration. Naval Service vessels patrolled a total of 160,895 nautical miles in support of Irish national interests. On a day-to-day basis its primary activity is the provision of fishery protection services based on outputs agreed with the Sea Fisheries Protection Authority, (SFPA).

The Naval Service Implementation Plan (2000) set a target of allocating 90% of annual patrol days to fishery protection activity. This target was once again achieved in 2007. Total patrol days for the year were 1,661 with over 90% (1,546 days) focused on fishery protection duties.

Work was advanced during 2007 to develop an SLA with the new Sea Fisheries Protection Agency (SFPA), which assumed responsibility for sea fishery law enforcement from 1 January 2007.

Table 2.6 Naval Service Fishery Protection for 2007

Nationality	Sightings	Boarding's	Warnings	Detentions
Irish	1400	972	53	6
Irish Reg Spanish	11	7	0	0
Spanish	499	381	6	0
UK	101	82	4	2
UK Reg Spanish	89	61	3	0
French	357	281	9	9
Belgian	33	29	0	0
German	8	8	0	1
Dutch	3	2	1	0
Russian	30	13	0	0
Norwegian	6	3	0	0
Japanese	11	0	0	0
Faeroese	6	5	0	0
Danish	2	1	0	0
Lithuanian	2	1	0	0
Panama	1	0	0	0
Total	2559	1846	76	18

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, Cessna fixed wing aircraft and occasionally helicopters are used to monitor inshore fishing activities.

Table 2.7 Maritime Patrols conducted by the Air Corps in 2007

Aircraft	Patrols	Flight Hrs	Vessels Logged	Remarks
CASA CN235	222	1383.4	3947	Offshore
Cessna	8	19.7		Coastal
EC 135	1	.75		Coastal
AW 139	1	3.5		Coastal
Alouette 111	1	3.17		Coastal
CASA 235	2	14.5		Offshore/Customs
Total	235	1425.02	3947	

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 is now used primarily in a training role, is used for MATS from time to time, mainly for internal flights and for short haul European destinations.³

Table 2.8 Details of MATS in 2007

Aircraft	Missions	Flight Hours
Gulfstream	78	301
Learjet	73	173
Beechcraft	41	70
Total	192	544

Aid to the Civil Authority (ATCA)

The Defence Forces are from time to time called upon to provide assistance to the civil authorities. Assistance to the civil authority during 2007 was provided as follows:

³ The CASA Maritime Patrol Aircraft is used infrequently as a back up to the MATS service. In 2007, 1 VIP transport mission was carried out using the CASA.

Provision of an Air Ambulance

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

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

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

Table 2.9 Air Ambulance Missions conducted by the Air Corps in 2007

<i>Aircraft</i>	Missions (incl. Organ Retrieval Missions)	No. of Persons Assisted	<i>Flight Hrs</i>
CASA	20	20	48
Learjet	17	17	54
Beechcraft	8	8	30
Gulfstream	1	1	1
AW 139	4	4	12
Alouette III	1	1	1
EC135	46	47	121
Total	97⁴	98	267

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

A 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.

Naval Service Search and Rescue Operations

Naval Service vessels assisted in 18 major search and rescue operations during 2007. In the conduct of these operations the Naval Service provided a range of services, which assisted the Coastguard and the State to fulfil their mandates of protecting life at sea and safeguarding the environment. When not deployed at sea, Naval Service vessels are

⁴ This figure includes 10 Organ Retrieval Missions by various aircraft, which are accounted for within the 'Flight Hrs' total.

maintained at high readiness in order to be prepared to respond to requests in support of other naval units at sea or undertake operations as required.

Naval Service Diving Section (NSDS) 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 Remote Operated Vehicle (ROV) that allows the section to search and survey to a 1000 metres depth. The Naval Diving Team carried out a total of 95 operational diving missions during 2007.

The range of roles performed include:

- Search and Rescue / Recovery Operations.
- Underwater surveys.
- Underwater Explosive Ordnance Disposal.
- Underwater Engineering.
- Provision of assistance in drug searches / seizures.

Naval Service Foreign Visits

The Naval Service conducts visits abroad to participate in naval reviews, courtesy visits and other maritime events. An important function of these visits is to promote Irish culture and business interests on the international stage. This is achieved in conjunction with the Department of Foreign Affairs, Department of Enterprise, Trade & Employment, Enterprise Ireland and other agencies involved in the promotion of Ireland abroad.

Table 2.10 Foreign Visit by Naval Service

Unit	Dates	Destination
LE EITHNE	09 Jun-08 July 12 Sep – 19 Sep	Canada Bordeaux
LE ROISIN	14 Mar – 19 Mar	London
LE AOIFE	24 Jul – 20 Aug	Mediterranean
LE EMER	03 Jul – 12 Jul	Zeebrugge
LE CIARA	18 Jul – 24 Jul	Bilbao
LE AISLING	04 Jun – 24 Jun	Baltic
LE NIAMH	04 Jun – 24 Jun 20 Nov – 29 Nov	Baltic Narvick
LE ORLA	24 May –29 May	Rotterdam

International Shipping Port Security (ISPS)

Naval Service teams assisted in conducting port security inspections for the Maritime Safety Directorate. Each inspection lasted 3 days. In 2007, the following ports were inspected:

- Foynes
- Whitty Island Oil terminal
- P&O terminal –Dublin Port
- Celtic Line terminal- Dublin Port
- Ringaskiddy Deepwater Berth
- Cobh Cruise terminal
- Kinsale Port
- Fiddown Port (Waterford)

Irish Coastguard (IRCG)

The Naval Service supported the Irish Coastguard throughout 2007 as follows:

Search and Rescue/Recovery

Naval Service vessels provided 36 ship days on search and rescue operations during 2007 in addition to 38 days deployment of the Diving Section on search and rescue/search and recovery operations.

The following is a list of contingent and actual services that the NS makes available to IRCG:

- Towing
- Casualty Evacuation
- Fire Fighting Support
- On Scene Commander
- Technical Support
- Search and Recovery
- Location of Sunken Vessels

Central Fisheries Board

The Naval Service provided services to the Central Fisheries Board primarily in two areas:

Salmon Protection Within Territorial Seas. In conjunction with its commitment to sea fisheries, the Naval Service met the requirements of the Central Fisheries Board for Salmon Patrolling. The commitment entailed the embarkation of Regional Board Officers and members of An Garda Síochána for approximately 59 days in 2007. In order to increase effectiveness the Naval Service vessels rotated between salmon fisheries protection and sea fisheries protection depending on the intensity of activity.

Salmon Fisheries Protection Offshore. All Naval Service vessels also committed to the delivery of a fishery protection service focused on the protection of salmon fisheries in the area outside the twelve nautical miles limit.

Provision of Military Ceremonial Services

Throughout 2007, the Defence Forces took part in a broad range of ceremonial events both at home and abroad. Preparation involves liaison with a variety of Government Departments, comprehensive planning, co-ordination and rehearsals. Considerable effort is focussed on training and preparation for all ceremonial events, as only the highest standards of drill and deportment are acceptable when representing the Defence Forces and the State. Military participation in ceremonial events ranged from state ceremonial, national commemorative events, ministerial reviews of Defence Forces units deploying overseas and many events at formation level such as participation in St Patrick's Day parades. The number of personnel involved in ceremonial activities can range from an honour guard of 7 personnel to a full captain's guard of honour consisting of 107 personnel. Each of the 3 Brigades, DFTC, Air Corps and the Naval Service contributed to ceremonial events during the year. Significant 2007 ceremonial events included ceremonial for four visiting Heads of State, (which incorporate Air Corps Fly Pasts), the 1916 Easter Rising Commemoration Parade, the National Day of Commemoration in The Royal Hospital, Kilmainham and participation in a joint wreath laying ceremony with the British Royal Irish Rangers at the Island of Ireland Peace Park in Belgium along with participation in the French National Day Parade in Paris.

