



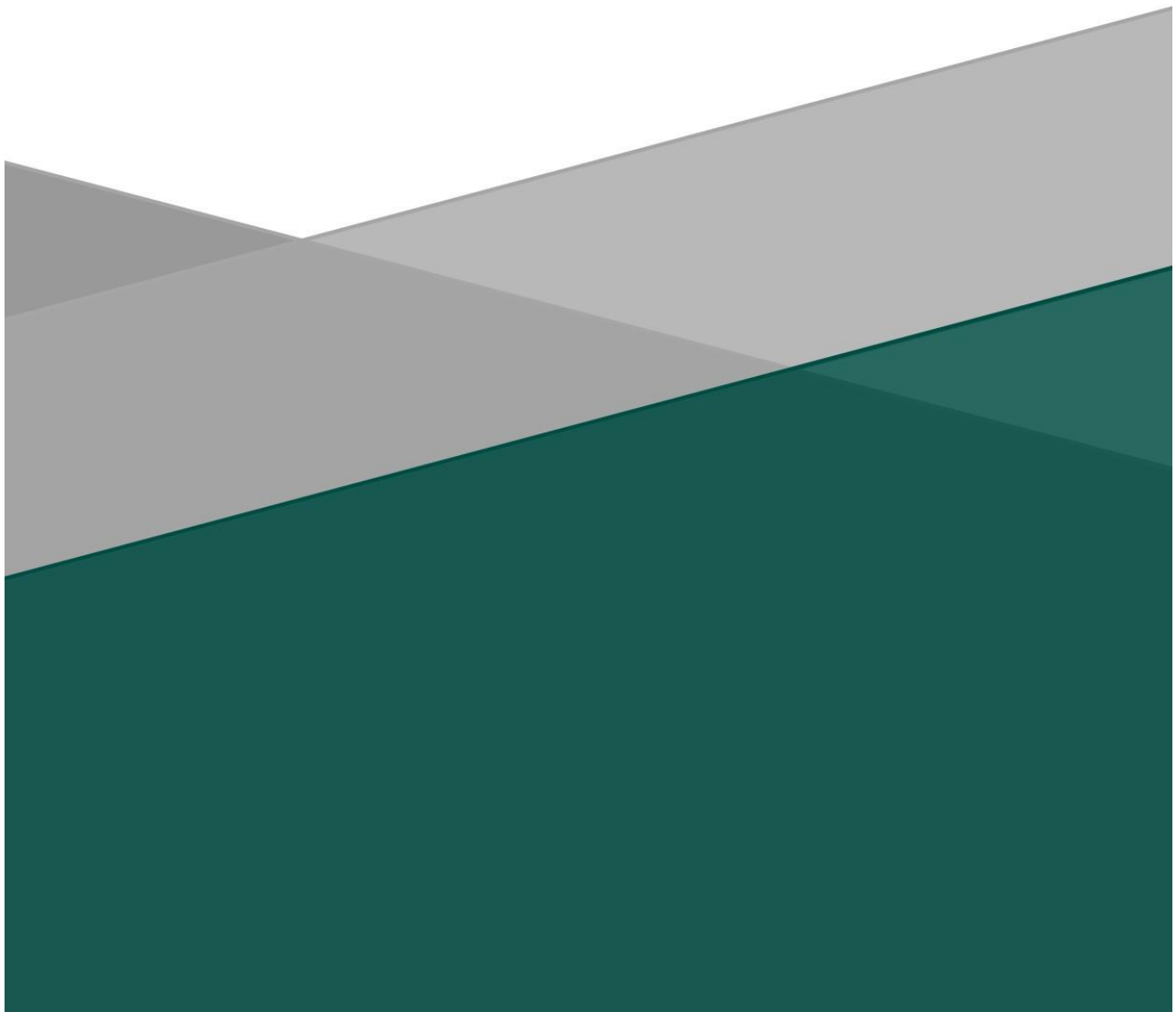
An Roinn Cosanta
Department of Defence



Óglaigh
na hÉireann
DEFENCE FORCES IRELAND

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Defence Enterprise Strategy



Foreword

In July 2011, the Government approved arrangements, whereby Enterprise Ireland supports the Defence Forces capability development, by raising the awareness of, and engaging with, Irish-based enterprise and research institutes, including third level colleges that are engaged in relevant and related activities. This is achieved through the Defence Enterprise Committee overseen by the Defence Enterprise Co-ordination Committee and is governed by the Defence Enterprise Governance Arrangements (V2 of April 2019). These committees comprise of personnel from the Department of Defence, the Defence Forces and Enterprise Ireland. All proposals are vetted and agreed by the Defence Enterprise Committee to ensure compatibility with the roles assigned to the Defence Forces by the Government and where collaboration with industry/ third-level institutes will support Defence Forces capabilities.

