

## OPERATIONS ANALYSIS IN THE NETHERLANDS: A BRIEF OVERVIEW

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In the Netherlands, there has been a long tradition in supporting the Ministry of Defence and the armed forces in policy and decision-making activities related to strategy development, policy, procurement and operational issues. Here, this brief overview explains how this is done in the country.

Main sponsor for policy and decision support for defence is the Ministry of Defence (MoD) of the Netherlands. Based on contracts on a yearly basis, the main contribution to Operational Analysis (OA) support is provided by TNO Defence and Security.

Every year the MoD and TNO Defence Security and Safety sign a contract, in which they define programmes with specific research issues of interest for the MoD and the armed forces. At TNO, there is a group of approximately 150 people that together with the entire staff of TNO run the programmes.

The *mission* of the DR&D is to support the forces to deliver now and in the future qualitative and technological high-tech military support by making available and accessible the necessary scientific knowledge and skills.

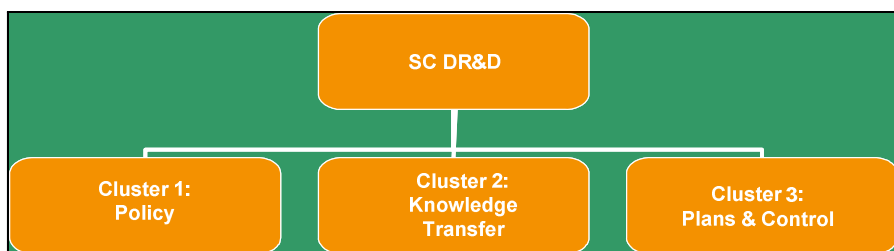


Figure 1: Organisation of Research & Development in the MoD of the Netherlands.

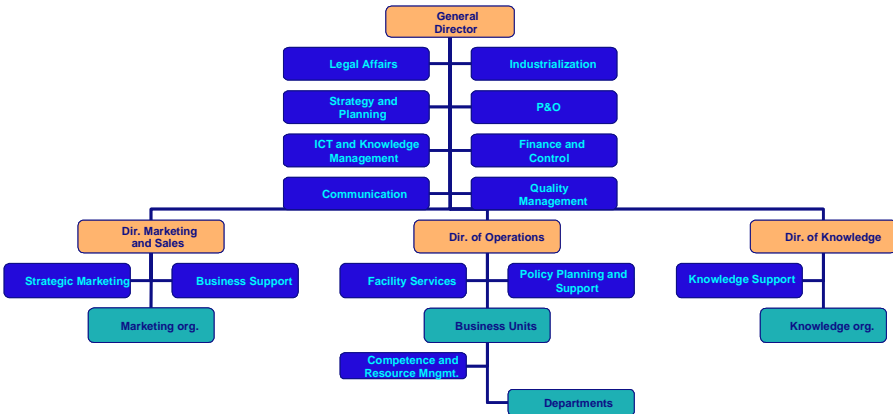


Figure 1: TNO Defence Security and Safety.

The *primary processes* of the DR&D are as follows:

1. Developing policy and advice on R&D
2. Maintaining the effective management network with the knowledge infrastructure
3. Coordination and guidance of support questions for knowledge development
4. Budgetary planning of R&D needs and control of the R&D process.

The Director of R&D is supported in her tasks by an R&D board that manages a cluster of programme commissions and other structures that together develop the research questions to be answered by the OA research.

## TNO Defence Security and Safety

TNO provides innovative contribution to the advance of integral security and is the strategic partner of the Dutch Ministry of Defence in building the Defence knowledge-base. It employs the acquired knowledge for and together with the industry.

Their slogan is: “Committed to innovation for a safer world.”

The ambition and tasks of the armed forces determine the Research & Technology (R&T) infrastructure. The R&T infrastructure must be sufficiently broad to encompass the areas of interest for current and future tasks of the armed forces. The R&T infrastructure must be selective in spearheads too.

The R&T infrastructure is organised in such a way that there is space for promising new concepts (technology push). Stimulated by Defence, TNO uses the knowledge

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gained on behalf of other clients as well. In defence research, TNO aims to act as a knowledge broker *vis-à-vis* other organisations. In this ambition, TNO does not strive to compete with the Defence industry. Sometimes, TNO supplies defence with specified products. In collaboration with defence, TNO is able to support the development of materiel by the defence industry.

TNO collaborates also in the NATO Research and Technology Organisation, the WEU/WEAG EUCLID programme and the Europa Memorandum of Understanding (MoU). It strives for a significant portion of work in the EU Framework programmes. Besides those activities it has bi-/tri-/quadrilateral MoU's with Central and Eastern Europe, the United States (Data Exchange Agreements), etc.

With this knowledge and her networks TNO supports defence with policy and decision support regarding military operations, military equipment, command and operational decision making, threat and protection and training and education.