Table 2.11 Defence Forces Participation in Ceremonial Events 2007

CEREMONIAL EVENT	Number	Personnel
State Visits by An tUachtaráin	2	368
Visits by Heads of State to Ireland	4	1399
Presentation of Credentials by Ambassadors	11	1463
1916 Parade GPO O'Connell St, Dublin	1	409
1916 Commemoration Arbour Hill, Dublin	1	200
National Day of Commemoration, Royal Hospital, Dublin	1	357
Farmleigh House 50 th Anniversary Treaty of Rome, Dublin	1	74
Wreath Laying, National War Memorial Garden, Island Bridge, Dublin	1	20
KFOR Ministerial Reviews	2	540
UNIFIL Ministerial Reviews	1	200
Chief of Defence Staff (Foreign Visits to Ireland)	1	131
RDS Dublin Horse Show, Dublin	1	184
Deceased Members Day Mass McKee Barracks, Dublin	1	77
Unveiling of Jadotville Portraits in DFTC, The Curragh	1	20
Escort of Honour, St Patrick's Day, Dublin	1	27
DSM Presentation, COS McKee Bks, Dublin	1	10
Colour Party, French National Day Parade, Paris.	1	6
Wreath Laying An tUachtaráin at Messines, Belgium	1	7
Stand Down Parade Chief of Staff	1	529
Medal Presentation, McKee Bks, Dublin	1	20
Admiral Brown Commemoration, Naval Service	1	116
Viking Long Ship "Sea Stallion".	1	120
TOTAL	37	6277

Military Bands Engagements

The three Defence Forces Bands performed as follows:

Table 2.12 Band Engagements 2007

Category	Army No.1 Band	Band 1 S Bde	Band 4 W Bde	Total
Military Events	87	62	91	240
State Occasions	41	4	16	61
Bugler/Drummer	29	23	23	75
Free to Festivals	2	8	29	39
Free Public Recitals	8	8	11	27
Paid Events	10	4	1	15
Instrumentalist Paid	5	1	0	6
School Concerts	4	24	24	52

Army Equitation School

The Army Equitation School, located in McKee Barracks, Dublin, was set up in 1926. Its mission is to promote the Irish sport horse through the pursuit of excellence in world-class equestrian competition.

During 2007, riders from the school won nineteen international competitions, four Nations Cups and four Grand Prix. The Nations Cup wins were at Poznan (Poland), Drammen (Norway), Lummen (Belgium) and Linz (Austria). The four Grand Prix were won at Dublin, Lisbon (Portugal), Drammen (Norway) and Vimiero (Portugal). International wins were at Dublin, Belfast, Austria, Belgium, Czech Republic, Denmark, France, Norway, Poland, Portugal, Spain and Sweden.

International three day eventing success was achieved at Barbury Castle (England), Thirlestown Castle (Scotland), Ede (Holland), Le Lion d'Angers (World Breed Championships, France), Necarne (Northern Ireland) and at home at Tattersalls, Punchestown and Ballindenisk.

The School competed at forty national and local horse shows and at twelve national horse trials throughout the thirty-two counties of Ireland.

During 2007, the Equitation School hosted approx fifty visiting groups including secondary and primary schools, equine college students (both national and international), disabled riders groups and VIPs. The School actively facilitates work experience programmes for transition year students. Last year a total of forty students participated in work experience programmes of one and two weeks duration. These students had experience with horses either at competition or hobby level.

The School has supported the National Equestrian Federation by providing facilities, advice and coaching expertise throughout the year. It is also involved in Horse Sport Ireland (HSI) with the Officer Commanding Equitation School sitting as a Board Member of HSI. In addition, the Equitation School Second in Command is a member of the Irish Eventing Horse Trials Committee and performance manager of the Young Rider and Junior Eventing Squads.

Civil Defence

The Civil Defence Board has responsibility for the management and development of the Civil Defence organisation at national level. The Minister for Defence retains overall policy responsibility in relation to Civil Defence.

During 2007, the Board published its second Strategic Plan, which covers the period 2007-2010 and which was officially launched by the Minister for Defence, in September 2007. As outlined in the Plan, the Civil Defence Mission Statement remains *'To promote, develop and maintain Civil Defence as an effective volunteer based professional organisation providing emergency response and community support services'*.

Outlined in the plan are strategic goals and values that the Board would like the organisation to achieve. The Board has identified seven key objectives and a number of strategies have been devised to meet these objectives over the lifetime of the plan and beyond. Among the principal objectives is development of the enhanced role for Civil Defence within the revised Major Emergency Framework, which was approved by Government in 2006.

During 2007, building works got underway on the re-development of the Civil Defence training range at Ratra House in the Phoenix Park. It is envisaged that these works will be completed in 2008. In October 2007, the Civil Defence Organisation celebrated the 50th Anniversary of the Civil Defence Auxiliary Fire Service.

The modernisation of the Civil Defence Organisation continued throughout 2007. The allocation and distribution of new work-wear to Local Authorities has served to enhance the image of the organisation. The Civil Defence national exercises took place in May 2007 in the environs of Arklow, County Wicklow, where Civil Defence teams were tested on Welfare and Technical Rescue services.

The Civil Defence School continues to provide training for Civil Defence instructors with a strong emphasis on upgrading the Casualty Service to meet the new statutory Pre-Hospital Emergency Care Council (PHECC) requirements. A total of 1,343 people attended training courses provided at the Civil Defence School during 2007. The first full Welfare Course since the early 1990's took place in October. In addition, the Civil Defence School hosted seminars for Civil Defence officers and instructors on the revised Framework for Emergency Management.

The Civil Defence Board publishes its own Annual Report and more detailed information on the work of Civil Defence can be found there.

Rapid Response Initiative

The White Paper on Irish Aid 2006 provides for the creation of Ireland's own specific operational capabilities in responding to humanitarian emergencies, the Rapid Response Initiative (RRI). The Department of Defence has been working closely with the Department of Foreign Affairs on this initiative in relation to assistance that this Department and the Defence Forces may be in a position to provide. The Department and the Defence Forces have provided a storage facility in the DFTC at the Curragh to Irish Aid for the storage of a stockpile of humanitarian aid that will be available for rapid deployment. The Defence Forces designed and delivered pre-deployment training courses, in May and September 2007 at the United Nations Training School Ireland (UNTSI) for members of the Rapid Response Corps. The training, which had a particular emphasis on personal security and communications in the field, has now been completed by fifty members of the Corps.

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 evolving European Security and Defence Policy (ESDP) and our membership of the Euro-Atlantic Partnership Council (EAPC) and 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. It has been a strong defender of the primary role of the Security Council in the maintenance of international peace and security.

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 continuous involvement in peacekeeping operations, mandated or authorised by the United Nations Security Council, since 1958. Ireland has a long and well-regarded history of participation in overseas missions under UN mandates. Ireland’s Defence Forces, and in more recent years the Garda Síochána, have gained extensive experience in peacekeeping over the years, and have been regularly approached as a source of peacekeeping personnel.

Since the end of the Cold War, the peacekeeping environment has been transformed and peacekeeping operations have grown in number, complexity and robustness. In addition, 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 European Security and Defence Policy (ESDP), which is being elaborated under the European Union’s Common Foreign and Security Policy (CFSP).

The principles and objectives of the CFSP are to safeguard the common values, fundamental interests, independence and integrity of the European Union, in conformity with the principles of the UN Charter. In addition, CFSP is focused on promoting international co-operation, development and consolidation of democracy and the rule of law, and respect for human rights and fundamental freedoms. The EU works closely with

the UN in developing and implementing measures and policies to support these objectives.

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 ESDP.

The establishment of a Political and Security Committee (PSC) defence delegation, comprising civil and military elements in Ireland's Permanent Representation to the EU, the deployment of Defence Forces personnel within the EU Military Staff (EUMS), together with our participation in EU led civil and military operations, reflect the expanding role of the Defence Organisation in the area of International Peace and Security. Civil and military elements from the Department of Defence are also deployed to Ireland's PFP Liaison Office in NATO, along with Defence Forces personnel serving in UN HQ in New York, the EU Liaison Office at the UN, the EU Military Staff in Brussels, Supreme Headquarters Allied Powers Europe (SHAPE) in Mons, Belgium and the Organisation for Security and Co-operation in Europe (OSCE).