The Defence Forces, in turn, support Irish enterprise and research institutes, including third level colleges, through the provision of resources and expertise to areas of new technology or research, which have the potential to contribute to the development and enhancement of Defence Forces crisis management capabilities. Under this initiative, the Defence Forces are supporting a range of projects that cover research, training and innovation projects including with Irish indigenous companies.

Partnerships between the Defence Forces and the private sector with a view to increased research, innovation and enterprise development is encouraged and articulated in the following policy documents; 'White Paper on Defence' (2015), the 'Innovation 2020' strategy (2015), the 'Programme for a Partnership Government' (2016) along with the 'Defence Strategy Statement 2017-2019' (2017). Three enterprise related White Paper projects were created which aim to create the optimal environment to encourage partnerships between the Defence Forces and industry/research institutes. This Defence Enterprise Strategy has been developed under Project 17 "Identify opportunities for co-operative collaborative engagement between the Defence Forces and Irish-based enterprise and research institutes, including third level colleges and give appropriate stimulation to innovation networks."

1. Defence Enterprise Mission and Vision

- The mission for Defence Organisation¹ in the Enterprise space is to:

Exploit new and emerging innovative technologies with a means of improving capabilities in the security and defence domain, and to influence and inform the direction of technology developments which can support defence capabilities, to better enable the Defence Forces to undertake the roles assigned by Government.

- The vision for Defence Enterprise is:

In support of Defence Forces Capability development requirements, be a recognised collaboration partner for academia and industry in the area of security and defence.

2. Core Principles

Develop Defence Forces Capabilities

- Military capability is the ability to attain operational success for a given scenario, achieving desired effects under specified standards and conditions through combinations of ways and means (White Paper on Defence, 2015:61).
- Capabilities are delivered through transformation in one or more of the fundamental inputs to capability - Doctrine, Organisation, Training, Equipment/Materiel, Education/Leadership, HR Policies/Personnel, Infrastructure/Facilities, and Regulatory Reform. Capability development remains at the heart of both Defence Enterprise generally and, more specifically, this Defence Enterprise Strategy.
- This Defence Enterprise Strategy identifies six key Thematic Research Areas where resources will be focussed. The selection of areas is based on the fact that these are areas where the Defence Forces have significant research experience. This strategy aims to focus on delivering high impact capability development in these areas.
- The six key thematic areas are:
 - Maritime
 - Air
 - Explosive Ordnance Disposal

¹ The term "Defence Organisation" refers to the Department of Defence and the Defence Forces

- Communications
 - Cyber Security
 - Logistics
- This strategy also commits to identifying new and emerging Thematic Research Areas as required.

Develop a Culture of Innovation

- The strategy offers Defence Force personnel the freedom for bottom up and local transformation. It will enable Defence transformation – supporting the transition from an inward innovative approach to a more open culture of innovation in the workplace environment. It will thus help nurture an environment where champions and innovators alike can foster creativity and exploit opportunities.
- Structures must also be in place to support the identification, capture and channelling of ideas and opportunities from ideation through concept development to an end product or concept of use to the Defence Organisation. The Defence Enterprise Committee provides this clarity in terms of the Defence Enterprise Governance Arrangements and through its oversight role.
- The introduction of Research and Innovation Cells² within Formations will also provide support and advice to Defence Force personnel, harnessing the intellectual potential within the organisation, whilst helping to steer innovative ideas through the required administrative processes.

Support National Strategies

- The Defence Organisation is committed to supporting the following Defence Enterprise related Government strategies and any future strategies which may emerge:
 - Programme for a Partnership Government
The Programme for a Partnership Government reinforces the White Paper commitment to encourage partnerships between the Defence Forces and the private sector with a view to increased research, innovation and enterprise development.
 - Innovation 2020
Innovation 2020 is Ireland’s strategy for research and development, and science and technology. It is based on a shared vision of Ireland becoming a Global Innovation Leader, driving a strong, sustainable, high employment economy and a better society enjoying a good quality of life. The Defence Organisation will promote innovation in defence through the further development of the Defence Enterprise Initiative.