European Security and Defence Policy

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

Participation in ESDP 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 the Defence arena, there is an increasing demand for deployable military forces, which meet recognised international standards for interoperability and for defence co-operation in international peace support operations. In 2007, Ireland continued to make a contribution to the development of ESDP by participating in the processes to enhance the EU's capability to conduct Crisis Management Operations. This engagement in capability development includes Ireland's offer, in 2006, of a pallet 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 850 personnel to UNSAS. Three new capabilities from the Defence Forces reached active status on 1 January 2008 following planning and preparation, which took place during 2007. They are:

- Logistics Battalion Headquarters
- CBRN Decontamination Unit
- EOD/IEDD Team (Chemical, Biological, Radiological, Nuclear capable)

The Headline Goal 2010 is primarily focused on the ongoing process of military capability development in ESDP. However, it is recognised among member states that there is a need to extend the horizon for capability planning beyond 2010 to address longer-term needs. In October 2006, the European Defence Agency (EDA) Steering Board endorsed an Initial Long Term Vision (LTV) for European Defence Capability and Defence needs. The LTV document looks at the Global Security situation and its impact on international security up to 2025. The EDA is in the process of identifying the capability requirements necessary to address the changing security and defence environment of the future. The EDA together with the EU Military Committee (the Chiefs of Defence Representatives) worked throughout 2007 on a Capability Development Plan (CDP). The CDP aims to make the LTV more specific and therefore more useful in meeting the Union's requirements in the military field in the medium to long term.

Table 3.1 Defence Forces Contribution - EU Headline Goal 2010⁵

UNIT	Due 1 Jan	Personnel	Readiness ⁶	Brigade Responsible
Infantry Brigade HQs	2010	150	H	4 W Bde
Logistics Battalion HQs	2008	50	H	1 S Bde
Light Infantry Battalion Infantry Company Group ⁷		750	H V	Designated Lead Bde
Field Artillery Battery		80	H	2 E Bde
Reconnaissance Unit	2009	80	V	DFTC
Medium Transport Unit		60	H	DFTC
Medium Truck Pallet Cargo		60	H	DFTC
Special Operations Forces Unit		40	V	ARW
CBRN ⁸ Decontamination Unit	2008	30	H	2 E Bde
CIMIC ⁹ Group		30	H	1 S Bde
CIMIC Tactical Elements		25	H	1 S Bde
EOD/IEDD ¹⁰ Team		5	H	2 E Bde
EOD/IEDD Team (CBRN)	2008	5	H	2 E Bde
Military Observation Team		12	V	4 W Bde
Operations Liaison Reconnaissance Team		10	V	4 W Bde
Military Provost Marshall Office		10	H	1 S Bde
Military Police Detachment		10	H	1 S Bde
Media Operations Unit		6	H	2 E Bde

European Defence Agency (EDA)

Ireland joined the EDA when it was established in 2004. The Agency is headed by the Secretary General/High Representative (SG/HR) for CFSP. The work of the Agency is achieved through a Steering Board comprised of EU Defence Ministers of the participating Member States. The Minister for Defence represents Ireland on the EDA Steering Board. On a day-to-day basis, the Minister is represented at meetings of 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 is supportive of developments which improve

⁵ The Table provides for many combinations of units up to a maximum commitment of 850.

⁶ Readiness States are measured in Days: Very High 1-20, High 21-60; Medium 61-90 Days.

⁷ Infantry Company Group is a part of the Light Infantry Battalion, but is at higher readiness.

⁸ CBRN: Chemical, Biological, Radiological and Nuclear

⁹ CIMIC: Civil-Military Co-operation

¹⁰ EOD/IEDD: Explosive Ordnance Disposal/Improvised Explosive Device & Disposal

market efficiencies, potentially yielding economies of scale for equipment procurement for the Defence Forces and providing opportunities for Irish enterprise, given the increasing convergence in the research activities of both the civil security sector and the military sector.

In 2007, Ireland supported EDA initiatives designed to open up and remove restrictions on inter-union competition in the area of Defence Procurement. In this regard, Ireland currently 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 participates in the EDA's Research and Technology Joint Investment Project on Force Protection launched on 1 January 2007. The Force Protection Programme is a broad concept, which aims to enhance the security of deployed operations through improved doctrine, best practice and emerging technologies. It is a vital consideration in defence planning and procurement, and in all military operations. As a contributor to the programme Ireland will have access to the results of the programme for its defence purposes.

Ireland also supports the Agency's work in capability development, R&T and market initiatives within the framework of ESDP and the relevant treaty provisions.

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 military liaison office was established at UN Headquarters in New York in November 2005 to enhance operational co-ordination between the two, and this post has been taken up by an Irish Officer. Regular meetings between representatives of both organisations continue to take place.

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

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. Co-operation 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 seventh annual Individual Partnership Programme (IPP), covering the period 2007-2008, 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 the Defence arena, Ireland's IPP focuses on the enhancement of skills and expertise in such areas as operational and generic planning for peacekeeping and peace support, communications, command and control, operational procedures and logistics.

In 2007, the Defence Forces and the Department implemented its IPP, which consisted of 97 approved events that the Defence Forces attended. Activities consist of training courses, seminars, workshops, conferences, staff exercises and tabletop exercises. 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 standard operating procedures for Peace Support Operations (PSOs). Other nations have attended Defence Forces' courses that were offered as part of Ireland's contribution to the Partnership Work Programme.

The scope of Ireland's involvement in the Planning and Review Process (PARP) is focussed on enhancing interoperability so that Defence Forces personnel can operate efficiently and effectively in a multi-national environment. Ireland, in common with other neutral EU member states who are members of PfP, also participates in the PfP PARP mechanism for the purpose of planning in relation to the EU Headline Goal. In 2007, the Department and Defence Forces successfully undertook a survey of overall interoperability within the PARP context. The survey reflected the Defence Forces' level of achievement in progressing our package of 37 PG's. Overall progress was satisfactory and will inform the next bi-annual PG package scheduled for 2008 – 2010.

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

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 2007

During 2007, the Defence Forces continued to deploy personnel on UN authorised PSOs in Liberia and Lebanon, to the EU-led mandated operation in Bosnia & Herzegovina, Chad and the Central African Republic and with the UN mandated NATO-led mission in Kosovo.

Staff Officers and Military Observers continued to make valuable contributions to PSOs in countries and regions such as Afghanistan, Sudan, Democratic Republic of the Congo, Ivory Coast, Western Sahara, the Middle East and throughout the Balkans serving in United Nations, European Union and Organisation for Security and Cooperation in Europe (OSCE) led missions.

Defence Force personnel also serve in the military staffs at UN HQ in New York, the EU and NATO/PfP at Brussels and OSCE in Vienna, where they hold a variety of diverse appointments. Civilian staff from the Department are deployed to the EU PSC delegation and NATO/PfP liaison office Brussels. In addition, two members of staff seconded from the Department of Foreign Affairs are deployed as political advisors to the Operation Commanders for EUFOR tChad/RCA and the Commander of the KFOR Multinational Task Force Central in Kosovo.

In 2007, a total of 1,653 members of the Defence Forces and Department of Defence officials served overseas. In 2006 the figure was 2,220. This reduction was as a result of the withdrawal of Irish contingents from the United Nations Mission in Liberia (UNMIL) in May 2007 and the United Nations Interim Force in Lebanon (UNIFIL) in November 2007. Table 3.2 gives the breakdown as per the Mission categories on 1 January 2007 and on 31 December 2007.

Peace Support Operations (PSOs)

The Defence Forces continued to make a major contribution to international peacekeeping in 2007 through their participation in overseas PSOs. The profile of the Irish peacekeeper continues to evolve. Over the past number of years, the Defence Forces have made the jump from participation in UN Charter Chapter VI type peacekeeping missions to deploying highly mobile armoured 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. The upgrading of the Defence Forces' capability on an ongoing basis is essential if Ireland is to meet its UN and international obligations and to maintain its contribution to such operations.

An increasing element of Ireland's engagement in UN "Blue-Hat" operations is the deployment of joint contingents with other like-minded nations. UNMIL in Liberia, where Ireland partnered Sweden in the provision of a quick reaction force and UNIFIL,

where Ireland participated with Finland in providing an integrated engineering battalion are examples of this development and of the increasing need for partners to support and sustain our international PSOs. Ireland's ongoing engagement with NATO/PfP, in the partnership goal process and with the PARP process are key factors in supporting interoperability and in the continued development of important relationships whereby Ireland can contribute high-end capabilities to UN operations.

New missions bring new challenges. For the Irish soldier, PSOs now have more robust rules of engagement. However, all Defence Forces' personnel remain subject to Irish civil and military law, the laws of armed conflict and international human rights law. Personnel are also required to have an understanding of the complex issues of cultural diversity affecting both the host nation and troops from other contributing nations. These changes are reflected in the training and preparation of units prior to their deployment.

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

Table 3.2 Department of Defence and Defence Forces Overseas Postings – 2007

Mission	01 Jan 2007	31 Dec 2007
<i>UN Led Peace Keeping Operations</i>		
UNMIL (Liberia)	330	-
UNMIL Force Headquarters (FHQ)	6	1
UNTSO (Middle East)	13	14
MINURSO (Western Sahara)	4	3
MONUC (Democratic Rep of Congo)	3	3
ONUCI (Cote d'Ivoire)	2	1
UNMIK (Kosovo)	4	4
UNIFIL (Lebanon)	154	-
UNIFIL HQ (Lebanon)	6	7
UNNY (New York)	3	1
Total (UN)	525	34
<i>EU Led Crisis Management Operations</i>		
EUFOR (Bosnia & Herzegovina)	44	40
EU SP to OP ALTHEA (Belgium)	1	1
EUMM (The Balkans)	6	5
AMM (Indonesia)	1	-
DITF (Sudan)	3	3
NORDIC BG (Sweden & UK)	-	12
EUFOR (Tchad/RCA)	-	18
EUMS (Brussels)	5	8
ESDP/PSC (Brussels)*	8	8
Total (EU)	68	95
<i>NATO/PfP Led Peace Support Operations</i>		
KFOR (Kosovo)	213	279
ISAF (Afghanistan)	7	7
NATO/ PfP Staff (Belgium)*	5	6
Total NATO/PfP	225	292
<i>OSCE LED OPERATIONS</i>		
Total OSCE	8	7
Total Personnel Overseas	826	428

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

During the year, 1,488 Defence Forces personnel served overseas in troop-contributing missions.

Table 3.3 Troop-Contributing Missions

Mission	UNMIL	KFOR	UNIFIL	EUFOR	Total
Personnel	330	718	312	128	1488

United Nations Mission in Liberia (UNMIL)

In 2007, the Defence Forces' largest deployment continued to be with the United Nations Mission in Liberia. The Irish Battalion, together with a Swedish Mechanised Company under Irish operational control, provided a Quick Reaction Force as the Force Commander's reserve. The unit had a capability for deployment by land, sea or air, throughout the mission area, including Freetown in Sierra Leone. The Irish Battalion withdrew from Liberia in May 2007.

United Nations Interim Mission in Lebanon (UNIFIL)

On 31 October 2006, a contingent of the Permanent Defence Force returned to service with the United Nations Interim Force in Lebanon (UNIFIL) under its expanded mandate. At the request of the UN the Government agreed to deploy an Infantry Group with twelve MOWAG APCs and four AML armoured reconnaissance vehicles to South Lebanon as part of an integrated Finnish-Irish Engineer Battalion. The Irish Infantry Group provided a security and reconnaissance capability. The 36 Infantry Group completed its withdrawal from Lebanon in November 2007. In addition, throughout 2007 three officers and three NCOs filled key staff appointments at the Force HQ in Naqoura.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led PSO in Kosovo (KFOR). Some 212 personnel, comprising an Infantry Company Group serve as part of a Multinational Task Force with KFOR. Eleven personnel serve at KFOR HQ. The KFOR mission, in accordance with UNSCR 1244, *'is to maintain a safe and secure environment by keeping the initiative, having a firm control of the key communities, and upholding its own freedom of movement in order to set the conditions for a peaceful and democratic society in Kosovo'*.

On 1 August 2007, Ireland assumed the role of lead nation for the Multi National Task Force (Centre) (MNTF (C)) in KFOR for twelve months to 31 July 2008. Brigadier General Gerry Hegarty from the Defence Forces assumed command of the MNTF (C) when Ireland took on the role of Framework Nation (FN), commanding 1,800 troops from 6 nations. This is the first time Ireland has participated at this level in a multinational PfP-led PSO.

During the year, Irish Aid provided funding of €20,400 to two approved humanitarian projects in the Irish area of operations, the upgrading of ablution facilities in Muzicane school (€7,000) and the construction of a sports and play area at the school in Donja Gusterica (€13,400). In addition to the Irish Aid projects, Irish troops serving in KFOR raised approx €20,000 which was used to support other humanitarian projects in their area of operations.

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

In recent years, the BiH security situation has improved and the ability of the local authorities to deal with threats to the safe and secure environment has been enhanced. During 2007, EUFOR transformed from a task force orientated posture to an over-watch phase. EUFOR withdrew its task forces, and situational awareness is now provided by liaison and observation teams. In line with overall force reductions, the Defence Forces reduced their commitment. The role of Defence Forces' personnel (approximately 40) currently serving in EUFOR is to provide staff for the headquarters, the military police unit, verification teams and a national support element.

EUFOR Chad and Central African Republic

In 2007, United Nations Security Council Resolution 1778 (2007), approved the establishment of a UN Mission in the Central African Republic and Chad (MINURCAT) and authorised the EU to deploy forces in these countries for a one year-period from the declaration of Initial Operational Capability (IOC).

In October 2007, Lieutenant General Pat Nash, former Deputy Chief of Staff (Operations), assumed the position of Operation Commander of EUFOR following Dáil approval. He is based at the force's operational headquarters (OHQ) in Mont Valérien near Paris. At the end of 2007, seventeen Defence Forces personnel were deployed to staff appointments in both the OHQ and the Force Headquarters in Chad. A substantial deployment of Defence Forces personnel and equipment to the mission subsequently took place in 2008, following Dáil approval.

International Security Assistance Force (ISAF) – Afghanistan

During 2007, seven Defence Forces' personnel continued to serve in Afghanistan as part of the International Security Assistance Force.

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

Eight officers were deployed with the organisation in Austria, Bosnia and Herzegovina, Serbia, Georgia, and Macedonia during 2007.

Defence Forces Humanitarian Work

Overseas units are deployed to some of the poorest and most war ravaged areas of the world. As part of their engagement with local communities, the Defence Forces undertake some humanitarian and community support projects with funding provided by Irish Aid. During 2007, under a formal agreement between the Department of Defence and the Department of Foreign Affairs, overseas units continued to support a range of approved humanitarian projects in Liberia and Kosovo.

Humanitarian projects assisted by the Irish Battalion in Liberia included:

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

Force Generation 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 has normally been for a period of six months, which is the normal overseas unit deployment period. However, because of the harsh environment of Chad, deployment to this mission has been reduced to 4 months and the Lead Brigade Standby period has been reduced accordingly.

During 2007, 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 following table depicts the operation of the Lead Brigade Concept.

Table 3.4 Lead Brigade Concept periods of standby and deployment 2006 - 2009

Brigade/Year	2006	2007	2008/9
1 S Brigade	KFOR (Oct 05-Apr 06) UNMIL (May-Dec 06)	UNIFIL (Nov 06-Apr 07) KFOR (Oct 07-Mar 08)	EUFOR Tchad/RCA (Sep 08 – Jan 09) KFOR (Oct 07 – Mar 08)
2 E Brigade	UNMIL (Dec 05- May 06) KFOR (Oct 06-Apr 07)	UNIFIL (May 07-Oct 07) KFOR (Oct 06 –Apr 07)	EUFOR Tchad/RCA (Jan 09– Mar 09) KFOR (Apr 08 – Sep 08)
4 W Brigade	KFOR (Apr 06-Oct 06) UNMIL (Dec 06-May 07)	KFOR (Apr 07-Sep 07) UNMIL (Dec 06 – May 07)	EUFOR Tchad/RCA (May 08 – Sep 08) KFOR (Oct 08 – Mar 09)
DFTC	Tasked with supporting the Lead Brigade throughout		

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 whatever additional skills training is necessary for the particular mission, including modules on cultural awareness and human rights training. This is followed by a tailored pre-deployment Mission Readiness Exercise (MRE), which includes Battalion Staff training with the Command & 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.

Table 3.5 Personnel Exercised on MREs

Numbers Exercised on Mission Readiness Exercises in 2007	
1 S Brigade	220
2 E Brigade	200
4 W Brigade	242
Total	662

Training for Overseas Operations

The ability to work efficiently and effectively with other armed forces is a critical factor in the success of overseas missions. Interoperability with other troop contributing countries in PSOs is a key tenet in Defence Forces training. It is vital that the Defence Forces remains aware of international best practice for PSOs and keeps 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 with Defence Forces strategic and operational level education and training.