² Formation R&I Cell responsibilities will be undertaken in addition to normal responsibilities

- Horizon 2020

The Department of Jobs Enterprise and Innovation are currently preparing for the launch of the final work programme of H2020, which will span the period 2018-2020. The programme will have a total budget of €30 billion and will present a major opportunity to secure significant funding for research and innovation. The Defence Organisation will continue to support the Department of Jobs, Enterprise and Innovation in formulating a strategic and coordinated national approach to this programme.

3. Defence Enterprise Stakeholders:

- This strategy has a varied stakeholder base – one which spans government, industry, the EU and Academia. The relationships with these stakeholders are also varied, from Horizon 2020 consortium partnerships with academia and industry; to strategic collaborations such as that with Cork Institute of Technology in the National Maritime College of Ireland and its Halpin Centre for research and development; to engagement with Enterprise Ireland on the Defence Enterprise Committee.



4. Strategic Goals and Objectives

This strategy centres on the delivery of three innovation goals. Each goal has a number of objectives. Once approved, initiatives will be developed aimed at realising the strategic goals. Special emphasis will be placed on the communication of these strategic goals to industry, research and innovation institutes and personnel, encouraging engagement on both inputs and outputs from Defence Forces innovation and supporting linkages to wider EU innovation.

1. Innovation Goal 1: Focused collaboration leading to the development of identified Defence Force Capability needs.
2. Innovation Goal 2: Embed a culture of innovation across all facets of the Defence Forces.
3. Innovation Goal 3: Support Irish industry, academia and national policy objectives

INNOVATION GOAL 1

Innovation Goal 1	Objectives
Focused collaboration leading to the development of identified Defence Forces Capability Needs	Objective 1.1 Consolidate resources toward the six (6) key Defence Force Thematic Research Areas of Maritime, Air, Explosive Ordnance Disposal, Communications, Cyber Security and Logistics.
	Objective 1.2 Identify and engage in suitable European Defence Agency project collaborations building knowledge and capability in Defence Forces areas of specific interest.
	Objective 1.3 Utilise formal (Memorandum of Understanding, Service Level Agreements, Collaboration Agreements) agreements to link niche Defence Force capability areas with external stakeholders in academia, enterprise, commercial, local government, and state agencies as a force multiplier toward accessing funding.
	Objective 1.4 Allocate available resources to new and emerging Defence Forces Thematic Research Areas as identified and agreed.

INNOVATION GOAL 2

Innovation Goal 2	Objectives
Embed a Culture of Innovation Across all Facets of the Defence Forces	Objective 2.1 Establish and develop innovation cells, as a single source of advice and conduit for Research and Innovation proposals, within each formation.
	Objective 2.2 Introduce an annual Defence Forces Innovation Award Scheme, recognising achievements and showcasing excellence in innovation within the Defence Forces at all levels under a number of award categories.
	Objective 2.3 Increase internal and, where appropriate, external communication on all Defence Forces collaboration projects using communications and media platforms available to them.
	Objective 2.4 Strengthen the Research and Innovation supports provided centrally through the development of a robust IP Policy and bring clarity to all governance related administrative requirements.
	Objective 2.5 Expand Defence Forces intrapreneurship training and instil a culture that fosters creativity and intrapreneurship throughout the Defence Forces.

INNOVATION GOAL 3

Innovation Goal 3	Objectives
Support Irish Industry, Academia and National Policy Objectives	Objective 3.1 Support the attraction of non-Exchequer research funding nationally through Defence Forces collaboration in Horizon 2020 ³ and EDA Preparatory Action Projects. ⁴
	Objective 3.2 Establish Defence Forces targets for participation in H2020 consortia.
	Objective 3.3 Raise the profile of the innovation capacity within the Defence Forces through internal and external communication; strengthen existing partnerships with H2020 collaborators; and enhance the Defence Forces brand for excellence in collaboration and research and innovation.
	Objective 3.4 Continue to engage with academic institutions through workshops/seminars/intrapreneurships and identified education courses as appropriate.

³ <https://ec.europa.eu/programmes/horizon2020/>

⁴ <https://eda.europa.eu/what-we-do/activities/activities-search/preparatory-action-for-defence-research>