United Nations Training School Ireland (UNTSI)

UNTSI, a peacekeeping training centre within the Military College, develops doctrine, and conducts human rights, cultural awareness and leadership training courses and seminars to prepare Defence Forces' personnel prior to serving overseas. In addition to conducting courses and seminars, UNTSI receives and briefs members of the Diplomatic Corps, Irish and foreign academics and Defence Attaches accredited to Ireland, aid workers and members of the press corps. In UNTSI, overseas experiences and conceptual peacekeeping studies are integrated in the recently established Centre of Excellence in Human Rights. In 2007, Human Rights training was integrated into career courses and a programme of human rights instructor courses conducted by UNTSI commenced.

Table 3.6 Courses held in UNTSI Jan-Dec 2007

Course Title	Number of Courses	Number of Students
EUFOR Bosnia	2	58
NGO Security Awareness Course	1	23
International Security Assistance Force (Afghanistan) Training	2	13
Officer Leadership Seminars	4	88
KFOR Training	3	66
Civil-Military Cooperation Courses	2	85
No 2 DF Human Rights course	1	18
NCO Leadership Seminars	3	63
RDF Officer Leadership Seminars	2	36
Recruit Trainer Leadership Seminars	4	90
UNIFIL Training	1	31
Rapid Response Corps Security Awareness Course	2	52
1st DF Cultural Awareness Course	1	24
13th International Military Observer & Staff Officer Course	1	19
Heavy Vehicle Mechanic Apprentice Training	1	12
Department of Defence Training Day	1	24
Institute for Criminal Investigations Course	1	28
6th International Military Police Course	1	22
International Network Human Rights Maynooth	1	25
Emergency Crisis Assistance Teams {ECAT}	1	20
2 International Human Rights Course	2	19
TOTAL	37	816

EU Exercises and Training

Military Exercise 2007

The second EU Military command post exercise (MILEX 07) was held from 7-15 June 2007. The exercise focused on the interaction between the EU Operations Centre in Brussels and a EU Force HQ (FHQ) offered by Sweden in Enköping. The FHQ was the Nordic Battlegroup (NBG) HQ. The Defence Forces participated in the exercise through the headquarter augmentation process with participants in both the NBG HQ and the EU Operations Centre. The objective of the exercise was to evaluate military aspects of EU crisis management at the military strategic and operational level based on a scenario for an envisaged EU-led crisis management operation without recourse to NATO assets and capabilities.

In May 2007, the Minister for Defence led the Irish delegation that took part in a political exercise conducted in Sweden aimed at exercising the political decision making structures of the Nordic Battle Group (NBG) based on agreed EU exercise scenarios. The exercise simulated interaction between the NBG Troop Contributing Nations, EU institutions, the UN and other actors leading up to the decision to launch the NBG.

The Defence Forces participated in the Final Exercise (FINEX) of the NBG in Sweden between October and November 2007. The FINEX was designed to test the interoperability and strategic movement of the NBG. It comprised a “Separation of Parties by Force Exercise” in southern Sweden during the period 21 to 25 October 2007, followed by a “Strategic Movement Exercise” in the north of Sweden from 3 to 12 November. The period between the two exercises was used to improve and develop interoperability and operational environment appreciation. The purpose of FINEX was to create a scenario simulating a peace enforcement operation similar to the ongoing operations being conducted throughout the world today.

ESDP Orientation Course

In 2007, under the auspices of the European Security and Defence College (ESDC), supported by the Portuguese Presidency and the General Secretariat of the Council of the EU, Ireland, for the first time, hosted a two day ESDP Orientation Course for Press and Public Information Personnel. The course was held in Brussels and fifty-one course participants attended. The course participants included Press and Public Information personnel from Ministries of Foreign Affairs, Defence, Justice and the Interior from 25 EU countries and Acceding States, and from the EU institutions including the Council of the EU and the Commission.

Selection and Deployment of Personnel for Overseas Missions/Postings

In the Defence Forces, the Human Resources Management Section on behalf of Deputy Chief of Staff (Support), along with Formation and Unit Commanders has primary responsibility for the selection of personnel for overseas service. The selection phase is

critical to producing appropriately prepared personnel. The process involves inter alia, administrative aspects such as fitness tests, medical examinations, dental inspections, issue of clothing and equipment, processing of passports as well as ensuring reasonable time between tours of duty. In general the selection process is volunteer based but in the case of some appointments mandatory selection is necessary.

Table 3.7 Personnel Selected and Deployed to Overseas Missions and Postings 2007

Mission	Officers	NCOs	Ptes	Total
UNIFIL (Lebanon)	27	48	94	169
UNMIL (Liberia)	1			1
UNTSO (Middle East)	8			8
MINURSO (Western Sahara)	5			5
UN NY	1			1
MONUC (DR Congo)	6			6
UNOCI (Cote D'Ivoire)	4			4
EUFOR (Bosnia-Herzegovina)	14	63	1	78
EUFOR CHAD OHQ/FHQ	14	2		16
KFOR (Kosovo)	70	192	236	498
OSCE (Balkan and Caucus Region)	3			3
EUMM (Balkans)	2			2
ISAF (Afghanistan)	8	6		14
EU SUDAN and DITF (Darfur)	2	2		4
Nordic Battle Group OHQ/FHQ/NSE	8	7	3	18
OSCE Vienna (Austria)	1			1
EUMS Brussels (Belgium)	2	1		3
Irish Mil Delegation to EU (Brussels)	2			2
PfP NATO (Belgium)	1			1
Total Deployed to overseas Missions 2007	179	321	334	834
Personnel serving overseas on 1 January 2007	158	264	390	812
Total who served overseas during 2007	337	585	724	1646

While the maximum number of Defence Forces' personnel deployed overseas at any one time during the year was 830, the actual number of personnel required to be selected and

deployed annually is far greater. In 2007, a total 834 members of the Permanent Defence Force deployed to various missions including postings in the UN, EU, OSCE and PfP/NATO. The requirement to train for and deploy overseas remains a key operational output of the Defence Forces and thus an important challenge for human resource managers.

Officers - Overseas Statistics

The Army continued to provide the majority of Defence Forces' personnel deployed on overseas service in 2007. 36% (329) of Army officers served overseas during 2007. This percentage would be much higher if measured against the available pool of officers, which excludes those not deployable due to career courses, those recently returned home, restrictions due to specialist Technical Officer appointments and upcoming retirements. The ranks of Captain, Commandant, Lieutenant Colonel, and Colonel saw a third or more deployed during the year, a factor, which had to be carefully planned and managed by the HRM section of the Defence Forces.

Table 3.8 Officers serving overseas 2007

	Lt	Capt	Comdt	Lt Col	Col	Gen	Total
Deployed overseas on 01/01/2007	19	47	51	29	11	1	158
Deployed overseas during 2007	16	56	71	27	6	3	179
Total overseas during 2007	35	103	122	56	17	4	337
AC & NS Officers overseas in 2007		5	3				8
Army Officers overseas in 2007	35	98	119	56	17	4	329
Army Strength by rank	164	255	313	131	41	14	918
% of Army Rank who served overseas	21	38	38	43	41	29	36

Enlisted Personnel - Overseas Statistics

During the year 1,309 Enlisted Personnel or 15% of all Enlisted Personnel served overseas. The breakdown by rank is illustrated in Table 3.9 below:

Table 3.9 Enlisted Personnel serving overseas 2007

	Pte	Cpl	Sgt	CQMS	CS	BQMS	SM	Total
Serving overseas on 01/01/2007	390	158	63	16	21	3	3	654
Deployed overseas during 2007	333	158	100	31	21	4	8	655
Total overseas during 2007	723	316	163	47	42	7	11	1309
Strength by Individual rank	4942	1793	1400	281	254	45	44	8759
% of Rank who served overseas	15	18	12	17	17	16	25	15

Section 4: Defence Policy, Military Advice and Corporate Services

This section reports on the policy/advice function (including the Office of Emergency Planning) during 2007. The provision of corporate services is also reviewed. Many of the outputs under this programme heading have been referred to in the previous sections i.e. procurement of major equipment, major infrastructure projects, negotiation of MOUs and SLAs, and military and policy advice that supported developments under those programme headings. This is consistent with the Annual Output Statement which highlights the fact that Programme 4 contributes to all other programmes.

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

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

The White Paper on Defence, published in February 2000, sets out Government policy on defence and makes a series of recommendations to position the Department and the Defence Forces to deliver on that policy. The White Paper covers the period up to 2010. A review of progress made in implementing the White Paper recommendations has been carried out and was published in April 2007. The review highlighted that substantial progress had been made and found that many of the detailed recommendations for change contained in the White Paper have been implemented or are being implemented in accordance with agreed timetables. The review concluded that all of the detailed targets should be met within the timeframe of the White Paper i.e. up to 2010.

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

The High Level Planning and Procurement Group (HLPPG) is jointly chaired by an Assistant Secretary General 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 National Security Committee continued to meet and receive regular briefings throughout the year. The Committee comprises of the Secretary General to the Government, the Secretary General at the Department of Justice, Equality and Law

Reform, the Garda Commissioner, the Secretary General at the Department of Defence and the Chief of Staff.

Office Of Emergency Planning

The Office of Emergency Planning (OEP) supports the Minister as Chairman of the Government Task Force on Emergency Planning. The Task Force is the top-level structure providing policy and direction. It co-ordinates and oversees the emergency planning activities of Government Departments and public authorities. The Task Force met on seven occasions during 2007. A key area of activity for the OEP is the ongoing development of the oversight function in order to improve and develop the process and to increase public confidence in emergency planning.

The Inter-Departmental Working Group (IDWG) on Emergency Planning met on six occasions during 2007. The Task Force charges this Working Group with carrying out specific tasks and developing particular aspects of emergency planning.

The National Emergency Coordination Centre (NECC) in Agriculture House was opened in May 2007 and the Office of Emergency Planning launched its website (www.emergencyplanning.ie). The website, for the first time, brings all the Government's emergency plans together. It also provides useful links to all the emergency response agencies. A handbook on emergency planning was produced and designed by the OEP in 2007 (for distribution to every household in the country in April 2008).

Corporate Services

Human Resources

HRM developments in the Defence Forces have been considered in detail in previous sections. The Defence Organisation has long recognised that its ability to deliver on its strategic objectives is crucially dependent on the capacity of its staff. We continued to drive forward the implementation of the Government's modernisation programme during 2007. On the civil side this included:

- Ongoing implementation of the HR Strategy;
- Introducing the integrated Performance Management and Development System (PMDS) model, which links PMDS with other elements of HR policy. All staff were encouraged to carry out an Annual Review when the integrated model came into effect in the Department for the first time.
- 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, including a self-audit carried out with the Commission for Public Service Appointments in 2007;

- Enhanced use of the Human Resource Management System for the production of Pension Benefits Statements that issued to all civil service staff for the first time;
- Significant refurbishment of our offices in Galway;
- Preparation of a revised Safety Statement.

A key challenge for the human resources function in 2007 has been the ongoing implementation of the decentralisation programme. This has necessitated a significant turnover of staff. Over 200 Dublin-based civil servants and 40 military staff will decentralise to new offices at Newbridge, County Kildare. By the end of 2007, almost 80% of the Department's administrative and clerical staff due to relocate to Newbridge were in place.

The Department continues to support family friendly work initiatives/policies, with 19% of staff availing of work sharing arrangement while 6% of staff availed of parental leave.

The Department's success in meeting its goals during such a period of unprecedented and ambitious change is due in no small part to the dedication, enthusiasm and commitment of staff. This dedication and commitment continued to be recognised when The Department succeeded in achieving the '*Excellence Through People*' Standard award from FÁS.

Securing the '*Excellence Through People*' Standard is also an organisational priority for the Defence Forces as it benchmarks Defence Forces Human Resource practices against evolving best practice in the private and public sectors within the State. FÁS consider the Cadet School at the leading edge nationally (the best applicant assessed in 2006), with a number of other units not far behind in the standard of their applications and results of the FÁS assessments. To date, nineteen units/sub-units of the Defence Forces have applied for and/or been granted ETP recognition. It is anticipated that all units will attain the standard in the next 3 years.

Civil Service Training and Development

In 2007, significant staff changes were experienced across all work areas. A comprehensive induction-training programme was in place to address immediate training needs. Each new member of staff received on average four full days training in 2007. In addition to the induction programme specific training initiatives focused on assisting new teams to build on existing corporate knowledge, establish network supports and consider business process improvement.

The number of training courses provided in 2007 increased by 26% on the previous year with the number of participants increasing by 30% - 209 training courses were held and 1,092 people participated in the courses. The courses covered a broad range of issues including Policy Analysis, Legislation, Government Accounting, Health & Safety, Human Resource Management and Negotiation Skills. In 2007, 4.62% of the Department's payroll was invested in training and development, exceeding the Government target.

Equality

The Department's policy is that all personnel be accorded equality of opportunity and treatment. The HR Strategy reflects this policy position and includes a programme of affirmative action (overcoming obstacles to career progression) to address such issues as the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by females. Currently, 31% of Assistant Principals are female. In addition, 5 of our 14 Principal Officers are female – a significant increase.

A voluntary survey on the employment of people with disabilities was carried out by all Government Departments during 2007, so as to report on Compliance with Part 5 of the Disability Act, 2005. For the Department of Defence, the results of the survey showed that the percentage of civil servants with a disability was 2.8% and the percentage of civilian employees employed by the Department on behalf of the Defence Forces was 2.0%. These rates may be interpreted as the minimum proportion of staff with disabilities employed by the Department, due in part to the limitations of the survey method of gathering the information. 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 2.4%, based on the survey results.

During the year the Department participated in a project to support the employment of graduates with disabilities through a work experience programme. The project has partners in the public, private and voluntary/community sectors and is part funded under the EQUAL initiative.

Ombudsman for the Defence Forces

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

The Ombudsman for the Defence Forces is, in accordance with the Act, independent in the performance of her duties and is required by the Act to prepare a report on the performance of her functions to be laid annually before each House of the Oireachtas.

Internal Audit

The Department's Internal Audit Section works to an annual audit plan, covering a range of systems, compliance and stores audits, which is approved by the Secretary General. The Section's work is reviewed on an ongoing basis by the Department's Audit Committee. During 2007, the Section undertook an audit programme of some 130 audits.

Prompt Payment of Accounts

The Department complies with the provisions of the Prompt Payment of Accounts Act 1997 and the European Communities (Late Payment in Commercial Transactions) Regulations 2002. It is the Department's policy to settle all invoices promptly with due regard to contractual terms where applicable, good financial and cash management practices and the provisions of the Act and Regulations. Procedures to ensure compliance with the legislation are in place and provide reasonable, but not absolute, assurance against material non-compliance.

Table 4.1 Prompt Payment Statistics for 2007:

Total number of invoices processed	48,906
Total value of all payments	€226,670m
Total number of late payments	204
Total value of late payments	€819,652
Value of late payments as a % of total payments	0.36%
Amount of Interest paid	€5,442.45
Amount of interest as a % of total payments	0.0025%

Decentralisation

The Defence Organisation is continuing to progress the implementation of the Government Decision on decentralisation in conjunction with other stakeholders. Over 200 civil servants and 400 military staff will be relocated to Newbridge and to the Curragh.

The Office of Public Works (OPW) has identified a suitable site in Newbridge and has received tenders for the construction of the Department's new headquarters building. A preferred tenderer was selected and the planning process was completed in 2007. The OPW has advised that they are working towards completion of construction of the Department's new headquarters by the end of 2009.

The Defence Forces will relocate 470 of its personnel from Dublin to the Curragh as part of the programme. At end of 2007 the planning process had been successfully completed for the new Defence Forces Headquarters building at the Curragh and the project was at tender documentation stage.

Information and Communications Technologies (ICT's)

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

Ongoing support for the Management Information Framework is provided by the joint civil/military technical teams.

The Department was awarded ISO7799 certification for IT Security in October 2006 and has carried out a number of audits during 2007 to maintain certification. There is also an internal joint civil/military IT Security Group, which monitors developments.

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 2007 support programme for the full range of IT applications and systems in daily use.

Benchmarking, Sustaining Progress and Towards 2016

Agreement was reached at National Joint Industrial Council level for a new Action Plan for Civilian Employees under the Social Partnership Agreement Towards 2016. Subsequently approval was received during the year from the Performance Verification Group (PVG) for the payment of national pay increases with effect from 1 December 2006 and the 1 June 2007.

Agreement was reached with the Representative Associations of the Defence Forces on the deliverables under the Social Partnership Agreement Towards 2016. Those deliverables are reflected in specific actions and commitments that are enshrined in Action Plans that are in place on both the civil service side of the Department and in the Defence Forces. The Civil Service Performance Verification Group assesses progress against the Action Plan while a similar body exercises that role in respect of the Defence Forces.

The second phase payment due under 'Towards 2016' of 2% was made to both the civil service side of the Department and the Defence Forces in June 2007 following verification of satisfactory co-operation with flexibility, ongoing change and satisfactory implementation of elements of the agenda for modernisation.

Value for Money (VFM) and Policy Reviews

A Value for Money Review of Clothing Procurement in the Defence Forces was carried out on a civil/military basis and has been completed and published. The Review recommended that steps be taken to reduce storage and distribution costs. Arrangements are currently being made to implement these recommendations. Work is continuing on the Review of Naval Service Vessel Maintenance. The final Review in the current programme (Use of Military Training lands) will commence in 2008.

Programme of Simplification and Reform of Legislation and Regulations

The Department has a substantial programme of work underway on the simplification and reform of both primary and secondary legislation. The main focus in the first half of the year was on the Defence (Amendment) Act 2007, which was enacted by the Oireachtas in April. The primary purpose of this Act is to modernise the military code of discipline by amending and updating the provisions of Part V of the Defence Acts relating to summary procedures and courts-martial. Work continued through the remainder of 2007 on the drafting of the Court Martial Rules, the Rules of Procedure and on other necessary amendments to Defence Force Regulations in order to allow the various sections of the Act to be commenced.

In the area of Defence Force Regulations (DFR), 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). Both re-writes are expected to be completed during 2008. Work also continued on rewriting and simplifying the Defence Force Regulations dealing with logistics, with particular emphasis on the regulation dealing with Accommodation and Engineer works.

In addition, a total of 17 amendments were made to existing Defence Force Regulations, including substantial amendments to A3 (Cadets) in relation to matters such as conditions for cadetships and terms of enlistment, and to S (1), which provides for the making of Regulations, Orders and Instructions by the Minister under the Defence Act.

Regulatory Impact Analysis (RIA)

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

Business Planning and Risk Assessment

Following consultation with staff, each Branch in the Department produced a Business Plan and Risk Assessment in respect of its operations. These were subsequently approved by the Management Advisory Committee (MAC). The risk assessments and the degree of progress made in implementing business plans are formally reviewed throughout the year by MAC and branch heads.

In the Defence Forces, the Chief of Staff's Risk Management Policy sets out responsibilities at senior commander, formation and corps levels. This policy continued to be implemented during 2007.

Customer Service Action Plan

The Department's first Customer Charter and the Customer Service Action Plan were published in 2004. Most of the customer service activity during the past year centred on the continuing implementation and monitoring of the Plan. During the year customer satisfaction was assessed through use of focus groups. This information coupled with the Fitzpatrick Associates report "Evaluation of Customer Charters" will be used in preparing a new Customer Service Action Plan and Charter in 2008.

Freedom of Information (FOI)

Table 4.2 Department of Defence FOI requests 2007

Requests Received	Granted	Part-Granted	Refused	Transferred	Withdrawn or handled outside FOI	Finalised
28	12	1	0	11	3	26

Table 4.3 Defence Forces FOI requests 2007

Requests Received	Granted	Part-Granted	Refused	Transferred	Withdrawn or handled outside FOI	Finalised
206	173	21	14	0	3	211

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, the Civil Defence Board or Coiste an Asgard, during 2007.

Partnership

Civil Service

The Dublin and Galway subcommittees, established by the main Partnership Committee in 2002, continued to operate successfully in 2007 by dealing with various local issues in an effective and inclusive way.

Civilian Employees

The civilian employee workforce is deployed in the various military installations throughout the country and there are currently seven local partnership committees. 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 2007, Partnership training was conducted for the Defence Forces National Partnership Steering Group (DFNPSG) and for the brigades and formations. This allowed the committees to function more effectively and to introduce new committee members to the concept of partnership. The DFNPSG continued to function efficiently and met on four occasions throughout the year.

Defence Forces Conciliation and Arbitration Scheme

RACO

During 2007, the Association continued to lodge new claims at Conciliation Council, which were discussed at four Council meetings. Five Sub Committees met on twenty-one occasions during the year to discuss issues raised at Conciliation Council. Eleven Council Reports recording agreement were signed, while six recorded disagreement. Four meetings of the DFHQ Military Forum took place with RACO and Sub Committees of the Forum met on five occasions throughout 2007.

PDFORRA

During 2007, the Association formally lodged a number of new claims at Conciliation Council, which were discussed at five Council meetings. Eleven Council Reports, recording agreement were signed together with five recording disagreement. Three disagreed reports from 2006 were referred to third party adjudication in 2007. The adjudicator recorded judgements in favour of PDFORRA in all three cases and these included a claim for On Call Allowance for Portlaoise Hospital Guard and a Claim for payment of Group 6 Technician pay to Electrical Artificers and Engine Room Artificers of the Naval Service. There were four meetings of the DFHQ Military Forum during the year at which a range of issues were discussed, progressed and finalised.

Litigation

Claims

Since December 2001, the management of the majority of new (non-hearing loss) claims lodged against the Minister for Defence have been delegated to the State Claims Agency (SCA). During 2007, 125 claims were referred to the agency. In all, 92 cases were finalised during this period. Total expenditure on claims finalised by the Agency during 2007 amounted to €0.78m, plus €0.69m in legal costs.

In relation to (non-hearing loss) claims that have not been delegated to the SCA, 14 claims were finalised in 2007 leaving 346 claims outstanding at year-end. Total expenditure in 2007 on these claims amounted to approximately €0.39m plus €0.26m in legal costs.

Since September 2005, the management of all outstanding hearing loss claims has been delegated to the State Claims Agency (SCA). Total expenditure on hearing loss claims

finalised during 2007 amounted to €2.48m, including approximately €1.63m in legal costs. The level of quantum in hearing loss cases that were awarded or settled was maintained at an average level of €6,759.92 plus costs.

Judicial Reviews and Other High Court Proceedings

During 2007, 7 judicial review and other High Court actions regarding administrative decisions relating to members of the Defence Forces were initiated against the Minister for Defence. 7 cases were settled during 2007. At year-end approximately 32 cases were on hand with appeals to the Supreme Court being taken in another 4 cases.

Military Pensions Archive Project

As part of the start-up phase of a project to make the Military Pensions Archive available to the public, advertisements were placed in the press seeking to recruit professional archivists, including one senior archivist/project manager. Interviews for the senior archivist position were held in December 2007. Interviews for the other archivists took place in January 2008. These positions were subsequently filled over the period to end June 2008.

Section 5: Financial Report

Defence Expenditure

The following table shows, by category, expenditure in 2007 from Vote 36, the main Defence Vote:

Expenditure Category	2007	
	€M	%
PDF Pay and Allowances	498	60.9
Pay and Allowances of Civilian Employees and RDF	43	5.3
Air Corps: Equipment, fuel, maintenance, etc.	42	5.1
Defensive Equipment	43	5.3
Barracks expenses, repairs and maintenance of lands	31	3.8
Naval Service: Equipment, fuel, maintenance etc.	13	1.6
Military Transport: New vehicles, fuel, repairs and maintenance	21	2.6
Buildings – Capital	25	3.0
Compensation	5	0.6
Other non-pay military expenditure	65	8.0
Administrative Budget	23	2.8
Civil Defence, Irish Red Cross Society and Coiste an Asgard	8	1.0
TOTAL (Gross)	817	100

Army Pensions

This Table shows expenditure in 2007 on military pensions, gratuities, allowances etc, which are funded from Vote 37:

Expenditure Category	2007	
	€M	%
Defence Forces (Pensions) Schemes and payments in respect of transferred service	176.6	93.7
Wound and disability pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	9.1	4.8
Payments to or in respect of Veterans of the War of Independence	2.5	1.4
Army Pensions Board and other miscellaneous payments	0.2	0.1
TOTAL (Gross)	188.4	100

Note: Minor discrepancies due to rounding may arise.

The Defence Annual Output Statement

The Output Statements are a key element of the Budget and Estimates Reform measures announced by the Minister for Finance in Budget 2007. 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 2008 Annual Output Statement for Defence. Information on outturn for 2007 is included in the statement.

Summary of Defence High Level Goals

High Level Goal 1

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

High Level Indicators

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

High Level Goal 2

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

High Level Indicators

- 100% response to all approved ATCP and ATCA requests.
- Other emergency and non-emergency services delivered to defined Memoranda Of Understanding (MOU) and Service Level Agreement (SLA) specifications.

High Level Goal 3

To contribute to the maintenance of international peace and security through participation in approved UN- mandated peace support, crisis management and humanitarian relief operations.

High Level Indicators

- Meet all Government requirements for overseas peace support missions, etc.
- Meet Mission Sponsor's standards and requirements.

High Level Goal 4

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.

High Level Indicators

- Provision of high quality and timely policy advice and military advice.
- Customer Service satisfaction rating.
- Successful completion of Decentralisation programme.

Strategies and Programmes

The High Level Goals are pursued through the Department of Defence and Defence Forces Strategy Statements of 2008 - 2010. The outputs required to implement these strategies can be grouped into five discrete programme areas as follows:

Programme 1. Contingent Capabilities

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

Programme 2. On Island Security & Support to Other Agencies

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

The primary high-level target with respect to this programme focuses on meeting all approved aid to the civil power requests and Memoranda of Understanding/Service Level Agreement targets. While engaged in these activities, the Defence Forces not only deliver the specific output required but also continue to develop and maintain military

capability through on-the-job experience and lessons learned. In the delivery of certain ATCA outputs, full military capabilities are not utilised and for these particular outputs the cost of developing military capability is not apportioned.

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

Programme 3. International Peace and Security

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

Programme 4. Defence Policy, Military Advice and Corporate Services

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

Programme 5. Military Pensions and Gratuities

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

Breakdown of total gross expenditure by Programme:

Vote 36

Gross Programme Expenditure	€ Million 2007 Estimate	€ Million 2007 Outturn	€ Million 2008 Estimate	% Change on Outturn
Programme 1	527.6	511.4	508.7	- 0.5 %
Programme 2	132.5	136.1	141.3	3.8 %
Programme 3	115.8	121.3	188.7	55.6 %
Programme 4	48.8	48.0	52.4	9.2 %
Total Gross Programme Expenditure	824.7	816.8	891.1	9.1 %
Exchequer pay and pensions included in above gross total	569.7	555.8	597.7	7.5 %
Number of associated Public Service employees and pensioners.	11,852	11,623	11,815	

Vote 37

Gross Programme Expenditure	€ Million 2007 Estimate	€ Million 2007 Outturn	€ Million 2008 Estimate	% Change on Outturn
Programme 5 (Vote 37)	183.7	188.4	190.6	1.2 %
Total Gross Programme Expenditure	183.7	188.4	190.6	1.2%
Exchequer pay and pensions included in above gross total	183.5	188.3	190.5	1.2 %
Number of associated Public Service employees and pensioners.	11,745	11,663	11,671	

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. It also outlines our Vision, Mission and High Level Goals.

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 are set out in the White Paper:

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

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

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

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

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

A review of progress in implementing 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 (April 2007). Many of the recommendations in the Review are now included in the Pay Agreement and Modernisation Agenda for the Defence Forces, agreed in the context of *Towards 2016*.

Programme for Government

The commitments in relation to defence in the Programme for Government provide that we will:

- Prepare a second White Paper on Defence for the period 2011- 2020. The Second White Paper will consider expanding the roles of the Air Corps and the Naval service. This will include increasing the size of the navy flotilla and developing an Air Corps' airlift capability.
- Remain firmly committed to maintaining Irish neutrality and opposing any changes to the triple lock as enshrined in our law. In accordance with this, we will ensure that participation by the Defence Forces in any overseas peace support missions continue to be based on the triple-lock mechanism of UN mandate, Government and Dáil approval.
- Ensure that investment in the Defence Forces continues to grow, with the full commercial value of all defence property disposals to be received by the Department of Defence for investment in capital projects and new equipment.
- Continue the ongoing policy of annual recruitment and maintain the present establishment. This will enable the Permanent Defence Forces to maintain a strength of 10,500 fully trained personnel with an additional provision from 2008 onwards for up to 350 troops to be in training at any given time.
- Fast track the civilianisation of all outstanding agreed posts.
- Ensure that our troops have the most modern and effective range of protective equipment, weaponry and training available.
- Fully execute the Reserve Defence Forces (RDF) implementation plan by the 2009 target, including improving RDF interoperability with the PDF, and the introduction of procedures to allow suitably qualified RDF personnel serve on overseas duties.
- Continue the ongoing policy of recruitment to the RDF through regular and targeted recruitment campaigns.
- Develop the role and contribution of the Medical Corps and expand its capacity to deliver a range of medical facilities on UN mandated missions.
- Develop the Commissioning from the Ranks programme, both for enlisted personnel under 28 by way of the cadet programme and by way of regular CFR competitions for NCOs.
- Conduct regular reviews of the operation of the equality and anti-bullying measures in the military.
- Ensure the Defence Forces are intrinsically involved in all future 1916 commemorations.
- Provide annual subventions to support and encourage the excellent work of the officially recognised veterans groups ONET and IUNVA.
- Continue to support the excellent work of Civil Defence through the ongoing provision of new equipment and encourage increased membership of Civil Defence through regular and targeted recruitment programmes.

- Ensure that the Office of Emergency Planning coordinates the publication of an annual review of the emergency plans of each functional department, outlining achievements and improvements across all sectors.
- Continue the annual programme of major simulated exercises and use these structured exercises to support sustained public awareness and reassurance.
- Promote greater cooperation and knowledge sharing between the Coast Guard, the Naval Service and the Air Corps to ensure that the waters surrounding this island are safe for seafarers and coastal communities

Organisational Structures

Department of Defence

The Department of Defence comprises civil and military elements with a total of 638 personnel. Of this number 368 (whole time equivalents) are civil servants and 270 are military personnel. The military personnel constitute Defence Forces Headquarters. In addition, some 829 civilian employees are employed throughout the Defence Forces. These civilian employees provide a range of general operative, trades and other services in military installations.

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

Defence Forces

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

Permanent Defence Force

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

Army

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

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

Air Corps

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

Naval Service

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

Reserve Defence Force

The Reserve Defence Force (RDF) is at present undergoing Phase 2 of the Reserve Defence Force Review Implementation Plan (RDFRIP). Phase 1 was completed in 2005 when RDF units were rationalised and amalgamated to facilitate the new structure. The RDF consists of the Army Reserve and Naval Service Reserve:

Army Reserve

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

Naval Service Reserve

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

Strategic Objectives

Department of Defence Strategy Statement

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

Mission:

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

High-level goals:

the creation of a modern civil and military organisation capable of achieving its mission and fully discharging its mandate and roles;

the creation of a high performance organisation in which people are expected and enabled to achieve their full potential and where merit and effort are acknowledged;

achieving value for money through the best use of the financial, material and human resources entrusted to us.

Strategic objectives:

The Security Objective: To contribute to the security of the State principally against the threat of armed aggression, thus contributing to political and economic well being;

The Emergency Planning Objective: To promote the co-ordination of emergency planning functions across all Government Departments and other key public authorities and to oversee the emergency planning process in general;

The White Paper Objective: To continue Defence modernisation by implementing the White Paper on Defence and related modernisation initiatives;

The Civil Defence Objective: To provide policy advice and support in respect of Civil Defence;

The Policy Advice and Support Objective: To provide the Minister for Defence with the best policy advice and support in relation to the management of Defence and to provide the full range of corporate supports.

Defence Forces Strategy Statement

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

Mission:

To contribute to the security of the State by providing for the military defence of its territorial integrity and to fulfil all roles assigned by Government, through the deployment of well-motivated and effective Defence Forces.

Vision:

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

Strategic Goals:

To enhance the Defence Forces' capability in contributing to the security of the State.

To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and services.

To participate in multinational peace support, crisis management and humanitarian relief operations.

To provide emergency and non-emergency services to Government bodies when requested.